

Environment and Residents Services Select Committee

Agenda

Monday 11 July 2011

7.00 pm

Courtyard Room - Hammersmith Town Hall

MEMBERSHIP

Administration:	Opposition
Councillor Rachel Ford (Chairman) Councillor Robert Iggulden Councillor Ali de Lisle Councillor Jane Law Councillor Matt Thorley Councillor Gavin Donovan	Councillor Wesley Harcourt Councillor Jean Campbell Councillor Lisa Homan

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Date Issued: 30 June 2011

Environment and Residents Services Select Committee Agenda

11 July 2011

<u>Item</u>		<u>Pages</u>
1.	MINUTES AND ACTIONS	1 - 12
	(a) To approve as an accurate record, and the Chairman to sign, the minutes of the meeting of the Committee held on 5 April 2011 as set out at Appendix A.	
	(b) To monitor the acceptance and implementation of recommendations as set out at Appendix B.	
2.	APOLOGIES FOR ABSENCE	
3.	DECLARATIONS OF INTEREST	
	If a Councillor has any prejudicial or personal interest in a particular item they should declare the existence and nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.	
	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.	
	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.	
4.	MEMBERSHIP AND TERMS OF REFERENCE	13 - 20
	This report sets out the new membership of the Committee and its terms of reference, as agreed at the Annual Council Meeting held on 25 May 2011.	
5.	APPOINTMENT OF VICE-CHAIRMAN	
	The Committee is asked to elect a Vice-Chairman from amongst its membership for the 2011/12 Municipal Year.	
6.	CRIME AND DISORDER REDUCTION PARTNERSHIP - STRATEGIC ASSESSMENT	TO FOLLOW

The Committee is asked to comment on the content of the statutory Strategic Assessment of crime and anti social behaviour which will be used to help inform the priorities of the Crime and Disorder Reduction Partnership. Representatives of the Metropolitan Police will be in attendance to introduce the document and respond to questions from Members.

- 7. LIBRARY SERVICE - TRI BOROUGH PROPOSALS** 21 - 51

This report sets out for comment the detailed business case for the integration of the library services of Hammersmith & Fulham, Kensington & Chelsea and Westminster as agreed at the Cabinet meeting on 20 June 2011.
- 8. ENVIRONMENT SERVICES - BI-BOROUGH PROPOSALS** 52 - 72

This report sets out for comment proposals to combine the management of Environment Services provided by Hammersmith & Fulham and Kensington & Chelsea as agreed at the Cabinet meeting on 20 June 2011.
- 9. RESIDENTS SERVICES - PERFORMANCE & PRIORITIES**

The Committee will receive an update on the Residents Services Department's progress against objectives in the last 12 months and an outline of the significant policy and service changes and challenges going in to 2011/12 in respect of the main service areas within its remit.
- 10. ENVIRONMENT - PERFORMANCE AND PRIORITIES**

The Committee will receive an update on the Environment Department's progress against objectives in the last 12 months and an outline of the significant policy and service changes and challenges going in to 2011/12 in respect of the main service areas within its remit.
- 11. WORK PROGRAMME AND FORWARD PLAN** 73 - 89

The Committee is asked to review its draft work programme for the current municipal year. Details of forthcoming Key Decisions which are due to be taken by the Cabinet are provided in order to enable the Committee to identify those items where it may wish to request reports.
- 12. DATE OF NEXT MEETING**

The Committee is asked to note the date of the next meeting, which is to be held on Tuesday 6th September 2011 at 7pm.



Environment and Residents Services Select Committee Minutes

Tuesday 5 April 2011

PRESENT

Committee members: Councillors Robert Iggulden (Chairman), Wesley Harcourt (Vice-Chairman), Rachel Ford, Lisa Homan, De-Lisle, Matt Thorley and Peter Tobias

Other Councillors: Greg Smith (Cabinet Member for Residents Services) and Belinda Donovan

Officers: Nick Austin (Assistant Director, Public Protection and Safety), Valerie Ellison (Head of Commercial Operations), Sanju Manji (Trading Standards and Licensing Manager), Gary Marson (Principal Committee Coordinator), Janette Mullins (Head of Litigation) and Adrian Overton (Licensing Officer)

Witnesses: Annabelle Clarke (Cathnor Park Residents Association) and Tammy Willis (Shepherds Bush Pubwatch)

47. MINUTES AND ACTIONS

The Committee noted that some Members were still not receiving invitations from the Police to attend meetings of the relevant Safer Neighbourhood Ward Panels as had been requested in November 2010. Officers would follow the matter up with the new Borough Commander.

RESOLVED that;

- a) the minutes of the meeting of the Environment and Residents Services Select Committee held on 16 February 2011 be confirmed and signed as a correct record; and
- b) progress with the acceptance and implementation of recommendations be noted.

48. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Jane Law. Councillor Nick Botterill, Deputy Leader and Cabinet Member for Environment and Asset Management, also conveyed his apologies

49. DECLARATIONS OF INTEREST

Councillor Wesley Harcourt declared a personal interest in the adoption of a special licensing policy for the Shepherds Bush area since he lived within the proposed saturation zone. As he did not deem the interest to be prejudicial he remained in the meeting and participated in the debate thereon.

50. SHEPHERDS BUSH AREA - ADOPTION OF A SPECIAL LICENSING POLICY

The Committee was asked to comment upon proposals to introduce a cumulative impact policy (also known as a saturation zone) in order to strengthen licensing controls in the Shepherds Bush area in response to concerns over incidents of public disorder and nuisance.

Members noted that where the cumulative effect of many licensed premises within an area gave rise to problems of public disorder and nuisance to the surrounding area the Council was able to deem it inappropriate for any further licensed premises to be established in the area or for licensing hours to be extended.

In response to a question from Councillor Lisa Homan, concerned at the nature of recent licensing applications, it was emphasised that the adoption of such a policy in Shepherds Bush would not introduce a blanket quota or a new terminal hour for all premises. However, the Licensing Authority would be empowered to reject new applications and restrict changes to existing licences when a valid representation was received in relation to an application. It would reverse existing presumptions so that the onus would be on the applicant to prove that their application would not aggravate problems in the area. Arrangements of this type were already in place in respect of Fulham Broadway.

The Committee received details of a cumulative impact study and the outcome of consultation with residents and licence holders undertaken in order to establish if the Shepherds Bush area was suffering stress as a result of the cumulative impact of a concentration of licensed premises within a geographical area based upon historic complaint mapping and intelligence from the Metropolitan Police and Responsible Authorities.

It was noted that there were some 140 licensed premises in the area, comprising pubs, restaurants, nightclubs, off licences, takeaways, cinemas and hotels. Some 85% of these premises sold alcohol with 41% providing late night refreshments. Around 120 incidents were recorded in the area every night from low level littering to urination, vomiting, rowdy behaviour,

intimidation and violence. Formal consultation on the new proposals was now underway and the 120 responses received to date were largely supportive.

The Chairman enquired whether there was a presumption that the incidents recorded in the area every night were due to alcohol. Nick Austin, Assistant Director, Public Protection and Safety, confirmed that this was the case. The observations of behaviour and patterns of the incidents throughout the night, declining as premises closed, established a clear linkage.

Tammy Willis, the owner of licensed premises on Shepherds Bush Green and Chair of Shepherds Bush Pubwatch, attended the meeting to present the views of affiliated licence holders. She informed the Committee that those licensees looking to extend their hours felt aggrieved that the new policy would make it harder to do so. Other premises were of the view that it would become more difficult to establish Shepherds Bush as a destination area with a vibrant nightlife. Trade was reasonably good but mostly local and there was an aspiration to attract customers from other parts of London and entice Westfield shoppers to stay in the area.

Ms Willis reported that on balance opinion amongst her members was against the imposition of additional controls. There was, however, a view among some premises content with their existing licenses that a cumulative impact policy would help limit competition. Ms Willis suggested that many of the difficulties in the area stemmed from street drinkers who had obtained alcohol from off licences rather than pubs since the latter were generally well managed and prevented people taking drinks out of pubs. In response to a question from Councillor Homan, Ms Willis confirmed that consultation with the trade had been adequate.

Annabelle Clarke of Cathnor Park Residents Association also attended the meeting and informed the Committee of concerns amongst residents regarding anti social behaviour related to alcohol. There were long standing problems of large groups of young people drinking in Cathnor Park. Councillor Belinda Donovan, Assistant to the Cabinet Member for Residents Services for Crime and Street Scene issues confirmed that street drinkers and anti social behaviour were consistently the main concern of residents.

