

Overview & Scrutiny Board

Agenda

Wednesday 7 December 2011

7.00 pm

Courtyard Room - Hammersmith Town Hall

MEMBERSHIP

Administration:	Opposition
Councillor Alex Karmel (Chairman) Councillor Victoria Brocklebank-Fowler Councillor Georgie Cooney Councillor Rachel Ford Councillor Lucy Ivimy Councillor Donald Johnson	Councillor Andrew Jones Councillor PJ Murphy Councillor Sally Powell

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Date Issued: 29 November 2011

Overview & Scrutiny Board Agenda

7 December 2011

<u>Item</u>		<u>Pages</u>
1. MINUTES AND ACTIONS		1 - 12
	To approve as an accurate record, and the Chairman to sign the minutes of the meeting held 21 September 2011.	
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. ENGAGING WITH YOUNG PEOPLE THROUGH OVERVIEW AND SCRUTINY		13 - 24
	This report is written by the Children and Young People's Involvement Officer and members of the Borough Youth Forum (BYF). It outlines the potential for the involvement of young people in the Hammersmith and Fulham Overview and Scrutiny committees.	
5. THE TRI BOROUGH ICT STRATEGY		
	A presentation by the Assistant Director – Procurement, to provide the key issues on the Tri-Borough ICT Strategy.	
6. REFORMING CUSTOMER ACCESS AND PUBLIC SERVICE DELIVERY		25 - 31
	A report on Customer Access and Service Delivery with a particular focus on the self serve strategy and e-services programme.	
7. COMMUNITY BUDGET - THE PRISON LINK PROJECT		32 - 35
	This report sets out details of a £300,000 community budget award from the DfE to deliver a 'Prison Link' project which aims to reduce re-offending rates and invites Members to consider how the Council and its partners might expand their Community Budget.	

- 8. THE HAMMERSMITH AND FULHAM BRIDGE PARTNERSHIP ANNUAL REPORT** 36 - 48
- A report to set out the performance of H&F Bridge Partnership in both service and financial terms and establish its value for money to the Council over the period 2010/2011.
- 9. SELECT COMMITTEE REPORTS** TO FOLLOW
- To consider the reports from the Select Committees:
- (a) Education
 - (b) Environment and Residents Services
 - (c) Housing, Health and Adult Social Care
- 10. SCRUTINY TASK GROUP PROPOSAL** 49 - 52
- To consider a request from the Environment and Residents Services Select Committee to establish a Task Group inquiry into flooding.
- 11. GET H&F MOVING: PUBLIC UTILITIES LANE RENTAL SCRUTINY TASK GROUP REPORT** 53 - 79
- The report of the Public Utilities Lane Rental Scrutiny Task Group.
- 12. HIGH LEVEL REVENUE AND CAPITAL BUDGET MONITORING REPORT 2011-2012** 80 - 104
- A report to set out the out-turn position for 2011-2012 revenue and capital budgets as at Quarter 2 and explain significant variances.
- 13. MONITORING PERFORMANCE 2011-2012** 105 - 118
- A report to update the Committee on the 2nd Quarter status on financial, HR, Electoral Registration and Contact Centre PIs and the process on reporting key PIs contained in the Council's Local Area Agreement and Community Strategy.
- 14. OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME AND THE FORWARD PLAN OF KEY DECISIONS 2011/2012** 119 - 141
- The Committee is asked to review its 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.
- 15. DATES OF NEXT MEETINGS**
- The dates of the remaining meetings scheduled for this municipal year are as follows:
- Tuesday 24 January 2012 (provisional)
 Tuesday 6 March 2011
 Wednesday 25 April 2011
- 16. EXCLUSION OF PRESS AND PUBLIC**
- The Committee is invited to resolve, under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the

public interest in maintaining the exemption currently outweighs the public interest in disclosing the information

**17. HAMMERSMITH & FULHAM BRIDGE PARTNERSHIP
PERFORMANCE ANNUAL REPORT - EXEMPT ASPECTS**



London Borough of Hammersmith & Fulham

Overview & Scrutiny Board Minutes

Wednesday 21 September 2011

PRESENT

Committee members: Councillors Alex Karmel (Chairman), Victoria Brocklebank-Fowler, Georgie Cooney, Rachel Ford, Lucy Ivimy, Donald Johnson, Andrew Jones and PJ Murphy

Other Councillors: Councillor Mark Loveday (Cabinet Member for Strategy).

Officers: Andrew Christie (Director of Children's Services), Hitesh Jolapara (Deputy Director of Finance), Michael Sloniowski (Principal Consultant Risk Management), Jane West (Director of Finance and Corporate Services), Michael Carr (Scrutiny Development Officer).

16. MINUTES AND ACTIONS

RESOLVED:

that the minutes of the meeting held 26th July 2011 be agreed as a correct record.

17. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Sally Powell.

18. DECLARATIONS OF INTEREST

Councillor Karmel made a declaration of interest under agenda item 11 High Level Revenue and Capital Budget Monitoring Report 2011-2012, as he had previously served as Chairman of the New Deal for Communities committee mentioned in the report.

Councillor Donald Johnson made a declaration of interest under agenda item 4 Overview and Scrutiny Task Groups, as he was employed by one of the utility companies being interviewed by the Get H&F Moving Public Utilities Lane Rental Scrutiny Task Group.

19. OVERVIEW AND SCRUTINY TASK GROUPS

An update was provided on the status of Overview and Scrutiny Task Groups. The Committee was informed that the Task Group established on 26th July 2011; Get H&F Moving: Public Utilities Lane Rental Task Group, which was conducting an inquiry into a possible scheme to regulate road works, had convened twice and was receiving evidence from stakeholders including the Cabinet Member for Environment, Thames Water, residents associations and other interest groups. The Task Group was considering the desirability and feasibility of the scheme, including any technical aspects of a possible scheme. The Task Group would then agree a report for submission to the Overview and Scrutiny Board on 30th November 2011.

The Committee was also informed that the Children's Oral Health Task Group report, agreed by the Committee on 26th July 2011, was due to be considered by Cabinet on 10th October 2011, which would agree the Cabinet's Executive Response. The report had also been submitted to the NHS PCT and an Executive Response requested and it was anticipated that the report would also be considered by the Shadow Health and Well Being Board.

20. SELECT COMMITTEE REPORTS

The Committee received update reports from the Education Select Committee, the Environment and Residents Services Select Committee and the Housing, Health and Adult Social Care Select Committee.

21. TRI-BOROUGH MANAGED SERVICES PROGRAMME

A report of the Director of Finance and Corporate Services was received to provide an update on the Tri-Borough services programme.

It was asked if, as Programme Athena was a pan London programme, the Tri-Borough partnership was in concordance with this. It was responded that it was and that the other London boroughs were attempting to co-ordinate software platforms, like the SAP system, through Programme Athena.

It was asked if there are any additional risks identified for services managed through the Tri-Borough managed services solution. It was responded that there was not a risk free option and that the Member challenge arrangements will help to mitigate risks.

It was asked what savings were envisaged through Programme Athena. It was responded that cost estimates were available to Cabinet in June 2011. This included £200,000 saving on Human Resources (HR) costs, although there were at that time no detailed plans on how this would be delivered. Savings from transitional HR systems might include the advice line and transference to self service systems delivered, for example, through the internet.

It was asked if it was correct to say that activity generated in HR had been high to deliver single status but that now it was returning to a more stable

rate. It was responded that in fact HR was now reaching a peak of activity due to work on change management. Savings in finance and HR was not anticipated until 2014.

It was asked if there had been any benchmarking against the private sector for finance as a percentage of turnover. It was responded that this had taken place as far as feasible within existing resources. It was anticipated that some costs reduced as a result of joint services in HR under the Tri-Borough arrangements.

It was asked if the number of part time trade union officials was to be reduced. It was responded that the strategy was to reduce the number of trade union paid officials.

A question was asked about maintaining and improving the quality of services under the Tri-Borough arrangements. There was an aspiration to improve quality across the three boroughs through shared services.

It was asked if the Tri-Borough managed services provided opportunities to secure better value for money when commissioning services and whether this had been evaluated. It was replied that this had not been possible at that moment as it was not possible to evaluate a comparison. The Cabinet Member for Strategy commented that the administration had engaged in the externalisation of services five years previously to reduce costs, which had also prepared the ground for the Tri-Borough joint services arrangements. It was therefore not possible to distinguish accurately between the savings accrued in preparation through efficiencies and further savings accrued after the Tri-Borough arrangements had been introduced; these were joint strategies towards more efficient services.

RESOLVED:

that the Tri-Borough Managed Services Programme update report be noted.

22. TRI-BOROUGH SERVICE PROVISION

The Committee received a report of the Director of Finance and Corporate Services to summarise how services were to be provided across the geographical areas and how it was ensured that Hammersmith and Fulham services were not adversely affected by a crisis at either Westminster Council or Kensington and Chelsea Council.

It was asked what the guarantees were that, in the case of a crisis, services would be maintained. It was responded that all services had an agreed mandate agreed by the respective Cabinet Member of the local authority, scrutinised by the respective scrutiny committees. It was explained that, under the Tri-Borough arrangements, there was in fact a more transparent system of agreed service delivery levels. The Section 105 officer, which was the Director of Finance and Corporate Services, had the responsibility to ensure that the correct allocation of resources was maintained at each local authority according to the agreed mandates and budgets.

The Director of Children's Services said that the Tri-Borough shared service arrangements also provided an opportunity to improve arrangements for the greater security of service provision across partner authorities, as there were already occasions when local authorities were called upon to help each other in a crisis. Tri-Borough arrangements were an opportunity to provide better co-ordination and secure service provision in such eventualities.

Clarification was sought on the meaning of "host" authority under Tri-Borough arrangements. Each of the shared local authority services had a designated "host" authority, which is the main base of the delivery of that shared service. Responsibilities for hosting shared services were allocated between the participating authorities.

It was asked what the arrangements were for scrutiny of the shared services. There was an expectation that sovereignty would be maintained in each of the participating councils and that each council will follow its own constitutional scrutiny arrangements, as was currently practiced.

RESOLVED:

that the Tri-Borough Service Provision report be noted.

23. TRI-BOROUGH - CORPORATE SERVICES

The Committee received a report of the Director of Finance and Corporate Services to provide an update on the implementation of the Tri-Borough arrangements for corporate services.

