



London Borough of Hammersmith & Fulham

Cabinet

Agenda

MONDAY
20 JUNE 2011
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 Andrew Johnson, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

Date Issued
10 June 2011

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DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers 5-10 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: Monday 13 June 2011.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 22 June 2011**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 27 June 2011 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 **Monday 27 June 2011**.

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

20 June 2011

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	<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>	
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14. EXCLUSION OF PRESS AND PUBLIC

The Cabinet is invited to resolve, under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

15. AWARD OF A FRAMEWORK AGREEMENT FOR PENSION ADMINISTRATION SERVICES : EXEMPT ASPECTS (E)

16. SUMMARY OF EXEMPT DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)

17. SUMMARY OF EXEMPT URGENT DECISIONS TAKEN BY THE LEADER, AND REPORTED TO THE CABINET FOR INFORMATION (E)

Agenda Item 1

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Monday 18 April 2011

PRESENT

Councillor Nicholas Botterill, Deputy Leader (+Environment and Asset Management)
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 Michael Cartwright
Councillor Stephen Cowan
Councillor Steve Hamilton
Councillor Wesley Harcourt
Councillor Andrew Johnson
Councillor Jane Law
Councillor PJ Murphy
Councillor Caroline Needham
Councillor Rory Vaughan

1. MINUTES OF THE CABINET MEETING HELD ON 21 MARCH 2011

RESOLVED:

That the minutes of the meeting of the Cabinet held on 21 March 2011 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 Stephen Greenhalgh and Mark Loveday.

3. DECLARATION OF INTERESTS

The following declarations of interest were made:

- Councillor Caroline Needham declared a personal and prejudicial interest in agenda item 9 - Reconfiguration Of Sure Start Children's Centres Network, as her son is employed as an Outreach Worker at Fulham Central Children's Centre. She left the room during the discussion.
- Councillor Rory Vaughan declared a personal interest in agenda item 9 - Reconfiguration Of Sure Start Children's Centres Network, as his son uses the Wendell Park Children's Centre.
- Councillors Greg Smith and Stephen Cowan declared a prejudicial interest in agenda item 11 – Lyric Theatre Redevelopment, as Directors of Lyric Square Trust. They both left the room during the discussion.

4. PETITION : H&F CHILDREN'S CENTRES

In order to ensure the smooth running of the meeting, the Deputy Leader announced that Members will hear the Petitions and Deputation before the related item. The Reconfiguration of Sure Start Children's Centres Network report would be considered first and thereafter the Property Disposals Programme item. All other reports will be considered in the order on the agenda.

Children's Centre Petition

Cabinet received a petition from some parents and carers of children who attend children centres across the Borough opposing the "Spoke and Hub" model and the restructuring of Early Intervention Services.

Kate Aubrey-Johnson supported by Christy Turner addressed Cabinet expressing concern about the future of this service. They believed the impact of the changes would be devastating on many families putting families at risk. She was of the view that the proposed new budgets of £19,000 for spoke centres would not cover the heating, lighting or repair costs for the buildings. There would be no funding leftover for play equipment, supplies or staff salaries. Regular staffing contact with families was important to support the most vulnerable families. She noted that some governing bodies had not supported the project because of the financial viability particularly the cost of safeguarding children. She felt that the consultation had not considered the impact of the decision on all groups particularly the Little Cricket group which support deaf children. She requested that the decision be delayed and the Council work with the Centre Managers and staff to develop alternative viable proposals.

Councillor Phibbs inquired why £19,000 was insufficient to cover a centre's operating cost and if fees were introduced what would be an indicative acceptable level of charges. Councillor Binmore informed the meeting that the Council had used the building running cost of the largest Council run building (Cathnor Park) to calculate the costs. In response, Kate Aubrey Johnson felt this did not take into account staffing cost which could amount up to £40,000. A £3.00 per visit charge would be prohibitive for some parents. She accepted that it would be great if Vanessa Nursery agreed to

manage Wendell Park Centre. Councillor Phibbs expressed the view that setting up centres as charities could help generate extra income and attract more volunteers to help with the running of Centres. Councillor Cowan was of the view that a fee based service would remove that universal benefit of the service and asked how would the staff funding be addressed. It was noted that centres cannot be run only by volunteers, experienced professional staff were also required. A £1 levy would not have an impact on the service universality. Councillor Murphy asked the petitioners' view on whether it was more beneficial to invest in children's services than pay off council debt. In response, it was acknowledged that the Council's resources faced competing demands. For every £1 spent now, the Council would save £10 in the future. Finally, it was acknowledged that the Council had supported the deaf community in the past. Councillor Binmore stated that she didn't see any reason why the Little Crickets would not continue to be supported in the future.

In moving the recommendation, Councillor Binmore stated that the Council was committed to Sure Start and was not proposing to lose any centres. The alternative funding proposals to cut the funding across the board was not feasible as it would hit the most vulnerable the hardest. The proposal will ensure that the most vulnerable families will still have access to the full range of services across the borough. In response to comments from the consultation, parents will be able to use any of the centres in the Borough. The Council will fund a Development Coordinator post for 12 months to help the spoke and satellite centres develop their offer and business model. Centres can choose their relationship with hubs, whether to be a satellite or spoke, resulting in potential economies of scale. She noted that Vanessa Nursery had drawn up a full timetable to run a wide range of activities. The new leases granted would also allow centres to generate new income streams to support their activities.

Cabinet thanked Kate Aubrey-Johnson and Christy Turner Johnson for taking their time to attend the meeting. The Deputy Leader noted that their comments will be taken into account during the discussion of the report.

RESOLVED:

That officers write to the petition organiser setting out its views about the request in the petition.

5. RECONFIGURATION OF SURE START CHILDREN'S CENTRES NETWORK

Cabinet noted that the item had earlier been extensively discussed during the consideration of the Petition. The following minor amendments to the report were noted:-

Page 57 - Wendell Park Family Centre will be a satellite.

Page 57 - Masbro Children's Centre will receive £300,000 not £300.

Page 58 - Bishops Palace will be a spoke affiliated with Fulham Central.

Councillors Cowan, Vaughan, Murphy and Cartwright questioned the Cabinet and made some observation during the debate. They noted that some external organisations might not take on responsibility of managing some Centres because of the funding level and sought clarification on how much was in the bidding pot and how the Development Coordinator would sufficiently support each Centre.

The Cabinet Member responded that other providers have approached the Council to run some Centres with the current level of funding. The Centres are expected to provide a minimum offer of two services a week and work with other providers such as midwives and health visitors in order to deliver a fuller timetable of suitable activities as well as fundraise from other sources. Centres will not be solely dependent on £19,000 of public money. A commissioning pot of £133,000 was available from which spokes and satellites can bid for additional funding to develop their programme and become more self sustaining. The Development Coordinator will assist spoke and satellite centres in coordinating a range of services from different agencies such as midwifery, health visitors, adult education, Job Centre Plus, as well as voluntary sector and parent led activities, such as Little Crickets at Cathnor park. The role will also help to develop new business models in order to generate additional income and fundraising.

Andrew Christie, Director of Children's Services, in response to questions stated that the Council has 7,100 registered users and 6,000 other social care service. The level of participation by service users ranges widely from centre to centre. There is a need to make sure the budget is most effectively used. The objective is to ensure that all children's needs are met at an early stage.

In conclusion, Councillor Binmore stated that the Family Support Programme will help vulnerable families before they reach crisis point and will prevent children coming into care. The proposals will result in the most coherent early intervention and prevention strategy the Council has ever had.

RESOLVED:

1. That the commissioning of 16 Children's Centres, as outlined in sections 53 to 58 of the report and attached as an appendix to these minutes for the period of the funding (i.e. until March 2013), be agreed.
2. That authority be delegated to the Cabinet Member for Children's Services, in consultation with the Director of Children's Services and the Director of Finance and Corporate Services of £133,000 for spot purchasing of additional services to support the new configuration of Children's Centres across the borough to ensure the delivery of appropriate services.
3. That the Cabinet Member for Children's Services in consultation with the Director of Children's Services and the Director of Finance and Corporate Services approve details of the service specification for the future commissioning of Children's Centres.

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. PETITION AND DEPUTATION : FULHAM CROSS YOUTH PROJECT

Cabinet received a petition and deputation request organised by Lewis Williams, Louis Scott, Aaron Jobe and Sorie Jalloh. Both submissions challenged the Council's decision to close down and dispose of the Borough owned youth centres particularly Fulham Cross Centre. They were of the view that the proposal was not made public in August 2010. Lewis Williams, Aaron Jobe and Sorie Jalloh supported by some other young people addressed Cabinet. They stated that the United Nations Charter granted young people the right to express their views which should be heard and acted upon. Their views should be taken into account when Cabinet decides the future of the youth service and understand how the delivery of such service affects them. The Fulham Cross Youth project was voted as the best project in 2009 meeting the needs of many young people who do not want to attend school based provision. The Centre provides homework clubs, cooking classes and activities for disabled children up to the age of 25 which is not provided elsewhere in the Borough.

The Group responded to questions from Councillors Phibbs, Cowan and Needham.

In response to the Petition and Deputation, Councillor Binmore noted that the decision to commission youth provision through schools and community projects was agreed in 2009 following a consultation with over 1000 responses from young people. In September 2010, the manager and youth workers were briefed of the changes. In response to their concern, she agreed to meet with the group to look at the offer at Brunswick Centre and facilitate a meeting between the Brunswick Centre management and the Fulham Cross Youth project. She expressed her desire for young people to be involved in the shaping and commissioning of youth services in order to provide a better offer for all young people. She agreed to investigate the accessibility of Brunswick centre for disabled children.

The Deputy Leader thanked the Petition and Deputation organisers and noted that their comments will be taken into account during the consideration of the report later in the meeting.

RESOLVED:

That officers write to the petition organiser setting out its views about the request in the petition.

7. PROPERTY DISPOSALS PROGRAMME

Cabinet noted that the Youth Centre aspects of the report had been extensively discussed during the consideration of the Petition and Deputation. Cabinet was informed of an amendment to the report to delete the first sentence of the final paragraph of page 22 "It is envisaged...in the property disposal" and Insert in its place "In order to facilitate pedestrian and vehicular access to the disposal site it may be necessary to grant rights of access across the south western end of Marcus Garvey Park. There will be no outright disposal of open space between Gorleston Street and the disposal site, although it may be necessary to grant an easement." The amendment was agreed.

Councillors Cowan, Murphy and Needham asked the young people and Cabinet questions. In response, Councillor Binmore noted that there were no cuts to the youth service funding. The Council had been able to fund more hours, venues and projects with the same level of funding. The current service provision was a response to the outcome of a consultation with youth people who expressed a preference for youth provision through school.

RESOLVED:

1. That officers be authorised to dispose of the properties listed below in the open market for the best price reasonably obtainable and otherwise on such terms and conditions as the Assistant Director (Legal and Democratic Services) and the Assistant Director of Building and Property Management consider appropriate in consultation with the Director of Environment and the Cabinet Member for Environment and Asset Management.

The Lodge, St John's Walham Green

111 Devonport Road

Avonmore Centre (subject to public notice under Section 123(2A) Local Government Act 1972 and consideration of any objections received).

Fulham Cross Centre, Caroline Walk

34 Fulham Palace Road

Hurlingham Yard (subject to public notice under Section 123(2A) Local Government Act 1972 and consideration of any objections received).

Nuffield Health Club, 77-81 Stevenage Road

Fulham Cemetery Lodge, Fulham Palace Road

2. That the Director of Environment, in consultation with the Cabinet Member for Environment and Asset Management, be authorised to consider any objections duly received in response to public notice given under Section 123(2A) Local Government Act 1972 (reporting back to Cabinet only if the objection is both material and one not substantially taken into account already).

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

8. **THE GENERAL FUND CAPITAL PROGRAMME, HOUSING REVENUE CAPITAL PROGRAMME AND REVENUE BUDGET 2010/11 – MONTH 10 AMENDMENTS**

RESOLVED:

1. That the changes to the capital programme as set out in Appendix 1 be approved.
2. That the 2011/12 revenue virements of £1.207m as set out in Appendix 2 be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

9. **REFORMING PUBLIC SERVICES THROUGH LEAN SYSTEMS THINKING**

RESOLVED:

1. That £208,000 be released from the Invest to Save Fund in order to fund two projects to implement Lean Systems Thinking in the areas of H&F Direct and Business Support be approved and the two projects will deliver net general fund cumulative savings of £555,000 in 2011/12, £1,697,000 by 2012/13 and £2,197,000 in 2013/14 be noted.

2. That the award of contract, via the Leader's urgent decision-making process, of up to £150,000 for external consultancy support be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

10. AWARD OF TERM CONTRACT FOR TREE MAINTENANCE 2011-2014

RESOLVED:

1. That the Term Contract for Tree Maintenance 2011 - 2014 as set out in the report on the exempt part of the Cabinet agenda, commencing on 1 April 2011 and running for a period of three years through to 31 March 2014 (with the possibility of two 12 month extensions), on the basis of the most economically advantageous tender received as detailed in this report be approved.
2. That the annual current notional value of the contract is in the region of £200,000, and that the value may go up or down depending on the work ordered through the contract, but that all works ordered under the contract will be subject to the appropriate budget being available be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

11. SHORT BREAKS FUNDING FOR DISABLED CHILDREN

RESOLVED:

1. That additional funding of £270,000 for Short Breaks, as set out in para. 4.3 of the report, be approved.

2. That authority be delegated to the Cabinet Member for Children's Services in conjunction with the Director of Children's Services, to decide on the specific allocation of this additional funding between the various services outlined in Appendix 3.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

12. LYRIC THEATRE REDEVELOPMENT

RESOLVED:

With a view to the promotion of the economic, social and environmental well-being of the borough :-

1. To delegate authority to the Cabinet Member for Children's Services, in consultation with the Head of Asset Strategy and Portfolio Management, the Director of Finance and Corporate Services and the Assistant Director (Legal and Democratic Services) to negotiate and conclude the new lease with St Martins or their successors in title and a new sublease or subleases (as appropriate) with the Lyric, together with any incidental documentation she and they shall consider appropriate. Terms may provide for surrender of existing leases or subleases (including of the former Lyric box office) with a view to consolidation in a new lease or sublease (as the case may be) of the same or extended duration.

Subject to successful negotiation of the lease, the following recommendations to be adopted:

2. To allocate £2.8m to the Lyric capital project from prudential borrowing supported by the DSG centrally retained funds.
3. To delegate authority to the Cabinet Member for Children's Services, in consultation with the Director of Children's Services, to procure the necessary works for the Lyric partnership through the IESE framework within the sums identified within this report.
4. To delegate authority to the Cabinet Member for Children's Services to agree the education offer for schools and create a borough-based community hub for voluntary groups within the enlarged Lyric facility and (if the hub is included in the new sublease to the Lyric) to negotiate (in consultation with the Assistant Director Property and Management) a sub-underlease back to the Council of the hub.

Councillors Cowan and Smith left the room during the discussions.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

13. HOUSING DEVELOPMENT COMPANY

RESOLVED:

1. That the setting up of:
 - a. A wholly owned subsidiary company (Development Company) and
 - b. A Charitable company be approved
2. That approval be given to the draft company documentations set out in Appendices 2 – 6, and that authority be delegated to the Director of Housing and Regeneration in conjunction with the Assistant Director (Legal and Democratic Services) and the Cabinet Member for Housing and the Leader to finalise.
3. That a detailed business case be developed for suitable Council-owned land for development through the Development company for further consideration by the Cabinet be agreed.
4. That consultancy spend of up to £50,000 towards the cost of legal, property and tax/financial advice in relation to setting up the company structures and developing detailed business cases for the first phase delivery sites be approved.

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.

14. HOUSING CAPITAL PROGRAMME 2011/12

Councillor Cowan, Needham and Murphy asked Cabinet questions. They inquired whether the sale of 300 properties was in breach of the Housing Act. It was commented that the Council had a legal duty to ensure that the sale of properties was not at the expense of people in need. A view was expressed that anti social behaviour should not be a reason to sell Council housing stock while there were still people on the housing waiting list.

In response, Councillor Ivimy noted that the Council had engaged the community in arriving at this decision. The current balance of tenure was very narrow restricting the level of investment. The proposal will create a more stable and balanced community generating more funds to invest back into the estate. Contrary the views expressed, there will be no need to re-house anyone from the estate.

RESOLVED:

1. That the programme outlined in paragraph 3 of the report at a total estimated cost of £11.493m, subject to appropriate contract approval for individual projects be approved.
- 2.: That authority be delegated to the Cabinet Member for Housing, in conjunction with the Director of Housing and Regeneration, to approve future amendments to the programme for operational reasons and where such amendments can be contained within the overall approved 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:

None.

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

None.

15. HOUSING ESTATES INVESTMENT PLAN

RESOLVED:

- (i) That the independent research into methods of area-based improvement (both physical and social), investment and the evaluation of what works be noted.
- (ii) That the proposed policy framework for area-based improvement in Hammersmith and Fulham be noted.

- (iii) That officers undertake statutory consultation with all Council tenants along the lines set out in para 3.6 on:
- the policy approach of area-based improvement
 - the various methods to effect improvement
 - the assessment process and selection criteria for deciding where to channel area-based support, be agreed.
- (iv) That the investment needs of the Council's housing stock be noted.
- (v) That the asset management based approach to investment, including the new thresholds and criteria for limited HRA void disposals as set out in section 9 be approved.
- (vi) That authority for the disposal of properties meeting the asset-based criteria be delegated to the Cabinet Member for Housing in consultation with the Director of Housing and Regeneration, the Director of Finance and Corporate Services and the Assistant Director (Legal and Democratic Services).
- vii) That the Director of Housing and Regeneration undertake works to properties being disposed of where there is a net cost benefit, e.g. an increase in the sale receipt and also to incur valuation and professional costs, these costs to be recovered from the sale receipt be approved.
- viii) That the usable receipts generated from asset-based disposals will be put to the uses set out in section 10 be agreed.
- ix) That a review of the policy of asset-based disposals, including the disposal threshold figures, after the first year of operation, and annually thereafter be agreed.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

16. FORWARD PLAN OF KEY DECISIONS

RESOLVED:

The Forward Plan was noted.

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

RESOLVED:

The summary was noted.

18. SUMMARY OF URGENT DECISIONS TAKEN BY THE LEADER, REPORTED TO THE CABINET FOR INFORMATION

RESOLVED:

The summary was noted.

19. 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.]

20. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 21 MARCH 2011 (E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on 21 March 2011 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

21. AWARD OF TERM CONTRACT FOR TREE MAINTENANCE 2011-2014 : EXEMPT ASPECTS (E)

RESOLVED:

That the Term Contract for Tree Maintenance 2011 - 2014 be awarded to Advanced Tree Services Ltd, commencing on 1 April 2011 and running for a period of three years through to 31 March 2014 (with the possibility of two 12 month extensions).

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.

22. SUMMARY OF EXEMPT DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)

RESOLVED:

The summary was noted.

Meeting started: 7.00 pm
Meeting ended: 9.00 pm

Chairman

Agenda Item 2

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Monday 9 May 2011

PRESENT

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 Lucy Ivimy, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

ALSO PRESENT

Councillor Colin Aherne
Councillor Stephen Cowan
Councillor Andrew Jones

1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Harry Phibbs.

2. DECLARATION OF INTERESTS

There were no declarations of interest.

3. TRI-BOROUGH WORKING UPDATE

Cabinet considered a paper which worked up the proposals considered in February by this Authority, the Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC) in the report, 'Bold Ideas for Challenging Times'. It was noted that the paper was not available for circulation five clear days before the meeting as officers did not have all the information required in order to be in a position to report on progress made since the meetings in February.

Councillor Cowan expressed concern regarding the following issues:- the ability of senior management to prioritise their time for our Council's issues during a crisis, a lack of exit strategy in the event of the parties wanting to pull out of the arrangements, and the exclusion of the Opposition from the Tri-borough

decision making process. He asked if any of the Councils faced a Baby P type crisis how would the Council ensure that all the resources were not diverted to the crisis faced authority. He was of the view that Westminster City Council had some issues with its budget and was nervous with the pace of the report.

The Leader noted that the progress report was not a binding document. The previous report had outlined issues around democratic accountability, sovereignty guarantee and exit strategy. The proposals set out a robust and sensible way to remove significant overheads without affecting frontline service delivery. Dedicated child protection resources will be provided at borough level. He noted that the Administration would accept written submissions from the opposition on its ideas to develop the proposals as part of the consultation process.

Andrew Christie, Director of Children's Services, stated that each Borough will have designated officers for Child Protection and Children in Care. The new proposals will provide more capacity, greater strength and depth to cope with any peaks and troughs. Both the Royal Borough Kensington and Chelsea and the Council have experience of dealing with major child protection issues. Both organisations provided Haringey Council with support during the Baby P case.

The Leader reassured the meeting that each Council was responsible for setting its own budget and there will not be any cost shunting between Boroughs. Robust debates were taking place on a transparent and sensible approach to the distribution of costs and savings.

Jane West, Director of Finance and Corporate Services, stated that budget setting, Medium Term Financial Strategy, closing of accounts and setting of council tax will all be done locally. The Council will only be responsible for costs attributed to its activity. The Leader moved the recommendations contained in the report.

RESOLVED:

That the recommendations set out in section 3 of the report as outlined below be approved:

Cabinet endorse the report in full and, in particular:

- (i) note the positive public response to the proposals;
- (ii) note the draft business cases highlight continued confidence in achieving £35m savings target;

Adult Social Care

- (iii) mandate continued negotiations with Central London Community Health around integrated health and social care services, with a view to putting before Cabinets firm proposals later in the year;
- (iv) mandate continued discussions with GP consortia around joint commissioning arrangements;

- (v) note the intention to put proposals for a single Director of Adults' Commissioning and for the creation of a combined commissioning hub to June Cabinets;

Children's Services

- (vi) note firm proposals for combined Fostering and Adoption and Youth Offending services, and for a single Local Safeguarding Children's Board - recommendations to endorse proposals to be put to the June Cabinets;
- (vii) note that firm proposals around a single management team to be recommended to June Cabinets;
- (viii) note that proposals for a combined Education Service are being reviewed to ensure that they reflect current policy requirements and that a further report will be brought to June Cabinets;

Corporate Services

- (ix) note progress to date in developing proposals and to note the intention to bring more detailed cases particularly for combined HR, IT and Finance services to June Cabinets;

Libraries

- (x) note firm proposals around a combined library service and to invite public comment and views from scrutiny committees - recommendations to endorse further developed proposals to be put to June Cabinets; and

Environmental Services

- (xi) note first stage proposals for a combined RBKC and H&F senior management team and plans to begin the process of reconfiguring services, with an invitation to WCC to later combine as contractual arrangements allow - a more detailed implementation plan to be brought to June Cabinets.

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.

4. FORWARD PLAN OF KEY DECISIONS

RESOLVED:

The Forward Plan was noted.

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

RESOLVED:

The summary was noted.

6. **SUMMARY OF URGENT DECISION TAKEN BY THE LEADER, REPORTED TO THE CABINET FOR INFORMATION**

RESOLVED:

The summary was noted.

Meeting started: 7.00 pm
Meeting ended: 7.26 pm

Chairman

Agenda Item 5



London Borough of Hammersmith & Fulham

Cabinet

20 JUNE 2011

LEADER

*Councillor Stephen
Greenhalgh*

TRI-BOROUGH IMPLEMENTATION PLANS

Wards:

All

The Royal Borough of Kensington and Chelsea, the London Borough of Hammersmith & Fulham and the City of Westminster considered the report, '*bold ideas for challenging times*' at their cabinet meetings in February. A further report containing worked up proposals was considered by the three Boroughs in May.

This report provides detailed business cases for the integration of Children's Services, Environment Services, and Adult Social Care Departments, and elements of Corporate Services and boroughs' Libraries Services. It also outlines proposals for the appointment of a Joint Chief Executive and Head of Paid Service for the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith and Fulham.

CONTRIBUTORS

All departments

Recommendations:

That the recommendations set out in section 3 of this report be approved.

That the proposed appointment of a joint Chief Executive with Royal Borough of Kensington and Chelsea as set out in section 4 of this report be agreed and noted.

That this report be referred to Council for debate.

1. OVERVIEW

- 1.1 Chief Executives agreed to provide to June Cabinets detailed business cases for the integration of Children's Services, Adult Social Care departments, elements of Corporate Services and boroughs' Libraries Services.
- 1.2 Business cases can be found annexed to this document. These have been cleared by Leaders and relevant Cabinet portfolio holders. They outline how, through integration, boroughs can look to save over £33m, drastically reducing borough overhead costs; over 35% around management overheads for Adult Social Care, Children's services and Environment Services, for example. Savings estimates have been endorsed by borough Finance Directors as robust. All work to develop tri-borough proposals to date has been undertaken in house without costly external capacity support.
- 1.3 Boroughs will retain sovereignty over services. Directors will work with boroughs individually to set out strategy and priorities. Directors will then look to take advantage of opportunities to jointly procure and deliver services in order to drive down costs and improve service standards, although Members will always be able to specify delivery on a single borough basis.
- 1.4 Members further recognise other benefits from joint working:
 - By working together Members will be able to better compare and contrast performance on behalf of their boroughs and challenge officers on asserted best practice, strengthening political leadership.
 - Services can be improved:
 - By providing the scale necessary to retain specialist expertise; for example, for those with complex needs, such as autism.
 - By providing the opportunity to join up services to residents who work and spend leisure time across borough boundaries; for example, through a single cross-borough Library card.

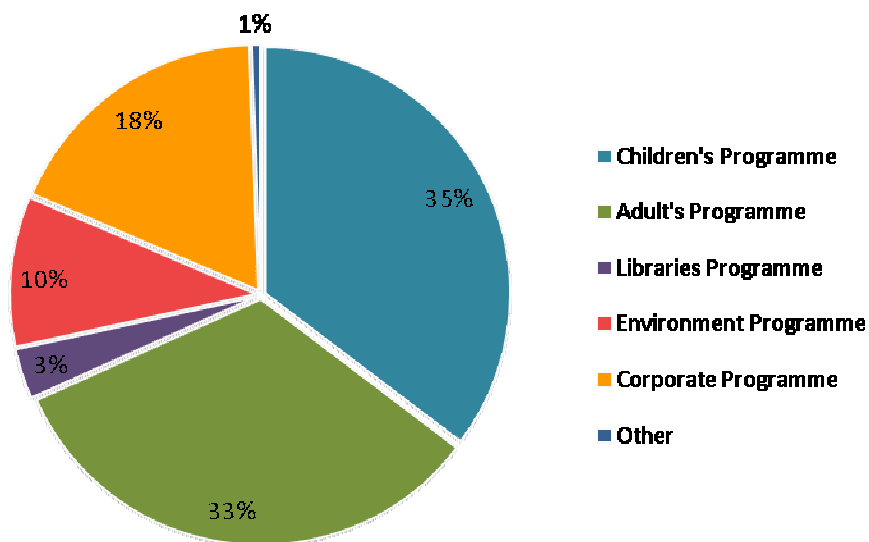
2. ONGOING MEMBER OVERSIGHT

- 2.1 Due to financial pressures, the need to realise the benefits of combined services rapidly and in full is recognised. Implementation of any agreed proposals will require close Member oversight to refine further the joint service model.
- 2.2 Should Members agree to business case recommendations, officers would look to establish robust governance arrangements for ongoing Member control of programme implementation. This will ensure that Members can effectively manage ongoing decision making and officers can be properly held to account for timely delivery of savings and wider benefits.

Tri-borough Savings Summary

Service Area	Savings £m by 2015/16
Children's Programme	11.8
Adult's Programme	11.0
Libraries Programme	1.1
Environment Programme	3.3
Corporate Programme	6.0
Other	0.2
Total	33.4

Savings by Programme



Savings - Attributed by Borough¹

	WCC	H&F	RBKC
Children's Services	£2.50m	£5.30m	£4.00m
Adult Social Care	£3.55m	£5.30m	£2.09m
Libraries	£0.45m	£0.27m	£0.39m
Other	£0.00m	£0.12m	£0.12m
TOTAL	£6.50m	£10.99m	£6.60m

¹ Attribution around Environment and Corporate services is being further considered.

Programme	Service Area	Savings £m by 2015/16
Children's Services	Single Management Team	1.1
Children's Services	Single Adoption and Fostering Team	0.2
Children's Services	Single Youth Offending Team	0.6
Children's Services	Single Local Safeguarding Children Board	0.2
Children's Services	Education Services (GF)	2.2
Children's Services	Education Services (DSG)	1.0
Children's Services	Commissioning Staff	1.9
Children's Services	Finance Staff	0.5
Children's Services	Reduced costs from private fostering providers	0.7
Children's Services	Fostering - trading placements	0.2
Children's Services	Combined procurement of supported accommodation for care leavers	0.4
Children's Services	Possible further savings	2.9
Adult Social Care	Commissioning, Finance and In House services	2.9
Adult Social Care	Overheads (training, project management	0.7
Adult Social Care	IT	0.4
Adult Social Care	CLCH Integration - Management	0.2
Adult Social Care	CLCH Integration - Impact on demand	3.8
Adult Social Care	Joint commissioning and support services with GP consortia	1.0
Adult Social Care	Procurement	2.0
Libraries	Single Management Structure	0.3
Libraries	Service Efficiency	0.2
Libraries	Integrated core service	0.6
Environment	Shared Management	1.3
Environment	Services	1.7
Environment	Support	0.3
Corporate	HR	1.2
Corporate	Finance and procurement	2.3
Corporate	Property /Asset Management	0.0
Corporate	Business Intelligence	0.5
Corporate	IT Systems	2.0
None	Chief Executive leadership	0.2
Total		33.5

Nb. The £0.1m savings difference between the high level and detailed summary reflects rounding differences.

3. SUMMARY OF RECOMMENDATIONS

Cabinet is requested to agree the recommendations outlined below which are detailed in appendix 1 to 4 attached to the report.

3.1 Children's Services

- To agree the business case as a basis for moving forward.
- To set up a joint steering group of two Members of each participating Borough to supervise further refinement and implementation of the proposals.
- To endorse the financial implications in the Business Case and to include these in the financial planning for each Borough.
- To note that the Royal Borough of Kensington and Chelsea and City of Westminster will appoint Andrew Christie as Designate Director of Children's Services, subject to a final Member interview before 31st December 2011.
- To proceed to formal exchange of documentation between the three boroughs by the end March 2012.
- To refer the proposals for further comment by scrutiny committees and for further formal consultation with the trade unions.

3.2 Adult Social Care

- To agree to appoint across the three boroughs a joint Director of Adult Social Care.
- To set up a joint steering group of two Members of each participating Borough to supervise further refinement and implementation of the proposals.
- To agree to continue Local Authority control of budget management ensuring budgetary control remains with the Councils.
- To agree proposals for the establishment of a joint Adult Social Care Commissioning Department including support functions.
- To agree to negotiations with Central London Community Healthcare to establish integrated health and social care services both for assessment and long term support. These services are to be borough specific where appropriate and tailored to local needs and include gate keeping mechanisms to ensure effective financial and quality control.
- To agree the development of a legal agreement with Central London Community Healthcare ensuring service standards and accountability are clear.

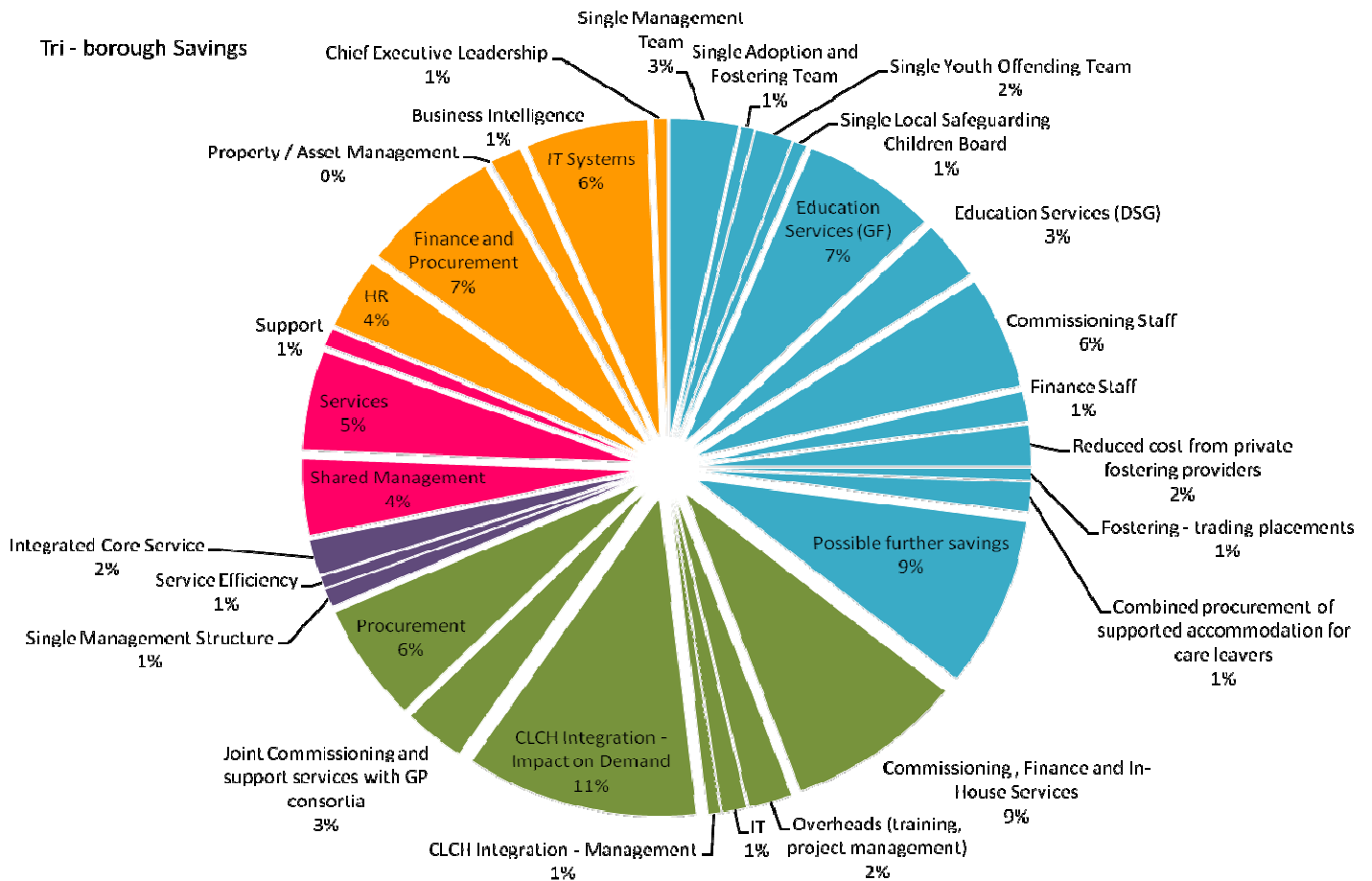
- To agree to the establishment of a single Operational Assistant Director across three boroughs reporting to the Chief Executive of Central London Community Healthcare and the Director of Adults Social Services.
- To refer the proposals for further comment by scrutiny committees and for further formal consultation with the trade unions.

3.3 Libraries Service

- To note and agree the business case and thereby agree to create an integrated library service across the three boroughs.
- To set up a joint steering group of two Members of each participating Borough to supervise further refinement and implementation of the proposals.
- To note the financial projections in the business case and to incorporate these, as amended and refined at lower levels of detail into the budget planning process for 2012/13.
- To establish and implement a procedure for appointment to the senior management structures to be effective from November 2011.
- To refer the proposals for further comment by scrutiny committees and to authorise formal consultation with trade unions and communication with staff.

3.4 Environment Services

- That each council's Cabinet should agree these plans as the basis for forward planning and agree to refine them further and begin implementation.
- That the Cabinets agree to set up a joint Member Steering Group with delegated authority to supervise the further refinement and implementation of these plans.
- That subject further to consideration of the timing of staff departures the savings should be incorporated into projected budget plans.
- That processes begin to appoint to the proposed revised Chief Officer positions.
- To proceed to a formal exchange of documentation between the Royal Borough of Kensington and Chelsea and London Borough of Hammersmith and Fulham by the end of March 2012.
- To refer the plans for further comment by scrutiny committees and for further formal consultation with trade unions.



4. PROPOSED APPOINTMENT OF JOINT CHIEF EXECUTIVE & HEAD OF PAID SERVICE

4.1 Part of the Tri-borough initiative is a proposal to appoint a joint chief executive and head of paid service for the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith and Fulham. This will serve to strengthen the combined services managerial relationships and minimise the risks of the tri-borough benefits not being fully realised. It will also further reduce the senior management costs of both councils.

4.2 Hammersmith and Fulham and the Royal Borough have agreed to share a Chief Executive post holder from the retirement of Mr Geoff Alltimes, the current incumbent, at Hammersmith and Fulham planned for October 2011. Mr Derek Myers is the current Royal Borough post holder as Town Clerk and Chief Executive. He holds the statutory offices of Head of Paid Service and Electoral Registration Officer.

4.3 The proposal is that Mr Myers is interviewed by an Appointments Panel in Hammersmith and Fulham and if approved, is recommended to a full Council meeting in accordance with the Officer Employment Procedure Rules and the

relevant regulations. S.113 of the Local Government Act 1972 allows the sharing of officers at any level.

- 4.4 Mr Myers would continue to be employed by the Royal Borough on his current terms and conditions but Hammersmith and Fulham would contribute half of his costs including on costs. A formal agreement will be entered into on similar terms to those already in place in respect of other shared posts with the Royal Borough. Mr Myers has been consulted on this proposal and agrees it is viable and appropriate.
- 4.5 Some consequential adjustments would be made to the responsibilities of other Chief Officers in Kensington and Chelsea and Hammersmith and Fulham, which will be confirmed in due course. The joint post holder would continue to be responsible for all the staff of both councils including the proposed Tri-borough joint posts of Director of Children's Services and Director of Adult Social Care.
- 4.6 A consequent saving would be made in Hammersmith and Fulham of approximately £120,000. This arrangement will be the first joint Chief Executive post for two unitary councils in England. The arrangement would be subject to review as with other joint posts in recent years, and could be ended with agreed notice by either Council at their discretion. The City of Westminster may wish to keep its current position under review so if a Tri-borough appointment is proposed, this arrangement will be reviewed at that stage.

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 5.1 The three Section 151 officers from the three boroughs have reviewed all the business plans in detail and concur with the figures included in those plans as the best now available. Where projections have been made of future savings, the Directors of Finance consider these to have been made on the basis of prudent assumptions, often supported by experience from elsewhere. Where costs of change have been identified, these are considered to be reasonable. Future budget estimates and cost attributions have also been reviewed and the Directors of Finance can confirm consistency and accuracy of the approaches taken and support the methodologies employed.
- 5.2 The Directors of Finance, along with the Chief Executive from Westminster, are also sponsoring the various Corporate Services workstreams, and in particular, the Project Athena Managed Solutions workstream (see report elsewhere on this agenda). Project Athena Managed Solutions projects savings of £4 million from 2014/15 rising to £5.9 million in 2015/16.
- 5.3 Taking into account the more thorough analysis of the potential savings in the production of the Project Athena business case, this pushes the potential savings in Finance (part of the Corporate Services savings) up to £1.8 million from £1.3 million. The IT savings figure also needs to be increased by £1.4 million to reflect the corporate IT savings that were at one stage included in the Adult Social Care business case.

- 5.4 Project Athena will deliver across corporate services savings of around £6m – a significant reduction of the cost base of HR (18%), IT (10%) and Finance (11.5%) services. Substantial additional savings will be sought from both consolidation of the remaining in-house strategic capacity and more widely, for example around accommodation. Initial analysis outlined in the May tri-borough Cabinet report suggests further savings of around £7m may be achievable, as outlined in the table below. We will work to rapidly draw up plans in more detail, in consultation with portfolio holders.

	2012/13 £m cumulative	2013/14 £m cumulative	2014/15 £m cumulative
Finance	0.0	0.0	**1.8
HR	0.0	0.0	*1.4
IT (excluding business systems)	0.7	0.9	6.4
Property and FM	0.0	2.0	3.0
Legal	0.0	0.0	0.3
Total	0.7	2.9	12.9

* On top of savings of £1 million being delivered in Finance in H&F over 2011/12 and 2012/13, savings of £1.5 million already built into WCC's budget for 2011/12, and £1.082 million savings to be made through Tri-borough Finance savings in Children's and Adult's Services.

** On top of savings of £1.2 million in savings in WCC being delivered in 2010/11 and 2011/12.

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

6.1 The legal implications and possible models for shared services have been set out in detail in earlier reports. The proposals will, if adopted, be developed using s.113 of the Local Government Act 1972 (the power to place staff at the disposal of other authorities) and in the case of health bodies, s.75 of the NHS Act 2006. The arrangements will be formalised by an agreement between the Boroughs which will include detailed financial, HR and data sharing protocols and provisions in relation to the sharing of staff, assignment of liabilities, management arrangements, dispute resolution and termination. The sovereignty guarantee will also be enshrined in the agreement. Different agreements will be required for each service although they are expected to be broadly similar.

6.2 As will all Council functions, Cabinet must have due regard to the public sector equality duty ("PSED") now contained in Section 149 of the Equalities Act 2010 Act which provides (so far as relevant) as follows:

(1) A public authority must, in the exercise of its functions, have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(3) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(4) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) tackle prejudice, and
- (b) promote understanding.

(5) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

The expanded protected characteristics under the Equality Act are as follows:-

- age;
- disability;
- gender reassignment; pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

6.3 Officers are of the view that the proposals will have no negative impact on protected groups at this stage and indeed the purpose of the proposals is to protect front line services. Officers are mindful however that the PSED is an on-going duty and due regard will continue to be given to the PSED as proposals are developed and implemented and appropriate action taken.

6.4 The job losses that are part of this change will result in staff being put at risk of redundancy. Senior staff intend all redundancy selection decisions to be fair and objective.

7. COMMENTS OF THE ASSISTANT DIRECTOR (PROCUREMENT & IT STRATEGY)

7.1 The Assistant Director (Procurement & IT Strategy) has been consulted on the report and supports the recommendations. It will be important to ensure any resultant joint procurement exercises arising from the recommendations comply with EU Procurement Regulations and Requirements and each Council's Contracting Standing Orders. To support this, all three Councils have established a Tri Borough Procurement Strategy Board which meets monthly and will have the following responsibilities:

- To identify opportunities for collaborative contracting
- To identify, share and implement best practice
- To move towards common procurement documentation, processes and procedures
- To address key procurement risks and issues arising from the Tri Borough Shared Services Programme
- To adopt shared approaches on procurement policies where this is feasible
- To share procurement training where this is desirable
- To move towards adopting the same e Procurement technologies
- To collaborate on supplier and contract management
- To promote positive relationships between procurement staff and other key stakeholders in all three organisations
- To support the London Procurement Strategy

7.2 Additionally all three Councils are working to establish a Tri Borough Protocol for Joint Contracts which will govern procurement activity for all tri-borough contracts. This is necessary to guide individuals working within the three boroughs in their dealings with each other and suppliers to ensure optimum efficiency and the highest standards of professional conduct commensurate with the key corporate objectives of each borough.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	The Tri-Borough proposals report (February and June 2011)	Kayode Adewumi 0208753 2499	FCS, 1 st floor Town Hall.
CONTACT OFFICER: Head of Governance and Scrutiny		NAME: Kayode Adewumi	

Children's Services

Tri-Borough Service Plans and Proposals

Cabinet Meeting

20 June 2011

Children's Tri-Borough Model

Introduction

At its heart, the Tri-Borough Children's Service would have:

- A single commissioning function arranging social care and family support services to prevent family failure. This commissioning function would be responsible for £80m of existing commissioned spend across the 3 Councils. But the plan would be to extend the extent that services are commissioned to deliver improvements in cost and quality.
- A single education commissioning function responsible for raising standards and preventing failure in 153 schools; working with more than 1,800 children with statements of special educational needs, and having oversight of a combined Dedicated Schools Grant spend of (£277m)
- 3 Borough based delivery units with responsibility for protecting children, supporting families and delivering early help in the most efficient manner possible. However, where appropriate, specialist services will be combined to share overheads and expertise (e.g. Youth Offending Service)

Each borough would retain its 'sovereign' capacity to commission a variation to the common service level or specific provision. The Tri-Borough Service would follow an annual 'Commissioning Cycle' with each Lead member agreeing with the Director of Children's Services the Borough's commissioning intentions for the following year (and beyond) within the context of the Council's financial and strategic requirements. These requirements would be captured in the relevant Borough's Children's Plan which would in effect become the 'Mandate' for the Tri-Borough Service. Progress against this Plan would be monitored and the Lead member kept informed through regular briefings with performance reports. The Plan would be reviewed as reset as required (see diagram: "The Borough's Children's Plan: Annual Commissioning Cycle" in Appendix A).

The Children's Tri-Borough Model is being designed to maximize the contribution to spending targets by:

- reducing management, support service and overhead costs.

- making more efficient use of shared resources (e.g. pooling foster carers)
- procuring at scale (e.g. supported accommodation for care leavers)
- Improving practice by comparing inputs and outputs (e.g. the rates of children in care achieved by each authority)
- Whilst maintaining the ability for each Borough to specify its own service level.

Currently the money is spent across the 3 Boroughs with each Council discharging its statutory responsibilities towards the school system, protecting children, promoting family life and raising standards of educational attainment.

The 3 Councils gross spend on Children's Services (including schools) in 2011/12 was £536m. The 3 Councils have plans to reduce this spend to £525m.

The 3 Councils also seek to avoid the cost of failure. Intervening where necessary to prevent schools from failing or to lift them out of an 'Ofsted category' is a complex business. Intervention in families with complex needs is expensive and to do so effectively is difficult. All 3 Councils are committed to the principle that prevention is better than attempted cure.

The Children's Service Business Case

The Children's Services Business Case sets out savings of £11.8m to be achieved by 2014/15. In the course of challenge to these proposals by senior members of the 3 Councils, it was determined that the Business Case also needed to identify the "additionality" the proposed model would bring to the Councils. This "additionality" needed to include savings highlighted to date plus possible "knock on" savings such as the corresponding reductions in support costs to staff exiting the organisation.

The key information highlighted in this paper includes on a service by service basis:

- The existing structures (staff and costs) for the proposed services.
- The revised structures for the proposed services.
- The "additionality" these changes bring in terms of savings to the Councils.
- The attribution method used for cost and savings in each case.
- A summary of how the business will work under the new structure and the potential for additional savings/rationalization in the future.

This paper summarises the additionality the Tri-Borough model brings to the Councils and potential improvements that could take place in the future with the revised structures.

Savings Proposed

The savings of £11.8m that have been proposed can be divided into:

Assured savings – where agreement to Tri-borough working will confidently yield the savings on implementation.

Projected savings - where savings are more likely given the “compare and contrast” potential of Tri-borough working, and because of the potential for seeking savings from aggregated procurement, but where figures can only be estimated at this stage.

Possible savings - where professional opinion suggests that savings are possible from reducing duplication, harmonising pay and conditions and optimising practice, but where more detailed work has not yet been completed.

A cautious approach has been adopted in the calculation of “projected” and “possible” savings.

Table 1 Assured savings

	H&F	RBKC	CoW	Total	Attrib
	£m	£m	£m	£m	
Single management team	0.68	0.34	0.07	1.09	C
Single adoption and fostering team (reduced staffing)	0.07	0.065	0.065	0.20	A
Single Youth Offending Team (reduced staffing)	0.27	0.14	0.16	0.57	A
Single local Children’s safeguarding Board (admin overhead)	0.07	0.05	0.07	0.19	A
Education Services (GF)	1.52	0.58	0.15	2.25	D
Education Services (DSG)	0.42	0.49	0.056	0.97	D
Commissioning Staff	0.70	0.80	0.40	1.90	A
Finance Staff	0.17	0.17	0.17	0.51	B
Sub Total	3.90	2.64	1.14	7.68	

Table 1 Projected savings

	H&F	RBKC	CoW	Total	
	£m	£m	£m	£m	
Reduced costs from private fostering providers	0.23	0.23	0.23	0.69	B
Fostering – trading with other councils	0.067	0.067	0.067	0.20	B
Projected savings from combined procurement of supported accommodation for care leavers (current spend £3.9m)	0.16	0.12	0.12	0.40	
Sub Total	0.46	0.42	0.42	1.30	

Table 1 Possible savings

	H&F	RBKC	CoW	Total	
	£m	£m	£m	£m	
Further finance savings	0.08	0.08	0.09	0.25	B
Procurement – general fund savings (£50m) at £2%	0.33	0.34	0.33	1.00	B
Procurement DSG services (£30m) at 2%	0.20	0.20	0.20	0.60	B
Other middle mgt savings from social care delivery	0.34	0.33	0.33	1.00	B
Sub Total	0.95	0.95	0.95	2.85	

Total Projected and Possible Savings	Assured, and	5.30	4.00	2.50	11.80
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Notes:

A - Costs were attributed based on the relative size of net controllable staffing budget 2011/12.

B - Savings apportioned equally across the three boroughs.

C – Costs apportioned equally across the three boroughs.

D – Savings based upon where proposed fte reductions have been made in the respective boroughs starting baseline

The above table also uses the revised apportionments for Educational Services.

All totals are the 4 year ongoing savings for those services specified.

There is scope to deliver additional savings with the model through the following initiatives:

Single Management Team

- Changes can be made to the Single Management Team as needs arise.

Fostering and Adoption

- Better procurement of high cost external placements
- The potential to outsource the merged provision at a later date

Youth Offending Team

- the potential to collaborate on 'a payment by results' project offering alternatives to custody as part of the Government's wish to trial alternative approaches
- the ability to spread the risk should the Government press ahead with its plan to devolve financial responsibility to local authorities for custodial provision for young people.

Education Services

- the potential for the growth of the Social Enterprise as a trading entity, delivering a further return to the participating Councils
- the outsourcing of the Statutory Delivery component as a social enterprise or joint venture or just straightforwardly outsourced with the possibility of further reducing overheads

Commissioning

- the scope of commissioned services to be extended to include additional services currently being directly managed such as the adoption service, the fostering service, and services for disabled children and their families.

These options have not been fully assessed at this time.

Single Management Team

Overview of the Service

The Service will be managed by one management team with one post responsible for Education, one responsible for Commissioning other services and one post responsible for providing the financial support. However, within these services there will be senior officers with a specific brief in respect of each borough, ensuring that Members in each Borough can rely upon senior officers with specialist expertise AND knowledge and understanding of local circumstances. Each borough will have a Director responsible for the delivery of child protection, children in the care of the local authority and family support services. With the appointment of one DCS, there will be an individual with technical expertise and unambiguous accountability for Children's Services serving each borough

The new model offers the following additional possibilities:

- Changes can be made to the Single Management Team as needs arise.

Summary Financial Position

Assured Savings

Staffing budgets	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Starting Position	1.122	0.777	0.504	2.403
Closing Position	0.438	0.438	0.438	1.314
Additionality	0.684	0.339	0.065	1.089

Staffing	H&F	RBKC	CoW	Total
	fte	fte	fte	fte
Starting Position	12.5	9.0	5	26.5
Closing Position	4.67	4.67	4.67	14
Additionality	7.83	4.33	0.33	12.5

Attribution methodology –

Costs of the Service are evenly attributed across the three boroughs

Single Fostering & Adoption Team

Overview of the Service

The overall proposition is to reduce staffing by 5 fte (4%, £200k). This is in order to maintain capacity so that the focus of savings can be on the higher cost of placement in the independent sector.

There is currently a high vacancy rate (37%) in the current in house provision in all three Councils. The proposed placement savings is to reduce this vacancy factor and make better use of in house staff and providers before using more expensive external providers. The differential between the two is currently estimated at £15k per placement. By taking advantage of these factors, a savings of £680k can be made and high quality services can be maintained to clients. The Councils presently spends £6.1m on independent sector placements. The in-house budget for placements in 2011/12 is £5.6m.

The advantages of the tri borough model are:

- There is a greater pool of available carers to match against client needs.
- The ability sell surplus capacity to other Council's (£200k additional income).

The new model offers the following additional possibilities of

- Better procurement of high cost external placements
- The potential to outsource the merged provision at a later date

Summary Financial Position

Assured Savings

Staffing budgets	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Starting Position	1.694	1.000	1.254	3.948
Closing Position	1.624	0.935	1.189	3.748
Additionality	0.070	0.065	0.065	0.200

Staffing	H&F	RBKC	CoW	Total
	fte	fte	fte	fte
Starting Position	33	29	28.5	90.5
Closing Position				85.5
Additionality				5.0

Projected savings

IFA Placements	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Starting Position	2.287	1.240	2.601	6.128
Closing Position	2.057	1.010	2.371	5.438
Additionality	0.230	0.230	0.230	0.690

External Trading	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Proposed Income	0.067	0.067	0.067	0.200

Attribution methodology

- Staffing costs were attributed based upon the relative size of net controllable staffing budget 2011/12.
- Placement cost savings and the sales of capacity to other Councils are apportioned equally across the three boroughs.

Single Youth Offending Team

Overview of the Service

The merged service will meet the full range of responsibilities designed to reduce youth offending; provide the required service to Youth Justice Court including remand arrangements and pre-sentencing reports; and undertake the delivery of the required community sentence arrangements. At present the 3 Boroughs each provide a court service to the West London Court which covers the 3 Boroughs. The new arrangement will put in place one court Team also delivering some specialist services. Otherwise each Borough will continue to have a dedicated team, albeit under one management structure.

The new model offers the following additional possibilities:

- the potential to collaborate on 'a payment by results' project offering alternatives to custody as part of the Government's wish to trial alternative approaches
- the ability to spread the risk should the Government press ahead with its plan to devolve financial responsibility to local authorities for custodial provision for young people.

Summary Financial Position

Assured savings

Staffing budgets	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Starting Position	1.218	0.711	0.906	2.835
Closing Position	0.943	0.574	0.751	2.268
Additionality	0.275	0.137	0.155	0.567

Staffing	H&F	RBKC	CoW	Total
	Fte	Fte	fte	fte
Starting Position	27.5	18.5	19.5	65.5
Closing Position	22.1	15.8	16.5	54.4
Additionality	5.4	2.7	3.0	11.1

Attribution methodology

- Staffing costs were attributed based upon the relative size of net controllable staffing budget 2011/12.

Single Local Childrens Safeguarding Board (LCSB)

Overview of the Service

At present each Borough runs its own LSCB which has responsibility for ensuring that all the key agencies work together effectively to safeguard children. Merging the 3 LSCBs will deliver efficiencies for partners (some of whom have, under the current arrangements, to be represented at all 3 Boards); in support arrangements and in the provision of multi-agency training.

The new structure gives the ability to operate a single board across the three boroughs, which will cut down on administration and support costs. Overall, there will be a savings of 1.7 fte (£69k), but more importantly a reduction of £121k in other support costs. This brings a combined savings of £190k.

Summary Financial Position

Assured Savings

Gross expenditure	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Starting Position	0.162	0.105	0.136	0.403
Closing Position	0.092	0.055	0.066	0.213
Additionality	0.070	0.050	0.070	0.190

Staffing	H&F	RBKC	CoW	Total
	fte	fte	fte	fte
Starting Position	2.5	1.5	1.5	5.5
Closing Position	1.88	1.04	0.88	3.8
Additionality	0.62	0.46	0.62	1.7

Attribution methodology

- Staffing costs were attributed based upon the relative size of net controllable staffing budget 2011/12.
- Other savings were attributed based on the same principals.

Education Services

Overview of the Service

Education services under the new structure is split into 5 distinct areas, with funding coming from a combination of General Fund, DSG Sources and service bought back by schools:

- Schools Funded
- Social Enterprise
- Alternative Provision
- Statutory Delivery
- Senior Commissioning

The City of Westminster position is lower due to restructuring that has been carried out

The new model offers the following additional possibilities:

- the potential for the growth of the Social Enterprise as a trading entity, delivering a further return to the participating Councils
- the outsourcing of the Statutory Delivery component as a social enterprise or joint venture or just straightforwardly outsourced with the possibility of further reducing overheads

Summary Financial Position

Assured Savings

General Fund/Other	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Starting Position	3.602	3.062	2.618	9.282
Closing Position	2.082	2.481	2,470	7.033
Additionality	1.520	0.581	0.148	2.249

DSG	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Starting Position	6.972	2.609	0.919	10.500
Closing Position	6.551	2.115	0.863	9.529
Additionality	0.421	0.494	0.056	0.971

Staffing Summary	H&F	RBKC	CoW	Total
	fte	fte	fte	fte
Starting Position	194.05	117.62	72.20	383.88
Closing Position	172.45	98.92	68.2	339.57
Additionality	21.6	18.7	4.0	44.3

Attribution Method

- Based upon where proposed fte reductions have been made in the respective boroughs.

Commissioning

Overview of the Service

In the first instance the Commissioning unit would have responsibility for the £80m. spend of services already commissioned by the 3 Councils. Immediate priorities would include:

- the procurement of Transport (including home to school, contact for children in care and adult service users attending day centres) – total spend £7.5m
- procurement of placements (foster care and residential) for children in care – total spend £14.7m
- supported accommodation for care leavers – total spend £3.9m

Total projected savings £1m of General Fund spend and £0.6m from DSG, calculated at 2% of the total spend (based upon specialist advice from procurement consultants commissioned by WCC. Spend on staffing of this function will be reduced from £4.4m to £2.5m; with the headcount reduced from 85 to 46.

The new model offers the following additional possibilities:

- the scope of commissioned services to be extended to include additional services currently being directly managed such as the adoption service, the fostering service, and services for disabled children and their families.