In response to a question from Councillor Peter Tobias regarding levels of enforcement of existing levels, Nick Austin confirmed that Officers worked closely with the trade to ensure that premises observed their licence conditions and minimised difficulties for residents. The quality of management was variable but the Council had powers to act where there was a breach of conditions and worked closely with statutory authorities which were empowered to call for a review of a premises licence.

Cllr Greg Smith, Cabinet Member for Residents Services, emphasised that difficulties in the area were not restricted to drunken behaviour. Disturbance to residents ranged from assault and anti social behaviour to chatter from well behaved customers as they dispersed in the streets in the early hours of the morning. He acknowledged the Chairman's comment that street drinkers could purchase their alcohol at any time but emphasised that a reduction in

availability of alcohol would reduce the potential for problems. A saturation zone was not a universal solution but it would provide greater powers to exert control. The Committee was in agreement with this view and endorsed the new policy.

RESOLVED that;

the proposals to establish a cumulative impact policy in Shepherds Bush be endorsed.

51. SERVICE AND PERFORMANCE UPDATE

The Committee agreed that this matter should be deferred to the next meeting.

52. REGULATION OF INVESTIGATORY POWERS ACT (RIPA)

The Committee undertook its annual review of the Council's use of covert surveillance techniques for the purposes of preventing or detecting crime and disorder.

Members noted details of the Council's policies and delegation to Officers in respect of the use of powers under the Regulation of Investigatory Powers Act (RIPA), the legislation which provided the statutory framework for covert surveillance. The Committee was informed of the means by which the Council accessed data from postal and telecommunications services and authorised covert human intelligence sources and directed surveillance.

The Committee also received details of the frequency with which each form of surveillance was used and the purposes to which they were directed. During the 2010 calendar year a total of 36 directed surveillance operations had been authorised, either for the use of CCTV cameras or visual surveillance to identify perpetrators of anti social behaviour, criminal damage and drug dealing and to investigate disorder and public nuisance at licensed premises. Three notices had been issued for access to communications data in respect of a trading standards investigation. The Council had never authorised the use of covert human intelligence sources, whereby an Officer would establish or maintain a personal or other relationship with a person for the purposes of providing information. It was noted that these figures were higher than those in some neighbouring authorities, largely due to the efficient and pro active Safer Neighbourhood teams.

Janette Mullins, Head of Litigation, informed the Committee that the Protection of Freedoms Bill currently in Parliamentary passage would further strengthen the controls over usage of surveillance powers. In future it was likely that approval would be needed from a magistrate as well as internal authorisation and directed surveillance would normally only be permitted where the offence under investigation would carry a custodial sentence of six months or more. This would be likely to lead to a reduction in the use of RIPA

powers by the Council since it would not be able to investigate anti social behaviour unless it was suspected that it involved drug dealing.

RESOLVED that;

Annual reports continue to be submitted to the Committee to ensure that Members have the opportunity to scrutinise the Council's use of the Regulation of Investigatory Powers Act.

53. OFFENDER MANAGEMENT SCRUTINY REVIEW - DRAFT REPORT OF THE COMMITTEE

The Committee gave consideration to the final form of its report and recommendations on offender management activities.

Members noted that the draft report before the Committee reflected the observations and recommendations of Members during the course of a short enquiry into schemes offered to offenders by the Probation Trust and the Council's Youth Offending Team. The content was informed by;

- An informal session of the Committee held on 31st January 2011 in which Members had the opportunity to interview ex-offenders with experience of supervision from the Youth Offending Team and the Probation Service as well as key officers from both agencies and local voluntary and charitable groups involved in offender management initiatives.
- Member visits to witness Community Payback activities in operation.
- Informal consultation and discussion between Officers and those Members involved in the evidence gathering and site visits.

Councillor Lisa Homan, introducing the report on behalf of those Members present at the original witness session, commended it to the Committee as an interesting and worthwhile piece of original research which had benefited from the opportunity to drill down in more detail than was normally available in a Committee meeting.

The report recommended that all relevant agencies should work together to ensure that benefits payments were processed in advance of the release of offenders from custody and called for the Probation Service to liaise with Hammersmith & Fulham Volunteer Centre and other voluntary sector partners, as well as ward Councillors, on possible Community Payback scheme projects. It was recognised that the recommendations were relatively modest but it was felt that they could make a difference to peoples lives without placing any significant new burden on Council services. The work had been positively received by the Probation Service.

Councillor Greg Smith, Cabinet Member for Residents Services, informed the Committee that integrated offender management would fundamentally change the nature of the provision with local management of services specifically tailored to the needs of the individual offender. There would be the opportunity to ensure that offenders were put in touch with the right service

whether that be Probation, housing or education and skills. The new arrangements should close the existing gap in coverage for offenders in receipt of a sentence of less than 12 months. Hammersmith & Fulham was at the forefront of the new developments as a pilot for the integrated approach.

Councillor Peter Tobias, describing his experience of visiting a Community Payback scheme in operation at Wormwood Scrubs, highlighted the difficulties faced by ex offenders in obtaining employment and the need for adequate information to be made available on projects such as RESOLVE, which took a holistic approach to the support of young people at risk of re-offending. He enquired as to the level of provision for re-skilling offenders.

Councillor Smith, by way of response, emphasised that the Council and its partners were very successful at dealing with prolific re-offending, enjoying the second lowest rate of re-offending in the UK. Opportunities to learn new skills and prepare for employment were provided to people with community or short prison sentences through a mixture of state run schemes and social enterprises. It was noted that some social enterprises worked with young people while they were still in prison and then provided a placement as a form of apprenticeship for a period upon their release. Meanwhile companies such as Quadrant, the Council's grounds maintenance contractor, offered jobs to ex offenders each year which would assist in their development of new skills and trades.

The Committee agreed the content of the report and the accompanying recommendations and noted that they would then be conveyed to the London Probation Trust and other agencies responsible for implementation of the recommendations with a request for consideration of the proposals. Any formal response would be reported to the Committee.

RESOLVED that;

The report and recommendations be adopted and forwarded to the London Probation Trust and other relevant Government agencies for consideration.

54. WORK PROGRAMME AND FORWARD PLAN

The Committee gave initial consideration to its draft work programme for the 2011/12 municipal year. The Chairman was due to meet with Cabinet Members and senior service managers in order to finalise the programme for 2011/12 based on Members suggestions and the significant issues due to come forward during the course of the year which were likely to be of interest to the Committee. It was agreed that the outstanding items on the current year's programme should all be considered for carry forward.

Members also noted details of forthcoming relevant key decisions which were due to be taken by the Cabinet and were open to scrutiny by the Committee.

RESOLVED that;

Consideration be given to carrying forward the outstanding items on the current work programme to the 2011/12 municipal year.

55. DATE OF NEXT MEETING

Members noted that this was the last meeting of the Committee in the current municipal year. The dates for 2011/12 would be set at the Annual Meeting of the Council on 25th May 2011.

Meeting started: 7.00 pm
Meeting ended: 8.10 pm

Chairman

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APPENDIX B**Recommendation Tracking**

The monitoring of progress with the acceptance and implementation of recommendations enables the Committee to ensure that desired actions are carried out and to assess the impact of its work on policy development and service provision. Where necessary it also provides an opportunity to recall items where a recommendation has been accepted but the Committee is not satisfied with the speed or manner of implementation, thus enhancing accountability. It also enables the number of formal update reports submitted to the Committee to be kept to a minimum, thereby freeing up Members time for other reviews.

The schedule below sets out progress in the in respect of those substantive recommendations arising from this Committee and its predecessors, the Local Neighbourhoods and Cleaner and Greener Scrutiny Committees.

Meeting Date	Item	Recommendation	Lead Responsibility	Progress	Outcome (full or partial implementation, reasons for non implementation, influence on policy development or service provision)
17 March 2010 (Local Neighbourhoods SC)	Review of Public access to Fulham Pools	1. A monitoring exercise to be conducted in order to establish how much time was being given to private parties.	Chris Bunting/Virgin Active	Completed	Children's parties in the teaching pool account for 8 hours per month. This is deemed to be an acceptable level. Majority of parties are hired by general public rather than Virgin members. Virgin have been advised that no more than 10 parties a month. Any change to this to be agreed in advance by contract monitoring officer.
		2. The new pool timetable to be published in H & F News	Chris Bunting/Virgin Active	Completed	Completed. Published in September/October 2010.