A question was asked about ownership of the corporate website. It was clarified that each council will retain ownership of its website and that although the websites may move to a shared platform the brand images of each council will be retained.

Reference was made to the medium term approach from 2013 onwards. It was asked who currently owned the property management database. It was replied that there were three property management databases for the three councils and that a new database was to be set up that would work across the three local authorities.

RESOLVED:

that the Tri-Borough Corporate Services Update report be noted.

24. TRI-BOROUGH - RISK MANAGEMENT

A report was received on Tri-Borough risk management and presented by the Principal Consultant Risk Management.

It was asked who made up the membership of the Member Steering Group. The steering group is made up of Cabinet Members and other councillor representatives from each council.

It was reported that financial sovereignty would be maintained as budget and performance monitoring remaining with individual council's arrangements. The Accounts section would be working on this closely over the following six months.

The difference in costs given in the report was queried, between £35m in one section and £33.4m in another. It was clarified that the £35m figure was given as the planned amount and the £33.4m as the actual amount according to the current analysis.

RESOLVED:

that the Tri-Borough Risk Management report be noted.

25. TRI-BOROUGH - SAVINGS ANALYSIS

The Committee received a report of the Director of Finance and Corporate Services on Tri-Borough implementation plans savings analysis, which provided an update on the savings for the Tri-Borough proposals.

It was asked if it was possible to have a breakdown of the Savings Attributable to Hammersmith and Fulham provided in Table 2 of the report. A breakdown of these savings items would be provided to members of the Committee, as requested.

RESOLVED:

that the Tri-Borough implementation plans savings analysis be noted.

26. HIGH LEVEL REVENUE AND CAPITAL BUDGET MONITORING REPORT 2011-2012

The Committee received a report of the Director of Finance and Corporate Services to set out the forecast outturn position for 2011-2012 revenue and capital budgets, as at the first quarter, and explain any significant variances.

RESOLVED:

that the report be noted.

27. MONITORING PERFORMANCE 2011-2012

A report was received to update the Committee on the first quarter status on financial, HR, Electoral Registration and Contact Centre performance indicators (PIs) and the process on reporting key PIs contained in the Council's Local Area Agreement and Community Strategy.

It was queried why PI NI181, the time taken to process housing benefit and Council Tax benefit new claims and change events, was "Not Improving". It was responded that this performance issue had been reviewed and that it was expected that there would be a turnaround in this PI by the end of the year.

It was asked how important targets were to the management of council services. It was responded that they were very important and that performance against targets were reviewed quarterly in management meetings, where it was identified when targets were not met.

It was suggested that consideration be given to redrafting the PI on rolling registration.

RESOLVED:

that the report be noted.

28. WORK PROGRAMME AND FORWARD PLAN 2010/2011

The Committee received a report to outline the updated Overview and Scrutiny Board Work Programme 2011-2012. It was queried why items had been deferred from the 21st September 2011. It was clarified that those items had been deferred to the next meeting of the Committee.

RESOLVED:

that the updated Overview and Scrutiny Board Work Programme 2011-2012 be noted.

29. DATES OF NEXT MEETING

The date of the next meeting was 30th November 2011.

Meeting started: 7.07pm
Meeting ended: 8.40

Chairman

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Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Recommendation and Action 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 respect of those substantive recommendations and actions arising from the Overview & Scrutiny Board.

Minute No.	Item	Action/recommendation Lead Responsibility	Progress/Outcome	Status
26.	The Spending Review 2010	A list of all ring fenced grants that are planned to be rolled into formula grant/remaining ring fenced grants, plus a subsequent list to reflect any further changes. A briefing note on community budgets to be provided. Public Works Loan Board rates to be provided.	Contained within appendix 5 of budget report. Circulated 16 December 2010. Circulated 03 December 2010	Complete Complete. Complete.
27.	Monitoring Performance	Recommended that the environment indicator is not pursued. Further information to be provided in respect of areas in which there were backlogs in processing housing benefit and council tax benefit claims (N181) and action taken to address these.	Recommendation accepted Circulated 10 December 2010	Complete Complete

28.	High Level Revenue and Capital Budget Monitoring Report 2010-2011	<p>Recommended that the information in respect of the projected year end position of the Housing Revenue Account be presented more clearly.</p> <p>A list of area based grants and specific revenue grants and those which had been reduced in year be provided.</p> <p>Information in respect of the part of Askham referred to in the asset disposal risk included in the MTFs and rent income risk be provided.</p>	<p>Contained within appendix 5 of budget report.</p> <p>Information circulated 16 December 2010.</p>	<p>Complete.</p> <p>Complete.</p>
32.	H&F Bridge Partnership Performance Annual Report	<p>Recommended that training should be provided in best practice storage.</p>	<p>Cleared this was responded to previously with an offer to members to have some 1-1 training</p>	<p>Complete</p>
41.	World Class Financial Management Programme	<p>The percentage of electronic payments to be added to the performance measurements monitored by this committee.</p> <p>Information to be provided in respect of the cost of making a payment by cheque.</p> <p>An update report to be provided in respect of duplicate payments.</p>		
42.	Select Committee and Task Group Reports	<p>Recommended that Housing, Health & Adult Social Care Select Committee should request an officer report in respect of Hammersmith & Fulham, Lift Maintenance.</p>	<p>Item added to the work programme.</p>	<p>Complete</p>
50.	Monitoring	<p>Action: Comments to be provided in</p>		

	Performance	respect of Tackling Crime and Anti-social Behaviour indicators, where the target has not been met. Action: Director of Finance and Corporate Services		
51.	High Level Revenue and Capital Budget Monitoring Report 2010-2011, Quarter 3	Action: Further information to be provided in respect of the housing schemes under consideration (briefing). Action: Acting Director of Housing and Regeneration		
52.	Localism Bill 2010/2011 Briefing Note	Action: Clarification of local authorities' current and proposed freedom to determine qualification criteria for housing allocations to be provided (update report). Action: Strategy Manager		
53.	Tri-Borough Working	Action: Staffing numbers across the three boroughs to be provided (update report). Action: Chief Executive		
55.	Work Programme and Forward Plan 2010/2011	Action: An interim report in respect of the Local Housing Company be provided.		
7.	Hammersmith & Fulham Annual Complaints Report	Recommended that: The customer complaints process include	Recommendation accepted	

		<p>requesting and recording customer response at the end of the complaint process.</p> <p>Action: the Overview and Scrutiny Board receive an update on corporate complaints after 6 months.</p>		
9.	The Children's Oral Health Task Group Report	<p>RESOLVED that:</p> <p>the report and recommendations be agreed and to referred to Cabinet and the PCT, requesting an Executive Response (which includes Executive Decisions for each Scrutiny Recommendation) and referred for consideration at full Council.</p> <p>Action: Director of Children's Services, Director of Community Services, Scrutiny Co-ordinator</p>	The scrutiny report was received by the H&F Cabinet and the NHS PCT and the Executive Response from each organisation received by the Education Select Committee 22 nd November 2011.	
11.	Tri-Borough Implementation Plans	<p>RESOLVED: that the committee be provided with copies of the service mandates as evidence in the consideration of the tri-borough arrangements at a future meeting of the Overview and Scrutiny Board.</p>	The service mandates have been included in the scrutiny work programme in the consideration of the tri-borough arrangements.	
14.	Monitoring Performance 2010-2011, fourth quarter	<p>It was asked what the difference in terminology was between "Static" (page 356, PI code FCS082) and "Not Improving" (used elsewhere) in the performance tables listed at the back of</p>		

		<p>the report.</p> <p>The Director of Finance and Corporate Services undertook to provide definitions to members of the committee in writing.</p>		
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London Borough of Hammersmith & Fulham

OVERVIEW AND SCRUTINY BOARD

DATE	TITLE	Wards
7 th December 2011	Engaging with Young People through Overview and Scrutiny	ALL

SYNOPSIS

This report is written by the Children and Young People's Involvement Officer and members of the Borough Youth Forum (BYF). It outlines the potential for the involvement of young people in the Hammersmith and Fulham Overview and Scrutiny committees.

CONTRIBUTORS

Representatives of the Borough Youth Forum and the Children and Young Peoples Involvement Officer.

RECOMMENDATION(S):

It is recommended that:

- i. the Overview and Scrutiny Board note the role that the overview and scrutiny process has had in engaging and involving young people in the local decision making process both in Hammersmith and Fulham and other local authorities and
- ii. consider proposals for how this might be enhanced and embedded into local practice.

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NEXT STEPS

A date to then be agreed for the Borough Youth Forum and witnesses from other boroughs to attend a panel meeting to present the report and to agree actions for the continued involvement of Borough Youth Forum in Overview and Scrutiny and mutual support structures.

1. INTRODUCTION

The Borough Youth Forum has successfully engaged with Members of the Education Select Committee and actions have been agreed for their constructive and ongoing involvement and mutual support. The BYF and the Youth Involvement Officer would like to extend their involvement to Overview and Scrutiny, thus ensuring that the voices of young people are heard at every level of the Council's decision making structures and that young people are not only involved in decisions surrounding 'youth specific' services and issues, but also in those that may indirectly impact upon them as residents.

This paper outlines the benefits of involving young people, examples of how young people can be involved in Overview and Scrutiny, good practice examples from other boroughs and proposals for involving young people in Overview and Scrutiny in Hammersmith and Fulham.

2. What is the Borough Youth Forum?

2.1. The Borough Youth Forum (BYF), the equivalent to Youth Councils in other boroughs, is at the heart of the youth involvement structure in Hammersmith and Fulham. For details of all youth involvement programmes see:

http://theintranet/Departments/Childrens_services/159214_Youth_involvement_intranet.asp

http://www.lbhf.gov.uk/Directory/Education_and_Learning/Extra-curricular_activities/Young_peoples_organised_activities/23130_Young_people.asp

2.2. The BYF is made up of 30 young people who have been elected from schools, colleges, youth projects and services in the borough. Many have been elected by their school councils. They are a 'voice' for young people in the borough and develop different ways to find out the views of young people (including the use of social media, video, and interviewing) and present them to decision makers. They work with the Council and health services to give their opinion on policies, activities and services for young people in the borough, and participate in various projects and consultations, such as attending the borough's Crime Summit to present the views of young people on how crime affects them, inputting into the strategic plan for Children's Services and meeting with Members of the task group for children's oral health to share their experiences of oral health care.