Summary Financial Position

Assured Savings

Staffing budgets	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Starting Position	1.493	1.706	1.199	4.398
Closing Position	0.793	0.906	0.799	2.498
Additionality	0.700	0.80	0.40	1.900

Staffing	H&F	RBKC	CoW	Total
	fte	fte	fte	Fte
Starting Position	29.7	35.2	20.5	85.4
Closing Position	15.2	18.6	12.2	46
Additionality	14.5	16.6	8.3	39.4

With commissioning being combined, sharing of best best practice should enhance the potential of what is possible. At the moment a 2% reduction is assumed on these budgets. With inflation running at over 3% at the moment, the magnitude of these reductions is significantly more than 2% in cash terms.

Projected savings

Care Leavers	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Proposed savings	0.160	0.120	0.120	0.400

Possible Savings

Commissioning Budgets	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Starting Position	31.586	19.727	27.374	78.687
Closing Position	31.053	19.193	26.841	77.087
Additionality (G/F)	0.333	0.334	0.333	1.000
Additionality (DSG)	0.200	0.200	0.200	0.600

Attribution methodology –

- Staffing costs were attributed based upon the relative size of net controllable staffing budget 2011/12.
- Commissioning budgets are apportioned equally across the three boroughs.

Note, There are already savings targets proposed for Fostering & Adoption at Westminster. When undertaking the detailed savings plans in this area there needs to be reference to those already put forward to avoid any risk of double counting.

Finance

Overview of the Service

Both WCC and LBHF are re-organising their finance functions in 2011/12 to a business partner/transaction centre model. This change, along with rationalisation of local systems and processes is leading to staffing savings before any implementation of tri-borough working.

The tri borough model takes the Children's business partners, and locates them in one unit (in multiple locations) supporting their customers and the Director of Children's Services. It is assumed that this consolidation will add resilience to the service and remove duplication. A 30% reduction in terms of cost and fte's is assumed in the business plan (£510k, 9fte).

In finance in particular, there is a significant dependence on the systems being used and the reduction in numbers assumes that by 2014/15 all parts of Children's Services will be running off the same system. If this does not happen this and other savings will be difficult to achieve.

If all systems are implemented properly, and work as expected, there is a possibility that up to 50% of the staffing compared to the original numbers can be removed. This would lead to an additional savings for each council of £80k per year, which converts to just over 3 fte's. This reduction, which is over the 33% Assured level reductions highlighted below, are classed as "Possible Savings".

Financial Position

Assured Savings

Staffing budgets	H&F	RBKC	CoW	Total
	£m	£m	£m	£m
Starting Position	0.530	0.490	0.482	1.502
Closing Position	0.360	0.320	0.312	0.992
Additionality	.170	.170	.170	0.510

Staffing	H&F	RBKC	CoW	Total
	fte	fte	fte	fte
Starting Position	9	10	9	28
Closing Position	6	7	6	19
Additionality	3	3	3	9

Attribution methodology –

- Staffing budgets are apportioned equally across the three boroughs in both cases. There is a potential duplication here with possible future savings within existing business plans.

Other Middle Management savings from Social Care

There is approximately £6m of staffing costs across the three boroughs that relate to Social Care. These costs and structures are yet to be reviewed. As part of the Children's savings plans it is assumed that these costs can be reduced by £1m (17%). At the moment, the savings are attributed evenly across the three boroughs. This savings is listed in the possible savings options at the moment due to the fact that the detailed work that has been undertaken in other areas is still to happen here to establish Tri-Borough structures.

Possible additional scope for Savings

This paper concentrates on the savings that can be made from those services assessed. There are additional savings that can be made from the possibilities highlighted in each operational section in this report.

Reviewing these proposals, along with services that have yet to be included, has the potential to increase the quantum of the overall savings figures. As an example, if a similar approach is taken to the management structure of staff dealing with disabled children as with the Youth Offending Services, there is the potential to deliver another £700k of savings.

In terms of indirect cost savings, this report highlights the reduction of 114 staff. The reduction will potentially free up office accommodation as well as reducing ICT costs. The average cost per person for office accommodation is £3-6,000, and the cost per computer of £1,500.

At a reduction of 114 fte, this has the potential to save between £648k and £855k, although this will be dependent on the release of office space.

Costs

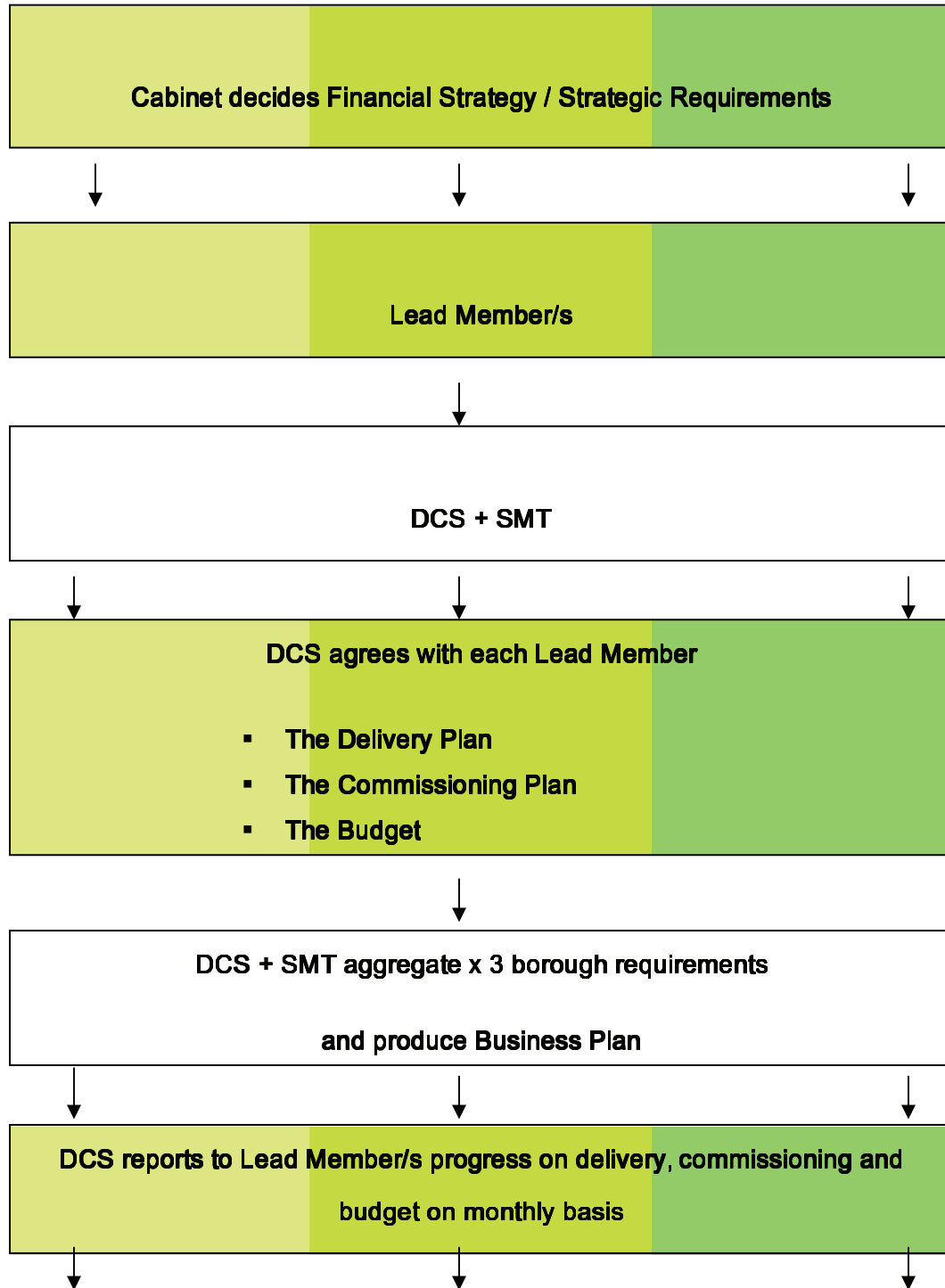
The following costs are estimated to implement the business model:

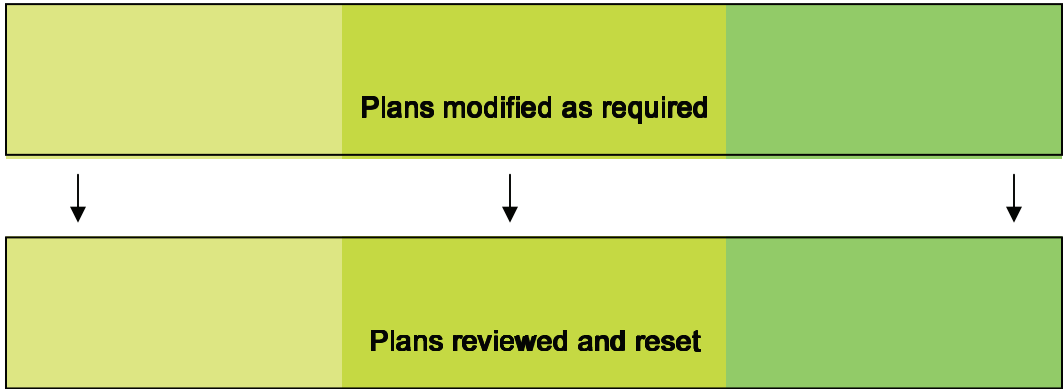
- Cost of staff exiting – it is estimated that there will be 70 staff receiving exit compensation at £25k per head – total cost £1.75m
- Cost of change process – staff will need to be freed up to manage the changes agreed. It has been agreed that all such “costs of change management” will be met from existing budgets or earmarked reserves. However, it is assumed these costs will be £250k per year for 3 years.
- Costs of new ICT – At some point a Tri-borough Children’s service will need a common record system. There will be an integration cost which is not known at the present time, although no account has yet been taken of reduced IT operating costs when one system is achieved.

H&F

K&C

WCC





3 Borough Children’s Service – Member/Officer Working Arrangements

Fortnightly Lead Member Briefing x 3

Attendees (as required)

DCS
Borough Director of Family Services
Director of Resources; Borough Accountant
Director of Schools; Borough Schools Commissioner (Standards); Borough Head of Education for Vulnerable Children
Director of Family Services Commissioning; Borough Commissioning Lead; Relevant Commissioning Manager

Joint Lead Member Briefing

DCS
Directors
Relevant specialist staff

‘Informal’ Cabinet / Cabinet Briefing / Leaders’ Group & Cabinet Meetings

DCS
As for Lead Member Briefing – as required

Scrutiny Committee x 3

As for Lead Member Briefing – as required

Adult Social Care

Tri-Borough Service Plans and Proposals

Cabinet Meeting

20 June 2011

Senior Responsible Owner: Geoff Alltimes

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ASC Programme – report to June Cabinets

1. Executive summary

Adult Social Care Programme - Full Year Savings Summary

	Full Year Savings £000s	Costs of Transition (i.e. one-off) £000s
Commissioning, Finance and Inhouse Services	2906	-1033
Overheads (Training, Project management)	656	
IT	428	
CLCH Integration - Management	241	-38
CLCH Integration - Impact on Demand	3784	
Joint Commissioning and support services with GP consortia	1000	
Procurement savings	1935	
Total	10950	-1070

Phasing and Breakdown by Borough

	Savings £000s				Costs of Transition £000s
	2011/12	2012/13	2013/14	2014/15	
LBHF	63	1026	4031	5303	-461
RBKC	31	601	1230	2094	-225
Westminster	52	1321	2325	3554	-383
Total	146	2949	7586	10950	-1070

Boroughs expect to deliver savings of £10.95m by 2014/15, while meeting residents aspirations for quality seamless services.

Savings will be delivered by combining services. If proposals are agreed, boroughs will have in place:

- A joint commissioning team led by a single Director of Adult Social Care, reducing back office costs and overheads by 38% and facilitating savings from joint procurement.
- A single integrated provider organisation combining adult social care and community health services, reducing service duplication and reducing demand as well as the intensity and length of expensive care.
- Joint Commissioning: GP consortia will need to establish their own commissioning support organisations from 2013/14. They will need to develop shared arrangements with other consortia in order to be able to commission at scale (e.g. acute hospital commissioning). Our aspiration for a shared single commissioning support organisation allows for expertise and associated costs to be shared. This would realise efficiency savings for both the NHS and social care. Our estimate is that this would generate for boroughs a further £1m of savings.

2. Recommendations

- To agree to appoint across the three boroughs a joint Director of Adult Social Care.
- To set up a joint steering group of two Members of each participating Borough to supervise further refinement and implementation of the proposals.
- To agree to continue Local Authority control of budget management ensuring budgetary control remains with the Councils.
- To agree proposals for the establishment of a joint Adult Social Care Commissioning Department including support functions.
- To agree to negotiations with Central London Community Healthcare to establish integrated health and social care services both for assessment and long term support. These services are to be borough specific where appropriate and tailored to local needs and include gate keeping mechanisms to ensure effective financial and quality control.
- To agree the development of a legal agreement with Central London Community Healthcare ensuring service standards and accountability are clear.
- To agree to the establishment of a single Operational Assistant Director across three boroughs reporting to the Chief Executive of Central London Community Healthcare and the Director of Adults Social Services.
- To refer the proposals for further comment by scrutiny committees and for further formal consultation with the trade unions.

3. Introduction and context

Boroughs’ Adult Social Care (ASC) Departments are responsible for arranging services to eligible residents over 18 who need support due to old age, long-term illness or disability.

Boroughs current spend £306m¹ on Adult Social Care services each year. After assessing need and eligibility, services are procured from private, independent and third sector providers, or delivered in-house.

Total Gross Expenditure Budgets 2011/12

Sum of Expenditure Budget Forecast 2011/12 £000s	
Borough	Total
LBHF	104953
RBKC	71618
Westminster	129958
Grand Total	306528

A combination of budgetary and demographic pressures means boroughs face an unprecedented challenge to sustain the quantum and quality of services.

As the table below highlights, boroughs face significant financial pressures during a period of rising inflation.

ASC – Budget reductions to be found	
Borough	Budget reductions by 2014/15
H&F	16%
RBKC	13% overall borough reduction
WCC	13.4% to 2013/14

At the same time as budgets are reducing, demand is rising. Boroughs’ changing demography means that an increasing number of residents will require support in the future. The Kings Fund highlight that Adult Social Care has enjoyed an average annual rise of 5.1% since 1994, but much of this has been absorbed by demographic pressures². An increasing proportion of support required will be more complex in nature, and therefore more costly to provide.

Boroughs wish as a priority to protect services provided to residents. This is possible through lowering overheads, reducing demand for expensive care, lowering the cost of providing necessary care through economies of scale on procuring services and reducing duplication and costs in the delivery of services. This report outlines how, by combining departments, boroughs can deliver these aims while retaining sovereignty over services.

¹ Gross of income

² Social care funding and the NHS: An impending crisis? Richard Humphries, March 2011

3.1. Savings overview

Boroughs expect to deliver savings of £10.95m by 2014/15, while meeting residents aspirations for quality seamless services.

Savings will be delivered by combining services. If proposals are agreed, boroughs will have in place:

- A joint commissioning team led by a single Director of Adult Social Care, reducing back office costs and overheads by 38% and allowing for savings from joint procurement.
- A single integrated provider organisation combining adult social care and community health services, reducing service duplication and reducing demand as well as the intensity and length of expensive care.
- Joint Commissioning: GP consortia will need to establish their own commissioning support organisation from 2013/14. They will need to develop shared arrangements with other consortia in order to be able to commission at scale (e.g. acute hospital commissioning). Our aspiration for a shared single commissioning support organisation allows for expertise and associated costs to be shared. This would realise efficiency savings for both the NHS and social care. Our estimate is that this would generate for boroughs a further £1m of savings.

Adult Social Care Programme - Full Year Savings Summary

	Full Year Savings £000s	Costs of Transition (i.e. one-off) £000s
Commissioning, Finance and Inhouse Services	2906	-1033
Overheads (Training, Project management)	656	
IT	428	
CLCH Integration - Management	241	-38
CLCH Integration - Impact on Demand	3784	
Joint Commissioning and support services with GP consortia	1000	
Procurement savings	1935	
Total	10950	-1070

Savings Risk Profile

	£000s
Assured	4231
Projected	1935
Possible	4784
Total	10950

The savings set out above have been further analysed to give a “confidence level”.

Assured: where agreement to tri-borough working will confidently yield the savings upon implementation. Savings from combining commissioning departments, CLCH management integration, overheads and ASC IT procurement are highlighted here.

Projected: Where savings are likely, but where figures can only be estimated at this stage. Savings from joint procurement are expressed here.

Possible: Where professional opinion suggests that savings are possible from reducing duplication, optimising practice and avoiding costs – savings from integrating assessment and care management teams is highlighted here.

Phasing and Breakdown by Borough

	Savings £000s				Costs of Transition £000s
	2011/12	2012/13	2013/14	2014/15	
LBHF	63	1026	4031	5303	-461
RBKC	31	601	1230	2094	-225
Westminster	52	1321	2325	3554	-383
Total	146	2949	7586	10950	-1070

Source of Saving By Borough and Year

	2011/12	2012/13	2013/14	2014/15	Costs of Transition £000s
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LBHF

Commissioning, Finance and Inhouse Services	63	778	778	1258	-447
Overheads (Training, Project management)	0	0	0	252	0
IT	0	0	0	0	0
CLCH Integration - Management	0	93	93	93	-14
CLCH Integration - Impact on Demand	0	0	2900	2900	0
Joint Commissioning and support services with GP consortia	0	0	0	433	0
Procurement savings	0	155	260	367	0
Total	63	1026	4031	5303	-461

RBKC

Commissioning, Finance and Inhouse Services	31	379	379	612	-217
Overheads (Training, Project management)	0	0	0	196	0
IT	0	0	0	0	0
CLCH Integration - Management	0	51	51	51	-8
CLCH Integration - Impact on Demand	0	0	250	250	0
Joint Commissioning and support services with GP consortia	0	0	0	211	0
Procurement savings	0	171	550	773	0
Total	31	601	1230	2094	-225

Westminster

Commissioning, Finance and Inhouse Services	52	641	641	1036	-368
Overheads (Training, Project management)	0	0	0	207	0
IT	0	321	428	428	0
CLCH Integration - Management	0	97	97	97	-15
CLCH Integration - Impact on Demand	0	0	634	634	0
Joint Commissioning and support services with GP consortia	0	0	0	357	0
Procurement savings	0	262	525	795	0
Total	52	1321	2325	3554	-383

ASC Tri borough Return on Investment

£000s	Year 0	Year 1	Year 2	Year 3	Year 4
Cash In-Flows	0	146	2949	7586	10950
Cash Out-Flows	0	517	150	403	0
Net Cash-Flow	0	(371)	2,799	7,182	10,950

Cumulative Cash-Flow	0	(371)	2,428	9,611	20,561
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Payback (non discounted) 1.1 Years
 4 Yr NPV (DR 4.0%) £ 17,977

3.2. Savings attribution methodology

Savings are realised as lower operating costs. Savings and costs are attributed to boroughs in proportion to what they spend currently in 2011/12. This is a fair method and is likely to satisfy audit testing.

Other services are commissioned or procured, or relate to staff that work within a particular locality. Costs here are easily charged back to particular boroughs.

3.3. Summary of investment requirements

There are four sorts of costs in implementing a tri-borough service:

Staff exits costs – Actual costs depend on who exactly is made redundant, but current estimates based on detailed work around the commissioning structure are £695k. This is calculated by taking the number of posts deleted x 50% (assuming half are redeployed) x £25,000 (an average redundancy payment).

IT – WCC and RBKC have already agreed to procure a new ASC IT system. Costs will become clear in late June/July once the tender analysis is underway. Both boroughs have set aside capital for this investment, £1.3m in WCC and £0.75m in RBKC, based on the expectation of a payback from savings (see IT Savings section).

Redesigning assessment and care management services – these changes to reduce care costs will be highly complex. External support will be required to deliver within desired timescales. A clear picture of these costs is being considered. As with IT, an advantage of combined working is that these costs can be shared, in this case between the boroughs and the NHS.

Project management costs: Combining departments will require support and some staff will need to be freed up to manage the change ahead. This can partly be achieved through controlling the phasing of departures. Nevertheless, some costs will be incurred, which are estimated at £375k over 3 years.

4. Integrated commissioning

4.1. Case for change

Boroughs' currently employ 130 FTE staff at a cost of £7.1m to procure and manage services and in roles that support that core activity, for example around finance, analysis and IT.³

A further group of staff is employed to assess and manage care. These are considered separately.

Reflecting boroughs' legal duties, many of the services provided by boroughs are similar or identical and procured from the same organisations (see procurement section).

Consequently, the roles and skill sets within boroughs' commissioning teams are broadly replicated. By combining functions and teams, efficiencies can be made as, for example, managing three boroughs' contracts with the same organisation does not triple the workload.

Larger overall staff reductions can also be made more safely; the combined workforce remains larger than any individual borough's, thus ensuring a critical mass of staff are available to oversee the very complex care-redesign work ahead, as well as ensuring there is sufficient resilience to addresses pinch points.

Providing services to a larger combined population will also allow for specialist expertise to be retained to commission support to smaller groups with complex needs such as people with autism, services for people with dual diagnosis, services for people with brain injuries and services for people with high level mental health needs.

4.2. Analysis of savings

Savings and service improvements would be realised in two phases.

In phase one boroughs propose to create a joint commissioning team or department led by a single Director of Adult Social Care responsible for commissioning relationships for health and social care across the three boroughs. This will include finance, business intelligence and other services necessary to support the commissioning structure and front line services. This will reduce the workforce from 130 to 81 FTEs or 38%, leading to a saving of £2,756k⁴, while retaining service

³ Service configurations differ to an extent. For example certain commissioning staff in WCC are employed through a corporate commissioning team. Analysis has identified those who, directly or indirectly, are employed to deliver for borough ASC Departments.

⁴ The salaries for posts costed in the new structures are assumed to be similar to current equivalent posts, with the addition of LBHF's employer oncosts.

quality and ensuring capacity is retained to better and more rapidly achieve considerable reductions in unit cost.

In phase two boroughs aspire, in consultation and agreement with GP consortia to create a single commissioning support organisation for both adult social care and NHS GP Commissioning. Through sharing with consortia the cost of a combined commissioning organisation, boroughs believe there are further savings of up to a further £1m, as well as benefits from better joining up of services.

The section below outlines a detailed operating model for phase one i.e. a combined borough commissioning team. Work around a single commissioning support organisation will depend on further discussion with GP consortia.

4.3. Operating Model

The chart below outlines a combined structure for ASC commissioning. It will deliver a year 1 saving in staff costs.

Design of the structure has been informed by key principles:

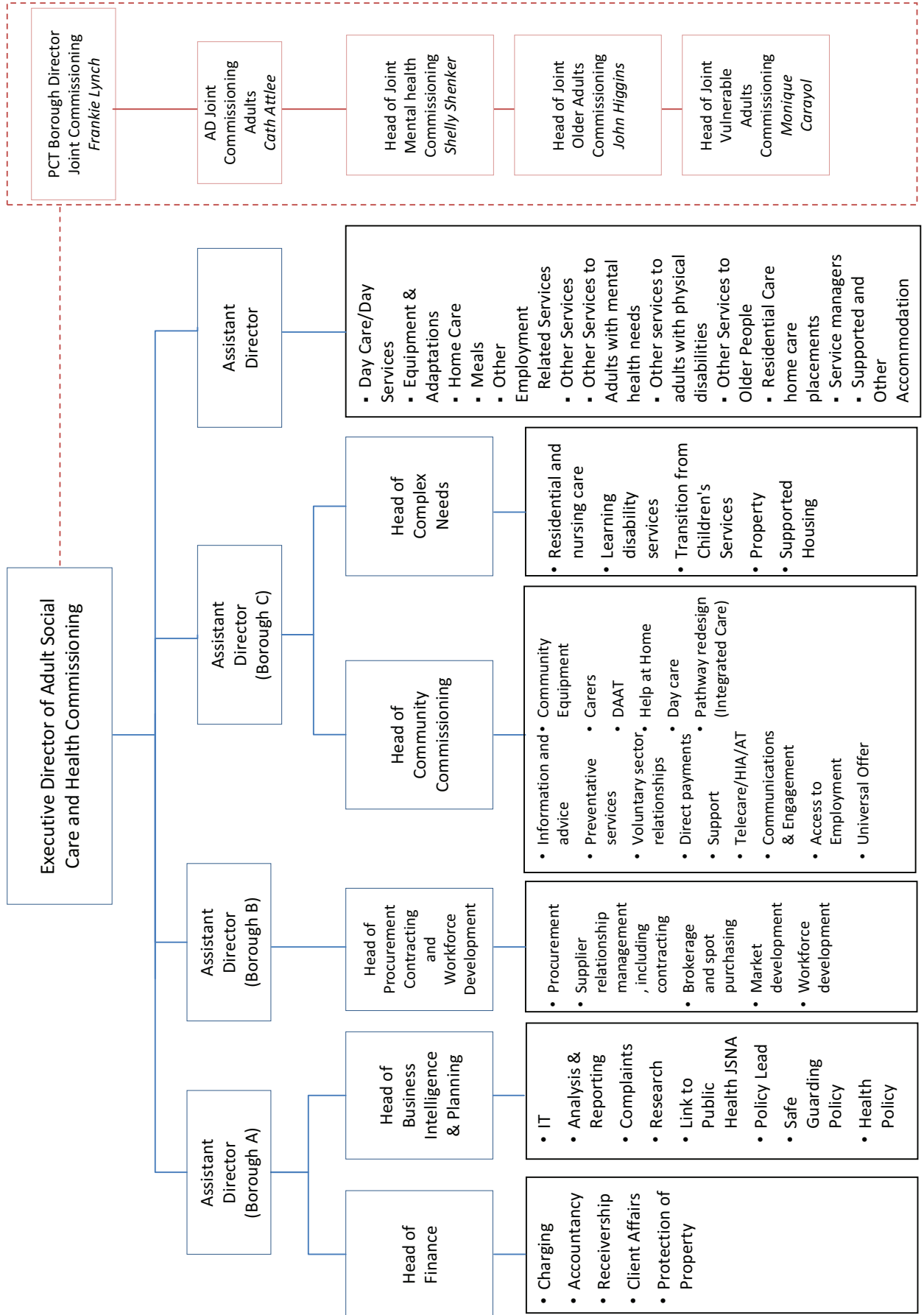
- The Service represents the leanest management and overhead budget immediately possible (further savings can be later realised via combining commissioning with GP consortia).
- The Service has the capacity to commission services in the most cost effective manner to deliver upon the required outcomes;
- The Service is able to respond to the Government's agenda, and the policy agenda of the 3 councils;
- The Service is resilient, particularly in regard to ensuring the most vulnerable adults are properly protected;
- The Service is organised in a manner that ensures that costs are controlled.

The new proposed structure is detailed in table 1 below; it is configured around six broad service groups. Alongside their functional responsibilities each Assistant Director will act as the key link for one of the three Boroughs (nominally represented here as Borough A, B or C). Further details around the roles of each of the groups can be found at appendix A1 – 4, alongside organograms and detailed staff costings for each group:

Procurement contracting and workforce development: will manage all procurement exercises. They will be responsible along with the commissioners for developing the social care market and maintaining ongoing relationships with contractors. They will work with commissioners to develop specifications for services and ensure contracts are appropriately monitored. They will also ensure that there is a suitable adequately trained workforce across all providers **Overall saving: 15.5 FTEs or £697k (35%)**

Table 1: Structure for Tri-Borough and NHS Integrated Commissioning

Version: 8 June 2011



Commissioning: This team will commission all services which support people who are living in the community with social care needs. There is potential that DAATs could be managed through this team, however, it seems to be government policy that they will eventually be managed within Public Health in local government

Preventative Services Commissioning will ensure that all 3 boroughs have a robust preventive offer for all adult social care user groups and build on the strong relationships which exist between the voluntary sector, community groups and the 3 Councils. **Overall saving for complex needs and wider commissioning:** 10.1 FTEs or £503k (35%)

Complex Needs: This directorate would commission services for a range of people including those with autism, dual diagnosis, brain injuries and high level mental health needs. The responsibility for property issues will be with these teams as most of the buildings based services will be commissioned by this team. **Overall saving for complex needs and wider commissioning:** 10.1 FTEs or £503k (35%)

Business intelligence and planning are some of the key functions necessary both to inform commissioners and also to ensure the performance of the service is appropriately managed and reported both internally to Councils and elected members and externally to regulators. **Overall saving:** 7 FTEs or £401k (36%).

Finance will support the commissioning and statutory adult social care functions of the 3 Councils. In Westminster this will mean some disentangling of current centralised arrangements. With the synergies across the 3 boroughs of such support services it is more likely that efficiencies will be delivered this way⁵. **Overall saving:** 15 FTEs or £543k (38%).

The savings in finance depend upon three things:

- Adopting common computer systems (e.g. general ledger, where there is a dependency on Project Athena)
- Having common policies, as far as possible (e.g. charging policies)
- Standardising business processes (e.g. budget setting, budget reporting)

Costs of computer systems may include redesigning systems, new user licences, and re-writing interfaces, amongst other things. No allowance has been made for these costs yet.

Directly managed services: Each of the three councils still directly manages some social care services. These services have a combined value of just under £22m and include day care, day services and residential care home placements in each of the three boroughs. The strategic direction continues to be to outsource services and there are plans to do this as at different stages of implementation.

⁵ Frontline client finance services (such as staff who look after client's money on their behalf) will remain within the Department. These are non-management function funded by user contributions. They have therefore not been considered as part of this management reduction exercise. Services will instead be re-designed as part of the review of frontline assessment and care management services.

Whilst the services remain within the councils they will need sound management. It is proposed that one senior manager will be designated to manage these services together as a specific management role reporting to the DASC. Once suitable arrangements are made for the remaining services, this role would cease, potentially saving £125k by 2014/15.

Other key service relationships:

Public health: A single service led by a Joint Director of Public Health has been established across the boroughs. In the short term, the combined commissioning department will ensure priorities and funding are aligned. Once full details of the transfer of public health functions to Local Government are known, boroughs will make detailed plans for integration.

Joint Commissioning: The 3 boroughs and the PCT sub-cluster already have agreed joint commissioning arrangements (mental health, older people, other vulnerable adults), these have responsibility for all areas where there is a clear advantage from doing so. They ensure services are commissioned across organisational boundaries and that best use is made of pooled budget arrangements.

4.4. Protecting sovereignty

One commissioning team is more than capable of procuring services to multiple specifications, as highlighted in the box below. Because of increased scale, services can be procured at lower cost.

Box 1: Joint commissioning to different specifications

Kensington and Chelsea tendered for a community equipment loan service on behalf of a consortium of 8 boroughs to achieve greater volumes and lower unit costs. As well as a saving on procurement costs, each borough was able to use this contract to make savings – 15% in LBHF, and can still tailor it to suit local factors. It is now being used by 13 boroughs with 4 others planning to join.

Each borough will have a senior manager at Assistant Director Level nominated to work with them to ensure availability to elected members and representation of Adult Social Care within the core functions of the Councils. Members will continue to meet regularly with the Executive Director. See appendix B for an outline of the proposed annual cycle for agreeing with Members priorities and oversight of their delivery

Members already find it valuable to meet together to discuss opportunities for collaboration and to compare and contrast current service delivery methods. This new way of working, in combined services, offers advantages to strengthen political leadership and accountability because a team approach by Cabinet Members will provide them with more opportunity to compare and contrast performance on behalf of their boroughs and to challenge officers on asserted best practice.

4.5. Health and wellbeing boards

Boroughs will wish to consider once the Government's Health proposals are settled the right configuration to ensure cooperation where it would be advantageous to do so.

5. Combined procurement of services

5.1. The case for change

Tri-borough ASC contractual spend is approximately £200m and the three boroughs contract many of the same providers to deliver similar services.

Combined procurement offers opportunities to reduce costs in several ways, including through reduced transaction costs from doing things once instead of three times, and by adopting the most efficient of each borough’s contracting practices in the tri-borough arrangements.

The most significant cost reduction comes from lower contract prices driven by the greater purchasing power of three boroughs. For example, the six Boroughs of the West London Alliance (which includes H&F) have made a £4.2m saving in Home Care contracts through joint procurement arrangements. However, the care market is fragile and this brings risks to achieving the savings targets, even with a tri borough approach.

In those cases where joint procurement does not prove advantageous, boroughs can procure separately; there are no downsides to having additional procurement options.

Boroughs would look for additional procurement savings through joint commissioning with GP consortia, though it is too early to estimate possible savings.

As highlighted above in box one, savings can be made even if services are procured to different specifications.

5.2. Savings analysis

Analysis of the prices paid to common providers of similar services across the three boroughs suggests that savings can be realised by bringing prices closer to the tri-borough average price. The tables below shows the projected savings for older people’s and mental health residential and nursing spot purchased placements if each borough paid no more than the current average price paid to that care home across the three boroughs:

Older People

		Number of OP spot purchased placements	Annual savings from adoption of average price
Annual	H&F	301	£102,436
Annual	K&C	177	£147,566
Annual	Westminster	290	£543,029.
	Total	768	£793,031

Mental Health

		Number of MH spot purchased placements	Annual savings from adoption of average price
			50% of actual savings *
Annual	H&F	128	£64,119.
Annual	K&C	72	£68,552.
Annual	Westminster	151	£252,112
	Total	351	£ 384,783
Total OP and MH		1119	£1,177,814

50% of savings have been used as the nature of mental health placements for H&F and RBKC. WCC have asked for a lower figure. It should be noted that mental health prices are more variable than older people and the number of homes is far less. The 50% allows placements at varying needs to be considered.

The tables above and below are based on the premise that, if a borough pays less than the average price, their price paid would not increase to the average price level.

A similar analysis of homecare prices also suggests savings can be realised by bringing prices closer to the tri-borough average:

Home Care

		Number of homecare Hours	Annual savings from adoption of average price
Annual	H&F	583,652	£0
Annual	K&C	420,082	£357,070
Annual	Westminster	898,838	£0
	Total		£357,000

Homecare prices should be compared with caution as service specifications and monitoring arrangements differ, for example, RBKC contracts include service development and e-monitoring and billing considerations and requirement to pay workers the London Living Wage – approx £1 above West London Alliance (WLA) rate. The e- monitoring has saved RBKC over £1 million over three years.

Whilst homecare and residential care represent the largest ASC spend areas, there will be opportunities to realise savings across all contracts as they come up for renewal. Complete alignment of the three boroughs procurement programmes will take several years, however, there are 217 adult social care contracts across the three boroughs with a value of £80 million which come up for renewal between now and 2014.

It is already common practice to jointly procure services across the three boroughs where possible. Current joint tenders include the Drug Intervention Programme, Direct Payment Support Services, Meals on Wheels, and Supporting People (which is being procured under a framework agreement across the tri-borough and west

London). LBHF expects a £200k annual saving on Supporting People prices through this framework agreement, and RBKC expects a similar saving.

5.3. Timeline

The rate of annual turnover in residential and nursing care (approximately 30%) and homecare (approximately 36%), and the expected timeframe for completion of planned tenders over the next few years provide some indication of likely phasing of savings. These indications are shown in the tables below:

Phasing by Service

	2012/13	2013/14	2014/15
Residential Care(OP and MH)	£388,678	£777,357	£1,177,814
Homecare	£0	£257,070	£357,070
SP & other contracts	£200,000	£300,000	£400,000
Total	£588,678	£1,334,357	£1,934,884

Phasing by Borough

	2012/13	2013/14	2014/15
LBHF	£154,963	£259,926	£366,555
RBKC	£171,318	£549,637	£773,188
WCC	£262,396	£524,793	£795,141
Total	£588,678	£1,334,357	£1,934,884

5.4. IT savings

Westminster and Kensington and Chelsea are jointly procuring an adult social care IT system. Existing systems had become costly and difficult to maintain, and the technology used has limitations in being able to meet the demands from personalising services.

Systems are being purchased via a Framework Agreement available to all London Boroughs. This means that Hammersmith & Fulham are able to buy into the framework when their current system needs replacement.

The procurement exercise is likely to reach contract award in July/August 2011 and the expected implementation timetable for the new service is estimated to fall in the first quarter of 2012.

Westminster is expecting to release savings of £428k per year through a reduction in IT costs from this process. RBKC is looking to enable more direct user based

transactions, reducing back office support and through streamlining processes and mobile working. RBKC is anticipating that up to £250k per year can be saved in the two years following implementation through reducing staffing costs. A clearer estimate on IT savings will be available once tenders have been considered.

Further savings of up to £1.4m around ASC IT and associated support are being delivered through the Corporate Services programme. The June Corporate Services Cabinet report will outline the business case in more detail

Boroughs are commencing work with CLCH and other providers to ensure systems are aligned and compatible.

6. Delivery of services

6.1. Assessment and care management

The case for change

In general, councils only provide services to people in need of care and attention which is not otherwise available to them. There is a statutory requirement to assess people's needs for services against transparent eligibility criteria before determining which service or services to provide and in what amounts. The need for services provided by boroughs is usually reviewed at least yearly. Services include reablement, occupational therapy and support for older and disabled people and people with learning disabilities.

This process is known as assessment and care management. Boroughs currently employ 409 staff at a cost of £17.4m to provide these services.

CLCH Integration Workstream Staffing Budgets

		Borough Data						Total Sum of Budgeted FTE 2011/12	Total Sum of Pay Budget Forecast 2011/12 £000s
		LBHF		RBKC		Westminster			
Status with Potential Provider	Service	Sum of Budgeted FTE 2011/12	Sum of Pay Budget Forecast 2011/12 £000s	Sum of Budgeted FTE 2011/12	Sum of Pay Budget Forecast 2011/12 £000s	Sum of Budgeted FTE 2011/12	Sum of Pay Budget Forecast 2011/12 £000s		
CLCH	Assessment & Care Management	74	3826	122	4291	121	6285	317	14402
	HIV/AIDS	0	0	3	58			3	58
	Home Care	2	63					2	63
	Lone Adults					2	84	2	84
	Occupational Therapy	20	0	25	868			45	868
	Other Employment Related Services	0	0					0	0
	Other Services	3	142					3	142
	Other Services to Adults with Learning disabilities	0	0		0			0	0
	Other Services to Older People				0			0	0
	Reablement	26	1095					26	1095
	Service Managers	6	232	1	85			7	317
	Strategic Management					2	192	2	192
	Supported and Other Accommodation.	0	0					0	0
	Senior Managers	1	95	2	108			3	203
CLCH Total		130	5452	153	5410	125	6561	409	17423
Grand Total		130	5452	153	5410	125	6561	409	17423

The NHS separately has a duty to assess health needs, such as for community nursing care, and employs staff across the boroughs through the local community healthcare provider, Central London Community Health (CLCH).

Boroughs and NHS assessments and care arrangements are currently made in isolation. Yet people in need of support tend to be frail because of their health deteriorating in older age or because of disabilities or illnesses. They are, therefore, often in need of health care services as well as social care services.

Feedback from people who use both services tell of duplication, multiple visits by different workers, all asking very similar questions and lack of co-ordination of their care. This is wasteful of resources and frustrating to the service user.

Equally significantly, a service commissioned by one organisation can often have a positive or negative impact on the budget of the other. An example of this would be

how a change in investment in community nursing by the NHS will impact on the level of care provision which the local authority needs to commission to support individuals in the community. Currently, no party is incentivised to make savings to the healthcare system as a whole, as the benefit of increased investment is often not realised by that organisation. This means that investment in interventions to reduce overall the demand for care and in particular the most expensive care (such as hospital in-patient care) is not optimised.

By working together and sharing the costs and savings from reducing demand for services, especially more expensive intensive forms of support, residents can be better supported and costs can be reduced significantly.

Boroughs propose to achieve these savings and service benefits by combining NHS and borough assessment teams. Joint teams would provide holistic assessments of support to individuals in need. Redesigned assessment and care processes would ensure care staff can i.) put in place preventative programmes to avoid the need for expensive acute support and ii.) reduce the length and intensity of support where it is required. A combined service also means savings from fewer managers.

Attempts over many years to achieve similar results through agreements around working practices have not proved to be successful, although savings have been made in some areas.

Even within the NHS, assessments are currently undertaken in different ways by different professional groups. In community health services nursing teams are not integrated with therapy services so there can be multiple assessments carried out on one individual. Community health services in CLCH are moving to a single point of access for all services which means that assessments will be carried out by the most appropriate professional and duplication will be reduced.

It makes sense, including because of the scale and the speed of the savings required, to take the opportunity to combine teams more widely across health and social care. There is a significant body of evidence around the success of this approach, as outlined in the box below. This approach has wider support, such as from the Independent Westminster Social Care Commission⁶.

⁶ A Vision for the Future Health & Social Wellbeing of a City – Final Report of the Independent Westminster Social Care Commission, April 2011.

Box 2: Achieving the savings - the evidence base for integrated provision

- In Torbay, the local council and the PCT established a care trust which brought responsibilities for health and adult social care into one organisation. It has a single budget for health and social care, and teams are able to use this budget flexibly to meet patients' needs. A priority has been to **increase spending on intermediate care services that enable patients to be supported at home and help to avoid inappropriate hospital admissions**. The results can be seen in:
 - Reduced use of hospital beds (daily average number of occupied beds fell from 750 in 1998-9 to 502 in 2009-10)
 - Low use of emergency bed days among people aged ≥ 65 (1920/100000 population compared with regional average of 2698/100000 population in 2009-10)
 - Minimal delayed transfers of care.
- The Care Quality Commission report that a focus on better coordination of services has led to a **reduction in delayed transfers of care from acute hospitals** from 3,600 a week in 2003/4 to 2,200 a week in 2008/9. A total of 148,000 people had access to services that helped them to avoid being admitted to hospital as an emergency, compared to 80,000 in 2004. A further 157,000 had access to services that helped them to return home quickly from hospital, compared to 112,000 five years ago (Care Quality Commission 2010).
- The Milton Keynes Rapid Assessment and Intervention Team, jointly funded by the Council and PCT, has shown that, over a 12-month period, 722 hospital admissions and 100 **admissions to residential or nursing home care were avoided**. Total savings to health and social care were £3m.
- The Rapid Response Service in Salford offers **intermediate care** through a pooled budget. In 2007/8 at least £1 million was saved (£689,000 to health and £378,000 to social care) as a result of **diversion from hospital and residential placements**.
- A systematic review and critical appraisal of a range of **prevention / early intervention** programmes – the Supporting People, POPP and LinkAge Plus programmes – suggested that these integrated approaches could generate resource savings of between £1.20 and £2.65 for every £1 spent (Turning Point 2010) along with improvement in older people's quality of life.

6.2. Proposed operating model

CLCH will be commissioned to work with Councils to combine teams and redesign care processes. It is proposed that there is some integration between health and social care staff into joint teams. The services will be divided into two complementary parts which will include gate keeping mechanisms to ensure effective financial and quality control.

6.3. Assessment

It is proposed to have a new joint assessment and reablement service accountable to boroughs as well as the NHS. Boroughs would control charging policies and assessment criteria and therefore retain control over demand. GP consortia would want to put in place similar arrangements once handed budgetary responsibility.

The staff in these front line integrated teams would consist of qualified and unqualified social care staff, occupational therapists and physiotherapists. These teams would be able to assess an individual's requirements and provide necessary short term therapy input to ensure people are able to be as independent as possible. Disability equipment would be provided to maintain independence. A continuing push towards individual budgets will mean over time that less services are arranged directly by assessment staff, creating a clear distinction between the assessor gatekeeper role and ongoing care management.

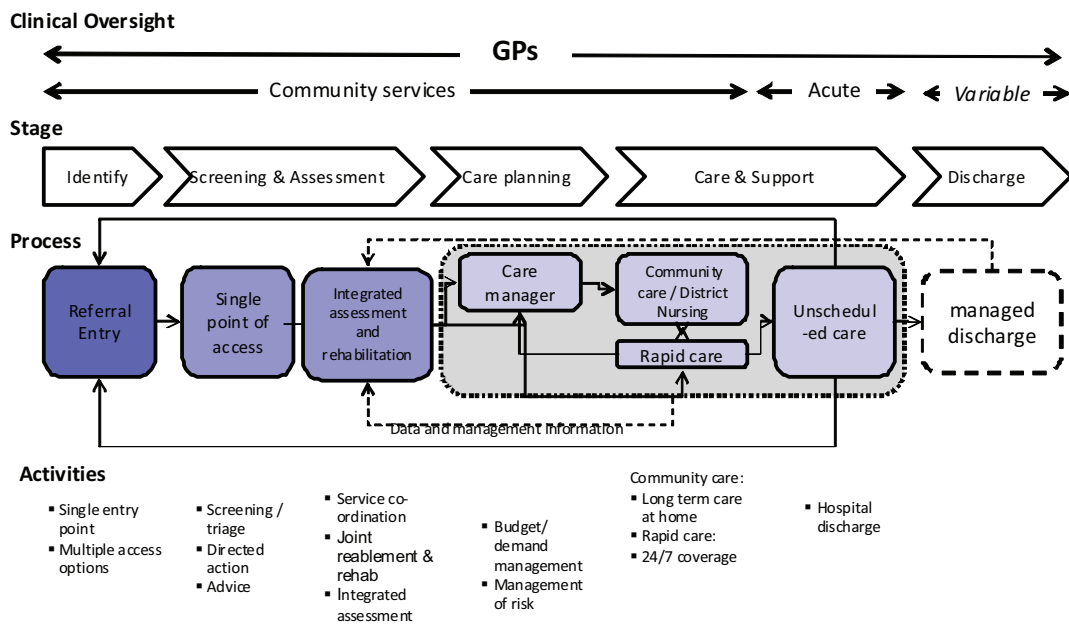
Personal budgets or care packages would be organised for people who require ongoing care after the period of assessment. Research shows that teams operating in this way only have to fund ongoing care for approximately 50% referred for assessment.

6.4. Teams for people with long term conditions

For people with long term conditions or who are considered to be vulnerable and at risk; joint teams of social workers, district nurses and community matrons would provide ongoing support, advice and nursing care. These teams would ensure people are kept safe, out of residential and nursing care and only admitted to hospital when absolutely necessary. These teams would work closely with GPs to identify those most at risk and target services at them. 3 out of the 4 local GP Practice Based Commissioning clusters have expressed an interest in this type of service through the Integrated Care Pilot which is just starting in North West London. This pilot also involves hospital clinicians providing support to people in the community and primary care teams.

The diagram below outlines how a redesigned integrated structure would operate.

Integrated Assessment – a new model of care delivery model for adults



Box 3: Building on existing models

The model being developed for integrated health and social care provider services is based on the models which have started to be developed across the 3 Councils.

In Hammersmith Continuity of Care model being developed with partners is predicated on the assumption that many hospital and nursing home admissions could be prevented – and better patient outcomes achieved - through more timely and targeted intervention with at-risk individuals.

In Westminster the joint reablement service ensures that all people who are referred to health and social care receive an assessment designed to maximise their independence. Over 50% do not require ongoing services after a period of work with the therapists in the reablement team and the provision of some disability equipment .

In RBKC, the Council in partnership with Kensington and Chelsea PCT and the Community Health Services have developed a range of preventative services which include a joint Intermediate Care Team and a specialist re-ablement team, both of which are focused on enabling people to regain their full potential for independence particularly after a hospital admission. This involves all professionals working in a joined up way to support people back to their maximum independence in order to improve an individual's quality of life and reduce the demand for long term on-going services

Integration with community health services will enable all assessments to be carried out efficiently with a focus on maintaining independence. Integration of social care and community health services will re-shape the health and care system so that it is designed to maintain peoples independence and effectively manage long term conditions in less expensive community settings.

This means in the first instance entering into a contractual partnership agreement with CLCH⁷ around line management (but not employment) of borough assessment and care management staff⁸. As for all service delivery contracts, the partnership agreement would set out borough expectations around quantum, type and quality of services. This will be tailored to each boroughs priorities and care budget envelope.

The Chief Executive of CLCH would be held jointly accountable for service delivery with the Director of Adult Social Care. One Assistant Director would manage social care across the three boroughs with three heads of service reporting to them responsible for individual borough services.

In addition to regular performance monitoring reports to the Director of Adult Social Care, there would be a Governance Board to oversee the performance of the partnership. This would consist of the three Cabinet Members together with non-executive directors of the health partner; the Director of Adult Social Care and the Chief Executive of the health partner. Boroughs hope to have this arrangement in place by October 2011. Members would sign off the draft partnership agreement to ensure it is sufficiently robust.

This model replicates the successful mental health trust arrangements boroughs have in place – see box 4 below.

6.5. Budgetary Control

The commissioning and purchasing budgets would be retained by the commissioners. Councils would retain responsibility for gatekeeping access to services. All significant expenditure such as residential and nursing home placements and large care packages would be sanctioned by the commissioners through the funding panels which currently exist in each borough, who would also ensure that funding from NHS Continuing Care budgets are accessed where possible. This model takes account of the proposals for GPs to be allocated budgets for commissioning services. Wherever possible it would be appropriate for these budgets to be managed jointly.

Boroughs will set reduced budgets around which services will be redesigned. The NHS has set CLCH a target of 6% p/a savings reductions and boroughs would look to CLCH to achieve the same for social care. Intensive work over the following months will see assessment and care processes redesigned and equivalent work around frontline finance i.e. client affairs and charging, although this service would remain with boroughs. This work will be informed and developed in conjunction with GP consortia who will eventually take on health commissioning responsibilities, and by wider partners such as Hospital Trusts. In the first year of operation we would look to these teams, with new GP referral procedures, to keep more people at home in the community, making bigger savings in the placement and packages budgets.

⁷ Under s75 of the National Health Services Act 2006, as successfully used to deliver combined Mental Health services

⁸ Learning disabilities services are already jointly delivered with CLCH. The plan here is to bring together the three community teams across the three boroughs into a single management arrangement in CLCH

Once redesign work is complete, and subject to Member agreement, boroughs will modify the partnership agreement to take account of its findings e.g. agreed cost and savings sharing methodologies and common eligibility and assessment protocols across the healthcare system. It will also consider whether staff reductions can be made by reducing duplication. The revised agreement will commit and hold CLCH to account for implementing the redesign work and making the associated savings.

Like any other contractual agreement, should standards fall short, Members can take action, including if necessary terminating the agreement.

It is foreseen that combined teams will be borough based, with specialists working across boroughs. Members will, as now, control priorities and spend within their own budget envelopes.

At this point boroughs would also be able to make management savings. There are currently 9.8 FTE managers across the boroughs – it is estimated that this can be reduced to 6.8, delivering savings of £241k.

Box 4 – Mental Health Trust Partnership Arrangements

Mental health services have been delivered in partnership with health providers for many years. Boroughs spend £51m (gross) on services. In all three boroughs, mental health social workers are managed by mental health trust managers as part of multi disciplinary teams.

Agreements are in place using the powers of s75 of the National Health Services Act 2006 to ensure clarity about roles and responsibilities between the local authority and the mental health trusts. Like in all commissioning relationships, objectives and budget envelope are clearly outlined and costs are monitored and controlled through regular reports and meetings between commissioners and counterparts within trusts.

6.6. Impact of service demand: savings analysis

Hammersmith and Fulham have estimated savings of £1.7m per annum to the council from changing the way in which nursing home placements are utilised and £2m to the NHS from reducing hospital admissions. RBKC estimate a 250k saving around duplicate staffing and £250k saving from adopting a variety of measures including a preventative approach to long term social care provision. WCC analysis suggests a £200k saving from increasing reablement / rehabilitation support to avoid the need for more costly care and £434k savings from reducing admissions to residential care to levels in neighbouring boroughs.

6.7. Market testing

At present CLCH exclusively provides health assessment and care management services for the NHS across the three boroughs. The Government plans as part of its health reforms to open this service to wider competition, although at present no

timescales have been set. Consistent with wider commissioning principles, boroughs will wish to consider in consultation with partners e.g. GP Consortia the right point to test the market in terms of price and quality, which will be reflected in agreements with CLCH.

6.8. Timeline

October 2011: Line management of assessment and care management staff transferred to joint management with CLCH

April 2012: Redesign work complete. Boroughs enter into agreement with CLCH over the provision of future services and delivery of the savings. Any agreed management savings / staff transfer arrangement implemented.

Date tbc: Testing the market for integrated assessment and care management services can only take place once the Foundation Trust application process ends. The latest date CLCH can achieve trust status is 2014; they are aiming for 2013.

7. Operating model – Member and resident perspectives

The transformation of commissioning and care provision as outlined above is ambitious and will keep boroughs at the cutting edge of health and social care work. Below we consider what the sum of changes means for Members and residents. This outline is indicative and will be informed by Members views and the results of the assessment and care redesign work.

7.1. Member perspective (also see appendix B)

As well as meeting weekly with the Assistant Director responsible for oversight of borough affairs and bi-weekly with the joint DASC, Members would engage with other Assistant Directors as appropriate to discuss day-to-day issues and priorities.

Monthly performance and budget reports across the three boroughs for commissioned and directly provided services allows Members to ensure borough service provision remains sound and provides the opportunity to compare and contrast relative performance and challenge officials on service standards and price.

Bi-monthly meetings with the Chief Executive of CLCH provides assurance on service delivery, and an opportunity to consider future challenges and solutions.

Periodic meetings with Members across boroughs allows portfolio holders to consider opportunities for future collaboration, both to look for ways to lower investment and service costs and to share ideas around priorities and best practice. Comparison across boroughs of performance and delivery models means Members are now better able to challenge officers around strategies.

Around Budget setting, Members will agree with the DASC their strategies, priorities and budget envelopes in Borough Business Plans. Directors will aggregate these documents into a Departmental Delivery Plan, looking to take full advantage of opportunities to jointly provide and procure services to reduce costs and improve quality. In approving the Delivery Plan, Members would always be able to stipulate a desire to commission services on a single borough basis.

7.2. Resident perspective

Regardless of whether a resident approaches their borough, GP or are referred via another route such as the hospital, they will be contacted by a care assessor who will remain their key worker throughout.

The key workers will assess need and eligibility. The resident will only need 'tell their story once', rather than to multiple organisations.

The key worker will coordinate the right mix of health and social care related support. This may include preventative support – such as occupational therapy to prevent problems becoming acute – better for the resident and cheaper for the health system.

Alternatively, where appropriate residents may elect to select the right mix of care support themselves, advised as necessary by the key worker.

Care wherever possible will be provided in residents' own homes, providing additional comfort for the individual and helping to reduce costs to the health system.

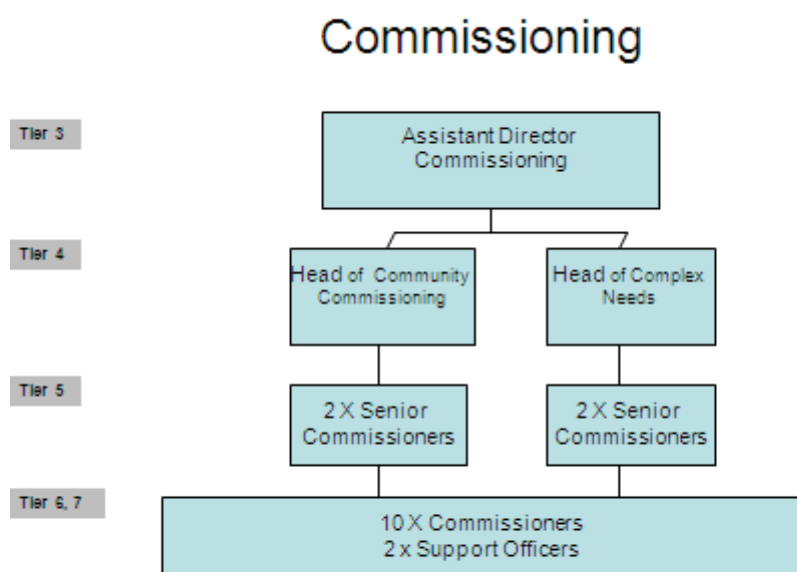
Should problems re-occur, a single comprehensive set of records will ensure further support properly takes account of all factors in considering care needs.

8. Timetable for ASC Integration Process

This timetable sets out the process for integration between the three boroughs adult social care provision and CLCH, up until April 2012.

• End of May 2011	Business Plan completed
• 2 nd June	CLCH Board Meeting – Heads of Terms & Option Appraisal
• June	OSC – K&C and Westminster
• Mid June	Boro Exec discussions Due Diligence paper completed
• End of June	Cabinet Meetings
• Early July	Staff consultation Appointment process for joint DASS commences Operations Service – senior appointments
• Early July	Member process agreed for AD appointment. Permanent AD in CLCH Provider AD Commissioning ADs Head of LD Services
• Late July	Appointments process started
• 4 th August	CLCH Board Meeting: Sec 75 agreed
• September	Cabinet Approval of S75 agreement with CLCH Senior appointments made Service Redesign starts (CLCH) Commissioning Implementation starts
• October	Operations Service transfers to CLCH
• December	DASS starts
• Feb 2012	Review of service redesign Cabinet reports CLCH Board reports
• April 2012	Implementation of new CLCH structure

Appendix A1



Name of Directorate: Commissioning

Name of Business Group: Complex Need and Community Services

Aims of the Business Group:

- Managing relationships with other departments and partners
- Leading user engagement
- Leading consultations especially around
 - Policy
 - Eligibility criteria
 - Closure of services / facilities
- Working to / with politicians

Roles required at tier 6 and 7 to deliver the different function for this group.