		3. More marketing to be considered for promoting the take up of the scheme for subsidised swimming for the over-60s.	Chris Bunting	Completed	Funding for programme ended 31.7.10. LBHF has used the underspend to extend scheme until 31.12.10. Levels of usage improved marginally. Press release issued in H&F News to highlight extension of programme.
7 September 2010	Parks and Open Spaces Strategy	Strategy be established to develop and manage the relationship with schools in respect of parks and open spaces, including an implementation plan and timelines	Chris Bunting		Progress report presented to Committee in February 2011. Strategy to be developed.
7 September 2010	Transport Plan	Residents groups be directly consulted on the proposals contained within the Implementation Plan	Nick Boyle	Completed	Residents groups directly consulted
9 November 2010	Crime & Disorder Reduction Partnership	1. the Police be requested to invite ward Members to Safer Neighbourhood Panels and supply details of meetings dates 2. the CDRP give more publicity to its innovative community safety work to widen	Met Police Borough Commander Dave Page	In progress Completed	Borough Commander has asked all the SNT sergeants to invite councillors. Does not appear to have been implemented as yet. Further communication with Police required Positive comms strategy with H&F News regarding work done by CDRP. Included in Crime Summit workshops on 5.3.11

		<p>access to information and reassure the public</p> <p>3. an informal session of the Committee be convened to receive testimony from offenders in receipt of interventions</p>	Gary Marson	Completed	Held on 31 st January. Outcomes to be reported to April meeting of ERSSC
11 January 2011	Winter Service Arrangements	<p>1. efforts be made to clarify the legal position regarding liability for injuries caused as a result of private snow clearance and communicate this to the public</p> <p>2 the review of severe weather policy and practice be reported to the Committee for comment</p>	<p>Graeme Swinburne</p> <p>Graeme Swinburne</p>	Completed	<p>Media and Communications has reiterated messages encouraging residents to clear snow near their property. As long as this is carried out sensibly the risk of claim is very low.</p> <p>A review of this winters service will be carried out during the summer</p>
11 January 2011	School Travel Plans	the Council continue to vigorously promote active modes of travel to school	Nick Boyle	Ongoing	The draft transport plan for Hammersmith & Fulham contains a local target to increase the percentage of trips made by cycle and on foot on the school run from 42% to 49% in 2014 and to 70% by 2031.

16 February 2011	Litter Bin Review	<p>1. A procurement exercise be undertaken to introduce standard bins i) inside town centres and ii) in all other areas</p> <p>2. Where appropriate future bins have cigarette stubber plates and, where there is side access, slam locks</p> <p>3. The waste collection contractor replace a small number of damaged bins annually</p>	<p>Dave Newman</p> <p>Dave Newman</p> <p>Dave Newman</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>In order to make the best use of funds available, discussions have taken place with suppliers regarding the supply of some new bins and the refurbishment of others, all to be equipped, as necessary, with slam locks and stubber plates.</p> <p>Various aspects of the Waste Contract are currently being reviewed by the senior management team within RSD.</p>
5 April 2011	Offender Management – Report of the Committee	<p>1. The probation services, HM Prison Service and the benefits agencies work together to ensure all offenders coming out of prison are given the opportunity of support from the probation service to help process benefits applications in advance of their release.</p> <p>2. the probation service should liaise with the</p>	<p>London Probation Service</p> <p>London Probation Service</p>		

		<p>H&F Volunteer Centre to identify projects for the Community Payback scheme and to consult voluntary sector organisations on possible projects, including an event to bring voluntary sector and statutory partners together.</p> <p>3 the probation service should consult ward councillors and local organisations on possible projects in local neighbourhoods.</p>	<p>London Probation Service</p>		
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Agenda Item 4



London Borough of Hammersmith & Fulham

ENVIRONMENT & RESIDENTS SERVICES SELECT COMMITTEE

DATE	TITLE	Wards
11 July 2011	Membership and Terms of Reference	All Wards

SYNOPSIS

This report sets out the new membership of the Committee and its terms of reference, as agreed at the Annual Council Meeting held on 25 May 2011.

CONTRIBUTORS

Finance and Corporate Services

RECOMMENDATION(S):

The Committee is asked to note its membership and terms of reference.

CONTACT

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NEXT STEPS

N/A.

1. INTRODUCTION

- 1.1 The Council agreed the membership and terms of reference at the Annual Council Meeting held on 25 May 2011.

2. MEMBERSHIP

- 2.1 The membership of this committee is as follows:

Nine voting Councillors including the Chairman and Vice Chairman in the ratio of 6 Administration members and 3 Opposition members.

Councillor Rachel Ford (Chairman)

Councillor Gavin Donovan

Councillor Robert Iggulden

Councillor Jane Law

Councillor Ali de Lisle

Councillor Matt Thorley

Councillor Jean Campbell

Councillor Wesley Harcourt

Councillor Lisa Homan

Co-optees

Each Overview and Scrutiny Committee may co-opt a number of people in a non-voting capacity, the number of which shall be determined by full Council.

3. TERMS OF REFERENCE

- 3.1 The terms of reference for the Council's Overview and Scrutiny Board and the three select committees is set out in the following paragraphs.
- 3.2 The Council will appoint Overview and Scrutiny Committees, as set out below, to discharge the functions conferred by section 21 of the Local Government Act 2000, and regulations under section 32 of the Local Government Act 2000 or Local Government and Public Involvement in Health Act 2007.

Committee	Scope
Scrutiny Board	<p>The coordination, and development of the Council's Scrutiny function and the monitoring of its performance.</p> <p>Any aspect of the Council's strategic policy formulation, setting and monitoring of the corporate budget, oversight of finance and use of resources, performance management (including external assessment of the Authority and its services) human resources, central support services, and organisational development and strategic partnerships outside the scope of any other Scrutiny Committee, including the Local Area Agreement.</p> <p>Other functions of the Council (including major cross-cutting issues).</p> <p>Lead responsibility for scrutinising the relevant Cabinet Member(s).</p>
Environment and Residents Services Select Committee	<p>Any aspect of policy, provision and performance related to :</p> <ul style="list-style-type: none"> • the local environment and economy, including matters relating to the Street Scene, parks and open spaces, recycling and environmental sustainability, parking policy, waste disposal, street cleansing, refuse collection, cemeteries, biodiversity, transport and planning. • quality of life, including policing, community safety, tackling anti-social behaviour, licensing and gambling, employment, adult education, cultural services and registration. <p>The discharge of the functions and responsibilities of a Crime and Disorder Committee in accordance with section 19 of the Police and Justice Act 2006 and regulations made under section 20 of the Act.</p> <p>Any other matter allocated by the Scrutiny Board.</p> <p>Lead responsibility for scrutinising the relevant Cabinet Member(s).</p>

<p>Education Select Committee</p>	<p>Any aspect of policy, provision and performance related to the education of children and young people in the borough and the education budget, children's services including social care and the exercise of statutory responsibilities in relation to the scrutiny of children's health matters as set out in paragraph 3.4 (c) below. (Matters relating to general health strategies and services not specifically for children and young people shall be within the scope of the Housing, Health and Adult Social Care Select Committee.)</p> <p>Any other matter allocated by the Scrutiny Board.</p> <p>Lead responsibility for scrutinising the relevant Cabinet Members(s).</p>
<p>Housing, Health and Adult Social Care Select Committee</p>	<p>Any aspect of policy, provision and performance relating to housing, health and adult social services in the borough, including the exercise of statutory responsibilities in relation to the scrutiny of health as set out in paragraph 3.4 (c) below and also the voluntary and community sector. (Matters relating to health strategies and services specifically for children and young people shall be within the scope of the Education Select Committee.)</p> <p>Any other matter allocated by the Scrutiny Board.</p> <p>Lead responsibility for scrutinising the relevant Cabinet Member(s).</p>

3.3 General role

The Overview and Scrutiny Committees will be appointed in accordance with the political proportion of the Council as a whole. Within their terms of reference, these Committees will:

- i) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- ii) make reports and/or recommendations to the Executive and/or the full Council in connection with the discharge of any functions;
- iii) consider any matter affecting the area or its inhabitants arising from the Forward Plan or otherwise;
- iv) call-in, for reconsideration, decisions made but not yet implemented by the Executive and, if necessary, refer them back to the Executive or Full Council;

- v) monitor and review the outcomes of recommendations arising from Scrutiny activity; and
- vi) consider any petitions or deputations on a relevant matter in accordance with the Overview and Scrutiny Procedure Rules and, in the case of the Scrutiny Board, review the steps and decisions taken by the Council and Committees in response to a petition received.

