



London Borough of Hammersmith & Fulham

Cabinet

Agenda

MONDAY
9 JANUARY 2012
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
22 December 2011

If you require further information relating to this agenda please contact:
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020 8753 2063 or email: David.Viles@lbhf.gov.uk

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-9** 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: Wednesday 4 January 2012.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 11 January 2012**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 16 January 2012 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 16 January 2012**.

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

9 January 2012

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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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13. 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.

14. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 5 DECEMBER 2011(E)

15. AWARD OF CONTRACTS FOR PROVISION OF BUSINESS AND MANAGEMENT CONSULTANCY SERVICES : EXEMPT ASPECTS (E)

16. WORKPLACE STRATEGY : EXEMPT ASPECTS (E)

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

18. 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 5 December 2011

PRESENT

Councillor Stephen Greenhalgh, Leader
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 Andrew Johnson, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

116. MINUTES OF THE CABINET MEETING HELD ON 7 NOVEMBER 2011

RESOLVED:

That the minutes of the meeting of the Cabinet held on 7th November 2011 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

117. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Mark Loveday.

118. DECLARATION OF INTERESTS

There were no declarations of interest.

119. THE GENERAL FUND CAPITAL PROGRAMME, HOUSING REVENUE CAPITAL PROGRAMME AND REVENUE BUDGET 2011/12 - MONTH 6 AMENDMENTS

RESOLVED:

1. To approve the changes to the capital programme as set out in Appendix 1.
2. To approve the changes to the General Fund revenue budget as set out in Appendix 2.

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.

120. TREASURY MANAGEMENT UPDATE FOR THE FIRST SIX MONTHS OF 2011/12

RESOLVED:

That the Council's debt, borrowing and investment activity up to the 30 September 2011 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.

121. CORPORATE NETWORK STRATEGY

RESOLVED:

That the proposal to renew network services at a maximum total cost of £166,121 with on-going annual charges of between £8,000 and £32,146, the overall cost depending on the Corporate Asset Strategy, to be funded from the IT infrastructure projects revenue budget 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.

122. PROPOSED IMPLEMENTATION OF S153 EQUALITY ACT 2010

RESOLVED:

1. That agreement to continue with established business practices as set out in the report is the Council's response and commitment to the first requirement of S153.
2. That setting the objectives outlined in the table at 2.3 of the report be agreed as the Council's response and commitment to the second requirement of S153.
3. That the reporting of progress on the second recommendation is carried out via a report to the Cabinet Member for Community Care at a public meeting.

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.

123. EUROPEAN SOCIAL FUND - SUPPORTING RESIDENTS TO SECURE EMPLOYMENT

RESOLVED:

1. That approval be granted to:
 - (i) enter into a tri-partite agreement with London Councils and Greater London Enterprise (GLE) as set out in paragraph 1.4 of the report.
 - (ii) accept ESF funding of £1,000,000 under the terms of the tri-partite agreement as set out in the report.
 - (iii) contribute £1,000,000 match funding to the ESF funding held by GLE in accordance with the terms of the tri-partite agreement as set out in the report.

2. That approval be given to commission services to support unemployed residents to secure employment at a total cost of £2,000,000 (using the funding and match funding) from 1st April 2012 – 31st March 2014.

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.

124. TRI-BOROUGH MANDATES

It was noted by way of correction that contrary to indications on the agenda, no Equalities Impact Assessment had yet been completed because it was not considered necessary at this stage for the reasons set out in paragraph 7.2 of the report.

RESOLVED:

That each of the mandates be approved as a basis for moving forward and agree to refer them to relevant Select Committees for refinement and improvement.

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.

125. WHITE CITY COLLABORATIVE CARE CENTRE - APPROVAL OF FULL BUSINESS CASE AND AUTHORITY TO REACH FINANCIAL CLOSE

RESOLVED:

1. That approval be given to the Full Business Case at Appendix 1, including the affordability statement set out in paragraph 3.1 of this report.

2. That authority be delegated to the Cabinet Member for Community Care, in conjunction with the Tri-Borough Executive Director of Adult Social Care, to take all actions to reach financial close, including (but not limited to):

- Entering into the underlease to be granted by the PCT, at the value in the affordability statement, adjusted by any factors that may impact as at financial close, provided the lease remains affordable to the Council and still represents value for money.
- Entering into an overage deed (together with ancillary documents relating to the land exchange) and agreeing the level of payment, if any.
- Entering into an extension of an option agreement for the release of the restrictive covenants with the Church Commissioners, and any document(s) formalising that express release.

3. That the Community Services Department be permitted to carry forward £269k of its 2011/12 revenue underspend to meet the capital equipping costs of the scheme 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.

126. UPDATE ON IMPLEMENTATION OF LIBRARIES STRATEGY : BARONS COURT COMMUNITY LIBRARY/ AVONMORE NEIGHBOURHOOD CENTRE

It was noted that the opening hours of Barons Court Library were 10am to 5pm rather than 9am to 5pm as had been stated in the report.

RESOLVED:

That, in order to deliver the MTFs savings for 2011/12 and develop the More Than a Library concept via a community run service, the following actions be approved:

1. To work with Hammersmith and Fulham Citizens Advice Bureau (CAB) to deliver a community library (the upper ground floor of Barons Court Library is leased to CAB to use half the space for its principal services and the other half a combined Self Service library and CAB waiting area, managed by CAB volunteers), the duration, rent and other terms of such lease to be as the Assistant Director Building Property Management and the Assistant Director (Legal and Democratic Services) consider appropriate.

2. To note the financial risks if there continue to be costs associated with the lower ground floor, and issues related to the covenant, as outlined in the exempt report.
3. That approval be given for an order to be placed under the Measured Term Contract for Non-Housing Projects 2011/2015. This procurement route is based on a framework agreement with three contractors.
4. That the contract be awarded to Mulalley & Company Limited, at an estimated works cost of £308,000 (including a contingency of £40,000) to which fees of £47,000 will be added, making a total cost of £355,000. The funding for this project will be met from the Corporate Planned Maintenance Programme 2011/2012 as approved by Cabinet on 7 February 2011 and the agreed protocol for variation as delegated to the Executive Director of Finance and Corporate Governance and the Assistant Director Building and Property Management.
5. That the site be closed in January 2012 for a period of up to ten weeks (although this will be kept to a minimum), to allow refurbishment works to take place, with authority delegated to the Cabinet Member for Residents Services, in consultation with the Executive Director of Environment, Leisure and Residents Services, to vary those dates should occasion require.
6. To continue to draw down from corporate contingencies the sum of £13k per month should the site remain open beyond January 2012.

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.

127. GLA OLYMPIC GRANT FUNDING - UPDATED OPERATIONAL PLAN

RESOLVED:

That the expenditure outlined in the updated operational plan at a total cost of £100,000 (provided by GLA grant) as set out in appendix A of the report 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.

128. SHEPHERDS BUSH COMMON IMPROVEMENT PROJECT

RESOLVED:

That the report 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.

129. HOUSING CAPITAL PROGRAMME 2012/13

RESOLVED:

1. That the projects and schemes identified in this report that form the 2012/13 Housing Capital Programme to the value of £35.733 million be approved, subject to appropriate consultation, equalities assessment and contract approval for individual projects.
2. To note and approve the level of resource forecast (see Table 1 in the report) and to approve a contribution of £8.820 million from the decent neighbourhoods pot to support the Housing Capital programme in addition to the normal resources.
3. That authority be delegated to the Cabinet Member for Housing, in conjunction with the Executive 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 and available resources.
4. That authority be delegated to the Cabinet Member for Housing, in conjunction with the Executive Director of Housing and Regeneration, to

approve contracts for individual projects where such expenditure can be contained within the overall approved budget and available resources.

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.

130. BOROUGH INVESTMENT PLAN

RESOLVED:

1. That the Borough Investment Plan be approved and submitted to the GLA/HCA Housing Investment Group and HCA London Housing Board, chaired by the Mayor of London
2. That authority be delegated to the Cabinet Member for Housing, in conjunction with the Executive Director of Housing and Regeneration, to make any changes necessary following submission to the GLA/HCA.

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.

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

The summary was noted.

132. FORWARD PLAN OF KEY DECISIONS

The Forward Plan was noted.

133. 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.]

134. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 7 NOVEMBER 2011 (E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on 7 November 2011 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

135. UPDATE ON IMPLEMENTATION OF LIBRARIES STRATEGY : BARONS COURT COMMUNITY LIBRARY/AVONMORE NEIGHBOURHOOD CENTRE : EXEMPT ASPECTS (E)

RESOLVED:

That the report 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.

136. **CORPORATE NETWORK STRATEGY: EXEMPT ASPECTS (E)**

RESOLVED:

That the report 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.

137. **SHEPHERDS BUSH COMMON IMPROVEMENT PROJECT : EXEMPT ASPECTS (E)**

RESOLVED:

That the recommendation of the exempt report 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.

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

The summary was noted.

**139. SUMMARY OF EXEMPT URGENT DECISIONS TAKEN BY THE LEADER,
AND REPORTED TO THE CABINET FOR INFORMATION**

The summary was noted.

Meeting started: 7.00 pm
Meeting ended: 7.03 pm

Chairman



London Borough of Hammersmith & Fulham

Cabinet

9 JANUARY 2012

LEADER

Councillor Stephen Greenhalgh

THE GENERAL FUND CAPITAL PROGRAMME, HOUSING REVENUE CAPITAL PROGRAMME AND REVENUE BUDGET 2011/2012 – MONTH 7 AMENDMENTS **Wards**
ALL

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

CONTRIBUTORS

All Departments

Recommendations:

- 1. That the changes to the capital programme as set out in Appendix 1 be approved.**
- 2. That the changes to the General Fund revenue budget as set out in Appendix 2 be approved.**

HAS A PEIA BEEN COMPLETED?

N/A

HAS THE REPORT CONTENT BEEN RISK ASSESSED?

N/A

1. SUMMARY

- 1.1 This report sets out proposed amendments to both Capital and Revenue Estimates as at month 7.

2. GENERAL FUND CAPITAL PROGRAMME

- 2.1 Table 1 summarises the proposed amendments to the 2011/12 General Fund capital programme and is detailed in Appendix 1.

Table 1 – Summary of Proposed Amendments to the General Fund Capital Programme

Service Area	Revised Budget at Month 6	Additions/ (Reduction)	Slippage	Revised Budget at Month 7	Net Movement
	[a]	[b]	[c]	[a+b+c]	[b+c]
	£m	£m	£m	£m	£m
Children's Services	17.898	1.049	(4.479)	14.468	(3.430)
Community Services (Adult Social Care)	1.423	0.008	(0.060)	1.371	(0.052)
Environment Services	15.328	0.089	(0.738)	14.679	(0.649)
Finance and Corporate Services	1.500	0	0	1.500	0
Resident's Services	8.880	0.008	(3.186)	5.702	(3.178)
Total	45.029	1.154	(8.463)	37.720	(7.309)

2.2 Movement in Expenditure

Children's Services

The budget movement from period 6 results in a net decrease in the month 7 budget of £3.430m. This relates mainly to a slippage of £4.479m, mainly in respect of schools organisation programme (£3.500m), St Thomas school expansion (£0.364m) and Holy Cross school expansion (£0.610m). This is offset by a new addition of £1.049m for the Primary Capital programme. This is funded from revenue contributions from Children's Services revenue budget and contributions from the Schools towards capital works.

Community Services

A reprofiling of budgets has resulted in a movement of £0.060m in this period for supporting the "Your Choice" scheme which is financed from the Social Care Reform grant.

Environment Services

The budget movement from period 6 results in a net reduction in the month 7 budget of £0.649m. The main reason for the reduction is due to a slippage of £0.738m in respect of mainstream funded corporate planned maintenance programme. This is offset by new grants of £0.089m from Transport for London in respect of Bridge Strengthening works.

Resident's Services

There has been net slippage of £3.186m during this period. £2.356m relates to the Shepherds Bush Common Improvements project, where in light of the tender appraisal process a better understanding of the spending profile has been ascertained. The remaining slippage of £0.830m relates to the finalisation of the project completion stage of the Bishops Park project.

3. REVENUE BUDGET ADJUSTMENTS

- 3.1 The total adjustments to General Fund revenue budgets is £0.932m (Appendix 2). This represents a movement of £709k between the planning Division and the Building and Property Management Division in the Environment Department and the one off use of corporate resources to cover a budget shortfall in relation to grant shortfall for Unaccompanied Asylum Seeking Children. There are no HRA budget virements in period 7.