Senior Commissioners × 4

Key functions to be performed:

- Deputise for Head
- Provide knowledge and leadership on all elements of commissioning cycle
- Lead on complex, major projects
- Developing strategy
- Understanding national picture and best practice on all key areas
- Project Lead
- Cross Council work

Commissioners x 10

Key functions to be performed:

- Knowledge of all elements of commissioning cycle
- Project Management skills
- Analysis skills
- Strategic thinkers
- Relationship Managers
- Specialist in one or more areas

Commissioning Support Officers x 2

Key functions to be performed:

- Managing small projects
- Financial understanding
- Engagement with service users
- Organisational skills
- Strong administrative skills

Principles and Fundamentals of Function

- Ability to work quickly on priorities of the time
- Bring together different specialists
- The "Heads of" will need an understanding of both history and strategy
- People underneath will work on projects
- Importance of user engagement - critical in developing and maintaining goodwill

Assumptions

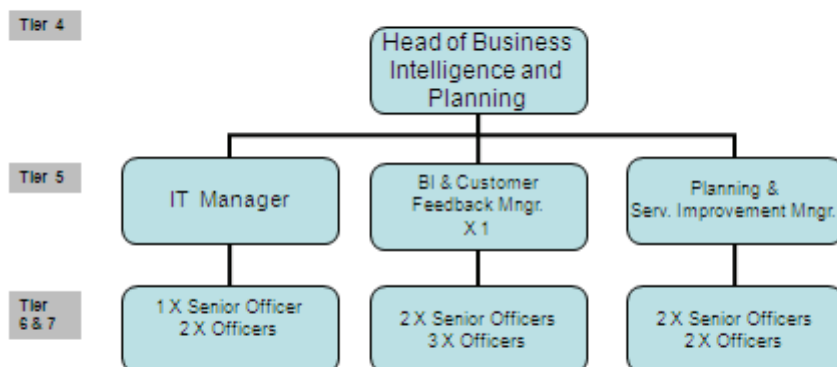
- Single Procurement Process
- Rational Decision Making Process
- Commissioning Framework Across 3 Boroughs (massive undertaking)

Financial breakdown for Commissioning

							Phasing				
	Current FTE	Commissioning Roles	Range	Mid Point	With On Costs	Total Costs plus on-cost @100%	Savings	2011/12	2012/13	2013/14	2014/15
	WCC	0 Assistant Director									
		2 Head of LD, Generic)	£55-£68k	61.5	76.875	154					
		7 Commissioners	£33-£41k	37	46.25	324					
		2 SP Commissioner	£33-£41k	37	46.25	93					
	Sub-Total	11				570					
	LBHF	0 Assisrant Director									
		1 Head of Commissioning	£55-£68k	61.5	78.72	79					
		3 Senior Commisssuioners	£42-51k	46.5	59.52	179					
		3 Commissioners	£33-£41k	37	47.36	142					
		1 Project Manager	£33-£41k	37	47.36	47					
		1 Project Support	£22k -£30k	26	33.28	33					
		0.5 Admin	£22k -£30k	26	33.28	17					
	Sub-Total	9.5				497					
	RBKC	2 Senior Commissioner	£42-51k	46.5	57.66	115					
		4 Commissioners	£33-£41k	37	45.88	184					
		1.6 SP Commissioners	£33-£41k	37	45.88	73					
	Sub-Total	7.6				372					
	Total Current	28.1				1439					
	New Merged Commissioning New FTE										
		2 Heads of	£55-£68k	61.5	78.72	157					
		4 Seniors	£42-51k	46.5	59.52	238					
		10 Commissioners	£33-£41k	37	47.36	474					
		2 Commissioning Support	£22k -£30k	26	33.28	67					
	Total New	18				936	503	-503	503	-503	503
	% Reduction					35%					

Appendix A2

Business Intelligence and Planning



Name of Directorate: Finance and Business Intelligence

Name of Business Group: Business Intelligence and Planning

Units in the Business Group is listed below.

1. Business Intelligence and Customer Feedback

Aim of the unit: Driving and supporting the Commissioning Cycle.

Key functions to be performed under this unit:

- Analysis and provision of data as evidence all commissioning contract.
- Contract Monitoring – against performance indicators so data available for negotiation and reviewing relationship management.
- Voluntary Sector Contract Monitoring
- Needs Assessment
- Value for Money reviews
- Demand Modelling
- Monitoring quality outcome and service improvement.
- Providing data for Health & Safety Care.
- Reporting to individual Boroughs/Members.
- Safeguarding – performing quality assurance.

1.1 Customer Feedback

Aim of unit: To monitor customer feedback and manage resolution of complaints from all areas of ASC services including Provider organisations.

Key functions to be performed under this unit:

- Collate customer feedback.
- User Surveys (from carer)
- Supporting consultation.
- Manage statutory complaints – Local Government Ombudsman
- Service improvement.

2. Planning and Service Improvement

Aim of the unit: Ensure national policies are practically reflected in commissioning and front line services. Furthermore undertake strategic business planning for the ASC as a whole and supporting feedback to scrutiny committees in the three boroughs.

Key functions to be performed under this unit:

- Providing position on national government policy /legislation.
- Research / Information partnership “Health well being” strategy.
- Policy implementation – overview across ASC.
- Facilitating integration and corporate partnership work (Health & Well Being Board).
- Strategic Business Planning – aligned with Business Intelligence.
- Supporting Scrutiny Teams to provide reports and feedback.

3. ASC IT Development and Support

Aim of area: Identify business needs, develop IT strategy, create implementation options, and provide support

Key functions to be performed under this unit:

- Co-ordinate IT commissioning for ASC
- Undertaking needs analysis and identify business system problems
- Co-ordinating data sharing with new emerging local NHS structures and IT relationship management.
- User acceptance of upgrades
- Partnership arrangement with corporate IT and external suppliers.
- Reporting - business object report.

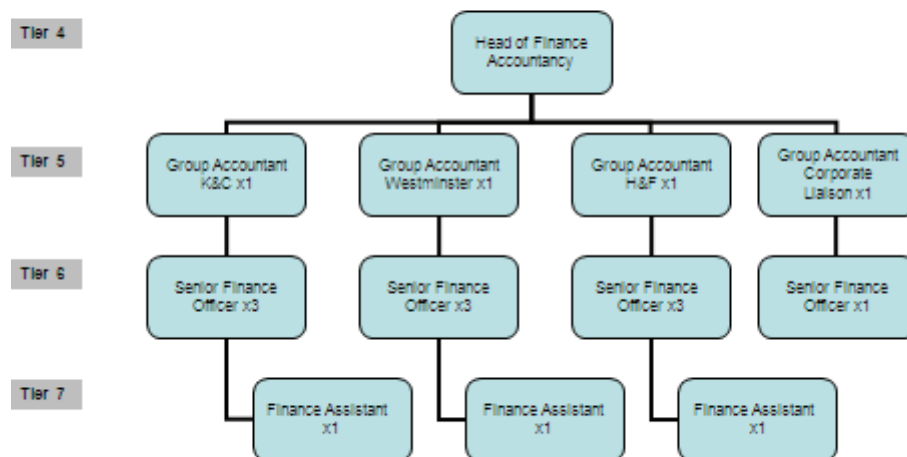
4. Breakdown of financial savings – Business Intelligence and Planning.

							Phasing				
	Current FTE	Business Intelligence and Planning	Range	Mid Point	With On Costs	Total Costs plus on-cost £'000	Saving	2011/12	2012/13	2013/14	2014/15
	16	Analysis Performance and Policy				837					
	3	Complaints				103					
	4	IT Support				178					
Total Current	23					1118					
	New FTE										
Tier 4	1	Head Of	£55-£68k	61.5	78.72	79					
Tier 5	1	IT Manager	£42-£51k	46.5	59.52	60					
Tier 5	1	Business Intelligence and customer feedback manager	£42-£51k	46.5	59.52	60					
Tier 5	1	Planning and service improvement manager	£42-£51k	46.5	59.52	60					
Sub-total of FTE	4					257					
Tier 6	1	IT Officer	£33-£38k	35.5	45.44	45					
Tier 6	2	Business Intelligence Senior	£33-£38k	35.5	45.44	91					
Tier 6	2	Planning and Service Improvement Senior	£33-£38k	35.5	45.44	91					
Sub-total of FTE	5					227					
Tier 7	2	IT Officers	£22k-£30k	26	33.28	67					
Tier 7	3	Business Intelligence Customer Feedback Officer	£22k-£30k	26	33.28	100					
Tier 7	2	Planning and Service Improvement Officer	£22k-£30k	26	33.28	67					
Sub-total of FTE	7					233					
Total New	16					717	401				401
% Reduction						36%					

Appendix A3

This diagram excludes Client Affairs and Charging as both of these areas are connected to frontline service delivery.

Finance - Accountancy



Name of Directorate: Finance and Business Intelligence

Name of Business Group: Finance

Business Unit: Accountancy

1. Accountancy

Aim of unit: Financial management support for the ASC business and fulfilling requirements delegated from the Director of Finance to the Assistant Director.

Main Functions:

- Closing Accounts
- Budget Process
- Liaise with Auditors
- Financial support to budget holders
- Budget Monitoring
- Financial Planning
- ASC unit costing
- Stats

- Information to Corporate
- Financial Appraisals
- FOI Requests
- Home Care payments (providers)
- SP payments
- Code maintenance of GL system
- Raising debt invoices
- Invoicing PCT for nursing
- Monitoring section 75 agreements
- Capital Budgets
- Open book accounting

Note:

To ensure borough finances are properly managed, it is envisaged that the (Assistant) Director of Finance (indicative 'Borough A' in table 1) would be a qualified accountant".

The savings in finance depend upon three things:

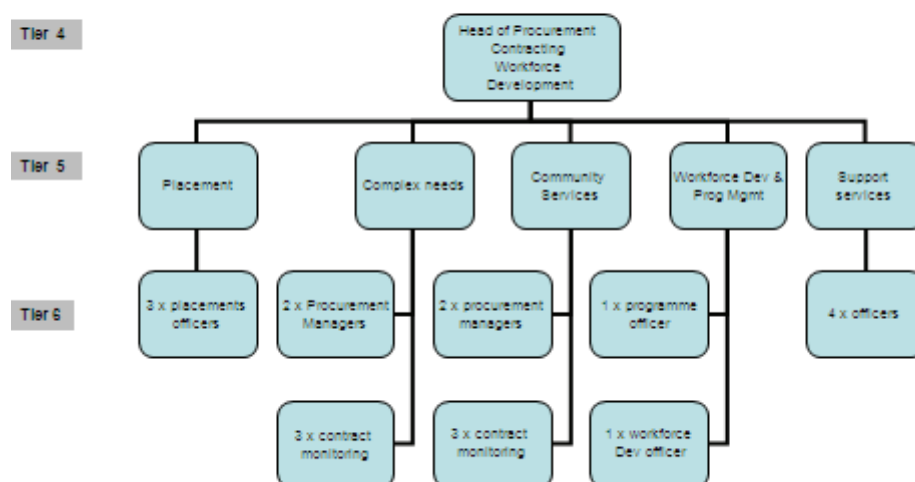
- Adopting common computer systems (e.g. general ledger, where there is a dependency on Project Athena)
- Having common policies, as far as possible (e.g. charging policies)
- Standardising business processes (e.g. budget setting, budget reporting)

2. Breakdown of financial savings - Accountancy

		Finance	Range	Mid Point	With On Costs	Total Costs plus on- cost £'000	Phasing					
							Savings	2011/12	2012/13	2013/14	2014/15	
		Accountancy - Current Structure										
	FTE											
WCC	1	Finance Manager	£61-£85k	68	85	85						
	3	Group Accountant	£42-59k	47	58.75	176						
	2	Principal Accountancy Ass	£23-46	31	38.75	78						
	4	Senior Finance Officer	£23-46	31	38.75	155						
	2	Finance Assistant	£23-46	31	38.75	78						
Sub-total	12					571						
LBHF	1.75	Finance Manager	£47-72k	59	75.52	132						
	3	Group Accountant	£41-48k	45	57.6	173						
	3	Principal Accountancy Ass	£31-£41	36	46.08	138						
	2	Senior Finance Officer	£23-£32k	27	34.56	69						
	0	Finance Assistant										
Sub-total	9.75					512						
RBKC	0.5	Finance Manager	£50-70	60	74.4	37						
	1	Group Accountant	£40-£50	45	55.8	56						
	3	Principal Accountancy Ass	£35-40K	37	45.88	138						
	1	Senior Finance Officer	£28-£32	30	37.2	37						
	2	Finance Assistant	£23-£27	25	31	62						
Sub-total	7.5					330						
Total Current	29.25					1413						
		Accountancy New Structure										
	FTE											
	1	Head of Finance (Accounta	£47-72k	59	75.52	76						
	4	Group Accountant	£41-48k	45	57.6	230						
	10	Senior Finance Officer	£31-£41	36	46.08	461						
	3	Finance Officer	£23-£32k	27	34.56	104						
Total New	18					870						
Current StrutureTotal	29.25					1413						
New Structure Total	18					870	543	0	0	0	543	
Reduction	38%					38%						

Appendix A4

Procurement, Contracting & workforce development



Name of Business Group: Procurement and Workforce Development

Functions for different units in the Business Group is listed below.

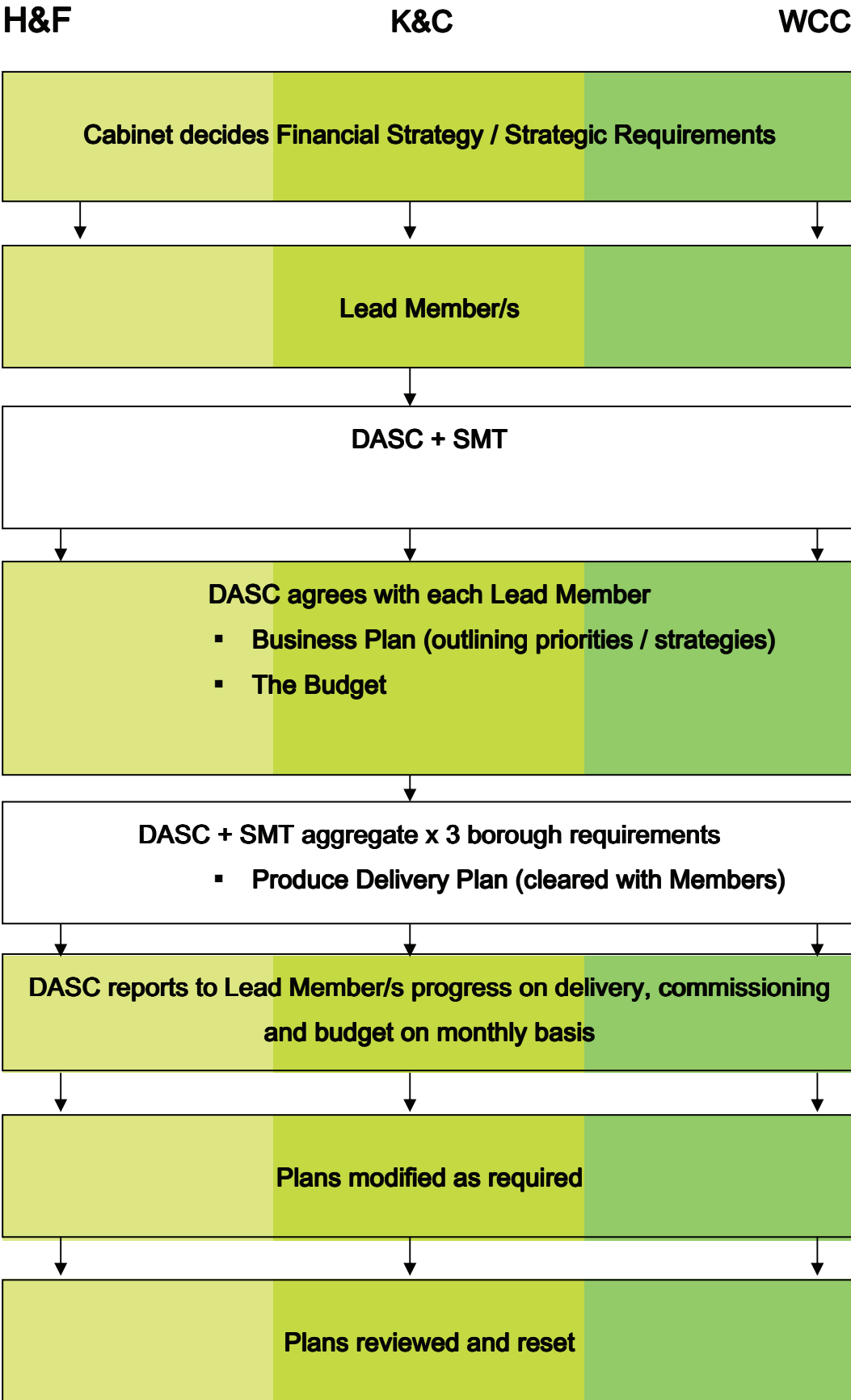
1. Main functions for Placements, Complex Needs, Community Services, Workforce Development, and Support Services.

- Spot purchasing (likely to increase with three borough working) – embedded in the team (Homecare and Residential).
- Contract and care management performance monitoring
 - In partnership with the Commissioners
 - Procurement to lead with input from other functions (e.g. client side, commissioners, others)
 - Proportionate and risk-based
- Market Development
 - social enterprise creation
 - provider forums
- Workforce Development
 - provider workforce e.g. DOLs and safeguarding – requires cross-development
 - staff development
 - supports commissioning hub development
- Strategy Development
- Procurement to contract management

2. Breakdown of financial savings – Procurement and Workforce Development.

		Procurement	Range	Mid Point	With On Costs	Total Costs plus on-cost £'000	Phasing				
							Savings	2011/12	2012/13	2013/14	2014/15
	Current Structure FTE										
WCC	1 Tier 4			64	80	80					
	6 Tier 5		£40-£43k	42.5	53.125	319					
	5 Tier 6		£33-£36	34	42.5	213					
Sub total	12					611					
LBHF	1 Tier 4			64	81.92	82					
	3 Tier 5		£40-£43k	42.5	54.4	163					
	7 Tier 6		£33-£36	34	43.52	305					
Sub total	11					550					
RBKC	1.5 Tier 4			64	79.36	119					
	3 Tier 5		£40-£43k	42.5	52.7	158					
	13 Tier 6		£33-£36	34	42.16	548					
Sub total	17.5					825					
Total Current	40.5					1986					
	New Structure FTE										
	1 Head of Proc. and Workforce Devp.			68	87.04	87					
	5 PO 5			50	64	320					
	4 PO 4			42	53.76	215					
	11 PO 2 & PO 3			35	44.8	493					
	4 PO 1			34	43.52	174					
Total New	25					1289	697	697	697	697	
Procurement % Savings						35%					

Appendix B: Adult Social Care Annual Cycle



**Integrated Tri-borough Library Service
Tri-Borough Service Plans and Proposals**

Cabinet Meeting

20 June 2011

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1. Executive summary

Business case recommendations

- To note and agree the business case and thereby agree to create an integrated library service across the three boroughs.
- To set up a joint steering group of two Members of each participating Borough to supervise further refinement and implementation of the proposals.
- To note the financial projections in the business case and to incorporate these, as amended and refined at lower levels of detail into the budget planning process for 2012/13.
- To establish and implement a procedure for appointment to the senior management structures to be effective from November 2011.
- To refer the proposals for further comment by scrutiny committees and to authorise formal consultation with Trade Unions and communication with staff.

Background

In February 2011 Hammersmith and Fulham, Kensington and Chelsea and Westminster City Council agreed a number of tri-borough proposals including exploring the creation of an integrated libraries and archives service.

The provision of public libraries is a statutory responsibility for local authorities under the 1964 Public Libraries Act. Public libraries provide access to a wide range of materials, information, knowledge and services to meet the present and future reading, learning and information needs of local communities. They are very popular and heavily used (5 million physical visits in the three boroughs last year).

As well as keeping a good stock of books and computers for customer use, modern libraries are fundamental to inspiring and enabling learning and reading. Libraries support the delivery of priorities relating to well-being and health, skills and learning, and active and sustainable communities. For many residents and visitors, the local library is the face of the council in their community.

Libraries offer a universal service that contributes to many outcomes and aspirations in the wider strategic plans of each of the boroughs, such as supporting children to enjoy and achieve, and to make a positive contribution and helping older people enjoy a better quality of life and well-being. Libraries can assist businesses, entrepreneurs, and the local economy, through information and events and they support improving health through health information programmes such as books on prescription initiative.

Libraries already work in partnership with many organisations, bringing them into the library, and taking the library service into other settings. This means that our libraries can act as an access and entry point into a wide range of other council and agency services, offering information and support to meet community needs.

What a tri-borough library service will look like

A single managed library service will provide a unique opportunity to sustain excellent frontline services and deliver customer outcomes, whilst also ensuring that local sovereignty is preserved.

The creation of a single library service will help insure the resilience and sustainability of the public library offer in each tri-borough authority.

Specific customer benefits that will be realised through the initial combined management structure and service remodelling include:

- Individual libraries becoming the gateway to a wider tri-borough service offering, enabling users to access a wider range of books and other materials including the specialist collections held by each borough. Users will also benefit from the differing specialist expertise and experience of staff.
- Consistency of service standards across the three boroughs - customers will receive a high quality customer experience regardless of geographical location or access channel (face-to-face, telephone or web).

A tri-borough library service will be delivered in four phases. Phase 1 will see the creation and approval of a detailed business case. Phase 2 will see the implementation of a single management structure and design of a single operational structure. During phase 3 a single operational structure will be implemented and during phase 4 alternatives for new delivery or trading options will be considered.

Savings proposals

This business case outlines a set of verified proposals that will provide savings opportunities for each of the tri-borough partners. A summary of savings opportunities can be found in the table below.

	Financial Savings (£)			Grand Total
	2011/12	2012/13	2013/14	
Single management structure*	-	315,934		315,934
Service efficiency	-	173,754	57,918	231,672
Integrated core service	-	420,115	140,039	560,154
Total		909,803	197,957	1,107,760

In addition to the financial savings outlined in this business case there are a number of areas where additional savings could potentially be gained following the implementation of a tri-borough library service. These areas are detailed in this business case but require further work to realise their financial benefits.

All proposals outlined in this business case do not preclude the implementation of any future delivery models, options for which will be considered as part of phase 4.

Single management structure

A single management structure will combine the strategic management of each authority's library service within one management team of four, reducing the number of existing management posts by six.

Service efficiency

Using a detailed transactional model and applying local operational and professional knowledge the number of staff required to operate each of the tri-borough libraries to the required service level can be established. Currently the model outlines that 174 posts are required to run a basic integrated tri-borough lending service (not including reference or specialist services), 8 posts less than the current combined staffing establishment.

Integrated core service

An outline target operating model for the combined service has been drafted. This model provides a basic service offer that will be implemented across all authorities. Additional services can then be commissioned locally by individual authorities.

Additional savings areas

Following the introduction of an integrated tri-borough library service a number of additional savings areas may be realised. These include savings from the provision of an integrated home library service, provision of an integrated archives service, rationalisation of office and book storage space and harmonising contracts and joint procurement.

As integrated tri-borough library service would also help to attract inward investment and provide a greater opportunity to gain external funding.

Salary harmonisation

Analysis has been carried out to identify if savings can be made through harmonising salaries across authorities. A harmonisation arrangement would provide all employees across tri-borough the same terms and conditions. £427,766 can be saved if all staff across the tri-borough library service are harmonised to the lowest salary point for their role.

Whilst salary harmonisation is a logical development it is not appropriate to do this just for libraries. Therefore it would need to be implemented in line with overall tri-borough procedures and timescales. Also there are significant risks in pursuing salary harmonisation in the absence of a proper consideration of different roles and responsibilities. These risks include reduction in quality of service, recruitment difficulties, and significant HR challenges. Therefore salary harmonisation will not be considered at the present time but will be investigated as part of Phase 4, when outsourcing options are considered.

1. Business case recommendations

- To note and agree the business case and thereby agree to create an integrated library service across the three boroughs.
- To set up a joint steering group of two Members of each participating Borough to supervise further refinement and implementation of the proposals.
- To note the financial projections in the business case and to incorporate these, as amended and refined at lower levels of detail into the budget planning process for 2012/13.
- To establish and implement a procedure for appointment to the senior management structures to be effective from November 2011.
- To refer the proposals for further comment by scrutiny committees and to authorise formal consultation with Trade Unions and communication with staff.

2. Introduction

In August 2010 as part of the government's Future Libraries Programme, Hammersmith and Fulham and Kensington and Chelsea gained project support to explore the feasibility of a shared library service to be delivered or commissioned jointly across boroughs. This included investigating alternative models for delivering library services in what could be an innovative way for both authorities, and which could provide a model for other London boroughs. In late 2010 following the announcement of the tri-borough programme Westminster City Council joined Hammersmith and Fulham and Kensington and Chelsea to identify if an integrated library service could be delivered across all three boroughs.

With the help of external project support, a number of areas where potential savings may be found were identified:

1. the creation of a single joint management structure;
2. sharing specialist and support staff;
3. wider staff rationalisation and improved productivity;
4. harmonising contracts and joint procurement;
5. achieving the move to on-line service provision in an integrated way;
6. rationalising arrangements for storage, the home library service and transport across the three boroughs;
7. adopting a tri borough perspective in relation to the use of assets and buildings

In February 2011 Hammersmith and Fulham, Kensington and Chelsea and Westminster Councils published proposals for combining services. The proposals outlined that some services could be more efficiently managed at greater scale and management structures for the delivery of services are triplicated across the boroughs, and could potentially be rationalised. The proposals included the creation of a single integrated library service across the three boroughs, with local branding and delivery in line with local community needs and requirements. It was anticipated that £1,500K - £1,820K could potentially be saved from these areas.

This business case outlines a set of verified proposals that will provide savings opportunities for each of the tri-borough partners over a three year period.

In addition to the savings outlined in this business case there are a number of areas where additional savings could potentially be gained following the implementation of a tri-borough library service. These areas require further work to realise their financial benefits and include salary harmonisation, provision of an integrated home library service, provision of an integrated archives service, rationalisation of office space and harmonising contracts and joint procurement.

All assumptions and figures used in this report are based on the position following implementation of 2011/12 budget changes. To deliver the savings outlined by this business case there is no requirement to further reduce the existing number of library buildings or change opening hours.

From April 2012 options will be considered for transferring the integrated library service to an external management organisation. This may take the form of a charitable trust, social enterprise, joint venture or through private sector management. The options outlined in this business case do not preclude the implementation of any future delivery models.

3. Background

Public library services are currently delivered across the tri-borough area from 24 library buildings open 1,197 hours a week¹.

Libraries across the area vary greatly in size and opening hours. There is one central library (Kensington); seven 'district' libraries (Marylebone, Hammersmith, Fulham, Charing Cross, Paddington, Chelsea and Victoria) and a range of mid size and small community libraries. Between 2009 and the end of 2010 three brand new libraries opened: at Church Street, NW8, Pimlico, and Shepherds Bush (as part of the Westfield shopping centre). In addition Askew Road, Brompton and Notting Hill Gate libraries underwent large scale refurbishments. Opening hours are tailored to meet the needs of the communities they serve with six being open over 60 hours a week and five open for seven days a week.

17 of the 24 sites are equipped with self service technology and 17 buildings are WiFi enabled.

Currently 4 million items are loaned to 158,000 members every year. These include books, DVDs, CDs, talking books, newspapers, magazines and PC games. An extensive range of activities to promote reading, distribute information and encourage learning are also available across the tri-borough area. Activities include outreach programmes volunteering opportunities and events for preschool children. These activities are supported by 461 PC terminals.

In addition to the 24 service points home library services deliver material across the tri-borough area to 1,098 people who are unable to visit a library. Hammersmith and Fulham also provide a service at Wormwood Scrubs prison and Westminster manages a school's library service.

¹ This figure will reduce to 21 by December 2011 following the closure of St James Library in Westminster and the handover of Barons Court and Sands End in Hammersmith and Fulham to the community.

A detailed breakdown of current service levels can be found in appendix 1. Appendix 2 shows the locations of each library

4. Scope for an integrated tri-borough library service

The assumption is that all “core offer” services will be integrated – unless there are strong arguments to the contrary. Each authority will retain sovereignty over policy-making but there is an assumption that unless there are considered reasons to set unique expectations, boroughs ought to standardise specifications because these ought to deliver better prices.

Boroughs will take the opportunity to radically redesign services, drawing on each authority’s strengths.

It is anticipated that each borough will have the capacity to locally commission services on top of the proposed core offer. Examples of the locally commissioned services include the Bengali Outreach Service, Prisons Library Services, services to children’s centres and study support. Partner organisations (such as the PCT) may also commission services across the tri-borough area e.g. Bibliotherapy. Further details of locally commissioned services are outlined in section 5.2.

Arts and Culture are not currently in scope as part of the integrated Tri-borough Library service.

5. Integrated tri-borough library service

5.1 Vision and objectives

Under the terms of the 1964 Public Libraries and Museums Act, public library provision is a statutory duty for local authorities. The duty requires authorities to provide a comprehensive and efficient library service for everyone who lives, works and studies in the area, and to take into account their general and specific needs.

Public libraries are one of the cornerstones of modern communities, providing unbiased and unparalleled access to a wide range of materials, information, knowledge and services, both on-line and during stated opening hours. They are very popular and heavily used (5 million physical visits across the tri-borough area in 2010/11).

The development of online digital information and media formats is one of the biggest challenges facing libraries, not because it threatens their existence, but because it is an integral part of a modern service; the challenge comes from keeping up to date with the technology investment and the content management.

As well as keeping a good stock of books and computers for customer use, modern libraries are fundamental to inspiring and enabling learning and reading. They also provide space for the wider range of activities and events for individuals and groups that now take place. These activities are a vital part of a modern library service, contributing directly to individual and community well-being and development. They include pre-school storytelling sessions, homework clubs, author talks, arts and creative events, PC tutorials, adult learning and skills classes for individuals or groups, sessions delivered by partner agencies, such as the National Health Service and Jobcentre plus or by community groups.

Public libraries are places where people can go to read and borrow books, and to learn. This simple but powerful statement will continue to be at the heart of the service for many years to come. Through this and other activities, libraries empower, inform and enrich the people and communities they serve through a range of services and collections delivered by well trained staff through community based buildings and online.

Libraries are freely available to everyone in the community, and aim to meet their present and future reading, learning and information needs.

Libraries have the potential to support the delivery of priorities relating to well-being and health, skills and learning, and active and sustainable communities. Most of our public libraries are located in local neighbourhoods and communities, and open when residents and others need them. They offer services targeted to meet local needs and priorities. For many residents and visitors, the local library is the face of the council and its customer services.

Libraries offer a universal service that contributes to many of the outcomes and aspirations in the wider strategic plans of each of the boroughs, such as supporting children to enjoy and achieve, and to make a positive contribution; helping older people enjoy a better quality of life and well-being; libraries can assist businesses, entrepreneurs, and the local economy, through information and events; they support improving health through health information and initiatives such as books on prescription.

We need to make sure that our libraries retain their core purpose of enriching people's lives by giving residents and users access to books and other information. Libraries can act as an access and entry point into a wide range of other council and agency services, offering information and support to meet community needs.

To achieve these outcomes, library services need to be visible, attractive and appealing, designed to increase participation and reach out to new audiences as well as retaining existing users. By sharing these ambitions for the service across the three boroughs, there is a greater opportunity to achieve economies of scale, increase income opportunities, attract inward investment, and maintain existing services.

In developing this business case, an overall vision and set of objectives have been established as shown overleaf:

Vision for the tri-borough library service

Libraries are freely available to everyone in the community, and aim to meet their present and future reading, learning and information needs. The key elements of an integrated library service are:

Reading	everything starts with reading, libraries help children and adults to become proficient readers for life and promote the love of reading for pleasure
Learning	libraries will support formal education at every stage and be a major provider of informal and self-directed learning for all
Digital	libraries will create and providing access to digital resources, and help people to bridge the digital divide through support and training
Information	libraries will provide the gateway to the world's knowledge (about anything and everything) and to local community information, with intelligent interpretation
Community	libraries will provide a physical, accessible, safe indoor presence in the heart of local communities, a meeting place for local people and organisations, a destination or venue for cultural events and activities
Access point for other services	either online or through surgeries or permanently shared location – as a trusted brand with expert staff, a natural place where people will go to seek advice and support and to transact

In addition an integrated service could provide:

Heritage/sense of place	libraries will keep the record of times gone by – the history of people and communities, helping to create identity and cohesion
--------------------------------	--

The programme objectives for an integrated tri-borough library service are:

- The creation of a single combined library service with local branding and in line with local community needs, that maximises value gained from public expenditure, strengthens the place of libraries in the community and maintains and improves the quality of core services.
- The generation of significant savings through the creation of a combined library service and to minimise the impact of budget cuts to frontline services
- To explore and determine the scope for the creation of a single combined archives service.
- To engage with commercial partners to increase income opportunities for libraries.

An integrated library service will be implemented via a phased approach further details of which can be found in section 10.

A set of design principles have been agreed to shape the structure of the new integrated tri-borough library service; these are outlined in appendix 3.

5.2 What will a tri-borough library service look like?

A tri-borough library service will deliver the following core services from 21 buildings.

Reading

- Provision of resources to support adult reading
- Selection of events to support children's literacy
- Reader development activities
- Programme of outreach to meet local need

Learning

- Provision of resources to support adult and children's learning
- Learning activities to improve adult literacy and IT skills
- Employment related learning activities

Digital

- Creation of digital content (e.g. community databases)
- Providing access to on-line digital resources
- Learning activities to improve digital literacy (getting online and navigating around)
- Access to PCs
- Access to Wi-Fi enabled buildings

Information

- Access to information resources and knowledgeable staff
- Provision of local and council information
- Improved access to special collections
- Access to local historical resources

Community

- Provision of venues for community and partner organisations to meet

A single managed library service will provide a unique opportunity to sustain excellent frontline services and deliver customer outcomes, whilst also ensuring that local sovereignty is preserved (for example each local authority will decide on the number and opening hours of libraries and the level of corporate engagement).

Specific customer benefits that will be realised through the initial combined management structure and service remodelling include:

- Individual libraries becoming the gateway to a wider tri-borough service offering, enabling users to access a wider range of books and other materials including the specialist collections held by each borough; and to benefit from the differing specialist expertise and experience of staff.
- Consistency of service standards across the three boroughs - customers will receive a quality customer experience regardless of geographical location or access channel (face-to-face, telephone or web);

Tri-borough working also offers the opportunity to exploit the joint commercial potential of library assets and services to generate additional income. Libraries across the three boroughs attract significant visitor numbers every day and many of them are in prime locations that would be attractive to retailers and other commercial outfits.

There is also potential income to be secured as a result of our knowledge and experience of pursuing a tri-borough service. Successful delivery of a combined service provides a compelling platform from which to trade both service delivery skills and capability as well as a consultancy offer.

A variety of services will be commissioned locally; examples of locally commissioned services are shown below. This is not an exhaustive list and is likely to be expanded to include services for children, families and vulnerable adults.

Service	Commissioning Authority
Chinese services	Westminster City Council
Prison services	Hammersmith and Fulham
Music Library	Westminster City Council
Business information	Westminster City Council
Bengali services	Westminster City Council
Specialist reference collections	Westminster City Council
Schools Library Service	Westminster City Council
Early years provision in community settings	Kensington and Chelsea

Whilst it is anticipated the library service may be managed as a single service with shared infrastructure and capability, the new model and associated structures will ensure that the current localised service offering and opening times provided by libraries in each of the respective boroughs will be delivered in line with the sovereignty guarantee.

An initial Equalities Impact Assessment has been carried out and this has identified no negative impacts for customer and community groups, and a number of positive benefits. For staff, there are no negative impacts in relation to the equality groups. The Equalities Impact Assessment will be repeated at various key stages during the implementation process as the new operating model and structure are developed and as other delivery options are assessed.

6. Current financial position and savings proposals

6.1 Current financial position

The table below sets out the current financial position in relation to the library service for each of the tri-borough authorities. This information is based on the budget position for 2011/12 and reflects any savings already committed by individual authorities.

2011/12 Budget	Hammersmith & Fulham	Westminster	Kensington & Chelsea	Combined
Total budget	£3,501,966	£12,155,241	£6,633,270	£22,270,477
Total uncontrollable budget	£938,900	£4,842,047	£2,195,620	£7,976,567
Total controllable budget	£2,563,066	£7,313,194	£4,437,650	£14,313,910
Total salary budget	£1,866,966	£4,946,727	£2,964,310	£9,758,503
Total full time equivalent posts	59.3	154	85	298
Total opening hours	231	687	279	1,197

6.2 Summary of savings proposals

The following table summarises the financial savings associated with each option in this business case.

	Financial Savings (£)			Grand Total
	2011/12	2012/13	2013/14	
Single management structure*	-	315,934		315,934
Service efficiency	-	173,754	57,918	231,672
Integrated core service	-	420,115	140,039	560,154
Total		909,803	197,957	1,107,760

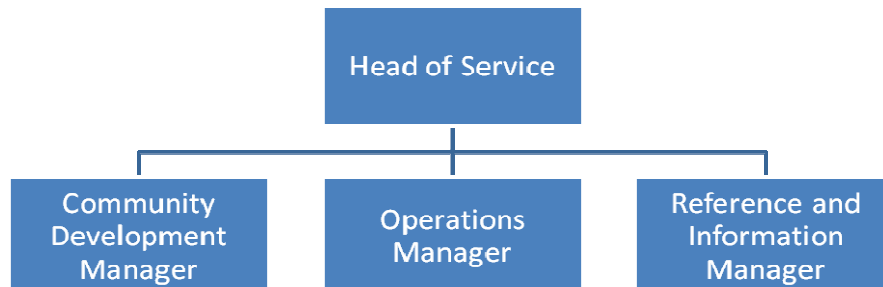
Details of how these savings are broken down by individual authorities are shown overleaf.

Each of these savings is described in detail from section 6.3 onwards. Details of how these savings and costs could be apportioned are outlined in section seven.

Financial savings (£) breakdown												
	Current cost	Post Tri-borough cost	Total savings	Hammersmith & Fulham			Westminster			Kensington & Chelsea		
				Pre tri-borough	Post tri-borough	Saving	Pre tri-borough	Post tri-borough	Saving	Pre tri-borough	Post tri-borough	Saving
Single management structure	6,15,934	300,000	315,934	71,282	100,000	-28,718	262,652	100,000	162,652	282,000	100,000	182,000
Service efficiency	5,038,866	4,807,194	231,672	1,042,524	984,606	57,918	2,577,351	2,519,433	57,918	1,418,991	1,303,155	115,836
Integrated core service	2,912,031	2,351,876	560,155	705,021	463,728	241,293	1,154,891	926,195	228,696	1,052,119	961,953	90,166
Total	8,566,831	7,459,070	1,107,761	1,818,827	1,548,334	270,493	3,994,894	3,545,628	449,266	2,753,110	2,365,108	388,002

6.3 Single management structure

A single integrated library service across all three authorities will be led by a single management structure. One Head of Service will oversee a team of 3 senior managers as outlined below.



The Management team will have the following responsibilities

Head of Service

- To set the overall strategic direction of the service
- To lead on strategic planning and development
- To hold accountability for operational performance and delivery
- To hold financial accountability for the service
- Responsibility for the business development of the service
- Member Liaison

Operations Manager

- To lead on day to day service operations to ensure delivery in line with targets and specifications
- To prioritise and deliver key initiatives
- To ensure the allocation and management of financial resources for frontline services in the team
- To provide operational leadership for library premises improvement, through identifying and meeting customer and community priorities

Community Development Manager

- To develop partnerships and joint working arrangements with both internal and external partners to help promote reading and learning.
- To lead, drive and motivate managers and staff in the Community Development team through setting targets, improving services and processes, planning work and managing costs.
- To lead the co-ordination and development of professional services to adults and children
- To lead the strategic development of stock for lending libraries.

Reference and Information Manager

- To develop, coordinate and direct Reference and Information services including physical and on-line resources, web services and digital content development.
- Develop, coordinate and direct specialist collections and services.
- To be responsible for the digital and information provision across the tri-borough area.
- To improve access to digital resources through delivery of support and training.
- To lead the strategic development of reference for lending libraries.
- Development of stock for reference and information services.

To allow the creation of single management team the following posts will be deleted.

Posts to be deleted		
Post	FTE	Salary range £ (inc oncosts)
Head of Service Total	2.05	190,820
Senior Management Total	8.00	425,114
Total deleted	10.05	615,934
Posts to be created		
Post	FTE	Salary £ (inc oncosts)
Head of Service	1.00	90,000 – 120,000
Operations Manager	1.00	50,000 – 80,000
Community Development Manager	1.00	50,000 – 80,000
Reference and Information Manager	1.00	50,000 – 80,000
Total created (based on midpoint)	4.00	300,000
Total Savings (based on midpoint)	6.05	315,934

It is intended that Westminster City Council will employ the posts in the single management structure but no decision has been made as to where they will be based. Reducing staffing numbers will create additional savings from office space and overhead costs. Further work is required to establish the level of these savings.

6.4 Service efficiency

A detailed transactional model has been used to establish the number of staff that will be required for each of the tri-borough **lending** libraries. All three authorities have had the opportunity to refine the model to ensure it reflects best practice and addresses local circumstances. Further development and analysis will be required to refine the model to ensure it works for each authority.

The model is based on a retail approach and looks at all tasks carried out in a lending library. All tasks are site based. Each task has been broken down by:

- Indicative time taken to carry out
- Frequency
- Volume

This has then been combined with a range of transactional data (including membership numbers, visitor footfall, opening hours, service points and building size and design) to predict the number of hours required to open, run basic services and close each library building. This has then been translated into full time equivalent posts.

The model assumes that the take up of self-service by customers is running at 90% or more, and that all operational processes (such as timetabling, cash management, enquiry and customer management) are at optimum efficiency, and it assumes sickness levels at 3%. These assumptions are not currently the case in all libraries but should be achievable in the longer term, building on existing best practice.

The model does not factor in specific local environmental factors, such as a high incidence of anti-social behaviour at particular sites, or an above average level of events or activities, which will require additional staff cover. Neither does it allow for peaks and troughs in demand. However, it does give a minimum base point against which staffing levels can be flexed in accordance with demand.

A summary of the output from the model is shown below. This data reflects the staffing levels generated by the model adjusted to take into account local issues and professional knowledge.

Average salary costs are based on all non management front line staff and include on costs.

Authority	Opening Hours	Existing Lending FTE	Adjusted Model Lending FTE	Difference	Cost Saving (£)
Hammersmith & Fulham	231	36	34	-2	57,918
Westminster	586	89	87	-2	57,918
Kensington & Chelsea	279	49	45	-4	115,836
Total	1,099	174	166	-8	231,672

6.5 Integrated core service

The combined existing structures across the tri-borough libraries is made up of 297 full time equivalent posts costing £9,778,003. The core service areas excluding locally commissioned services (e.g. Archives, Home Library Service, Prison Service) cost £8,566,831 and are made up of 259 full time equivalent posts.

An indicative target operating model has been drafted to show how an integrated core service could work. This model comprises **231.5** full time equivalent posts.

If all staff in the new tri-borough integrated core service are employed by Westminster the total salary cost (based on Westminster Salaries) is estimated at £7,459,070. A detailed breakdown of the salary figures for the integrated core service is shown in Appendix 4.

The difference between the cost of the indicative target operating model and existing structures (including adjustment for on-costs) is **£1,107,761** this figure includes the verified savings for the creation of a single management structure (£315,934) and the savings associated with service efficiency (£231,672). Therefore the savings associated with the creation of an integrated core service are £560,155.

This is broken down as shown in the table below.

Authority	Full Staffing budget (£)	Full Staffing FTE	Staffing budget excluding locally commissioned roles (£)	FTE posts excluding locally commissioned roles
Hammersmith and Fulham	1,866,966	58	1,818,827	53
Westminster City Council	4,946,727	154	3,994,894	127
Kensington and Chelsea	2,964,310	85	2,753,110	79
Total	9,778,003	297	8,566,831	259
Integrated core service			7,459,070	231.5
Difference / Savings			1,107,761	27.5

6.6 Additional savings areas

Archives

The archive collections of the three boroughs hold local government archival collections and local history resources. The archival collections comprise a unique and irreplaceable historical asset, being the records of the lives of the people in the boroughs and the land it occupies.

The 'archives' services across the tri-borough area are different in scale and focus. Hammersmith and Fulham have recently implemented a 'Big Society' model that sees opening hours considerably reduced and services supported largely by volunteers. Kensington and Chelsea focus primarily on the provision of local studies through the

Kensington Central Library. Westminster provides a comprehensive service housed in a purpose-built archives centre supported by considerable archive expertise.

A number of broad options have been looked at to understand if an integrated archives service could provide service improvements, improved access, consistent high quality and an improved service offer whilst providing savings. These options did not show any significant savings for the tri-borough partners.

As there are no significant savings to be gained from providing an integrated tri-borough archives this will remain as a locally commissioned service area for each authority managed through the libraries structure.

Other

Once an integrated tri-borough library service is introduced a number of additional savings may be realised. These may include savings from the provision of an integrated Home Library Service, provision of an integrated archives service, rationalisation of office space and harmonising contracts and joint procurement.

Staff harmonisation

Library service salaries currently vary widely across the three boroughs at all levels. Pay structures and employee terms and conditions are also different across each authority.

Analysis has been carried out to identify if savings can be made through harmonising salaries across authorities. A harmonisation arrangement would provide all employees across tri-borough with the same terms and conditions.

At this stage no consideration has been given to harmonisation of actual duties and responsibilities carried out, creating generic job roles where possible. At present, the salary differentials may reflect different requirements in terms of skills and responsibilities from posts with the same job title.

Analysis was carried out by grouping all posts into 11 categories. Roles were then categorised based on existing structure charts and salary bands. Front and back office roles have been separated and grouped in like for like role categories. Staff in scope for the single management structure have been excluded as savings have been calculated separately.

The effect of levelling all posts down to the lowest salary level (0%), up to the highest point (100%) and at steps in-between has been calculated and is shown in Appendix 5.

This analysis shows that savings are only achievable in the bottom 20 percentile of the salary spread.

A saving of £427,766 can be achieved if all staff in scope are levelled down to the lowest salary. This will affect 231 members of staff in total across all authorities as shown below.

	Hammersmith & Fulham	Westminster	Kensington & Chelsea
Total Staff affected	20	143	68
Percentage of Staff affected	32%	98%	85%

Whilst salary harmonisation is a logical development it is not appropriate to do this just for libraries so would need to be implemented in line with overall tri-borough procedures

and timescales. Also there are significant risks in pursuing harmonisation in the absence of a proper consideration of different roles and responsibilities. These risks include reduction in quality of service, recruitment difficulties, and significant HR challenges.

Therefore salary harmonisation will not be implemented at the present time but as part of Phase 4, when outsourcing options are considered

As part of the agreed Chief Executive's protocols, in the short term, most front line staff will still be employed on their existing borough's terms and conditions.

7. Apportionment of future costs and savings

The future costs and savings of a tri-borough library service has been apportioned in the following way:

- The cost of the single management structure going forward has been apportioned by an even split across all three authorities.
- The reductions from the service efficiency model have been apportioned to the authority that they are deleted from.
- The cost of the integrated core service has been apportioned by the number of libraries, weighted by size on a 1-4 scale.

The table below shows the costs and savings of the tri-borough library service apportioned by authority.

Apportionment of future costs and savings				
	Hammersmith & Fulham	Westminster	Kensington & Chelsea	Total
Current cost of staffing	£1,818,827	£3,994,894	£2,753,110	£8,566,831
Cost of staffing in tri-borough	£1,548,334	£3,545,628	£2,365,108	£7,459,070
Savings gained through tri-borough	£270,493	£449,266	£388,002	£1,107,761
Percentage saving on controllable budget	10.6%	6.1%	8.7%	7.7%
Percentage saving on staffing budget	14.8%	11.2%	14%	12.9%

8. Investment requirements

The following investment costs will be required to realise the savings outlined in section 6.

Item	Cost	Details	Frequency
Redundancy payments	£687,500	Based on an average of £25k per FTE X27.5	One-Off
Self service implementation	Allocated in existing capital budgets		
Project management	£103,200	Based on project resource at £400 per day for 12 months	One-Off
Capital Ambition funding	-£30,000	External funding bid	One-Off

There are no immediate IT implementation costs required. Integration of systems will be required to establish a single library card but can be done over time and when savings opportunities arise.

The table below gives details of how redundancy costs would be apportioned: Redundancies differ across each local authority, however it is only fair to share these costs in proportion to the savings derived for each local authority. This ensures the benefits match the redundancy costs, which is reflected by the Holgate adjustment.

Redundancies				
	Kensington & Chelsea	Westminster	Hammersmith & Fulham	Total
Current structure costs	£2,753,110	£3,994,894	£1,818,827	£8,566,831
New structure costs	£2,365,108	£3,545,628	£1,548,334	£7,459,070
Savings-annual	£388,002	£449,266	£270,493	£1,107,761
<i>% savings</i>	35%	41%	24%	100%
Redundancy costs	£209,387	£337,335	£140,778	£687,500
Holgate adjustment	£31,415	-£58,511	£27,096	0
Share of redundancies	£240,802	£278,824	£167,874	£687,500
<i>Share of redundancies %</i>	35%	41%	24%	100%
Current structure FTE posts	79	127	53	259

9. Return on investment

The table below shows the return on investment for an integrated tri-borough library service.

Return on investment (£)						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Cash in-flows	0	0	909,804	1,107,761	1,107,761	1,107,761
Cash out-Flows	79,200	711,500	-	-	-	-
Net Cash-flow	-79,200	-711,500	909,804	1,107,761	1,107,761	1,107,761
Cumulative cash-flow	-79,200	-790,700	119,104	1,226,865	2,334,626	3,442,387
Payback (years)	1.9					

10. Implementation

An integrated tri-borough library service will be delivered in four phases as outlined below:

2011/12												2012/13							
Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q4	Q1	Q2	Q3	Q4					
Phase 1												Phase 3							
<ul style="list-style-type: none"> • Definition and scope of workstream agreed • Programme mobilised • Production and sign-off of business case • Approval to proceed onto Phase 2 • Planning for Phase 2 • Mobilisation for Phase 2 • Feasibility report for archives 												<ul style="list-style-type: none"> • Operating model design for the creation of a single management structure • Implementation of a single management structure • Realisation of business benefits from a single management structure • Detailed design to create a single operational structure and staff group for a combined library service • Approval to proceed to Phase 3 • Planning for Phase 3 • Mobilisation for Phase 3 • Options appraisal for new delivery/trading options 				<ul style="list-style-type: none"> • Implementation and rollout of single operational structure for a combined library service • Realisation of benefits from single combined library service • Detailed design for preferred delivery/trading option • Production and sign-off of business case for preferred delivery/trading option • Approval to proceed to implementation • Implementation and rollout of new delivery model • Realisation of benefits of new delivery model 			

11. Risks

The following are potential risks to what is a significant frontline, public facing service across all three boroughs. Actions to limit these potential risks are suggested, for inclusion in any implementation plan of a single library service.

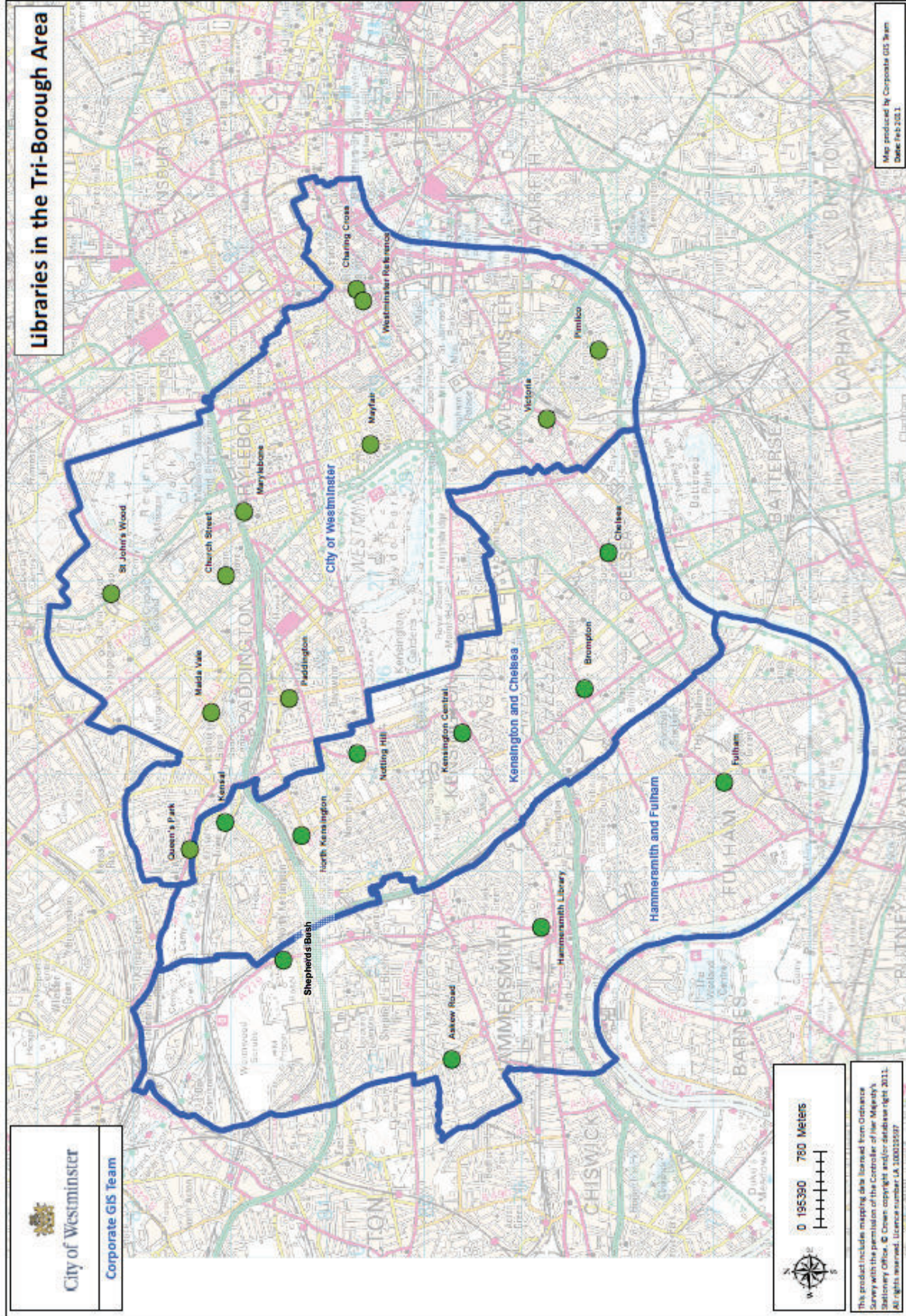
Likelihood - 1 (unlikely) – 3 (highly likely) Severity - 1 (minimal) – 3 (severe)

Risk	Impact	Action to mitigate	Likelihood	Severity of impact	Risk
Speed of implementation not sufficiently considered.	Staff morale and turnover impacted leading to a reduction in service / deterioration in quality of customer service.	Careful, planned implementation with a comprehensive stakeholder engagement plan in place to manage the period of change.	1	2	3
Not getting governance and structure right and commissioning arrangements unclear.	Single service with duplication, not realising economies of scale and inefficient service offer.	Clarity over which services are commissioned by each borough, and to what level.	1	3	3
Failure to resolve different aspirations across the three boroughs	Failure to agree core service specification and cost base leading to a delay in implementation	Establishment of robust governance arrangements from the start	2	2	4
Cost, resource, effort and time required to deliver a single service.	Cost outweighed by benefits.	Build in key milestones to agree progress to the next step, based on robust data. Thoughtful and planned implementation with clarity over potential (cashable) benefits.	1	1	2
Level of savings overestimated in business case.	Savings (or level of savings) not realised by any of the tri-boroughs.	Detailed estimation of savings required for each borough, and a plan of implementation.	1	2	3
Complexity of funding arrangements in any borough makes cashable savings difficult to realise.		Outcome of “corporate” tri-borough business case to be used in drafting full business case and implementation plan.	2	2	4
Corporate recharges insufficiently flexible.		Planning and implementation to be modelled to enable ‘variables’ to be taken into account when calculating savings.	2	2	4
Immediate action by individual authorities affects level of anticipated savings via a single service.			1	3	4

Appendix 1 – Existing library service provision

	Kensington and Chelsea	Westminster	Hammersmith and Fulham
No of library buildings	6	12 – reducing to 11 by end 2011	6 – reducing to 4 by end of 2011
Total opening hours (per week)	279	For 12 libraries 687 For 11 libraries 644	For 6 libraries 327 For 4 libraries 231
Libraries open on a Sunday	1	5	2
No of free access Public PCs	111	230	120
Home Library Service	Yes	Yes	Yes
Home Library Service members	304	619	175
Prison Library Service	No	No	Yes
Annual loans	922,054	2,400,000	670,000
Annual visits	1,185,535	2,500,000	1,100,000
Online Visits	266,000	2,500,000	257,266
Membership	40,035	86,991	30,926
No. of staff	85	167.44	69.5
Members of staff paid more than £60K	1	1	0
Self Service	3	11	2
Wi-Fi	4	12	1

Appendix 2 – Tri-borough library locations



Appendix 3 – Top 10 design principles

No.	Theme	Design Principle:
1	Sovereignty	Any design should be done so in full consideration of the Sovereignty Guarantee as laid out in the Tri-borough Proposal Report February 2011
2	Tri-borough	Departments should outline proposals for a 50% cut in managerial posts and 50% reduction in overheads and advise around any associated risks
3	Operating Model	The combined library service structure should be future-proofed as far as is possible and be agile and flexible to meet an ever changing environment.
4	Operating Model	Should have the minimum number of management tiers possible from top to bottom (say maximum of 5)
5	Operating Model	Optimum spans of control (say optimum target of 1:6 but could be more if deemed necessary/appropriate)
6	Operating Model	Back office functions to be minimised in terms of numbers and space occupancy
7	Customer	An ability to respond to local needs and circumstances, based on an assessment of local needs
8	Customer	A preference for an improved customer experience (e.g. one library card for all 3 boroughs) that may involve a change in relationship with increased self service but capable of at least maintaining the current levels of customer experience at less cost than can be delivered by the three boroughs individually
9	Finance	An ability to move to a unified set of contracts and a single property/assets strategy
10	Tri-borough	Boroughs will take the opportunity to radically redesign services drawing on each authority's strength

Appendix 4 – Staffing costs for integrated core service

Post	FTE	Cost per FTE (£)	Total cost (£)
Head of Service	1.0	105,000	105,000
Operations Manager	1.0	65,000	65,000
Reference & Information Manager	1.0	65,000	65,000
Stock Manager	1.0	50,118	50,118
Contract Manager	1.0	35,989	35,989
Stock Librarian	2.0	35,989	71,978
Cataloguer	0.5	17,995	8,997
Community Development Manager	1.0	65,000	65,000
Stock Assistants	2.0	27,184	54,368
Children's Co-ordinator	1.0	34,112	34,112
Adult Learning Co-ordinator	1.0	34,112	34,112
Health Information Co-ordinator	1.0	34,112	34,112
Bookstart Co-ordinator	1.0	27,184	27,184
Area Manager	4.0	42,810	171,240
Customer Services Manager	14.0	40,505	567,070
Librarian	18.0	35,989	647,802
Senior Customer Service Assistant Lending	78.0	30,261	2,360,358
Customer Services Assistant	9.0	28,959	260,630
Customer Services Assistant Lending	52.0	27,184	1,413,568
Reference Library Manager	1.0	42,810	42,810
Reference Librarian	1.0	35,989	35,989
Enquiry team Librarian	2.0	35,989	71,978
Reference Librarian	3.0	35,989	107,967
Online service coordinator	1.5	35,989	53,984
Senior Customer Service Assistant Reference	10.5	30,261	317,741
Customer Services Assistant Reference	5.0	27,184	135,920
Executive Assistant	1.0	30,261	30,261
Admin Assistant	3.0	30,261	90,783
Additional Posts	14.0	35,714	500,000
Total	231.5		7,459,072

Appendix 5 – Effect of Salary harmonisation

Role Category	100%	80%	60%	50%	40%	28%	20%	0%
Managers – Other	£3,318	£1,659	£0	£830	£1,659	£2,665	£3,318	£4,977
Area Manager	£20,432	£11,234	£2,036	£2,563	£7,162	£12,742	£16,360	£25,558
Site / Team / Customer Service Manager	£113,984	£77,659	£41,334	£23,172	£5,010	£17,028	£31,315	£67,639
Librarians	£162,932	£122,352	£81,772	£61,482	£41,192	£16,572	£611	£39,969
SLA / CSA Plus	£367,631	£282,109	£196,587	£153,826	£111,065	£59,179	£25,542	£59,980
Admin Manager	£4,062	£363	£3,336	£5,186	£7,035	£9,280	£10,735	£14,434
Outreach Workers	£9,779	£7,010	£4,241	£2,856	£1,471	£209	£1,298	£4,067
Admin Assistant	£31,249	£22,218	£13,187	£8,672	£4,156	£1,323	£4,875	£13,906
Library Assistant/ CSA	£388,413	£272,326	£156,238	£98,195	£40,151	£30,278	£75,937	£192,024
Weekend Assistants	£3,781	£2,279	£777	£26	£725	£1,636	£2,227	£3,729
Shelvers	£1,719	£1,079	£438	£118	£202	£591	£843	£1,483
Potential Saving / Cost	£1,107,301	£800,287	£493,274	£339,767	£186,261	£0	£120,753	£427,766

Environment Services
Tri-Borough Service Plans and Proposals

Cabinet Meeting

20 June 2011

ENVIRONMENTAL SERVICES PORTFOLIO

Proposals for combining the management of services provided by Kensington and Chelsea and Hammersmith and Fulham Councils.