3.4 Specific functions

- (a) **Policy development and review** – Overview and Scrutiny Committees may:
 - i) assist the Council and the Executive in the development of its budget and policy proposals by in depth analysis of policy issues;
 - ii) conduct research, and other consultation in the analysis of policy issues and possible options;
 - iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
 - iv) question the Leader, other members of the Executive and chief officers about their views on issues and proposals affecting the area; and
 - v) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

- (b) **Scrutiny** – Overview and Scrutiny Committees may:
 - i) review and scrutinise the decisions made by and performance of the Leader, other members of the Executive and Council officers, both in relation to individual decisions and over time;
 - ii) review and scrutinise relevant aspects of the policy, services and performance of the Council, its partners, other public bodies in the area or matters which affect the authority's area or its inhabitants and, where appropriate, prepare and publish reports and recommendations;

- iii) question the Leader, other members of the Executive and chief officers about matters within their portfolio, their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
 - iv) make recommendations to the Executive and/or the Council arising from the outcome of the scrutiny process;
 - v) review and comment upon the development of, or performance against, relevant LAA targets;
 - vi) question and gather evidence from any person;
 - vii) appoint a joint Overview and Scrutiny Committee with one or more other local authorities and arrange for the relevant functions of those authorities to be exercised by the joint committee;
 - viii) require the provision of information from, and attendance before the Committee by, any such person or organisation under a statutory duty to comply with the scrutiny function and request information from, and attendance before the Committee by, any other person or organisation;
 - ix) make reports or recommendations to any outside body on matters within the remit of that outside body or which relate to the business or activities of that outside body and which affect the Council's area or its inhabitants; and
 - x) make recommendations to the Scrutiny Board for the establishment of task-orientated time-limited groups (Task Groups) to review in depth and report on topics within the Committee's terms of reference.
- (c) **Scrutiny of health** With regard to the scrutiny of health, the Housing, Health and Adult Social Care Select Committee has the powers to:
- i) review and scrutinise any matter relating to the planning, provision and operation of health services in the area;
 - ii) make reports and/or recommendations to the local NHS bodies, the Secretary of State and the Council on any matter reviewed or scrutinised pursuant to regulations under Sections 7 and 8 of the Health and Social Care Act 2011;

- iii) make comments on any proposals consulted on by a local NHS body concerning a substantial development of the health service in the area or for a substantial variation in the provision of such service;
- iv) arrange for relevant functions in respect of health scrutiny to be exercised by an Overview and Scrutiny Committee of another local authority where the Council considers that another local authority would be better placed to undertake those relevant functions, and that local authority agrees to exercise those functions; and
- v) appoint a joint Overview and Scrutiny Committee with one or more other local authorities and arrange for the relevant functions of those authorities to be exercised by the joint committee.

The same powers apply to the Education Select Committee in respect of the scrutiny of health matters which relate specifically to children and young people.

3.5 Scrutiny Board

In addition to the functions above, the Scrutiny Board may also:

- i) approve for reporting to the Council the annual report of the Scrutiny function;
- ii) co-ordinate scrutiny activities, including the assignment of cross cutting tasks, to the most appropriate Select Committee and the establishment of task orientated time-limited groups (Task Groups) in accordance with the arrangements set out in the Overview and Scrutiny Procedure Rules;
- iii) Coordinate the annual input of Overview and Scrutiny Committees to the budget formulation process;
- iv) Appoint task-oriented time-limited groups (Task Groups) to review in depth and report on topics within the terms of reference of any Select Committee.
- v) Keep the full range of Task Group activities under review to ensure that the number of active Task Groups does not exceed the capacity of Councillor members and officers to support their work;
- vi) Consider references from the Council and Executive for the conduct of in depth scrutiny reviews on any matter of policy or service development;

- vii) Promote the development of the Scrutiny function within the Authority, including the identification and coordination of relevant Member and co-optee learning and development, and the promotion of good scrutiny practice;
- viii) Consider strategies for the use of the scrutiny function as means of encouraging public participation in the Council's decision making processes;
- ix) Work with the Leader of the Council, other members of the Executive, senior officers and senior representatives of partners to champion the role of Overview and Scrutiny; and
- x) Manage and develop protocols to facilitate aspects of the scrutiny process.

3.6 Proceedings of Overview and Scrutiny Committees

Scrutiny Committees will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

4. RECOMMENDATIONS

- 4.1 The Committee is asked to note its membership and terms of reference as agreed at the Annual Council Meeting held on 25 May 2011.

**LOCAL GOVERNMENT ACT 2000 –
BACKGROUND PAPERS**

No.	Description of Background Papers	Name/Ext. of holder of file/copy	Department/ Location
	N/A		

Agenda Item 7



London Borough of Hammersmith & Fulham

ENVIRONMENT & RESIDENTS SERVICES SELECT COMMITTEE

DATE	TITLE	Wards
11 July 2011	Library Service – Tri Borough Proposals	All

SYNOPSIS

This report sets out for comment the detailed business case for the integration of the library services of Hammersmith & Fulham, Kensington & Chelsea and Westminster as agreed at the Cabinet meeting on 20 June 2011.

CONTRIBUTORS

RSD

RECOMMENDATION(S):

The Committee is invited to review and comment upon the proposals attached at Appendix A.

CONTACT

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NEXT STEPS

The Committee's comments and recommendations will be submitted to the Director of Residents Services and Cabinet Member for Residents Services for consideration

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

Cabinet Meeting

20 June 2011

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1. Executive summary

Business case recommendations

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

Background

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

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

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

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

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

What a tri-borough library service will look like

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

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

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

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

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

Savings proposals

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

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

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

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

Single management structure

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

Service efficiency

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

Integrated core service

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

Additional savings areas

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

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

Salary harmonisation

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

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

1. Business case recommendations

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

2. Introduction

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

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

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

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

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

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

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

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

3. Background

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

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

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

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

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

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

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

4. Scope for an integrated tri-borough library service

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

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

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

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

5. Integrated tri-borough library service

5.1 Vision and objectives

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

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

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

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

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

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

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

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

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

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

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

Vision for the tri-borough library service

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

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

In addition an integrated service could provide:

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

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

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

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

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

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

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

Reading

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

Learning

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

Digital

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

Information

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

Community

- Provision of venues for community and partner organisations to meet

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

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

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

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

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

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

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

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

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

6. Current financial position and savings proposals

6.1 Current financial position

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

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

6.2 Summary of savings proposals

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

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

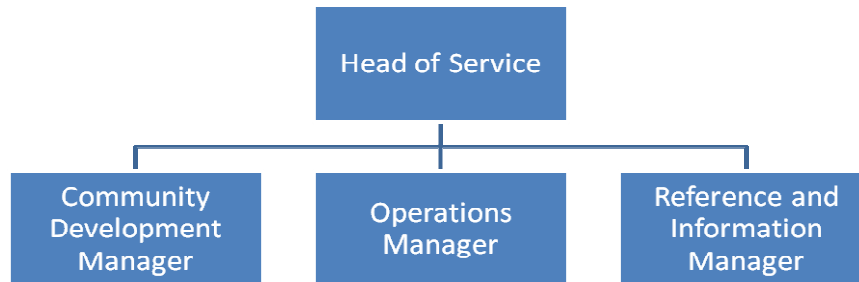
Details of how these savings are broken down by individual authorities are shown overleaf.

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

Financial savings (£) breakdown												
	Current cost	Post Tri-borough cost	Total savings	Hammersmith & Fulham			Westminster			Kensington & Chelsea		
				Pre tri-borough	Post tri-borough	Saving	Pre tri-borough	Post tri-borough	Saving	Pre tri-borough	Post tri-borough	Saving
Single management structure	615,934	300,000	315,934	71,282	100,000	-28,718	262,652	100,000	162,652	282,000	100,000	182,000
Service efficiency	5,038,866	4,807,194	231,672	1,042,524	984,606	57,918	2,577,351	2,519,433	57,918	1,418,991	1,303,155	115,836
Integrated core service	2,912,031	2,351,876	560,155	705,021	463,728	241,293	1,154,891	926,195	228,696	1,052,119	961,953	90,166
Total	8,566,831	7,459,070	1,107,761	1,818,827	1,548,334	270,493	3,994,894	3,545,628	449,266	2,753,110	2,365,108	388,002

6.3 Single management structure

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



The Management team will have the following responsibilities

Head of Service

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

Operations Manager

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

Community Development Manager

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

Reference and Information Manager

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

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

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

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

6.4 Service efficiency

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

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

- Indicative time taken to carry out
- Frequency
- Volume

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

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

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

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

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

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

6.5 Integrated core service

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

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

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

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

This is broken down as shown in the table below.