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

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department
1.	Revenue Monitoring Documents	Gary Ironmonger Ext. 2109	Corporate Finance Room 38 , Town Hall
2.	Capital Monitoring Documents	Isaac Egberedu Ext. 2503 Jade Cheung Ext. 3374	Corporate Finance Room 5, Town Hall

General Fund Capital Summary 2011/12			Appendix 1	
	2011/12			
Department	Last Reported Budget	Additions/ (Reductions)	Slippage	Revised Budget at Month 7
	£'000	£'000	£'000	£'000
Children's Services	17,898	1,049	(4,479)	14,468
Community Services (Adult Social Care)	1,423	8	(60)	1,371
Environment Services	15,328	89	(738)	14,679
Finance and Corporate	1,500	0	0	1,500
Residents Services	8,880	8	(3,186)	5,702
Total Expenditure	45,029	1,154	(8,463)	37,720

General Fund Capital Programme 2011/12			Appendix 1	
CHILDREN'S SERVICES CAPITAL PROGRAMME				
Schemes	Last Reported Budget	Additions/ (Reductions)	Slippage	Revised Budget at Month 7
	£'000	£'000	£'000	£'000
Targeted Capital	125	0	0	125
Lyric Theatre Development	2,950	0	0	2,950
Kitchens	292	0	0	292
Early Years	51	0	0	51
Primary Capital Programme	2,952	1,006	(615)	3,343
Devolved Capital to Schools	452	0	0	452
Other	1,629	0	(364)	1,265
Schools Capital Programme	7,594	43	(3,500)	4,137
Total Free Schools	1,853	0	0	1,853
Total Children's Services	17,898	1,049	(4,479)	14,468

General Fund Capital Programme 2011/12 Appendix 1				
COMMUNITY SERVICES CAPITAL PROGRAMME				
	Last Reported Budget	Additions/ (Reductions)	Slippage	Revised Budget at Month 7
Schemes	£'000	£000's	£'000	£'000
Adult Social Care Grant	266	4	0	270
Grants to Social Landlords to Improve Hostels	128	0	0	128
Social Care IT Infrastructure Capital Grant (DOH)	0	0	0	0
Supporting Your Choice (Social Care Reform)(DoH)	120		(60)	60
Adults' Personal Social Services Grant	0	0	0	0
Disabled Facilities Grant	909	4	0	913
Total Community Services	1,423	8	(60)	1,371

General Fund Capital Programme 2011/12 Appendix 1

ENVIRONMENT SERVICES CAPITAL PROGRAMME

	Last Reported Budget	Additions/ (Reductions)	Slippages	Revised Budget at Month 7
Schemes	£'000	£'000	£'000	£'000
Footways and Carriageways.	2,100	0	0	2,100
Planned Maintenance/DDA Programme	4,502	0	(738)	3,764
River Wall Repairs	114	0	0	114
Transport For London Schemes	5,324	140	0	5,464
Parking Reserve/ Revenue Contributions	739	0	0	739
Developer Contribution Funded	1,525	9	0	1,534
Efficiency Reserve Fund	436	0	0	436
West London Grant	541	(60)	0	481
Other Capital Schemes	47	0	0	47
Total Environment Services	15,328	89	(738)	14,679

General Fund Capital Programme 2011/12				
RESIDENT'S SERVICES CAPITAL PROGRAMME				
	Last Reported Budget	Additions/ (Reductions)	Slippage	Revised Budget at Month 7
Schemes	£'000	£'000	£'000	£'000
Total Parks Expenditure	444	236	0	680
Bishops Park	4,330	(300)	(830)	3,200
Shepherds Bush Common Improvements	4,106	0	(2,356)	1,750
Recycling	0	72	0	72
Total Residents Services	8,880	8	(3,186)	5,702

APPENDIX 2 - VIREMENT REQUEST FORM**BUDGET REVENUE MONITORING REPORT – PERIOD 7**

Details of Virement	Amount (£000)	Department
Grant funding shortfall for Unaccompanied Asylum Seeking Children to be covered by Corporate Contingencies.	223	Children's Services Department
Grant funding shortfall for Unaccompanied Asylum Seeking Children to be covered by Corporate Contingencies.	(223)	Centrally Managed Budgets
To off-set Building Services forecast overspend	709	Environment Department
Centrally Managed Budgets	(709)	Environment Department
Total of Requested Virements (Debits)	932	

Agenda Item 5



London Borough of Hammersmith & Fulham

Cabinet

9 JANUARY 2012

LEADER

Councillor Stephen Greenhalgh

COUNCIL TAX BASE AND COLLECTION RATE 2012/2013

**Wards:
All**

This report contains an estimate of the Council Tax collection rate and calculates the Council Tax base for 2012/13.

The Council Tax base will be used in the calculation of the Band D Council Tax undertaken in the Revenue Budget Report for 2012/13.

CONTRIBUTORS

EDFCG
ADLDS

Recommendation:

The Cabinet is requested to make the following recommendations to Council for 2012-2013 financial year for approval:

HAS A EIA BEEN COMPLETED?
Yes

- (i) That the estimated numbers of properties for each Valuation Band as set out in this report, be approved.
- (ii) That an estimated Collection rate of 97.5% be approved.
- (iii) That the Council Tax Base of 80,087 Band "D" equivalent properties be approved.

HAS THE REPORT CONTENT BEEN RISK ASSESSED? N/A

1. BACKGROUND

- 1.1 Under Section 33(1) of the Local Government Finance Act 1992 and the Local Authorities (Calculations of Council Tax Base) Regulations 1992, the Council (as billing authority) is required to calculate its Council Tax Base. This comprises both the estimated numbers of properties within each Valuation band plus the Council's estimate of its collection rate for the coming financial year.
- 1.2 For the current financial year the Council approved a Council tax base of 81,845 Band D equivalent dwellings, and an estimated Collection Rate of 97.5%, which resulted in a tax base of 79,799.
- 1.3 Under Section 11A of the Local Government Finance Act 1992 and the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 the Council has reduced discounts for Second Homes and Long Term Empty properties.
- 1.4 For 2005/06 and subsequent years until revoked, the Council approved discount reductions on Second Homes from 50% to 10% and on Long Term Empty properties from 50% to 0%.

2. PURPOSE

- 2.1 The purpose of the report is for the Cabinet to make recommendations to Council on the estimated Collection Rate and Council Tax Base for 2012/13.

3. DISCOUNTS

3.1 Second Homes

- 3.1.1 There are some 1,951 second homes in the borough. The reduction in discount from 50% to 10%, will add an additional 924 Band "D" equivalents to the taxbase for 2012/13.
- 3.1.2 Based upon 2011/12 Council Tax levels this reduction in the discount will generate income to the Council of £0.75m. Such additional income will directly benefit the Council and is allowed for within our Medium Term Financial Strategy. Our preceptor, the GLA, will also benefit from the reduction in the discount.

3.2 Long Term Empty Properties

- 3.2.1 There are some 757 long-term empty properties and these have been reflected in the CTB1 return, which the Council provided to the DCLG on 14 October 2011. The net impact of the reduction in the discount on long term empty properties from 50% to nil, is to add an additional 434

Band D equivalents to the taxbase.

3.2.2 Based upon 2011/12 Council Tax levels this will generate additional income of £0.35m. Unlike the income generated from the reduction in the second homes discount the Government consider that such additional council tax income should not directly benefit the Council. Accordingly it is taken account of within the Formula (RSG) Grant process. The Government suggest that any decision regarding the long term empty property discount rate should be made for housing, rather than financial, reasons.

4. VALUATION BAND PROPERTIES

- 4.1 The latest information on the number of properties within each valuation band is contained within a return (CTB1), which the Council provided to the DCLG on 14 October 2011.
- 4.2 This return reflected the actual number of properties shown in the Valuation List as at 12 September 2011 and the Council's records as at 3 October 2011.
- 4.3 A detailed analysis of the properties in each valuation band can be summarised as follows. There are a total of 82,330 dwellings on the list with some 31,806 properties estimated to receive a sole occupier discount. The total Band "D" equivalent is approximately 81,814 properties.

Band	Band Size	Total Dwellings	Total after Discounts, Exemptions and Disabled Relief	Ratio	Band "D" Equivalents
	Band A disabled relief	0	0.00	5/9	0.0
A	Values not exceeding £40,000	3,259	2,631.75	6/9	1,754.5
B	Values exceeding £40,000 but not exceeding £52,000	5,553	4,481.25	7/9	3,485.4
C	Values exceeding £52,000 but not exceeding £68,000	13,980	11,253.50	8/9	10,003.1
D	Values exceeding £68,000 but not exceeding £88,000	23,613	20,030.50	9/9	20,030.5

Band	Band Size	Total Dwellings	Total after Discounts, Exemptions and Disabled Relief	Ratio	Band "D" Equivalents
E	Values exceeding £88,000 but not exceeding £120,000	14,566	12,739.75	11/9	15,570.8
F	Values exceeding £120,000 but not exceeding £160,000	8,835	7,850.50	13/9	11,339.6
G	Values exceeding £160,000 but not exceeding £320,000	10,509	9,546.00	15/9	15,910.0
H	Values exceeding £320,000	2,015	1,860.00	18/9	3,720.0
		82,330	70,393		81,813.9

5. ADJUSTMENTS TO THE VALUATION LIST

5.1 The above table shows the valuation band position at 12 September 2011 but the Council is also required to take into account likely changes during the financial year 2012-2013. The following potential adjustments need to be considered:

(i) New Properties

There are likely to be a number of new properties, conversions etc. added to the valuation list at some point during the year. There are approximately 189 units currently under construction on various sites in the Borough that will be added to the tax base sometime during 2012/13. It is estimated after allowing for different completion dates that this will equate to an additional 160 Band 'D' equivalents.

(ii) Banding Appeals

There have been over 10,000 appeals lodged with the valuation office in respect of initial Council Tax bandings. There are now only a small number unsettled so it is not proposed to make any adjustments for these.

(iii) Second Homes

The effect of reducing the discount for second homes from 50% to 10% from 1 April 2012, would add a further 924 Band "D" equivalents as outlined in section 3.1.

(iv) Student Exemptions

Dwellings wholly occupied by students are exempt from Council Tax. The projected Council Tax base needs to be adjusted to allow for

students that have yet to prove their exemption for the new academic year. It is estimated that an adjustment of 758 Band “D” equivalents is required.

- 5.2 The Council is required to set its Tax Base on the total of the relevant amounts for the year for each of the valuation bands shown or is likely to be shown for any day in the year in the authority’s valuation list.
- 5.3 Taking into account the latest information from the CTB1 return to the DCLG and the proposed adjustments, the Cabinet is requested to approve the estimated numbers of properties for each valuation band as set out in the following table:

Band	Band “D” Equivalent Actual September 2011	Adjustments for New Properties	Adjustments for second homes discount	Adjustments for student exemptions	Revised Band “D” Equivalents 2012/13 Forecast
A	1,754.5	0	24	-8	1,771
B	3,485.4	0	34	-22	3,497
C	10,003.1	72	89	-128	10,036
D	20,030.5	22	220	-214	20,059
E	15,570.8	7	185	-166	15,597
F	11,339.6	26	128	-143	11,351
G	15,910.0	30	181	-67	16,054
H	3,720.0	3	62	-10	3,775
	81,813.9	160	924	-758	82,140

6. COLLECTION RATE

- 6.1 The Council is also required to estimate its Collection Rate for 2012/13 at the same time as arriving at the estimated number of properties within the Tax Base. In arriving at a percentage Collection Rate for 2012/13, the Council should take into account the likely sum to be collected, previous collection experience and any other relevant factors.
- 6.2 The actual sum to be collected from local Council tax payers cannot be finally determined until, the preceptors requirements are known and the Council has approved its budget. The Council therefore has to make an estimate of the sums to be collected locally making estimated allowance for sums from Council Tax Benefits and write-offs/non-collection.

- 6.3 The actual collection rate for 2011/12 achieved to mid November 2011 is 68.9% comprising cash collection of £51.9m and Council Tax benefit of £16.5m. It is estimated that a further £20.1m (26.6%) will need to be collected by 31 March 2012 and £1.5m (2.0%) thereafter.
- 6.4 Collection performance has been calculated in order to comply with DCLG performance indicator calculations. Latest calculations for 2010/11 and 2011/12 show that the current collection rate can be continued for 2012/13. It is therefore suggested that the collection rate for 2012/13 is maintained at 97.5%

7. THE TAX BASE

- 7.1 Under Section 33(1) of the Local Government Finance Act 1992 and the Regulations, the Council's tax base is calculated by multiplying the estimated number of Band "D" equivalents by the estimated collection rate.
- 7.2 Based on the number of Band "D" equivalents in the table in paragraph 5.4 above and the estimated collection rate in paragraph 6.4 above, the calculation is as follows:-

(Band D equivalents) x (Collection Rate) = (Tax Base)			
82,140	x	97.5%	= 80,087

8. FUTURE REFORM

- 8.1 The Government have issued a consultation paper on potential technical adjustments regarding the Council Tax Base. The possible changes, which would apply from 2013/14 onwards, include:
- Reducing, should authorities so decide, the discount on second homes (currently 10% for LBHF) to nil.
 - Removing the exemption should authorities so decide, of certain categories of property from Council Tax. The largest such group (around 700 for LBHF) is properties that are vacant and unfurnished for up to 6 months.
 - Allowing authorities to charge a premium for properties that are vacant for more than two years.
- 8.2 This authority welcomes these reforms as it increases local choice and flexibility. It could also increase local income. An initial estimate suggests the changes regarding second homes and removing exemptions could increase income by £0.75m.

9. RISK MANAGEMENT.

- 9.1 This is a statutory process and any risks are monitored through the Council's MTFs process.

10. EQUALITY IMPLICATIONS

- 10.1 There are no equality implications in this report.

11. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

- 11.1 The tax base is set by 31 January each year, as outlined in the Local Government Finance Act 1992. It is used within the overall Council Tax and budget setting process, due to be reported to Budget Council on 29 February 2012.
- 11.2 The proposed Council Taxbase for 2012/13 of 80,087 is 288 band D equivalents higher than the 79,799 agreed for 2011/12. This will result in a net increase in forecast 2012/13 Council Tax income, for the Council, of £0.23m.
- 11.3 The Local Government and Finance Act requires that all council tax and non-domestic rates income is paid into a Collection Fund along with payments out regarding the Greater London Authority precept, the national pool for non-domestic rates and the contribution towards the Council's own General Fund. As at the close of 2010/11 the Fund had an underlying deficit of £0.28m. The uplift now reported in the 2011/12 Council Tax Base should address this deficit as the amount now forecast to be collected is more than that assumed within the 2011/12 Revenue Budget. Accordingly there are no plans to recover the Collection Fund deficit as part of the 2012/13 Revenue Budget process.
- 11.4 The current Local Government Finance system incorporates two unringfenced revenue grants which relate to Council Tax Base data. They are:
- A Council Tax Freeze Grant. This will provide a grant equivalent to a 2.5% increase in the 2011/12 Council Tax charge. Based on these Taxbase figures this would deliver a 2012/13 grant of £1.62m.
 - A New Homes Bonus Grant. This is intended to match fund the additional council tax for each new home and property brought back into use, for each of the six years after that home is built. It is not yet clear how this will operate in practice. Based on the increase in the Council Tax Base data the potential extra 2012/13 grant could be in the region of £0.9m.

These grant awards will be taken account of within the MTFs process.

12. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL & DEMOCRATIC SERVICES)

- 12.1 The Council is under a statutory duty to set the Council Tax for the forthcoming financial year and to make a budget. This report forms part of that process. The Council is obliged, when making its budget, to act reasonably and in accordance with its statutory duties, the rules of public law and its general duty to Council Tax payers.
- 12.2 The basic amount of Council Tax must be calculated in accordance with Section 31(1) of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) Regulations 1992.
- 12.3 The Council Tax base has been calculated in accordance with the Act and the Regulations. The estimated collection rate to 97.5% is a reasonable and realistic estimate.
- 12.4 Regulations under the Local Government Act 2003 allow the Council to reduce Council Tax discount for dwellings that are not the sole or main residence of an individual and which are furnished (second homes) to a minimum of 10%. The regulations also allow the Council to reduce Council Tax discount for dwellings that are unoccupied and substantially unfurnished for more than six months (long term empty properties) to zero.

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

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	Local Government Finance Act 1992	A. Lord Ext. 2531	Ground Floor Room 5 Town Hall
2.	DCLG Return CTB1 (October 2011)	S. Barrett Ext. 1053	2 nd Floor Town Hall Extension
3.	Taxbase Adjustment Calculations	S. Barrett Ext. 1053	2 nd Floor Town Hall Extension
4.	Collection Rate Statistics	S. Barrett Ext. 1053	2 nd Floor Town Hall Extension

Agenda Item 6



London Borough of Hammersmith & Fulham

Cabinet

9 JANUARY 2012

LEADER

Councillor Stephen Greenhalgh

AWARD OF CONTRACTS FOR PROVISION OF BUSINESS AND MANAGEMENT CONSULTANCY SERVICES

**Wards
All**

This report informs Cabinet of the background to and benefits of this project.

A separate report on the exempt Cabinet agenda provides information about the procurement process and its outcome.

CONTRIBUTORS

EDELRS
AD (Procurement & IT Strategy)
EDFCG
ADLDS

Recommendation:

That the report be noted.

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

**HAS A EIA BEEN COMPLETED? YES
See Equalities statement section 4**

1. BACKGROUND

- 1.1 Two Business and Management Consultancy services constitute an important element in the Council's pursuit of significant savings over the next few years. These services comprise **Procurement Services & Savings and Enhanced Revenue/Debt Collection/Recovery**.
- 1.2 The services will be provided on a 'gain share' basis, with the successful organisation(s) primarily receiving payment only by way of a proportion of the savings identified or additional debt recovered on behalf of the Council. This is not a traditional consultancy service type contract with the risk for delivery placed firmly with the successful bidder and not the Council. This is the first time the Council has used this model which ensures payment is only made when there is a delivered outcome to the Council.
- 1.3 In accordance with Legal advice, these services needed to be procured through a formal process under the Public Contract Regulations.
- 1.4 Consideration was given about how best to package and scope contracts for these services in a way that will optimise the prospect of obtaining good quality bids and ultimately delivering significant savings.
- 1.5 Two tender exercises were undertaken inviting tenders to provide Business and Management Consultancy Services under two categories:

Lot 1 - Procurement Services & Savings and
Lot 2 – Enhanced Revenue/Debt Collection/Recovery

2. KEY BENEFITS OF THE NEW CONTRACT

- 2.1 The key benefits for the Council are substantial and will not only result in considerable savings but help to foster a more commercial mindset in the organisation which will help the Council in meeting future challenges. In an innovative move, the Council invited tenderers to provide funding upfront in lieu of savings, and the successful Provider has agreed to pay a non refundable £2M. It is also worth noting that the successful organisation for Lot 1 has been awarded the Chartered Institute of Purchasing and Supply (CIPS) Gold accreditation which is the highest standard of excellence awarded by CIPS. It reflects an organisation which was measured across a wide range of procurement disciplines (including people performance and innovation) and embraces continuous improvement in procurement and supply management.
- 2.2 Both contracts are predicated on (i) securing additional savings from the Council's procurement activities and (ii) improving the Council's recovery of outstanding/ongoing debt. This will be achieved by utilising an independent team of experienced industry

specialists and subject matter experts who will work closely with the Council to improve performance in these areas.

- 2.3 Both contracts are formulated on a 'gain share' basis whereby the Contractor's income is directly linked to the savings generated for the Council. The major proportion of savings will accrue to the Council whilst the smaller share will be retained by the Contractor as reimbursement for their services. This creates a very real mutual interest in jointly working together to seek out and realise new savings. The adoption of this innovative approach is wholly unique in the Council and rare in local government.
- 2.4. It is worth noting that the Council's non-pay annual expenditure for 2010/11 was £218 million and the total value of **all** goods & services currently under contract including under long term high value strategic arrangements is £783 million. A minimum savings requirement of £2.5 million over the first 3 years is built into the Lot 1 contract. The Contractor anticipates comfortably exceeding this target. These savings including the initial £2M upfront payment by the Provider will significantly contribute to the Council's Medium Term Financial strategy (MTFS) savings plans.
- 2.5 The provider will, as part of these contracts:

For Lot 1

- a) conduct a thorough and detailed analysis of the Council's arrangements through:
- a. in-depth analysis and classification of the Council's non-pay spend using proven software
 - b. developing a consistent, robust and reliable categorisation of expenditure
- b) develop strategies/proposals for improvement in those areas and commence to realise the identified savings
- using category spend figures to provide a reliable baseline and instil confidence from Council stakeholders in signing up to savings targets;
 - using the in-depth analysis of spend to identify quick wins eg pin-pointing fragmented spend with a common supplier providing a basis for negotiating improved terms overall;
 - utilising their depth and breadth of subject matter expertise in discrete sectors of the market to fast-track solutions including review of existing specifications; negotiation of existing contracts; collaborative contracting;
 - removing excess costs from contracts, reviewing price indexation and costly contract monitoring regimes and seeking potential efficiencies;
 - the adoption of a category management approach where appropriate to deliver savings. The contract will provide access to expert category managers. Currently, the Council often has to bring market expertise in at considerable cost for specific procurement exercises and in some Councils, expensive category management teams have been set up with officer numbers of anything up to 40 staff. This contract provides access to this level of expertise without the direct employment of staff by HF.

- c) improve commercial skills and procurement practice across the Council to ensure these skills are sustainable within Council officers going forward
- the Contractor will deliver a programme of internal procurement training and mentoring to improve Strategic Sourcing skills including Category Management and Supplier Relationship Management which means these skills will be sustainable in the organisation in the longer term;
 - providing on-line learning tools and a Procurement Academy for stakeholders;
 - introducing best practice procurement across the Council through developing a Procurement Total Operating Model which will ensure the delivery of efficiencies in procurement of services in to the future.
- d) improve the management of the Council's suppliers by
- introducing supplier segmentation to determine the most appropriate 'supplier relationship management' approach;
 - treating supplier performance management as an integral part of category management;
 - Initiating and reviewing cost down programmes.

For Lot 2

- e) improve collection levels of historic debt through access to new data matching and segmentation through the partnership with TDX with all costs being borne by the contractor.
- f) supply the necessary resources to help us review our end to end recovery processes, explore ways to reduce the amounts of debt created (by better up front processes e.g. payment in advance) and introduce more timely processes.
- g) provide a low risk solution which will improve collection and improve our processes - all at no cost to the Council.

3. RISK MITIGATION

- 3.1. The report identifies a number of positive outcomes that contribute to managing corporate risk number 5, managing budgets and also to risk number 11 market testing of services. The majority of the delivery risk is transferred to the contractor through a performance incentive noted in the body of the report.

4. EQUALITIES STATEMENT

- 4.1 As per the Equality Act 2010, the Council must consider its obligations with regard to the Public Sector Equality Duty (PSED). It must carry out its functions (as defined by the Human Rights Act 1998) with due regard to the duty and its effect on the protected in a relevant and proportionate way. The duty came into effect on 6th April 2011.
- 4.2 As part of the development of the contract, prospective tenders were scored on their ability to deliver services in such a way that takes into account the diversity of the borough. Agilisys are committed to complying with the Council's requirements to promote a Borough of opportunity and will be required to conduct equality impact assessments as required by the Council throughout the term of the contract. With regards to debt recovery, given the vulnerability of some of the groups and clients concerned, the impact of proposals will be assessed and monitored carefully as part of the contract.

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

- 5.1 Legal advice has been provided on this procurement exercise by an external law firm and legal services has been represented on the TAP.
- 5.2 Legal Services will support the client departments in finalising the contracts to be entered into between the Council and the proposed provider

6. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

- 6.1 The report represents the conclusion of an innovative procurement for the selection of two Business and Management Consultancy services comprising **Procurement Services & Savings and Enhanced Revenue/Debt Collection/Recovery.**
- 6.2 These consultancies constitute an important element in the Council's pursuit of significant savings over the next few years. The contract award secures £2m in lieu of contract savings for which a minimum requirement of £2.5m over the first three years is built in to the contract.
- 6.3 Annual savings will be factored into the medium term financial strategy as transformation savings
- 6.4 The contract award also covers income recovery. The evaluation of income was based in two parts, securing guaranteed income on the Council's outstanding debt and the improvement of processes that would generate sustained income that could potentially be included in the MTFS.

6.5 The evaluation was based on a weighting applied to current income streams and allowed the tenderer to apply targeted improvements above which a gain share mechanism would kick in. At this stage it is not possible to factor in the level of additional income, in part as these are subject to business cases to be drawn up by the tenderer and accepted by the Council.

6.6 The recovery of existing debt will be monitored and reported through the Council's Corporate Revenue Monitor, although the impact of increased debt recovery will be reflected in the level of bad debt provision maintained as a central item by FCS.

7. COMMENTS OF THE ASSISTANT DIRECTOR - PROCUREMENT AND IT STRATEGY

7.1 The Contracts have been tendered in accordance with the Public Contracts Regulations and the Council's Contract Standing Orders. The Corporate Procurement Team has led on this project and is satisfied that the recommendation reflects value for money to the Council.

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	Francis Murphy/Howell Huws 020 8753 2211/5025	Procurement & IT Strategy, Hammersmith Town Hall, King Street, W6 9JU
Responsible officers: Francis Murphy and Howell Huws 020 8753 2211/5025			



London Borough of Hammersmith & Fulham

Cabinet

9 JANUARY 2012

LEADER

Councillor Stephen Greenhalgh

WORKPLACE STRATEGY

**Wards:
All**

Seeking approval to upgrade Microsoft Office to support collaborative Tri-borough working while also renewing the workplace IT device (PC) offer and the core desktop infrastructure to replace end-of-life hardware and software, increasing flexibility of deployment.

A separate report on the exempt part of the Cabinet agenda provides additional information about savings and costs attributable to the Strategy.

CONTRIBUTORS

H&F Bridge Partnership
ADLDS
EDFCG

Recommendations:

- 1. That the new Workplace Strategy, which will deliver new virtual desktops to the entire Council starting from January 2012, be approved.**
- 2. That expenditure of £746,319, to be funded from the IT infrastructure projects revenue budget, be approved.**

HAS A EIA BEEN COMPLETED?
N/A

HAS THE REPORT CONTENT BEEN RISK ASSESSED?
YES

1. INTRODUCTION

- 1.1 The Council sets aside an annual budget of £800,000 for renewal of IT infrastructure and meeting current challenges.
- 1.2 This funding is dedicated to those projects which are crucial but corporate and which departments would not be bringing forward e.g. IT infrastructure such as the corporate securing our network project.
- 1.3 Currently, the Council is committed to thin client or standard PCs as the most cost effective way to deploy services.
- 1.4 The Council's IT strategy in 2010 set out a roadmap that stated that all new services would be infrastructure free and Cloud based.
- 1.5 The Council requires it to be easier for staff to roam between devices to optimise use of accommodation and increase productivity. The workplace strategy is a response to this. The main element of the workplace strategy, the desktop refresh, is proposed to be implemented via this programme.
- 1.6 H&F are currently using Microsoft Office 2003, whereas its tri-borough partners are both using Office 2007. Using Office 2003 wastes time in opening and saving Office 2007 documents as these have to be converted between the different file formats. It causes particular problems for complex spreadsheets used by Finance staff, as key formatting elements are not retained.
- 1.7 This workplace strategy is also the most cost-effective way of upgrading MS Office to be compatible with Tri-borough partners, required for effective tri-borough collaboration. This implementation will also enable the delivery of multimedia to the device, provided that further investment is made in network technology and bandwidth (which will be the subject of a separate paper).