Recommendations

1. That each council's Cabinet should agree these plans as the basis for forward planning and agree to further refine them and begin implementation.
2. That the Cabinets agree to set up a joint Member Steering Group with delegated authority to supervise further refinement and implementation of the proposals.
3. That subject to further consideration of the timing of staff departures the savings should be incorporated into projected budget plans.
4. That processes begin to appoint to the proposed revised Chief Officer positions.
5. To proceed to a formal exchange of documentation between the two boroughs by the end of March 2012.
6. To refer the plans for further comment by Scrutiny committees and for further formal consultation with trade unions.

1. SUMMARY

- 1.1 This report recommends a Bi-Borough approach between Hammersmith & Fulham (H&F) and the Royal Borough of Kensington & Chelsea (RBKC) with a new senior management structure by June 2012 and the introduction of combined services fully complete by 31 March 2014.
- 1.2 This report sets out the services, proposed structure, key borough principles, implementation and delivery vehicles, programme governance, estimated savings and timelines.
- 1.3 There are 29.5 senior management staff in scope between RBKC and H&F. This report proposes reducing senior management numbers to 15.5 over three years with a 48% reduction in the

three top tiers of senior management across the two boroughs, reducing senior management costs by £1.33m, less £175K attributed to capital and other sources in the tier three transport and highways posts at H&F. The indicative senior management savings are based on mid-point indicative figures and will vary according to the staff selected for redundancy.

	Current FTE	Current RBKC	H&F	Current cost RBKC	Current costs H&F	Proposed FTE	Cost of proposed	Share of new costs at 50%	Total savings	RBKC attribution	H&F attribution
Tier Director	2.5	1	1.5	157,297	311,829	1.5	281,475	140,737	187,651	16,560	171,091
Tier Assistant Directors	6	2.5	3.5	355,344	377,372	4	488,476	244,238	244,240	111,106	133,134
Tier Heads of Service	21	10	11	842,687	866,495	10	813,900	406,950	895,282	435,737	459,545
Total	29.5			1,355,328	1,555,696	15.5	£1,584M	791,926	1,327,173	563,403	763,770

- 1.4 This paper proposes timescales reflecting the new agreed Tri-Borough HR protocol.
- 1.5 We will continue to explore Tri-borough work where appropriate. This paper proposes that the Emergency Planning and Business Continuity Service could be a Tri-Borough service from the outset. The proposed interim management structure in this paper is designed to allow scope for Westminster City Council (WCC) to participate in joint Environment Services from 2014 (or earlier if appropriate). WCC have a range of outsourced services and currently are content to maintain their current management arrangements.
- 1.6 This report differs from previous proposals in that it includes:
- A revised implementation timetable
 - Governance proposals
 - Proposals to give staff capacity to manage service reviews without disrupting existing levels of service delivery
 - A discussion of where joint staff will be employed
 - A broad indication of possible savings from the further service reviews and from an assumption that we will want to further rationalise support functions - principally finance support staff.

2. BACKGROUND

- 2.1 Current responsibilities for the environment family of services (and others currently out of scope across the various business units and departments providing environmental services at RBKC and H&F) are as follows:

RBKC:

Transport, Environment & Leisure Services	Parks and parks police; leisure centres; sports development with adults; arts; heritage and museums; events; waste management / recycling / street cleaning; some elements of community safety; street enforcement; markets; highways; transport policy; parking; licensing; environment policy; climate change; ecology; tourism.
--	--

Planning and Borough Development	All planning functions inc. building control
Housing, Health and Adult Social Services	Environmental health & trading standards
Family and Children's Services	Libraries
Policy and Partnerships Unit	Community safety; Emergency and Contingency Planning

H&F:

Environment Services	Planning, Building Control, Highways, Transport Policy, Parking, Environmental Health & Trading Standards, Licensing, Environment Policy, Corporate Health and Safety, Carbon Reduction/Climate Change, (plus Asset Management, Property Services, Facilities Management, Building Works and New Ways of Doing Business Corporate Transformation Programme)
Residents' Services	Libraries, Leisure and Leisure Centres, Sports development, Culture, Heritage, Arts, Events, Waste Management/Re-cycling/Street Cleaning, Street Operations (i.e. Community Safety, Wardens, Enforcement, Markets, Parks Constabulary) Emergency Planning, Corporate Resilience, Public Conveniences, Mortuary, Coroners Court, Registrars, Fleet Transport (plus Corporate Workforce, Customer Transformation Board, Market Management)

2.2 Scope of Services considered.

At earlier stages in the exercise it was decided to separate "libraries" from this set of services. Proposals for a Tri-borough Libraries services have now been developed separately.

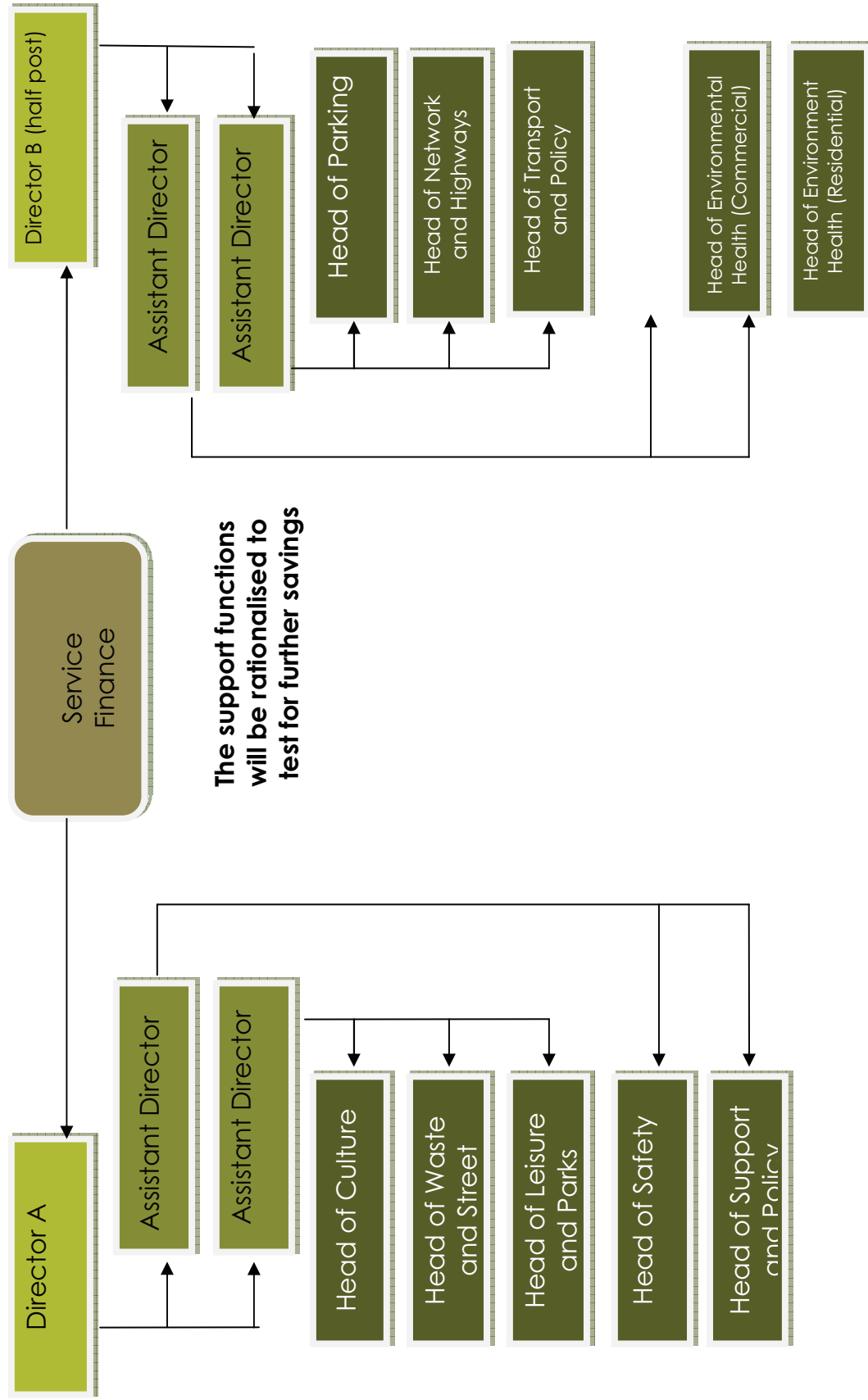
It was also decided to keep planning functions as wholly separate functions in each council.

Licensing was another service where the assumption was that each council should keep its own service but the May Progress Report re-opened that debate and this report suggests that an option to integrate the management of two distinct licensing teams might be efficient whilst capable of maintaining each council's distinct policy framework.

The current Senior Management cohort of the two councils in scope is as follows

		FTE
Tier 1	Director	2.5
Tier 2	Assistant Directors	6.0
Tier 3	Heads of Service	21.0
Total		29.5

3.0 PROPOSED SENIOR MANAGEMENT STRUCTURE



3.1 Proposed remit of Director A: (title to be confirmed)

Combined services:

Culture	Carnival, Opera, Arts, Museums and Heritage, Filming, Events
Waste and Street Enforcement	Domestic Waste, Trade waste, Street Cleaning, Recycling, Disposal, Graffiti, Clinical waste, Street Enforcement, Markets
Leisure and Parks	Sports, parks, grounds maintenance, Leisure Centres, cemeteries, ecology
Community Safety	ASB, DAT, Community Safety Policy and delivery, Parks Police/Constabulary, Neighbourhood Wardens and Policing, CCTV, Security, Coroners, Mortuary, Fleet Transport, Registrars
Support and Policy	Emergency planning, Resilience; Service delivery planning, performance management, workforce development, equalities, FOI/EIR, Data Protection, Research and Consultation, Communications, Policy Development, Finance

And also:

RBKC services	Carnival; Opera, Museums and Heritage, Ecology
H&F services	Graffiti; Neighbourhood Wardens; Fleet Transport; Registrars

3.2 Proposed remit of Director B (title to be confirmed)

Combined services:

Parking	All parking functions, operation and back of house except permits administration
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Network and Highways	All maintenance, project management, network management and construction functions
Transport and Policy	Policy, capital programme and liaison with TFL
Environmental Health Commercial	Food safety team (including infectious disease and water supplies), training services, Trading Standards, all licensing functions
Environmental Health Residential	Private sector housing, noise and nuisance, environmental quality team, pest control team

And also:

RBKC Services	Licensing, Environmental Health training
Hammersmith and Fulham	This existing set of services: Planning, Building Control, Asset Management, Property Services, Building Works, Facilities Management (subject to outcome of corporate services property work stream), Technical support, IT liaison, Business planning, Change management & Transformation activity, Licensing

3.3 More work still needs to be done to agree the appropriate home for the Community and Public Health role of RBKC Environmental Health Services, corporate climate change work and climate change staff. The model for Community Safety needs further analysis and discussion with police interests.

3.4 As discussed above, this report proposes the combined management of licensing. Although previously out of scope due to sensitivities of place, officers believe that a service tailored to the local expectations of each borough can be most efficiently delivered under common senior management. A post of Head of Licensing at level 3 could be maintained during the transitional period to allow extra capacity in this area.

3.5 The proposed Senior Management structure represents a 48% reduction in the top three tiers of Senior Management

		Current	Proposed
		FTE	FTE
Tier 1	Director	2.5	1.5
Tier 2	Assistant Directors	6	4
Tier 3	Heads of Service	21	10
Total		29.5	15.5

4. BOROUGH PRINCIPLES

4.1 There are different sovereignty priorities across RBKC and H&F and the proposed model will ensure that services are provided to meet local priorities and resident/customer expectations whilst enabling efficiency options to be explored and delivered where appropriate.

4.2 The key agreed principles which will underpin service delivery are:

- The structure will respect the sovereignty guarantee;
- Policy priorities and values for each Borough will be respected and delivered;
- The principle will be shared management charged with delivering an agreed set of services for each borough. Over time some of these services may be to a common specification but the important principle is that each council will continue to set out its own priorities, budget levels and expectations.

The proposal will create two resilient and supportive management teams reducing senior management costs by 48% by 1 April 2014.

4.3 The key values and priorities for each Borough will be as follows (but not necessarily mutually exclusive):

<p>RBKC</p> <ul style="list-style-type: none"> • Protecting and enhancing the value of the streetscape as set out in our streetscape policy • Promoting the borough’s position in London’s cultural life • Protecting and improving our parks and open spaces as places for everyone to enjoy • Improving the health of people living in North Kensington,

<p>improving and protecting the health of all through the Environmental Health Team</p> <ul style="list-style-type: none"> • Helping people feel safe • Keeping under review the balance of charges and subsidies for commercial waste, cemeteries, leisure centres, markets
<p>H&F</p> <ul style="list-style-type: none"> • Reducing crime and anti-social behaviour • Sustaining a cleaner greener borough • Reducing council tax and providing value for money <p>In addition H&F is currently working to the 3 R's as driving principles which are:</p> <ul style="list-style-type: none"> • Reforming public services without impacting on front line services and provision to residents/customers • Restructuring to reduce management • Reducing the use of assets and therefore building costs

5. TIMELINES

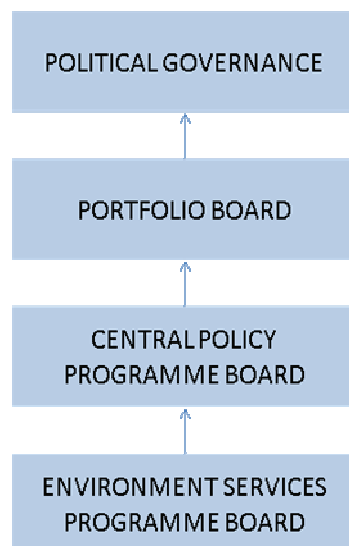
5.1 This paper proposes that the shared Directors and Assistant Directors are recruited and in post by 1 April 2012. Appointments to Heads of Service would follow as soon as practical. Some senior management staff would be retained through to a later date to provide capacity for operational senior managers to deliver services and manage change and to ensure the delivery of key responsibilities such as the Olympics. The paper proposes that the combined service then seeks to review options for further savings and service improvement by looking at how each council delivers services and how some further alignment or synergies might be achieved. The full new service would be completed by April 2014.

5.2 Earlier work suggested that such reviews of how services are delivered might yield further savings of up to £1.7m. This figure is not reliable but serves as a responsible estimate of the possible savings from the compare and contrast work possible once services are reporting to senior staff who can look across the current arrangements. Both councils need to make further reductions and both councils currently have systems in place to analyse current spend and bring forward options for reduced

expenditure for the 2012/13 budgets and beyond. These service reviews will therefore need to be seen in this context.

6. GOVERNANCE AND IMPLEMENTATION

- 6.1 This paper proposes Cabinet Member involvement in supervising the further refinement and the implementation of these plans. Meeting periodically, such a group can also consider opportunities for joint procurement or further joint posts and also ensure Cabinet Members collaborate to share learning and test out new ideas to maximise the benefits of collaboration.
- 6.2 An **Environment Programme Board** will be the officer body, chaired by Derek Myers, Chief Executive RBKC, charged with delivering the new structure.
- 6.3 The overall Tri-borough initiative will be supervised by a Board made up of the three Leaders of the three Councils.
- 6.4 An officer group will ensure we plan carefully the IT changes, HR issues and other common infrastructure issues, such as office accommodation, that will need to evolve to support the planned management integration.
- 6.5 In addition, the support of the Environment Services Programme Board ties the departmental change process into the corporate Tri-Borough programme. The diagram below sets out the wider programme management process.



- 6.7 The Environment Member Group (see paragraph 6.1 above) should not replace the current Cabinet Member meetings with senior staff, though the frequency of and attendance at such meetings will need to be realistic.

7. WHO EMPLOYS THE JOINT STAFF?

- 7.1 Of the proposed two Director posts, Director B (principally Transportation and Highways) will also continue to manage an important portfolio for H&F - including planning and a variety of other services. This confirms that this post should stay on the H&F payroll. It is assumed that for simplicity RBKC will pay half the costs.

Similarly the two Assistant Director posts and eventually the new Head of Service group of managers will be hosted for employment purposes by H&F.

We are currently evaluating the costs and benefits of where to host the second Director (principally Culture, Waste, Leisure and Safety), who also will retain responsibility for some H&F additional services. We will make a recommendation to the Member Group in due course.

- 7.2 Having the new service hosted in one council does not mean that the entire management team will work in the town hall of the host council. We should expect the general office systems to be able to connect residents, customers and councillors to the senior staff seamlessly, no matter where they are located. Any change in management remits and personnel should appear no different to customers and residents than is the case when staff leave and are replaced with new people.
- 7.3 While it might make sense to bring the Directors and Assistant Directors of the new service together in one place, Service Heads may need to be close to their teams, who may be brought together in either of the two councils, and, in any case, some staff may need to be peripatetic.
- 7.4 All other staff will stay on their current terms and conditions for at least two years. During that time we will fully examine options for standardising terms and conditions. The principle is that taxpayers

in one borough should not expect to pay more for comparable staff than those in another borough without good reason.

8 INDICATIVE COST SAVINGS

- 8.1 The current cost of the senior management teams in both councils is shown in Table One

Table One. Current management costs

	H&F	RBKC	TOTAL
	£	£	£
Tier 1	311,829	157,297	469,126
Tier 2	377,372	355,344	732,716
Tier 3	866,495*	842,687	1,709,182
TOTAL	1,555,696	1,355,328	2,911,024

* less £175K attributed to capital and other sources in the tier three transport and highways posts at H&F.

- 8.2 The proposed savings are based on the mid-point salaries, and will of course be dependent on the actual salaries and protected salaries of those appointed to the new posts. Table Two shows indicative costs for the proposed structure:

Table Two. Indicative cost of combined management

	Mid point	FTE	TOTAL
	£		£
Tier 1	187,650	1.5	281,475
Tier 2	122,119	4.0	488,476
Tier 3	81,390	10.0	813,900
TOTAL		15.5	£1,583,851

- 8.3 Costs and savings will be apportioned on the agreed protocol. Until the new senior management cohort has been appointed, alongside the transition support team, the extent and allocation of savings cannot be considered firm. We expect that the majority of senior management savings can be begun in 2012/13, though the intention is to retain some capacity until 2013/14.
- 8.4 Earlier work on the joint services has shown possible savings of £1.7m, but this needs to be tested through the examination of individual business cases. A better understanding of the individual

service savings, and the case for combining services, will emerge through future work.

- 8.5 At present there are 14.5 service based finance staff across the three existing departments in the two councils. Initially IT and finance systems will stay separate. It might be possible to reduce this number by say 30%, saving approximately £270K. The business case for staffing reductions in service finance staff will be tested and shaped through the service review process, but at the end of the timetabled period, to ensure there is sufficient financial capacity in the new service to manage the demands of transformation. These figures do not include finance staff who will be the subject of review inside the parking services review.
- 8.6 Developing joined up operational IT systems for the new service is included in the work of the corporate work stream. No proposals or savings have been identified in this report as they will be included in the Corporate Services proposals.
- 8.7 Table Four indicates the possible savings deliverable between 2012 and 2014.

Table Four. - Environment Savings

	Up to £
Management -Assured	1,330,000*
Services - Possible	1,700,000
Support - Possible	270,000
Total	3,300,000

*less £175K attributed to capital and other sources in the tier three transport and highways posts at H&F

9.0 SCRUTINY ARRANGEMENTS

- 9.1 If Cabinet agrees these plans then they will be referred to Scrutiny arrangements in each borough for further consideration.
- 9.2 They will also be the subject of further consultation with trade unions.
- 9.3 Public consultation on the principles of Tri-borough working has already been completed.

- 9.4 The plans will benefit from further refinement and it is recognised that the implementation of these plans will require further decisions to be made, issues resolved and new protocols developed.
- 9.5 Insights and suggestions from Scrutiny committees will therefore be valuable as we proceed.

10. AREAS WHERE FURTHER DECISIONS WILL BE NEEDED.

1. How to resolve the hosting arrangements for senior management team A.
2. How to allocate savings across the projected budget years 2012/13, 2013/14 and 2014/15.
3. Work on confirming each borough's particular expectations - called in other Tri-borough Services the "mandate".
4. How to rationalise support service costs whilst ensuring sufficient staff are retained to ensure good financial control of separate budgets.
5. How revised Member briefing and accountability diaried meetings are to be scheduled.

11. HANDLING POSSIBLE CONFLICTS OF INTEREST

- 11.1 Keeping planning functions separate will help ensure conflicts of interest on land use issues are not ignored or fudged.
- 11.2 It is conceivable that other issues may arise where the two councils are either seeking to achieve different objectives or are competing for a scarce resource.
- 11.3 It will be for politicians in both councils to ensure such clear local interests are not compromised and for the joint Chief Executive to ensure that both councils are not in want of sufficient independent advice on how to secure their objectives.

- 11.4 The separate Monitoring Officer, in each council is an additional safeguard to ensure each council can continue to make proper decisions, based on local merits.
- 11.5 If necessary, and on the request of either Cabinet, additional external advice can be sought. It is recognised that such costs can be seen as an off-set to the savings achieved from joint management but it is argued that any such costs would be exceptional.

12. RISKS

	Risk	Level	Mitigation
1	Failure to achieve savings	M	Savings levels in this report are indicative, more or less may be achieved within a range of +- 10%. Management savings are dependent on the individual salaries of the new management team, and the extent of the allocation to other funding sources for highways staff in H&F. The figures shown for service reductions need to be tested in business cases and by scrutiny through the review process described in this report.
2	Failure to meet timetable	M	Building capacity into the process by delaying some staff departures helps ensure that the timetable in this report can be delivered.
3	Service quality reductions	M	Retaining some capacity frees up the new Management team to concentrate on the demanding business of understanding Bi-Borough service delivery and ensuring that service quality and standards do not deteriorate during the transition period.

4	Loss of local knowledge in the officer group	M	Building in support capacity for the change programme will give senior staff time to acquire local knowledge held by Councillors and their officer colleagues.
5	Conflicts of interest arise	L	See mitigation strategies at paragraph 11.



London Borough of Hammersmith & Fulham

Cabinet

20 JUNE 2011

LEADER

Councillor Stephen Greenhalgh

CONTRIBUTION TO THE FUNDING FOR PROJECT ATHENA

**Wards:
ALL**

This report seeks the Cabinet's approval to fund a contribution to the costs of further analysis for and the development of a full specification for Project Athena – a programme that could lead to significant cost reductions in corporate services.

The City of Westminster and the Royal Borough of Kensington & Chelsea are also seeking approval for project funding. Additional funding from Capital Ambition has been agreed.

CONTRIBUTORS

DFCS
ADLDS

Recommendation:

Approve a contribution of £335,000, from the Efficiency Projects Reserve, toward the cost of developing a specification for the Project Athena Managed Solution Stream.

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

1. BACKGROUND

- 1.1 As part of the prospective “Tri-borough” Authority agreement, Westminster, Hammersmith & Fulham, and the Royal Borough of Kensington & Chelsea propose to work as strategic partners on a number of different fronts to streamline services and deliver savings.
- 1.2 Joint working ideally requires joint support service provision. Currently the three boroughs have different Finance, HR, Procurement and Property IT systems and arrangements. Westminster has outsourced a number of these services.
- 1.3 Project Athena is a programme of work to look at a fully outsourced, managed solution for a number of corporate services that could provide a route to the three boroughs sharing these services.
- 1.4 The project could also provide benefits across London. Although the core is based on the Tri-Borough councils, the project will provide a framework and a body of experience available to other, named London boroughs.

2. PROPOSED MODEL

- 2.1 The ‘target operating model’ for this project is for the three councils to use common processes and share access to multi-tenanted, cloud-based, fully managed business services (see appendix 1), used in the same way to deliver a shared support function. For the avoidance of doubt this refers to a **fully outsourced** solution including the hosting and processing of transactions. Authorities will be purchasing an end to end managed service rather than a system.
- 2.2 The project is referred to as the Athena “**Managed Solution Stream**” (see appendix 1) which London Local Authorities can buy into under a framework agreement. The project will incorporate and build on some of the useful outputs expected from the other Athena streams such as standardised business processes and a common chart of accounts.
- 2.3 A Tri-borough team will lead a single procurement under a framework agreement with the support of additional Athena Authorities. The procurement will be let in four “lots” for the following functional, managed service contracts:
 - Finance / Accounting / Procurement – end to end Purchase to Pay;
 - HR / Payroll;
 - Property / Asset Management; and
 - Integration / Business Intelligence / Reporting
- 2.4 The key benefit of this proposal is a managed service arrangement allowing for flexibility, scalability, and a shared environment for handling and processing related transactions. Once delivered, this project will allow for a unique opportunity for participating councils to rationalise, streamline, share

and reduce resources applied to these services, significantly reducing unit costs. Flexibility is key as it facilitates tri borough working in particular and shared services in general.

- 2.5 In summary, the proposition is to procure a four-year framework to provide for the letting of contracts for up to four years (and an option for extending it for up to three further years) for participating London Boroughs, allowing organisations to buy into the service at their convenience within the four year period.
- 2.6 It should be in the interest of major, potential suppliers to develop such a service as:
- others will do if they do not;
 - their existing business of selling software licences (with endless updates and high costs of moving from one supplier to another) or providing piecemeal, outsourced services will disappear; and
 - The potential market in due course stretches well beyond London boroughs.
- 2.7 Unfortunately, this does not mean that this project is easy or will produce reliable results. It is path-breaking; it requires a comprehensive specification (entailing the diversion of officers' time from other tasks), probably some significant compromises on the part of participating Councils in the way they run corporate services and some as yet unknown and unknowable transition costs to a new model if one is successfully developed and if we choose to sign up for it. The number of existing interfaces between finance and other systems represents a complicating factor where the risks will need to be carefully managed. However the scale of potential benefits means that these are risks worth taking.

3. THE FINANCIAL CASE

3.1 The financial case is still being developed given the relatively early stages around tri-borough working. However, the tables below show the assumptions around current costs and cashable benefits:

3.2 The current annual costs of services for the Tri-Borough Authorities as at April 2011 within the scope of the Project are shown in the table below:

	HR	Finance & Procurement	Property *	IT Systems	Business Intelligence	Total
	£k	£k	£k	£k	£k	£k
Westminster City Council	2,355	6,010		2,935	750	12,050
Hammersmith and Fulham	2,930	5,664		1,360	750	10,704
Kensington and Chelsea	2,524	3,796		1,850 **	750	8,920
Total	7,809	15,470		6,145	2,250	31,674

**To date the Property workstream is less clearly defined and the existing costs and additional benefits will be added as this work is progressed.*

***Costs estimated based upon WCC costs – WCC costs include depreciation*

3.3 The cashable benefits will be firmed up for each workstream as the project progresses. However an initial estimate has been made based upon the current costs, work already completed on potential efficiencies from future process and system changes and benchmarking against other managed service projects. The anticipation is that significant cashable benefits of between 15%-30% can be delivered against each of the lots and that these will flow from April 2013 through to end of March 2016 as each lot is awarded and implemented by each Authority. Based upon the existing costs in the table above the cashable benefits are likely to be of the order of £5.9m. The table below splits out the benefits estimated for each of the lots.

Total Cashable Benefits compared to baseline	2013/2014	2014/2015	2015/2016
	£k	£k	£k
Lot 1 - HR - Total Benefit 15%			
Assume one Auth per year	390	780	1,170
Lot 2 - Finance & Procurement - Total Benefit 15%			
Assume 2 Auths from 2014/2015 earliest	0	1,545	2,318
Lot 3 - Property			
Costs not yet calculated	0	0	0
Lot 4 - Business Intelligence - Total Benefit 20%			
	450	450	450
IT Systems - Total Benefit 30%			
Assume benefit 50% HR/Property 50% Finance	299	1,294	1,991
Total	1,139	4,069	5,929

3.4 The forecast savings by 2015/16 are about £6 million across the Tri-Borough authorities. Each borough is anticipating an investment of £335,000 to match fund the £500,000 agreed from Capital Ambition.

3.5 The Capital Ambition bid estimates IT savings of around 30% which would equate to around £2 million across the three boroughs with additional gains around reduced service provision. Licensing costs are likely to remain broadly the same.

3.6 On headcount, the efficiencies on HR have already been quantified in Westminster through market testing at £500,000 per annum against their existing contract. It is not unreasonable to assume a further gain of 10 to 20 per cent against current costs through service consolidation across all three boroughs, rising further in line with a volume based scaling model as more councils join the service.

3.7 The Business Intelligence element of the business case is the provision to managers of information, such as:

- dashboard reports of staff performance metrics, individual service costs and key performance indicators and outcomes reports.
- wider borough demographic context and customer satisfaction levels.
- channel utilisation and progress in migrating to cheaper channels
- one view of the truth since both Organisation PI's and dashboards and Service Managers PI's and dashboards would be based on the same data. Ad hoc data will be able to be obtained more easily allowing managers more insight into service optimisation and opportunities for transformation.
- impact of service cuts can be modelled against outcomes; a 'continuous customer access strategy' scenario.

3.8 It is likely to provide a significant payback on technology alone (a conservative estimate of £450,000 has been included in the business case). The greater benefit, however, will come from scaled managed services including headcount reductions and access to provision through self service across finance, procurement, HR and property as the labour intensive support to service managers provided by these functions is replaced by more automation and business intelligence.

3.9 It is expected that the aggregate service will be lower cost and that an outcome based managed service is key to releasing efficiencies that historically have been constrained by varied local practices and prescribed technology solutions, which limits the ability of the market to reduce cost but does maintain high quality provision.

4. PROPOSED APPROACH - FUNDING

4.1 Funding of £335,000 is required from LBHF for Phase 1 of Project Athena. If funding is agreed then it is proposed that it should be funded from the Efficiency Projects Reserve.

4.2 There are two key phases of the project – Phase 1 which focuses on developing the business case, requirements analysis and procurement, and Phase 2 which focuses on the detailed design and implementation.

4.3 The LBHF funding is matched by equal contributions from Westminster and Royal Borough of Kensington & Chelsea (RBKC) and funding of £500,000 from Capital Ambition. This will provide a total budget of £1,500,000 for this project. Westminster Council have already agreed their contribution, whilst RBKC are discussing the proposal. The Capital Ambition Board agreed their share of the funding in June 2011.

4.4 The funding required for Phase 1 of the project will produce the following deliverables ;

- Develop a detailed business case
- Work to produce sufficiently detailed specifications
- Detailed procurement phase leading to a framework contract for all 33 London Authorities

4.5 Costs will need to cover:

- Programme and Project Management
- Procurement Expertise & Legal Expenses
- Support for Business Analysis
- Subject Matter Expertise from the business areas
- Data Migration

4.6 The table below details the cost assumptions which have been made at this stage.

Implementation Costs					
	2011/2012	2012/2013	2013/2014	2014/2015	Total
Overall	£k	£k	£k	£k	£k
Programme Manager *	80	80	40	40	240
Procurement Expertise	120	120	60		300
Legal Expenses	50	50	50	50	200
Project Manager HR/Finance *	70	70	70	70	280
HR					
Business Analysis	30	60	30		120
SME	30	60	30		120
Finance & Procurement					
Business Analysis		60	60		120
SME		60	60		120
Property					
Project Manager	Not included as benefits not yet calculated				0
Business Analysis					0
SME					0
IT System / Business Intelligence					
Data Migration	Costs part of procurement & 5 year contract				0
Total	380	560	400	160	1500
* Assumes fixed term contracts rather than temporary agency rates					

4.7 Given the potential savings that this project could deliver, and the matched investment of our tri-borough partners and Capital Ambition, this project provides LBHF with a fair and economic opportunity to be “in” on the formative stages of the development of this solution.

4.8 In order that all three authorities can reap the maximum reward from such investment, it is important for all three have input to the specification to ensure that our requirements are well represented in any solution.

- 4.9 For LBHF this investment may lead us to reap significant savings in the future, and whilst the sum is significant the Council is not obliged to implement such a service if it is not considered to meet our requirements fully, or does not deliver sufficient savings to warrant the cost of implementation or the impact of change.

5. PROPOSED APPROACH - TIMESCALES

- 5.1 The expectation is to have the business case and specification ready by July 2011 and the procurement complete by July 2012 for HR, running through to completion of all lots by April 2013.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 The forecast annual savings from Project Athena, across the three boroughs, are estimated to be £6m by 2015/16. This is based on the anticipated potential for savings having taken account of current costs
- 6.2 Approval is now requested for phase 1 of Project Athena. This will include the preparation of detailed business cases that firm up forecast savings. The estimated cost of phase 1 is £1.5m of which the Hammersmith and Fulham contribution will be £0.335m. It is proposed that this funding come from the Efficiency Projects Reserve.
- 6.3 It is expected that Westminster City Council will be the accountable body for Project Athena and that the Hammersmith and Fulham contribution will be paid to them in line with the actual spend profile.
- 6.4 The actual delivery of savings will potentially require further investment under phase 2. The level of such investment, and decision to proceed or not, will be subject to the findings of phase 1.

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

The Assistant Director (Legal and Democratic Services) has no legal comments.

8. COMMENTS OF THE ASSISTANT DIRECTOR (HUMAN RESOURCES)

The Assistant Director (Human Resources) has no HR comments.

9. COMMENTS OF THE ASSISTANT DIRECTOR (PROCUREMENT AND I.T. SERVICES)

- 9.1 At this early stage of the project there are no specific procurement related issues identified, however consideration should be given to having a co-terminus expiry dates of contracts across the three lead boroughs. The size and scale of the Athena Project will mean that the proposed framework agreement will have to be advertised in the Official Journal of the European Union.
- 9.2 The Council is contributing about 22.3% to the development costs for a project that will potentially, in the long run, benefit all the other London boroughs. As part of any future admissions agreement for other boroughs to access it some mechanism needs to be put in place to recover the implementation and set-up costs of the tri-boroughs.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Capital Ambition Strategic Business Case	Hitesh Jolapara	FCS / Corporate Finance
2.			
CONTACT OFFICER: Deputy Director of Finance		NAME: Hitesh Jolapara EXT. 2501	

APPENDIX 1

Cloud Computing

Cloud computing is not a new concept, just a refinement of how companies provide managed services in commercial and operational terms. The key components are:

- managed services based on infrastructure already in place to provide commoditised commercial offerings ;
- Services are paid for using simple consumption based charging models, ranging from a “pay per click” through to a fixed price per user per annum specified services ;
- Infrastructure free – the purchaser/customer doesn’t own and run the kit and communications, it’s provided and supported for them ;
- Replicable, scalable and resilient because it’s based on much larger multi-user hardware, software and communications platforms ;
- Secure, trusted and accessible from wherever you need to get it, making full use of the Internet for access ; and
- More risk and liability rests with the service provider for service provision, especially around disaster recovery and business continuity

At the heart of cloud computing is making the best use of what the market can provide at the best price whilst meeting core business needs, rather than building and running your own.

Business Intelligence (BI)

This is a much newer concept, although it is borne out of previous best practice around asset management and performance reporting. In technology terms BI is about making use of statistical, presentation and analysis software to better inform operational, investment and efficiency based business decision making. What makes the concept new is that it uses tools to pull complex data together from multiple sources and manipulate it to provide answers to the questions people are asking, rather than just tracking data based on performance metrics within individual systems and service areas.

Examples of BI are:

- Family Recovery, the project in Westminster where information was drawn from multiple agencies and compiled to give a wider view of chaotic families, helping to identify root causes and therefore more effective ways of dealing with their difficulties ;
- Spotlight on Spend, drawing down financial information and manipulating it give a more transparent view of expenditure in Councils ; and

- Neighbourhood statistics, providing a holistic view of government information from across Whitehall at a sub-ward level across the country

The potential for this in a corporate services environment is significant. By being able to draw together HR data with property and general expenditure data, organizations can then take a view on how best to drive out costs on workforce and estate management. You can go further by overlaying this data with front line service performance data to get a view on total cost of service provision, and then be able to examine options for efficiency is appropriate.



London Borough of Hammersmith & Fulham

Cabinet

20 JUNE 2011

LEADER

Councillor Stephen Greenhalgh

AWARD OF A FRAMEWORK AGREEMENT FOR PENSION ADMINISTRATION SERVICES

**Wards:
All**

This report seeks approval to award a Framework for Pensions Administration to Capita Hartshead Ltd to commence on 1 October 2011 for a period of 4 years, with provision to award call-off contracts for a period of 6 years extendable by a further 2 years.

A separate report on the exempt part of the agenda provides exempt information about the procurement process.

CONTRIBUTORS

AD (HR)
AD (IT and
Procurement)
DFCS
ADLDS

**HAS A EIA BEEN
COMPLETED?
YES**

Recommendations:

1. That approval be given to the award of the **Framework for Pension Administration Services, on behalf of the Council, to Capita Hartshead Ltd, to commence on 1 October 2011 for a period of 4 years, with provision to award call-off contracts for a period of up to 6 years extendable by a further period of up to a further 2 years.**
2. That a call-off contract for 6 years extendable by up to 2 further years be awarded by H&F to the new provider.
3. That officers arrange contract mobilisation meetings with the successful tenderer to ensure a smooth implementation.

**HAS THE REPORT
CONTENT BEEN
RISK ASSESSED?
YES**

1. BACKGROUND

- 1.1 The tender process for the Pension Administration service has reached the point where the Council is now able to award the Framework following a detailed and comprehensive tender evaluation.
- 1.2 Pension Administration services are an important support service underpinning the management and administration of the Council's pension arrangements for all employee and ex-employee members of the Local Government Pension Scheme.
- 1.3 This report recommends that the Framework is awarded to Capita Hartshead Ltd who submitted the most economically advantageous tender in terms of the specified price/quality evaluation model. It also recommends that officers hold meetings with the successful contractor to agree/implement contract mobilisation.
- 1.4 The recommendation is that the Framework will commence on 1 October 2011 and will be for a period of 4 (four) years, with options to award call-off contracts for up to 6 (six) years with option to extend by up to a further 2 years (on an annual basis). However, the aim will be that all contracts called off from the framework will have co-terminus expiry dates to facilitate the retendering of the service by the participating councils.
- 1.5 These services are being tendered to renew contract arrangements upon expiry of the Council's current arrangements on 30 September 2011. A key objective is to reduce pension administration costs whilst optimising service quality.
- 1.6 These services are currently provided by the London Pension Fund Authority, a third party body, under contract with the Council. Annual expenditure on these services is £331,000 per annum.
- 1.7 It was established that, in the circumstance that the Framework was awarded to a new provider for both Hammersmith & Fulham and LB Brent, a number of staff had TUPE rights of transfer arising out of their working on LBHF and Brent pension administration matters.
- 1.8 In August 2010 Cabinet Member approval was given for the Council's existing contract for Pension Administration services to be reawarded, but retendered in the form of a Framework which could be accessed by other Councils in London.
- 1.9 Key objectives were to drive down costs; to provide better value for money, and improve service efficiency.

2. EVALUATION OF TENDERS

- 2.1 In May 2010, OJEU contract notices were published inviting expressions of interest. Subsequently in August, following evaluation of applicants, a shortlist of six (6) companies were approved by Members to be invited to tender via Cabinet member decision. The shortlisted companies and other exempt information relating to the procurement process are in the separate report on the exempt part of the Cabinet agenda.
- 2.2 An Evaluation Tender Model was published with the Invitation to Tender (ITT) documents which is attached as Appendix 1. This required tenders to be evaluated through a staged approach, with those having passed through the earlier stages being evaluated on the basis of a 50/50 Price/Quality Model.
- 2.3 The six shortlisted companies were invited to tender. Four companies withdrew from the tendering process prior to the tender return date, leaving two companies who submitted tenders on or before the deadline of 21 February 2011.
- 2.4 The 2 organisations who submitted tenders were evaluated in accordance with the agreed Tender Evaluation Model. Both tender submissions were checked for completeness and both satisfied the criteria set out in Stage 1 of the evaluation model. Both tenders were then subjected to detailed examination of quality at stage 2.
- 2.5 TUPE and Pension details of those staff eligible to transfer were not available when tenders were invited in January 2011 and thus, initially, tenders were invited to be submitted on a 'non-TUPE' basis (ie tenderers would simply base their submissions on the anticipated level of staffing, salaries etc required to provide the service without taking into account specific details of staff due to transfer).
- 2.6 TUPE and Pension details of those staff eligible to transfer became available significantly later in the tender period. These details were forwarded to the two tenderers (after the initial tender return date) as part of a subsequent post-tender clarification where, under the aegis of the Council's secure e-tendering portal, both tenderers were requested to provide details of any further costs arising out of employment of the staff eligible to transfer. Thus tenderers had submitted a 'TUPE' bid. Those responses were opened and downloaded by the Mayor on 22 March 2011.
- 2.7 Any additional costs were added to original tendered costs and taken into account in evaluation of price by each tenderer to the Council.
- 2.8 Detailed evaluation of both price and quality were then completed in accordance with the agreed evaluation model. Presentations were made by both tenderers. These presentations were evaluated and scored as part of quality.

- 2.9 Capita Hartshead Ltd scored consistently highly across all elements of both price and quality. Detailed scoring results are set out in the exempt part of the agenda.
- 2.10 The tendered costs will enable savings of approx £130,000 to be made annually by Hammersmith & Fulham. For information, annual savings of approx £65,000 will also be made by LB Brent who have worked closely with the Council in letting this Framework. The Council will also explore the cost/benefits of other additional services that are offered by the proposed provider.
- 2.11 The TAP considers that the tender submission represents value for money, is economically advantageous to both the Council and the LB Brent and thus recommends that the contract is awarded to Capita Hartshead Ltd.
- 2.12 The Tender Evaluation Panel which was chaired by the Assistant Director (HR) – Finance & Corporate Services and included representatives from the Pension Managers in Hammersmith & Fulham, LB Brent as well as RB Kensington & Chelsea and City of Westminster, Procurement, Legal and Finance who considered the results of this analysis. Scores for price and quality were calculated in accordance with the Price/Quality evaluation model. On this basis, the tenderer recommended above offered the most economically advantageous tender for appointment as the provider on the Framework.

3. KEY BENEFITS OF THE NEW CONTRACT

- 3.1 Capita Hartshead Ltd is a very well established company with proven experience and expertise in providing these specialised services to a wide range of Councils.
- 3.2 There are significant budget savings outlined above.
- 3.3 Some additional services (administration of redundancy, severance and other non-pension fund payments on behalf of the Council) will be incorporated within the base contract price.

4 RECOMMENDATION BY THE TENDER APPRAISAL PANEL (TAP)

- 4.1 The Tender Appraisal Panel chaired by the Assistant Director (HR) – Finance & Corporate Services met on 23rd March 2011 and agreed to recommend Capita Hartshead as the Framework provider subject to clarification on a small number of points being resolved satisfactorily. Those matters have been satisfactorily resolved.
- 4.2 The Tender Appraisal Panel further recommends that officers arrange contract mobilisation meetings with the successful tenderer and the current provider to ensure a smooth implementation.

- 4.3 The Framework Agreement to be awarded for a period of 4 years with provision to award call-off contracts for a period of up to 6 years extendable by a further period of up to a further 2 years.

5. RISK MANAGEMENT

- 5.1 In order to mitigate the risk of service disruption, the Council proposes a three-month mobilisation period, during which the Council will work with both the existing service provider and the new contractor to effect a smooth transfer in accordance with a detailed implementation plan to achieve full transfer by October 1 2011.
- 5.2 Risks have been considered throughout the procurement process and as part of the Corporate Risk & Assurance register under risk entry number 11, Market Testing of Services. Risks are also discussed at Competition Board and reviewed by the Executive Management Team and as part of project management.

6. EQUALITY IMPLICATIONS

- 6.1 A Predictive Equality Impact Assessment has been conducted and is available electronically. No adverse impacts have been identified.

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 7.1. The estimated annual saving from the proposed new arrangements for pension administration are estimated at £0.13m per annum. These savings will initially benefit the Pension Fund rather than the Council's General Fund. Over time savings to the Pension Fund should feed through to the General Fund by reducing future pressure on the employer contribution.

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

- 8.1 The Assistant Director (Legal and Democratic Services) has advised in this matter and agrees with the recommendation of the report.
- 8.2 The tender procurement process has been conducted in accordance with the Council's Standing Orders and the Public Contracts Regulations 2006 (as amended).

9. COMMENTS OF THE ASSISTANT DIRECTOR PROCUREMENT

- 9.1 A representative of the Assistant Director (Procurement & IT Strategy) has been fully involved in the tender process, and agrees with the report's recommendations.
- 9.2 Savings of approximately £65k are indicated for H & F for 2011/12 and £130k annually thereafter. Analysis also indicates that the Framework will also result in financial benefits for other participating bodies (LB Brent £65k pa)
- 9.3 The Public Contracts Regulations 2006 (as amended) requires that unsuccessful tenderers are notified of the Council's intention to award the contract and are given an opportunity, should they so wish, to challenge the decision. This provides for a standstill period of 10 days before the Council can award the contract and places requirements on the Council to provide detailed feedback to tenderers. Following award, a contract award notice will need to be placed in the Official Journal of the European Union (OJEU) within 48 days.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	All background papers, including: Contract advert; Contract specifications; Tender evaluation models; Letter and tendering instructions to short-listed organisations. Tender submissions Written Clarifications Notes of TAP meetings	Debbie Morris/Les Green AD - HR (Finance & Corporate Services) 020 8753 3068/1878	Human Resources, Finance & Corporate Services Hammersmith Town Hall, King Street, W6 9JU
2.			
CONTACT OFFICER:		NAME: Les Green EXT. 1878	

TENDER EVALUATION MODEL

1. Introduction

- 1.1. The Authority is committed to providing high quality, value for money services and will evaluate each Tender according to 3 successive stages, as set out below.
- 1.2. The Authority will award the Framework Agreement fairly on the basis of quality and cost. The Tender Appraisal Panel (TAP) will evaluate the quality of tenders using a weighted model. Quality will account for **50%** of the overall evaluation process and price **50%**.
- 1.3. The Authority's approach to evaluation will be equitable and transparent and will allow Tenderers to tender on the basis of quality at an affordable price. It allows the TAP to recommend the selection of a tender that meets the key quality requirements and therefore represents best value for money, i.e. the economically most advantageous tender.

2. Provision of Additional Information

- 2.1. If at any time during its evaluation of a Tender the TAP forms the view that any matter requires clarification, it may require the same from the Tenderer concerned in writing.

3. Stages

There will be a 3-stage evaluation of returned Tenders:-

3.1 Stage 1 - Checking for Validity

- 3.1.1 A valid Tender shall be received in accordance with this ITT. Validity will involve checking that all requisite documents are completed, enclosed and signed where required in accordance with the Instructions to Tenderers.
- 3.1.2 Tenders that do not pass this Stage 1 will be rejected and not considered further except, at the Authority's sole discretion, in the case of minor omissions that can be rectified in accordance with any reasonable request of the Authority (for example missing signature or date etc. - for the avoidance of doubt this is not an exhaustive list).

3.2 Stage 2 - Detailed Consideration of Tenders

- 3.2.1 All Tender submissions reaching this stage will be awarded points in relation to Price and Quality. Presentations will also be scored and comprise part of the Quality evaluation.

3.2.2 Tenders reaching this stage will, after evaluation against the detailed criteria set out below (eg Quality/Price), be ranked in order of aggregate score.

3.2.3 Evaluation of Price

3.2.4 The maximum score that can be achieved for Price element is **50** points. This will be split, with 45 points awarded for tendered costs as set out below, with the remaining 5 points for the Discount Structure as set out in paragraph 3.2.7.

3.2.5 Tendered costs for each Contracting Body for provision of Standard services and Additional services will be determined by reference to the completed charges schedule at Schedule 7.

The total cost per annum shall comprise:

Total base tender price

- cost of providing service to Active members (item i)
- cost of providing service to Deferred members (item ii)
- cost of providing service to Pensioner members (item iii)
- management charge for Administration of Scheme (item iv)

together with

- Year 1 costs for set up and transition/migration (amortised over contract period)

Additional Services price

- Year 1 costs for providing Redundancy, Severance etc payments
- Year 1 costs for providing Cashflow service
- Year 1 Pensions Payroll service

The total base tender price will be proportionately weighted (70%) and Additional Services price weighted (30%) respectively and then aggregated to form a grand total for that Council. A simple worked example is set out below to demonstrate the principle.

If total base tender price and year 1 amortised costs for set up and transition/migration = £200K

and

Additional services price (total year 1 costs for redundancy, cash flow and pensions payroll) = £50K

Weighted base tender price = £200K x 70%

Plus weighted additional services price = £50K x 30%

Grand total weighted sum = (£140K + £15K)

3.2.5 Each tenderer's weighted grand total tender price for the Authority (H&F) and Other Contracting Body (Brent) will be added together to give a joint cost for both authorities.

3.2.6 Each Tender will be awarded points based on its relationship with the lowest aggregate (combined) tendered cost for both the Authority (H&F) and Other Contracting Body (Brent) as set out in paragraph 3.2.4 and 3.2.5. The Tender with the lowest aggregate tendered cost (x) will be awarded a maximum score of **45** Points; each of the remaining Tenders (y) will be awarded points on a pro rata basis in accordance with the following formula:

$$1 - \frac{(y - x)}{x} \times 45$$

Where x = lowest aggregated tender total
y = aggregated tender total other than lowest

For example, if the lowest aggregate tender total (for combined H&F [Authority] and Brent [OCB]) ie x, was £200k :-

Tender	£ x	£ y	Points Awarded
A	200		45.00
B		210	42.75
C		220	40.50
D		250	33.75

Please note that the figures are merely examples and are in no way an indication of the contract value.

3.2.7 Finally the tendered Discount Structure related to the number of participating Contracting Bodies set out at Schedule 2b in the Charges Schedule will be evaluated and a maximum of **5** points awarded in accordance with the following scoring scheme.

No of authorities included in Framework	Probability of event – weighting to be applied	Element to be evaluated with discount	Element with discount and probability weighting applied
3 to 4	50%	contract rates (i) to (iv) less percentage discount offered.	*sub-total for this category to be calculated as below
5 to 8	25%	ditto	ditto
9 to 12	10%	ditto	ditto
13 to 16	8%	ditto	ditto
17 to 20	5%	ditto	ditto
21 or more	2%	ditto	ditto
Grand Total			Grand total of all calculated sub-totals

* A sub-total shall be calculated for each category by applying tendered discounts to tendered subtotals (i) to (iv). This will then be multiplied by the probability weighting to give the sub-total. The resultant grand total for all categories will be assessed. The tenderer with the lowest grand total will score **5** points. The remaining tenderers' grand totals will be scored on a pro-rata basis (lowest grand total/next lowest grand total x **5**)

3.2.8 Evaluation of Quality

3.2.9 In respect of Quality, a maximum score of **50** points will be awarded.

3.2.10 The criteria on which the quality of the Tender will be assessed, including the weighting are set out below. For full details of the main and sub-criteria please refer to the Contractor's Proposals at section 4.

3.2.11 The TAP will assess each Tenderer's Contractor's Proposals to determine the degree to which the quality criteria have been met. A score out of 4 will be awarded for each question in the Contractor's Proposals in accordance with Table 1 set out below.

Any tenderer who scores 0 (unacceptable) for any question forming part of the quality submission will be deemed disqualified and its tender submission for price and quality will be rejected and not further considered.

Table 1

Points	Rating	Description
4	Excellent	High quality, fully meeting all the requirements of the Specification, no shortcomings
3	Good	Good quality, meeting requirements of the Specification, robust, few if any shortcomings
2	Fair	Average Quality, meeting most requirements of the Specification, some shortcomings
1	Poor	Well below average, meeting few requirements of the Specification, significant shortcomings
0	Unacceptable	No information provided or so little information provided to prevent a judgement to be formed

Evaluation Criterion One

Assessment of the quality of products and service [main criterion] (accounts for 50% overall quality weighting – 25 marks)

Sub-criteria weightings and example marking is set out below:

Question No	Topic	Weighting	Max Marks	Weighted score/25
1.1	KPI's	15%	4	3.75
1.2	Service Improvement Plan	15%	4	3.75
1.3	Quality Systems	20%	4	5
1.4	Customer Focused Approach	20%	4	5
1.5	Example 'Products'	10%	4	2.5
1.6	Key Tasks	20%	4	5
				25

Evaluation Criterion Two

Organisational and management experience and resources to be employed in the Contract [main criterion] - (accounts for 30% overall quality weighting – 15 marks)

Sub-criteria weightings are as follows:

Question No	Topic	Weighting	Max Marks	Weighted score/15
2.1	Proposed Management	15%	4	2.25
2.2	Training and Development	15%	4	2.25
2.3	ICT System Support	20%	4	3
2.4	Systems/arrangements for Data security	20%	4	3
2.5	Location and arrangements	10%	4	1.5
2.6	Mobilisation Plan	20%	4	3
				15

Evaluation Criterion Three

Commitment to a collaborative relationship [main criterion] - (accounts for 10% overall quality weighting – 5 marks)

Sub-criteria weightings are as follows:

Question No	Topic	Weighting	Max Marks	Weighted score/5
3.1	Partnering Arrangements	50%	4	2.5
3.2	Identification & Resolution of Problems	50%	4	2.5
				5

Presentations

Presentations will be scored and will account for 10% of overall quality weighting – 5 marks.

Tenderers reaching this stage will be invited to make a presentation which will comprise:

- a summary by the Tenderer of key elements of its submission
For the avoidance of doubt this summary will not be scored.
- a Q & A session where a set of predetermined questions will be asked of Tenderers. For the avoidance of doubt the same questions will be asked of each Tenderer invited to the Presentation and will be scored in accordance with Table 1.

Further details will be forwarded to Tenderers prior to the closing date for receipt of tenders.

Finally the aggregate weighted Price / Quality scores will be combined to obtain the total weighted score. The Tenderer with the highest total weighted score is that which offers the most economically advantageous Tender.