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

6.6 Additional savings areas

Archives

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

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

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

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

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

Other

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

Staff harmonisation

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

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

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

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

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

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

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

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

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

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

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

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

7. Apportionment of future costs and savings

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

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

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

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

8. Investment requirements

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

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

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

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

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

9. Return on investment

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

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

10. Implementation

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

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

11. Risks

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

Likelihood - 1 (unlikely) – 3 (highly likely)

Severity - 1 (minimal) – 3 (severe)

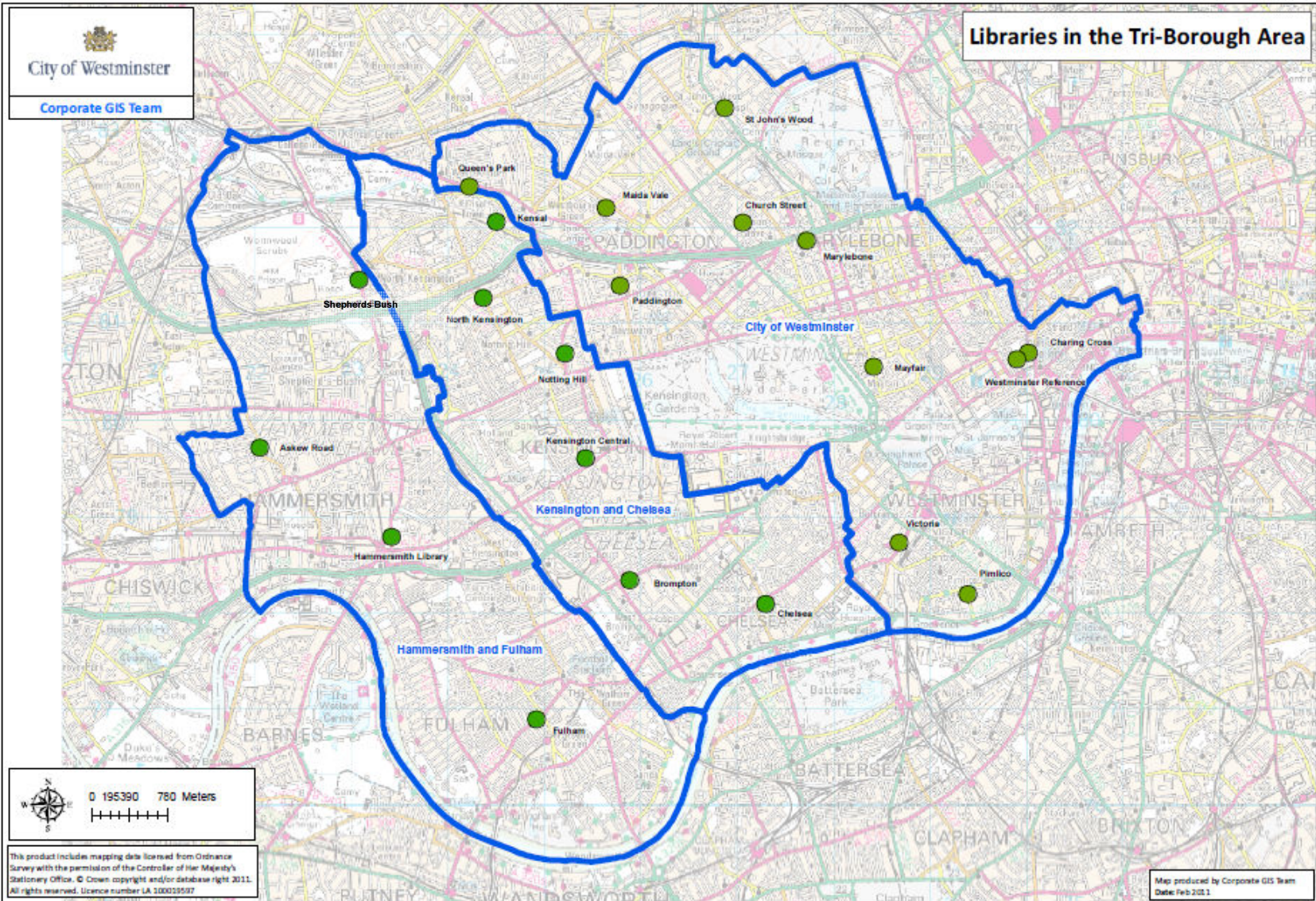
Risk	Impact	Action to mitigate	Likelihood	Severity of impact	Risk
Speed of implementation not sufficiently considered.	Staff morale and turnover impacted leading to a reduction in service / deterioration in quality of customer service.	Careful, planned implementation with a comprehensive stakeholder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

Appendix 1 – Existing library service provision

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

Appendix 2 – Tri-borough library locations

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Appendix 3 – Top 10 design principles

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

Appendix 4 – Staffing costs for integrated core service

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

Appendix 5 – Effect of Salary harmonisation

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

LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	The Tri Borough Proposals Report (February & June 2011)	Kayode Adewumi 0208 753 2499	FCS, 1 st Floor , Hammersmith Town Hall



London Borough of Hammersmith & Fulham

ENVIRONMENT & RESIDENTS SERVICES SELECT COMMITTEE

DATE	TITLE	Wards
11 July 2011	Environment Services – Bi Borough Proposals	All

SYNOPSIS

This report sets out for comment proposals to combine the management of Environment Services provided by Hammersmith & Fulham and Kensington & Chelsea as agreed at the Cabinet meeting on 20 June 2011.

CONTRIBUTORS

ENV/RSD

RECOMMENDATION(S):

The Committee is invited to review and comment upon the proposals attached at Appendix A.

CONTACT

Directors of
Environment &
Residents Services

NEXT STEPS

The Committee's comments and recommendations will be submitted to the Directors of Environment and Residents Services and the Cabinet Members for Environment & Asset Management and Residents Services for consideration.

Appendix A

Environment Services

Tri-Borough Service Plans and Proposals

Cabinet Meeting

20 June 2011

ENVIRONMENTAL SERVICES PORTFOLIO

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

Recommendations

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

1. SUMMARY

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

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

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

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

2. BACKGROUND

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

RBKC:

<p>Transport, Environment & Leisure Services</p>	<p>Parks and parks police; leisure centres; sports development with adults; arts; heritage and museums; events; waste management / recycling / street cleaning; some elements of community safety; street enforcement; markets; highways; transport policy; parking; licensing; environment policy; climate change; ecology; tourism.</p>
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Planning and Borough Development	All planning functions inc. building control
Housing, Health and Adult Social Services	Environmental health & trading standards
Family and Children's Services	Libraries
Policy and Partnerships Unit	Community safety; Emergency and Contingency Planning

H&F:

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

2.2 Scope of Services considered.

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

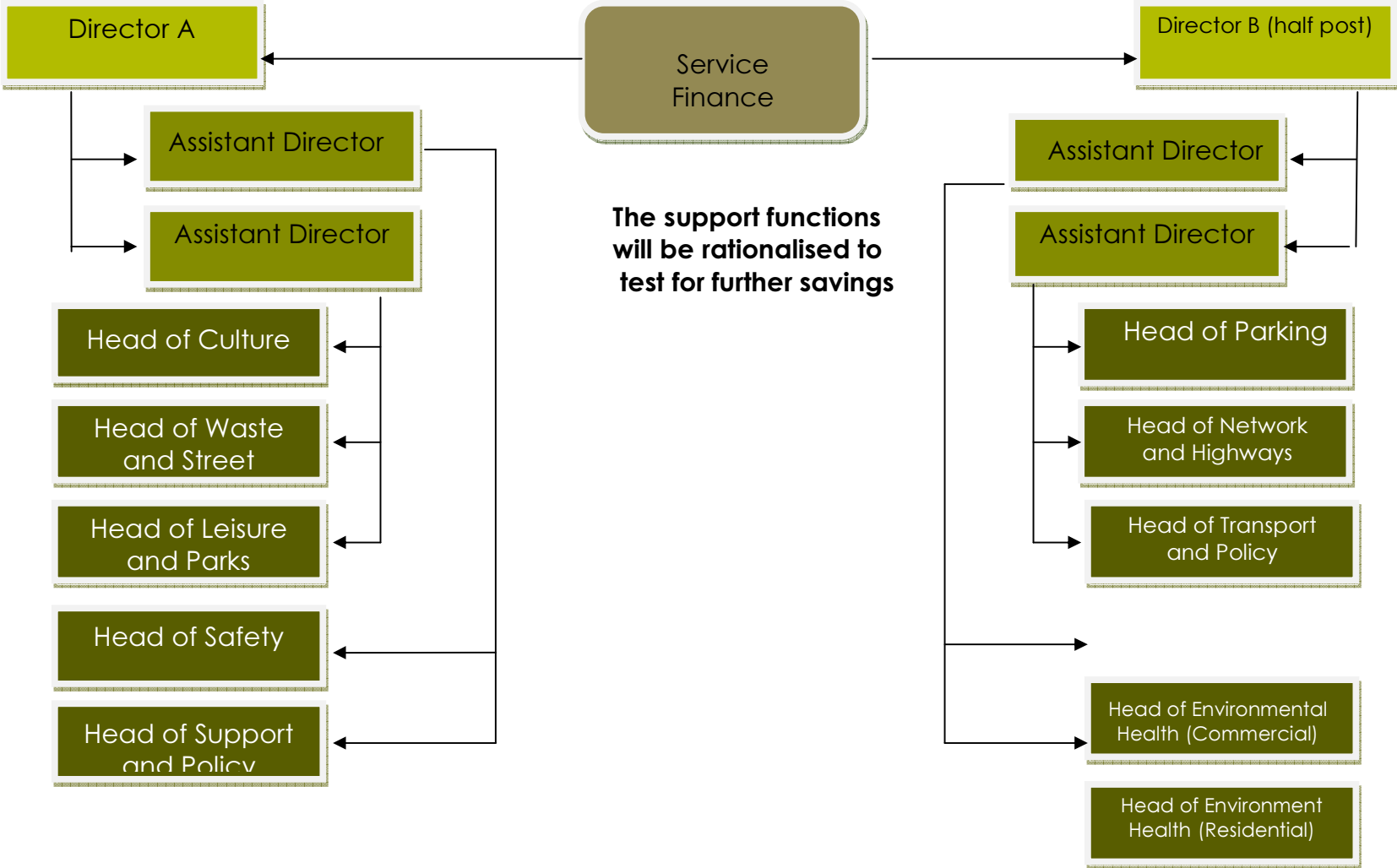
It was also decided to keep planning functions as wholly separate functions in each council.