2. OBJECTIVES AND BENEFITS

- 2.1 The workplace strategy proposed here has identified a number of initiatives designed to address these limitations and constraints. Its objectives are to:
 - Further optimise use of accommodation across H&F and tri-borough
 - Enable staff to be more efficient
 - Enhance mobility and personalisation
 - Give performance and availability guarantees increasing productivity
 - Address the green agenda and sustainability
 - Pave the way for use of multimedia and a "bring your own device" strategy for staff from 2015

- Give all staff access to the latest technology.
- 2.2 H&F need to enable staff to use any workstation to ensure full flexibility of staff deployment around buildings. The current situation allows half of H&F staff to use any Standard PC, with other staff having to use a restricted subset of devices.
- 2.3 Staff moving within or between Council buildings who switch between different types of devices (usually Power PCs and Standard PCs) receive a limited and sometimes uneven service rather than roaming settings and applications that follow the user. As a result, staff who move round have to continually adjust local settings thus wasting time. To date, this has limited the locations from which users can work from and thus directly impacts on user productivity and SmartWorking.
- 2.4 The goal is to shift this so that 80% of staff will be able to work anywhere without local configuration of the desktop. H&F also need staff to be using software that is responsive and reliable. Finally, H&F need to work with HFBP to continue to make efficiencies in how support is provided and thereby reduce the costs of the service.
- 2.5 H&F also wish to use audio and visual communications to support Council transformation programmes and increase skill levels of staff, which the current desktop technology does not permit. When the multimedia network technology is implemented, this proposal will mean that offering just-in-time and personalised training courses becomes cost-effective with this route, with lower training costs and a higher-skilled workforce. Enabling access to training materials will reduce the risk of non-compliance.
- 2.6 There are also potential benefits from improved communication for instance
- staff briefings from the Leader or Chief Executive
 - videos of Leadership Forum events for staff based in core sites, for example,
 - access to e-meetings, streaming from websites items such as news or webinars or training materials.
- 2.7 Finally, the current technology is no longer supported and requires replacement at an estimated cost of £650,000 on a like for like basis. The approach proposed in this paper is the most cost-effective way of replacing the unsupported desktop technology, and additionally provides a range of key benefits:
- To the **user**:
 - User mobility, through being able to work immediately at any desk without having to undertake any local configuration
 - Consistent user experience, having a predictable desktop environment without having to remember shortcuts or other locally customised features of the desktop – and also resulting in fewer calls to the support desk

- Better performance, with quicker response times, faster logon times and fewer occasions where the connection is lost intermittently – all resulting in fewer calls to the support desk
- In the longer term, this will also enable “bring your own device” to be adopted as a strategy, further increasing staff productivity
- Softer benefits include having access to the latest technology, which in turn keeps staff marketable and contributes to lower staff turnover.
- To the **organisation**:
 - The improved user mobility will enable improved staff productivity, as more staff are able to use devices in a wider range of buildings and can therefore spend less time travelling and undertaking local configuration. This will also contribute to greater resilience in response to the anticipated Olympics demand for home working
 - The consistent user experience will improve staff productivity, as staff can get on with their work rather than configuring local desktops.
 - The enhanced performance will improve staff productivity directly, as staff spend time working rather than waiting for the system to respond or placing support calls
 - The consistency of file formats across the three boroughs will increase ease of collaboration and also means better productivity both through not having to wait for files to be converted but also through not having to adjust formatting details
 - The organisation will benefit from faster desktop deployment, as it is quicker to install desktops where they are required – likely to be of increasing importance as the rate of change with Tri-borough working increases
 - The organisation will also benefit from reduced support costs, with fewer calls to the service desk and less need to visit a desktop for support purposes – even more important when some are at WCC or K&C.
 - When combined with network improvements, this will enable the use of multimedia for eLearning and other communications
 - Desktop fit for purpose for a longer period (higher than the 3 year industry standard for a PC)
 - Introducing the latest technology across H&F will ensure that the council has the potential to benefit from upgrades across other applications
 - The proposed approach represents a platform to provide desktop services to other local authorities. This represents an opportunity for income generation, as a number of other councils are considering similar moves at the present time but do not have access to the same range of expertise

2.8 Cashable benefits of around £185k over five years in savings are directly attributable to the revised workplace strategy.

2.9 A vital non-cashable benefit is that of staff being able to hot desk, an estimated productivity saving of up to £1m p.a. which is key to SmartWorking. These staff productivity savings, based on an extra five minutes productive time per work day for 2,000 staff, are not necessarily capable of being realised.

2.10 See table 1 for details.

Table 1 Savings cashable and non-cashable

Savings cashable	£'000					
	2012/13	2013/14	2014/15	2015/16	2016/17	Total
Power HTH computer room	18	18	18	18	18	90
Desktop power	19	19	19	19	19	95
Total cashable	37	37	37	37	37	185
Staff productivity	1000	1000	1000	1000	1000	5000
Total cashable and non cashable	1037	1037	1037	1037	1037	5185

3. COSTS AND SAVINGS

- 3.1 The new virtual desktop is based on a strategy drawing on the Cloud principles set out in H&F's current ICT Strategy, whereby a resilient managed service is provided without H&F investing in the supporting infrastructure so enabling key benefits of scalability, economy of scale and redundancy.
- 3.2 The transition to this new Cloud-based virtual desktop running MS Office 2010 will cost £746,319 one-off, after negotiation with the supplier. Annual ongoing spend on desktops will remain unchanged.
- 3.3 The transition charge is largely for work to be done by HFBP to move the organisation to the new workplace solution, with a significant element to be paid to Colt as the supplier of the underpinning service.
- 3.4 WCC and K&C both have a different approach to workplace strategy. WCC have a bare desk policy where staff are supplied with a laptop and a phone capable of both being mobile and landline within buildings. K&C have similar direction of travel, but both landline and mobile phones are in use as here.
- 3.5 H&F by contrast intend to build on the existing strategy of delivering the desktop as a service, providing hardware tailored to a user's needs, through workstyle profiling. H&F thereby minimise the total cost of ownership through reduced support requirement and the number of devices through hot desking - 7:10 devices to staff.

- 3.6 The resulting costs are thus round a third less than those incurred by the other two boroughs and the risks round data loss, amongst others, are also minimised. Reverting to a laptop strategy would negatively affect the cost to this council.
- 3.7 Over time the move to the design principles outlined in the new Tri-borough ICT Strategy will elide the differences experienced by staff at the outset of the combined services process.

4. PROPOSALS

- 4.1 The proposal here is to map out H&F's requirements for the next 5 years and to meet the needs of Tri-borough working and SmartWorking as set out in the H&F IT Strategy 2010-2013. One critical element to that strategy is the provision of a standard desktop with centralised distribution of applications and personalised settings.
- 4.2 With the introduction of SmartWorking, staff have changed the way in which they access IT services, resulting in dedicated-workstation based working rapidly being replaced with hot desking. The impact is a larger geographic dispersal of staff.
- 4.3 Although the technology services within H&F have adapted to this shift in working practices, constraints in the existing infrastructure mean there are limitations on the user numbers to which the current solution can be deployed.
- 4.4 The proposal is to commission Colt through HFBP. Colt is a major managed service provider in the UK and is working with Cisco, VMware and EMC. This alliance defines solutions based on pre-packaged combinations of hardware and software to reduce risks and costs to the customer and to meet high environmental standards.
- 4.5 As consumers of protectively marked data, presently local authorities have to meet the regulatory requirements of the Government Connects Secure Extranet (GCSx) information security code of connection. From March 2012 this will be replaced by the Public Service Network (PSN) code of connection which sets similar standards.
- 4.6 Within the nascent cloud service marketplace these are relatively specialised requirements, and to HFBP's knowledge no individual vendor's service meets these standards without costly local configuration.
- 4.7 Consequently HFBP has worked with Colt to ensure the managed service will meet GCSx and PSN requirements. Although the environment is extensively virtualised, the virtual infrastructure is dedicated to H&F and so the appropriate security controls can be implemented. The physical components of the service have also been assessed as compliant.

- 4.8 Colt delivers a completely integrated IT offering with end-to-end vendor accountability delivering the roll-out of new equipment faster than could have been done in the past, responding to the need this council has for a gathering pace of change, and more cost effectively.
- 4.9 Colt with HFBP offer the following availability and performance guarantees. The baseline for the service is that it must be the same or better than current performance. In order to establish this, a performance benchmark will be taken with a set of agreed cross-departmental end users who, with oversight from the IT Strategy and Operational Group, will sign off on the starting point, at a key stage prior to rollout and at the end of the process.
- 4.10 Availability guarantees will be given in line with the current contractual performance monitoring and service credit regime within standard service hours and out of hours as agreed. Any issues with performance or availability will be the responsibility of HFBP to manage with Colt. No additional payment will be made for any extra work or re-work that may have to be done as a result of unsatisfactory benchmarking.
- 4.11 Enabling multimedia requires provision of headsets, together with upgrades to both networks and local hardware. Whilst the changes to local hardware will be addressed by the workplace strategy, the council also needs to provide additional bandwidth - both internet and inside the council's network. This proposal addresses the headset requirement. These proposals will be put forward in a Cabinet Member decision paper entitled Multimedia Network Technology to follow.

5. TIMETABLE

- 5.1 The work required is listed below at **Appendix 1**. Its timetable is

Cabinet Key decision approval	January 2011
Ensure testing by end users within departments is successful, with IT strategy Group oversight	February 2011
Deploy round 1000 virtual desktops for non Tri-borough first, then for areas within Adult Social Care	May 2012
Rollout to remaining users across H&F	October 2012
Decommission current Citrix thin client environment	September 2012
Complete project	November 2012

6. EQUALITY IMPLICATIONS

- 6.1 There is considered to be little or no impact on equality as a result of the issues in this report.

7. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

7.1 Funding of the one-off amount of £746,319 is recommended to come from the IT infrastructure projects revenue budget. To date, in 2011/12, £956,554 remains uncommitted. Allowing for the deliverables-based payment profile, the majority of spend will fall in 2012/13. A spend of £381,000 is needed in 2011/12, with the remainder falling in 2012/13.

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

8.1 There are no direct legal implications for the purposes of this report.

9. COMMENTS OF THE ASSISTANT DIRECTOR (PROCUREMENT AND IT STRATEGY)

9.1 There are no procurement related issues as the recommendations contained in this report relate to an order to be placed under the contract with the Council's strategic I T Partner.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description	Name/Ext of holder of file/copy	Department/ Location
1.	H&F IT Strategy 2010-13	Jackie Hudson ext 2946	FCS SmartSpace 3 rd floor Town Hall
2.	IT Strategy Getting the Basics Right IT Infrastructure Renewal	Jackie Hudson ext 2946	FCS SmartSpace 3 rd floor Town Hall
CONTACT OFFICER:		NAME: Jackie Hudson ext 2946	

Appendix 1

The work required will involve the following:

- Application compatibility assessment and audit with over 120 major application vendors.
- A desktop audit for the 3,600 desktops today and a user role profiling exercise to correctly inform the solution design.
- A design workshop to document the proposed solution incorporating requirements stipulated by other initiatives such as Securing our Data and Securing our Network.
- A new virtual server farm (replacing 30 major servers in two locations with a managed service) to provide the foundation upon which new services can be built
- Server provisioning services to stream the latest virtual desktop images to the server estate.
- A published desktop service delivering a consistent virtual desktop to users.
- Up to 100 desktop applications will be repackaged to be streamed.
- Application streaming will be configured to stream packaged applications to the new server estate and extend to client devices such as Power PCs and all mobile devices (laptops).
- Additional storage to accommodate the new application requirements.
- Enhanced Business Continuity arrangements
- A backup service to ensure key central services and applications data integrity.

London Borough of Hammersmith & Fulham



Cabinet

9 JANUARY 2012

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

*Councillor Nicholas
Botterill*

**MODERNISING CCTV TRAFFIC
ENFORCEMENT FACILITIES**

**Wards:
All**

The Council has launched a campaign to 'Get H&F Moving' by reducing congestion on our roads and improving the local transport network. The enforcement of parking and moving traffic offences plays an important role in keeping our road network flowing.

The Council needs to update its real-time CCTV traffic enforcement recording system from outdated and unsupported VHS to modern digital equipment.

The intention of this report is to draw down funding to remodel Rooms 311-313 of Hammersmith Town Hall into modern CCTV Traffic Enforcement facilities and install modern digital equipment in order to allow it to be used to maximum effect by the Transportation and Highways department.

CONTRIBUTORS

EDFCG
ADLDS

Recommendations:

1. That approval be given to modernise the CCTV traffic enforcement facilities at a total estimated cost of £945,000 as set out in paragraph 10.1 of the report.
2. That approval be given for an order to be placed under the Measured Term Contract for Non-Housing Projects 2011/2015 to Mulalley & Company Limited. The estimated cost of the works will be £230,000 including fees and contingency.

<p>HAS A EIA BEEN COMPLETED? N/A</p>

<p>HAS THE REPORT CONTENT BEEN RISK ASSESSED? YES</p>
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1. BACKGROUND

- 1.1. The Council has a Network Management Duty placed on it through the Traffic Management Act 2004 (TMA) to ensure the safe and expeditious movement of traffic, including pedestrians. The Council is also responsible for maintaining a well managed highway network that guarantees access for emergency vehicles, bus services and for other essential services such as refuse collection, post office delivery vehicles etc;
- 1.2. Sub-section 4 of Section 17 of the TMA states in relation to enforcement of traffic management and parking controls that, "The arrangements must include provision for establishing processes for ensuring (so far as may be reasonably practicable) that the authority:
 - a. identify things (including future occurrences) which are causing, or which have the potential to cause, road congestion or other disruption to the movement of traffic on their road network; and
 - b. consider any possible action that could be taken in response to (or in anticipation of) anything so identified."
- 1.3. In February 2011, the Council launched its 'Get H&F Moving' transport campaign to tackle the congestion hotspots in the borough. A study by the Mayor of London in 2009 showed that roads in the borough of Hammersmith and Fulham had the highest annual vehicle delay per kilometre of network, compared with all other London boroughs.
- 1.4. The use of CCTV cameras to enforce traffic restrictions is highly effective in helping us monitor hotspots in the Borough and enabling us to take robust action against contraventions. The Council uses CCTV to enforce moving traffic offences which includes enforcing bus lanes, yellow box markings, banned turns and banned U-turns. These types of restrictions are introduced to reduce congestion on our road network and improve road safety.
- 1.5. The CCTV Enforcement unit in the Transportation and Highways department is playing an increasingly important role in improving compliance with traffic regulations and enabling the Council to fulfil its Network Management Duty and reduce congestion in the borough.
- 1.6. For example, in November last year we installed a CCTV camera in Gliddon Road to enforce the U-turn ban that operates in the road. A large number of drivers travelling eastbound on Talgarth Road were turning left into Gliddon Road then carrying out a U-turn in order to travel southward towards Barons Court. At peak times, around one hundred drivers were carrying out this manoeuvre in one hour, resulting in conflicts with oncoming vehicles and raising safety concerns for users of the footway. Within the first six months the number of drivers doing a U-turn in Gliddon Road had dropped by 50% demonstrating that CCTV enforcement has improved compliance.

- 1.7. The CCTV unit issues approximately 80,000 Penalty Charge Notices (PCNs) per annum across the Borough for traffic offences captured by 53 cameras on CCTV.
- 1.8. The facilities for monitoring CCTV are split between Fulham Town Hall (2 enforcement stations and 6 reviewing stations) and Hammersmith Town Hall (3 enforcement stations and 3 reviewing stations).
- 1.9. The demands of the service have outstripped its current facilities. The room for expansion and improved performance is limited by a number of factors including:
 - use of antiquated and inefficient VCR equipment;
 - the service being split between two sites, one of which (Fulham Town Hall) needs to be vacated in 2012;
 - storage of VCR tapes and paper documents;
 - Limited access to the camera network in the borough.