For the avoidance of doubt evaluation scores will be reviewed by the full TAP and individual scores may be moderated in accordance with Table 1 on page 4

3.3 Stage 3 - Consideration of Abnormally Low Submissions

- 3.3.1 The TAP will consider when evaluating Tenders whether in its opinion the tendered rates and prices submitted by each Tenderer are sufficient to support the levels of service, manpower etc proposed by the Tenderer in the information submitted with its Tender.
- 3.3.2 Tenderers which, after clarification with the Tenderer, are deemed to be abnormally low will be rejected.

Following approval by the Authority, the Tenderer recommended to provide the service under the Framework Agreement will be that Tenderer who submits the most economically advantageous Tender according to the criteria set out above.

Contract Award

Following approval by the Council, the Contract will be awarded to the Tenderer who has submitted the most economically advantageous Tender for providing the services according to the criteria set out above.

Agenda Item 8



London Borough of Hammersmith & Fulham

Cabinet

20 JUNE 2011

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

**A TRANSPORT PLAN FOR HAMMERSMITH &
FULHAM 2011 – 2031**

**Wards
All**

The Local Transport Plan for Hammersmith & Fulham is a statutory document required by all London Boroughs to show how they intend to implement the Mayors Transport Strategy.

This report details the responses to the formal consultation on the consultation draft LIP2 document and presents the final LIP2 document, approved by TfL, for adoption and publication.

CONTRIBUTORS
DENV
DFCS
ADLDS

Recommendations:

**HAS A PEIA BEEN
COMPLETED?
YES**

**HAS THE REPORT
CONTENT BEEN RISK
ASSESSED?
YES (para 5.4)**

- 1. That the attached final LIP2 document be adopted and published.**
- 2. That authority be delegated to the Cabinet Member for Environment, in conjunction with the Director of Environment, to submit annual spending plans and monitoring report to TfL to ensure progress towards the borough's transport objectives and targets.**

1. BACKGROUND

- 1.1 On Monday 10 May 2010, Transport for London (TfL) published the second Mayor's Transport Strategy (MTS2) and the final guidance to boroughs on their second Draft Local Implementation Plans for Transport (LIP2).
- 1.2 All London boroughs have a statutory requirement to produce a LIP2 which shows how they intend to implement the MTS in their area. Cabinet approved the draft LIP2 for submission to TfL and for public consultation in December 2010, which enabled us to meet TfL's submission deadline of 20 December.

2. TFL RESPONSE TO DRAFT LIP2

- 2.1 The consultation draft LIP2 was submitted to TfL on 20 December 2011 and formal comments were received back on 25 February. TfL considered the draft LIP2 to be inadequate and their comments are summarised as follows;

- This is a good, concise first draft although there are a few revisions which are needed to make it adequate for Mayoral approval. These are summarised below but should not be too onerous or time-consuming for the borough to achieve.

Summary:

- more detailed information regarding how the SRTP (Sub Regional Transport Plan), SCS (Sustainable Community Strategy) and SEA (Strategic Environmental Assessment) have influenced the LIP objectives and demonstrable links between the two former elements and the local objectives need to be included.
- timelines need to be added for the local objectives.
- more detailed information is required regarding some types of intervention (smarter travel, bus/bus priority and road safety engineering).
- more/up to date funding information is required.
- tables 3.3 and 3.5 could not be found and it is assumed that these comprised the programme of investment, these must be included in the final draft.
- more details regarding the High Priority Outputs is required.
- more information regarding the proposed major projects is required.
- should include the programme investment plan (pending submission) in the document.
- amend the total casualty target so that it is based on an absolute number of casualties rather than a casualty rate.

- 2.1 Officers made the necessary alterations to the LIP2 and it was resubmitted to TfL on 21 April

3. CONSULTATION RESPONSES TO LIP2

- 3.1 The consultation draft LIP2 was published on the Council's web site on 11 January 2011 and comments were sought from stakeholders for six weeks.
- 3.2 During this time fifteen responses were received; five from individuals, eight from organisations and two from other local authorities. A full record of all responses received and the borough response is included in Appendix 2 of the final LIP2 document. Most of the responses do not require changes to the document but consist of detailed points which will be taken on board as part of our integrated transport programmes. The one change we have agreed with TfL in response to the consultation is to increase the cycling modal share target for 2031 from 5% to 8% as respondents thought that the previous target was insufficiently ambitious.

4. MAIN CHANGES TO THE LIP2

- 4.1 The main changes to LIP 2 are:
- A rewriting of the executive summary to emphasise that the reduction of congestion is the Council's top priority;
 - The introduction of references to the "Get H&F Moving Campaign and the Drivers' Charter and adoption of the "Get H&F Moving" logo on the cover;
 - The provision of further information requested by TfL as summarised in para 2.1 above;
 - The increase in long term (2031) cycling modal share target from 5% to 8% as noted in para 3.2 above."

5. APPROVAL, ADOPTION AND PUBLICATION

- 5.1 A Transport Plan for Hammersmith & Fulham 2011 – 2013 has been approved by TfL as the Council's LIP2 document.
- 5.2 This approved document is attached as Appendix 1 to this report; this document is recommended for adoption by the Cabinet.

- 5.3 Should the Cabinet be minded to adopt the LIP2, officers will desktop publish the document and will publish it on the Council's website. In addition a limited print run will be commissioned to distribute copies to key stakeholders.
- 5.4 Risk Assessment: The SEA(Strategic Environment Assessment) and PEIA form specific elements of the risk assessment for the LIP2. The other main risk to the plan is the impact of reduced funding. However TfL have indicated that should this be the case we will have the opportunity to redraft our objectives and targets based on a reduced delivery plan.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 The costs of developing the plan have been estimated at £75k. £70k represents officer time which will be financed from existing revenue budgets. £5k relates to publication costs which will be paid for from the TfL grant income fund. The allocation of the 2011/12 LIP settlement totalling £2.61m has been agreed at the September ECM Meeting.

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

- 7.1. The Council's statutory duties are set out in the body of the report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder file/copy	Department/ Location
1.	MTS2 and LIP2 guidance	Nick Boyle X3069	4th floor HTHX
2.	draft LIP2 and consultation responses	Nick Boyle X3069	4 th floor HTHX
CONTACT OFFICER:		NAME: Nick Boyle EXT. 3069	

A TRANSPORT PLAN FOR HAMMERSMITH & FULHAM
THE SECOND LOCAL IMPLEMENTATION PLAN (LIP2)
2011 - 2031



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GLOSSARY

LIP2	Second Local Implementation Plan
MTS2	Mayors Second Transport Strategy
TLRN	Transport for London Road Network
SRTS	Sub-Regional Transport Strategy
LDF	Local Development Framework
TFL	Transport for London
HAFAD	Hammersmith & Fulham Action on Disability
SWELTRAC	South & West London Transport Conference
EIA	Equality Impact Assessment
SEA	Strategic Environmental Assessment
IMD2007	Index Multiple Deprivation 2007
PTAL	Public Transport Accessibility Level
SRN	Strategic Road Network
ODA	Olympic Delivery Authority
TDM	Travel Demand Management
GLA	Greater London Authority
NMD	Network Management Duty
LOPS	London Permit Scheme
CPZ	Controlled Parking Zone
FORS	Freight Recognition Operators System
LEZ	Low Emission Zone
ORN	Olympic Route Network
BSI	British Standards Institute
QMS	Quality Management System
LAA	Local Area Agreement
EWT	Excess Waiting Time
KSI	Killed and Seriously Injured
WEZ	Western Extension Zone
POI	Programme of Investment

EXECUTIVE SUMMARY

Foreword

We aim to be a borough of opportunity, and to do this we need to get Hammersmith & Fulham moving. We have comprehensive bus and tube networks and as a small and compact borough, we have high levels of walking and cycling. We have secured major improvements to public transport in recent years, including a new Underground station at Wood Lane and three new Overground stations at West Brompton, Shepherds Bush and Imperial Wharf. But our roads are the most congested in London, and we need to improve the efficiency of our road network, particularly our limited number of north-south roads. Projects such as our scheme to improve the junction of Fulham Palace Road and Hammersmith Broadway are vital to meet the needs both of existing residents and businesses, and of the additional people and jobs coming into the borough as a result of our regeneration plans.

We'll also need further improvements to public transport, walking, cycling and the public realm. This transport plan shows how, with our partners the Mayor of London, transport operators, neighbouring councils and our businesses and residents, we aim to achieve our transport objectives, which are to:

- Serve the five major regeneration areas in the borough - White City, North Fulham area, South Fulham Riverside, Hammersmith Town Centre and Old Oak Common
- Improve the efficiency of our road network
- Improve the quality of our streets
- Improve air quality in the borough
- Make it easier for everyone to gain access to transport opportunities
- Support residents and businesses by controlling parking spaces fairly
- Reduce the number of people injured and killed on our streets

The following chapters detail the measures or 'interventions' we intend to make to meet these objectives. In this time of unprecedented austerity, it is more important than ever that we get maximum value for our transport investment to help us secure economic recovery and regeneration, make the borough cleaner and greener, and make H&F a borough of opportunity - in short, to get Hammersmith & Fulham moving.

Councillor Nicholas Botterill

Deputy Leader of the council and cabinet member for environment

1. INTRODUCTION

1.1 Background

This transport plan for Hammersmith & Fulham is the second Local Implementation Plan (LIP2), a statutory document. This has been prepared under Section 145 of the Greater London Authority Act 1999, which sets out how a London borough proposes to implement the Mayor's Transport Strategy in its area.

The first Hammersmith & Fulham LIP covered the period 2005/6 to 2010/11. Our LIP2 covers the same period as the second Mayor's Transport Strategy (MTS2) - up to 2031- and includes delivery proposals for the period 2011/12 to 2013/14. It responds to MTS2, the emerging sub-regional transport plans (SRTS), Hammersmith & Fulham's emerging Local Development Plan (LDF), Hammersmith & Fulham Community Strategy and other relevant policies. It sets out the council's long term goals and transport objectives for Hammersmith & Fulham up to 2031, a three year programme of investment for 2011-14, and the targets and outcomes we are seeking to achieve.

The LIP2 identifies how we will work towards achieving the revised MTS2 goals of:

- **Supporting economic development and population growth**
- **Enhancing the quality of life for all Londoners**
- **Improving the safety and security of all Londoners**
- **Improving transport opportunities for all Londoners**
- **Reducing transport's contribution to climate change and improving its resilience**
- **Support delivery of the London 2012 Olympic and Paralympic Games and its legacy.**

The LIP2 is also a vital tool which will enable us to strengthen our role in shaping the identity of the borough and meeting community priorities.

1.2 How the LIP2 has been developed

The second H&F LIP has been developed in accordance with Transport for London's (TfL) guidance on developing the second local implementation plans, May 2010

- **Governance arrangements**

The LIP2 has been developed by a multi-disciplinary team in the highways and engineering and planning divisions of the council's environment department, with

regular liaison with the deputy leader of the council and cabinet member for environment.

- **Consultation**

In developing the second LIP a multi-stage consultation strategy was agreed exceeding the requirements for consultation as part of the LIP2 guidance. The consultation strategy is detailed in Appendix 2- our statement of community engagement, at page 80.

To summarise, the first stage of the consultation informed the statutory consultees and known organisations interested in transport about the strategy of how we intended to produce the LIP. The second stage saw the publication of our seven borough transport objectives and invitations for all stakeholders to comment on how best they thought we could deliver them. The third stage consists of this consultation draft LIP2 being submitted to TfL and its full publication on the council's website.

The following key stakeholders have been consulted on the plan at various stages in its development:

- Transport for London (TfL)
- Hafad (Hammersmith & Fulham Action on Disability) and Hammersmith & Fulham Disability Forum
- The town centre management for Hammersmith, Shepherd's Bush and Fulham.
- The council's Environment and Residents Services Select Committee
- Neighbouring boroughs (the London Boroughs of Brent, Ealing, Hounslow, Richmond-upon-Thames, Wandsworth and the Royal Borough of Kensington and Chelsea).
- The sub-regional partnerships to which we belong – Westrans and South & West London Transport Conference (SWELTRAC)
- The Metropolitan Police.

We have paid particular attention to the Hammersmith & Fulham Community Strategy (2007-14) as well as the council's Unitary Development Plan and the emerging Local Development Framework.

The results of the consultation are reported at relevant points within the plan and in full in the statement of community engagement (see Appendix 2).

- **Equality Impact Assessment (EIA)**

In preparing our delivery plan (Chapter 3) an Equality Impact Assessment has been undertaken to ensure that the proposals presented do not discriminate against any groups and that equality is promoted wherever possible. We have a duty to carry out an equality impact assessment of our LIP2 under race, disability and gender legislation. This is attached as Appendix 1.

- **Strategic Environmental Assessment (SEA)**

A Strategic Environmental Assessment has been prepared in parallel with the LIP and is included as Appendix 3. As per the European Directive, the draft scoping report was consulted on for five weeks from 17 September 2010 to 15 October 2010. Letters were sent to the six statutory consultees (as listed below) and the draft scoping report was published on our web site.

1. English Heritage
2. Environment Agency
3. Groundwork London
4. Natural England
5. Friends of the Earth
6. London Wildlife Trust

The council received one response to this consultation from Natural England. Those comments, and the council's response to Natural England, can be found in the final environmental report in Appendix 3.

1.3 Structure of the H&F LIP2

The rest of the document is structured as follows:

- Chapter 2 sets out the local transport context of the borough, the problems, challenges and opportunities facing us and our Borough Transport Objectives
- Chapter 3 presents a costed and funded Delivery Plan, covering the period 2011 - 2014
- Chapter 4 sets out our Performance Monitoring Plan, identifying the targets and indicators which will be used to monitor progress against our objectives.

2. BOROUGH TRANSPORT OBJECTIVES

2.1 Introduction

This chapter sets out Hammersmith & Fulham's Borough Transport Objectives for the period 2011 - 2014 and beyond, reflecting the timeframe of the revised MTS. The structure is as follows:

- Sections 2.2 and 2.5 describe the **local context** firstly providing an overview of the borough characteristics and its transport geography, and then summarising the London-wide, sub-regional and local policy influences which have informed the preparation of this LIP.
- Section 2.6 sets out Hammersmith & Fulham's **problems, challenges and opportunities** in the context of the Mayor's transport goals and challenges for London, and looks at the main issues which need to be addressed within the borough in order to deliver the revised MTS goals.
- Finally section 2.7 sets out our **Borough Transport Objectives** for this LIP, which have been created by the issues identified in Sections 2.2 to 2.6.

2.2 About Hammersmith & Fulham

The borough of Hammersmith & Fulham is situated on the western edge of inner London in a strategic location on the transport routes between central London and Heathrow airport. The orientation of the borough is north to south, with most major transport links, both road and rail, carrying through-traffic from east to west across the borough. Some of the busiest road junctions in London are located in the borough at Hammersmith Broadway, Shepherds Bush Green and Savoy Circus and the borough suffers disproportionately from the effects of through-traffic. North-south transport links in the borough are not as good as east-west links.

The borough's population is increasing. It has grown from 169,300 in 2004 to 172,500 in mid 2007 and is expected to grow by approximately 12% between 2006 and 2026. The population of the borough is relatively young and ethnically diverse. It is also a highly mobile population with about half of all households having moved into the borough in the last five years.

Nearly half of the population (45%) is between 19 and 40 years old. The borough has the second highest proportion (54.7%) of single adults in England and Wales. Four in ten (40.3%) households consist of one person. (Source 2001 census)

Hammersmith & Fulham is an area of contrasts: of wealth and poverty; attractive environments, many of which are protected by conservation designations, and other areas that need to be regenerated and improved. The borough has some of the highest house prices in London but is ranked as the 38th most deprived local authority in the country (IMD2007). There are significant pockets of deprivation largely concentrated on the larger housing estates, such as in the White City area.

The borough has at least four distinct areas – Fulham, Hammersmith, Shepherds Bush and the area to the north of Wormwood Scrubs (the College Park/Hythe Road area). The borough also benefits from having almost five miles (seven kilometres) of frontage along the River Thames.

Our economy is part of the wider London and west London economic area. The borough occupies a favourable location in west London and is attractive to a variety of businesses. It has enjoyed significant growth in employment and economic activity over the last three decades, with the central Hammersmith area becoming an important sub-regional location for offices. In 2006, 115,000 people worked in the borough compared with 111,500 in 2004 (Annual Business Inquiry). Just over a quarter of people working in the borough also lives in the borough. The largest employer in the borough is the BBC, based in Wood Lane, which has expanded its complex there in recent years and has approximately 14,000 employees. This number will decrease with the proposed move of some of the BBC's staff to Salford and central London in the coming years.

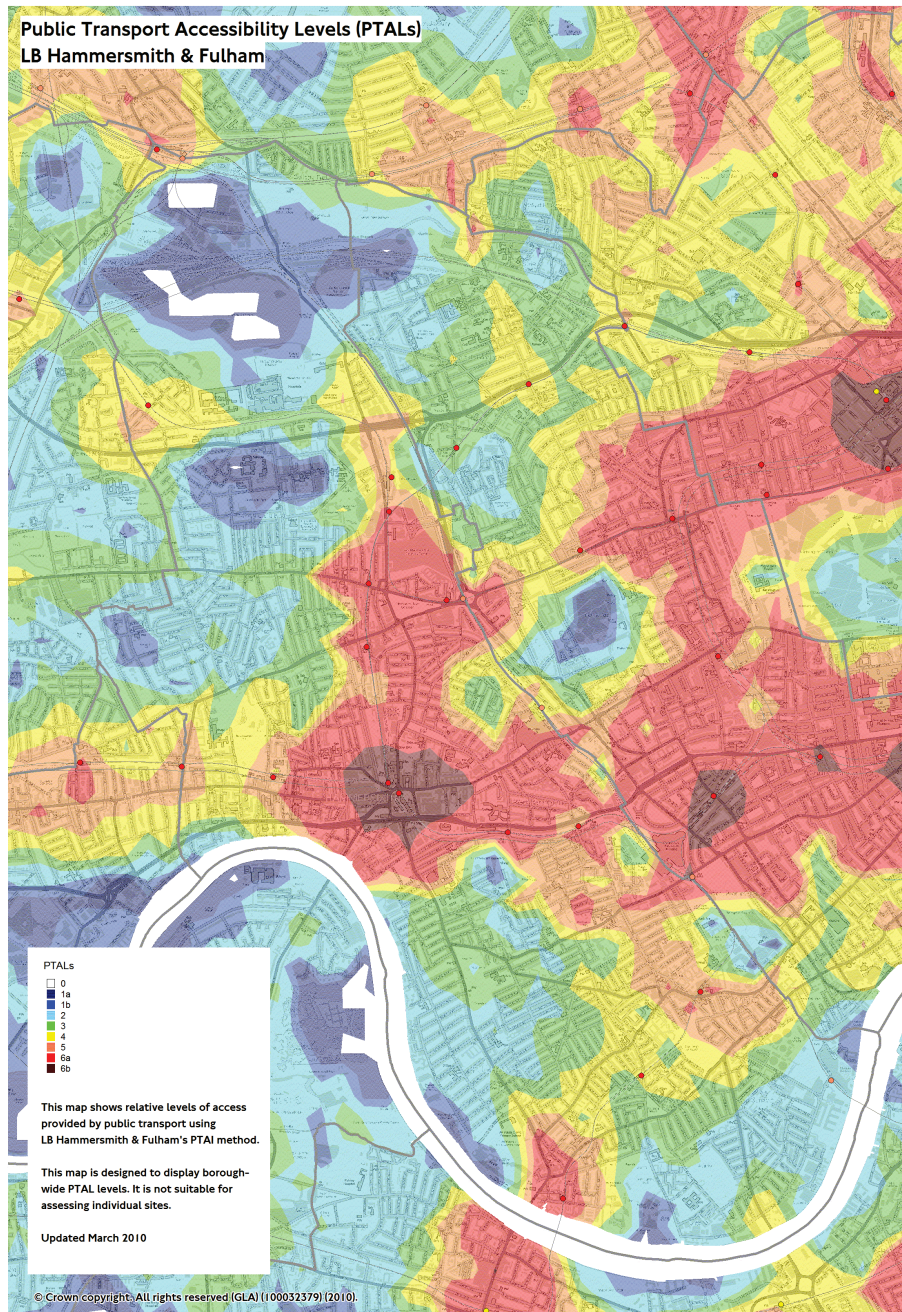
In recent decades there has been a substantial change in the composition of businesses with a significant decline in traditional manufacturing, although the publishing, printing and recorded media sector has grown. Smaller firms have become more important: 76 percent of businesses have fewer than five employees.

To the north of the borough the Hythe Road industrial area forms part of the extensive Park Royal area. Park Royal is the closest industrial and warehousing area to central London and also serves Heathrow. It houses nearly 2,000 businesses, more than any other industrial estate in Europe, providing around 40,000 jobs. It is home to the growing economic clusters of food and drink, transportation and logistics, and TV and film businesses. The Hythe Road area in H&F is also developing as an area specialising in the recycling of electrical and construction and other waste.

The River Thames and a section of the Grand Union Canal in the north of the borough enhance the environment and character of the borough and provide important opportunities for leisure and recreation. However the Thames restricts movement to the south of the borough with H&F being a high-risk flood area.

2.3 The Borough's Transport Geography

As an inner London borough, H&F is relatively well served by public transport as the 2010 Public Transport Accessibility Level (PTAL) map below shows (0= poor transport access, 6b = best transport access). However there are pockets in the north and south of the borough that are still poorly served by bus or rail and rate as 1 or 2 on the PTAL scale.

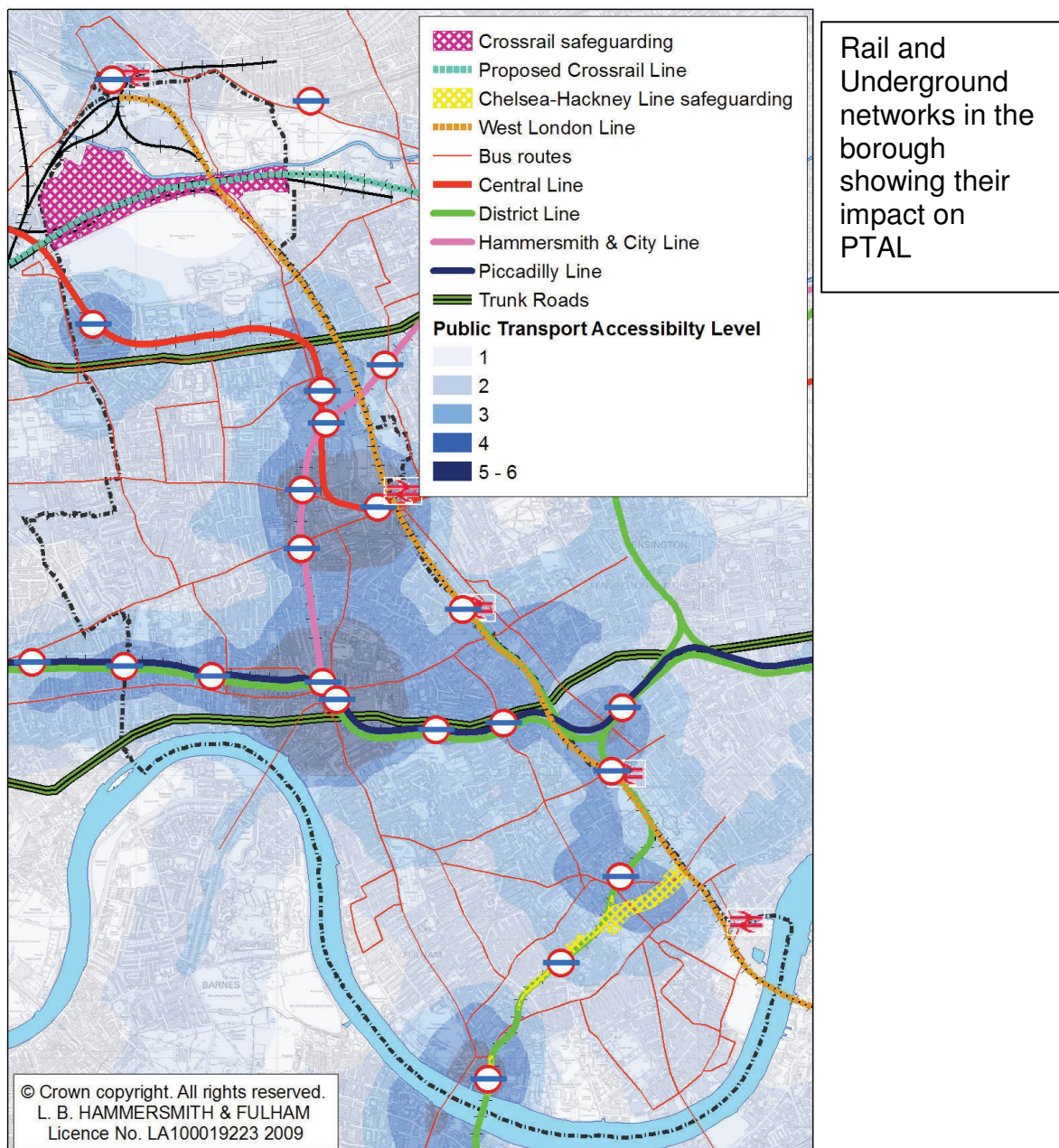


The borough is well served by the London Underground network with the Piccadilly, District, Central, Hammersmith & City and Circle lines connecting the borough with central London, and west and south-west London. The Circle line was extended to Hammersmith in late 2009, which almost doubled the frequency of service, and a new station at Wood Lane was opened in association with the Westfield development in 2008. The only full north-south rail route in the borough

is the West London national rail line, which runs along the borough's eastern boundary.

Local services were reintroduced to this line in the early 1990s after a 50 year gap and services have been enhanced since TfL took over responsibility for the franchising of the local services on the line in 2007. The council, with developer partners, the Royal Borough of Kensington and Chelsea and TfL, has successfully secured the opening of new stations at West Brompton (1999), Shepherds Bush (2008) and Imperial Wharf (2009).

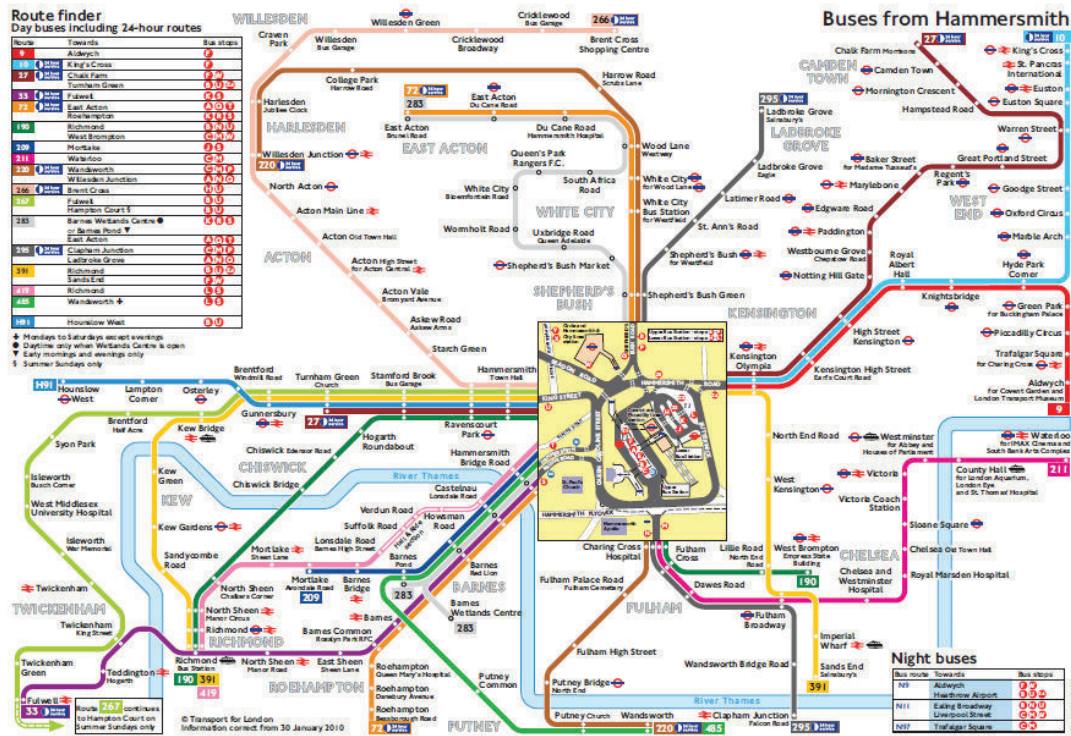
The borough's residents are highly dependent on the Underground, with 36 percent of residents using it to travel to work. We also have one of the highest rates of cycling in London, with five percent of residents using this mode to get to work.



Rail and Underground networks in the borough showing their impact on PTAL

The borough has a reasonably dense and comprehensive network of bus routes which have improved in quality, frequency, accessibility and reliability since the advent of TfL and the systematic introduction of bus priority measures, such as bus lanes. However, they are still subject to low speeds and unreliability, mainly as a result of traffic congestion.

The map below shows the 2010 bus network serving Hammersmith.



Two major TLRN (Transport for London Road Network) roads run through the borough – the A40/A40(M) Westway in the north, which carries traffic between central London and Hillingdon and becomes the M40 through Buckinghamshire and Oxfordshire to Birmingham, and the A4 which connects central London to Heathrow and becomes the M4 through the Thames Valley to Bristol, the west country and south Wales.

A short stretch of the former M41 motorway which connects the A40(M) with Shepherd's Bush and the Holland Park roundabout has now been downgraded to become the A3220 but is still part of the TLRN. North-south roads in the borough are limited to only one route (Putney Bridge - Fulham Palace Road – Hammersmith - Shepherds Bush Road - Wood Lane - Scrubs Lane) running the whole length of the borough. Hammersmith & Fulham has the most congested roads in London (Travel in London TfL report number 1 2009) and this congestion is particularly acute on the limited number of north-south routes.

The map overleaf shows the boroughs road network including the TLRN in red and the SRN in green.



The borough's transport infrastructure has changed relatively little since its major development during the second half of the 19th century. The most significant changes during the second half of the 20th century were:

- The construction of two major new roads, the A4 dual carriageway, including the Hammersmith flyover the A40(M) Westway, both of which facilitated traffic growth
- The closure of local rail passenger services such as Olympia-Edgware Road
- The extension of the Central line from Shepherds Bush to Ealing, Greenford and West Ruislip

- The extension of the Piccadilly line from Hammersmith to Acton, Uxbridge, Hounslow and Heathrow Airport
- The withdrawal of all tram and trolleybus services
- A steep decline in the use of the river Thames for freight and passenger services
- The rapid expansion of Heathrow Airport to become one of the world's busiest airports and the consequent increase in road traffic and the use of public transport in the borough.

In contrast to the relative stability of the infrastructure, the demands placed on it have continued to change and increase. These increasing demands are attributable to three main causes:

- An overall increase in personal prosperity, which has resulted in: an increase in demand for travel, more cars being used and more goods being transported and consumed
- The increasing centralisation of facilities and services, resulting in many people having to travel further to satisfy their basic needs for employment, shopping, hospitals, entertainment, recreation, etc
- Population and employment growth.

2.4 London-wide, sub-regional and local policy influences

The council's corporate priorities, as expressed in the Hammersmith & Fulham Community Strategy 2007-14, (SCS) which has been issued under the auspices of the Borough Partnership (LSP) are to;

- **Provide a top quality education for all**
- **Tackle crime and antisocial behaviour**
- **Deliver a cleaner and greener borough**
- **Promote home ownership**
- **Set the framework for a healthy borough**
- **Deliver high quality, value for money, public services**
- **Regenerate the most deprived parts of the borough.**

An efficient, effective, accessible and environmentally sustainable transport system is a necessary foundation for all these priorities but is particularly important to the third (cleaner and greener borough), fourth (healthy borough) and seventh (regeneration) priorities.

The goals of the Mayor's Second Transport Strategy (MTS2), issued in May 2010, are to:

- **Support economic development and population growth**
- **Enhance the quality of life for all Londoners**
- **Improve the safety and security of all Londoners**
- **Improve transport opportunities for all Londoners**
- **Reduce transport's contribution to climate change and improve its resilience**

- **Support delivery of the London 2012 Olympic and Paralympic Games and its legacy.**

There is a great deal of congruence and mutual support between these two sets of objectives as the table below shows:

MTS2 Goal	LBHF Core values						
	HF1: Top quality education	HF2: Tackle crime and antisocial behaviours	HF3: Deliver a cleaner and greener borough	HF4: Promote home ownership	HF5: Healthy borough	HF6: High quality public services	HF7: Regenerate most deprived parts of borough
MTS1: Support economic development and population growth	Strong	Medium	Medium	Medium		Strong	Strong
MTS2: Enhance quality of life	Strong	Strong	Strong	Strong	Strong	Strong	Strong
MTS3: Improve safety and security		Strong					
MTS4: Improve transport opportunities	Medium		Strong		Strong	Strong	Strong
MTS5: Reduce transport contribution to climate change and increase its resilience			Strong		Strong		
MTS6: Support 2012 Olympics					Medium		Medium

The council is also in the process of preparing its Local Development Framework, where the objectives are highly relevant to those of the LIP2. These too are related to the Community Strategy and the 2010 London Plan. The Core Strategy Preferred Options document was issued in June 2009 and states that the principal spatial factors providing the framework and context for more detailed planning policies and frameworks are:

- Planning for regeneration and growth
- Planning for the location of employment activities
- The hierarchy of town and local centres
- The long term strategy for council housing estates.

Within this context, the preferred transport option is two fold:

- **To plan for improved transportation and accessibility in the borough especially on north-south routes, and to seek better connections to national and regional rail.**
- **To relate the intensity of development to public transport accessibility and highway capacity.**

The options include the following:

- Continuing to promote major improvements with new stations and enhanced local and sub-regional passenger services on the West London Line
- Supporting the implementation of Crossrail and the national High Speed Heathrow rail link proposal and seeking stations with an interchange with the West London Line in the Old Oak Common area
- Seeking a new station on the Central Line at Du Cane Road
- Seeking localised improvements to the highway network to reduce road congestion on north-south routes
- Increasing the opportunities for cycling and walking, for example by extending the Thames Path National Trail
- Securing access improvements for all, particularly people with disabilities, as part of planning consents for new developments in the borough and through the councils annual programme of investment.
- Ensuring adequate parking is provided to meet the essential needs of development without impacting on the quality of the urban environment
- Increasing capacity and reliability of the Piccadilly and District lines
- Calling for the Chelsea-Hackney line (Crossrail 2) to be routed via Chelsea Harbour/Sands End.

2.5 Sub-Regional Policy

Hammersmith & Fulham is in the west London sub-region as defined in the 2010 London Plan and MTS2, with a great deal of overlap with central London under the 'fuzzy boundaries' system. In February 2010, TfL issued a document entitled 'West London: Developing a Sub-regional Transport Plan: Interim Report on

challenges & opportunities'. The document identifies the following transport challenges for west London:

- **Improve north-south public transport connectivity**

North-south public transport connections within west London are relatively sparse and consequently many north-south journeys are undertaken by private vehicles. Improving access to Heathrow and strategic industrial locations such as the Park Royal industrial estate will be an early priority

- **Enhance east-west capacity and manage congestion**

Although there are strong radial connections from west London to central London, these are often crowded or congested and enhancing east-west capacity and managing congestion is an immediate need. It is predicted that congestion on east-west corridors will continue to grow, even with current and planned upgrades. Tackling these issues would benefit the economy and quality of life in west London.

- **Improve access to, from and within key locations**

The transport needs of major buildings and developments such as Heathrow, White City, Earls Court and Westfield Shopping centre must be addressed. Congestion, street-scenes and public transport connectivity within town centres are also in need of improvement, especially those centres identified for future growth, such as Harrow and Shepherds Bush.

- **Improve air quality**

There are significant air quality challenges in west London at Heathrow, along the A406 North Circular road and along the Great Western mainline corridor. Measures set out in the Mayor's Air Quality Strategy will address air quality issues on a London-wide level but targeted local measures could be employed to tackle particular hotspots and improve the health and well-being of those in the region.

- **Enhance the efficiency of freight movements in west London.**

Because of its gateway role, west London is home to a huge concentration of freight operations. Improving the efficiency of freight movements would benefit the economy of west London, the quality of life of its residents and visitors, and give rise to environmental benefits through reductions in emissions of climate change gasses and air quality pollutants.

Most of these challenges are as relevant to Hammersmith & Fulham as they are to other west London boroughs, but H&F is more concerned about limited and congested north-south road routes than east-west ones. Hammersmith & Fulham differs from other west London boroughs in several respects, notably having lower car ownership and use. Forty-six percent of households in H&F have one

or more cars, a fall from 51 percent in 2001. The table below compares car ownership rates in the west London boroughs.

Borough	Car ownership by household (%)		
	No car	One car	Two or more cars
Brent	43	43	14
Ealing	36	48	15
H&F	54	39	7
Harrow	30	45	25
Hillingdon	28	44	28
Hounslow	33	46	21

Traffic congestion is also higher in H&F than the other west London boroughs, as the table on page 18 shows. According to the TfL travel in London Report 1, published in 2009, we are, the most congested borough in London with 7.6 million minutes lost in delay per year.

Borough	Average speed (kph) and delay (minutes per km)					
	a.m. peak		interpeak		p.m. peak	
	Speed	Delay	Speed	Delay	Speed	Delay
H&F	22	1.1	23	1.0	16	2.1
Brent	25	0.9	27	0.7	23	1.1
Ealing	27	0.8	29	0.4	25	0.8
Hounslow	30	0.8	37	0.6	31	1.0
Harrow	30	0.6	30	0.8	28	0.8
Hillingdon	46	0.3	50	0.2	42	0.5

Hammersmith & Fulham is often regarded as a 'buffer borough' between west and central London.

The table on pages 19 to 21 shows how the sub-regional challenges relate to the LIP2 objectives and is entitled;

How the LIP2 objectives relate to the West London sub-regional Transport Strategy challenges and the local strategic partnership, sustainable community strategy core values.

West London Sub Regional Transport plan Challenge		LSP/SCS Core Value										
LIP Objective	Improve north-south public transport connectivity	Enhance east-west capacity and manage congestion	Improve access to, from and within key locations	Improve air quality	Enhance efficiency of freight movements in west London	Top quality education	Tackle crime and antisocial behaviour	Cleaner and Greener borough	Promote home ownership	Healthy borough	High quality public services	Regenerate most deprived parts of borough
<p>Support sustainable population and employment growth in regeneration areas</p>	<p>The regeneration areas are strung along a north south corridor and the West London Line is very important in connecting them . Most of the regeneration areas are on the Clapham Junction-Hammersmith-White City corridor which the WLSRTS has identified as a high priority</p>	<p>LBHF is more concerned with reducing congestion on its limited north-south routes, but improving the efficiency east-west roads is also important for providing sustainable access to the regeneration areas.</p>	<p>All the regeneration areas are having or will have transport studies done for them, including White City and Earl's court, in which TfL have been fully involved. Studies are also beginning to be progressed into access to Old Oak Common HS2 station</p>	<p>Smoothing traffic flow and encouraging walking, cycling and public transport will contribute to the improvement of air</p>	<p>Efficient freight movement will be essential to the success of the regeneration areas. We are looking to promote rail and water transport of freight, especially in the Old Oak common area, the provision of consolidation and delivery centres in the major development sites, and promoting the use of electric and cleaner fuelled delivery vehicles</p>	<p>High quality education facilities will be provided as appropriate in the regeneration areas, or there will be good walking and cycling and public transport links between the regeneration areas and the educational facilities</p>	<p>Improving the quality, comfort and safety of the street environment will be both a facilitator and a consequence of reducing crime and antisocial behaviour</p>	<p>A high quality, healthy environment is essential to the success of regeneration plans</p>	<p>Higher levels of home ownership will contribute to the sustainability of regeneration plans by ensuring that people remain in the borough at more stages of their life cycles</p>	<p>Improving the health of the borough will underlie the success of the regeneration areas.</p>	<p>High quality public services, including transport networks and infrastructure, will be an essential prerequisite of the success of the regeneration areas.</p>	<p>Transport links are a fundamental part of the regeneration plans</p>
<p>Improve efficiency of road network</p>	<p>We are particularly keen to improve the efficiency of our limited and congested north-south roads. This will improve the performance of bus services such as Route 220</p>	<p>Our corridors programme aims to improve efficiency and reduce congestion and includes important east-west routes such as Goldhawk</p>	<p>Improving efficiency of the road network will improve access to key locations, particularly the north-south roads connecting our</p>	<p>Smoothing traffic flow and encouraging walking, cycling and public transport will contribute to the improvement of air</p>	<p>Most freight will continue to be transported by road, so improving the efficiency of the road network is vital for the efficiency of freight movement.</p>	<p>An efficient road network, with the lowest possible numbers of children being driven to school, will facilitate the development</p>	<p>Reducing traffic offences such as illegal parking will contribute to the efficiency of the road network. Research has shown</p>	<p>Improved efficiency of the road network, with less congestion, will contribute towards a cleaner, greener borough,</p>	<p>A more efficient road network will make the borough more attractive place to live and therefore help to</p>	<p>A more efficient road network will contribute to improving the borough's health in a number</p>	<p>A more efficient road network is both a high quality public service in itself and contributes to the efficiency of other public</p>	<p>The regeneration areas need an efficient road network, particularly to connect them north-south.</p>

				regeneration areas.	quality.		regeneration areas.	Road. We will also work with TfL on improvements to the TLRN east-west routes that run through the borough, i.e. the A4 and the A40.				of ways, from improving air quality to reducing response times of emergency services and improving access to medical facilities	services.		
Improve quality of streets				Higher quality streets will encourage walking and cycling and therefore improve connectivity, but mainly at the local level.	Improving the quality of streets will encourage walking and cycling and therefore improve air quality.	Neighbourhood and corridor plans aimed at improving the quality of streets will provide appropriate freight loading facilities.	Better quality streets will encourage children to walk and cycle to school	Improving the quality, comfort and safety of the street environment will be both a facilitator and a consequence of reducing crime and antisocial behaviour	Improved quality of streets, with less clutter will contribute to a cleaner, greener borough	Better quality streets will make the borough a more attractive place to live and therefore help to encourage home ownership	Better quality streets, by encouraging walking and cycling, will contribute to the health of borough residents	Providing and maintaining high quality streets is a highly visible public service	Regeneration areas will be designed to incorporate high quality streets.		
Improve air quality				Identical objective/challenge	Use of rail and water for freight where possible, and electric and cleaner fuelled delivery vehicles, will help improve air quality	Improving air quality will improve children's health and their learning ability	Improving air quality is a key component of a cleaner, greener borough	Better air quality will make the borough a more attractive place to live and therefore help encourage home ownership	Improving air quality will improve the health of the borough's residents	Better air quality will make the borough a more attractive place to live and therefore help encourage home ownership	Improving air quality will improve the health of the borough's residents		Better air quality will make regeneration areas more attractive		

Make it easier for everyone to gain access to transport opportunities	Improving north-south public transport connectivity will assist this.	This will make access to transport opportunities easier	This will make access to transport opportunities easier	Improving opportunities for walking, cycling and public transport use and improving air quality complement each other	Improving efficiency of freight movement will give local businesses opportunities to access markets	Improving opportunities will enable children and adults from all sections of the community to access high quality education facilities	Reducing crime and fear of crime on-street, at stations and bus stops will reduce a significant barrier to accessing transport opportunities.	Measures such as decluttering will reduce barriers to travel.	Increasing opportunities will increase the attractiveness of the borough as a place to live and therefore help encourage home ownership	Greater access to transport opportunities will improve the health and well-being of borough residents	Increasing transport opportunities requires high quality public services, road maintenance and public transport	Improved transport opportunities are a key to the success of the regeneration areas
Control parking spaces fairly		Parking controls are an important part of the efficiency of the highway network	Parking controls can reduce short commuter car trips, thereby reducing congestion and improving connectivity	Parking controls can reduce short commuter car trips, thereby improving air quality	Fair parking controls will give businesses appropriate loading facilities.	Need to protect residents from cars taking children to schools		Parking controls can help to reduce short commuter car trips and thereby improve the environment	Parking controls can make the borough a more attractive place to live, thereby helping to encourage home ownership	Parking controls can ensure necessary access for disabled residents	We aim to maintain and improve the quality of the council's Parking Service	Appropriate parking controls will be essential to the success of the residential areas.
Reduce numbers killed and injured		Corridor improvements will incorporate road safety improvements. A large proportion of delays on the road network are the result of collisions	Making roads safer will encourage walking and cycling and contribute to improvement of air quality	A particular issue is the high proportion of cyclist injuries caused by HGVs. Our LIP has a programme of HGV-cyclist training and awareness	Improving road safety will enable more children to walk and cycle to school	Danger from vehicles contravening regulations will be reduced as part of our road safety programme	Improved road safety will encourage walking and cycling and contribute to a cleaner greener borough	Improved road safety will make the borough a more attractive place to live				

2.6 Transport Problems, Challenges and Opportunities in Hammersmith & Fulham

- **Problems**

The main transport problems facing the borough are:

- The relatively poor level of personal accessibility available to many borough residents, particularly disabled people
- The congestion of road traffic and the overcrowding of rail services, particularly at peak times and particularly on the limited number of north-south road and rail routes in the borough
- The recent and predicted future growth in the demand for travel
- The environmental consequences of transport use, notably air quality, noise and visual intrusion
- Insufficient car parking supply to match increased demand (both on and off-street)
- Public transport service performance and provision
- The economic impact of transport/traffic conditions
- The impact of air travel on the borough
- Unpleasant or unsafe road conditions for vulnerable road users, i.e. pedestrians and cyclists.

- **Challenges**

The essential transport challenge facing H&F is the need to tackle the transport problems outlined above to improve the opportunities and quality of life of existing borough residents and businesses while accommodating the additional demands placed on the borough's transport system by employment and population growth and the regeneration of the most deprived parts of the borough. This can be summarised as:

- The need to co-ordinate transport, land-use planning and economic development

- **Opportunities**

The borough has limited opportunities to deliver additional transport capacity on either the highway or public transport networks. Given the predicted increase in jobs and population in the borough promoted by the 2010 London Plan and the five regeneration areas in the borough, there is an increased need to maximise the capacity of the existing networks.

We think this can be achieved by the highway and transport authorities carrying out the necessary upgrades to the rail networks, and improvements to the efficiency of the highway network, and through a tailored package of travel demand management initiatives to minimise the need to travel, especially by car.

Through the TfL funded integrated transport programme and the council funded annual footway maintenance programme we have the opportunity to secure access improvements for all pedestrians, particularly people with disabilities.

2.7 Borough Transport Objectives

The borough transport objectives have been drawn up taking into account all these factors. They are:

- 1. Support sustainable population and employment growth in the five regeneration areas - White City Opportunity Area, North Fulham Regeneration Area, Hammersmith Town and Riverside, South Fulham Riverside and Old Oak Common and Hythe Road area.**

Timeline; This work will continue throughout the period of the LIP2, up until 2031. Transport studies for several of the regeneration areas are well advanced, with the next two years or so being taken up with design work and construction beginning after that. Old Oak Common is likely to be towards the end of the plan period, depending on the timescale for HS2.

- 2. Improve the efficiency of our road network**

Timeline; Ongoing throughout the plan period to 2031.

- 3. Improve the quality of our streets**

Timeline; Ongoing throughout the plan period to 2031.

- 4. Improve air quality in the borough**

Timeline; Ongoing throughout the plan period to 2031.

- 5. Make it easier for everyone to gain access to transport opportunities**

Timeline; Ongoing throughout the plan period to 2031.

- 6. Support residents and businesses by controlling parking spaces fairly**

Timeline; Ongoing throughout the plan period to 2031.

- 7. Reduce the number of people injured and killed on our streets**

Timeline; Ongoing throughout the plan period to 2031.

The following chapters show how we intend to translate these high level objectives into practical and deliverable programmes.

2.8 How the MTS Goals can be achieved in the borough

Goal	Challenges	Outcomes	H&F Contribution
Support economic development and population growth	Supporting sustainable population and employment growth	Balancing capacity and demand for travel through increasing public transport capacity and/or reducing the need to travel	The council will work with TfL and other public transport operators to secure improvements in public transport. Where appropriate we will aim to secure contributions from developers for improving public transport capacity. We will seek to reduce the need for (motorised) travel through smarter travel programmes, including school and workplace travel plans, land use planning policies that encourage development to locate housing near to local facilities or provide such facilities and encourage innovative practices such as home-working and teleconferencing We will campaign for additional rail stations, notably on the Central Line at Du Cane Road and HS2/Crossrail hub station at Old Oak Common.
	Improving transport connectivity	Improving people's access to jobs	We will seek to improve safety and conditions for pedestrians and cyclists. We will promote further public transport improvements such as better services on the West London Line (including the restoration of the direct link to Gatwick airport).
		Improving access to commercial markets for freight movements and business travel, supporting the needs of business to grow	We will cooperate with TfL in smoothing and improving traffic flow on the borough's roads, particularly the limited number of north-south routes in the borough, through the LIP corridors programme and better control of streetworks.

	Delivering an efficient and effective transport system for people and goods	Smoothing traffic flow (managing delay, improving journey time and reliability and resilience	We will contribute to smoothing traffic flow through the implementation of our network management duties, the better management of streetworks, including the new permit system, and our neighbourhoods and corridors programme
		Improving public transport reliability Reducing operating costs	The above measures will contribute to improving public transport reliability and reducing operating costs
		Bringing and maintaining all assets to a state of good repair	We aim to bring all assets to a state of good repair through our LIP maintenance programme and our own revenue funds. To include, specifically, accessibility improvements e.g. dropped kerbs and complaint footway gradients. We will collect data on asset conditions for all London boroughs on behalf of TfL
		Enhancing the use of the Thames for people and goods	We will work with TfL, river service operators and other partners to secure the provision of more river passenger services in south west London, e.g. river taxis and scheduled services between the Fulham Riverside development area and central London and Putney Bridge. We will furthermore promote step free access on all river passenger services and terminals within the borough.
Enhancing the quality of life for all Londoners	Improving journey experience	Improving public transport customer satisfaction	The council will contribute to improving public transport customer satisfaction by improving the safety, convenience and quality of access (to include the height of bus stops, seating and shelters, countdown and step free access to stops and stations) through our neighbourhoods and corridors LIP, and council revenue funded maintenance programme
		Improving road user satisfaction (drivers, pedestrians, cyclists	We will contribute through our corridors and neighbourhood's programmes, in facilitating the implementation of cycle superhighways, in traffic smoothing and improving the management of highway works, to include step free access during works.

		Reduce public transport crowding	We will lobby and liaise with transport operators to secure public transport capacity enhancements, and where appropriate, secure developer contributions to such enhancements. We will encourage bus and rail passengers to transfer to walking, cycling or home-working where appropriate through travel plans and other smarter travel initiatives.
	Enhancing the built and natural environment	Enhancing streetscapes, improving the perception of the urban realm, and developing 'better streets' initiatives	We will introduce 'better streets' schemes as part of our neighbourhoods and corridors programmes, major schemes for which we intend to bid for funding (e.g. Goldhawk Road) and developer funded schemes. Our better streets are designed so as to meet the needs of all road users including the mobility and visually impaired.
		Protecting and enhancing the natural environment	We will seek to preserve and enhance the natural environment wherever possible as part of our transport programmes, e.g. by planting street trees and protecting and enhancing our existing street trees (ensuring their roots do not compromise pedestrian movement) and areas of natural interest.
	Improving air quality	Reducing air pollutant emissions from ground-based transport, contributing to EU air quality targets	We will contribute by encouraging walking and cycling through our smarter travel, neighbourhoods and corridors programmes, encouraging the use of electric and other cleaner vehicles by offering discounts on parking permits and securing the introduction of more electric vehicle charging points (without compromising road user safety), and planting more street trees.
	Improving noise impacts	Improving perceptions and reducing impacts of noise	We will examine the areas which are subject to the highest levels of transport noise as part of our corridors and neighbourhoods and maintenance programmes. Where appropriate, we will undertake measures to mitigate the noise, such as planting trees, installing acoustic barriers and resurfacing roads with 'quieter' materials. Greater use of electric vehicles, walking and cycling will also contribute to noise reduction
	Improving health impacts	Facilitating an increase in walking and cycling	Our corridors and neighbourhoods and smarter travel programmes all aim to encourage more people to walk and cycle, including the mobility impaired and the elderly.

Improving the safety and security of all Londoners	Reducing crime, the fear of crime, and antisocial behaviour	Reducing crime rates and improving perceptions of personal safety and security	Our Community Safety Board aims to reduce crime and antisocial behaviour. Our corridors and neighbourhoods programmes will help in this by improving the quality of streets and public spaces making all road users feel safer and more confident in navigating our network. All ability cycle training will give cyclists the skills, knowledge and confidence to ride on roads rather than footways.
	Improving road safety	Reducing the number of road traffic casualties	Highway engineering measures to reduce collisions and casualties will be a key part of our corridors and neighbourhoods programmes, and improving asset conditions will contribute to this, e.g. by improving road surfaces. Our smarter travel programme includes cycle training and road safety education.
	Improving public transport safety	Reducing casualties on public transport networks	We will co-operate with them on any proposals to improve safety at bus stops and station entrances as appropriate
Improve transport opportunities for all Londoners	Improving accessibility	Improving physical accessibility of the transport system and improving access to services	Our neighbourhoods and corridors programmes will assist in improving the physical accessibility of the transport system, e.g. in making bus stops accessible, installing dropped kerbs, accessible crossings and suitable footway gradients to improve the accessibility of walking and cycling routes to bus stops and rail stations
	Supporting regeneration and tackling deprivation	Supporting wider regeneration	Transport studies are being developed for our major regeneration sites at White City, Earls Court, Fulham Riverside, Hammersmith Town Centre and Old Oak Common
Reduce transport's contribution to climate change and improve its resilience	Reducing CO ₂ emissions	Reducing CO ₂ emissions from ground transport	Our corridors, neighbourhoods and smarter travel programmes will contribute to the reduction of CO ₂ emissions by encouraging walking and cycling and the take up of electric and other green fuelled vehicles
	Adapting for climate change	Maintaining the reliability of transport networks	We will work with TfL, other boroughs and other partners to ensure an appropriate and practicable response to extreme weather conditions such as heavy snow and ice or prolonged heat-waves and droughts. In particular to meet the needs of vulnerable residents in these circumstances.
Support delivery of the London 2012 Olympic and Paralympic	Developing and implementing a viable and sustainable legacy for the	Supporting regeneration and convergence of social and economic outcomes	We are a host borough and will work with TfL and the ODA to meet our Olympic obligations in ensuring that the Games run smoothly with minimal disruption to all of our residents and businesses.

Games and its legacy	2012 games	between the five Olympic boroughs and the rest of London. Physical transport legacy Behavioural transport legacy	The implications of the Olympic Route Network, the volleyball at Earls Court and the Road Race along Fulham Road will all need to be considered together.
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2.9 Equality Impact Assessment

Our EQIA and its relation to how the boroughs transport objectives is presented in appendix 1 on page 86. An initial screening assessment was undertaken during the drafting stage of the LIP2 preparation process, which involved assessing whether the draft proposals would have a high or low, positive or negative impact on the following equality groups; race, disability, gender, age, sexual orientation, religion/belief and socio-economic group.

None of the objectives were found to have a negative impact and most had positive impacts, notably objective 5 'to make it easier for everyone to gain access to transport opportunities'.

Therefore a full EQIA was not undertaken and it was not felt to be necessary to modify the objectives in light of the EQIA.

2.10 Strategic Environmental Assessment (SEA)

The Strategic Environmental Assessment of the LIP2 is presented as appendix 3 on page 108. We have cross referenced the goals, challenges and outcomes of MTS2 with the council's core values as expressed in the Hammersmith & Fulham Community Strategy (LSP SCS). From this we developed the SEA objectives which are identical to those of the LIP2 itself.

As the SEA and LIP objectives were developed together, it was not felt necessary to modify the objectives in the light of the SEA.

3. DELIVERY PLAN

3.1 Introduction

This chapter sets out our delivery plan to achieve our LIP objectives, as identified in Chapter 2. It is structured as follows:

- Section 3.2 identifies potential funding sources for 2011/12 to 2013/14.
- Section 3.3 summarises our **delivery actions** for this time period and beyond, and describes how the proposed interventions will deliver our LIP objectives.
- Section 3.4 sets out our high level **programme of investment** for this time period (extending to 2015/16 with respect to our proposed major schemes), based on the delivery actions. This section also describes how our more detailed annual programme will be drawn up in the form of an **Annual Spending Submission** to Transport for London.
- Finally, Section 3.5 outlines our approach to **programme risk management**.

3.2 Potential funding sources

Table 3.1 identifies potential funding sources for implementation of our LIP, including our three-year LIP funding allocation from TfL, contributions from the council's revenue support grant and funding from other sources including developers, local businesses, and specific grants from government (e.g. the Community Infrastructure Fund). These funding levels may vary in total and between individual years of the programme.

Our key source of funding is our LIP allocation from TfL, which amounts to £8 million across three years for LIP-funded schemes.

We have supplemented this with £15 million of the council's own funding. This represents a significant investment in our transport networks given the current economic climate. Of this, £11 million has been allocated to maintenance. This will enable us to meet our challenging road condition target and ensure that Hammersmith & Fulham maintains its high position in the borough road condition ranking. A further £2.3 million has been allocated to our extensive parking control review programme in line with our LIP objectives. £300,000 has been allocated to traffic management and a further £300,000 to smarter travel addressing our specific LIP objectives in these areas.

Funding from third party sources is estimated at £7.3 million, of which the vast majority is made up of section 106 contributions from developers. Development is likely to begin in the five regeneration sites in the borough over the next three years and the figure of £7 million is based on the need to invest in local transport infrastructure improvements to support high density developments in these areas.