2.3. Once a year, members of the BYF decide whether they wish to stand in the UK Youth Parliament elections to become Member of Youth Parliament (MYP) for Hammersmith and Fulham and represent the borough at a regional and national level. The 2011 elections were held in February in schools and youth projects throughout the borough. Over 2,900 votes were received and

our current Member of Youth Parliament, Chikira Smith-Richards (16) and Deputy Member, Josie Durley (15) were elected. They have since attended various regional meetings, where they are involved in campaigns including the improvement of sex and relationship education and the inclusion of political education into the curriculum and are in the process of producing scrutiny style reports on these issues, which will be presented to Ministers. BYF support the MYP and DMYP by seeking the views of young people on these issues and feeding them back to the MYP and DMYP.

3. Why Involving young people is important

3.1. National Context

Children and young people are integral to every community. They have a right to be heard and taken seriously and to be involved in the decisions that affect them. This is enshrined and/or recommended in a plethora of legislation and guidance: the UN Convention on the Rights of the Child 1989, Human Rights Act, 1991, the Children Act 2004). It is widely accepted that professionals should work with children and young people to develop ways of ensuring that their views are heard and valued and encouraging them to participate in creating, building and improving services to make them more responsive to their needs.¹ Research and experience have shown that children and young people respond better to services and achieve better outcomes if they participate in the decision-making process. This is just one of the many benefits highlighted by researchers, which include:

- More accountable and improved structures policies and decision making, and a strengthening of democratic legitimacy.
- Improved, provision, uptake and cost effectiveness of projects, programs and services.
- Recognition of children and young people as stakeholders (as creators and not just consumers).
- Improved collaboration, respect and communication between young people and professionals.
- Providing a means for under represented groups to be heard.
- Engendering responsibility including increased aspirations, citizenship and trust in the democratic process.
- Children and young people develop transferrable skills, and an understanding of how decisions are made and how to contribute to them.
- They also have a unique opportunity to add to their CV's and reference portfolios and receive accreditations.

In this current economic and political climate, with unprecedented cuts in public spending, involving the public in the design and review of services to ensure that they are responsive and therefore cost effective is increasingly important and it is clear that young people are at the front line of the current challenges. The Coalition Government's vision for Britain includes a focus on

¹ **Lansdown, Gerison** (1995) Taking Part: Children's participation in decision making. IPPR.

the importance of children and young people's involvement and decision making in the design and review of public services, with the 'Big Society' agenda focused on supporting individuals to be active in their communities. In

3.2 Local Context

A key priority of Hammersmith and Fulham Council as part of its corporate responsibility is the engagement and involvement of residents in decision making. Throughout the past few years, there has been increasing focus and commitment to involving young residents across the Council and PCT services. There is a youth involvement structure in place and with support of the Involvement Officer, an increasing number of service areas are engaging young people in their decision making structures.

A clear example of this increasing focus and commitment is also evident in a quote from the Council Communications and Policy Team:

"The ongoing involvement of children and young people is absolutely crucial to the Council, not only in decision making, but also in the formation of ideas before decision making. For example, the Council is working to bring much needed investment to our neighbourhoods over the next 20 years, bringing new job and housing opportunities. Young people stand to benefit the most and need to be involved in helping shape what that future looks like."

4. Borough Youth Forum's Involvement in Overview and Scrutiny in 2011

The Education Select Committee.

4.1. BYF have already successfully engaged with Members of the Education Select Committee (ESC) and on the 11th April 2011 the BYF held an informal workshop with Members of the ESC, with the aim of giving BYF, Members and Officers a chance to meet each other and find out what each other do and for both groups to consider how they can work together and support each other in the future.

4.2. The event was entirely planned and facilitated by Borough Youth Forum Representatives. The young people set the agenda, chaired the meeting and engaged Members and Officers in 'icebreakers' and group discussions.

4.3. Following from the break out session discussions, clear recommendations for continued involvement of the BYF were identified, which included:

- BYF to produce DVD's of young people's views on topics that the Committee are planning to scrutinise to be shown and considered at future Committee meetings.
- The BYF to be used as expert witnesses at Committee meetings where appropriate.
- The BYF be considered to be used to help write and conduct questionnaires, where appropriate.

4.4. Members of the BYF gave the following feedback on the event:

"The evening was a great opportunity for the BYF reps and Councillors from the Education Select Committee and other council employees to get to know what each other does. The evening included a name game as well as the (slightly) more serious question and answer sessions where councillors and BYF reps learnt about each other's responsibilities. This led to lots of action points being made, hopefully leading to the BYF and council having a closer relationship; the evening was very productive and is hopefully the first of many" (Julia Simons, BYF Rep 14)

"Last week we talked to some councillors about what they did. We also told them what we did and talked about how we could work together to achieve both of our goals. I think that it was a very productive session and we should continue to work together to help the young people of Hammersmith and Fulham". (Josie Durley - 15 Deputy Member of Youth Parliament)

4.5. Following the meeting, BYF have produced a video which features young people's views on health, which was shown at the Education Select Committee in September 2011. Feedback was given and additional areas that BYF can explore have been suggested including looking at young people's experiences of sexual health, smoking and alcohol. Young people eating too much fast food was identified as a particular issue on the video so BYF are going to carry out further research into this area and feed this back to the ESC at the next meeting.

The Children's Oral Health Scrutiny Task Group

4.6 During 2011 members of the BYF have also represented young people as expert witnesses on H&F's Children's Oral Health Scrutiny Task Group. Representatives of BYF at the Task Group Stakeholder Forum on 11th May 2011 and met with the Chairman of the Task Group to discuss their views. Members of the BYF also submitted a report as evidence to the Task Group inquiry and contributed to the design and content of questionnaires and publicity, helping to make the inquiry more young people focused.

4.7 The BYF received the final Overview and Scrutiny Children's Oral Health Task Group report and provided a response to the report, along with the Executive Response from the NHS PCT and Council Cabinet, to the Education Select Committee 22nd November 2011.

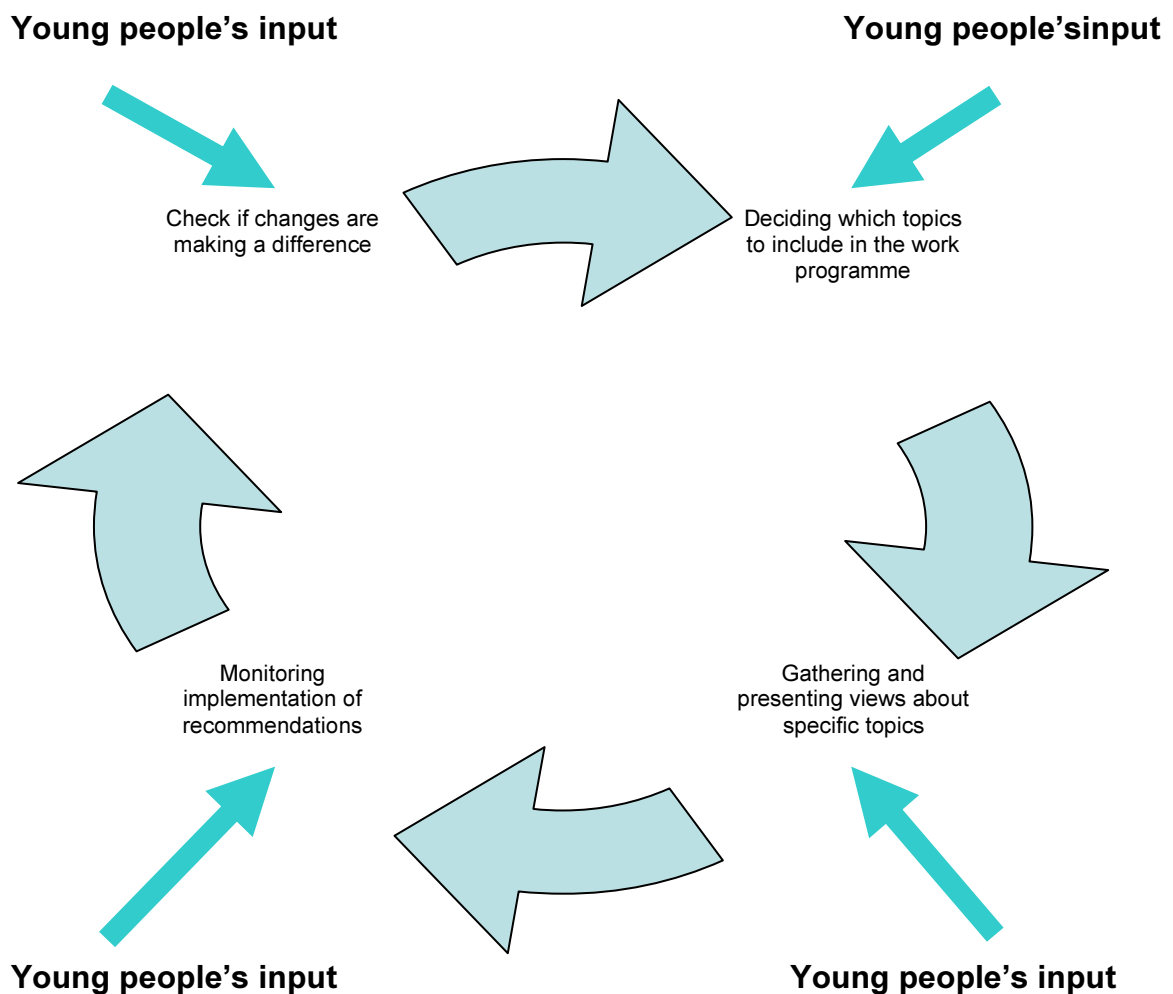
5. How can young people be involved in Overview and Scrutiny?

Through their overview and scrutiny function, councils can use a range of creative and innovative ways to gather an evidence base about what matters to young people and how young people would like to see future services planned and delivered around their needs and aspirations.

‘Tomorrow’s People?’ A guide for overview and scrutiny committees about involving young people in scrutiny by the Centre for Public Scrutiny aims to help overview and scrutiny committees (OCS) understand the context and ‘business case’ for involving young people in decision-making and to help them be more effective in including young people in their work.