2. SCOPE OF MODERNISING THE TRAFFIC ENFORCEMENT CCTV FACILITIES

- 2.1. There are five discrete streams of work to support this project:
 - Building works to rooms 311-313 of Hammersmith Town Hall;
 - Procurement and implementation of the ZenGrab digital CCTV system;
 - Installation of additional CCTV cameras and carrying out of minor adjustments to existing camera sites that Transportation and Highways department have negotiated access to;
 - Recruitment of 13 additional CCTV staff on one year rolling contracts to operate the expanded service.
 - Funding of a permanent Borough Emergency Control Centre (BECC) for the Emergency Services Unit which currently operates out of room 311.

3. BUILDING WORKS TO ROOMS 311-313 OF HAMMERSMITH TOWN HALL

- 3.1. Rooms 311-313 have been identified as the preferred location for the CCTV unit for the following reasons:
 - The size of space is suitable to combine the CCTV services based on the ground floor of Hammersmith Town Hall and Fulham Town Hall;
 - The room is already connected to the borough's CCTV matrix run by Chroma-vision;
 - The space allows the flexibility for both the CCTV enforcement service to expand, and the number of camera feeds into the room to increase as required;

- It has a server room which is a pre-requisite for a change to a digital enforcement system that would require large volumes of videos to be processed locally;
- 3.2. The proposals require internal alterations to Hammersmith Town Hall rooms 311-313 as follows:
- Stripping down the room and preparation;
 - Removal of partitions to form a single open plan office space;
 - Ceiling works;
 - Installation of air conditioning unit;
 - Provision of new doors and acoustic glazed screens;
 - Refurbishing the kitchen and toilets;
 - Creating a raised floor;
 - New lighting;
 - Electrical installation.
- 3.3. All new lighting will be low energy fittings.
- 3.4. The proposed works require Listed Building Consent which has been submitted as part of the overall application for the proposed Hammersmith Town Hall Smart Accommodation programme of works. No works will be carried out until formal consent has been received.
- 3.5. The tender details, basis for appointment of specific framework contractor and fees can be found in sections 10 and 11.

4. DIGITAL CCTV SYSTEM

- 4.1. The current CCTV enforcement setup is no longer fit for purpose as it:
- Is obsolete and unsupported, if the hardware fails, for example if the time stamped on the images is inaccurate, then the PCNs will become invalid or unreliable to enforce because the time or date is not verifiable.
 - Is unreliable as VCR hardware is used to record onto VHS tape and the image quality has started to deteriorate. This has led to evidential problems where for example, PCNs have been issued and then challenged because of the lack of clarity of the number plate.
 - Does not have an inbuilt vehicle mismatch capability which has led to instances where the make and model of the vehicle cannot be effectively confirmed in a timely manner, or has led to issuing PCNs incorrectly.
 - Is not digitally stored or backed-up, therefore, video images can only be viewed by the public in a CCTV room. Officers can only access evidence via the CCTV unit.
 - Does not capture information that will allow officers to review and monitor the enforcement camera usage and utilisation data.

- 4.2. After engaging with other London boroughs, H&F identified that Zenco were supplying a digital enforcement system called ZenGrab to 13 London boroughs. Zenco have worked with Local Authorities and suppliers including Mouchel Transport Systems (MTS), suppliers of the parking enforcement system ICPS.
- 4.3. This system allows high quality digital footage to be captured, reviewed and shared more efficiently within the Transportation and Highways department. It also enables motorists to self-serve and view footage of their contraventions online. The HFBP Options Analysis has recommended that H&F procure the ZenGrab system which will be locally hosted by HFBP.

5. ADDITIONAL CAMERA ACCESS

- 5.1. At present, the CCTV unit has access to 53 cameras for traffic enforcement. There are an additional 67 cameras that are potentially available through H&F's Emergency Services unit, and Transport for London (TfL).
- 5.2. This has resulted in uneven levels of traffic enforcement with certain unenforced areas suffering from higher levels of traffic incidents. It is proposed that the CCTV unit expands its access to these additional cameras (where suitable) in order to target problem areas and provide a more consistent approach to enforcing traffic regulations in the borough.
- 5.3. There are also areas with high estimated levels of contraventions where no cameras are present. It is proposed that new cameras are installed at these sites in order to help improve compliance.
- 5.4. In order to use these additional cameras for parking contraventions, an updated Technical Construction File (TCF) detailing the schematics of the traffic enforcement system needs to be approved by the Vehicle Certification Agency (VCA). A supplier is being sought through open tender to comprehensively update and then maintain the TCF. (See section 13 for more details).

6. STAFF RECRUITMENT

- 6.1. The proposed set up includes increasing camera access, the number of enforcement and reviewing workstations and extending operating hours. 13 additional staff are required to allow the service to operate at maximum capacity and it is planned to recruit these staff on one year rolling contracts. This allows flexibility if the numbers of staff are not required as a result in a reduction of contraventions.
- 6.2. In addition, 6.5 posts will also be required to process the increase in correspondence and appeals as a result of the expanded enforcement operation.

7. EMERGENCY SERVICES BOROUGH EMERGENCY CONTROL CENTRE (BECC)

- 7.1. The Council is required to have a resilience control from which it can coordinate its response to emergencies. The control room is made up of workstations and a meeting area and needs to be maintained at a state of readiness so that an incident team can move into the space at very short notice. This location is currently room 311 of HTH.
- 7.2. A temporary location for the BECC has been agreed and plans are in progress to relocate in early December. Any building works to rooms 311-313 are subject to the temporary location being ready for occupation.
- 7.3. Plans for a permanent BECC are currently under discussion, and it is proposed that this would involve extending the current CCTV suite to utilise the space currently occupied by Parking Services. A sum of £200,000 is proposed to be set aside the fund the cost of works subject to a Cabinet Member Decision approving the detail.
- 7.4. In the event of a major emergency which exceeded the capacity of the proposed BECC access to the new Traffic Enforcement suite would still be possible.

8. BENEFITS

- 8.1. The major benefits of this project include:
 - A more equal distribution of cameras at key traffic sites across the borough. This will result in an improvement in compliance with traffic regulations in the future and enable the Council to better fulfil its Network Management Duty;
 - Staff productivity increase through digital equipment. It is expected that officers will be able to increase the number of contravention reviews by 50% as a result of digital software;
 - Increase in first time payments and reduction in CCTV correspondence through allowing motorists to access to videos of their contraventions. Clips of contraventions will be available for motorists to view online rather in addition to the photographs they currently receive with their PCN.
 - Improved customer service. Officers outside of the CCTV unit will be able to view contraventions through the Parking enforcement system, ICPS, and therefore be more accurate in their engagement with motorists;
 - Backup of digital footage and reduction in physical storage space. A digital system lowers the risk of losing evidence compared to physical storage of individual VHS tapes;

9. TIMESCALES

- 9.1. The project commenced in October with the objective of having the CCTV enforcement centre fully operational by April 2012. This is based on building works being completed by mid March with implementation of the digital CCTV system following on directly.
- 9.2. Delivery is subject to listed building consent being granted for the refurbishment of Hammersmith Town Hall and HFBP being able to complete procurement and legal processes by late February. Delays will have an impact on the delivery date.
- 9.3. The anticipated programme of work is as follows:

	Date:	Year:
Cabinet Decision	9 th January	2012
Proposed Start on Site (TBC):	16 th January	2012
Building Works Completion (including snagging)	23 rd March	2012
Installation of digital equipment	5 th March	2012
Centre operational	23 rd April	2012

10. TOTAL COSTS

- 10.1. The total estimated costs of implementing the CCTV Traffic Enforcement Centre is expected to be £945K.
- 10.2. The estimated costs for implementing this project are as follows:

	Implementation	Annual costs
Building works expected spend to rooms 311-313 HTH including fees	£190,000	
Building works overall contingency	£40,000	
ZenGrab digital CCTV system	£250,000 (inc yr 1 costs)	£87,877 (yr 2 onwards)
Additional ICT infrastructure cost	£80,000 (TBC)	
CCTV equipment and matrix upgrade	£70,000	
New cameras / alterations	£100,000	£10,000
Technical Construction File maintenance contract	£15,000	£5,000
Emergency Services BECC	£200,000 (TBC)	
Additional staffing costs	£N/A	£640,000
Total	£945,000	£782,877

- 10.3. The Emergency Services BECC costs are an estimation and will be refined once a permanent location is sought and quotations received.
- 10.4. Final digital CCTV and ICT infrastructure costs will be delivered by 13th January when the CMO approved HFBP Solution Proposal is released.

11. TENDER DETAILS AND BASIS FOR APPOINTMENT OF SPECIFIC FRAMEWORK CONTRACTOR FOR BUILDING WORKS

- 11.1. The Leader’s Urgent decision of 22 December 2010 gave approval to the acceptance of the three most economically advantageous tenders to carry out Non-Housing works under a Measured Term Contract (MTC) from 1st February 2011 for a period of four years. The three contractors appointed were Mulalley & Company Limited, Kier Support Services Limited and Philiam Construction & Development Limited.
- 11.2. The tenders are to carry out works to non housing properties on an order by order basis using the National Schedule of Rates as the pricing mechanism. This MTC is appropriate to undertake the required work and its use will save the time required to invite and obtain approval of building tenders. This approach to procurement allows projects to be processed quickly without recourse to a separate tender, whilst at the same time maintaining value for money, as the completed works are paid for at competitively tendered rates. The inherent flexibility of this MTC is well suited for a project of this nature which requires some design development as the works progress.
- 11.3. The three appointed contractors under this framework agreement were appointed on the basis of the following negative percentage adjustments to the National Schedule of Rates.

Project Value	Under £300K	Over £300K
Mulalley & Company Limited	-26.00%	-26.00%
Kier Support Services Limited	-19.67%	-22.35%
Philiam Construction & Development Limited	-16.00%	-16.75%

The tender documents set out that the subsequent choice of contractor to be recommended for each individual project allocated to these Framework Agreements will be appraised by a panel of officers from Building & Property Management and Client department for each scheme. The selection would be based on price, financial limits, available resources, performance and ability to meet the Council’s requirements for the particular project including timescales.

- 11.4. Officers from Building & Property Management and the Environment Services Department (BPM - Smart FM)) have reviewed the project requirements and programme timescale and agree that the appointment of Mulalley & Company Limited is appropriate in this case. The contractor has been approached and agrees that they can meet the specific requirements

of this project in accordance with the criteria for this MTC framework appointment.

- 11.5. The estimated costs of the works priced against the Schedule of Rates are £175,000 which together with contingencies of £25,000 gives an order value of £200,000.

12. FEES

- 12.1. The professional services previously provided by Building & Property Management (Environment Directorate) are now, following market testing, being provided by EC Harris LLP. Consequently fees are calculated on the basis of the tendered schedule of rates plus the cost of the Client Agent Team, which is funded via a percentage fee to the value of the commissions placed. Fees are charged on the basis of 15% with final account reconciliation at the end of each financial year.
- 12.2. Therefore fees are applicable to the proposed works at a rate of 15% which is an amount of £30,000. Hence, the total of works and fees including contingency recommended for approval is £230,000.

13. LEGAL AND STATUTORY IMPLICATIONS

- 13.1. An updated Technical Construction File will need to be submitted to the Vehicle Certification Agency with details of additional cameras and equipment in order to be able to enforce with them.
- 13.2. Recent examples from other boroughs show that an inaccurate TCF could lead to legal challenges by motorists and forced repayment of PCNs issued through incorrectly registered equipment. An open tender is due to be launched in December for a third party to provide and maintain this for H&F. Based on benchmarking, this is expected to cost £15,000 initially, with annual charges of £4-5,000 thereafter.
- 13.3. Awarding the contract will be subject to Cabinet Member approval.

14. RISK MANAGEMENT

- 14.1. Risk is being managed through the CCTV Project Board, which includes the Head of Parking Services, Director for Transportation and Highways and Assistant Director for Finance and Resources.
- 14.2. The project is monitored by the Environment Services Department Management Team with any major risks escalated by the Head of Parking Services for action.

15. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

15.1. The costs of the project are as set out in paragraph 10 :

Building Works:	£230,000
Digitisation of the CCTV Enforcement Centre	£515,000
Estimated Costs of BECC	£200,000
Total	£945,000

15.2. Income from enforcement of moving traffic offences is exceeding budget by £3.6m and it is proposed to use the additional income to fund the works set out in this report. The Corporate Revenue Monitor (CRM) already assumes that up to £1m would be used this year for this project and therefore the approval of this report does not affect current outturn assumptions.

15.3. The increased running costs of the service (approximately £783,000) from 2012/13 onwards will be offset by PCN income on current levels of enforcement activity. Any additional income in excess of current levels will be taken in to consideration through the Council's Medium Term Financial Strategy.

16. EQUALITY IMPLICATIONS

16.1. This report recommends that approval be given to build a CCTV centre and extend coverage of traffic enforcement. This will not have any direct equality implications, as existing policy will not be affected.

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

17.1. There are no direct legal implications.

LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Project Files	Matt Caswell	
2.	Building Works Tender Documents	Mike Cosgrave	
CONTACT OFFICER:		NAME: Matt Caswell EXT. 2708	

Cabinet

9 JANUARY 2012

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

Councillor Greg Smith

SERCO CONTRACT UPDATE

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.