INDICATIVE INVESTMENT IN TRANSPORT PROJECTS FROM 2011/12 TO 2013/14 (ALL FIGURES ARE IN £000'S)

Funding Source	2011/12	2012/13	2013/14	Total
• Integrated Transport				
LIP allocation*	£2,072	£1,988	£1,704	£5,764
Council capital/revenue funding**	£1,100	£900	£900	£2,900
Third Party Sources	£100	£100	£100	£300
Developer contributions***	£1,000	£1,000	£5,000	£7,000
Total	£4,272	£3,988	£7,704	£15,964
• Maintenance				
LIP allocation**	£450	£450	£450	£1,350
council capital/revenue funding**	£3,484	£3,533	£3,584	£10,601
Total	£3,934	£3,983	£4,043	£11,951
• Major Schemes				
Fulham Palace Road slip-road				
• LIP major scheme funding	£2,760	-	-	£2,760
• Other funding sources				
Goldhawk Road				
• LIP major scheme funding	-	£1,000	£2,000	£5,000
• Other funding sources		£1,000	£1,000	

* The LIP funding figures are correct as at 4 November 2010. Subsequently the Mayor has announced that the relative reduction in annual funding across London will be partially reversed and that additional funding will be available to boroughs.

** These figures are based on previous years' funding allocations and do not take into account the results of the October 2010 comprehensive spending review

*** These figures are a 'best estimate' based on previous developer projects' annual out turns and the predicted level of development in the borough over the next three years, including the five regeneration areas. A number of Development Infrastructure Studies (DIFS) are underway which will clarify this figure in due course.

3.3 Delivery Actions

This section identifies the type of interventions we are proposing to use to deliver our LIP objectives and shows how they will contribute to meeting our targets and the MTS2 goals. The proposed interventions are consistent with the proposals outlined in MTS2 (as summarised in Table A.2, Appendix A), and are based around the following MTS themes:

- Managing and enhancing the transport network
- Encouraging more cycling and walking
- Improving safety and security

- Improving London’s environment
- Reducing transport’s contribution to climate change and improving resilience
- Managing the demand for travel

The following seven paragraphs (3.4 to 3.10) demonstrate the links between our delivery actions and our seven LIP objectives, and show how our programme will deliver the targets identified in Chapter 4.

The priorities presented here have been subject to an Equality Impact Assessment (EIA), to ensure that they do not discriminate against any groups and that equality is promoted wherever possible. Further information on our delivery actions and the findings of the EIA are presented in Appendix 1.

Each objective has a series of delivery actions that the council and its partners will carry out. These are the same options that were consulted on as part of the transport objectives consultation, the results of which are summarised in our statement of community engagement in Appendix 2.

3.4 Objective 1 – To support sustainable population and employment growth in the boroughs five regeneration areas

We have designated five areas in the borough which we consider to be suitable for significant redevelopment to meet the employment and housing targets set both nationally and regionally.

- White City Opportunity Area
- North Fulham Regeneration area (Earls Court/West Kensington)
- South Fulham Riverside
- Hammersmith Town and Riverside
- Old Oak Common and Hythe Road area

Each of these areas are different in size, profile and transport accessibility and the table below gives the indicative values for new jobs and homes in each area:

	Homes	Jobs
White City Opportunity Area	5,000	10,000
North Fulham regeneration area	2,000	6,000
South Fulham Riverside	2,200	500
Hammersmith Town and Riverside	1,000	5,000
Old Oak Common and Hythe Road area	1,600	5,000
total	11,800	26,500

We consider that the following delivery actions will allow us to meet Objective 1 and our modal share targets set out in Chapter 4.

- **Improvements to bus and rail travel**

The borough is highly dependent on the Underground. Thirty-six per cent of our employed residents travel to work by tube - the highest proportion of any London borough. The Wimbledon branch of the District Line in Fulham is the most overcrowded section of Underground in west London. Improving capacity on the Piccadilly Line tube trains is needed in particular and would cater for an expected growth in population and employment opportunities in H&F and west London. Increased capacity would also improve air quality as these changes could reduce the number of people travelling to Heathrow airport by car. We welcome the government's decision to cancel the proposed third runway at Heathrow but there is still scope for an increase in passenger numbers at the airport. The development of the Fulham Regeneration Area in particular is dependent on the planned improvements to the Piccadilly and District lines. While the implementation of these improvements are beyond the council's control, we will lobby in support of them, undertake appropriate complementary access measures on our highway network and, where appropriate, seek to secure developer contributions to the improvements.

Similarly significant regeneration in the borough is reliant on the delivery of Crossrail and the capacity it frees up on the Central Line which serves the White City Opportunity Area.

- **Promoting high speed rail**

We welcome the last government's decision to progress a proposal for a High Speed Rail line (HS2) from London to the Midlands and North, which includes a station at Old Oak Common which will provide interchange with Crossrail, Heathrow Express and the Great Western main line. We also welcome the coalition government's decision to proceed with HS2 and we aim to secure their commitment to the provision of a station at Old Oak Common as soon as possible. Such a station will provide a major stimulus to the regeneration of the area and is supported by Brent and Ealing councils and the Park Royal Partnership.

Construction of HS2 is not expected to start until 2017, after the timescale of this delivery plan, but the council will continue to work with HS2, the Department for Transport (DfT) and TfL on developing studies to support the transport and regeneration cases for an Old Oak Common station and on plans for public transport and road access to the station.

- **Improved road connectivity**

Options for improved road connectivity will be developed and explored for each of the regeneration areas. Improvements at South Fulham Riverside and Old Oak Common are particularly important. Our major scheme at the Fulham Palace Road will improve north-south journey times and reliability. On the whole, however, opportunities for major road construction are extremely limited and improvements will largely be achieved through measures such as 'traffic smoothing' and the review and removal of traffic signals (see below). It would not be possible to provide sufficient infrastructure to meet unrestrained demand.

Complementary demand management measures will be needed to ensure that any increased capacity is not taken up by commuters transferring from walking, cycling or public transport.

- **Travel Demand Management principles**

Travel Demand Management (TDM) is an important tool in managing the impact of additional trips generated by new development. TDM initiatives come in a variety of packages, from off-street parking policies to master-planning areas to reduce the need to travel, especially by car.

As part of our overall approach to regeneration areas the demand management measures we will promote include restraint-based workplace parking standards, school and workplace travel plans, and the promotion of walking, cycling , public transport, home-working, smart-working and teleconferencing.

According to the latest research from TfL, the average H&F resident of Hammersmith & Fulham makes 2.9 trips per day making the boroughs population one of the most mobile in London. The following table shows how our residents choose to make those trips given the relative availability of the various transport networks.

Mode	Share
Rail	1%
Underground	14%
Bus	17%
Taxi/other public transport	3%
Car/motorcycle	24%
Bike	4%
Walk	37%
Total	100%

Whilst our car/motorcycle mode shares are amongst the lowest in London, we recognise that our borough is suitable for more active modes such as cycling and walking, and that our road network is the most congested in London. We have set challenging targets for walking and cycling which we intend to support with a wide range of projects and initiatives.

In order to support the travel needs of 11,800 new homes and 26,500 jobs, exemplar TDM policies and practices will be required which will be developed through the special planning documents for each site and aligned to the smarter travel programme of work carried out by the boroughs to manage our existing trip making profile.

- **Transport studies to support regeneration**

One example of this approach is that we are working with the Greater London Authority (GLA) and TfL on a transport study to support varying levels of development within the White City opportunity area. The PTAL of the area is very good with three tube and rail stations serving the area. However the local and

strategic road network is already congested and there are limited opportunities to increase capacity. The studies include extensive reviews of the public transport networks, both current and planned, in and around the regeneration areas.

In order to support growth, a package of mitigation initiatives is being prepared to maximise the efficiency of the local transport networks and provide increased capacity where possible. A set of demand management initiatives are to be established as part of the planning framework to maximise mode shift (where people change which form of transport they take) opportunities which will be supported by tailored off-street parking policies and travel planning tools. These include accessibility considerations and consider links to wider social issues such as obesity and health inequalities.

Investment in the local highway and public transport networks will be funded through an infrastructure fund that developers in the opportunity area will have to contribute to enable some of the cost of the interventions to be appropriately spread throughout the opportunity area.

Our programme of investment over the next three years has been tailored to ensure that no highway capacity is removed from the road network surrounding the opportunity area and the wider area of travel influence.

3.5 Objective 2 – To improve the efficiency of our road network.

Due to our location at the western inner/outer London boundary we are plagued by through-traffic using our few river crossings or coming from Heathrow. It is important to maintain economic growth by reducing congestion without releasing suppressed demand through appropriate traffic smoothing techniques.

Hammersmith & Fulham shows the highest annual vehicle delay per kilometre of network, with 7.6 million vehicle minutes being lost each year, followed closely by Kensington & Chelsea with 6.9 million vehicle minutes. (Travel in London, TfL report number 1)

We consider that the following delivery actions will allow us to meet Objective 1 and our modal share, bus and CO2 targets set out in Chapter 4.

- **Capital investment on the Strategic Road Network**

The strategic road network in London is made up of the Transport for London Road Network (TLRN) and the Strategic Road Network (SRN). The following roads are part of TLRN the in the borough. The plan on page 12 shows the TLRN and the SRN in the borough.

- **A4 – The Westway**
- **A40 – Great West Road**
- **A3320 – West Cross Route**

In addition under the Traffic Management Act 2004 several roads were designated as part of the strategic road network (SRN) for which TfL are not the highway authority but have extended powers and responsibilities.

The current TfL programme of investment on the TLRN in Hammersmith & Fulham are two schemes as follows:

- **Improving the pedestrian crossing environment at the junction of Talgarth Road with Gliddon Road and Palliser Road.**
- **Improving the pedestrian and cycling facilities along the A4 Talgarth Road.**

We support both these schemes and would welcome additional projects to improve efficiency and safety on the TLRN.

Every year we undertake road condition surveys on behalf TfL and the London boroughs on the SRN (the Road 2000 project). TfL uses the condition data results to allocate funding to the boroughs, and the boroughs use the data to report national indicators and prioritise maintenance works.

The condition data provides information on roads or sections of roads that should be considered for structural maintenance. Overall the condition of the network has generally been improving. However, in some recent years there has been a decline.

The Hammersmith & Fulham borough principal road network (BPRN) is approximately 71.5 lane km in length. If we assume the average lane width is 3.5m (conservative), then the network is approximately 250,000m². Based on historical trends and rates of deterioration we estimate that we need to resurface the BPRN every 10 to 15 years. As a guide therefore approximately 16,500m² should be treated every year to meet this target.

Our current funding of £350,000 per year is sufficient to resurface approximately 10,000m² per annum (resurfacing rate of £35/m²). Therefore if the current level of funding is kept consistent then there will be a shortfall of 6,500m² on the BPRN. 6,500 m² represents around 3 percent of the network deteriorated that has already deteriorated and we are unable to treat.

This will lead to a deterioration in the condition of the network with an increase in the percentage of the overall condition index (CI) greater than 70.

This can be seen by the increase in the CI over 70 increasing from 6 percent in 2008/09 to 8.4 percent in 2009/10. This trend is likely to continue

We therefore continue to be concerned that, unless funding is provided, the condition of the network will deteriorate to a point that will take many years to address and subsequently reduce the backlog to acceptable levels.

- **Coordination of roadworks**

H&F are one of the pioneer boroughs to introduce a permit system for roadworks. This has given us greater power to coordinate roadworks and reduce disruptions.

The Traffic Management Act 2004 put into place a number of changes regarding the management of road and street works as well as a number of other activities. It set in place a legal requirement for each highway authority to effectively manage their network while taking into account the impact of such works/activities on neighbouring boroughs' networks. This was under Section 16 of the act called the **Network Management Duty (NMD)**. This placed a duty on the council to effectively coordinate all works/activities on the network, with a view to achieving (so far as may be reasonably practicable having regard to their other obligations, policies and objectives) the following overriding objectives:

a) securing the expeditious movement of traffic on the authority's road network

b) facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.

In addition the Traffic Management Act 2004 allowed the council additional controls in the form of setting up a Permit Scheme which allow the council to charge a fee for assessing work permits and to impose conditions on works that would help minimise disruption.

In October 2009, with 18 other councils, H&F devised and ran a pilot permit scheme, which became the first such programme in the UK. IN January 2010, the London Permit Scheme (LOPS) was introduced permanently. It enabled more effective coordination applying the following guiding principles:

a) Advance plan and coordinate works with all stakeholders

b) Ensure safety

c) Minimise inconvenience to people using a street, including a specific reference to people with a disability

d) Protect the structure of the street and the integrity of apparatus .

It is the objective of the LoPS to achieve the following:

a) Provide an environment to help each of the permit authorities operating the LoPS to meet their NMD; and

b) Support those seeking to minimise disruption and inconvenience across London by encouraging good practices, mutual and collaborative working arrangements and a focus on coordination and getting it right

c) Encourage a high emphasis on safety for everyone including site operatives and all other road users with special emphasis on people with disabilities

d) Encourage a sharing of knowledge and methodology across the industries working within the London Permit Scheme

e) Emphasise the need to minimise damage to the structure of the highway and all apparatus contained therein

f) Provide a common framework for all activity promoters who need to carry out their works in London

g) Treat all activities covered by the scheme and activity promoters on an equal basis.

The scheme evaluates these objectives and makes sure they are being met by having four focused taskforce groups consisting of both member highway authorities, public utilities as well as independent stakeholders to monitor the key performance indicators (KPI) and objective measures (OM). A permit operational committee has also been set up to establish the scheme and monitor that objectives are being met.

The key performance measure is as follows:

KPI 1 - The number of permit and permit variation applications received, the number granted and the number refused

KPI 2 - The number of conditions applied by condition type.

In addition each LoPS permit authority will also apply the optional KPIs 4 and 5 from the Permit Code of Practice to demonstrate parity of treatment between their own road works and streets works undertaken by statutory undertakers.

KPI 4 - The number of occurrences of reducing the application period

KPI 5 - The number of agreements to work in Section 58 and Section 58A restrictions. (Details of Section 58 and 58A restrictions will be provided as required under Section 8.3 of the Code of Practice for Permits).

These KPIs apply to both road works and street works and will be produced at least once a year and will be discussed at coordination or similar meetings. KPIs 1, 2, 4 and 5 will also be used to measure parity in respect of the application of the provisions of the Permit Scheme. If any promoter considers that they are not being treated in accordance with Regulation 40 then they can take the matter up either through the regular coordination or similar meeting or the dispute resolution procedures highlighted in Section 16.

In addition the scheme set up objective measures (OM), on which each council must report. These are as follows:

OM 1 - Average journey times

- a) To compare average journey times pre and post LoPS implementation.
- b) To compare average journey times on routes through authorities operating LoPS to similar routes in authorities not operating LoPS.

OM 2 - Journey time reliability

- a) To compare journey time reliability on routes pre and post LoPS implementation.
- b) To compare journey time reliability on routes through authorities operating LoPS to similar routes in authorities not operating LoPS

OM 3 - Number of days of Section 74 (work overruns)

- a) The percentage number of overrun days pre and post LoPS implementation.

OM 4 - Average duration of works by work type

- a) The average duration of works by work type pre and post LoPS implementation.
- b) The average duration of works by work type on a permit application compared to the granted permit

OM 5 - Inspections

- a) The number of failed sample A and permit condition checks as a percentage of the total number of those inspections undertaken

OM 6 - Number of collaborative works

- a) The number of instances of collaborative working as a percentage of the number of permits issued.
- b) The total concurrent number of days of collaborative working compared to the total number of days if those works had all been carried out separately.

OM 7 - Number of deemed permits

- a) The number of deemed permits as a percentage of the number of permits issued per work type and road category.

OM 8 - Number of conditions applied by condition type

- a) The number of conditions applied by condition type as a percentage of the number of permits issued and compared between LoPS permitting authorities.

OM 9 - Number of times that works have been undertaken on a road with S58 or S58a restrictions

a) The number of times works take place on roads with a S58 or S58a restriction pre and post LoPS implementation.

- **Smarter travel demand management initiatives**

Smarter Travel is the umbrella programme of work which describes the initiatives and projects that promote sustainable and active modes of transport. It covers projects from road safety to business travel planning all with the same goal to encourage fewer trips by car.

We have an extensive Smarter Travel programme which, by encouraging walking, cycling, public transport use and home-working, reduces the number of car journeys for which there is an acceptable alternative, thereby reducing congestion and improving the efficiency of the road network. Measures include school and workplace travel plans, travel awareness campaigns and road safety education and training, which by reducing collisions will reduce disruption to the highway network.

- **On-street parking restrictions and enforcement**

Incidences of congestion can often be traced to incidences of illegal and/or inconsiderate parking. Parking controls will be reviewed as part of our corridors and neighbourhoods programmes and we also have a programme of reviewing our controlled parking zones (CPZ). For example, we intend to consult on a match day parking scheme in the south of the borough, which would reduce football match car traffic.

The Traffic Management Act 2004 provides for the decriminalisation of moving traffic offences and the council has been taking enforcement action against a number of them. We use our increasing network of CCTV cameras to facilitate this enforcement and we intend to procure a mobile enforcement unit to cover those areas that cannot be enforced using our static cameras.

- **Highway network performance monitoring**

We prioritise road investment using a simple assessment tool taking into account all the appropriate modal inputs that were the basis of LIP1 capital funding.

We propose to deliver significant improvements to Fulham Palace Road, Askew Road and Goldhawk Road over the three year period of the LIP2 delivery plan. Goldhawk Road will be subject to a major scheme submission on the basis of an independent multi-modal visioning study completed in October 2010. The study broadly indicates that significant benefits can be made to Goldhawk Road without compromising the effectiveness of it to support its current and predicted levels of traffic. The early cost estimates for this flagship project are £5m, which in the current financial climate, will be difficult to secure. However we are confident that with the current available sources of funding, including developers and the business case the study promotes, that the scheme is viable and deliverable.

- **Traffic signals timing review and rationalisation**

We will continue to work with TfL to support their signal timings review programme and modernisation programme. We support the rationalisation of traffic signals on our network and will work with TfL to identify those sites we believe to be extraneous and consult on alterations to increase network capacity and reduce congestion.

We are one of only a few boroughs to have already removed traffic signals from our network. In 2008 as part of a bus priority scheme on Hammersmith Road, a three-arm signalised junction was removed from the network and replaced with a single straight-across puffin crossing. The joint benefit of this, with associated bridge strengthening and new peak time bus lane was a saving of 29 seconds per bus. With 40 buses per hour, this provided good value for money with a first year rate of return of 90 percent on a £1 million investment.

In 2010 we identified a further set of signals that were potentially unnecessary. On Shepherds Bush Road two pelican crossings are closely located between the junctions of Netherwood Road and Blythe Road. We carried out a feasibility study as part of our 2010 local transport funding programme to assess performance and followed this with a local consultation regarding the potential removal of the northernmost crossing. The consultation was positive and the crossing has since been removed leaving the existing traffic island and upgrading of the southern crossing to a puffin along with improvements to the side road junctions approaching the retained crossing.

- **Bus Priority**

Both TfL and the council have a role to play in the efficient movement of buses through our road network. In January 2011 an audit was carried out across all 45 bus lanes in the borough in order to assess their current restrictions and enforceability. The results of this review have influenced the capital programme of investment and works are planned under the councils CPZ programme and the 11/12 corridors programme to ensure that our bus lanes are fit for purpose and current traffic conditions.

Our flagship major project at Fulham Palace Road has been shown to significantly improve bus journey times at this busy junction (details on page 54). This together with our integrated transport funded corridor scheme that will see a significant amount of pelican crossing upgraded to puffin crossings will further improve bus journey times and service levels for the many residents who use this mode.

The principle of bus priority project work was well developed and delivered over the last eight to ten years for a key input into our integrated transport corridors programme. In addition to Fulham palace Road 11/12 will see another key north south route in the borough addressed, Scrubs Lane.

- **Cycle parking and Cycle Super Highways**

Over the last ten years we have implemented many projects under the Local Cycle Network (LCN) programme and installed many on street cycle parking facilities. The last comprehensive count was carried out in 2001 which revealed that we had capacity to park 1500 cycles on street (to dedicated cycle stands). Given the level in investment over the last 10 years it is likely that this figure is now well over 2000.

Through our integrated programme of investment and planning procedures we aim to install space for 100 bikes to be parked on street per year. Given our aspirational regeneration targets and trajectories and the draft replacement London Plan housing targets it is likely that another 2000 cycle parking spaces will be delivered off street as part of developments. This is broken down across the three years of the LIP2 deliver plan to; 500 spaces in 2011/12, 700 spaces in 2012/13 and 800 spaces in 2013/14.

There are two planned cycle superhighway routes planned to pass through the borough in the coming years. Route 10 in Shepherd's Bush in the longer term and route 9 from Hounslow to Hyde Park in the short term. We fully support the principles of the cycle superhighway programme and will work with TfL on its successful design and implementation.

The implementation of these routes will help us to achieve our aspirational cycling targets which we will support through the implementation of supporting measures such as additional cycle parking facilities along the route and cycle training delivered as part of our smarter travel programme.

3.6 Objective 3 – To improve the quality of our streets

Streets account for the largest part of public realm within our borough. They are an important part of our daily life, whether we walk, cycle or drive.

The appearance of the street will be a major factor in determining the quality of the local townscape. Our perception of places is shaped to a large extent by our experience of the streetscape.

The character and appearance of the boroughs streets is largely dictated by the demands placed upon them. For example, Hammersmith Broadway is a very busy interchange and important traffic node, whereas many of our residential streets have relatively low traffic flows, fewer signs, less clutter and a quieter, greener streetscape character. Good streetscape design should reflect this difference and promote street design which enhances local distinctiveness within an overall consistent framework.

(Taken from the introduction to Streetsmart our highway design guide – 2005)

We consider that the following delivery actions will allow us to meet Objective 1 and our modal share, bus and CO2 targets set out in chapter 4.

- **Annual programme of investment in local transport**

Case Study 1 – Goldhawk Road

Goldhawk Road Urban Realm Visioning Study Brief

Goldhawk Road runs between Shepherd's Bush Green in the east and Chiswick High Road in the west presents an unattractive and run down face. It is a wide road and the sections to the east of Coningham Road have been characterised by long stretches of central guardrail, which we have been progressively removing. This acts as a psychological as well as physical barrier to the two sides of the road. The study will be concentrated on the section east of Paddenswick Road, some 850 metres in length, however not forgetting the western section. The main section has a fairly even mixture of residential and commercial frontages, with commercial tending to predominate towards the east and residential towards the west. It contains Goldhawk Road underground station, on the Hammersmith and City/Circle lines, which has recently seen a large increase in the frequency of its service as a result of the reorganisation of the Circle Line, and the Southern entrance to Shepherds Bush market, for whose regeneration the council has recently issued a consultation draft brief. Goldhawk Road is on the London Bus Priority Network and has two high frequency routes, 94 (Acton Green-Shepherds Bush- Piccadilly circus) with 13 buses per hour and 237 (Hounslow - Brentford-Chiswick-White City) with 8 buses per hour in each direction.

We believe that there is great potential to overcome this barrier effect and stimulate the regeneration of Goldhawk Road by giving it a highway/urban design "makeover", drawing on the experience of recent cases such as The Cut in Southwark and Lambeth, Walworth Road in Southwark, Exhibition Road in Kensington and Chelsea and Ashford in Kent.

We have commissioned a visioning study which could show how the carriageway and footway space in Goldhawk Road could be redesigned so that the barrier effect could be overcome, street furniture rationalised and de-cluttered, high quality 'streetsmart' materials used and the road's ability to function improved, as a "living street" as well as a place for people to move along and across on foot, by bike, buses and private motor vehicles and for the movement of goods.

The study looked at:

- Land uses along the road – residents and businesses, their needs for servicing and how these can be managed and improved
- Pedestrian movements along and across Goldhawk Road
- Bicycle movements along and across Goldhawk Road
- Bus movements along Goldhawk Road and the provision of comfortable, convenient and accessible stops
- Private car, taxi and goods vehicle movements along and across Goldhawk Road

- Meeting the needs of disabled people to move along and across Goldhawk road, e.g. by providing level footways, dropped kerbs and tactile paving, decluttering street furniture to provide unimpeded passage.
- The history of personal injury accidents on Goldhawk Road with a view to mitigating underlying trends.
- Providing as many trees as possible to the extent that this is compatible with the other aims of the study.
- Improving the perception and reality of safety and security in Goldhawk Road and its junctions neighbouring streets.
- Carry out a streetscape healthcheck as advised by the Council's Streetsmart Design Guide to identify the potential for improving the visual aspect of the street in order to achieve a high quality public realm.

The vision document aims to show what could be done in Goldhawk Road. It is grounded in reality – i.e. assuming that the road will have to handle broadly similar levels of traffic to the present, but imaginative and will seek to meet the needs of the mobility and visually impaired community. It does not present a detailed programme of implementation but gives some indication of how it could be implemented incrementally, subject to resource availability, and a broad assessment of costs

In the current age of austerity we seek to ensure that our annual programme of investment achieves the best return possible in terms of improvements to the quality of our streets. Consultation is a key element of this. We also work carefully to ensure synergy between the council's divisions and departments, particularly capturing any opportunities from combining our maintenance work with a wider examination of transport issues. This includes reviewing traffic calming in all streets which are to be resurfaced and carrying out a street-scene audit to help reduce street clutter.

Our annual programme of investment includes highway and footway maintenance and neighbourhoods and corridors programmes, all of which aim to improve the quality of our streets. The plan on page 38 indicates the indicative projects from the corridors and neighbourhoods programme of works we intend to deliver in 2011/12.

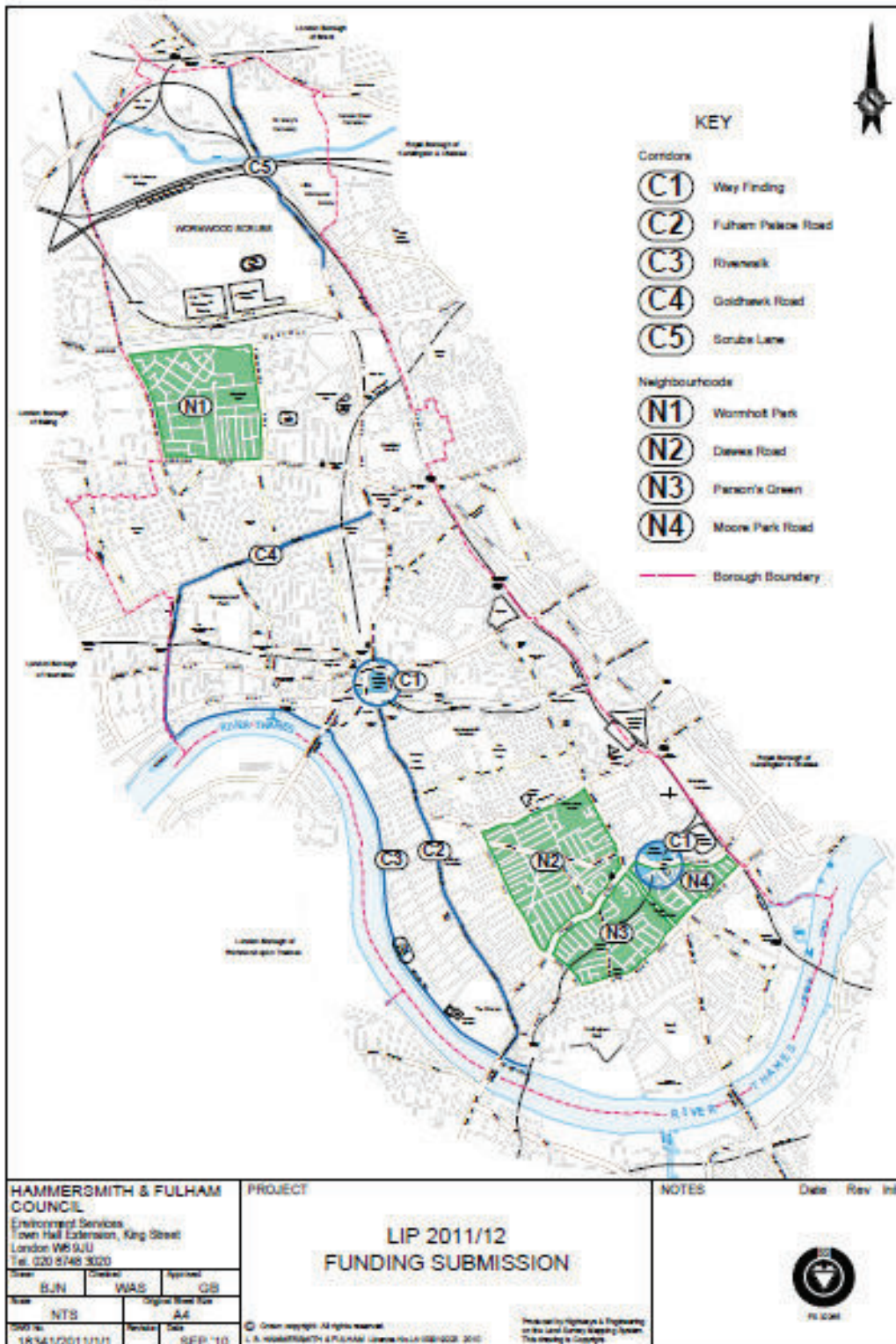
- **Highways Asset Management Plan (HAMP)**

The production of a highways maintenance management plan is not a statutory requirement, however we do have one in place that was approved in June 2006 and is under review at the moment.

The document describes the highways maintenance service, incorporating maintenance strategy, policies and standards and specifying how maintenance works are delivered. It is based on risk management, conforms to the requirements of the 2005 code of practice for highways maintenance management, and adheres to the principles of best value and continuous improvement.

The document is divided into the following sections; Introduction, Policy Framework, Service Delivery, Maintenance Strategy and Hierarchy, Inspection, Assessment and Recording, Condition Standards, Programming and Priorities, Sustainable Highway Maintenance, Financial Management and Performance Management.

It is through this plan and its current review that we shall work towards meeting our statutory obligations and our asset management targets as set out in chapter 4.



- **Extensive consultation for road improvements**

Engagement with the local community is seen as a key to the successful implementation of schemes. The council carries out 'blank canvas' consultations on all neighbourhood and corridor schemes where we seek to identify the concerns and issues of local people before considering any designs or proposals for the area. We then carry out further consultation on the proposals.

Additionally we seek to establish local stakeholder groups to work with on the detail of the schemes that we design. For example our proposals for improvements to the pedestrian realm of the Thames Path east of Putney Bridge in 2010/11 have been assisted by residents of the local senior citizens' home which is adjacent to and overlooks the Thames Path. Officers met these residents at an early stage of the design process and ensured that their local knowledge of the area and ideas for improvements were taken on board in the final design.

Consultation with blind and visually impaired people, as well as the disability forum, is essential should the council seek to promote a 'shared surface' scheme. The successes or otherwise of shared surface schemes lie in the balance of accessibility, aesthetic and practical considerations and current legislation.

- **Wayfinding, pedestrian directional signage system**

The council aims to be sensitive to the needs of local people and aims to align its annual programme to address specific community concerns. A case in point was the opening of Westfield shopping centre in Shepherds Bush in 2008, which is the largest urban shopping centre in Europe. Local businesses including representatives of Shepherds Bush market were concerned that they would lose business and that the increased footfall resulting from Westfield would not translate into benefits for the wider business community in the area. They were particularly keen to have new signage introduced in order to ensure that visitors to the area were aware of the nature and location of points of attraction in the wider Shepherds Bush area. We responded to these concerns by prioritising the design and erection of Legible London wayfinding in this area.

The council set up a local stakeholders group consisting of officers, business owners and residents in order to ensure that the design captured all local points of interest. The erection of wayfinding pillars was matched by the removal of other signs in the area as part of a decluttering exercise.

The wayfinding signs are a product of the Transport for London's Legible London system of wayfinding. This type of signage differs as it uses a 'heads-up' rather than north-up means of navigation depicting the face of the map as the same way as the user is facing. This helps people understand their immediate environment more easily and, in particular, it empowers deprived neighbourhoods to capitalise on the opportunities that reside close by. We plan to extend the system of wayfinding to the town centres in Hammersmith and Fulham in conjunction with additional streetscape improvements and decluttering.

- **Decluttering our road network**

Removing redundant signs and street furniture, combining lots of signs onto one post and removing guard rail unless there is a clear reason for them, will all improve the aesthetic quality of streets and make them more pleasant for pedestrians, particularly for people in wheelchairs and with buggies.

To date we have removed over 1,000 pieces of redundant street furniture and over 5km of pedestrian guardrail.

We will continue to take this decluttering approach and where wholesale removals (or installations) of street furniture are proposed we will seek the comments and approval of our key stakeholders. The removal of street furniture is contained within the councils 'Drivers Charter' where a target for the removal of signs is set at 400 over the next two years

- **The Streetsmart highways design guide**

Streetsmart, the council's design guide was developed initially in 2005 to successfully manage the design and maintenance of our streetscape.

Today this guidance consists of two volumes which include the standard detail drawings required to ensure quality standards and consistency and to deliver better legibility, accessibility and sustainability. We are in the process of reviewing the content in the guide to ensure the standards are all up to date with current best practice methods and materials to oversee the next five years of work across the borough.

- **Neighbourhoods investment programme**

Our neighbourhoods programme takes a holistic view of particular areas, looking at them from the point of view of all users – pedestrians, cyclists and drivers, but from the perspective that our neighbourhoods are primarily places where people live rather than travel through. The council seeks to include decluttering and accessibility improvements as a core element of each scheme.

An integral input into all our neighbourhood schemes is a thorough review of the accessibility of the local highway network. Where they are not provided dropped kerbs will be installed and footway gradients at formal and informal crossings amended to the most up to date accessible standards.

Our delivery plan through the 2010/11 transition year to the timescale of this LIP2 (to 2013/14) provides funding for four financial years and subject to indicative funding levels being maintained we intend to cover every street in the borough with a neighbourhood scheme during this period.

- **More street trees**

We will plant trees where possible and appropriate as part of our neighbourhoods and corridors programmes. Trees can help improve air quality, improve the look and feel of streets, and assist traffic-calming by conveying a message to drivers that they are in a residential area.

In the past two years we have been granted funding through the Mayor's Street Tree Fund and in both years delivered our full allocation. Finding and funding suitable planting sites is becoming increasingly difficult.

Trees that are damaged or die are replaced wherever possible.

3.7 Objective 4 – To improve air quality in the borough.

Road transport is one of the main sources of air pollution in the borough. 67% of small particulates (PM10) and 41% of oxides of Nitrogen (NOx) come from road transport in London. Transport also accounts for around 22% of CO₂ emissions in the capital, of which 80% comes from road vehicles. The other main environmental impact that traffic has in the borough is noise, which can cause serious disturbance particularly where people live in close proximity to busy roads.

Taking measures that help improve air quality can also help tackle climate change. Promoting smarter travel choices, particularly to encourage people to use more sustainable modes of transport (public transport/cycling/walking) for shorter journeys will help reduce emissions of CO₂ and have a positive effect on local air quality. Achieving a modal shift away from car journeys and increasing the number of people walking and cycling could also have beneficial effects for the local environment in terms of reducing traffic noise in some parts of the borough.

Supporting the use of low emission and electric vehicles (e.g. by helping develop re-charging points in the borough) can be beneficial for local air quality and reducing CO₂ emissions. Hybrid and electric vehicles can also help reduce traffic noise as they are much quieter than conventional vehicles, even if, for safety reasons, they are equipped to make some noise at low speeds.

We consider that the following delivery actions will allow us to meet Objective 1 and our modal share, bus and CO₂ targets set out in Chapter 4.

- **Smarter travel**

Our Smarter Travel programme aims to encourage walking, cycling and home-working, thereby reducing the amount of motorised travel and contributing to improved air quality.

In 2010 we launched the boroughs smarter travel service which brought together the road safety education and travel planning business areas. The concept was based on successful campaigns at Richmond and Surrey London boroughs, however on a more modest scale.

We have maintained approximately a 15% allocation from our integrated transport funding to support smarter travel projects and the details can be seen in our programme of investment on pages 61 to 65. Our smarter travel programme for 11/12 to 13/14 is broken down into four broad areas: children's education, training and publicity (ETP), cycling campaigns, general campaigns and travel awareness.

Children's ETP covers our practical in school training covering pedestrian training and the roadwise rangers project that will soon have its own website and is a tool to join up road safety education and sport in a fun and engaging way.

We have set ourselves some very aspirational cycling targets and to support our capital programme of investment we carry out annual cycling campaigns, including at the moment a hard hitting cycling and HGV awareness campaign.

General campaigns cover a variety of smaller initiatives including drink and drug driving and seatbelt awareness campaigns using our 'one of a kind' seatbelt demonstration sledge. This simulates an 8mph crash and is a very powerful tool in encouraging both adults and children to 'belt up'.

Travel awareness campaigns are covered in more detail further in paragraph 3.10 and are accompanied by a case study – changing places.

- **More Street trees**

Our approach to street trees is set out on page 40.

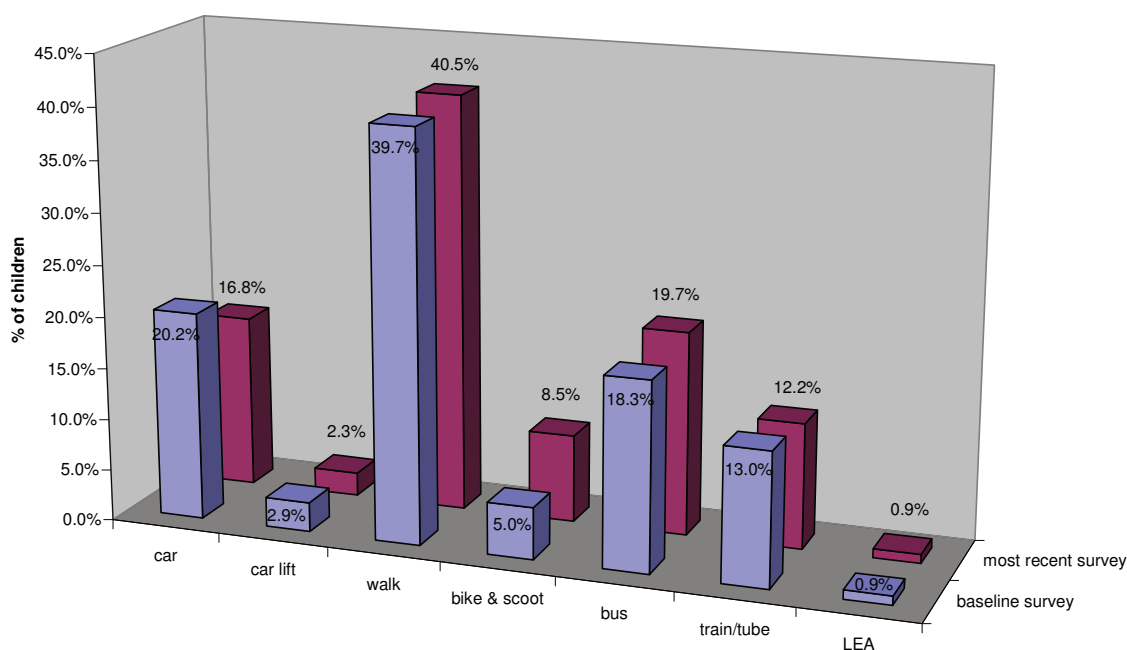
- **School and business travel planning**

Our business travel planning programme is very successful through the development control process and we intend to roll this out to existing businesses in the three main town centres over the next three years. We currently work with and fund Westrans to co-ordinate this activity on our behalf using the framework set up by TfL. However, subject to resources, we aspire to a business travel planning post established within the council.

Seventy-two of the borough's 73 schools have completed a travel plan, of which 58 are currently valid (i.e. new, reviewed or rewritten in the past year). The chief focus of the school travel plan is to cut car use on the school run and promote the move to walking and cycling.

We have the most congested roads in London and based on our continuing successes with school travel planning we have selected the school run as one of our two local targets. In addition to the mandatory targets of increasing cycling and walking we have chosen a target to increase these two active modes of transport for school trips. Our baseline is 42% collected in school and our target for the end of 2013 is 49%.

School Travel - % by mode



The graph above shows combined data from 69 schools across the borough which have all done at least two pupil travel surveys and can therefore compare baseline data (collected before the travel plan was in place) with more recent data. It shows that car use has fallen from 20% to 17% and walking, cycling and bus use have all risen.

- **Cleaner vehicles and smart parking policies**

We are becoming a member of the FORS (Freight Operators Recognition Scheme). When ordering/leasing new vehicles, we specify the smallest, cleanest engines. Our vehicles are Low Emission Zone (LEZ) compatible and compliant with European standards. We are entering into a joint procurement contract with Westminster Council on school transport which specifies the use of cleaner vehicles and efficient routing to minimise vehicle miles. The council operates a passenger rickshaw which is used at community events and festival. We also have an electrically assisted freight tricycle which is currently being used by the Hammersmith Business Improvement District.

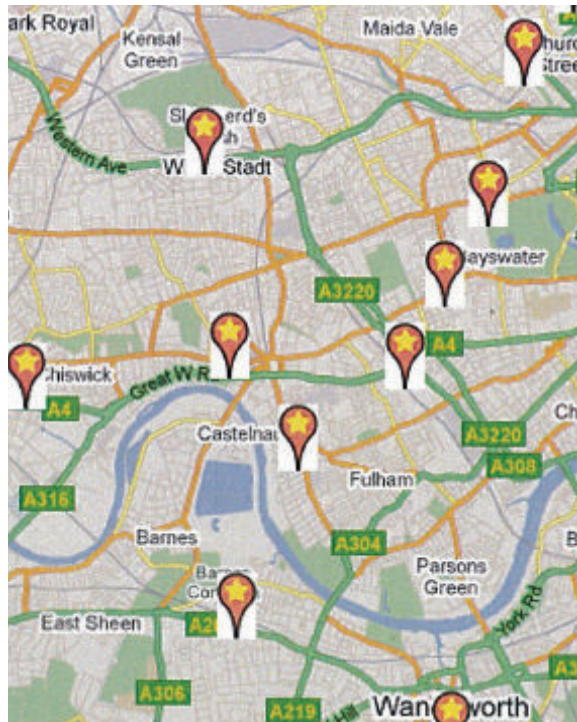
- **Car clubs and electric vehicles**

One of the main contributors to poor air quality is traffic pollution. It is therefore important that we reduce our reliance on road transport wherever possible.

Car clubs can play a role in supporting mayoral targets across a number of key strategy areas. Economically they can help reduce congestion and parking pressures, particularly in new low-car housing developments. Socially, they compliment the public transport system in providing accessibility to key services and facilities without the related costs of car ownership. Environmentally, they help reduce car usage and the associated pollution.

The council is working in partnership with operators to find appropriate numbers and locations of parking spaces so car club networks can grow. The Council will also support activities to raise awareness of the availability and advantages of car clubs. The plan on page 54 shows the proposed on street car club bays that are being trialled, starting in 2010.

The council has worked with partners to develop off-street electrical charging points for electric vehicles and aims to expand this provision to on-street parking in the future. The map below shows the off street electrical charging points in and close to the borough.



- Location of off street electric vehicle charging points
1. Hammersmith Hospital, Du Cane Road W12 0HS
 2. Charing Cross Hospital, Fulham Palace Road, W6 9NT
 3. Kings Mall Car Park , Glenthorne Road, Hammersmith, W6 0LJ
 4. Westfield shopping centre

3.8 Objective 5 – To make it easier for everyone to gain access to transport opportunities.

We recognise that travel needs vary between individuals and that travel options are not available to all due to many factors such as cost or mobility. Travel is a derived need in that it is a means to an end to either get to somewhere such as work, school or the shops or to get home.

In order for everyone to meet their travel needs we have integrated accessibility into our programmes of investment. We will continue to lobby public transport operators and authorities to install step-free access to bus, underground and overground stations and when we improve the road network incorporate the needs of mobility impaired road users in our designs.

Our access for all planning document sets out how we expect new developments to meet with our aspirations and standards we consider appropriate. Furthermore our Streetsmart design guide was developed with the disability forum whose members are consulted on all highway works.

- **Supporting public transport improvements**

Our approach to supporting public transport is set out on page 26

- **Accessible road design**

A key input into our corridors and neighbourhood programmes of investment are the needs of all road users. We have a very good working relationship with Hammersmith & Fulham Disability Forum and through them have prioritised areas that would benefit from accessibility improvements. It is using this geographical overlay to the borough we have developed the three year rolling neighbourhoods programme which seeks to cover every road in the borough.

We have a well established streetscape design guide that promotes the concept of 'naked streets' removing all unnecessary street furniture. We have supported this approach since 2005 and in that time more and more local authorities have responded with a similar interpretation of modern traffic engineering.

As part of our CPZ review programme and planned maintenance programme we carry out 'value added engineering' in regard to increasing the accessibility of our road network. Our streetsmart design manual specifies that every dropped kerb on our network should be accompanied by a double yellow line to ensure that cars do not park and obstruct the informal crossing points.

- **High quality pedestrian environment**

With one of the highest proportions of walking trips in London we recognise that walking is one of the most important methods of transport in the borough. Even those who drive and get the bus must first walk to the station or from their car making walking an integral part of every single trip made.

The table on page 25 indicates the level of funding that is invested in our road network for which a considerable percentage is for improving the pedestrian environment.

From 2005 to 2007 we invested over £5 million in our three town centres; Hammersmith, Fulham and Shepherd's Bush creating three distinct high quality pedestrian environments. Footways were widened, high quality York stone paving installed, unnecessary clutter removed, crossings relocated to pedestrian desire lines and tactile paving installed.

- **Better bus stops and stations**

The council has made extensive progress in improving the accessibility of its bus stops through the TfL Bus Stop Accessibility Programme, S106 contributions and the opportunities offered through footway maintenance improvements. These improvements, to TfL standards, will continue to stops and the approaches to them through the corridors and neighbourhoods programmes, and the standards are being incorporated in the council's streetsmart document. Progress will be regularly monitored with key stakeholders with an interest in access issues.

Opportunities are also being taken to promote the best possible standards of passenger information as is currently being introduced with TfL's Countdown system at bus stops.

Whilst new bus and rail stations would be dependent upon development opportunities, access improvements to the approaches to existing stations will continue – as is currently happening in the Ravenscourt Park area and Du Cane Road.

- **Accessible neighbourhoods**

Officers work closely with Hammersmith & Fulham Disability Forum on proposals to improve accessibility as part of neighbourhood improvements. We discuss at Disability Forum meetings how members will give the council their input on schemes at the start of the year, at the disability forum's meetings.

Accessibility improvements are identified by officers and submitted to forum members for their views. This can include volunteers from the forum carrying out their own site visits before reporting back to officers.

3.9 Objective 6 – To support residents and businesses by controlling parking spaces fairly

With three football clubs, two international exhibition centres and 17 tube stations demand for on-street parking is extremely high in the borough.

The increase in blue badge fraud in the borough is of particular concern as it abuses the on street disabled parking facilities provided. We are taking action to tackle this as well as illegal parking at bus stops that compromises the drivers' ability to stop next to the kerb and use the step free access facilities.

- **Controlled Parking Zone review programme**

We have a 'small zone' system of CPZ's which covers the whole of the borough except the Hythe Road industrial area in the far north of the borough. This discourages short intra-borough journeys and protects residents who live near tube stations and town centres. We currently have a total of 27 zones.

The vast majority of bays are shared use between permit holders and pay and display users. This makes the most efficient use of scarce parking space.

We have an ongoing programme of review of our CPZ's depending on problems and issues reported by residents' such as the effects of the Westfield Shopping Centre and the football grounds in the borough.

- **Flexible charging options**

The council has introduced the SMART Visitor Permit, which allows visitors of residents in some of the borough's CPZ's to park during controlled hours, regardless of the maximum stay for the area. It also provides a convenient cashless method of paying for parking as well as a cheaper alternative to the regular pay and display tariff. The permit includes a 50% discount for the first 240 hours a year for disabled resident's visitors.

The permit acts like an Oyster card where residents credit the balance (minimum top up of five hours at a time) and then use it as and when required. Using the SMART visitor permit, parking time is charged by the minute and deducted from the available credit.

The council is also currently operating electronic residents' parking permits in three Controlled Parking Zones (Zones K, L and R) on a trial basis. These permits also allow residents to use the permit for cashless pay and display parking in other zones in the borough.

- **Special parking spaces**

CASE STUDY 2 – MATCHDAY PARKING

Our relatively small borough has three football clubs and the challenge has been to respond flexibly to the requirements of residents and their visitors, while ensuring the continued vibrancy of commercial areas located close to the clubs.

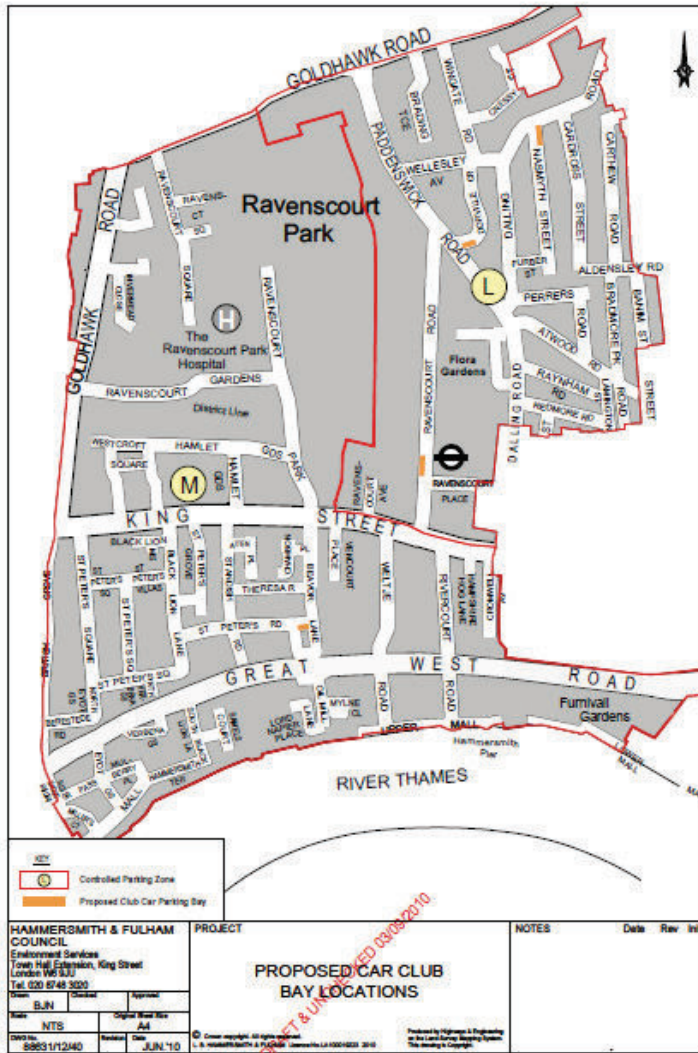
In December 2007 we successfully introduced a ground-breaking football matchday parking scheme to reduce the impact of visitor parking in the vicinity of Fulham Football Club. The scheme harnesses the very latest electronic sign and permit technologies to enable the scheme to be flexible in reacting robustly to any changes in football match fixtures.

Our research showed that football supporters were willing to walk considerable distances from their car to the ground which influenced the extent of the scheme. We installed a series of electronic signs at the CPZ boundary that were all linked by GPRS allowing us to change the days and times of operation of the CPZ to suit the fixture list. In addition the maximum pay and display time for non residents or their visitors was reduced to one hour and electronic smart residents permits were issued which could allow official visitors to pay for their parking electronically like an oyster card.

The scheme was a success with 80% less pay and display parking on matchdays, with no reduction in attendance for the club. We have had no reports that the system is misunderstood by motorists and no cases on disputed PCNs to date.

- **Car clubs and electric vehicles**

The Council is working in partnership with operators to ensure the appropriate number and location of parking spaces so car club networks can grow. The Council will also support activities to raise awareness of the availability, and advantages, of car clubs. The plan below shows the location of the first on street car club bays to be trialled in the borough



The council has secured £100,000 of funding from TfL for 11/12 and 12/13 to assist the further roll out of on street car club parking bays. This programme will be developed based on the results of the on street trail as above and co-ordinated with our integrated transport programme (most notably our neighbourhood's programme). We are aiming to implement 60 on street bays per year, which will be subject to detailed design, procurement matters, local support and political approval.

The Council has worked with partners to develop off street charging points for electric vehicles. A map and schedule of the charging points is shown on page 50. Because of the high levels of parking stress in the borough, there is no scope for the provision of on-street charging points in the borough. However, we will follow the London Plan guidelines of providing electric charging points at 20% of the parking spaces in new developments in the borough. Depending on the scale, timing and rates of parking provision at developments in the borough's regeneration areas, we would expect some 1200 charging points to be provided within the lifetime of the plan.

- **Personalised blue badge bays**

We are part way through a trial to provide personalised residential personalised blue badge parking bays. The response we have had is encouraging and we shall seek to roll this out further across the borough along with a review of blue badge spaces and parking in our three town centres..

3.10 Objective 7 – To reduce the number of people injured and killed on our streets.

Road safety has been and will continue to be one of the high priorities for the council, as was outlined in our first local implementation plan 2005 – 2009.

In 2009 there were 722 people injured on the roads of Hammersmith & Fulham. Of these 93 suffered serious injuries or were killed and 629 suffered slight injuries.

Road traffic accidents cost the borough, the tax payer and the NHS millions of pounds each year and the people injured and their families are those seriously affected.

We want to focus our limited and reduced resources on protecting the borough's many vulnerable road users which involves developing innovative and holistic solutions to a wide range of road safety issues.

Every year we form closer links with the Metropolitan Police, TfL and the Royal Borough of Kensington & Chelsea, working together to save lives on the borough's roads. It is only with our combined efforts that we can have a significant impact on the lives and wellbeing of people in the borough.

- **Safety on the Strategic Road Network**

In 2009 there were 637 accidents on the roads in Hammersmith & Fulham resulting in 722 casualties. Of these 55 accidents were on the TLRN resulting in 66 injuries.

We will continue to work with TfL on road safety initiatives and continue to lobby them for data led road safety engineering projects to be developed and delivered on the TLRN in the borough. The nature of the TLRN leads to higher speed accidents resulting in higher severity casualties. For us to meet our national and locally set casualty reduction targets we will rely heavily on TfL to continue to assess the road risk associated with their network and provide bespoke solutions to areas identified.

- **Casualty data review and site prioritisation**

A detailed annual examination of road traffic casualty data is carried out by officers. This seeks to both establish trends and types of casualties to then decide on road safety education initiatives to identify particular locations, routes or areas where casualty rates raise concerns. These concerns may warrant a

particular corridor or neighbourhood being given a high priority and included into the annual programme or suggest that a site could benefit from a separate intervention funded from the council's local transport fund.

For example, the Brook Green area was made into a 20 mph zone about five years ago. An examination of the pre and post casualty data revealed a 50% reduction in casualties. However the number of casualties occurring after implementation suggested more road safety measures could help reduce casualties further. Brook Green was therefore selected as a neighbourhood area in 2010/11.

- **Road Safety Engineering**

In a similar way to bus priority the concept of road safety engineering (formerly delivered under dedicated programmes, local safety schemes and 20mph zones) now forms a key element of our integrated transport programme supported by the casualty data review and site prioritisation work above. We have maintained the use of the first year rate of return as a value for money tool in these austere times.

The inaugural neighbourhoods and corridor schemes, mostly delivered in 2010/11 saw a considerable number of road safety engineering improvements to our road network. In Askew Road we installed a number of raised entry treatments which have been proven to reduce casualties and improve the walking environment for the mobility impaired as well as buggies and pushchairs. In Brook Green we re-engineered a key junction in one of first 20mph zones as a result of the casualty analysis and local representation.

We are well aware of the growing disquiet regarding traditional traffic calming (such as speed bumps and cushions) and we have responded to this using current and emerging legislation. Wendell Park neighbourhood will see the first 20mph limit in the borough supported by signage only, in a similar way to successful pilots in Portsmouth and Hull.

- **Free cycle training for adults**

A three year cycle training contract was signed in November 2010, with four elements including all ability adult cycle training. This is offered on one to one basis for complete beginners through to cyclists looking to build skills and confidence to negotiate the road network. These skills along with smarter travel measures, such as the 'cycling and HGV awareness' campaign; will play their part in developing skills and awareness to prevent accidents.

Cycle training also helps to reduce cycling on the footway, which causes concern to pedestrians particularly older and disabled people.

- **Free School cycle training**

The new three year cycle training contract also includes the majority of funding for school cycle training. These will take the form of group lessons and allow the pupils to potentially progress to Bikeability Level 2.

Priority for these group sessions will be given to schools with up-to-date school travel plans. Linking these two elements should offer double benefits: better skills for young cyclists, and a safer road environment around the schools – with less motorised traffic.