<http://www.cfps.org.uk/what-we-do/publications/cfps-general/?id=150>

The guide explains how there are opportunities to involve young people throughout the whole ‘scrutiny cycle,’ as illustrated in the diagram below.



As well as involving young people directly in scrutiny reviews, overview and scrutiny committees can ask for young people’s views about the topics committees should be covering in their work programmes and include them in monitoring implementation of their recommendations.

6. Case Studies of how other boroughs have successfully involved young people in Overview and Scrutiny Panels.

6.1. Westminster

In Westminster they have recently set up their first scrutiny group made up entirely of young people, consisting of 8-15 young people aged between 16-19, supported by staff from Youth Services and the Member Services Scrutiny Team. The Panel was running until early summer 2011 and reported back to the full Children and Young People Policy and Scrutiny Committee. The panel did not replace the existing ways in which young people are involved the democratic function of the Council (including through the Westminster Youth Council) – in fact it helped to enhance their involvement and help to raise the profile of young people's views.

In addition to influencing the Council and partner's work, there were Personal development gains for young people. Supported by officers, during their reviews they developed new skills in research and evidence collection, running meetings, learning how services are delivered via site visits, interview skills and presentation techniques, report writing and many more key skills. The Panel met senior politicians and officers and organised its own press coverage.

The panel met every two weeks for evidence sessions. They started by asking young people how they perceive Westminster and what their positive and negative experiences are of living in the borough. From the feedback, they were able to prioritise issues they might want to investigate. After a shortlisting exercise, the group decided to investigate the interrelated issues of youth anti-social behaviour, challenging the negative perceptions of young people and how young people can play a greater role in their local communities.

From this work they produced a report, which featured a series of recommendations for the council on these issues, including top tips for getting young people involved in future decision making. The report was presented to the Children and Young People Policy and Scrutiny Committee for consideration before going to the Cabinet Member for Children's Services.

Each meeting of the Panel involved an evidence session where the young people furthered their investigation and a research training element during which the participants have explored how to use a variety of research methods. As part of the project the Panel has conducted the following:

- Question and answer sessions with cabinet members including those with responsibility for children and young people and community protection.
- Constructed, disseminated and analysed a survey of young people to investigate their perceptions of crime, how valued they feel in their communities and if and what they would do to improve their local areas.
- Ran a workshop at the Maida Vale Area Forum to hear the views of local residents.
- Attended a tour of the Ebury Bridge Estate with the neighbourhood crime reduction team.

- Received a presentation on crime and anti-social behaviour in Westminster and posed questions to the community protection team.
- Asked for the views of the Youth Offending Team.
- Met a youth ambassador for the pan-London 99% Campaign promoting the fact that 99% of young Londoners are not involved in serious crime.
- Held a session to learn and ask questions on the value of estate-based intergenerational work.
- Met with the Parliamentary Outreach Services and attended a tour of the Houses of Parliament to learn more about how laws are made and decision-makers are held to account.

Cllr Ian Adams, Chairman of the Children and Young People Policy and Scrutiny Committee, says “we’ve been consistently impressed by the quality of input when young people have participated or provided evidence to scrutiny sessions, so we thought it was high time for them to be given a chance to set their own agenda for scrutiny. Young people are often more informed than they are given credit for and can offer valuable alternative viewpoints on key issues.

The fact that scrutiny could also contribute to the personal development of young people at the same time made it a simple win-win scenario. Having it count toward the service element of the Duke of Edinburgh award is definitely a big bonus in terms of providing an incentive to participate and giving something back to those involved”. Two young people involved in the review commented that;

“The Panel is a brilliant opportunity to express what we feel is important and to scrutinise what we want changed and improved”

“I joined the Panel to contribute to my community and make a difference”.

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6.2. Brent

In Brent they involve members of the Brent Youth Parliament in Overview and Scrutiny Committee meetings. Although they understand that it is not the most child friendly forum, they have had some elements of success:

- The chair of the committee is a keen advocate of listening to children and young people and has a proactive approach to involving children and young people’s views and concerns.

- The chair asks the Youth Parliament to bring issues to the attention of the committee (so that the committee can respond to concerns raised directly by children and young people).
- The issues that are highlighted by the Youth Parliament are taken into consideration and on one occasion became a piece of work that was taken on by a task group of the committee.
- The OSC meetings take place in the evenings and the chair always makes sure that the agenda items where children and young people are present are dealt with first so they can leave after that, if needed.
- Transport costs to and from the meetings are reimbursed to children and young people and refreshments are provided to all attendees.
- The chair is keen to have children and young people involved so he makes sure any jargon is explained and also gives them a platform to speak during the meetings.
- Copies of the agenda and supporting documents are sent to the children and young people attending and the participation worker in advance.
- Briefings are given to the young people from the participation lead.
- The young people are invited to the pre-brief for the OSC meeting so they get a feel of what to expect at the meeting.
- The chair meets with members of the Brent Youth Parliament on a quarterly basis in between meetings (in a less formal setting) in order to get a better idea of the issues that affect local residents and especially the children and young people themselves so he can then plan the work of the committee based on resident need.
- The minutes of the meetings always acknowledge the children and young people present and any contributions made by them.
- It has been recommended that where applicable, reports submitted to the OSC that may have a direct impact on children and young people should have a section entitled 'young people's views'. This should demonstrate how children and young people are involved in discussion and that their views are given due weight. We are working towards implementing this in the future.
- Before the meeting, the Participation Worker receives all the relevant papers from the Policy and Regeneration Officer.
- They have some standing members of BYP who attend all the OSC meetings, but any BYP member particularly interested in the agenda item can also attend (so I pick the right young person to attend each meeting).
- The Participation Worker meets with the young people before each meeting to explain what the paperwork is all about.
- The young people attend the pre-meeting where all the presenters and chair have a brief discussion on how the meeting will be conducted. This is a good opportunity for the young people to relax and get to know each person and familiarise themselves with the agenda as well as with the chair. Then immediately after meeting the worker talks to the young people about anything they feel needs to be further investigated and they have an informal chat about how the meeting went.

- Most recently, the BYP executive attended the scrutiny committee to discuss the six library closures in Brent, BYP as a consortium of young people put forward recommendations in relation to the closures, of which one was passed.

For more information, contact:

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6.3 Hackney

During a recent review of 'Estate Safety and Tackling Anti-Social Behaviour', London Borough of Hackney wanted to address the perception that most anti-social behaviour is caused by young people hanging out and being intimidating. The Scrutiny Commission wanted to understand what young people's views were - notably what their own fears were, what sort of anti-social behaviour most affected them, and how we could improve reporting methods?

Recognising that a bunch of councillors and officers in suits wielding a survey was unlikely to gain the best output from young people on housing estates, the OSC worked closely with the Hackney Youth Parliament, who then took the questionnaires onto the streets and in to youth clubs. The response from young people was far better than could have been achieved without their involvement. Views from the Youth Parliament itself were useful too. A significant amount of preparation went in to it from the Scrutiny side, including a full Saturday session with the Youth Parliament to draft the survey and plan the approach to gaining feedback. They also needed to balance other pressures on young people's time with the need to meet the Scrutiny Commission's tight reporting deadlines. They were fortunate that the Youth Parliament had already received some consultation training, and working closely with the council's Youth Services meant they could rely on the support of enthusiastic staff who, importantly, already had relevant Criminal Records Bureau checks.

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7. Proposals for the involvement of BYF in Hammersmith and Fulham Overview and Scrutiny

The following proposals have been identified to facilitate greater co-ordination, engagement and involvement of BYF in Overview and Scrutiny.

- One or two of the Overview and Scrutiny Board to meet with the BYF to explain what O&S is and their work programme.
- To include on the Overview and Scrutiny Work Programme 2011-12 a presentation by BYF highlighting their role, the way they work, the key issues identified for young people in H&F and the ways in which the BYF and O&S- and other council and community bodies can work together to make sure that issues for young people are included, followed by questions.
- This could potentially result in suggested topics coming forward for OSB across any of the committees, further work for the OSB or in recommendations to the Council Cabinet or other local bodies.
- Witnesses from Westminster and Brent will be invited to a subsequent meeting to give examples of how young people and Scrutiny Committees are working well together.

This could result in actions to ensure the continued involvement of young people, which could for example include:

- Agreed guidance to be produced on how BYF can affect the decision making processes through scrutiny or how scrutiny can engage with young people, which maybe useful to other youth forums and Scrutiny Committees nationally.
- This example to be used as a case study of involvement of young people in formal meetings for inclusion in a toolkit being produced by the Children and Young People's Involvement Officer, which is aimed at extending the scope of Children and Young People's Involvement.
- BYF representatives work with members of OSP to produce a 'young person friendly guide on council decision making structures which could be included in the training for new Borough Youth Forum Representatives and Youth Commissioners.
- The O&S Committees at Hammersmith and Fulham work with the Borough Youth Forum to engage and represent young people wherever young people are a key stakeholder in issues under their consideration.
- The BYF to consider the issues under consideration of H&F O&S Committees into the future (selecting from the O&S Annual Work Programme) and flag up where they think young people have a particular interest by writing to the Chairman of the relevant committee in advance of the meeting.
- BYF to be considered as a one of the external stakeholder groups that Scrutiny has a relationship with and be defined in similar terms. This relationship is characterised by being recognised by OSB, by OSB being open to suggestions on its work programme, especially during its

annual review, by OSB inviting BYF representatives to attend as expert witnesses where appropriate, by BYF making proposal to OSB as part of a scrutiny investigation and submitted as reports and/or evidence to the committees and by OSB making recommendations to BYF where appropriate.

8. RECOMMENDATIONS

- i. The Overview and Scrutiny Board note the role that the overview and scrutiny process has had in engaging and involving young people in the local decision making process both in Hammersmith and Fulham and other local authorities and
- ii. consider proposals for how this might be enhanced and embedded into local practice.

LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	"Tomorrow's People- A Guide for Overview and Scrutiny Committees about involving young people in scrutiny": The Centre for Public Scrutiny: Local Government Group		http://www.cfps.org.uk/what-we-do/publications/cfps-general/?id=150
2.	The Young People's Scrutiny Panel-Final Report- Westminster	Michael Carr – Scrutiny Development Officer/0208 753 2076	Governance & Scrutiny, Room 133, Hammersmith Town Hall
3.	Brent Youth Parliament Report to Overview and Scrutiny	Brenda Whinnett Children and Young People's Involvement Officer 0208 753 6232	



London Borough of Hammersmith & Fulham

OVERVIEW & SCRUTINY BOARD

DATE

7 December 2011

REFORMING CUSTOMER ACCESS AND PUBLIC SERVICE DELIVERY

Wards

All wards

In response to the administration's priorities of reforming public service delivery and to ensure best possible outcomes at lowest cost, it is recognised that the Council needs to transform relationships with customers. The Customer Access and Service Delivery Portfolio is one of 4 key and cross cutting portfolios that is developing and delivering new ways of delivering services in addition to MTFS savings. In 2011/12 and 2012/13 a key focus for the portfolio is 'self service' and delivery of an 'e-services' programme.

This report introduces Scrutiny to the Customer Access and Service Delivery Portfolio with a particular focus on the self serve strategy and e-services programme. As we move from design into implementation, Scrutiny are asked to consider how we can best engage with our customers to encourage and support them to interact with services in different ways and to do more for themselves.

CONTRIBUTORS

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Customer Transformation

Claire Barrett, Portfolio
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Jane West, Director of
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Services

RECOMMENDATION(S):

- To note the aims and objectives of the customer access and service delivery portfolio;
- To note the self service strategy and role of e-services within this;
- To make recommendations on how we could encourage and support our customers to engage with us in different ways including increasing self service and uptake of e-services.

CONTACT

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NEXT STEPS

Scrutiny recommendations will be fed into the self serve strategy and in particular the E-services programme of work.

1. INTRODUCTION

- 1.1 In response to the administration's priorities of reforming public service delivery to ensure best possible outcomes at lowest cost, Like many authorities, officers at H&F realise that continuing to operate and drive savings within departmental service silos will not deliver against the current fiscal challenge and is not a sustainable approach. The Council has therefore put in place 4 transformation portfolios as vehicles for governing and delivering cross Council projects and programmes to drive Medium Term Financial Strategy (MTFS) savings. These are outlined in Table 1.

Portfolio	Vision	Purpose	Scope
Customer Access and Service Delivery	To deliver the lowest cost, best possible quality, customer-focused self-service/s	To drive MTFS savings while maintaining or improving the customer experience. Providing services that are delivered with better customer self-service and designed to keep costs lowered	Through key strategic projects, focus on the ways customers access our services. Deliver current transformation programmes or cross cutting enabling projects with a customer theme. Focus on next steps, innovations and plan for growth benefiting H&F and our customers
Market Management	To become a more commercially focused and effective organisation that is customer/client focused, minimising cost and maximising potential revenue	To drive MTFS savings and meet changing residents' needs by becoming more commercially oriented in the way we buy, supply, manage and sell our services. To provide expert knowledge and support to enable the development of new provider models such as social enterprises and	Partner and market management, commercialisation and procurement

		employee-led mutuals	
Transforming the way we do Business	To be a 'fit for business' organi- sation, improving services through innovative and productive ways of working	To drive MTFs savings through developing more efficient use of resources, increased self-service internally, innovative working practices and streamlined service design to improve services for our customers and enable high productivity	Assets and resources, processes, people and culture, technology and information
Housing and Regeneration	To build a strong community/a borough of opportunity for all	To drive a step- change in physical, social and economic opportunities by raising aspirations, increasing employment and affordable home ownership. To contribute to HRA and general fund savings and a medium to long-term reduction in demand for council services	Projects which transform neighbourhoods through increased employment, educational attainment and home ownership opportunities, reducing crime and supporting equality of health outcomes

- 1.2 This report introduces Scrutiny members to the Customer Access and Service Delivery portfolio, its background and purpose. Particular focus is then given to the Council's self serve strategy and associated e-services programme. Reports on other portfolios are programmed for future Overview and Scrutiny meetings.

2.0 BACKGROUND TO THE CUSTOMER ACCESS AND SERVICE DELIVERY PORTFOLIO

- 2.1 There have been a number of key developments and achievements at H&F over recent years, illustrating that the Council serves many of its customers well. These include the development and delivery of a customer access strategy in 2006 using predictive Experian Mosaic data and live customer feedback to inform service configuration. This led to the formation of H&F Direct and H&F Advice centres and an outsourced contact centre.

- 2.2 It is however recognised that whilst significant progress has been made, there are a range of further opportunities for the organisation to transform the way it engages with and provides services to customers. A renewed and co-ordinated focus on understanding and delivering the right services to our customers in the right way is required in order to deliver council priorities of reforming public service delivery to ensure best possible outcomes at lowest cost.
- 2.3 In response to this challenge, the Customer Access and Service Delivery portfolio was set up as a delivery and governance vehicle for the development and delivery of key strategic customer projects and programmes across the Council. The aim of the portfolio is to drive MTFs savings and maintain or improve the customer experience whilst transforming the way that services are delivered. The current portfolio of work includes a range of projects and programmes that will deliver £1.583 million in 2012/13.
- 2.4 For the avoidance of doubt, the term 'customer' refers to anyone using or interacting with services delivered by the authority; this includes residents, visitors and businesses.

3. DEVELOPING A 'SELF SERVE' STRATEGY

- 3.1 Self serve is not a new concept. Self serve is a deliberate and a critical element of the operating models of a range of private sector service organisations such as banks, supermarkets and utilities to put the customer in control and to reduce business operating costs. As part of this, customers are provided with the means (but not necessarily restricted to) self serve a range of products and services on the web, telephone and indeed in face-to-face operations (e.g. self serve checkouts in supermarkets).
- 3.2 Learning from these experiences, H&F officers are analysing how the concept of self serve can be applied more fundamentally in a Local Authority context and as a core part of the operating model to reduce costs.
- 3.3 Self serve is not just about access to services but indeed can be applied to end-to-end service delivery. In addition, the concept of self serve is not just applicable to transactional services. Examples from the health sector such as technologies that enable people to pass blood pressure readings down a phone line from the comfort of the patient's home, indicate how self serve can be applied to personal services.
- 3.4 Experience from other industries indicates that to successfully achieve a shift in customer behaviour and thus to reduce costs of customer access and service provision requires a more intelligent and customer focused approach. Moving away from a 'build it and they will come' philosophy, the most successful businesses have recognised the need

to effect a capability shift e.g. developing our telephony and web capability as well as a mindset shift e.g. customers being motivated and actively doing more for themselves.

- 3.5 Officers would welcome Scrutiny recommendations on how we could encourage and support customers to do more for themselves in line with self serve principles.

4. THE ROLE OF 'E-SERVICES' IN THE SELF SERVE AGENDA

4.1 E-services are a key enabler to delivering a self serve agenda. The development of 'My Account' (our web based customer portal) in 2010/11 has been a significant step in improving the transactional capability of our website and indeed improving our online experience for customers. Since launching, 42,000 customers have registered and are actively using the portal. As a result, our website is deemed to be one of the best in the country. The development of this and other improvements have attracted a range of interest from other authorities who are trying to develop online services.

4.2 A recent external review of our website placed us in the SOCITM top 20, rating our website 17th in the country and third in London.

4.3 However, it is recognised that there is more that we can do. Further developing our e-services (website, telephony and mobile technologies) to deliver a wider range of services and indeed delivering full, rather than parts of services is a critical element in reducing the costs of service delivery and is a key focus for the Customer Access and Service Delivery portfolio in 2011/12.

5. 2011/12 SELF SERVE STRATEGY AND KEY BENEFITS

5.1 Our 2011/12 strategy and associated programme of work focuses on applying self service principles to high volume, transactional areas of the Council. By May 2013 we will provide a full self service offer to customers in the following areas:

- Housing Register
- Development Management (Planning)
- Licensing
- Building Control
- Libraries
- Environmental Reporting
- Adult Learning

5.2 The key benefits for the customer and the Council of this approach include:

- Providing 'end to end' e-enabled transactions- making it easier for our customers to transact with us both in terms of reporting, applying for, booking or paying for services;

- Enabling customers to access services whenever they choose to do so – up to 365 days per year and up to 24 hours per day.
- Improving turnaround times for service provision by getting the customer to provide more information themselves or providing it in such a way that it enters direct into our systems, therefore not reliant upon officer input;
- Managing customer demands more effectively and reducing error demand (such as submission of incomplete forms that need to be returned);
- Reducing our operating costs through lower transaction costs;
- Protecting or in some cases driving up income including through cross selling services;
- Exploring implementing differing service levels and associated variable charging models to drive income and also incentivise behaviour. Like many insurance companies, we will also explore discounting to encourage customers to access services in ways that are cheaper for the Council to administer.

6.0 PROVIDING CUSTOMER CHOICE AND SUPPORTING CUSTOMERS TO DO MORE FOR THEMSELVES

- 6.1 The Council provides a wide range of services to a diverse set of customers. The e-services and wider self serve agenda is not about restricting customer access solely to the web and we will take great care not to disadvantage vulnerable groups. Instead it is about putting in place key capability and then understanding what it would take to make e-services the preferred access route for customers.
- 6.2 To support delivery we are exploring the potential for libraries to offer mediated support for those people who are unsure of how to transact with us through e-services (with a particular focus to online services) and/or do not have access to a computer at home. Equality Impact Assessments will be completed for each of the key services when service redesign options are being considered to manage the potential impact of service changes.
- 6.3 Officers would welcome recommendations from Scrutiny members on how we could support customers to engage with our e-services agenda and to encourage them to do more for themselves going forwards.

7. RECOMMENDATIONS

- 7.1 Scrutiny members are asked to:
- Note the aims and objectives of the customer access and service delivery portfolio;
 - Note the self service strategy and role of e-services within this;
 - Make recommendations on how we could encourage and support our customers to engage with us in different ways including increasing self service and uptake of e-services.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

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

Agenda Item 7



London Borough of Hammersmith & Fulham

OVERVIEW AND SCRUTINY BOARD

DATE	TITLE	Wards
7 December 2011	Community Budget: Prison Link Exemplar Project	All

SYNOPSIS

H&F is part of a four borough Community Budget pathfinder that has recently been awarded £300,000 from DfE to deliver a 'Prison Link' project, with the aim of reducing re-offending rates.

CONTRIBUTORS

Dave Page

RECOMMENDATIONS:

1. To review and comment on the proposals for the Prison Link Project.
2. To consider how H&F and its partner boroughs might expand their Community Budget.