**Wards:
All**

CONTRIBUTORS

AD RSD Cleaner
Greener and Cultural
Services

Head of Waste &
Parks

RSD Head of Finance
ADLDS
EDFCS

Recommendations:

That, in order to improve service delivery cost effectiveness, the following actions be approved:

- (i) To implement a clearer performance framework within the Serco contract that rewards improved outputs and penalises poor service delivery, as outlined in paragraph 2.1 of the report and Appendix 1.**
- (ii) To undertake a review of current client and contractor performance management to ensure a streamlined approach that delivers MTFS savings and better service quality.**
- (iii) That delegated authority be given to the Cabinet Member for Residents Services, in consultation with the Executive Director of Environment, Leisure and Residents Services, to agree a mechanism and targets that ensure sustained and improved cleanliness and other contract standards over the next three years.**
- (iv) To vary the contract to allow for the potential to include the clinical waste service as outlined in paragraph 2.2 of the report.**

**HAS A EIA BEEN
COMPLETED?
YES**

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

1. BACKGROUND

- 1.1 Hammersmith & Fulham has a 7 year contract with Serco that commenced in June 2008 to deliver street cleansing and a commercial and domestic waste and recycling collection. There is the option to extend the contract for a further 7 years (this decision would need to be taken by June 2013). The contract is, effectively, a hybrid of input and performance based specifications, and whilst there have been periods of good performance the contract has failed to ensure that agreed standards have been achieved consistently, particularly in two areas: street cleansing and commercial waste. In addition, there is a requirement to reduce the costs of the contract to Hammersmith & Fulham in order to deliver MTFS efficiencies. This is set against the contractor's assertion that the contract has not made an overall profit to date. Indeed from January 2012, after the implementation of European Agency Workers Regulations, there is a potential further deterioration reported by Serco of up to £300K per annum. A summary of performance to date is summarised in the table below.

Indicator	2009/10 Full Year Performance	2010/11 Full Year Performance	2011/12 Q1 Performance	2011/12 Q2 Performance
The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level. (Good to be low)	8.7%	11.7%	2%*	5%**
The percentage of relevant land and highways that is assessed as having deposits of detritus that fall below an acceptable level. (Good to be low)	9.7	9.7%	2%*	5%**
Household Recycling rate	27.2%	27.4%	30.71%	29.10%
Resident satisfaction rating in refuse collection (%)	79%	81%	Data expected early 2012	Data expected early 2012
Resident Satisfaction rating for doorstep recycling (%)	71%	73%	Data expected early 2012	Data expected early 2012
Resident Satisfaction rating for Keeping public land clear of litter and refuse (%)	66%	68%	Data expected early 2012	Data expected early 2012

* July 2011, ** October 2011

- 1.2 In order to improve the consistency of performance and reduce cost it is proposed to introduce a new performance framework that should, from the contractor's perspective, make the contract worth investing in and from H&F's perspective allow the client to take a less cost-intensive approach to monitoring/managing the contract with the security of knowing there are contractual remedies in place to respond to poor performance to ensure high service quality. The scope of the framework will therefore incorporate a financial assessment of profitability of the contract via a move towards open book accounting and calculate at what point incentives will arise. A model of how this could work in practice is included as Appendix 1.
- 1.3 Discussions have been held with Serco, to gauge their appetite for risk and reward. There is a view from their senior management that, as the contract already includes a number of financial risks, as outlined in paragraph 1.1, they are not willing to introduce significant rewards and penalties at this stage beyond £60K. Their

preference is to pilot such an approach for year 1 and explore an increased risk for future years, depending on year 1 performance.

2. OUTCOME OF CONTRACT REVIEW

2.1 The review involved H&F client, legal and procurement officers as well as Serco senior staff and has concluded that there are opportunities to vary, modify and implement existing provisions in the contract and client management structure so as to deliver:

- Reduced unit cost to Hammersmith & Fulham
- Improved and sustained performance by the contractor
- A reasonable return on investment to the contractor

This will be achieved via:

- Redefining areas of activity and responsibility
- Re-profiling Bills of Quantity rates to reflect actual costs and support a move to Open Book Accounting
- Introducing a clear and simple performance reward and penalty system via a modification to the contract (under para 15.1 of the Conditions of Contract)
- Reviewing the client side monitoring arrangements
- Potentially transferring the clinical waste service to Serco should this prove to be the most cost effective arrangement for H&F.
- Subject to there being no significant material change to the contract, rewarding improved outputs and defaulting poor service delivery

2.2 The review concluded that the clinical waste service could be added to the contract with little risk of legal challenge as the potential transfer of this service was already provided for in the original contract. However, other additional related services such as graffiti removal would need to be contracted separately with the opportunity for Serco to bid for the service along with other service suppliers, if the business case showed externalisation to be the best way of achieving best value. The clinical waste service will therefore be subject to market testing in 2012 along with other related services as appropriate.

2.3 The key performance indicators currently included within the contract are listed in the table below

KPI	Comment / specification reference
Resident satisfaction	Para 2.3 spec
Street cleansing	Para 2.4 spec
Recycling levels	Para 2.4 spec
Complaints	Para 7.68 spec

In addition, as agreed at the Cabinet meeting of 26 April 2010, an incentive scheme has been introduced for the trade waste service, although the target levels for any shared income are yet to be reached.

3. METHODOLOGY

- 3.1. The proposed new mechanism for rewarding enhanced street cleansing, recycling and customer satisfaction performance and defaulting poor service is detailed in Appendix 1. The weightings have been agreed with the contractor, but the targets have yet to be finalised, with Serco pointing out that any agreement needs to be subject to there being no change in Council waste policies. They have also stated a preference for year one of the mechanism to be seen as a pilot. In order to address the administration's aspiration to improve cleanliness standards over the next three years, the mechanism that is proposed rewards Serco for improved and sustained street cleansing performance.
- 3.2. The objective measurement previously used to monitor performance in this area was NI 195. Previously, by comparing scores with other London boroughs, officers have been able to benchmark Serco performance to confirm whether it sits within the top quartile, as stipulated by the contract specification. Unfortunately, due to the removal of this performance measure, such a comparison is no longer possible as only a handful of boroughs have continued to use the Keep Britain Tidy standard.
- 3.3. However, in discussion with tri-borough colleagues and following an analysis of litter scores over the past 3 years, it has been established that a cleanliness level at or above 4% would be considered high performing and within top 5 performance. This level of cleanliness has not been achieved consistently by Hammersmith and Fulham to date, and so would be a significant stretch target over a full performance year. It is on this basis that officers have commenced discussions with Serco, the final detail of which will be agreed, as outlined in recommendation (iii). The table below provides NI195 data for the past three years, with those boroughs using the KBT objective methodology highlighted in blue and H&F's performance in yellow. It should be noted that the data for 2010/11 is drawn from a smaller cohort due to the withdrawal of this measurement as a national indicator.

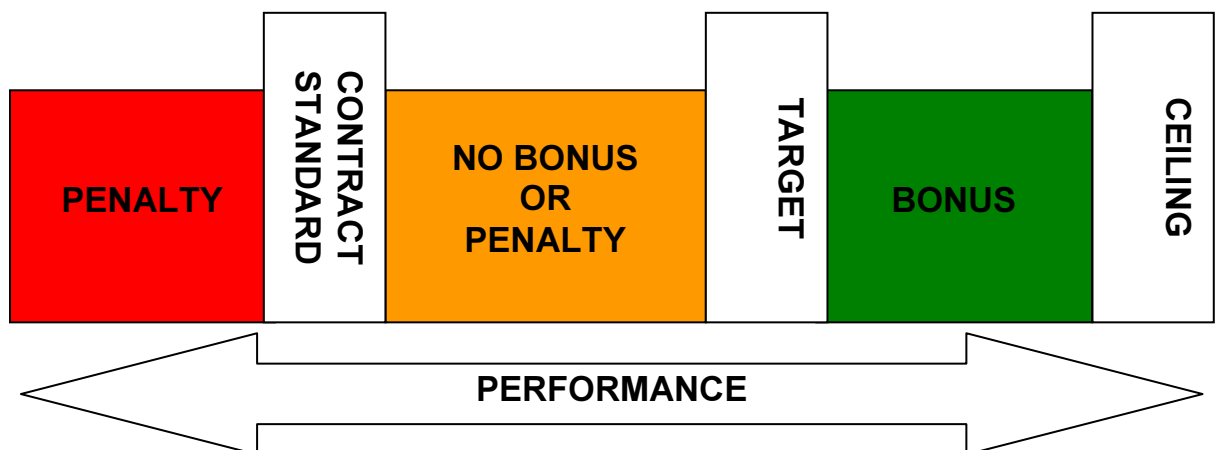
Litter			
Top 8	2010/11	2009/10	2008/09
1	Kensington and Chelsea Royal Borough Council (self monitoring) 2%	Kensington and Chelsea Royal Borough Council (self monitoring) 1%	City of London (KBT) 2%
2	City of London (KBT) 2%	City of London (KBT) 2%	Kensington and Chelsea Royal Borough Council (self monitoring) 2%
3	Westminster City Council (WYG) 2% (TBC)	Barnet London Borough Council 3%	Camden London Borough Council KBT 3%
4	Barnet London Borough Council (self monitoring) 4%	Bexley London Borough Council (self monitoring) 4%	Westminster City Council (WYG) 3%

Litter			
Top 8	2010/11	2009/10	2008/09
5	Bexley London Borough Council (self monitoring) 4%	Camden London Borough Council (KBT) 4%	Barking and Dagenham London Borough Council 4%
6	Haringey London Borough Council (self monitoring) 4%	Harrow London Borough Council (WYG) 4%	Bexley London Borough Council (self monitoring) 5%
7	Harrow London Borough Council (WYG) 4%	Westminster City Council (WYG) 4%	Richmond upon Thames London Borough Council (local benchmarking club) 5%
8	Enfield London Borough Council (self monitoring) 5%	Southwark London Borough Council (self monitoring) 4%	LB Sutton (local benchmarking club) 5%
	16th - LBHF (12%)	22nd - LBHF (9%)	25th - LBHF (11%)

3.4. The framework will operate by awarding

- a bonus for performance above the target set,
- a penalty for performance below the contract standard
- neither bonus nor penalty for performance between the contract standard and the target.

3.5. For example, if performance for target 3 resident satisfaction in keeping land clear of litter was 65% there would be no bonus or penalty paid as the contractual standards are being met, but the stretched target has not been achieved. The bonus would only be paid if performance was at 70% and a penalty paid out only if performance fell below 62.5%. Targets for each of the indicators will be reviewed on an annual basis at the annual review meeting.



4. **IMPACT ON CLIENT AND CONTRACT TEAMS**

4.1 The proposed changes in this report have enabled a further review of client monitoring across RSD to identify any opportunities for more effective working practice at reduced cost. As part of the MTFs savings for 2011/12, one FTE

post has already been removed from this team. It is anticipated that further savings could be made with a simplified self monitoring regime and further discussions will take place with WCC and K&C to explore the optimal approach for future contract management arrangements; either merging the teams within H&F to form a generic client team, setting up a joint monitoring team with Serco or K&C, or benchmarking our performance with RBKC and WCC. Either way a further saving in this area is anticipated from 2012/13.

5. FINANCIAL IMPLICATIONS

- 5.1 The main purpose for implementing a financial reward and default framework is to drive up cleanliness and other key areas of waste performance across the borough. As set out in Appendix 1 and based on the proposed targets and weightings, should the contractor meet (or exceed) all of the proposed targets there will be a maximum financial cost to the Council, the amount of which is dependent on the value per point scored. Similarly, should the contractor fail to meet all of the targets there will be a maximum refund to the Council.
- 5.2 The performance framework is based on the principle that for every target achieved Serco score reward points and for every target not achieved they score penalty points. Each point is worth a financial amount. Following a request from Cabinet Members to increase the risk and reward mechanism to make the framework more attractive to Serco, discussions have been held with them on the level of risk they are comfortable with. Following these discussions, it is recommended that 1 point has the value of £1000. The performance framework could then be reviewed for suitability and applicability at each Annual Review meeting.
- 5.3 The enhanced cleansing service is the highest single priority area with 60% of the total points available being awarded for good performance in this area. It is proposed that any reward or refund for the enhanced cleansing service will be funded from earmarked reserves. Using the 1 point = £1,000 model if Serco achieved the street cleansing targets this would result in a bonus of £60,000.
- 5.4 25% of the total points available are for increased customer satisfaction. It is proposed that any reward or refund for customer satisfaction performance will be contained within existing RSD service budgets and considered as part of the ongoing MTFs process. The impact of achieving the customer satisfaction targets is outlined in the table below.

Customer Satisfaction Targets (25 points)		
Point Value	Maximum bonus (£)	Maximum penalty (£)
1 point = £1,000	25,000	25,000

The targets for commercial waste can only be met or exceeded by growing commercial income. As such it is expected that this element of the performance framework will be self financing. Any savings resulting from the potential transfer of the Clinical Waste service to the contractor will form part of the MTFs process for 2012/13. Any changes to or re-profiling of the bills of quantities will be contained within the overall existing contract value.

6. RISK MANAGEMENT

- 6.1. Risks are present in a number of areas and include the failure of Serco to deliver improved performance, the impact of a reduced client side, the potential for a legal challenge to the contract variations suggested and the financial risk associated with the contractor achieving maximum performance scores across all areas. The project has maintained a risk register that identifies risks and the control measures in place.

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

- 7.1. It is permissible to agree variations to the Serco contract though these must be viewed on a case by case basis in accordance with a 2009 decision of the European Court of Justice (“ECJ”) in the Presstext Case.
- 7.2. Variations should not make substantial changes to the original contract (unless this was contemplated in the original tender documents and OJEU Notice). Pursuant to the ECJ’s ruling in the Presstext Case it was held that a change to an existing contract would constitute a substantial/material difference where:
- 7.3.
- the change to be introduced into the contract conditions, had it been part of the initial tender, “would have allowed for the admission of tenders other than those initially admitted or would have allowed for the acceptance of a tender other than the one initially accepted”; or
 - the change would result in the scope of the original contract being extended “considerably to encompass services not initially covered”; or
 - the change would result in a shift in “the economic balance of the contract in favour of the contractor in a manner which was not provided for in the terms of the initial contract”.
- 7.4. A substantial change to the original contract may be viewed as anti-competitive, unfair or discriminate against interested parties. Variations which are effectively the introduction of a new service, result in a different type of arrangement from that originally tendered etc may be questioned or legally challenged by interested parties and should therefore be subject to a new competitive tender.
- 7.5. Care must be taken to ensure that some of the options outlined at paragraph 2.1 and 2.2 of this Report do not constitute a substantial change to the original contract with Serco.
- 7.6. Notwithstanding the above, the Regulations 2006 set out a number of grounds for the negotiation of contracts without the necessity for open competition. These grounds though are limited and the grounds which appear to be most relevant under the circumstances are set out below. The grounds to negotiate a contract

without open competition under the Regulations 2006 are as follows (this is not an exhaustive list):

- Regulation 14(1)(a)(iii) – a contracting authority may use the negotiated procedure without prior publication of a contract notice when for technical or artistic reasons or for reasons connected with the protection of exclusive rights the public contract may be awarded only to a particular economic operator.
- Regulation 14(1)(a)(iv) – a contracting authority may use the negotiated procedure without prior publication of a contract notice when there is an extreme urgency which is unforeseeable and not attributable to the contracting authority and the time limits for a competitive tender process under the Regulations cannot be met.
- Regulation 14(1)(d)(i) – a contracting authority may use the negotiated procedure without prior publication of a contract notice when there is a requirement for additional services which through unforeseen circumstances have become necessary and cannot for technical or economic reasons be carried out separately from the original contract without inconvenience or can be carried out separately but are needed for the later stages of the performance of the contract. The caveat here is that the aggregate value of the consideration, ie contract price to be given under the contracts for the additional services must not exceed 50 per cent of the value of the consideration payable under the original contract.