- **Smarter travel safety initiatives**

CASE STUDY 3 – CHANGING PLACES

Background

- Half of all cyclists killed in London involve collision with lorries, even though lorries make up just 5% of London traffic.
- Half of these fatalities happen as the lorry turns left at a junction, trapping the cyclist on the inside.
- H&F officers have launched a cycle/HGV safety initiative based on the successful and award-winning model developed in LB Lambeth.
- Cost of H&F campaign: £15,000
- Average value of prevention per single fatal casualty: £1.64 million

Cyclist education

- Cyclists visit a H&F lorry cab and talk to the driver, then spend 10-15 minutes with a cycling instructor who talks them through, with visual demonstrations, the issues of visibility and correct positioning, blind spots, mirrors
- Pilot event was held at Greenfest in Furnivall Gardens on 20th June
- Events since held on 7th and 16th September 3-6pm on Shepherd's Bush Green
- Further events planned at Parson's Green on 11th and 19th October, and continuing into 2011
- Professional quality photos available from Richard Evans, including of Jeremy Bowen (BBC TV News special correspondent) in and beside the lorry cab

Lorry Driver education

- Cycle training delivered to H&F lorry drivers at Bagley's Road depot
- The first eight lorry drivers took the cycle training day course on Wednesday 22nd September 2010
- All 70 Serco drivers working for H&F to be trained in coming months
- Day starts with a group classroom session in which drivers are encouraged to empathise with cyclists through discussion – a structured, interactive session led by an experienced urban cycle instructor. Drivers have the opportunity to discuss and question how cyclists use/should use the road, with a view to developing a deeper understanding of why they are on the course
- then drivers move outside into the yard to complete national standards training level 1 (off-road)
- then after lunch an introductory session to levels 2 and 3 (i.e. on-road cycle training)
- Fleet manager David Porter was on the first training course

Advertising

- large yellow TfL warning stickers are being affixed to all H&F lorries where possible
- advertising campaign in H&F News 'Never cycle on the inside of a lorry'

The smarter travel programme has been devised to work on a number of strands to reduce the number of people injured and killed on our roads. It improves the awareness of dangers, raises skills and encourages the use of sustainable modes to reduce the sources of danger.

The areas of activity range from working with schools through road safety education and school travel plans to the development of work place travel plans. There will also be specific road safety campaigns related to evidence-based accident data along with travel awareness campaigns promoting appropriate choices of travel.

In addition to our wide range of training we are more than happy to consider mobility training to ensure the blind and the visually and mobility impaired can take advantage of the many transport improvements and opportunities in the borough.

3.11 Programme of Investment

The tables on pages 64 to 67 set out our high level programme of investment for the period 2011/12 to 2013/14. The programme reflects the delivery actions identified in section 3.3, and is focussed on achieving our LIP objectives (and therefore the Mayors Goals for Transport in London) in a cost effective manner. The programme represents the borough's business plan for implementing the changes expressed through the LIP.

We have structured our programme of investment around packages of complementary measures and holistic interventions, in order to maximise the benefits of our investment. The programme has been developed through a multi-disciplinary working party consulting widely with internal and external stakeholders.

Tables 3.3 to 3.5 further illustrate the LIP objectives and MTS goals which each category of investment will contribute towards. Figure B.1 (Appendix B) shows how this investment will contribute to the delivery of each of our LIP objectives.

The programmes represented in this LIP are provisional only and detailed spending profiles will be confirmed in the annual spending submission to TfL. We will maintain some flexibility in our programme to be able to respond to delays and cost over-runs, consultation feedback, new evidence of the impact of previous similar interventions, availability of additional third-party funding and changes in priority.

Investment in actual work on the feasibility, design, consultation and implementation of schemes will also be confirmed as part of the annual budget setting process. However our programme management approach is based on the full three years of this LIP, recognising that it is not always feasible or efficient to fund, design and deliver a scheme in one year.

3.12 Investment proposals on the TLRN

Our programme of investment will be supported by the following proposed works on the TLRN, up to and including 2012/13:

- Improving the pedestrian crossing environment at the junction of Talgarth Road with Gliddon Road and Palliser Road

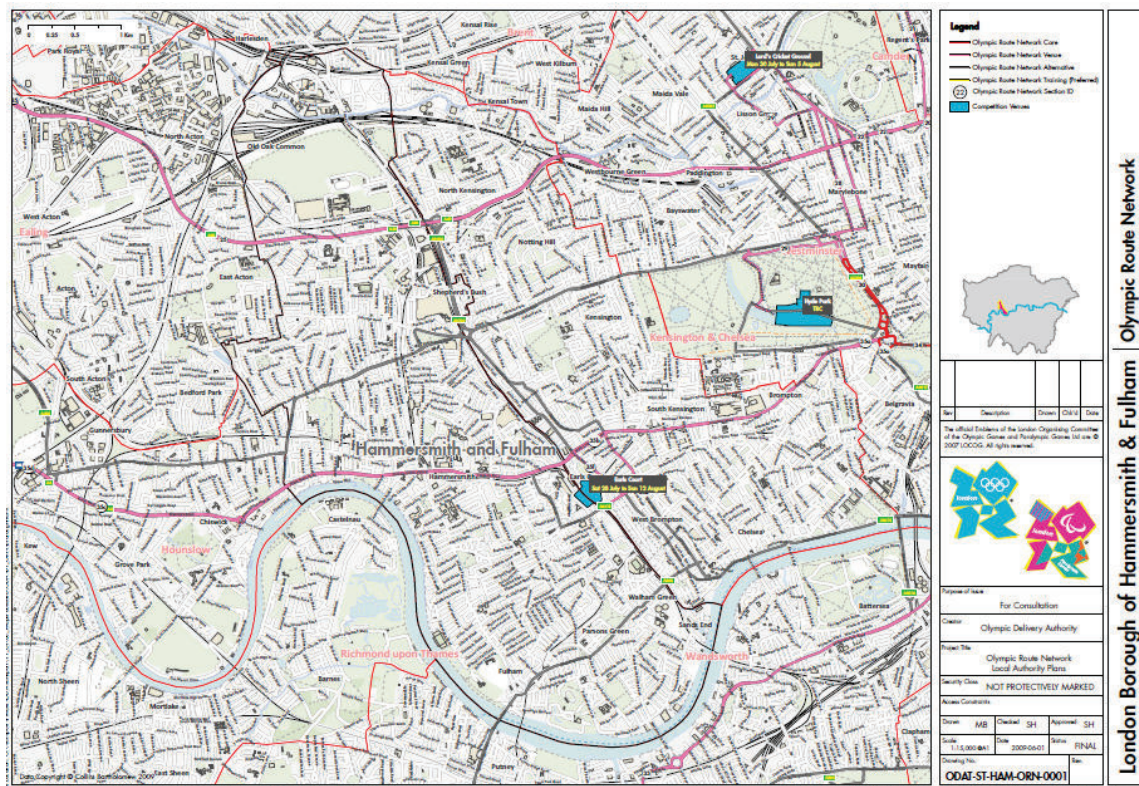
- Improving the pedestrian and cycling facilities along the A4 Talgarth Road

The following plan shows the various Olympic Route Networks (ORN) in the borough. Two roads are classified as on the Olympic Route Network Venue - Westway and Great West Road (both on the TLRN). In addition to these the following roads on the SRN form part of the alternative Olympic Route Network. They are:

- Goldhawk Road
- Shepherds Bush Green
- West Cross Route (TLRN)
- North End Road (part)
- Lillie Road (part)
- New Kings Road
- Putney Bridge

We shall work with TfL and the ODA to ensure that the approach taken to the ORN is suitable and the mitigation methods acceptable and well publicised to the travelling public.

In July 2010 Earls Court became the Olympic venue for volleyball and will host all matches at the 2012 games. We will work with TfL and the ODA to ensure the venue traffic management plan is robust yet flexible.



3.13 Timetable for delivery

The specific interventions set out in this delivery plan will be delivered by April 2014 unless they are ongoing measures such as those specified in our smarter travel programme. The interventions marked with an asterisk (*) are those considered to be ongoing for the foreseeable future.

The delivery plan will be refreshed every three years - the next time being April 2014.

To comply with the GLA Act 1999 (as amended) the LIP must contain a timetable for implementing each of the different proposed interventions and a date by which all such proposals will be implemented. Where it is possible to provide dates for individual interventions then we will set these out, as well as the date by which they will be implemented. Where this is not practicable we will consider following the approach in the example below, where one date by which they will all be implemented is given and those interventions which are on-going clearly indicated.

3.14 Developing the Programme of Investment (POI)

In developing the programme of investment, the cross-divisional working party has:

- Identified delivery actions (section 3.3) which address the delivery requirements for each of the MTS goals (section 2.3):
- Reviewed the strength of evidence (before and after analysis of previous local investment, published research and best practice, stakeholder feedback and professional expertise etc) and prioritised investment in programme areas where there is clear evidence to suggest that the intended outcomes will be delivered and will make a significant contribution to our LIP objectives. For example, figure 3.4 show that our road safety programme of work over the last ten years has delivered some significant benefits in terms of casualty reduction.
- Assessed whether or not there could be any negative impact associated with potential interventions, which need to be mitigated or else balanced against the benefits:
- Structured our programme around packages of complementary measures of holistic interventions, in order to maximise the benefits of our investment – with a specific emphasis on growth and employment areas and more deprived neighbourhoods where there is evidence of a need to address safety issues:
- Ensured walking and cycling improvements are incorporated into all packages, where appropriate, recognising the important role these can play in meeting many of our LIP objectives:
- Reviewed our historic patterns of spend against our intended outcomes for the second LIP period and identified:

a. What additional schemes would be implemented if additional resources were available and what the benefits would be;

b. What tradeoffs would need to be made if lower levels of investment were available. The POI tables on pages 61 to 65 are prioritised against future potential funding restructures and decreases. This process has been undertaken through the working party involving key transport delivery officers, the results of the first two rounds of consultation and reported to the lead member for environment.

- Considered the scale of change in travel behaviour and transport outcomes required to deliver our LIP targets, set out in Chapter 4.

The programme of investment for 2011/12 to 2013/14 is shown on pages 61 to 64. This shall be updated every three years.

3.15 Major Schemes

Our programme of investment includes two proposed major schemes for which we are seeking a funding contribution from TfL; Fulham Palace Road slip road (paragraph 3.15 below) and Goldhawk Road (paragraph 3.6).

The Goldhawk Road Major Project entry in the programme are only aspirational at this stage and although, in principle, TfL are supportive of the initial scheme objectives they have not confirmed the funding needed for implementation.

- Fulham Palace Road

The case study below reports the history and details of this major project. We have recently secured £2.76 million to fund the construction of this project from TfL. The funding is in the form of a section 159 agreement rather than major projects funding but the principle of the scheme is that of a major project.

Detailed design is well underway and it is anticipated that consultation will be carried out in May 2011. Construction is likely to follow subject to local support and political approval in July 2011 and to continue for eight months with completion in February 2012.

- Goldhawk Road

The case study at paragraph 3.6 on page 35 reports the history and details of the Goldhawk Road major project. In 2009 we were unsuccessful at stage one of our major project funding application and it was this that encouraged us to commission the visioning study that forms the basis of this major project.

The visioning study was carried out using 10/11 integrated transport funding and we have allocated funding in 11/12 to carry out detailed design, start the engagement process with key stakeholders, and deliver some quick wins and to complete and submit a second submission for major projects funding.

We have anticipated that £3 million of major project funding is required, profiled over 12/12 and 13/14 which will be topped up with £2 million of developer funding. Given the regeneration in the area, with the White City Opportunity Area (and other development sites), we are confident that this funding is achievable over the project timescales.

Construction is indicatively planned for after the London 2012 Olympics, as Goldhawk Road is part of the Olympic Road Network, and to be completed by 2013/14.

- Future major projects

Fulham palace Road and Goldhawk Road are the only two major projects identified in the programme of investment period, up to 2013/14. We anticipate that during the life of this plan (to 2031) additional major projects will be devised and submitted for funding through the three yearly programme of investment.

Major scheme proposal 1 – Fulham Palace Road

Fulham Palace Road (A219) is a key north-south route which forms part of the Strategic Highway Network. There are significant traffic queues currently along the whole road, particularly during the peak periods, which extends along its whole length from Hammersmith Gyratory to Putney Bridge in the south.

Prior to the implementation of the congestion charging extension in February 2007, members and officers met with TfL to discuss the likely effect on the borough's roads. In particular, increased congestion on the Borough's already congested north south corridors was considered critical.

The extension of the congestion charging area has had an impact upon Hammersmith & Fulham, as the Western Extension Zone (WEZ) boundary lies directly along the borough boundary in this area. As a result of these changes Putney Bridge leads traffic directly onto the New Kings Road and the A3212 rerouting traffic to avoid the charging area.

Fulham Palace Road runs north-south parallel to the charge boundary and therefore has attracted traffic wishing to avoid the charge area.

The TfL congestion charge director advised that to get a review of Fulham Palace Road, the borough should seek funding through individual TfL programme managers. Bus priority was thought the most likely source of funding as the Route 220 (Wandsworth to Willesden) service was due for review through Third Generation Bus Priority Programme (3GBP) funding. TfL agreed to fund the initial appointment of consultants to undertake a feasibility study of potential capacity improvements along Fulham Palace Road. From the consultant's initial investigations, traffic modelling and peak hour traffic observations on site, a number of sites were identified as problematic along Fulham Palace Road.

The council decided that the Fulham Palace Road slip road proposal/ carriageway reconfiguration was identified as the priority scheme because it seemed to deliver the most benefits.

However, due to the sensitive location of the proposal as well as the predicted high costs of the scheme (estimated at £1.5m at the time), VISSIM modelling of the gyratory including all the approach roads (the recognised software for testing traffic schemes in congested traffic areas), was required for TfL to assess the effect on the gyratory as well as the development of a full business case for funding by TfL.

In order to test the impact of the proposed improvement measures, specialist consultants, together with Transport for London and H&F officers have developed two traffic models using VISSIM. These models cover not only Hammersmith Gyratory and its approaches, but also Hammersmith Bridge Road and the nearby Castelnau / Lonsdale Road junction in the London Borough of Richmond.

The first traffic model prepared was the base and is largely complete - it represents the existing traffic conditions during the peak daytime periods. The second models the improvement measures and is also nearing completion. Recent results show significant benefits are being achieved in comparison to the existing situation, in terms of reduced journey times for buses and general traffic in the area.

Programme areas	Funding source	Funding (£,000s)				Total	MTS goals					Expected main MTS outcomes	LIP objectives
		2011/12	2012/13	2013/14	Total		Econ. devt and pop growth	Quality of life	Safety and security	Opportunities for all	Climate change		
Neighbourhoods and Corridors	LIP allocation	25	0	0	25	✓	✓	✓	✓	✓	✓	2,3,4,5,7,10,12,13,14,16,17,18,20,21,22,23,24,	2, 3, 4, 5, 7
	<p>Du Cane Rd Safety Improvements - To review & improve traffic calming features that inhibit traffic flow & encourage a smoother progression for all road users i.e. for bus/cycle movements as well as the increase in pedestrian activity due to the increased development of the hospital site. Completion and review of 2010/11 works.</p>												
	LIP allocation	30	0	0	30	✓	✓	✓	✓	✓	✓	2,3,7,10,12,13,14,16,18,20,21	2, 3, 4, 5, 7
	<p>Askew Road Package - Completion of 2010/11 projects (raised entries, loading/shop and bus stop bays & Askew Rd/Uxbridge Rd signalised jctn Imp.). To develop how the extensive road space can be best used to stimulate regeneration & inclusivity e.g. improve public realm using better streets principles. Askew Rd is a key north-south route as well as a busy bus corridor and a local shopping area.</p>												
	LIP allocation	20	0	0	20	✓	✓	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7
<p>Wendell Park Neighbourhood Improvements - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements. Completion and review of 2010/11 works.</p>													
LIP allocation	25	0	0	25	✓	✓	✓	✓	✓	✓	4,7,10,12,13,14,15,16,18,20,23,24	3, 4, 5, 7	
<p>Brook Green Neighbourhood Improvements - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements. Completion and review of 2010/11 works.</p>													
LIP allocation	40	0	0	40	✓	✓	✓	✓	✓	✓	4,7,10,12,13,14,16,18,	3, 4, 5, 7	
<p>Ravenscourt Park Neighbourhood Improvements - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements. Completion and review of 2010/11 works.</p>													

South Park Neighbourhood Improvements - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements. Completion and review of 2010/11 works.	LIP allocation	35	0	0	35	✓	✓	✓	✓	✓	4,7,10,12,13,14,15,16,18,20	3, 4, 5, 7
Wayfinding - Pedestrian signing improvements delivered through Wayfinding Legible London direction signs system for Town Centres. Completion of programme for Hammersmith and Fulham	LIP allocation	135	0	0	135	✓	✓	✓	✓	✓	2,10,12,16,21	3, 4, 5
Fulham Palace Road Package - To develop the Route 220 3G package of measures along this important north-south corridor and how the extensive road space can be best used to stimulate regeneration & inclusivity e.g. improve public realm using better streets principals. Package includes a range of measures to smooth traffic through this busy congested route, incl. upgrading pelican crossings to puffins, raised entry treatments, waiting & loading improvements & kerb realignments	LIP allocation	540	613	140	1,293	✓	✓	✓	✓	✓	2,3,4,5,6,7,9,10,12,13,14,15,16,18,20,21,22,23,24	2, 3, 4, 5, 7.
Accident Investigation - To review annual casualty data to identify priority areas & produce annual monitoring reports towards LIP2 and emerging national casualty targets	LIP allocation	40	40	38	118	✓	✓	✓	✓	✓	18	7
Wormholt Neighbourhood Improvements - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	140	20	0	160	✓	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3,4,5,6,7
Dawes Road Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	165	20	0	185	✓	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3,4,5,6,7
Parson's Green Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	171	20	0	191	✓	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3,4,5,6,7
Moore Park Road Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	100	10	0	110	✓	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7.

Riverwalk - Riverwalk Enhancements/Improvements Programmed from Upper Mall to Bishops Park/Putney Bridge	LIP allocation	120	90	85	295	✓	✓	✓	✓	7,8,10,12,13,16	3, 4, 5.
Goldhawk Road Package - From commissioned multi modal transport study to develop how the extensive road space can be best used to stimulate regeneration & inclusivity e.g. improve public realm using better streets principals	LIP allocation	115	170	800	1,085	✓	✓	✓	✓	1,2,3,4,5,6,7,9,10,12,13,14,15,16,18,20,21,22,23,24	2, 3, 4, 5, 7.
Neighbourhood schemes - Initial consultation and survey work for 2012/13 schemes	LIP allocation	40	0	0	40	✓	✓	✓	✓	none	3, 4, 5, 7.
Scrubs Lane - accident reduction, public realm improvements, and pedestrian improvements.	LIP allocation	90	70			✓	✓	✓	✓	2,3,7,10,12,13,14,16,18,20,21	2, 3, 4, 5, 7.
Uxbridge Road - accident reduction, public realm improvements, pedestrian improvements.	LIP allocation		70	90		✓	✓	✓	✓	2,3,7,10,12,13,14,16,18,20,21	2, 3, 4, 5, 7.
Du Cane Road Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	0	150	17	167	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7.
Riverside Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	0	190	18	208	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7.
Fulham Palace Road (East) Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	0	190	18	208	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7.
Charing Cross Hospital Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	0	180	17	197	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7.
St. Mary's Cemetery Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	0	0	120	120	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7.
Hammersmith Grove Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	0	0	130	130	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7.

	Sulgrave Road Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	0	0	130	130	✓	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7.
	White City Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	0	0	90	90	✓	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7.
	Cathnor Park Neighbourhood - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements.	LIP allocation	0	0	140	140	✓	✓	✓	✓	✓	7,10,12,13,15,16,18,23,24	3, 4, 5, 7.
	Cycle Training - facilitate cycling skills and build confidence through cycle training for children, adults and all-ability cyclists.	LIP allocation	60	60	180	180	✓	✓	✓	✓	✓	1,4,5,10,14,18,19,23,24	3, 4, 5, 7
	Children's education, training and publicity - a range of activities targeted at children including:- Moving on, Roadwise Rangers, Junior Citizens, School Travel Plans, School grants, Child pedestrian training, Walk on Wednesdays and Walk to School Week.	LIP allocation	175	175	525	525	✓	✓	✓	✓	✓	1,4,5,10,14,18,19,23,24	3, 4, 5, 7
	Cycling awareness campaigns - concentrating on the continuing Cycling and HGV awareness programme.	LIP allocation	15	15	45	45	✓	✓	✓	✓	✓	1,4,5,10,14,18,19,23,24	3, 4, 5, 7
	General Campaigns - a range of education, training and publicity including:- drink/drug driving awareness, in car safety, theatre in education, Powered 2 wheelers, and Road safety linked to health improvements.	LIP allocation	45	45	135	135	✓	✓	✓	✓	✓	1,4,5,10,14,18,19,23,24	3, 4, 5, 7
	Travel awareness - promoting sustainable travel through Workplace Travel Plan development and Travel awareness promotion.	LIP allocation	36	36	108	108	✓	✓	✓	✓	✓	1,4,5,10,14,18,19,23,24	2, 3, 4,5, 7
												1,4,5,10,14,18,19,23,24	
	Integrated transport total		2,162	4	2,164	6,490							
Maintenance	Scheme 1 - Goldhawk Rd	LIP allocation	245		245	245	✓	✓	✓	✓	✓	4,5,6,7,10,12,15,20,21,23,24	2,3,4,5,7
	Scheme 2 - Dawes Road	LIP allocation	119		119	119	✓	✓	✓	✓	✓		
	Scheme 3 - Hammersmith Road 1	LIP allocation	91		91	91	✓	✓	✓	✓	✓		
	Scheme 4 - Hammersmith Road 2	LIP allocation		114	114	114	✓	✓	✓	✓	✓		
	Scheme 5 - Glenthorpe Road	LIP allocation		105	105	105	✓	✓	✓	✓	✓		
	Scheme 6 - Lillie Road 1	LIP allocation		125	125	125	✓	✓	✓	✓	✓		
	Scheme 7 - Lillie Road 2	LIP allocation		240	240	240	✓	✓	✓	✓	✓		

3.16 Risk Management

Every programme and individual scheme, regardless of size, will have risks and issues associated with actually doing the work. For this, a robust LIP, it is vital that all risks are recognised and managed to minimise problems and maximise the chances of success.

We consider effective risk management to be an established, but vital, process and an essential ingredient of a good LIP programme and scheme management. A structured methodology has therefore been developed to identify, assess, mitigate and manage potential risks throughout the lifecycle of the LIP programme.

The methodology is based on three key stages:

- The identification of risks, opportunities and uncertainties at both scheme and programme level
- Risk quantification and analysis for decision support
- Ongoing reporting and review.

The primary objective of this methodology is to assist the scheme and programme teams to focus their skills on the areas of uncertainty, thus reducing or avoiding the impacts of risk and allowing them to exploit opportunities for cost saving.

- **Individual scheme and policy risks**

Risk is managed on an individual scheme basis through our BSI registered quality management system (QMS), with the level of information recorded on the scheme quality plan proportionate to the size and complexity of the risk and mitigation.

Within the QMS is an established and bespoke road safety audit protocol which is applied to every project that seeks to amend the layout of the road network. It was developed using the principles of statutory requirements for road safety audit for the trunk road network and regional guidance from TfL. By carrying out this protocol we can ensure that all our highway improvement projects seek to improve road safety in line with our national and local casualty reduction targets.

A departmental risk register is prepared and updated annually as part of our business planning process and identifies any other business risk that may affect scheme delivery.

- **Programme level risks**

The table below identifies a range of common risks and mitigation measures relating to the delivery of the overall LIP programme, and the achievement of outcomes.

As part of our risk assessment process, programme delivery is monitored at monthly meetings with all programme managers and senior management in the highways and transport division. This is in order to identify and resolve any problems as soon as they occur. If it becomes apparent that there are significant risks to timescales and/or costs, it is possible to re-prioritise design work so that abortive costs are minimised.

programme risks and mitigation measures

Risk	Mitigation measure(s)
Cost increase/budget reduction	all designs developed to be flexible to allow amendments to reflect budget reduction whilst still maintaining principles of LIP objectives
Delay to schemes	LIP funding to be allocated in consecutive years to allow more involved projects to be run over 18 months rather than the traditional 12 months
Lack of Stakeholder support	develop designs that meet our LIP objectives that can be justified and presented to stakeholders in a suitable manner
Policy compatibility	to develop a bespoke policy compliance tool* that all potential projects will be assessed against
Lack of resources to deliver	to maintain our working relationships with the RB Kensington & Chelsea and framework consultants to ensure resources are in place to deliver LIP objectives.

*** Bespoke policy compliance tool**

Given the change in nature of project input a matrix based tool has been developed to ensure that design proposals are meeting the boroughs transport objectives and also the Mayors goals and high level outputs. The tool is based on the councils EIA screening matrix (and SEA screening matrix) and lists the objectives (and goals) and assesses the impact of scheme designs on each one as positive, negative or neutral.

This matrix is presented to the lead member as part of the political approval process for Lip funded schemes and allows a considered political decision and to understand and resolve any conflicts.

4. PERFORMANCE MONITORING PLAN

4.1 Introduction

In order to monitor delivery of our LIP objectives and intended outcomes we have identified a number of targets and indicators. These include:

- **Mandatory/Core Targets** – locally specific targets that are required by TfL which will be used to assess delivery of the MTS outcomes at a borough level
- **Local Targets** – additional targets for local performance indicators, covering local priorities for transport in Hammersmith & Fulham.
- **Other Indicators** – These include Local Area Agreement (LAA) targets, national indicators and other methods to help us track our performance including the LDF core strategy monitoring process.

A full list of targets and indicators by MTS goal and LIP objective is provided in Table 4.1. The causal chain diagram shown in figure 4.1 identifies a clear link between our LIP objectives, the proposed programme of investment and the targets identified in Table 4.1.

Further target information including base year and baseline data, target year and target outcome, and the anticipated target trajectory is summarised at the end of this chapter.

4.2 Target setting

The following section shows how we have developed our targets, and how we will ensure delivery of outcomes. In particular it identifies:

- Evidence to demonstrate that the target is both ambitious and realistic, given indicative funding levels
- Key actions needed to achieve the target, including what schemes and policies need to be implemented and the role of local partners
- Principle risks to the achievement of the target and how these will be managed.

Table 4.1 – Targets and indicators for monitoring delivery of LIP outcomes

Category	Target/Indicator	LIP objective
MTS1 – Economic Development and Population Growth		
Core target 2	Bus service reliability	1,2,4,5
Core target 3	Asset condition	2,3,5,7
MTS2 – Quality of life		
MTS3 – Safety and Security		
Core target 4a and 4b	Road traffic casualties	7
MTS4 – Opportunities for All		
MTS5 – climate change		
Core target 1a and 1b	Mode share	2,4,5,7
Core target 5	CO₂ emissions	4
Local target 1	School run	2,4,5,7

4.3 Progress monitoring and the Mayors High Priority Outputs

It is proposed that following every financial year a report is prepared for the Cabinet Member for Environment (and Deputy Leader) detailing progress towards the council's adopted LIP2 targets. A similar, well thought of and received, method was used between 2000 and 2010 to report on the progress towards the 2010 casualty targets.

This paper will, in addition review the previous years programme of investment including the smarter travel initiatives. As part of our review proposals we intend to issue post consultation questionnaires to one scheme from each project area (neighbourhoods, corridors and major schemes). In 2010/11 these are; Brook Green, Goldhawk Road and Ravenscourt Park station access.

This paper will form the basis of mandatory annual submissions to TfL covering all set targets as well as progress towards the Mayors High Priority Outputs, as below;

- Cycle Superhighway schemes
- Cycle parking
- Electric Vehicle charging points
- Better Streets
- Cleaner local authority fleets
- Street Trees

4.4 Mandatory/Core Targets

As part of the performance management plan we need to set out and agree with TfL the five LIP performance indicators below;

Indicator 1 – Transport modal share

- Target 1a – Walking modal share
- Target 1b – Cycling modal share

Indicator 2 – Bus Service Reliability

- Target 2 – Excess waiting time (EWT) for high frequency services

Indicator 3 – Asset Condition

- Target 3 – Principal road network condition

Indicator 4 – Road traffic casualties

- Target 4a – Killed and serious injuries (KSI)
- Target 4b – Total casualties

Indicator 5 – CO₂ emissions

- Target 5 – Kilotonnes of CO₂ from ground-based transport

LIP2 concentrates on the three year period 2011/12 to 2013/14, and as such we need to set out an interim target for 2013/14 (or in some cases 2013, depending on what basis the data is reported). However as the MTS2 reflects the longer period up to 2031, we have also set out indicative longer-term targets.

We have established our draft mandatory targets, as below, in line with the May 2010 TfL LIP2 guidance and the July 2010 supplementary guidance document 'Setting targets for second round LIPs'. The guidelines set the definitions of the target, baseline, milestone and trajectory for each indicator.

The table on page 61 summarises our proposed targets. It shows a worsening performance against one target, the maintenance of the existing situation against another target and an improvement against the remaining five mandatory targets. In the following tables, for each target, we have shown a number of actions that would support our achievement of that target for both the council and other stakeholders. These actions are based on current practices and policies and we will need to refine this list following the consultation of the LIP2 and in light of the results of the October 2010 comprehensive spending review.

Target no.	LIP2 objective	Indicator	Baseline	Short-term (interim target)	Long-term target (indicative)
1a.	1,2,4	Walking mode share % of residents trips by main mode	36.9%	37.5% (2013/14)	40% (2030/31)
1b.	1,2,4	Cycling mode share % of residents trips by main mode	3.9%	4.5% (2013/14)	8%(2030/31)
2.	2	Bus service reliability average excess wait time for high frequency services (mins)	1.2	1.2 (2013/14)	1.2 (2017/18)
3.	2,3,5	Asset condition % of the Borough Principal Road Network with a UKPMS score greater than 70.	8.4%	8.4% (2013/14)	10% (2017/18)
4a.	7	Road casualties Number of KSI (3 year rolling average)	110	99 (2013)	51 (2030)
4b.	7	Road casualties Number of all casualties per billion vehicle kilometres (3 year rolling average)	1195	1074 (2013)	558 (2030)
5.	2,3,4	CO² emissions Kilotonnes (kt) emanating from ground-based transport per year	155	130 (2013)	85 (2025)

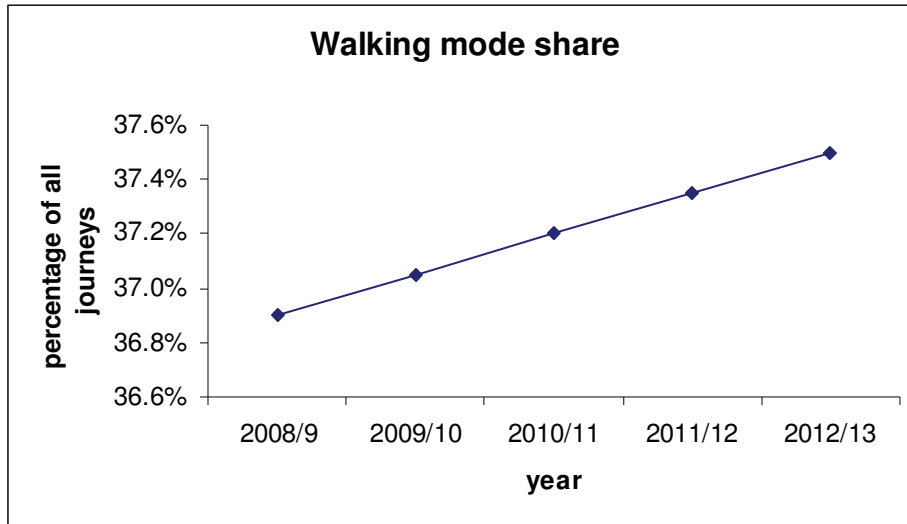
Target 1a - Walking mode share – To increase the percentage of trips made on foot originating in the London Borough of Hammersmith & Fulham from 37% in 2006/7 to 2008/9 to 37.5% by 2013/14

Rationale	Monitoring the proportion of personal trips by mode of travel gives a broad indication of the general travel behaviour of individuals in the borough.
Definition	Percentage of personal walking trips originating in the borough by London residents (main mode only)
Evidence	<ol style="list-style-type: none"> 1. The baseline of 36.9% is within the top quartile in London. The borough is relatively small and well suited to walking 2. Many schemes have been delivered over the last five to ten years to improve the pedestrian environment in the borough, including flagship urban realm schemes in all three of the town centres 3. The target should be read alongside the cycling target as these modes are interlinked 4. The trajectory is flat based on our proposed programme of investment to 2013/14, including the wayfinding signage system across all three town centres 5. We do not consider that the removal of the WEZ will display an impact in the walking modal share
Data Source	London Travel Demand Survey (LTDS)
Base	2006/7 – 2008/9 three year average – 36.9%
Interim Target	2013/14 – 37.5% (0.6% modal increase)
Long term target	2030/31 – 40% (3% modal increase)
Key Actions - council	<ol style="list-style-type: none"> 1. Continue to encourage walking through the smarter travel programme 2. Continue to deliver pedestrian training in schools 3. Continue to deliver a rolling programme of streetscene improvements through the corridors and neighbourhoods programme 4. Continue to maintain our footways to a high standard 5. To continue to declutter the pedestrian environment
Key Actions – others	<ol style="list-style-type: none"> 1. TfL – to carry out maintenance and improvements to the pedestrian environment on the TLRN 2. TfL – to continue to review traffic signal timings 2. Police – to continue to carry out enforcement and education initiatives with the council 3. NHS– to continue to work with the council to educate residents about the health benefits of walking 4. Business community – to continue to develop travel plans
Risks	<ol style="list-style-type: none"> 1. Reduced funding for smarter travel initiatives 2. Reduced funding for capital investment in the road network

Milestones

Base	2010/11	2011/12	2012/13	2013/14
	2008/9 – 2010/11	2009/10 – 2011/12	2010/11 – 2012/13	2011/12 – 2013/14
36.9%	37.1%	37.2%	37.4%	37.5%

Trajectory



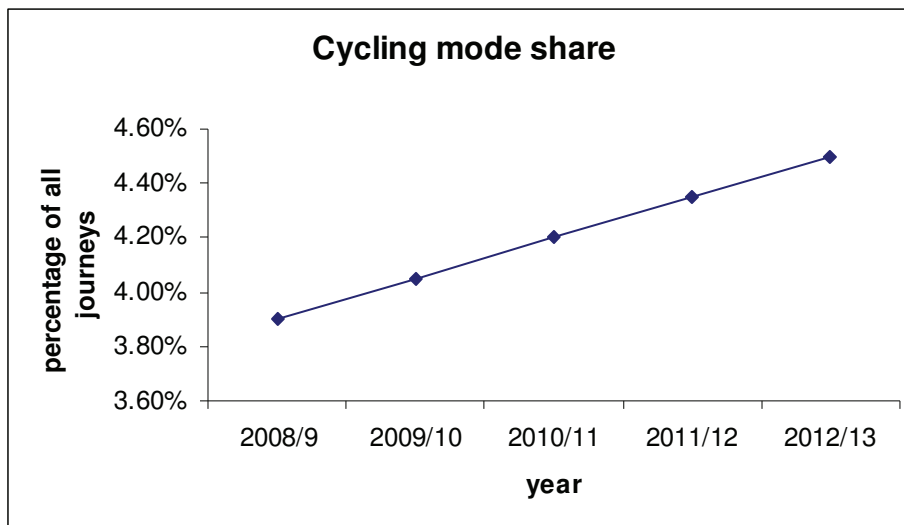
Target 1b – Cycling mode share – To increase the percentage of trips made by bike originating in the London Borough of Hammersmith & Fulham from 4% in 2006/7 to 2008/9 to 4.5% by the end of 2013/14

Rationale	Monitoring the proportion of personal trips by mode of travel gives a broad indication of the general travel behaviour of individuals in the borough.
Definition	Percentage of personal cycling trips originating in the borough by London residents (main mode only)
Evidence	<ol style="list-style-type: none"> 1. The baseline of 3.9% is within the top quartile in London. The borough is relatively small and well suited to cycling 2. Many schemes have been delivered over the last five to ten years to improve the number of people cycling in the borough 3. The target should be read along side the walking target as these modes are interlinked 4. The trajectory is flat based on our proposed programme of investment up to 2013/14 5. We do not consider that the removal of the WEZ will have an impact on the cycling modal share
Data Source	London Travel Demand Survey (LTDS)
Base	2006/7 – 2008/9 three year average – 3.9%
Interim Target	2013/14 – 4.5% (0.6% modal increase)
Long term target	2030/31 – 8% (3% modal increase)
Key Actions - council	<ol style="list-style-type: none"> 1. To continue to deliver free or subsidised cycle training to schools in the borough and to adults who live, work or study in the borough 2. To continue to deliver a range of initiatives through the smarter travel programme to encourage cycling 3. To ensure the needs of cyclists are taken into account when developing and delivering highway improvements schemes 4. To continue to ensure that our road surface is in a good condition
Key Actions – others	<ol style="list-style-type: none"> 1. TfL – to deliver the cycle superhighways 9 and 10 in line with borough design aspirations. To extend the Mayors cycle hire scheme to the borough starting with a spur to the White City Opportunity area. 2. Police – to continue to carry out enforcement and education initiatives with the council 3. NHS – to continue to work with the council to educate residents about the health benefits of cycling
Risks	<ol style="list-style-type: none"> 1. Reduced funding for smarter travel initiatives 2. Reduced funding for capital investment in the road network

Milestones

Base	2010/11	2011/12	2012/13	2013/14
	2008/9 – 2010/11	2009/10 – 2011/12	2010/11 – 2012/13	2011/12 – 2013/14
3.9%	4.1%	4.2%	4.4%	4.5%

Trajectory



Target 2 - Bus service reliability – To maintain the average Excess Wait Time (EWT) at 1.2 minutes in 2009/10 to 2013/14

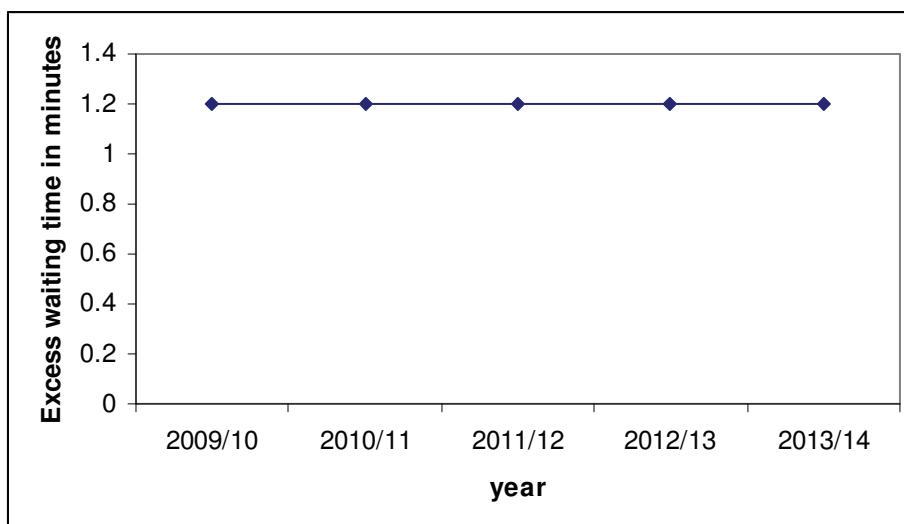
Rationale	This target reflects the Mayor of London's priority of improving public transport reliability. Boroughs have a limited role in improving bus service reliability but they can contribute, particularly in terms of managing their road network and providing measures to assist the movement of buses and the access of both buses and passengers to bus stops.
Definition	Excess Waiting Time (EWT) is waiting time by passengers over and above what might be expected of a service that is always on time, for all high frequency services (defined as those services with a scheduled frequency of more than five buses per hour) in the borough.
Evidence	<p>1. Our baseline figure of 1.2 minutes is almost the same as the London average, which is 1.13. We are at the mid-point in the 'league table' of boroughs, with 16 boroughs having longer wait times and 16 having shorter wait times. Of the 12 inner London boroughs, H&F has the second lowest EWT.</p> <p>2. Our Corridors schemes should help to improve bus reliability. In particular, our scheme to improve traffic flow at the Fulham Palace Road/Hammersmith gyratory junction should help to reduce EWT on this very important north-south corridor. The removal of WEZ should also reduce traffic on north-south routes in the borough, although this may be counter-balanced by an increase on east-west routes.</p> <p>3. A high level of background traffic growth is predicted in the longer term as a result of employment and population growth, which in Hammersmith & Fulham will be concentrated at a small number of major development sites such as the White City Opportunity Area and Earls Court/West Kensington. Transport strategies are currently being developed for these sites which will identify improvement and mitigation measures.</p> <p>4. Overall we do not see any reason why EWT in the borough should develop in a different way from that in London as a whole</p>
Data Source	TfL Quality of Service Indicators (QSI)/ibus data.
Base	Average EWT 2009/10 – 1.2 minutes
Interim Target	2013/14 – Average EWT 1.2 minutes
Long term target	2017/18 – Average EWT 1.2 minutes
Key Actions - council	<p>1. Continue to carry out our network management duty and work with utility companies to minimise, expedite and co-ordinate street works.</p> <p>2. Improve access to bus stops by reviewing waiting and loading restrictions and bus stop layouts as part of corridor schemes</p> <p>3. Continue to work with bus operators and London buses to identify local problem areas and target them for improvements as part of corridors schemes.</p> <p>4. Continue to enforce waiting and loading restrictions on bus routes</p> <p>5. Implement Fulham Palace Road/Hammersmith gyratory improvement scheme (Major scheme).</p>

Key Actions –others	<p>1 Bus operators and London Buses – work to improve bus scheduling and bus driver behaviour</p> <p>2. Other borough councils – implement measures to improve/maintain bus service reliability for routes which serve both their boroughs and LHBF.</p> <p>3 TfL - maintain the TLRN to a high standard; work with the Council and utility companies to minimise, expedite and co-ordinate street works and enforce waiting and loading restrictions on TLRN bus routes effectively.</p> <p>4. Utility companies – work with TfL, the Council and other borough councils as above</p> <p>5. Police – carry out effective enforcement.</p>
Risks	<p>1. Reduced funding</p> <p>2. General increases in traffic levels outweigh positive effects of actions outlined above</p>

Milestones

Base	2010/11	2011/12	2012/13	2013/14
2009/10 value	2010/11 value	2011/12 value	2012/13 value	2013/14 value
1.2	1.2	1.2	1.2	1.2

Trajectory:



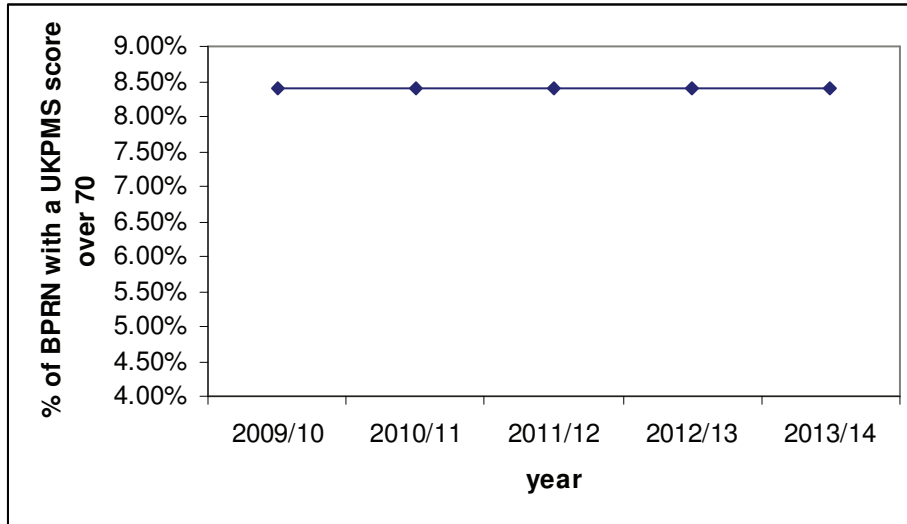
Target 3 - Asset condition

Rationale	Road condition - percentage of the Borough Principal Road Network (BPRN) with a UKPMS score greater than 70.
Definition	The condition of the BPRN is measured using an overall condition index (CI) produced by the UKPMS, calculated from detailed visual inspection (DVI) data.
Evidence	<p>1. The Hammersmith & Fulham BPRN is approximately 71.5 lane km in length. If we assume the average lane width is 3.5m (conservative), then the network is approximately 250,000m². Based in historical trends and rates of deterioration we estimate that we need to resurface the BPRN every 10 to 15 years. As a guide therefore approximately 16,500m² should be treated every year to meet this target</p> <p>2. Our current funding of £350,000 per year is sufficient to resurface approximately 10,000m² per annum (resurfacing rate of £35/m²). Therefore if the current level of funding is kept consistent then there will be a shortfall of 6,500m² on the BPRN. 6,500 m² represents around 3% of the network deteriorated that we are unable to treat.</p> <p>3. This will lead to a deterioration of the condition of the network with an increase in the percentage of the overall condition index being greater than 70.</p> <p>4. This can be seen by the increase in the CI over 70 increasing from 6.0% in 2008/09 to 9.6% in 2009/10. This trend is likely to continue</p>
Data Source	Road2000 BPRN condition surveys - DVI
Base	2009/10 = 8.4% greater than 70
Interim Target	2013/14 = 8.4% greater than 70
Long term target	2017/18 = 10% greater than 70
Key Actions - council	Continue to prioritise resurfacing schemes on the BPRN using the condition data.
Key Actions -others	
Risks	<p>1. There is a clear risk that with the current level of funding that the condition of the councils BPRN will deteriorate rather than improve although it is acknowledged that other funding streams may be used for resurfacing in conjunction with other schemes, hence our indicative long term target setting of 10%.</p> <p>2. Other risks include further severe winter weather events, such as those over the past two years. These have probably led to accelerated deterioration of the network.</p>

Milestones

Base	2010/11	2011/12	2012/13	2013/14
2009/10 value	2010/11 value	2011/12 value	2012/13 value	2013/14 value
8.4%	8.4%	8.4%	8.4%	8.4%

Trajectory



Target 4a – Road casualties – Reduce the number of people killed and seriously injured (KSI) on all roads within the London Borough of Hammersmith and Fulham by 10 per cent by 2013, compared with the 2006 - 2008 average

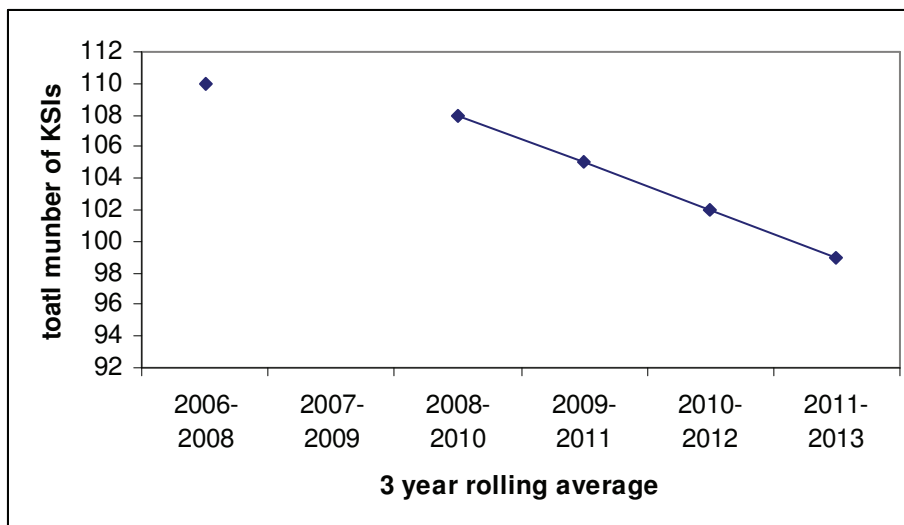
Rationale	This target reflects the Mayor of London's priority of improving road safety. Road traffic casualties have fallen significantly in London in recent years. However there is still progress to be made and boroughs have a significant role to play in improving road safety through encouragement, education, enforcement and engineering. The Department for Transport (DfT) is likely to set a target for all local authorities to reduce the number of people killed and seriously injured by at least 33 per cent by 2020.
Definition	The percentage change in the number of KSI casualties during the calendar year compared to the previous year. Figures are based on a three-year rolling average up to a current year. Includes casualties on the TLRN which is not the borough's direct responsibility.
Evidence	<ol style="list-style-type: none"> 1. The council has seen significant reductions in road traffic casualties against the 1994 - 98 average with a 26% reduction in KSIs to the 1994 - 1998 average and a 34% reduction in slight casualties over the same period. 2. The council recognises that many of the 'high return' local safety engineering schemes have been implemented but does nevertheless wish to ensure we set ambitious targets to reduce the number of casualties in the borough and will aim to examine all possible means to deliver this. 3. The council will continue to pursue casualty reduction as an essential element of any scheme implemented but intends to place greater emphasis on education, enforcement and encouragement initiatives including inter-agency working. 4. The council wishes to pursue the same rate of reduction of casualties to 2030/31.
Data Source	Transport for London
Base	110 KSIs (2006 - 2008 three-year average)
Interim Target	2013 - 99 KSIs (2011 - 2013 three-year average).
Long term target	2030 - 51 KSIs (2028 - 2030 three-year average)
Key Actions - Council	<ol style="list-style-type: none"> 1. Continue to use a data led approach to prioritising expenditure on all road safety initiatives. 2. Implement a range of education, training and publicity, enforcement and engineering measures focusing particularly on vulnerable road users. 3. Ensure that the council takes road safety into account in the design and implementation of all highways schemes. 4. Instil road safety principles in all school, workplace and residential travel planning and as part of walking, motorcycle and

	cycle training initiatives.
Key Actions - Other	<ol style="list-style-type: none"> 1. TfL - work with the council to support our road safety initiatives and implement projects and initiatives to reduce casualties on the TLRN. 2. Police - work with the council to support joint road safety initiatives and carry out appropriate enforcement. 3. Education, local schools and training providers - work with the council to deliver road safety education and travel planning projects.
Risks	<ol style="list-style-type: none"> 1. Reduced funding 2. Continued efforts producing diminishing returns, i.e. non-linear reduction in casualties. 3. Continued efforts producing diminishing results

Milestones

Base 2006 to 2008 Average	2010 2008 to 2010 Average	2011 2009 to 2011 Average	2012 2010 to 2012 Average	2013 2011 to 2013 Average
110	108	105	102	99

Trajectory



Target 4b – Road casualties – Reduce the total number of road traffic casualties on all roads within the London Borough of Hammersmith and Fulham by 10 per cent by 2013 compared with the 2006 - 2008 average.

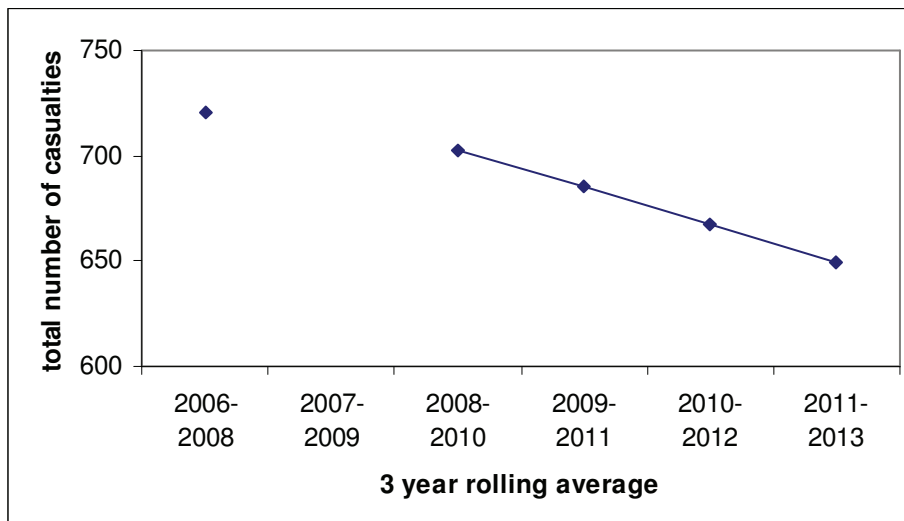
Rationale	This target reflects the Mayor of London's priority of improving road safety. Road traffic casualties have fallen significantly in London in recent years. However there is still progress to be made and boroughs have a significant role to play in improving road safety through encouragement, education, enforcement and engineering. The Department for Transport (DfT) is likely to set a target for all local authorities to reduce the number of people killed and seriously injured by at least 33 per cent by 2020. It is considered by the borough that a 33 per cent reduction in all casualties could be set as an ambitious target to mirror the KSI target. This is suggested to be measured per billion vehicle kilometres to provide a target rate rather than just number.
Definition	The percentage change in the total number of casualties per billion vehicle kilometres during the calendar year compared to the previous year. Figures are based on a three-year rolling average up to a current year. Includes casualties on the TLRN which is not the Borough's direct responsibility.
Evidence	<ol style="list-style-type: none"> 1. The council's has seen significant reductions in road traffic casualties against the 1994 - 98 average with a 26% reduction in KSIs to the 1994 - 1998 average and a 34% reduction in slight casualties over the same period. 2. The council recognises that many of the 'high return' local safety engineering schemes have been implemented but does nevertheless wish to ensure we set ambitious targets to reduce the number of casualties in the borough and will aim to examine all possible means to deliver this. 3. The council will continue to pursue casualty reduction as an essential element of any scheme implemented but intends to place greater emphasis on education, enforcement and encouragement initiatives including inter-agency working. 4. The council wishes to pursue the same rate of reduction of casualties to 2030/31.
Data Source	Transport for London.
Base	2006 - 2008 three-year average - 721
Interim Target	2013 - 649 casualties (2011 - 2013 three-year average).
Long term target	2030 - 500 casualties (2028 - 2030 three-year average)
Key Actions - Council	<ol style="list-style-type: none"> 1. Continue to use a data led approach to prioritising expenditure on all road safety initiatives. 2. Implement a range of education, training and publicity, enforcement and engineering measures focusing particularly on vulnerable road users. 3. Ensure that the council takes road safety into account in the

	design and implementation of all highways schemes. 4. Instil road safety principles in all school, workplace and residential travel planning and as part of walking, motorcycle and cycle training initiatives.
Key Actions - Other	1. TfL - work with the council to support our road safety initiatives and implement projects and initiatives to reduce casualties on the TLRN. 2. Police - work with the council to support joint road safety initiatives and carry out appropriate enforcement. 3. Education, local schools and training providers - work with the Council to deliver road safety education and travel planning projects.
Risks	1. Reduced funding 2. Continued efforts producing diminishing returns, i.e. non-linear reduction in casualties.

Milestones

Base 2006 to 2008 Average	2010 2008 to 2010 Average	2011 2009 to 2011 Average	2012 2010 to 2012 Average	2013 2011 to 2013 Average
721	703	685	667	649

Trajectory



Target 5 – CO₂ emissions

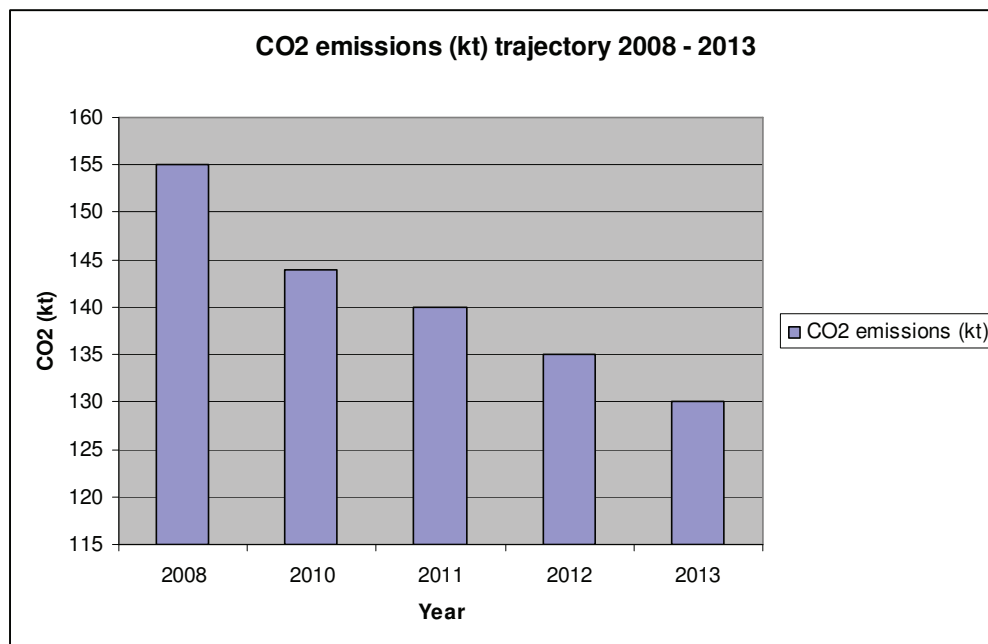
Rationale	CO ₂ is the primary cause of climate change. This target reflects the Mayor of London's commitment to reduce CO ₂ emissions in London by 60 per cent from 1990 levels by 2025. TfL has produced an indicative trajectory for each borough to achieve this. The trajectory for Hammersmith & Fulham shows a reduction from 155 kilotonnes (kt) in 2008 to 130kt by 2013, with a long term target of reducing emissions further to 85kt by 2025.
Definition	Kilotonnes (kt) of CO ₂ emanating from ground-based transport per year. Where applicable this includes emissions emanating from trunk roads, motorways, railways and airports (ground based aviation).
Evidence	<ol style="list-style-type: none"> 1. The Hammersmith & Fulham baseline emissions figure of 155kt represents the sixth lowest emissions of all London boroughs (top quartile). 2. Ground based transport emissions are responsible for 14 percent of total CO₂ emissions in the borough (ranked 8th – top quartile). 3. TfL's trajectory expects a 7 percent reduction in CO₂ emissions by the end of 2010 (based on 2008 base year), then further year on year reductions of 3-4 percent in 2011, 2012 and 2013. 4. Overall, CO₂ emissions from ground based transport need to reduce by 25,000 tonnes (equivalent to 16 percent) from 2008 to 2013.
Data Source	GLA London Energy and Greenhouse Gas Inventory (LEGGI) and made available by TfL.
Base	2008:155kt CO ₂ .
Interim Target	2013: 130kt CO ₂ .
Long term target	2025: 85kt CO ₂ .
Key Actions - council	<ol style="list-style-type: none"> 1. Encourage more walking and cycling (specifically through the smarter travel programme). 2. Work in partnership with local schools and employers to implement travel plans. 3. Encourage land uses within development to minimise the need to travel 4. Investigate the provision of further electric vehicle charging points 5. Continue to negotiate for development with low car parking provision or on-street parking permits 6. Continue to support car clubs across the borough, and implement on street car club parking bays 7. Continue to work towards cleaner vehicle fleets 8. Continue to deliver pedestrian training in schools

Key Actions – others	1. TfL – to work to mitigate any potential CO ₂ emissions impacts of removing the WEZ, implement smarter travel initiatives and support to encourage cycling and walking, continue to work with the borough to reduce traffic emissions by smoothing traffic flow and optimising road network efficiency, continuing to work towards cleaner vehicle fleets and encouraging bus operators to introduce cleaner buses.
Risks	1. Reduced funding to support measures. 2. Measures are not as effective as expected in reducing emissions.