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

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

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

3.0 PROPOSED SENIOR MANAGEMENT STRUCTURE



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

Combined services:

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

And also:

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

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

Combined services:

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

And also:

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

- 3.3 More work still needs to be done to agree the appropriate home for the Community and Public Health role of RBKC Environmental Health Services, corporate climate change work and climate change staff. The model for Community Safety needs further analysis and discussion with police interests.
- 3.4 As discussed above, this report proposes the combined management of licensing. Although previously out of scope due to sensitivities of place, officers believe that a service tailored to the local expectations of each borough can be most efficiently delivered under common senior management. A post of Head of Licensing at level 3 could be maintained during the transitional period to allow extra capacity in this area.

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

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

4. BOROUGH PRINCIPLES

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

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

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

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

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

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

improving and protecting the health of all through the Environmental Health Team

- Helping people feel safe
- Keeping under review the balance of charges and subsidies for commercial waste, cemeteries, leisure centres, markets

H&F

- Reducing crime and anti-social behaviour
- Sustaining a cleaner greener borough
- Reducing council tax and providing value for money

In addition H&F is currently working to the 3 R's as driving principles which are:

- Reforming public services without impacting on front line services and provision to residents/customers
- Restructuring to reduce management
- Reducing the use of assets and therefore building costs

5. TIMELINES

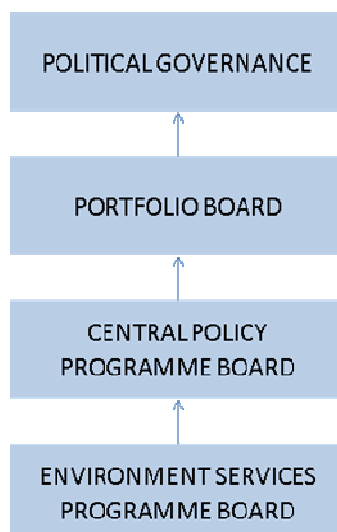
5.1 This paper proposes that the shared Directors and Assistant Directors are recruited and in post by 1 April 2012. Appointments to Heads of Service would follow as soon as practical. Some senior management staff would be retained through to a later date to provide capacity for operational senior managers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

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

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

6. GOVERNANCE AND IMPLEMENTATION

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



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

7. WHO EMPLOYS THE JOINT STAFF?

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

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

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

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

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

8 INDICATIVE COST SAVINGS

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

Table One. Current management costs

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

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

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

Table Two. Indicative cost of combined management

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

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

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

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

Table Four. - Environment Savings

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

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

9.0 SCRUTINY ARRANGEMENTS

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

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

10. AREAS WHERE FURTHER DECISIONS WILL BE NEEDED.

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

11. HANDLING POSSIBLE CONFLICTS OF INTEREST

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

11.4 The separate Monitoring Officer, in each council is an additional safeguard to ensure each council can continue to make proper decisions, based on local merits.

11.5 If necessary, and on the request of either Cabinet, additional external advice can be sought. It is recognised that such costs can be seen as an off-set to the savings achieved from joint management but it is argued that any such costs would be exceptional.

12. RISKS

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

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

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	The Tri Borough Proposals Report (February & June 2011)	Kayode Adewumi 0208 753 2499	FCS, 1 st Floor , Hammersmith Town Hall

Agenda Item 11



London Borough of Hammersmith & Fulham

ENVIRONMENT AND RESIDENTS SERVICES SELECT COMMITTEE

DATE	TITLE	Wards
11 July 2011	Work Programme and Forward Plan	All

SYNOPSIS

The Committee is asked to review its draft work programme for the current municipal year. Details of forthcoming Key Decisions which are due to be taken by the Cabinet are provided in order to enable the Committee to identify those items where it may wish to request reports.

CONTRIBUTORS

Gary Marson
Governance &
Scrutiny,
FCS

RECOMMENDATION that;

the Committee reviews and agrees its proposed work programme, subject to update at subsequent meetings

CONTACT

Gary Marson
Principal Committee
Coordinator
0208 753 2278

NEXT STEPS

N/A

1. Introduction

1.1 The purpose of this report is to enable the Committee to consider its draft work programme for 2011/12.

2. Report

2.1 The Committee’s work programme for the current municipal year is set out in draft at Appendix A. The list of items has been drawn up in consultation with the Chairman, having regard to previous decisions of this Committee, relevant items within the Forward Plan and actions and suggestions arising from previous meetings.

2.2 The Committee is requested to consider the items within the proposed work programme and suggest any amendments or additional topics to be included in the future, whether for a brief report to Committee or as the subject of a time limited Task Group review or single issue ‘spotlight’ meeting. Members might also like to consider whether it would be appropriate to invite residents, service users, partners or other relevant stakeholders to give evidence to the Committee in respect of any of the proposed reports.

2.3 Attached as Appendix B to this report is an extract of the Forward Plan items showing the decisions to be taken by the Executive at the Cabinet, including Key Decisions within the relevant Cabinet Members portfolio areas which will be open to scrutiny by this Committee should Members wish to include them within the work programme. Items within the Committee’s remit are italicised.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	None		

Environment and Residents Services Select Committee - Draft Work Programme 2011/12

Meeting	Item	Detail	Comments
6 September 2011	Performance Indicators – 2010/11 Outturn		
	Flooding	Scene setting for potential task group	Linkage to Surface Water Management Plan
	Earls Court SPD	Consultation exercise	Possibly November
	Winter Highways Arrangements – Review of Policy and Practice		
	Shepherds Bush Green	Progress Report on proposals to regenerate the Green	
	Speed Calming Policy Review	Consultation on traffic calming approach	Linkage to Transport Summit in November
	Traffic Warden Assaults	Investigate cause of incidents and possible solutions	
8 November 2011	Transport Summit	Receive feedback on consultation exercise concerning the LIP2, discuss all the comments received from residents and to examine the proposals contained in the Plan in the light of this feedback.	Invitations to TfL and other key stakeholders. Opportunity to break out from the formal meeting arrangements into an more interactive style of event.
	LDF – Development Management Policy Document	To comment on the policies to be used for development management purposes consultation following Council approval in October	
16 January 2012	Budget & Council Tax 2012/13		
20 February 2012	Football – Impact assessment on Borough	Themed meeting covering matchday parking, traffic management, licensing, waste collection, the clubs community work and links to Council and public	

		services (e.g. healthy living) – opportunity to engage with clubs/residents	
11 April 2012	Annual Review of use of Surveillance Powers (RIPA)		

Unallocated Items

Items on agreed work programme not allocated to a specific meeting date

Item	Detail	Comments
Surface Water Management Plan		Links to Flooding report and potential Task Group
Fly Tipping	Review of issues on private property	
Schools usage of Parks	Strategy to manage demand and relationships with schools users	
Local Impact of Westfield	Review of impact on parking, noise, litter, business, local employment opportunities etc	
Thames Water Tideway Tunnel	To be submitted once the proposed sites are made known	
Cemeteries Review	Progress report on the review of cemetery space in the borough	
Town Centre Management		
Cycling in the Borough - Safety and Security	To examine cycle lanes, road conditions, cycle rack provision, cycle theft	
Noise Nuisance – Out of Hours Service	Examine promotion and awareness	
Regeneration of eyesore properties and land		
Contact Centre – Review of the Customer Experience		

Possible Task Groups

Item	Detail	Comment
Flooding	Flood Risk Assessment/Surface Water Management Plans	
Public Utilities Roadworks Lane Rental Scheme	Investigation into potential for Lane Rental scheme	

FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period July 2011 to October 2011

The following is a list of Key Decisions, as far as is known at this stage, which the Authority proposes to take in the period from July 2011 to October 2011.