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NEXT STEPS

Progress will be reported to Cabinet and to DfE.

1. INTRODUCTION

- 1.1 In the Summer of 2010, the new Coalition Government announced its plans to take forward the previous Government's 'Total Place' pilot programme with the introduction of 'Community Budgets' in selected areas. H&F, along with K&C, Westminster and Wandsworth, bid to be one of the chosen areas and, in October 2010, the four boroughs were named as one of 10 areas that would develop Community Budgets to deliver better outcomes for 'families with complex needs'.
- 1.2 The concept behind Community Budgets is that, by integrating public spending in an area, we avoid duplication and improve the co-ordination of services to deliver improved outcomes at lower cost. In the spirit of localism, the offer from Government was that Whitehall should devolve budgets to the local level, which should then be pooled and aligned as Community Budgets.
- 1.3 The Coalition's legislative programme will deliver devolved budgets, in the area of policing and health, with the introduction of Police Commissioners and GP commissioning bodies. In the area of employment support, DWP has devolved its work programme funding to a number of prime contractors on a payment by results model. Local authorities, however, have not been the recipients of any major devolvement of Whitehall budgets, which has frustrated many of the Community Budget areas, where it was expected that local authorities, or public service boards, might hold the purse strings of a 'single bank account'.
- 1.4 It is the Government's view that local authorities should be negotiating with other public sector partners to pool or align spending to deliver improved outcomes for troubled families at lesser cost to the public purse in the long term. H&F is having discussions with the work programme prime contractors (now selected) and with local GPs (prior to commissioning powers being devolved) and has a long standing joint commissioning arrangement with H&F Police to deliver 24/7 beat policing in the town centres.

2. PRISON LINK PROJECT

- 2.1 The one Department that has provided direct funding to Community Budget areas is DfE, in recognition of the fact that it is the lead department in addressing the problems of 'families with complex needs' in its funding of the Family Intervention Programme. Earlier in the year, the DfE invited the ten Community Budget areas to submit proposals for 'exemplar' projects that would seek to demonstrate improved outcomes for families with complex needs from better integrated interventions. The four boroughs were successful in bidding for a project focussed on Wandsworth and Wormwood Scrubs prisons

that would seek to maintain and promote family ties between offenders and those on the outside.

- 2.2 The project proposal takes learning from Scandinavia, which has one of the lowest reoffending rates in the world, and works on the basis that strong family ties help to reduce reoffending. Family support can not only help an offender to turn away from crime, but it can also stop young children or siblings turning to crime. By working with non statutory offenders and young adult offenders it is hoped that the damage to family relationships can be limited at an earlier stage and any further complex family needs also picked up and referred on at this point.
- 2.3 The overall aim of the project is to reduce re-offending rates of persistent, non-statutory offenders resident in Hammersmith and Fulham, Kensington and Chelsea, Wandsworth and Westminster. The key objectives are:
- To liaise between offenders in custody and their families to facilitate, maintain and develop close family ties during their period of imprisonment;
 - To develop an evidence base as to types of interventions which best enable prisoners to maintain positive contact with their families;
 - To provide early interventions for young family members to avoid inter-generational criminality;
 - To improve life chances for offenders.
- 2.4 The project will run for 2 years and focus on two overlapping cohorts:
- Offenders who are parents and have children living in the four boroughs;
 - Young adult offenders who have family members living in the four boroughs.
- 2.5 Key partners will include the Family Recovery/Family Support Programme teams from across the four boroughs, the Prison Advice and Care Trust (PACT), the Prison Service, the Metropolitan Police and the Probation Service. Links will also be made with Integrated Offender Management Boards, Multi-Agency Public Protection Arrangements (MAPPAs) and the Multi-Agency Risk Assessment Conference (MARAC).
- 2.6 The project will consist of three or four full time qualified social workers, who will forge links with and liaise between prisoners and close family members. Following initial contact with prisoners, a baseline level of information will be provided to every offender and every family that will help to raise awareness as to how to maintain good links and family relationships. The second stage of contact will be to visit the families of those offenders who are in custody to offer them the opportunity of support on any issue that is impacted by that family member being in prison.

- 2.7 This support will vary from family to family but might include:
- Support and possible joint visits for vulnerable members of the family into the prison environment (children and older people for example);
 - Referral to support agencies who can actively assist with housing and financial advice on benefits;
 - Advice on helping children to deal with an absent parent;
 - Preparation for the return of the absent family member to the household;
 - To link other preventative services into the family to channel young people away from potential offending behaviour;
 - Access to universal and targeted children’s services – from which offenders and their families tend to self exclude through fear of the consequences of identification by “the authorities”.
- 2.8 The evaluation of the project will involve the tracking of offenders in contact with the Family Link Workers and analysis of the following indicators:
- Re-offending rates of the cohort over a specified period of time (possibly six months following release), compared with historical re-offending rates of those particular offenders and/or average re-offending rates of offenders more generally;
 - The numbers of offenders maintaining family relationships for a specified period of time (e.g. 6 months) after leaving custody;
 - The number of offenders in employment, education or training after 6 months from release;
 - Other indicators relating to specific problems of individual offenders, e.g. tackling substance misuse issues.
- 2.9 The DfE has committed £300,000 to the project, over the two year period, and a further £40,000 is being sought from an evaluation fund.

3. RECOMMENDATIONS

1. To review and comment on the proposals for the Prison Link Project.
2. To consider how H&F and its partner boroughs might expand their Community Budget.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Prison Link project plan	Peter Smith	CPD/FCS Room 39, HTH

Agenda Item 8



London Borough of Hammersmith &
Fulham

OVERVIEW AND SCRUTINY BOARD

DATE 7 December 2011	TITLE H&F Bridge Partnership performance annual report	Wards All
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SYNOPSIS

This report sets out the performance of H&F Bridge Partnership in both service and financial terms and establishes its value for money to the council over the period 2010/2011.

IT is critical to service delivery improvements for the council. The IT service provided by H&F Bridge Partnership (HFBP) is of a high calibre as demonstrated by industry standard benchmarking. Nonetheless, active management of HFBP is required to ensure value for money is maintained and improved.

A separate report on the exempt Scrutiny Board agenda provides information relating to the financial or business affairs of HFBP and the Council.

CONTRIBUTORS

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Bridge Partnership

RECOMMENDATION(S):

The Overview and Scrutiny Select Board is asked to note the report.

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NEXT STEPS

HFBP performance is used in the planning process for Continuous Service Improvement.

1. INTRODUCTION

- 1.1 This report is being submitted to ensure that the council is satisfied with the value for money to the council and performance, both service and financial, of H&F Bridge Partnership.

2. BACKGROUND

- 2.1 In 2004, the Council initiated a programme for Customer First and Service Transformation, to improve services to residents in a cost effective way. Invest to Save funding was available to fund the first phases of the work but a balance of £8m was needed to fund the full implementation of H&F Direct, H&F Advice and other strategic programmes including Business Continuity. In order to achieve the required funding, the council agreed in July 2006 that a Joint Venture Company, H&F Bridge Partnership (HFBP), be set up between the council and its strategic partner, Agilisys.
- 2.2 HFBP was established to deliver a good IT service to the council, while making efficiency savings from the inherited operation in order to fund the strategic programmes. It offers the ability to innovate, economies of scale through shared services, access to private sector expertise, the transfer of delivery risk, potential for new business opportunities in the public sector across London and the capacity to manage major change cost effectively across the Council.
- 2.3 The operation of HFBP is governed by a Joint Venture Agreement and Service Agreement, both operative for ten years from 1 November 2006.
- 2.4 Since the start of the contract, new services have been added into it and its performance management regime including the council's contact centre (March 2009), the Children's Services IT service (September 2008), the Out of Hours service and the Project Management resources of the Business Transformation team (April 2011).
- 2.5 Governance arrangements were put in place to ensure its management fitted within the council's existing decision-making system, including an EMT and HFBP strategic partnership board that takes place on a quarterly basis which has proved a useful seed bed for service transformation ideas.
- 2.6 The Council is currently represented on the HFBP Board by the Leader, Councillor Stephen Greenhalgh, and Nigel Pallace, Director of Environment Services. Jane West, Director of Finance and Corporate Governance, also attends these meetings in a non-voting capacity.

3. FINANCIALS

- 3.1 Shareholding in HFBP is split 80.1% Agilisys and 19.9% Council but, to maintain balance, the Council has a right of veto over a number of key control issues, including change of ownership, issuing of shares and entry into major contracts. The Council is thus able to exercise a

degree of influence over HFBP without falling foul of technical accountancy and procurement requirements which might otherwise limit the practical financial and commercial benefits of the HFBP option.

- 3.2 HFBP delivers the Council's IT services and has committed contractually to ensuring that the additional investment currently deemed necessary is made available, to ensure the Council's strategic programmes are implemented and provide expertise to ensure the transformation programmes are delivered efficiently and sustainably to the Council.