Milestones

Base	2010	2011	2012	2013
2008	2010	2011	2012	2013
155kt	144kt	140kt	135kt	130kt

Trajectory



4.5 Local targets

The TfL LIP2 guidance encourages boroughs to set additional local indicators and targets where they are likely to help protect and secure additional funding for transport.

Through the development of the H&F LIP2 it was agreed to establish three local targets which we felt would achieve funding and allow us to expand on some of the mandatory targets that only report strategic performance.

Number	LIP2 objective	Indicator	Baseline	Short-term (interim) target	Long-term target (indicative)
6a.	2,4,5	Bus route 220 journey time and reliability Fulham Palace Road	NB 18.4/15.2 SB 18.0/10.2	NB 15.5/10.0 SB 16.5/7.0	NB 14.0/7.0 SB 14.0/5.0
6b.	2,4,5	Bus route 237 journey time and reliability Goldhawk Road	EB 7.0/4.3 WB 11.6/7.9	EB 7.1/3.0 WB 11.6/5.5	EB 6.0/3.0 WB 9.0/4.0
7.	2,4,5,7	The school run percentage of school trips made on foot or by bike	42%	49%	70%

Target 6a relates to local bus performance with targets set for journey time and reliability on two key strategic routes in the borough - the 220 that runs along Fulham Palace Road and the 237 that runs along Goldhawk Road. Significant improvements to both of these roads are planned as part of our delivery plan which are both subject to the uncertainties of major scheme funding.

The targets are explained further in the following tables on pages 76 to 82; NB stands for northbound, SB is southbound, EB is westbound and WB is westbound. The first figure relates to the journey time in minutes and the second figure is the reliability in minutes.

Target 7 relates to the school run. Almost every school in the borough has a school travel plan we have been making good progress managing the impact of the school run on our congested road network.

Local target 1a – Bus route 220 journey time and reliability

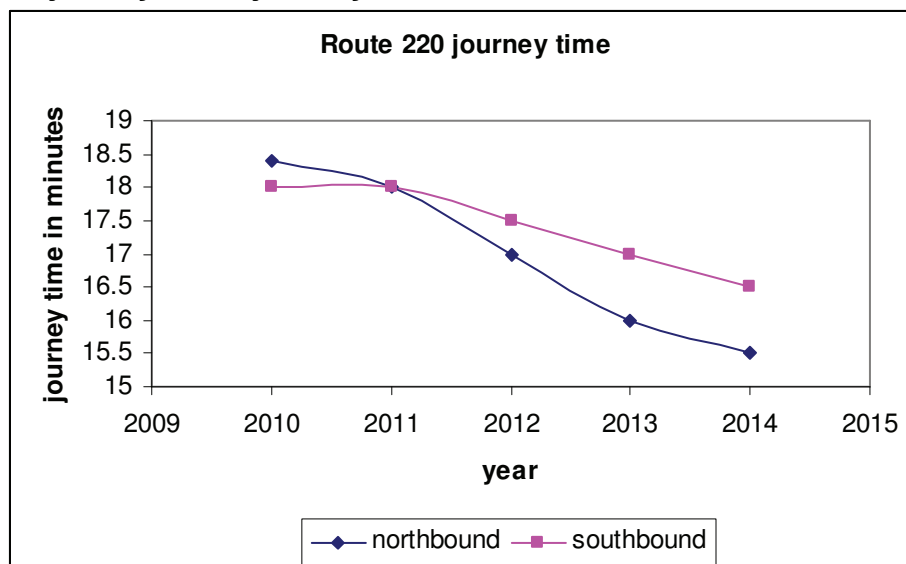
Rationale	We have adopted bus reliability and journey time targets for two corridors in the borough. The first is Fulham Palace Road which forms part of the key north-south route in the borough and has previously been identified as one of the third generation bus priority routes. The second Goldhawk Road, which the council has identified as its main priority for 'Better Streets' treatment
Definition	<p>A: Average actual bus journey time</p> <p>B: Difference between maximum actual journey time and average scheduled journey time (reliability)</p> <p>For Route 220 northbound and southbound (Fulham Palace Road) monitoring points are between stops on Putney Bridge approach (most southerly stops in the borough) and the most southerly stops on Shepherds Bush Road</p> <p>All day Monday to Friday</p>
Evidence	<p>Baseline data has been supplied by TfL through i-bus</p> <p>Fulham Palace Road has one route which runs its entire length – Route 220, which was recognised in the third generation bus priorities programme.</p>
Data Source	i-bus
Base	March 2010: NB: A 18.4: B: 15.2; SB: A: 18.0: B: 10.2
Interim Target	March 2014: NB: A: 15.5 (-16%),B: 10.0 (-34%); SB: A: 16.5 (-7)B: 7.0(-32%)
Long term target	March 2031: NB: A: 14 (-24%): B: 7(-54%);SB A: 14 (-24%):B: 5
Key Actions - council	<p>1.Implementation of the corridor schemes in Fulham Palace Road which include the majority of the 3G suite of improvements</p> <p>2. Implementation of the Fulham Palace Road (Major scheme) in 11/12 which is now fully funded. This will see the construction of a slip road at the junction of Fulham palace Road with Hammersmith Gyrotory increasing throughput to all traffic and smoothing traffic at this bottleneck</p>
Key Actions – others	<p>TfL – provide funding for above schemes</p> <p>London Buses and bus operators – continue to improve performance management of bus services</p>

Risks	Lack of funding for improvement schemes Schemes delayed or not implemented due to unfavourable consultation responses Growth in traffic cancels out benefits of schemes Management and performance of bus operations is not maintained Lack of measures in other boroughs cancels out benefits in this borough (Long term) momentum of policies and investment not maintained Delay due to construction of schemes (which has been taken into account in the short term milestones for 2011)
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Milestones – 220 journey time

March 2010	March 2011	March 2012	March 2013	March 2014
NB – 18.4 SB – 18.0	NB – 18.0 SB – 18.0	NB – 17.0 SB – 17.5	NB – 16.0 SB – 17.0	NB – 15.5 SB – 16.5

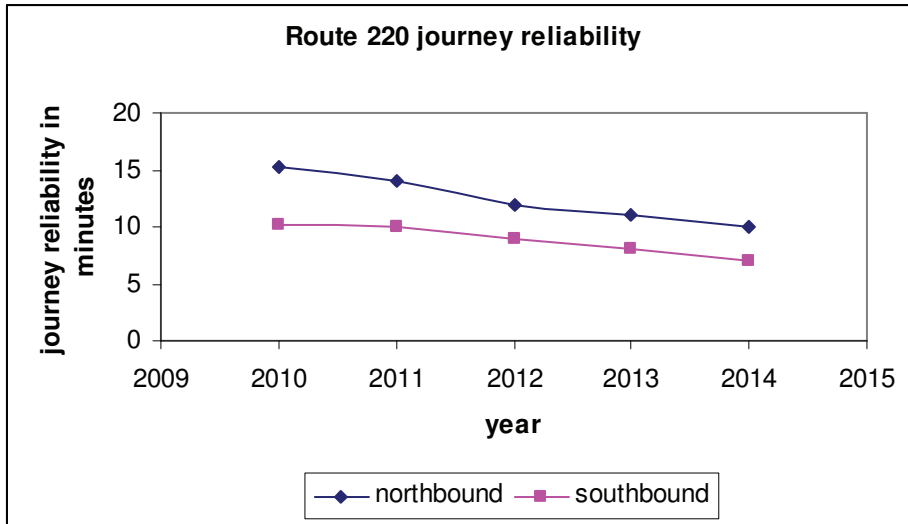
Trajectory – 220 journey time



Milestones – 220 journey reliability

March 2010	March 2011	March 2012	March 2013	March 2014
NB – 15.2 SB – 10.2	NB – 14.0 SB – 10.0	NB – 12.0 SB – 9.0	NB – 11.0 SB – 8.0	NB – 10.0 SB – 7.0

Trajectory – 220 journey reliability



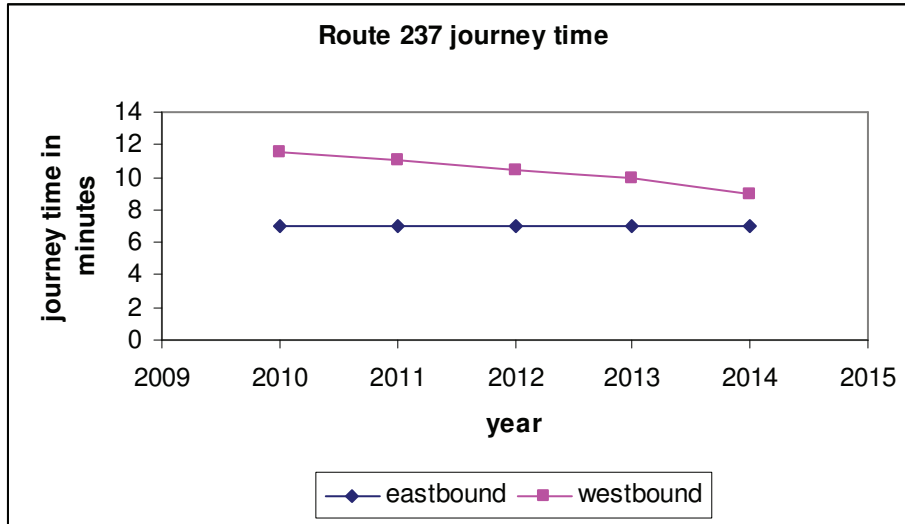
Local target 1b – Bus route 237 journey time and reliability

Rationale	We have adopted bus reliability and journey time targets for two corridors in the borough. The first is Fulham Palace Road which forms part of the key north-south route in the borough and has previously been identified as one of the third generation bus priority routes. The second Goldhawk Road, which the council has identified as its main priority for 'Better Streets' treatment
Definition	<p>A: Average actual bus journey time</p> <p>B: Difference between maximum actual journey time and average scheduled journey time (reliability)</p> <p>Route 237 eastbound and westbound for Goldhawk Road</p> <p>All day Monday to Friday</p>
Evidence	<p>Baseline data has been supplied by TfL through i-bus</p> <p>Route 237 will be monitored along the whole length of Goldhawk Road</p>
Data Source	i-bus
Base	March 2010: EB: A 7.0:B: 4.3;WB: A11.6:B:7.9.
Interim Target	March 2014: EB: A: 7 (0);B: 3 (-30%); WB: A:11.6 (0) B: 5.5 (-30%)
Long term target	March 2031: EB A:6(14%): B:3(-33%); WB: A:9(-24%):B:4 (-56%)
Key Actions - council	Implementation of Goldhawk Road major project as per the study detailed on page 35. It is anticipated that major funding submission will be submitted in 2011 following detailed design and engagement. Construction will follow post Olympics in 2012 and 2013
Key Actions –others	TfL – provide major project and funding for above schemes London Buses and bus operators – continue to improve performance management of bus services
Risks	<p>Lack of funding for improvement schemes</p> <p>Schemes delayed or not implemented due to unfavourable consultation responses</p> <p>Growth in traffic cancels out benefits of schemes</p> <p>Management and performance of bus operations is not maintained</p> <p>Lack of measures in other boroughs cancels out benefits in this borough</p> <p>(Long term) momentum of policies and investment not maintained</p>

Milestones – 237 journey time

March 2010	March 2011	March 2012	March 2013	March 2014
EB – 7.0 WB – 11.6	EB – 7.0 WB – 11.0	EB – 7.0 WB – 10.5	EB – 7.0 WB – 10.0	EB – 7.0 WB – 9.0

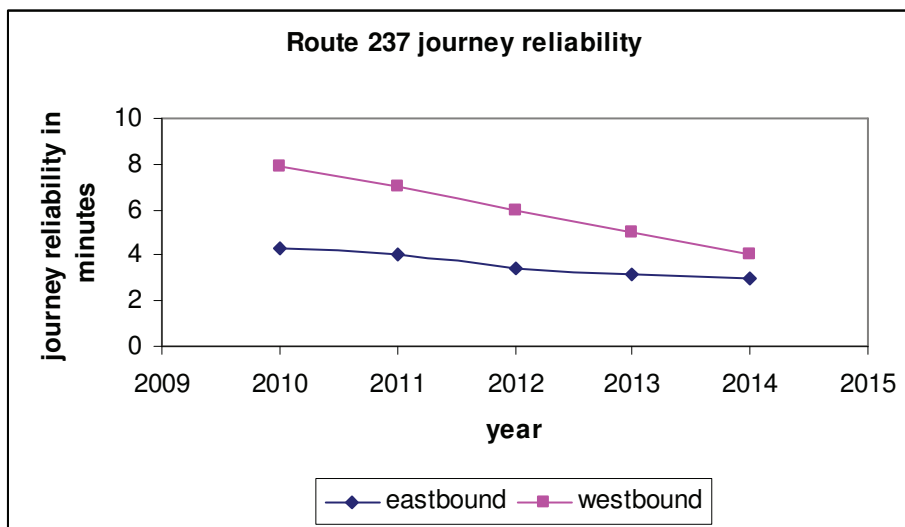
Trajectory – 237 journey time



Milestones – 237 journey reliability

March 2010	March 2011	March 2012	March 2013	March 2014
EB – 4.3 WB – 7.9	EB – 4.0 WB – 7.0	EB – 3.4 WB – 6.0	EB – 3.2 WB – 5.0	EB – 3.0 WB – 4.0

Trajectory – 237 journey reliability



Local target 2 – school run - to increase the percentage of journeys to schools in LBHF made on foot or by bicycle from 42% in 2004/5 to 49% by 2013/14.

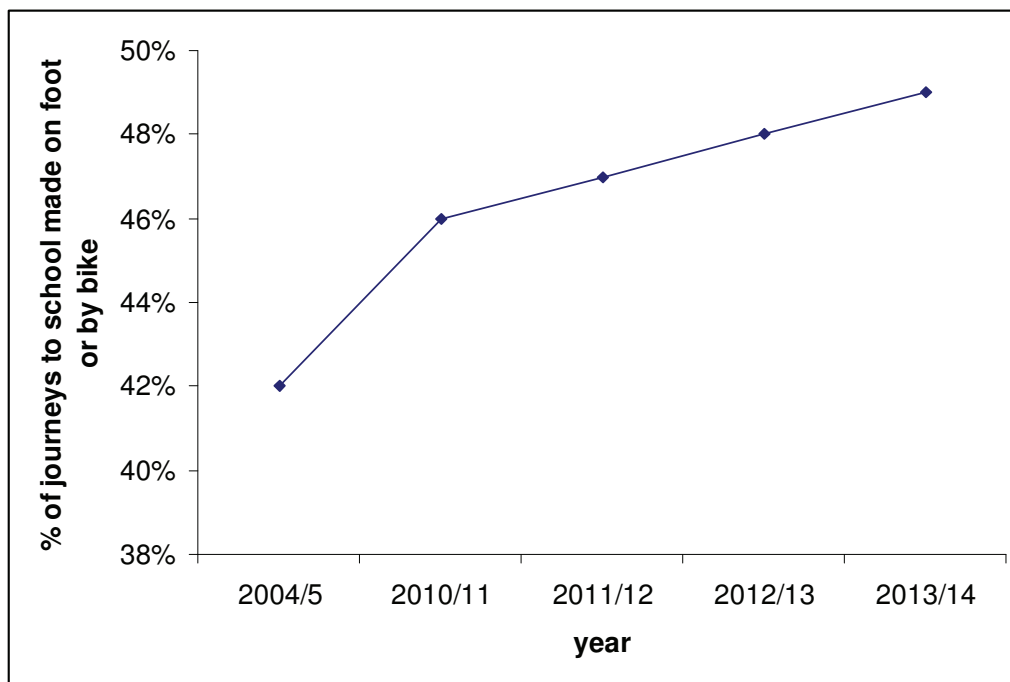
Rationale	Monitoring the proportion of personal trips to school by mode of travel gives a broad indication of the general travel behaviour of children in the borough.
Definition	Proportion of walking and cycling trips to H&F schools, expressed as a percentage of all trips to school. NB: main mode only, and some of these trips will begin outside H&F.
Evidence	<ol style="list-style-type: none"> 1. The 2005 baseline of 42% was well below the 2005 London-wide average of 51%. However, most trips to H&F schools are less than one mile and well suited to walking or cycling. 2. All schools in the borough, with the exception of Hurlingham & Chelsea have done a school travel plan (STP) which is designed to cut driving to school and to increase the use of alternative modes, as well as improve road safety for pedestrians and cyclists travelling to school. 3. Most schools (60 out of 72 in September 2010) are keeping their STPs active, i.e. a review completed every year including new targets and action plan. 4. The predicted rising trajectory of walking or cycling to school is based on previous performance.
Data Source	iTRACE
Base	2004/5 – 42%
Interim Target	2013/14 – 49% (7% increase)
Long term target	2030/31 – 70% (28% increase)
Key Actions - council	<ol style="list-style-type: none"> 1. Continue to encourage walking and cycling to school through the school travel plan programme 2. Continue to deliver ‘walk on Wednesday’ and ‘walk to school week’ campaign materials into schools 3. Continue to deliver cycle training and the Bike-It project into schools 4. Continue to provide funding for schools to install and improve cycle parking and pedestrian shelters and other capital expenditure to enhance walking and cycling to school 5. Continue to maintain our footways to a high standard 6. Continue to improve the cycling environment (safe cycle routes and increasing levels of secure cycle parking)
Key Actions –others	<ol style="list-style-type: none"> 1. TfL – to continue to provide budget for school travel advisor 2. TfL – to continue to review traffic signal timings in favour of cyclists and pedestrians 3. Police – to continue to carry out enforcement and education initiatives with schools 4. PCT – to continue to work with the council to educate children and parents about the health benefits of walking and cycling 5. Schools – to continue to keep their travel plans active and current.

Risks	1. Reduced funding for school travel initiatives 2. Reduced funding for capital grants available to schools to improve their cycle parking arrangements for example.
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Milestones

Base	2010/11	2011/12	2012/13	2013/14
2004/5				
42%	46%	47%	48%	49%

Trajectory



Locally specific targets for mandatory indicators

Borough:

Core indicator	Definition	Year type	Units	Base year	Base year value	Target year	Target year value	Trajectory data				Data source
								2010/11	2011/12	2012/13	2013/14	
Mode share of residents	% of trips by walking	Financial	%	2006/7 - 2008/9	36.9	2013/14	37.5	2010/11	2011/12	2012/13	2013/14	LTDS
Mode share of residents	% of trips by cycling / no of trips	Financial	%	2006/7 - 2008/9	3.9	2013/14	4.5	2010/11	2011/12	2012/13	2013/14	Specify LTDS or bus screenline counts
Bus service reliability	Excess wait time in mins	Financial	Mins	2009/10	1.2	2013/14	1.2	2010/11	2011/12	2012/13	2013/14	iBus
Asset condition - principal roads	% length in need of repair	Financial	%	2009/10	8.4	2013/14	8.4	2010/11	2011/12	2012/13	2013/14	Detailed Visual Ins data supplied for TfL by LB Hamme Fulham
Road traffic casualties	Total number of people killed or seriously injured	Calendar	Number	2006-2008	110	2013	99	2010	2011	2012	2013	London Road Sat
Road traffic casualties	Total casualties	Calendar	Number	2006-2008	721	2013	649	2010	2011	2012	2013	London Road Sat
CO2 emissions	CO2 emissions	Calendar	Tonnes/year	2008	155	2013	130	2010	2011	2012	2013	GLA's London Environment Greenhouse Gas Inventory (LEGGI)

Additional (non-mandatory) local targets

Local indicator	Definition	Year type	Units	Base year	Base year value	Target year	Target year value	Trajectory data					Data source
								March 2011	March 2012	March 2013	March 2014		
bus route 220 journey time	average actual bus journey time	calendar	mins	March 2010	N- 18.4 S- 18.0	2014	N-15.5, S16.5	March 2011 N-18, S-18	March 2012 N-17, S-17.5	March 2013 N-16, S-17	March 2014 N-15.5, S-16.5	ibus	
bus route 220 reliability	difference between maximum actual journey time and average scheduled journey time	calendar	mins	March 2010	N-15.2, S-10.2	2014	N-10, S-7	March 2011 N-14, S-10	March 2012 N-12, S-9	March 2013 N-11, S-8	March 2014 N-10, S-7	ibus	
bus route 237 journey time	average actual bus journey time	calendar	mins	March 2010	E-7, W-11.6	2014	E-7, W-9	March 2011 E-7, W-11	March 2012 E-7, W-10.5	March 2013 E-7, W-10	March 2014 E-7, W-9	ibus	
bus route 237 reliability	difference between maximum actual journey time and average scheduled journey time	calendar	mins	March 2010	E-4.3, W-7.9	2014	E-3, W-4	March 2011 E-4, W-7	March 2012 E-3.4, W-6	March 2013 E-3.2, W-5	March 2014 E-3, W-4	ibus	
school travel modal share	% of school trips by cycling and walking	Financial	%	2004/05	42	2013/4	49	2010/11 16	2011/12 47	2012/13 48	2013/14 49	hands up classroom	

Agenda Item 9



London Borough of Hammersmith & Fulham

Cabinet

20 JUNE 2011

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

HAMMERSMITH BRIDGE – SURFACING DECK PANEL REPAIRS

**Ward:
Hammersmith
Broadway**

Due to the condition of the surfacing, the works need to be carried out as soon as possible and are currently programmed to commence in August 2011.

CONTRIBUTORS

DENV
DFCS
ADLDS

Recommendations:

- 1 That urgent deck panel repairs be carried out in August 2011 on Hammersmith Bridge from £250,000 allocated for this work (£220,000 from TFL's LIP programme for Bridge Strengthening works and the remaining £30,000 from the bridge maintenance revenue budget).**
- 2 To note that Halcrow Ltd has been commissioned through the RBK&C's Consultancy Framework contract to provide support services for managing and programming the works.**
- 3 To note that a specialist contractor, Concrete Repairs Ltd, has been nominated as a sub-contractor to Colas Ltd, the Council's term surfacing contractor, to undertake the works, and that in accordance with the Council's standing orders, authority for this commission has been obtained through Chief Officer's approval.**
- 4 To note that due to the condition of the surfacing, the works need to be carried out as soon as possible and are currently programmed to commence in August 2011.**

**HAS THE REPORT
CONTENT BEEN
RISK ASSESSED?**
N/A

**HAS A PEIA BEEN
COMPLETED?**
YES

1. INTRODUCTION AND BACKGROUND

- 1.1 Hammersmith Bridge was built in 1827 and replaced in 1887. The current bridge has been modified and repaired throughout 113 years of its life with little change to the main structure. The bridge is a grade II listed structure.
- 1.2 As part of refurbishment works carried out in 1999, new surfacing panels were installed on the bridge deck. The surfacing was made up of steel panels backed with rubber and topped with an anti-skid surfacing. The rubber backed steel panels were fixed to the bridge deck using different types of fixings secured from both above and below the bridge deck.
- 1.3 The surfacing system was designed with a life expectancy of 20 years, subject to refurbishment after ten years.
- 1.4 The rubber backed steel deck panels have been on the bridge for 11 years and now require substantial repair. There is currently concern whether the panels will achieve their intended twenty year design life, due to an increase in the number of buses using the bridge. The buses are heavier than normal vehicles and are putting added stress on the steel deck panels and their fixings.

2. RUBBER BACKED STEEL DECK PANEL REPAIR WORKS

- 2.1 A survey of the damaged panels carried out in April 2011 indicated a significant number of steel deck panel fixings and a number of the rubber backed steel panels have failed along the length of the bridge. Some of the failed panels needed to be replaced immediately and as such temporary repairs took place during the Easter period when traffic flows over the bridge were lowest.
- 2.2 The next level of repair works is being planned to be undertaken in August 2011 when traffic flow is lowest. These repairs can only be considered to be relatively short term. The works are to be undertaken by a specialist contractor (Concrete Repairs Ltd) nominated through the Council's surfacing term contractor Colas Ltd.
- 2.3 To undertake any repair works, it is essential to gain access to the underside of the bridge deck which requires serving notices to Port of London Authority as well as setting up bridge closures.
- 2.4 Halcrow Ltd have been commissioned through the Royal Borough of Kensington & Chelsea's consultancy framework contract to provide support services to manage and programme the works. .
- 2.5 The allocation available for these works is £250k, of which £220k has been secured from Transport for London's Bridge strengthening programme and the remainder of £30k is from the Council's bridge maintenance revenue budget.

3. RISK MANAGEMENT

Not applicable in this case.

4. COMMENTS OF DIRECTOR OF FINANCE & CORPORATE SERVICES

- 4.1 Transport for London (TfL) have approved funding of £220,000 for this project from the Bridge Assessment & Strengthening Programme in 2010-11 and the Council has a revenue budget for Hammersmith Bridge maintenance of £39,200. There are therefore no budgetary implications for this project.
- 4.2 At present, the costs are based on an estimate. This is subject to change once the detail of the scheme has been costed. The funding however is limited to the amount approved by the TfL board plus a contingency. Any variation in costs in excess of the contingency can not be assumed to be funded by TfL unless this is approved in advance. Alternatively, officers may need to manage the workload to ensure that expenditure is contained within the approved provision.

5. EQUALITY IMPLICATIONS

The Equality Impact Assessment for this scheme is available electronically.

6. COMMENTS OF THE ASSISTANT DIRECTOR LEGAL & DEMOCRATIC SERVICES

The Assistant Director has read the report and is satisfied with its content.

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

No.	Description of Background Papers	Name/ Ext. of Holder of File/Copy	Department/ Location
1.	Hammersmith Bridge	Anvar Alizadeh, ext3033	Highways & Engineering ENVD



London Borough of Hammersmith & Fulham

Cabinet

20 JUNE 2011

DEPUTY LEADER (+ ENVIRONMENT AND ASSET MANAGEMENT)

Councillor Nicholas Botterill

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Helen Binmore

USE OF S106 FINANCE FOR IMPROVEMENT PROPOSALS AT ST PAUL'S C OF E PRIMARY SCHOOL

**Ward:
Hammersmith
Broadway**

This report seeks approval for the allocation of £250k of S106 funds to be used for a series of environmental improvements to enhance the facilities at St Paul's Church of England Primary School

CONTRIBUTORS

DENV
ADLDS
DFCS

Recommendation:

That approval is given to the allocation of Section 106 finance for a series of environmental improvements at St Paul's Church of England Primary School at a total cost of £250,000 as set out in paragraphs 1 to 5 of this report.

**HAS A EIA BEEN COMPLETED?
YES**

**HAS THE REPORT CONTENT BEEN RISK ASSESSED?
N/A**

1. BACKGROUND

- 1.1. The Council holds Section 106 funds that can be used for environmental improvements and various other purposes in Hammersmith Town Centre in accordance with the specific terms of the various legal agreements reached with developers obtaining planning permission.
- 1.2 The Council held discussions with HammersmithLondon beginning in 2008 regarding the Council's desire to establish a trust to pursue regeneration schemes in the area under and around Hammersmith Flyover, to be partly funded by Council advertising revenues and partly by the business community. Following discussions with HammersmithLondon, St Pauls C of E School decided not to pursue the proposed erection of advertising hoardings within their grounds for fund-raising purposes in anticipation that they might receive some income from the proposed trust should the Council pursue its own proposals to erect an advertising tower on highways land in front of the school, which it has since done. Although no agreement was reached with St Pauls C of E school and the proposed trust has yet to be established (in the absence of funding from the business community and advertising revenues), the school has pressed the Council to share its advertising revenues from the tower erected last year.
- 1.3 The Council is unable to share revenues from advertising with any other parties as, following the recession, the income from advertising has yet to exceed the income target included in the Council's approved budget. With the severe reductions in government grant support to local authorities, there is little prospect of this situation improving in the foreseeable future. The school have therefore agreed not to seek any contribution from current or future Council advertising revenues and to accept instead a one-off payment from S106 funds. £250,000 S106 funding is available and can lawfully be spent on environmental improvements within the school's grounds.

2. ANTICIPATED WORKS AND ASSOCIATED COSTS

- 2.1 The proposed works detailed below cover environmental and other improvements to St Paul's C of E Primary School. The school is located in the Hammersmith Broadway Ward to the immediate south of St Paul's Green, separated by the A4 flyover. The school has identified the following possible improvements to their facilities:

2.2 TABLE OF PROPOSED INITIATIVES

No.	PROPOSED INITIATIVE	ESTIMATED COST
1	Playground canopy	£50,000
2	Multi Use Games Area	£30,000-£80,000
3	Quiet Area / Sensory Garden	£80,000 - £150,000
4	Fencing and Seating at the front of the school	£20,000
5	Playground fencing to the rear of the school	£5000 - £10,000
6	Perimeter fencing on Worlidge Street up to Hammersmith Bridge Road	£20,000

3. AVAILABLE SECTION 106 FINANCE

3.1 The following Section 106 agreements have been identified as appropriate sources of finance from which funds may be drawn for any of the above schemes within the grounds of the school:

Agreement	SUMMARY OF APPLIED USE	AMOUNT
Hammersmith Island (ref.610)	Environmental improvement schemes etc. in the vicinity of Hammersmith Island Site; sports use, etc.	£121,336 plus any recent interest
Westfield * (ref.296)	Hammersmith Town Centre environmental improvements etc.	Up to £128,664

* The relevant Section 106 agreement relating to the Westfield development requires the Council to notify the Westfield of any proposed use for Section 106 finance held by the Council. The developer has been notified and has acknowledged this notification.

4. TIMETABLE

4.1 The school intend to carry out the majority of the works during the course of financial year 2011-12 although provision may be made to carry over any unspent part of the allocation into subsequent years not exceeding 31st March 2014

5. RISK MANAGEMENT

5.1. Not applicable

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1. Funding for the proposals set out in this report has been fully earmarked from existing Section 106 budgets. This is a one off cost for which there are no ongoing financial commitments

7. EQUALITY IMPLICATIONS

- 7.1 The school is proposing use of the S106 money for enhancements to their facilities that will enable a more diverse range of activities for children. It is expected that this will have a beneficial effect on equalities for all ages affected. Specifically, age and disability:

Age

The proposed works are highly relevant to age, specifically, to pupils of primary school age. The works may also be relevant to other age groups, should the school hold events such as open days, where parents are invited. The proposed works will have a positive impact on all pupils of primary age, as they will provide an enhanced education environment

Disability

The proposed works include a quiet area / sensory garden and seating. These particular aspects would be of medium relevance to any disabled pupils, or pupils who become disabled, and who require peaceful resting places or who would benefit from on-site sensory stimulation. As such, these would be positive for those pupils.

Children's Rights

The proposed works would also have a positive effect on UNCRC: right to education, leisure, and the arts, as The works will enable pupils to better enjoy break time and may improve their access to education.

More information is provided in the Equality Impact Initial Screening, available electronically.

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

- 8.1. The Assistant Director (Legal and Democratic Services) is satisfied that the use of the money for the environmental improvements falls within the scope of the s.106 agreements identified in the report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Section 106 agreement reference number 1996/00800/DOR (610)	Gavin McCreadie, Planning Relations	Environment / Planning / Town Hall Extension
2.	Section 106 agreement reference number 1993/01830/S106 (296)	Gavin McCreadie, Planning Relations	Environment / Planning / Town Hall Extension
3.	Correspondence with St Pauls School	Nigel Pallace	Environment/ Town Hall
CONTACT OFFICER: Gavin McCreadie		EXT: 3478	

Agenda Item 11



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period June 2011 to September 2011

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 June 2011 to September 2011.

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 2010/11

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

Original Forward Plan No 109: published 17 May 2011
Revised Forward Plan No 109: published 7 June 2011

LIST OF KEY DECISIONS PROPOSED JUNE 2011 TO SEPTEMBER 2011

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
June			
Cabinet	20 Jun 2011	Award of a Framework Agreement for Pension Administration Services	Leader of the Council
	Reason: Expenditure more than £100,000	To approve the award of a Framework Agreement on behalf of the Council and other London Councils for Pension Administration Services to the contractor in Appendix to commence on 1st October 2011 for a period of four years.	Ward(s): All Wards
Cabinet	20 Jun 2011	Decision to Award Term Contracts for Road2010 Condition Surveys	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Road2010 Road Condition Surveys 2011-2013	Ward(s): All Wards
Cabinet	20 Jun 2011	A Transport Plan for Hammersmith & Fulham 2011 - 2031	Deputy Leader (+Environment and Asset Management)
	Reason: Affects more than 1 ward	The Local Transport Plan for Hammersmith & Fulham is a statutory document required by all London Boroughs to show how they intend to implement the Mayor's Transport Strategy.	Ward(s): All Wards
Cabinet	20 Jun 2011	Use of S.106 Finance for Improvement Proposals at St Paul's CE Primary School	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Allocation of £250,000 of S.106 funds to assist St Paul's CE Primary School with a series of environmental	Ward(s): Hammersmith Broadway

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
		improvements to enhance their facilities.	
Cabinet	20 Jun 2011	Hammersmith Bridge - surfacing deck panel repairs The report seeks authority for repairs on the surfacing deck panels on Hammersmith Bridge. Allocated budget for this work is £250,000.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway
Cabinet	20 Jun 2011	Tri-Borough Working The Council has been in discussion with neighbouring boroughs, Royal Borough of Kensington & Chelsea and City of Westminster, about the potential for shared services. This report will outline proposals for implementation.	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	20 Jun 2011	Contribution to the Funding for Project Athena This report seeks the Cabinet's approval to fund a contribution to the costs of further analysis for and the development of a full specification for Project Athena – a programme that could lead to significant cost reductions in corporate services.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards
July			
Cabinet	18 Jul 2011	Serco Contract Review Following a review of the financial and service performance of the Serco Waste and Cleansing contract, a clearer performance regime is proposed that provides greater value for money, improves service quality and is based on the principles of risk and reward.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	18 Jul 2011	Economic Development Update	Leader of the Council

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
	Reason: Affects more than 1 ward	This report updates Members on work to maximise jobs and employment opportunities for residents and to support business growth and retention.	Ward(s): All Wards
Cabinet	18 Jul 2011	Hammersmith Park Sports Facility project - appointment of works & services contractor	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	To approve the appointment of the contractor to undertake the works and services contract for the redevelopment of Hammersmith Park All Weather Pitch as selected and agreed by the project's Tender Appraisal Panel and approved by the Project Board.	Ward(s): Wormholt and White City
Cabinet	18 Jul 2011	Measured Term Contract for Risk Assessment Surveys and Associated Remedial Works on Communal Hot and Cold Water System in Housing Properties - Boroughwide	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Tender acceptance report seeking approval to the letting of the contract.	Ward(s): All Wards
Cabinet	18 Jul 2011	Framework Agreement for the Provision of Agency Workers	Leader of the Council
	Reason: Expenditure more than £100,000	A Framework Agreement to be accessible to all London Boroughs ("Participating Boroughs") for the provision of professional, technical, general and administrative agency workers inclusive of social care. School resourcing is also included within the scope of this Framework Agreement but shall be optional based upon each Participating Borough's needs.	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	18 Jul 2011	Disposal of Air Rights at Planetree Court	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	This report recommends the disposal of air rights above the vehicular entrance of Council owned accommodation at Planetree Court to the adjacent Jacques Prevert school to facilitate classroom and playground expansion for the school.	Ward(s): Avonmore and Brook Green
Cabinet	18 Jul 2011	Mutual and Social Enterprises Strategy	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward	To agree the future policy for LBHF on alternative delivery vehicles and agree the pilot social enterprise scheme of Services to Schools.	Ward(s): All Wards
Cabinet	18 Jul 2011	Sex and Relationships and Substance Misuse Education Tender	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000	To approve a 1 year contract award with option to renew on a yearly basis with an approximate value of £125,000 in the first year (including £20,000 start up costs). The tender will seek a single provider to re-develop, manage and deliver the highly regarded sex and relationships and substance misuse programme currently delivered in LBHF schools, colleges and youth settings.	Ward(s): All Wards
Cabinet	18 Jul 2011	Rationalisation of Leisure Facilities	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	Existing Leisure Management Contract for Phoenix Leisure Centre and Janet Adegoke Swimming Pool has not represented value for money.	Ward(s): Wormholt and White City

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	18 Jul 2011	Agency Worker Services: Setting up a Framework Agreement - Award Report	Leader of the Council
	Reason: Expenditure more than £100,000	To approve the award of a Framework Agreement on behalf of the Council and other London Councils for Agency Worker Services to be provided by the recommended Contractor. To commence on 1st October 2011 for a period of four years.	Ward(s): All Wards
Cabinet	18 Jul 2011	Abercrombie House; Baird House; Bentinck House, Canning House; Charnock House; Grey House & Wolf House (White City Estate) - Controlled Access System	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Tender acceptance report to appoint contractor to carry out installation of controlled access system to various properties in White City Estate, London, W12.	Ward(s): Wormholt and White City
Cabinet	18 Jul 2011	Davis House, Evans House & Mackay House (White City Estate) - External & Communal Repairs	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Tender Acceptance Report to appoint contractor to carry out external and communal repairs and decorations at White City Estate, W12.	Ward(s): Wormholt and White City
Cabinet	18 Jul 2011	302 Fulham Palace Road - General Building Works	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Tender Acceptance Report to appoint contractor to carry out general building works at 302 Fulham Palace Road, London, SW6.	Ward(s): Palace Riverside
Cabinet	18 Jul 2011	37-101 Granville House (Sheltered Housing) - Window Replacement Works under the Decent Homes Contract	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Tender Acceptance Report to	Ward(s): Town

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
		appoint contractor to carry out window replacement works under the Decent Homes Contract at 37-101 Granville House (Sheltered Housing Accommodation), London, SW6.	
Cabinet	18 Jul 2011	1-15 Philpot Square (Sheltered Housing) - Window Replacement Works under the Decent Homes Programme Tender Acceptance Report to appoint contractor to carry out window replacement works under the Decent Homes Programme at 1-15 Philpot Square (Sheltered Housing Accommodation), London, SW6.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Sands End
Cabinet	18 Jul 2011	Riverside Gardens, Hammersmith, W6 - Removal of Asbestos in Tank Room Tender Acceptance Report to appoint contractor to carry out the removal of asbestos in the tank room at Riverside Gardens, Hammersmith, W6.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway
Cabinet	18 Jul 2011	69-163 Seagrave Road and 1-30 Viking Court (Sheltered Housing) - Window Replacement Works under the Decent Homes Programme Tender acceptance to appoint contract to carry out window replacement works under the Decent Homes Programme at 69-163 Seagrave Road and 1-30 Viking Court, Fulham, SW6	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Fulham Broadway

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	18 Jul 2011	1-35 Swanbank Court (Sheltered Housing) - Window Replacement Works under Decent Homes Programme Tender acceptance to appoint contract to carry out window replacement works under the Decent Homes Programme at 1-35 Swanbank Court, Fulham, SW6.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Palace Riverside
Cabinet	18 Jul 2011	Verulam House, Chelmsford House, Manor Court, Stanford Court, Riverside Gardens & Arthur Henderson House - Renewal of Cold Water Storage Tanks Tender Acceptance Report to appoint contractor to carry out renewal of cold water storage tanks (remedial works) to various properties in Hammersmith and Fulham.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Fulham Reach; Hammersmith Broadway; Parsons Green and Walham; Sands End; Town
Cabinet	18 Jul 2011	Travel Assistance Policies SEN Travel Assistance Policy and Post 16 Transport Policy	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	18 Jul 2011	Shepherds Bush Common Improvement Project Approval to appoint works contractors to undertake restoration works on Shepherds Bush Common.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Shepherds Bush Green
Cabinet	18 Jul 2011	Tied Accommodation and Disposals The report provides a synopsis of the current situation with the Council's Tied Accommodation and details the strategy of maximising the value of the Council's assets	Cabinet Member for Children's Services, Deputy Leader (+Environment and Asset Management), Leader of the Council, Cabinet Member for Residents Services

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
	Reason: Expenditure more than £100,000		Ward(s): Avonmore and Brook Green; Fulham Reach; Hammersmith Broadway; Munster; Outside the Borough; Palace Riverside; Shepherds Bush Green; Town
Cabinet	18 Jul 2011	Self Directed Support Services Delegated Authority Request London Boroughs of Hammersmith and Fulham, Hillingdon, Brent and Royal Borough of Kensington and Chelsea are seeking to procure a cross borough Framework Agreement to deliver Self Directed Support Services (as part of the personalisation agenda). Hammersmith and Fulham are leading the procurement process. The Director of Community Services requests delegated authority to award Framework Agreement contracts for Self Directed Support Services from October 2011.	Cabinet Member for Community Care
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	18 Jul 2011	Charecroft Estate Amenity Deck Reinstatement Approval is sought for use of Section 106 funding for the reinstatement of the amenity deck serving Bush Court and Shepherds Court, Charecroft Estate.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Addison
Cabinet	18 Jul 2011	3rd Sector Investment Fund allocation report This report presents recommendations for the allocation of the 3rd Sector Investment Fund for from October 2011 for the areas of: * Safer Communities	Cabinet Member for Community Care
	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
		<ul style="list-style-type: none"> * Health & Wellbeing (adults) * Arts, Culture & Sport * Homelessness Prevention & Home Safety * Environment & Community Transport <p>Cabinet is asked to approve funding allocation as set out in this report.</p>	
September			
Cabinet	5 Sep 2011	<p>Parking Projects Programme 2011/12</p> <p>This report outlines the key parking priorities of the Council and presents a parking projects programme for 2011/12.</p>	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	5 Sep 2011	<p>Possible changes to Taxicard Scheme</p> <p>In a context of reducing funding from Transport for London and increasing demand for the Taxicard scheme, a public consultation was carried out to seek views on future options. This report will summarise the public consultation responses and will put forward recommendations for the Taxicard scheme going forward.</p>	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	5 Sep 2011	<p>Right to Move Pilot</p> <p>To agree to a joint pilot of a Right to Move scheme for Council's tenants to move to properties outside the Borough. The pilot to run in conjunction with Notting Hill Housing Group.</p>	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	5 Sep 2011	<p>Treasury Management Outturn Report 10-11</p>	Leader of the Council
Full	19 Oct 2011		

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
Council		This report provides information on the Council's debt, borrowing and investment activity for the financial year ending 31st March 2011.	
	Reason: Budg/pol framework		Ward(s): All Wards

Agenda Item 12



London Borough of Hammersmith & Fulham

Cabinet

20 JUNE 2011

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

CABINET MEMBER

LEADER

Councillor Stephen Greenhalgh

12.1 TRI BOROUGH IT INTEGRATION SECURE CONVERGED NETWORKS AND COLLABORATION

Seeking project and expenditure approval to the linking of the Council's IT network to those of the other Triborough partners.

Decision made by Cabinet Member on: 18 April 2011

1. That approval be given to the proposal to link the H&F network to that of Westminster City Council (WCC) and that of the Royal Borough of Kensington and Chelsea (K&C) to deliver IT connectivity and services in a secure way, permitting the Council to achieve its value for money objectives and services to be delivered quickly and cost effectively. This is needed to keep pace with the ambitious timetable for Children Services.
2. That approval be given to total expenditure of £61,750 one-off and £7,687 ongoing from the IT infrastructure projects revenue budget.

Wards: All

CABINET MEMBER FOR COMMUNITY CARE

Councillor Joe Carlebach

12.2 RENEWAL OF THE LEASE BETWEEN THE LANDLORD AND LBHF ON 338 UXBRIDGE ROAD, AND SUB-LETTING TO HAMMERSMITH AND FULHAM CITIZENS ADVICE BUREAU (HFCAB) FOR THE DURATION OF THEIR COUNCIL FUNDING

This report provides the case for the renewal of the Council lease of 338 Uxbridge Road and the sublet of these premises to Hammersmith and Fulham Citizens Advice Bureau (HFCAB).

Decision made by Cabinet Members on: 9 May 2011

1. That approval is given to renew the lease at a total liability of £73,590, to be borne by HFCAB as set out in para. 3 of the report.
2. That authority be delegated to the Director of Community Services in conjunction with the Cabinet Member for Community Care, to conclude all matters relating to the implementation of the above recommendations (with power to sub-delegate to the relevant departmental Officers).
3. That approval is given to sublet to Hammersmith & Fulham Citizens Advice Bureau.

Wards: All

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

*Councillor Nicholas
Botterill*

12.3 PERSONALISED DISABLED PARKING BAY PILOT SCHEME

This report summarises the Personalised Disabled Parking Bay pilot scheme, consultation feedback on the scheme and proposes that the scheme be introduced on a permanent basis.

Decision made by Cabinet Members on: 9 May 2011

1. That the personalised bay scheme be introduced on a permanent basis.
2. That the assessment criteria for the personalised bays detailed in section 6.3 Fig 1.10 of the report be introduced.

Wards: All

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

*Councillor Nicholas
Botterill*

12.4 LOCAL TRANSPORT FUND - 2011 / 12

This report outlines proposals to spend the £100,000 Local Transport Fund allocation from Transport for London.

Decision made by Cabinet Member on: 9 May 2011

That approval is given to the proposed allocation of funding totalling £100,000 as set out in Appendix B of the report.

Wards: All

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

12.5 TRAFFIC CALMING AND RESURFACING – SETTRINGTON ROAD

To report on the results of the recent consultation in which residents of Settrington Road were asked whether or not they have a preference as to the amount of traffic calming to be re-installed on their street following upcoming resurfacing works.

Decision to be taken by Cabinet Member on: 9 May 2011

To approve the retention of the central speed cushions on Settrington Road, as detailed in paragraph 4.6 of the report.

Ward: Sands End

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

12.6 STREETSMART DESIGN GUIDE 2011

The report attaches a revised Streetsmart Design guide for approval and highlights the most important proposed changes.

This guide seeks to ensure value for money to minimise revenue expenditure, and to minimise street clutter.

Decision taken by Cabinet Member on: 9 May 2011

That approval is given to adopt the revised Streetsmart document.

Wards: All

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**
*Councillor Helen
Binmore*

12.7 APPOINTMENT OF LOCAL AUTHORITY SCHOOL GOVERNORS

This report records the Cabinet Member's decision to appoint LA Governors, which falls within the scope of her executive portfolio.

Decision made by Cabinet Member on: 24 May 2011

- 1. To reappoint Ms Victoria Brignell to the Governing Body of Bentworth Primary School for a period of four years with effect from 5 March 2011.**
- 2. To reappoint Councillor Belinda Donovan to the Governing Body of Addison Primary School for a period of four years from date of signature.**

Wards: College Park and Old Oak; Addison

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**12.8 APPOINTMENT OF LOCAL AUTHORITY SCHOOL
GOVERNOR- HAMMERSMITH ACADEMY**

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

Decision made by Cabinet Member on: 26 May 2011

To appoint Mrs Grace Oliver to the Governing Body of Hammersmith Academy for a period of four years from date of signature.

Ward: Askew

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**12.9 APPOINTMENT OF LOCAL AUTHORITY SCHOOL
GOVERNORS**

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

Decision made by Cabinet Member on: 28 April 2011

- 1. To appoint Mr Simon Brooksbank to the Governing Body of Queens Manor Primary School for a period of four years from date of signature.**
- 2. To appoint Mr John McIntosh to the Governing Body of Holy Cross Primary School for a period of four years from date of signature.**

Wards: Palace Riverside; Parsons Green and Walham

**CABINET MEMBER
FOR HOUSING**

*Councillor Lucy
Ivimy*

**12.10 APPOINTMENT OF COUNCIL REPRESENTATIVE TO
OUTSIDE ORGANISATION – OLD OAK HOUSING
ASSOCIATION**

This report records the Cabinet Member's decision to appoint Council representatives to the board of Old Oak Housing Association which fall within the scope of her executive portfolio.

Decision made by Cabinet Member on: 27 April 2011

To formalise the appointment of Councillor Elaine Chumnerly, Councillor Wesley Harcourt, Mark Highton and Tony Hennessey to the Board of the Old Oak Housing Association for a four year term, with effect from 26th July 2010.

Wards: All

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

12.11 TRAFFIC CALMING AND RESURFACING – FITZ-JAMES / FITZ-GEORGE AVENUES

To report on the results of the recent consultation in which residents of Fitz-James and Fitz-George Avenues were asked whether or not they have a preference about traffic calming being re-installed on their street following upcoming resurfacing work in Fitz-James Avenue.

Decision to be taken by Cabinet Member on: 6 June 2011

To approve the retention of the central speed cushions on Fitz-James and Fitz-George Avenues, as detailed in paragraphs 4.3 and 4.4 of the report.

Ward: Avonmore and Brook Green

LEADER
*Councillor Stephen
Greehalgh*

12.12 PARK ROYAL BUSINESS IMPROVEMENT DISTRICT

Park Royal Partner-ship (PRP) will be balloting businesses across the estate on the development of a Business Improvement District (BID).

Decision made by Cabinet Member on: 6 June 2011

That authority is delegated to the Leader of the Council, in conjunction with the Director of Housing and Regeneration, in consultation with the Director of Finance, to:

- **decide whether to approve the Park Royal Partnership (PRP) Business Improvement District (BID) Proposal;**
- **complete any necessary legal agreements and other arrangements required for the operation of the BID with the newly formed BID Company; should the ballot be successful on the 30th June 2011 and;**
- **authorise the Head of Assessments (H&F Direct) to establish an operating agreement with Park Royal (or a third party collection agency) for the application of the BID levy in accordance with the BID Regulations, should the ballot be successful on the 30th June 2011.**

Wards: College Park & Old Oak

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**
*Councillor Helen
Binmore*

12.13 ARK CONWAY FREE SCHOOL – PHASE 1

This report seeks approval of the Cabinet Member for Children's Services for the acceptance of a bid under the PfS Contractors Framework to appoint a selected panel member to deliver a programme of Free Schools including ARK Conway and West London Free School.

Decision taken by Cabinet Member on: 31 May 2011

- 1. That approval is given to appoint Apollo Property Services Group Ltd as selected panel member to deliver a programme of Free Schools including ARK Conway and West London Free School. ARK Conway is the sample school. Future projects under this programme are subject to additional bid submissions from the selected panel member which are evaluated to ensure quality designs, affordability and value for money.**
- 2. That approval is given to appoint Apollo Property Services Group Ltd as selected panel member to deliver ARK Conway Free School at a total cost of £2,453,781 as set out in paragraph 3. of the report, subject to planning approval and approval of road stopping up.**
- 3. That approval is given to enter into a contractual agreement with Apollo Property Services Group Ltd in the sum of £656,892 to deliver Phase 1 works to the existing Wormholt Library to accommodate an initial intake of 30 Reception pupils in September 2011.**
- 4. That the works to be awarded under the PfS Contractors Framework.**

Ward: Wormholt and White City

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

*Councillor Nicholas
Botterill*

12.14 SOUTH FULHAM RIVERSIDE: TRANSPORT ANALYSIS STUDY AND DELIVERY AND INFRASTRUCTURE FUNDING STUDY (DIF)

The Local Development Framework Core Strategy identifies the South Fulham Riverside area as a key location for regeneration and major growth and development. A supplementary planning document (SPD) is currently being prepared for the area. The Transport Analysis Study and the Delivery and Infrastructure Funding Study (DIF) will provide essential background information to support delivery of the South Fulham Riverside SPD.

Decision made by Cabinet Member on: 6 June 2011

- 1. That approval is given to fund a Transport Analysis Study for £24,975 and a Delivery & Infrastructure Funding Study (DIF) for £69,023 linked to the South Fulham Riverside Supplementary Planning Document (SPD) at a total cost of £93,998 as set out in para. 7.1 of the report.**
- 2. That the commission be undertaken by Jacobs UK Ltd having been selected from a framework agreement established by the Royal Borough of Kensington & Chelsea.**

Ward: Sands End

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**12.15 TRANSFER OF SPECIAL EDUCATIONAL NEEDS (SEN)
UNIT FROM NORMAND CROFT SCHOOL TO FULHAM
PRIMARY SCHOOL**

In recent years, there has been a significant increase in the number of children diagnosed with an Autistic Spectrum Disorder (ASD). In collaboration with the Governing bodies of Queensmill and Fulham Primary School, Hammersmith and Fulham Council is proposing to transfer SEN provision from Normand Croft School to Fulham Primary School. It is proposed that the School will provide a unit offering 20 places for pupils with ASD from September 2011 onwards.

Decision made by Cabinet Member on: 6 June 2011

The Cabinet Member for Children's Services, in consultation with the Governing Bodies of all three schools, approves for consultation the transfer of SEN Unit provision from Normand Croft School to Fulham Primary School (as a satellite of Queensmill School).

Wards: North End; Fulham Broadway

**CABINET MEMBER
FOR COMMUNITY
CARE**

*Councillor Joe
Carlebach*

**12.16 DECOMMISSIONING OF THE FORWARD PROJECT
2011/12 -2013/14**

As part of the Council's medium term financial strategy, it is proposed that the funding of the Forward Project counselling service is reduced and decommissioned completely by 2013/14. Activity will be diverted to NICE-compliant services that can meet the needs of BME communities. This will ensure that all commissioned counselling services provided to local residents are evidence based. The staged approach to decommissioning will ensure that the service closure is appropriately managed to mitigate any risks to current service users and in relation to future demand.

Decision made by Cabinet Member on: 6 June 2011

- 1. That funding for the Forward Project is reduced from £78,000 to £40,400 in 2011/12 and that £40,400 remains available to the Forward Project in 2012/13.**
- 2. That all funding is withdrawn in 2013/14.**

Wards: All

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

The following reports were considered in accordance with paragraph 1.21 of the Leader's Portfolio.

ITEM

13.1 AWARD OF ROAD2010 TERM CONTRACT FOR LONDON ROAD CONDITION SURVEYS

This report sets out the process and rationale council officers have used to award the Road2010 London Road Condition Survey contracts.

A separate exempt report provides information on the tender opening and assessment.

Reasons for Urgency:

1. Due to national survey specifications some of the range of road condition surveys included in the contracts need to be completed by 10 August 2011 .If we were to follow the usual approval process the contractors would not be appointed and mobilised in time to achieve this date. Missing the deadline is unacceptable. The borough is managing these surveys on behalf of TfL and all 33 London Boroughs . This work brings income and prestige to the Council.
2. Since the report has been on the forward plan it has already missed one cabinet meeting. The nature and complexity of the pan London framework contract meant the drafting took longer than anticipated and therefore the original procurement programme had to be extended.

Decision taken by the Leader on: 23 May 2011

Recommendations:

That the Term Contract for London Road Condition Surveys (Road2010) be awarded to "Tenderer A" (Lot 1), "Tenderer B" (Lots 2 & 3) and "Tenderer C" (Lots 4 & 5) as outlined in the Exempt Report for an initial period of two years to 31 March 2013 with the option for a 24 month extension).

Wards: All

13.2 NOTTING HILL HOUSING GROUP LEASED PROPERTIES

The Council has 102 properties in the HRA which were leased from Notting Hill Housing Group (NHHG) on 20 year leases between 1987 and 1991 which have either expired or are about to expire (subject to possible statutory security of tenure in respect of Park Court).

Reasons for Urgency:

These leases have all now expired (subject to possible statutory security of tenure in respect of Park Court) and technically Notting Hill Housing Group (NHHG) could serve notice on the Council requiring the return of the properties after which they could evict the Council's tenants.

NHHG have agreed to take the properties back and give all current tenants NHHG assured tenancies, but they want the properties returned on 4th July 2011.

This means there is a need to start formal consultation with the tenants by the end of April 2011.

A separate exempt report deals with the detailed proposal.

Decision taken by the Leader on: 3 May 2011

Recommendations:

- 1. That approval is given to commence formal consultation and discussions with the tenants.**
- 2. That authority be delegated to the Cabinet Member for Housing in conjunction with the Director of Finance and Corporate Services, the Director of Housing and Regeneration, and Assistant Director (Legal and Democratic Services) to carry into effect the proposal and conclude any documentation considered necessary or conducive to that proposal.**

Wards: All

13.3 THE OLYMPIC CYCLING ROAD RACE ENABLING WORKS

This report details the highway works required both in Hammersmith & Fulham and Kensington & Chelsea to facilitate the Olympic cycling road race and the Olympic trial event known as the London Surrey Cycling Classic on 14 August 2011.

Reasons for Urgency:

The highway works required to enable the Olympic trial event need to be completed in both boroughs by 14 July 2011. Given the late notice of the trial event by the ODA and the legal and statutory lead in time for highway works the decision to proceed needs to be made before the next available Cabinet meeting.

Decision taken by the Leader on: 9 May 2011

Recommendations:

- 1. That approval be given to carry out the highway enabling works in both LBHF and RBKC at a total cost of £235,400 in 2011/12 and £130,000 in 2012/13, as set out in paragraph 4.2 to 4.4 and 5.2 to 5.4 of the report. The enabling works are to be fully funded by TfL/LOCOG, and should full funding not be forthcoming the enabling works will not be carried out.**
- 2. That authority be delegated to the Deputy Leader (+Environment and Asset Management) in conjunction with the Director of Environment, to enter into a section 8 legal agreement with RBKC as detailed in paragraph 2.4 and a section 101 legal agreement with TfL as detailed in paragraph 7.3 of the report.**