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

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

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

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

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

Consultation

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

Reports

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

Decisions

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

Making your Views Heard

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

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2010/11

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

Forward Plan No 110 (published 15 June 2011)

LIST OF KEY DECISIONS PROPOSED JULY 2011 TO OCTOBER 2011

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

New entries are highlighted in yellow. *Items in italics are within the remit of ERSSC*

* 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	Consultation Process and Consultees
July				
Cabinet	18 Jul 2011	<p><i>Hammersmith Park Sports Facility project - appointment of works & services contractor</i></p> <p><i>To approve the appointment of the contractor to undertake the works and services contract for the redevelopment of Hammersmith Park All Weather Pitch as selected and agreed by the project's Tender Appraisal Panel and approved by the Project Board.</i></p>	Cabinet Member for Residents Services	Method of consultation: <i>This project requires planning permission and it is an expectation of the contractor to undertake a comprehensive consultation exercise during the planning process</i>
	Reason: Expenditure more than £100,000	<i>Weather Pitch as selected and agreed by the project's Tender Appraisal Panel and approved by the Project Board.</i>	Ward(s): Wormholt and White City	Consultees: Cabinet Member Ward Members Community Stakeholders Current and future users
Cabinet	18 Jul 2011	<p>Award of a Framework Agreement for Agency Worker Services</p> <p>A Framework Agreement to be accessible to all London Boroughs ("Participating Boroughs") for the provision of professional, technical, general and administrative agency workers inclusive of social care. School resourcing is also included within the scope of this Framework Agreement but shall be optional based upon each Participating Borough's needs.</p>	Leader of the Council	Method of consultation: The report shall be consulted with the Director of Finance and Corporate Services, Assistant Director (Legal and Democratic Services) and Assistant Director of IT and Procurement.
	Reason: Expenditure more than £100,000	School resourcing is also included within the scope of this Framework Agreement but shall be optional based upon each Participating Borough's needs.	Ward(s): All Wards	Consultees: Director of Finance and Corporate Services, Assistant Director (Legal and Democratic Services) and Assistant Director of IT and Procurement.
Cabinet	18 Jul 2011	<p>Pilot Scheme for New Ways of Working</p> <p>To agree the future policy for</p>	Cabinet Member for Children's Services	Method of consultation: EMT Cabinet Briefing Cabinet

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	Consultation Process and Consultees
	Reason: Affects more than 1 ward	LBHF on alternative delivery vehicles and agree the pilot social enterprise scheme of Services to Schools.	Ward(s): All Wards	Consultees: Schools Staff EMT Cabinet
Cabinet	18 Jul 2011	<i>Serco Contract Review</i> <i>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.</i>	<i>Cabinet Member for Residents Services</i>	<i>Method of consultation: Meetings via a project board</i>
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: Serco contractors and in-house officers as appropriate
Cabinet	18 Jul 2011	Tender Acceptance to Appoint a Contractor to Carry out Risk Assessments and Associated Remedial Works on Communal Hot & Cold Water Systems in Housing Properties	Cabinet Member for Housing	Method of consultation: Meetings Notice of Intent Issued to Leaseholders
	Reason: Expenditure more than £100,000	Tender acceptance report seeking approval to the letting of the contract.	Ward(s): All Wards	Consultees: Client Department Leaseholders
Cabinet	18 Jul 2011	<i>Tied Accommodation and Disposals</i> <i>The report provides a synopsis of the current situation with the Council's Tied Accommodation and details the strategy of maximising the value of the Council's assets</i>	<i>Cabinet Member for Children's Services, Deputy Leader (+Environment and Asset Management), Leader of the Council, Cabinet Member for Residents Services</i>	<i>Method of consultation: Meetings</i>
	Reason: Expenditure more than £100,000		Ward(s): Avonmore and Brook Green; Fulham Reach; Hammersmith Broadway; Munster; Outside the Borough; Palace Riverside; Shepherds Bush Green; Town	Consultees: Client Departments Human Resources

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	Consultation Process and Consultees
Cabinet	18 Jul 2011	3rd Sector Investment Fund allocation report This report presents recommendations for the allocation of the 3rd Sector Investment Fund for from October 2011 for the areas of: * Safer Communities * Health & Wellbeing (adults) * Arts, Culture & Sport * Homelessness Prevention & Home Safety * Environment & Community Transport Cabinet is asked to approve funding allocation as set out in this report.	Cabinet Member for Community Care	Method of consultation: None - this is a report of a tendereing process.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: N/A
Cabinet	18 Jul 2011	Funding drawdown for SmartWorking FCS project This report provides an update on the SmartWorking programme and requests funds for the implementation of SmartWorking across Finance & Corporate Services.	Leader of the Council	Method of consultation: Engagement on SmartWorking requirements with FCS Divisional SmartWorking representatives, presentation to FCS DMT, one-to-one discussions with FCS ADs, presentation to SmartWorking Programme Board and EMT
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: FCS Divisional SmartWorking representatives, FCS DMT, SmartWorking Programme Board, EMT
Cabinet	18 Jul 2011	Leasehold Service Charge Payment Options To seek approval for a range of payment options for leaseholders to offer flexibility in the payment of annual service charges and major works to aid consistent collection.	Cabinet Member for Housing	Method of consultation: NKA was employed by H&F Homes and made suggestions for implementation.
	Reason: Affects more than 1 ward		Ward(s): All Wards	Consultees: H&F Homes Board
	Reason: Affects more than 1 ward		Ward(s): Fulham Broadway; North End	Consultees: Residents on the West Kensington and Gibbs Green estates and wider

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	Consultation Process and Consultees
				residents and businesses of the two wards.
Cabinet	18 Jul 2011	<i>Project: MTC for Risk Assessment & Remedial Works on Water Systems Borough-Wide in Non-Housing Properties 2011-2015 - Works: Risk Assessment & Remedial Works on Water Systems</i> <i>Tender acceptance to appoint contractor to carry out risk assessment surveys and association remedial works on communal hot and cold water systems.</i>	Deputy Leader (+Environment and Asset Management)	Method of consultation: Meetings
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: Client
Cabinet	18 Jul 2011	Request for delegated authority to award contract for Drug Intervention Programme (DIP) and open access service That authority be delegated to the Director of Community Services, in conjunction with the Cabinet Member for Community Care, to award the contract for the Drug Intervention Programme (DIP) and Open Access Service.	Cabinet Member for Community Care	Method of consultation: Consultation has been conducted with Service Users regarding specification and service delivery matters. Service User representatives sit on the Tender Appraisal Panel.
	Reason: Affects more than 1 ward		Ward(s): All Wards	Consultees: See above.
Cabinet	18 Jul 2011	<i>Transfer of S106 Finance for the GLA to Tender for a DIF Study</i> <i>To transfer £120k to the GLA for the purposes of tendering for a Development Infrastructure Funding Study.</i>	Deputy Leader (+Environment and Asset Management)	Method of consultation: None
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: None
Cabinet	18 Jul 2011	Grant of lease to the West London Free School Academy Trust (WLFS) for temporary use of the Cambridge School Site, Cambridge Grove W6 This report seeks Cabinet authority to grant a short-term, 3 year lease to WLFS for	Cabinet Member for Children's Services	Method of consultation: A thorough consultation about the relocation of Cambridge School was undertaken in the development of the SEN Strategy. The results of the consultation were reported to Cabinet on 2nd March 2009.