7.7. To summarise, the Council may either agree a variation to the original contract which is not considered to be a substantial/material change or agree a negotiated contract with Serco provided that one of the grounds under Regulation 14(1) applies under the circumstances.

8. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

8.1. As set out in this report, the main purpose for implementing a financial reward and penalty framework is to drive up cleanliness and generally improve waste services across the borough, as opposed to generate additional income for the service.

8.2. As set out in Appendix 1, should maximum levels of performance be achieved, there will be a maximum financial commitment for the Residents Services Department. Similarly, there will be a maximum level of penalty/refund for under performance. It should be noted that the targets and weightings have been agreed by both the contractor and H&F and the value of each point available has been recommended at a level of £1000 per point, with the opportunity to review this at the end of Year 1. The maximum potential rewards and refunds and consequential financial risk exposure would be £100,000. Performance will be monitored, invoiced quarterly in arrears and will be reported through the Council's corporate revenue monitoring process.

8.3. It is recommended that the proposals set out in section 4 are agreed whereby any financial commitment is funded as far as possible from within existing RSD budgets (through efficiency savings on contract monitoring and waste disposal) with the exception of the enhanced cleansing service. Any reward due for the enhanced cleansing service will be funded from earmarked reserves, a maximum exposure of £60,000. LBHF reserves levels are currently above our minimum target so there is scope to fund this. Any saving in excess of the expected commitment should be included in the Council's corporate revenue monitoring process.

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

- 9.1. The proposals outlined in the report are designed to reduce unit costs to Hammersmith & Fulham, improve performance by the contractor and provide a reasonable return on investment to the contractor. The street cleansing element of the current contract is under performing and discussions with Serco have focused on how this can be addressed. The contract review undertaken has outlined a number of measures including introducing a clear and simple performance reward and contract deduction system via a modification to the contract. The latter should incentivise the contractor to perform more effectively provided it is well managed by the client and the correct measures/levers are chosen. Legal advice has been sought on the detail of the variations to be agreed with Serco.
- 9.2. A longer term strategy for this service is being considered, including the use of a South East consortium and opportunities around collaboration especially with Westminster City Council and the Royal Borough of Kensington & Chelsea to reduce costs and improve service delivery. However, due to contract renewal dates the earliest a contract could be jointly let would be 2021.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
	Variations to Serco Contract Project papers	Donna Pentelow	RSD
	Modelling of performance framework	Donna Pentelow	RSD
	Responsible Officer: Donna Pentelow: Ext. 2358		

Indicative Modelling of Framework based on 2011/12 Q1/2 data (yet to be finalised with Serco)

Appendix 1

	Indicator	Frequency of Monitoring	Benchmark	2010/11 Performance	Floor (Contract Standard)	Target	Ceiling	Weighting		2011/12 Performance to date	2011/12 Score
Street Cleansing								Score for achieving	Score for failing		
1	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level.	Three times a year	Top Quartile results available from KBT	11.7%	4.1%	2.9%	0.0%	35	-35	3.5%	TBC
2	The percentage of relevant land and highways that is assessed as having deposits of debris that fall below an acceptable level.	Three times a year	Top Quartile results available from KBT	9.7%	6.8%	3.6%	2.0%	20	-20	3.5%	20
3	Resident Satisfaction rating for Keeping public land clear of litter and refuse (%)	Annually	Annual Residents Survey	68.0%	62.5%	70%	80.0%	5	-5	68%	0
TOTAL								60	-60		

	Indicator	Frequency of Monitoring	Benchmark	2010/11 Performance	Floor (Contract Standard)	Target	Ceiling	Weighting		2011/12 Performance to date	2011/12 Score
Household Waste Collection											
4	Resident satisfaction rating in refuse collection (%)	Annually	Annual Residents Survey	81.0%	75.0%	83%	90.0%	10	-10	81%	0
TOTAL								10	-10		
Household Recycling											
5	Resident Satisfaction rating for doorstep recycling (%)	Annually	Annual Residents Survey	73.0%	72.0%	75%	85.0%	15	-15	73%	0
TOTAL								15	-15		
Complaints and Service Failures											
6	Average monthly missed repeat collections	Monthly	N/A	6.6	N/A	4	2	5	-5	4.4	0
6a	WEF Year 2: Average monthly repeat missed collections - Domestic	Monthly	N/A	tbc	N/A	tbc	tbc	5	-5		
6b	WEF Year 2: Average monthly repeat missed collections - Trade	Monthly	N/A	tbc	N/A	tbc	tbc	5	-5		
TOTAL								5	-5		

	Indicator	Frequency of Monitoring	Benchmark	2010/11 Performance	Floor (Contract Standard)	Target	Ceiling	Weighting			2011/12 Performance to date	2011/12 Score
Commercial Recycling and Waste Collection												
7	Net profit (000s)	Annually		481.0	N/A	104	124	5	-5			0
8	Trade waste net promoter score	tbc	tbc	New	N/A	75%	95%	5	-5			0
	TOTAL							10	-10			
	TOTAL OVERALL PERFORMANCE (Points)							100	(100)			20

£ 20,000.00 =
Indicative Bonus based on present performance



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period January 2012 to April 2012

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 January 2012 to April 2012.

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 Andrew Johnson
Cabinet Member for Residents Services:	Councillor Greg Smith
Cabinet Member for Strategy:	Councillor Mark Loveday

Forward Plan No 116 (published 15 December 2011)

LIST OF KEY DECISIONS PROPOSED JANUARY 2012 TO APRIL 2012

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
9 January			
Cabinet	9 Jan 2012	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	9 Jan 2012	Workplace strategy Proposal to upgrade Microsoft Office to support collaborative tri borough working while also renewing the workplace IT device (PC) offer and the core desktop infrastructure to replace end-of-life hardware and software, increasing flexibility of deployment.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	9 Jan 2012	Award of contracts for provision of business and management consultancy services Procurement of a five year contract for support on a gain share basis through two initiatives; savings from the renewal and renegotiation of contracts; enhanced revenues collection through improved debt management.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	9 Jan 2012	The General Fund Capital Programme, Housing Capital Programme and Revenue Monitoring 2011/12 Month 7	Leader of the Council
	Reason: Expenditure more than		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
	£100,000	Report seeks approval to changes to the Capital Programme and Revenue Budgets.	
Cabinet Full Council	9 Jan 2012	Council Tax Base and Collection Rate 2012/2013 This report contains an estimate of the Council Tax collection rate and calculates the Council Tax base for 2012/13. The Council Tax base will be used in the calculation of the Band D Council Tax undertaken in the Revenue Budget Report for 2012/13.	Leader of the Council
	25 Jan 2012 Reason: Budg/pol framework		Ward(s): All Wards
Cabinet	9 Jan 2012	Creating a digital CCTV traffic enforcement centre Funding request to implement digital CCTV equipment for Parking Services and carry out associated works.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards
30 January			
Cabinet	30 Jan 2012	Highways Planned Maintenance Programme 2012/13 The purpose of the report is to seek approval for the projects listed within the Carriageway and Footway Planned Maintenance programme and to establish a degree of flexibility in the management of the budgets and programme during the year.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	30 Jan 2012	Funding drawdown for roll-out of SmartWorking to HRD and: Paperless Office Update on SmartWorking, presents a business case and requests funds for the next stage (Stage D).	Leader of the Council
	Reason: Affects more than 1 ward		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	30 Jan 2012	Housing Development Company - Delivering affordable housing	Cabinet Member for Housing
	Reason: Affects more than 1 ward	Approval for the first phase of sites to develop new affordable housing through the Council housing development company.	Ward(s): All Wards
Cabinet	30 Jan 2012	Tri-Borough Total Management Facilities (TFM) Project Expenditure	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	To gain approval for the funding provision to progress the Tri-Borough Total Facilities Management (TFM) Project Procurement based upon the business case embedded within the report.	Ward(s): All Wards
Cabinet	30 Jan 2012	Works to enable the relocation of Registrars Service from Fulham Town Hall to Hammersmith Town Hall	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Tender acceptance report to appoint contractor to carry out refurbishment works of ground floor offices, Mayor's Parlour and Ante-room 1 at Hammersmith Town Hall for use by the Registrars Service who are relocating from Fulham Town Hall.	Ward(s): Hammersmith Broadway
Cabinet	30 Jan 2012	Corporate Planned Maintenance Programme 2012-2013	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Approval to commit to a programme of works	Ward(s): All Wards
Cabinet Full Council	30 Jan 2012	Revenue Budget and Council Tax Levels 2012/13	Leader of the Council
	29 Feb 2012 Reason: Budg/pol framework	This report sets out proposals in respect of the revenue budget for the Council for 2012/13 including Council Tax levels, and deals with the precept from the Greater	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
		London Authority (GLA), together with ancillary issues.	
Cabinet	30 Jan 2012	Capital Programme 2012/13 to 2016/17 This report sets out proposals in respect of the capital programme, together with ancillary issues.	Leader of the Council
Full Council	29 Feb 2012 Reason: Budg/pol framework		Ward(s): All Wards
Cabinet	30 Jan 2012	Measured Term Contract for Door Entry Systems – Boroughwide Housing Properties 2011 - 2015 Tender Acceptance to appoint contractor to carry out day to day reactive breakdown callout repairs together with a small element of routine servicing to door entry systems and automatic doors and barriers to the Council's Housing Properties.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	30 Jan 2012	Measured Term Contract for Day-to-Day Breakdown Repair and Maintenance to Lift Plant and Associated Equipment to Non-Housing Buildings Tender Acceptance Report to appoint contractor to carry out Day-to-Day Breakdown Repair and Maintenance to Lift Plant and Association Equipment in Non-Housing Properties.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	30 Jan 2012	Measured Term Contract for Day-to-Day Breakdown Repair and Maintenance to Lift Plant and Associated Equipment to Housing Properties Tender Acceptance Report to appoint contractor to carry out day to day breakdown repair and maintenance to lift plant and associated equipment in Housing Properties.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	30 Jan 2012	Measured Term Contract for Planned Preventative Mechanical Maintenance for Boroughwide Housing Properties 2011-2015 Tender Acceptance to appoint contractor to carry out servicing of mechanical plant, day-to-day repairs, inspection and planned maintenance repairs to Housing Properties.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	30 Jan 2012	Draft Housing Strategy 2012/17 Draft strategy setting out the Council's overall approach to housing for the next five years.	Cabinet Member for Housing
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet Full Council	30 Jan 2012 29 Feb 2012	Treasury Management Strategy Report 2012/13. This report provides information on the Council's Treasury Management Strategy for 2012/13. It seeks approval for borrowing limits and authorisation for the Executive Director of Finance and Corporate Governance to arrange the Council's cashflow, borrowing and investments in the year 2012/13.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	30 Jan 2012	Housing Revenue Account Budget, Financial Strategy and Rent increase for 2012/13 This report presents the proposed HRA budget and rent increase for 2012/13 and gives an update on the HRA 30 year business plan	Cabinet Member for Housing
	Reason: Budg/pol framework		Ward(s): All Wards
Cabinet	30 Jan 2012	Update on Migration of Services from Sands End Community Centre Update on the service arrangements and full approval of all funds required	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Sands End

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
March			
Cabinet	5 Mar 2012	Award of Term Contract for Public Lighting and Ancillary Works 2012-2015	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Decision to award the new Public Lighting and Ancillary Works contract to the most economically advantageous tender.	Ward(s): All Wards
Cabinet	5 Mar 2012	Remodelling of Day Services	Cabinet Member for Community Care
	Reason: Affects more than 1 ward	Remodelling of day services, including proposals on relocation of some services and sharing building space with various care groups.	Ward(s): All Wards
Cabinet	5 Mar 2012	Hammersmith Town Hall - New CCTV Centre	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Tender acceptance report to appoint contractor to carry out refurbishment works in Room 313, Hammersmith Town Hall and relocation of parking services.	Ward(s): Hammersmith Broadway
Cabinet	5 Mar 2012	Recharges Policy for Property Services	Cabinet Member for Housing
	Reason: Affects more than 1 ward	The adoption of a Recharges Policy for Property Services	Ward(s): All Wards
Cabinet	5 Mar 2012	Corporate Car Parking	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Funding for changes to enable the introduction of charges for use of staff car parking spaces at various civic buildings.	Ward(s): All Wards
Cabinet	5 Mar 2012	Barton House	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Modernisations to the existing passenger lifts A & B.	Ward(s): Sands End