4. DELIVERING EFFICIENCY AND COST SAVINGS

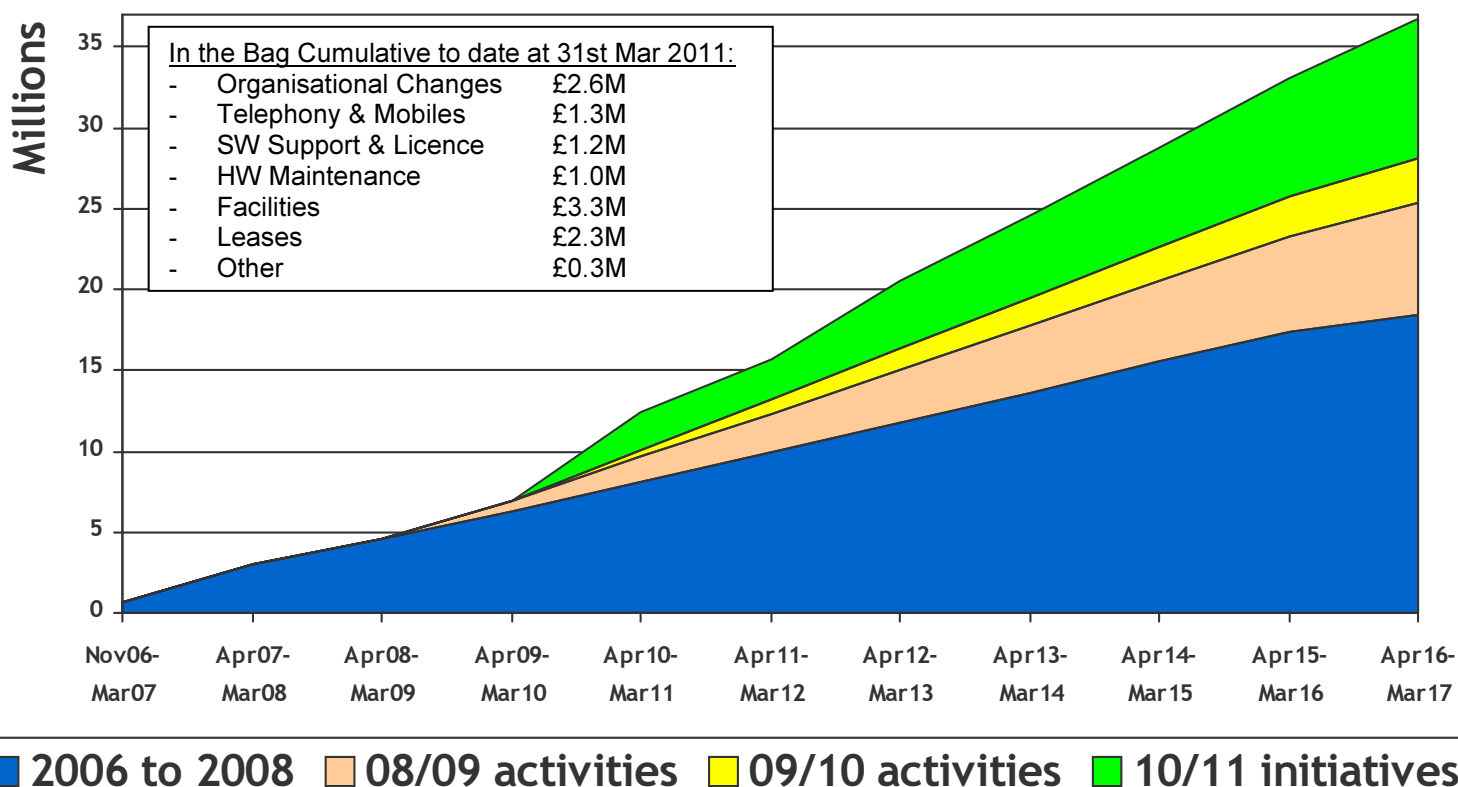
- 4.1 Regular reports are made by HFBP management to the HFBP Board on progress against the ten year financial model. The ten year Profit and Loss financial model has been revised regularly and reviewed by the Director of Finance and Corporate Services.
- 4.2 Key savings HFBP have delivered include data centre virtualisation; streamlined services; business office transformation; reduced workstation cost through a London-wide e-auction; an outsourced bulk printing service; tough contract negotiation with providers of key applications which have driven down the cost of the service. HFBP's ability to negotiate good deals on behalf of the council has been proved in various deals including Microsoft Licensing.
- 4.3 Savings have also been realised from a number of areas including process improvements leading to reductions in headcount and to northshoring; strong contract negotiations leading to reduction in the cost of hardware maintenance, telephony, desktops, leasing, applications and software support, licensing, telecommunication and property services. These have been realised while improving the level of service.

Table 1

IT Spend	£,000			
	2008/09	2009/10	2010/11	2011/12
Unitary charge	13,539	15,652	17,373	17,631
Projects and other procurement	4,139	4,023	3,069	2,110
Total	17,678	19,675	20,442	19,741

4.4 In 2010/11 the good news is that financial performance has improved from that of an operating loss to a profit-making position, at an earlier date than that originally envisaged in the financial plan and projections.

Table 2 Savings



4.5 The Director of Finance and Corporate Governance is content that the financial plan projected in the financial model complies with the requirements of the Joint Venture Agreement.

4.6 In view of the current economic situation and the Comprehensive Spending Review settlement, an additional savings target of £2.7m over the next three years was negotiated with HFBP, of which potential initiatives totalling £2.6m have been identified to date.

4.7 H&F need to ensure savings do not undermine the capacity of the joint venture company and that appropriate investment is available to undertake potential cost savings initiatives through key IT enablers, as these have the potential to generate significant and sustainable savings elsewhere in the council.

5. DELIVERING BUSINESS BENEFITS

5.1 HFBP have delivered key projects in the last year which enable the council to gain critical benefits both cashable and non cashable. These include:

- Sparkle - improving the website and improving the customer experience online
- Corporate asset management including computer aided design and delivery
- SmartWorking, Openscape telephony and collaboration, network access control and Lynx Plus
- World class financial management consultancy
- Cedar OLAS financial bank reconciliation implementation
- Cedar upgrade - initial analysis and scoping
- e-Invoicing
- Payments processing kiosk
- Compliance with the Payment Card Industry standard development and implementation
- InTouch corporate complaints, requests for information and members enquiries implementation
- Transfer to an external supplier of the variable data bulk printing service
- Geographic Information System upgrade for the website
- Children and family directory
- Enabling IT to assist CHS in safeguarding children
- Home care charging phase 2
- Adult Learning and skills IT service support transfer to HFBP and upgraded telephony
- PCT move to HTHX and consolidation of EnvD accommodation from three floors to two
- Implementation of Govmetric monitoring customer feedback on services
- Corporate network refresh and replacement of security services
- Electronic document management SQL and Information@Work upgrades
- Client index upgrade and improvements

6. ACCOUNT MANAGEMENT

6.1 This year HFBP were not able to provide at all times the full complement of Business Delivery Partners to assist the council with the

strategic development of its service delivery through IT. RSD, CHS and, to a much lesser extent, EnvD, have not been completely satisfied with the service they receive through this channel. Although HFBP now have better intelligence on service developments and can better align resources with council priorities, the lack of key resource in this area has some impact on the ability of the council to develop in the ways it needs to, especially with regard to the Transformation portfolio.

- 6.2 This has however been acknowledged by HFBP and a newly titled Strategic Relationship Manager to replace the current post of Business Delivery Partner has been created in recognition of the more transformational role and the changing needs of the Council. To date only two posts are fully staffed with the other three being interim appointments, albeit of staff who are familiar with council and its processes. The council rates highly Adam Evans and Rob Murphy, the two SRMs who have been in place for some time now.
- 6.3 The Council has recognised the need to involve the HFBP Strategic Relationship Managers at an earlier stage to encourage innovation and transformation.
- 6.4 H&F acknowledge that HFBP have presented a number of initiatives in the form of Cost Saving Initiatives and, through the Medium Term Financial Strategy challenge, have added value though innovation and shown the value of the SRMs.
- 6.5 Accuracy and timeliness of presentation of charges has improved with a new process for ordering IT work. This provides better visibility the status of commitment and of pre bought days, but some issues are still to be resolved with the real time delivery.
- 6.6 Expected improvements in account management systems however have been slower to materialise than expected in respect of physical assets with the inventory as ever being an issue. HFBP have now allocated new resource to resolve this issue.
- 6.7 A new Starters, movers and leavers portal has devolved accountability for ensuring personnel changes and related inventory (mobile phones, laptops) are processed by the manager responsible,. It is anticipated that this new initiative will both mitigate risk round data loss (laptops leaving the organisation) and control costs better by the ability to retrieve and recycle key inventory.
- 6.8 The Smart IT work ordering portal supported by the use of the council's purchasing system, Civica, has given better visibility of commitments to departments. Departmental staff however have a poor record of usage and cause considerable re-work for both HFBP Business Office and the council's contract monitoring office (CMO). Additional training is being offered to departmental staff.

- 6.9 The Change Control Notice process which largely governs changes to ongoing charges is now less of an issue in terms of timely production and approval by the council, than in previous years.
- 6.10 The need to improve business office processes and systems however is still a key item in the current year's continuous service improvement plan.
- 6.11 The HFBP leadership team under Susan Rossam has been positively strengthened by the recruitment of Mike Perrett in the role of HFBP Programmes Director and Peter Brooke into the role of Service and Application Director. Ian Marsden has changed role from that of a Strategic Relationship Manager to Vendor and Contract Manager to bolster this area.
- 6.12 The infrastructure team including David Green, Adrian Dewey, Peter Brooker, Brian Shaw, Andy Prior and Veronica Barella along with Katrine Nowicki in her role as Operations Manager provide a consistently excellent service.
- 6.13 This however highlights another and continuing issue with the lack of retention of key staff. Recruitment has largely been successful in recent years but a theme is still that continuity of service seems to be undervalued by HFBP management team and efforts to retain staff have not been entirely successful.
- 6.14 During the first part of the year the application team have consistently achieved and exceeded the targets set in the H&F IT Service Contract for core services.
- 6.15 The existing governance model has been reviewed and a joint Strategic Partnership Board is now meeting quarterly to set strategic direction, evolve innovative ideas, support the tri-borough integration plans and communicate strategic transformation initiatives.
- 6.16 The Metrics that Matter dashboard published on the H&F and HFBP intranets under IT Matters, provides a range of extended performance measures being used to monitor IT performance and satisfaction ensuring performance is consistently maintained - for details see [http://theintranet/IT Matters/Metrics That Matter/](http://theintranet/IT_Matters/Metrics_That_Matter/).

7. BENCHMARKING THE IT SERVICE

- 7.1 Benchmarking is a central part of the council's approach to demonstrating value for money. It is complemented by other comparisons which are undertaken by CMO including day rate comparisons and those on specific projects. This year CMO did in depth reviews of several projects including email to SMS for housing, the shared parking back office, DVLA changes to Transfer parking information and the H&F Lifestyle card.