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	Consultation Process and Consultees
	Reason: Significant in 1 ward	temporary use of the Cambridge School site, Cambridge Grove W6 for a Free School pending completion of WLFS's proposed purchase from the Council of Palingswick House and its refurbishment as its preferred Free School location. As part of the Council's Schools of Choice strategy, the Council welcomes the opportunity to host the West London Free School. The lease will enable WLFS to open in September 2011, providing extra choice and opportunities at a secondary level for parents and children within the borough. The Cambridge School site will be vacant at the end of July 2011 when the existing school relocates to the Bryony Centre.	Ward(s): All Wards	Cambridge School consulted its stakeholders, including the DfE, its pupils' parents and its staff's unions, about its relocation to the Bryony Centre. West London Free School consulted its stakeholders. Consultees: The consulted parties for the SEN consultation were: schools, parents, members of parliament, Councillor Members, neighbouring authorities and local interest groups. See above 'Consultation process' for details of other consultees.
Cabinet	20 Jun 2011 Reason: Affects more than 1 ward	Purchase of additional police officers from the Metropolitan Police Authority for enhanced town centre policing <i>Report on the purchase of additional police officers from the Metropolitan Police Authority for enhanced town centre policing.</i>	Cabinet Member for Residents Services Ward(s): All Wards	Method of consultation: Series of meetings Consultees: Met Police, Westfield, Hammersmith Bid
Cabinet	18 Jul 2011 Reason: Affects more than 1 ward	Review of Shops Portfolio This report considers the options available for the shops portfolio, 87 of these are held in the Housing Revenue Account (HRA), the remaining 10 being held in the General Fund. It seeks to maximise the use of the assets to both maximise income and minimise debt by optimising the management of the portfolio.	Cabinet Member for Housing Ward(s): All Wards	Method of consultation: Meetings and email Consultees: Assistant Director of Building and Property Services Assistant Director of Property Services

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected	Consultation Process and Consultees
Cabinet	18 Jul 2011	Fire Risk Assessments Service for Provision of Fire Risk Assessments to Housing Properties.	Cabinet Member for Housing	Method of consultation: Fire Risk Assessments are required for communal areas in housing, but do not involve works to any part of the building - they are not chargeable under Section 20
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: EIA has been undertaken
September				
Cabinet	5 Sep 2011	Treasury Management Outturn Report 10-11 This report provides information on the Council's debt, borrowing and investment activity for the financial year ending 31st March 2011.	Leader of the Council	Method of consultation: Councillors
Full Council	19 Oct 2011		Ward(s): All Wards	Consultees: Audit and Pensions Committee
	Reason: Budg/pol framework			
<i>Cabinet</i>	<i>5 Sep 2011</i>	<i>Shepherds Bush Common Improvement Project</i> <i>Approval to appoint works contractors to undertake restoration works on Shepherds Bush Common.</i>	<i>Cabinet Member for Residents Services</i>	<i>Method of consultation: Stakeholder Advisory Group Meetings Public events</i>
	<i>Reason: Expenditure more than £100,000</i>		<i>Ward(s): Shepherds Bush Green</i>	<i>Consultees: Local Amenity Groups Local residents Statutory bodies</i>
Cabinet	5 Sep 2011	Sex and Relationships and Substance Misuse Education Tender To approve a 1 year contract award with option to renew on a yearly basis with an approximate value of £125,000 in the first year (including £20,000 start up costs). The tender will seek a single provider to re-develop, manage and deliver the highly regarded sex and relationships and substance misuse programme currently delivered in LBHF schools, colleges and	Cabinet Member for Children's Services	Method of consultation: N/A tender of existing service
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: N/A

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	Consultation Process and Consultees
		youth settings.		
Cabinet	5 Sep 2011	<p>Disposal of Air Rights at Planetree Court</p> <p>This report recommends the disposal of air rights above the vehicular entrance of Council owned accommodation at Planetree Court to the adjacent Jacques Prevert school to facilitate classroom and playground expansion for the school.</p>	Cabinet Member for Housing	Method of consultation: Ongoing consultation with residents of Planetree Court and local residents.
	Reason: Expenditure more than £100,000		Ward(s): Avonmore and Brook Green	Consultees: Director of Finance and Corporate Services, Assistant Director (Legal and Democratic Services) and Assistant Director of IT and Procurement Director of Environment Head of Building Property Management H&F Homes
Cabinet	5 Sep 2011	<p><i>Rationalisation of Leisure Facilities</i></p> <p><i>Existing Leisure Management Contract for Phoenix Leisure Centre and Janet Adegoke Swimming Pool has not represented value for money.</i></p>	Cabinet Member for Residents Services	Method of consultation: Engagement with stakeholders
	Reason: Expenditure more than £100,000		Ward(s): Wormholt and White City	Consultees: Residents Existing users Members Children's Services Phoenix School Greenwich Leisure Limited
Cabinet	5 Sep 2011	<p>Possible changes to Taxicard Scheme</p> <p>In a context of reducing funding from Transport for London and increasing demand for the Taxicard scheme, a public consultation was carried out to seek views on future options. This report will summarise the public consultation responses and will put forward recommendations for the Taxicard scheme going forward.</p>	Cabinet Member for Children's Services	Method of consultation: A public consultation is due to start week commencing 21st February 2011 for one month. This will include direct mailouts of background information and a questionnaire along with a web-based questionnaire on Citizen Space.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: All registered users of the scheme. Focus groups involving a number of relevant local organisations.

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	Consultation Process and Consultees
Cabinet	5 Sep 2011	Riverside Gardens, Hammersmith, W6 - Removal of Asbestos in Tank Room	Cabinet Member for Housing	Method of consultation: Meetings Notice of Intent Section 20 Notices
	Reason: Expenditure more than £100,000	Tender Acceptance Report to appoint contractor to carry out the removal of asbestos in the tank room at Riverside Gardens, Hammersmith, W6.	Ward(s): Hammersmith Broadway	Consultees: Client Agent Client Department
Cabinet	5 Sep 2011	Self Directed Support Services Delegated Authority Request	Cabinet Member for Community Care	Method of consultation: Service users have been consulted on specifications through a series of forums. Providers have attended forums to discuss developments relating to Self Directed Support.
	Reason: Affects more than 1 ward	London Boroughs of Hammersmith and Fulham, Hillingdon, Brent and Royal Borough of Kensington and Chelsea are seeking to procure a cross borough Framework Agreement to deliver Self Directed Support Services (as part of the personalisation agenda). Hammersmith and Fulham are leading the procurement process. The Director of Community Services requests delegated authority to award Framework Agreement contracts for Self Directed Support Services from October 2011.	Ward(s): All Wards	Consultees: Service users Providers
Cabinet	5 Sep 2011	Charecroft Estate Amenity Deck Reinstatement	Cabinet Member for Housing	Method of consultation: Residents have been consulted on the schedule of works and will be updated throughout the duration of the contract.
	Reason: Expenditure more than £100,000	Approval is sought for use of Section 106 funding for the reinstatement of the amenity deck serving Bush Court and Shepherds Court, Charecroft Estate.	Ward(s): Addison	Consultees: Charecroft Tenants and Residents Association; HAFFTRA; HRD Management Team; Cabinet Member for Housing; Ward Councillors.

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	Consultation Process and Consultees
Cabinet	5 Sep 2011	Travel Assistance Policies SEN Travel Assistance Policy and Post 16 Transport Policy	Cabinet Member for Children's Services	Method of consultation: All parents, pupils and staff at Special schools have been consulted about the SEN Travel Assistance Policy. A Travel Assistance Support Group, representing parents, students, Headteachers and voluntary groups has been set up as a forum for consultation for Post 16 Transport Policy, and SEN Travel Assistance Policy
	Reason: Affects more than 1 ward		Ward(s): All Wards	Consultees: All staff and parent/carers and pupils attending special schools and units have been consulted for the SEN travel Assistance Policy. A Support Group has been set up for on going consultation re Post 16 Transport Policy
Cabinet	5 Sep 2011	Right to Move Pilot To agree to a joint pilot of a Right to Move scheme for Council's tenants to move to properties outside the Borough. The pilot to run in conjunction with Notting Hill Housing Group.	Cabinet Member for Housing	Method of consultation: Internal consultation
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: Legal & Finance
Cabinet	5 Sep 2011	Parking Projects Programme 2011/12 <i>This report outlines the key parking priorities of the Council and presents a parking projects programme for 2011/12.</i>	Deputy Leader (+Environment and Asset Management)	Method of consultation: Stakeholders consulted as appropriate
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: Residents, businesses, Councillors, Emergency Services.
Cabinet	5 Sep 2011	302 Fulham Palace Road - General Building Works Tender Acceptance Report to appoint contractor to carry out	Cabinet Member for Housing	Method of consultation: Meetings Notice of Intent - Leaseholders Section 20 Notices

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	Consultation Process and Consultees
	Reason: Expenditure more than £100,000	general building works at 302 Fulham Palace Road, London, SW6	Ward(s): Palace Riverside	Consultees: Client Agent Client Department
Cabinet	5 Sep 2011	DCLG Funding to Combat Social Housing Fraud This is a proposal that unringfenced funds provided by DCLG for housing fraud now be allocated for that purpose.	Leader of the Council	Method of consultation: Document has been agreed with Deputy Director of Finance, Director of Finance and Director of Housing and Regeneration.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	Consultees: See above
Cabinet	5 Sep 2011	1-67 Jepson House, 2-38 & 40-54 Pearscroft Road Full refurbishment works, window and roof renewals, and works to meet Fire Risk Assessment requirements.	Cabinet Member for Housing	Method of consultation: Letters & Meetings
	Reason: Expenditure more than £100,000		Ward(s): Sands End	Consultees: Residents & Leaseholders