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	5 Mar 2012	West London Housing Related Support Joint Framework Agreement	Cabinet Member for Community Care
	Reason: Affects more than 1 ward	Request for delegated authority to the Executive Director of Adult Social Care in consultation with the Cabinet Member for Community Care for the new framework agreement for housing related support services across eight West London boroughs. LBHF is the lead procurement borough for the new framework.	Ward(s): All Wards
Cabinet	5 Mar 2012	Market Management Sponsorship	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	Contract for Advertising and Sponsorship Services.	Ward(s): All Wards
Cabinet	5 Mar 2012	Hammersmith Town Hall - Smart Accommodation Programme - Phase 1	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Tender acceptance report to appoint contractor to carry out remodelling works on 1st and 2nd floor offices at Hammersmith Town Hall to provide smart working, open plan accommodation to maximise occupancy.	Ward(s): Hammersmith Broadway
Cabinet	5 Mar 2012	Network technology enabling multimedia use	Leader of the Council
	Reason: Expenditure more than £100,000	Work is required to implement network technology enabling multimedia use. This will enable (for example) access to e-meetings, streaming from websites such as news or webinars, training materials or staff briefings from the leader or chief executive. This will offer cost-effective just-in-time and personalised training courses, resulting in lower training costs and a higher-skilled workforce. There are also potential benefits from	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
		improved communication, e.g. videos of Leadership forum events.	
Cabinet	5 Mar 2012	Provision of Café Services - Ravenscourt Park, London W6 0HG	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	Contract award for catering provisions for the Ravenscourt Park Café.	Ward(s): Ravenscourt Park
Cabinet	5 Mar 2012	Earls Court Olympic Volleyball LATMP	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Details of the Local Area Traffic Management Plan to facilitate the Olympic Volleyball competition to be held at Earls Court from 28 July to 12 August 2012.	Ward(s): Fulham Broadway; North End
Cabinet	5 Mar 2012	Housing Development Company Joint Venture	Cabinet Member for Housing
	Reason: Affects more than 1 ward	Proposal to establish a joint venture company to deliver new affordable housing.	Ward(s): All Wards
Cabinet	5 Mar 2012	The General Fund Capital Programme, Housing Capital Programme and Revenue Monitoring 2011/12 month 9	Leader of the Council
	Reason: Expenditure more than £100,000	The report seeks approval to changes to the Capital Programme and Revenue budgets.	Ward(s): All Wards
Cabinet	5 Mar 2012	TfL funded annual integrated transport investment programme 2012/13	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	This report summarise the TfL funded integrated transport investment programme for 2012/13. Eighteen projects are proposed totalling £1.988 million under three programme areas; Corridors, Neighbourhoods and Smarter Travel. The purpose of the schemes is to help meet the Transport	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
		<p>Plan (LIP) objectives of improving access to the borough's regeneration areas, improving the efficiency of the road network , improve the quality of our streets and air quality, make it easier for everyone to gain access to transport, control parking spaces fairly for residents and businesses and reduce the numbers of people killed and injured on our roads.</p> <p>The funding has been provided specifically for these purposes by transport for London and will be designed to give maximum value for money and reduce longer term maintenance costs to the council . There will be full consultation on the details of schemes with residents, businesses and road user groups and schemes will only be supported if they have broad local support.</p>	
Cabinet	5 Mar 2012	<p>Riverside Studios, Crisp Road, London, W6</p> <p>Re-development of Riverside Studios Site.</p>	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway
Cabinet	5 Mar 2012	<p>Meals Service Contract</p> <p>To request authority for the outsourcing of the Meals Service to a "cook on route" model. To notify of multi borough tendering arrangements. To request authority to award contract be delegated to Cabinet Member for Community Care in conjunction with the Executive Director of Adult Social Care.</p>	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
Cabinet	5 Mar 2012	Trade Waste Profitability 2012/13 Review of viability of Trade Waste service operation.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	5 Mar 2012	Contracts for Satellite Tennis Centres To seek permission to appoint a contractor to oversee tennis provision in a number of sites across the borough	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	5 Mar 2012	Parks Capital Programme To outline Capital Expenditure for Parks over the next 2-3 years.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	5 Mar 2012	Tackling Youth Disaffection Creating Opportunities Initiative to establish a payment by results model to address youth unemployment	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	5 Mar 2012	National non-domestic write offs This report seeks approval to write off three National Non-Domestic Rate debts in excess of £100,000, in accordance with the council's financial regulations.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	5 Mar 2012	School Organisation Report The updated Schools Organisation Strategy and Capital Funding Strategy	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	5 Mar 2012	Resident Involvement This report is an update of the report on 15/11/11 on Resident Involvement, and makes recommendations	Cabinet Member for Housing
	Reason: Affects more		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
	than 1 ward	following the consultation period of the review which closed on 8/12/11.	
April			
Cabinet	16 Apr 2012	The General Fund Capital Programme, Housing Capital Programme and Revenue Monitoring 2011/12 month 10 The report seeks approval to changes to the Capital Programme and Revenue Budgets.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	16 Apr 2012	Travel Assistance Policies Travel Assistance Policy – Special education needs (SEN)	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	16 Apr 2012	The Archives Service Review This report will outline the current position and recommend options for the future delivery of the Council's archives service.	Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	16 Apr 2012	Contract for the Provision of Service for Face to Face Customer Transactions The successful contractor from current tender process (Dec 2011) shall provide a full face to face payment and verification process for the Council which shall include the requirements as specified below. The majority of payments will be cash or cheque but may also be via credit card or debit card or postal orders. The Contractor may be asked to support new payment types that emerge during the life of the Contract. The following shows the transaction types which the Contractor shall undertake.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		Payment only, Confirmation of payment amount and payment Validation of eligibility and payment (Full application process) Validation of eligibility Validation of eligibility, data capture and payment Validation of eligibility, payment and issue of goods Payment and issue of goods Payment and taking application form.	
Cabinet	16 Apr 2012	Section 106 Hammersmith Library Funding Approval for funding for refurbishment of Hammersmith Library	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway
Cabinet	16 Apr 2012	Measured Term Contract for the Provision of the Inspection and Maintenance of Fire Fighting Equipment in Council-owned Housing Properties 2012-2017 Periodic inspection, repairs and maintenance work to fire fighting equipment located on Council-owned housing properties for the London Borough of Hammersmith and Fulham.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards



Cabinet

9 JANUARY 2012

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

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

11.1 UPGRADE OF VALIDATORS IN PAY AND DISPLAY MACHINES

This report seeks approval upgrade the pay and display machines to enable them to accept the new 10p coin at an approximate cost of £95,000.

Decision made by Cabinet Member on: 5 December 2011

That approval be given to upgrade the pay and display machines so as to be able to accept the new 10p coin at an approximate cost of £95,000. This would be funded from existing budgets.

Ward: All

LEADER
*Councillor Stephen
Greenhalgh*

**11.2 TRI BOROUGH SERVICES:
1. TREASURY AND PENSION MANAGEMENT
2. INSURANCE**

The Tri-borough proposals reports to Cabinet and Council earlier in the calendar year included plans for a Tri-borough Treasury Management & Pensions Service and a Tri-borough Insurance Service.

This report now formally requires the Cabinet Member for finance to sign off the proposals in order to progress to full implementation.

Decision made by Cabinet Members on: 5 December 2011

That formal approval be given for implementation of a Tri-borough Treasury Management & Pension service and Insurance service.

Wards: All

LEADER
Councillor Stephen Greenhalgh

11.3 AGREEMENT OF A NEW CONTRACT WITH DAVIES JOHNSON LTD TO ENABLE THE PREPARATION OF A CONDITIONAL LAND SALE AGREEMENT FOR THE WEST KENSINGTON AND GIBBS GREEN ESTATES

This report seeks approval to delegate to the Executive Director of Housing and Regeneration the decision to agree a new contract with Davies Johnson Ltd at a rate of £710 per day, for a maximum of 101 days and ending March 2012, to prepare a Conditional Land Sale Agreement for the West Kensington and Gibbs Green Estates.

Decision made by the Leader on: 24 November 2011

- 1. That approval is given to delegate to the Executive Director of Housing and Regeneration the decision to instruct Davies Johnson Ltd to supply Nick Johnson as a consultant to prepare a Conditional Land Sale Agreement for the West Kensington and Gibbs Green Estates.**
- 2. That a waiver of contract standing orders is approved in respect of the procurement process to appoint Davies Johnson for the reasons set out in paragraph 4 of this report.**

Wards: All

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

11.4 STREET LIGHTING CAPITAL COLUMN REPLACEMENT PROGRAMME

This report sets out the current position with the street lighting capital column replacement programme and recommends changes to the programme following the evaluation of structural testing results.

Decision made by Cabinet Member on: 5 December 2011

To agree the changes required to the street lighting capital column replacement programme, and to approve the proposed programme as set out in the report.

Wards: All

CABINET MEMBER FOR RESIDENTS SERVICES
Councillor Greg Smith

11.5 EXTENSION AND CHANGE TO MEASURED TERM CONTRACT FOR DAY TO DAY REACTIVE REPAIRS AND PLANNED SERVICING TO BOROUGH'S TOWN CENTRE CCTV SYSTEMS

This report proposes that the current Town Centre CCTV system maintenance contract is amended to include the Housing Estates CCTV system.

The proposed amended contract would cost £67k from January 2012 for one calendar year. This represents a saving of £62k on the current maintenance costs for both CCTV systems.

A full tender process will be undertaken once it is known if CCTV will be a bi-borough service and what specification any future joint service will work to.

Decision taken by Cabinet Member on: 19 December 2011

That approval be given for the existing Town Centre CCTV maintenance contract with Chroma Vision Limited to be amended to incorporate Hammersmith and Fulham Housing Estates CCTV system and extended until 31 December 2012.

Wards: All

LEADER

Councillor Stephen Greenhalgh

CABINET MEMBER FOR HOUSING

Councillor Andrew Johnson

11.6 WEST KENSINGTON AND GIBBS GREEN ESTATES

In consultation with residents, the Council has been exploring the potential benefits that could arise from the inclusion of the West Kensington and Gibbs Green estates, by way of a Conditional Land Sale Agreement, in a comprehensive redevelopment scheme including the Earls Court Exhibition Halls and the Lillie Bridge Depot.

Officers have now progressed to such a stage in their negotiations with Capital and Counties (Capco) that it is considered the appropriate time to consult with residents on whether to enter into a Conditional Land Sale Agreement. Residents of the estates and the neighbourhood are to be consulted. The consultation exercise will also comply with the Council's duty under Section 105 of the 1985 Housing Act, as regards secure tenants.

Decision made by Cabinet Members on: 19 December 2011

- 1. To authorise consultation with secure tenants of the West Kensington and Gibbs Green Estates under Section 105 of the 1985 Housing Act on the proposal that the Council enter into a Conditional Land Sale Agreement to include the estates within the comprehensive redevelopment scheme, on the basis of the attached written arrangements.**
- 2. To authorise consultation with residents of the estates and of the North Fulham area more generally on the proposal that the Council enter into a Conditional Land Sale Agreement to include the estates within the comprehensive redevelopment scheme.**

Ward: North End

LEADER
Councillor Stephen Greenhalgh

11.7 DISTILLERY LANE CENTRE – CONSIDERATION OF OBJECTIONS TO OPEN SPACE NOTICE

This property was agreed for disposal by Cabinet on 7 February 2011 subject to an Open Space Notice. Two objections were received. However, having considered these objections it is recommended that the property be sold.

CABINET MEMBER FOR RESIDENTS SERVICES
Councillor Greg Smith

Recommendation approved by the Cabinet Members on: 19 December 2011

That Members approve the sale of this property, having considered the objections received regarding the Public Open Space Notice to dispose of this site.

Ward: Fulham Reach

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

11.8 WINTER SERVICE – APPROVAL OF THE GRITTING PRIORITY ROUTES AND SITES

Following a review during summer 2011 this report seeks approval of the proposed winter service footway and carriageway priority gritting sites and routes.

Substantive amendments to the winter service policy are not proposed or recommended.

Decision made by Cabinet Member: on 5 December 2011:

Approve the hierarchy of footway and carriageway gritting routes and sites within the public highway as set out in the report.

Wards: All

CABINET MEMBER FOR HOUSING
Councillor Andrew Johnson

11.9 HOUSING DEVELOPMENT COMPANY – BECKLOW GARDENS

This report sets out the proposals for accelerating delivery of the first pilot phase site, Becklow Gardens, to build two new affordable homes.

Recommendation approved by the Cabinet Members on: 19 December 2011

That approval be given to instruct the Council's term voids contractor, Willmot Dixon, to undertake construction of two flats at Becklow Gardens at a total cost of £99,000, as set out in sections 4 and 5 of the report; to be funded from the Decent Neighbourhoods Fund.

Ward: Askew

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**11.10 WEST LONDON FREE SCHOOL REQUEST TO DEVELOP A
TWO FORM OF ENTRY PRIMARY PROVISION**

West London Free School has requested to extend their provision to include primary school education on the Cambridge Grove site from September 2013.

**Recommendation approved by the Cabinet Members on: 19
December 2011**

That the Cabinet Member for Children's Services endorses the West London Free School's proposal to expand to become an all-age school and develop a two form entry primary school (as part of that provision).

Ward: Hammersmith Broadway

Agenda Item 12

SUMMARY OF URGENT DECISION 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

12.1 WAYFINDING IN WEST KENSINGTON AND ROYAL BOROUGH OF KENSINGTON AND CHELSEA

This report proposes the implementation of pedestrian signage in the Olympia area in 2011/12 based on the "Legible London" signage methodology outlined in this report.

Funding has been provided specifically for this project by Transport for London (TfL) and it has been designed on the basis of maximising value for money and reducing the costs to the council of maintenance and repairs.

Reasons for Urgency:

Given the LUL decision to reduce the underground District Line service to Olympia Station in December 2011, a decision needs to be made before the next available Cabinet meeting to allow a wayfinding system to be installed around Olympia within 2011/12.

The proposed wayfinding system would direct pedestrians to and from the Olympia area via neighbouring underground stations.

Decision taken by the Leader on: 24 November 2011

Recommendation:

- 1. That approval be given to officers to implement a pedestrian signage scheme in Olympia area in 2011/12 using "Legible London" type signage which is to be funded by Transport for London (TfL) at a total cost of £130,000 as set out in para. 8.1 of the report.**
- 2. That authority be delegated to the Deputy Leader (+Environment and Asset Management) in consultation with the Executive Director of Transport and Technical Services, to enter into a section 8 legal agreement (Highways Act, 1980) with RBKC as detailed in paragraph 4.3 of the report.**
- 3. That the TfL framework contract for supply of Legible London signage be utilised.**

Wards: Avonmore & Brook Green; Fulham Reach; North End; The Royal Borough of Kensington and Chelsea