- 7.2 The SOCITM Benchmarking the ICT service 2011 reviews the performance and cost of IT services in the period 2010/2011. It is the eleventh year that H&F have been involved in benchmarking the IT service. This year provides a large amount of comparative data with 15 London organisations participating, unsurprisingly a lower figure than last year with some LA's opting out due to financial pressures.
- 7.3 In addition to this year's data, the results from previous years enable H&F to have a year-on-year comparison in the service here. In this year's benchmark Key Performance Indicators (KPIs) have been better in 6 out of 10 areas compared to the previous year.
- 7.4 H&F have been singled out as an indicator of good practice on 9 of the benchmark criteria:
- **User satisfaction** - users of the service desk indicated a satisfaction of 6.41 out of 7 (upper quartile was 6.38) when completing the short incident satisfaction survey.
 - **Successful projects** (KPI 3) - project management based on sponsor assessed performance. H&F used a formal methodology for 27 major projects exceeding £50,000 (the upper quartile was 18). Of these 22 were perceived as being within budget and specification, and 21 delivering business benefits. This is a very good response, particularly as it is provided by the project sponsors themselves. H&F achieved an excellent 86% success rate on projects consistent with last year's figure.
 - **Flexible working** - H&F reported a significant increase on the number of staff using remote access from last year from 44% to 64%. This council has the highest number of SmartWorking users regularly using remote access. Two other organisations had higher potential access but one used it less than 64% and the other was unable to measure how much it was actually used.
 - **Governance and IT strategy** - there were two new measures this year where H&F achieved the maximum possible score of 100. Whilst other organisations also demonstrated the maximum governance, H&F were the only one to also score 100 for IT strategy and on management practices responses ranged from 49 to 100 vs. a median of 77, with H&F being the only participant to demonstrate a perfect score of 100.
 - **Support cost per workstation** - H&F had the lowest support costs by far, reporting a cost of £60 per workstation compared to the next lowest at £100 against an upper quartile of £122.
 - **Workstations supported per support specialist** - again, H&F were by far the best, supporting 548 workstations compared to the second best of £499 against an upper quartile of 435. Both these measures reflect the widespread usage of thin client devices known as Standard PCs.

- **Training days per IT specialist** - HFBP staff received 5.16 days training, including all professional development and recognising that learning is not necessarily limited to attending a formal training course.
- **Cost per connection to data network** - H&F were the only organisation investing significantly in the data network, reporting a capital spend of £56 per connection.

7.5 Areas for improvement include customer satisfaction which, although it improved from 4.56 to 4.65, is still below the median of 5.01, and far short of the upper quartile of 5.37; resolution of reported incidents within 0-4 hours; resolution at first point of contact; cost of PCs and laptops (though as HFBP reduced costs this year, further reductions should be possible); and service availability.

7.6 On H&F's main data centre, HFBP advantageously locked in power pricing for three years from the contract inception in a period where energy costs have risen significantly. Last year, the temperature of the shared data centre was lower than the median, 18.5, compared to a median of 21. HFBP has worked with the data centre management to minimise power usage and reduce carbon emissions and the data centre temperature is now on the median.

8. IMPROVEMENTS IN SERVICE

8.1 Were HFBP not to deliver the service required in the service specification (the contract between the council and HFBP), then the council has the right to apply service credits in respect of IT and contact centre performance. Service bonuses are applied to mitigate service credits and both have been applied for a number of key service levels.

Table 3 KPI's

Key Performance Indicators		2009	2010	2011
(score out of 7)	H&F - Customer satisfaction with IT	4.77	4.56	4.65
	Upper quartile for participating London boroughs	5.11	4.64	5.37
H&F - Percent of calls resolved within agreed timescale within H&F SLA		95%	98%	97%
Upper quartile for participating London boroughs		98%	96%	98%
H&F – Service availability critical applications and network*		99.90%	95.12%	98.51%

*H&F measure service availability in more detail than SOCITM and it is not possible to provide a like for like comparison with the Upper Quartile of other participating London Boroughs.

8.2 The performance targets are reviewed each year through a continuous service improvement plan (CSIP) process. The delivery of

improvements through this CSIP process are tracked through regular meetings between the council and HFBP.

- 8.3 The business as usual IT service is good. H&F has enjoyed a reliable efficient service where staff are largely able to rely on the systems they use to do their jobs being available and, where problems do occur they are remedied by HFBP well within target and to customers' satisfaction. In the 2010/2011 period only three partial network outages were experienced.
- 8.4 H&F is increasingly reliant on IT for the provision of all services. Consequently the council has had to improve its service resilience and HFBP have been instrumental in achieving this.
- 8.5 On project delivery the picture is improved again this year. HFBP have assisted the Council to achieve excellent outcomes. One way in which customer satisfaction has been monitored is by the introduction of an automatically triggered questionnaire on project closure. HFBP staff who deliver projects have appraisal targets to achieve upper quartile ratings in the survey.
- 8.6 In the SOCITM Benchmark, project success is measured at 7.1 out of 9. However the council has continued to both measure project success as a percentage and to lobby for the reinstatement of this measure which was naively replaced because of pressure from the Audit Commission. It is H&F's expectation that this will be reinstated next year. The percentage of projects was 86% overall on target, meeting budget, timescale, requirements and delivering benefits. The response here is very good, particularly when compared to other sectors results.
- 8.7 The pipeline view of projects to come and the joint programme and project register maintained by H&F and HFBP enables visibility of progress and issues on projects which can then be escalated where appropriate to EMT. HFBP also have successfully increased resource utilisation in the projects team.
- 8.8 On project delivery, the overall KPI improved from 3.67 last year to 4.14. Seventy-six percent said that projects met requirements and 70% said projects were delivered on budget, however 55% said that their projects weren't delivered on time.
- 8.9 The number of staff who said they could work from home if needed remained stable at 73% this year. Forty-six percent said they had used the SmartSpace, more than double the number last year.
- 8.10 Overall satisfaction with applications increased from 4.91 last year to 5.04 this year with a number of key applications scoring better, including the Trent personnel, payroll and self-service, CeDar OLAS financials and Confirm highways, waste, street cleansing and grounds maintenance.

- 8.11 HFBP is addressing the issues highlighted with the applications that had lower scores in the annual customer satisfaction
- 8.12 Firm plans will be made to improve IT performance in the following areas:
- Projects to deliver to timescale, whilst maintaining good cost control.
 - Addressing the issues highlighted with the applications that had lower scores - Academy Revenues and Benefits, Information@work, ICPS Parking and Spydus Libraries
 - Providing better triage of work package requests so customers can be clear on whether costs will be incurred and, if so, an early idea of the level of cost
 - Better communication and timeliness on requests for work
 - Ensuring the service desk delivery is consistent
- 8.13 The strategic input by HFBP to the council is still valued, as demonstrated by the implementation of the My Account portal and improved customer experience online as well as the eServices proposals in the making at the moment.

9. NEW BUSINESS

- 9.1 Whilst the primary purpose of establishing HFBP in 2006 was to provide services to H&F, the vision was also to create a platform from which to pursue revenue generating opportunities by offering services to other public sector clients as shared services. This creates further efficiencies in IT service delivery for H&F and provides career progression for the IT staff, while increasing the range of skills available, and provides access to a broader pool of innovative ideas on which to draw.
- 9.2 The Joint Venture Agreement includes provision for the Council to benefit from profits arising through external business and/or from savings in excess of the minimum level. The agreement provides for a guaranteed level of profit share in the first five years.
- 9.3 Significant new business has been won by Agilisys with HFBP this year including the award by the London borough of Barking and Dagenham. of the Elevate contract Board members are regularly supplied with information on the broader business development options which are available. This is linked to a development plan jointly owned by the Assistant Director Procurement and IT strategy and the HFBP Partnership Director.
- 9.4 Currently when H&F commissions any work from HFBP it automatically acquires the Intellectual Property Rights (IPR) of such work. The recent Improving the Customer Experience Online was commissioned from

HFBP and has been delivering transactional service on the website since October 2010.

- 9.5 Demand for such services that embed local government know-how in IT services is increasing, Many authorities, including LB Barking and Dagenham, are considering Virtual Council or Digital by Default strategies and are keen to procure the services that H&F have already established via the Carousel (sharing and thus reducing cost of new developments) procurement route.
- 9.6 The IPR for the Improving the Customer Experience Online have been licensed to Agilisys in order that they can market the software originally created for the council in return for a share of proceeds. Based on the prospects pipeline which Agilisys have shared it is thought that income to the Council in the region of £300,000 over the next three years can be anticipated.
- 9.7 Even in the current economic situation, it is expected that HFBP with Agilisys will continue to win new business in the public sector, as the level of change local authorities are facing will drive more sharing of services over time. This should become an element of revenue to the council in future years.

10. CONCLUSION

- 10.1 IT is critical to service delivery improvements for the council. The IT service provided by H&F Bridge Partnership (HFBP) is of a high calibre as demonstrated by industry standard benchmarking. Nonetheless, active management of HFBP is required to ensure value for money is maintained and improved.
- 10.2 Spend on IT is targeted to areas based on council priorities and is actively managed to ensure H&F receives the services it needs. IT is a key enabler for the transformation agenda and liberates H&F staff to concentrate on delivering high quality cost effective services to residents.
- 10.3 Areas for improvement are to be delivered in a timely way as described in the above paper. Service improvements are identified through several channels, including the SOCITM results, customer satisfaction surveys and other targeted feedback. Firm plans will be made to improve IT performance in the following areas:
- Strategic relationship management to ensure H&F are better advised and aware of new opportunities
 - Development of IT Matters to encourage self serve and better communication
 - Project delivery, particularly to agreed timescales coupled with reviews of lessons learned and remedial action to minimise risk
 - Improve the accuracy of the IT asset register.

- Address outstanding perceptions of application issues as identified in last year's customer satisfaction survey, including Academy Revenues and Benefits, Information@work, ICPS Parking and Spydus Libraries
- Better management of incidents and requests for new work to ensure controlled and timely delivery within agreed timescales, and ensuring the customer is kept informed throughout
- Consistent delivery from the Service Desk.
- Strive to improve customer satisfaction by increased engagement with client contact, fortnightly floor walking, increased emphasis on the process and improved resolution at first point of contact.

10.4 The above improvements are monitored in the Continuous Service Improvement Plan, agreed annually between HFBP and H&F, and reviewed on a monthly basis until implemented.

10.5 In a time of unprecedented change, such as that engendered by the Tri-borough initiative, H&F Bridge Partnership offers this council the flexibility and innovation as well as the investment needed to respond to the transformation facing it.

No.	Description of Background Papers	Name / Ext of Holder of File Copy	Department / Location
	NONE STATED		



London Borough of Hammersmith & Fulham

OVERVIEW & SCRUTINY BOARD

DATE	TITLE	Wards
7 December 2011	Proposal to establish a Scrutiny Task Group on flooding.	All Wards

SYNOPSIS

A request has been received from the Environment and Residents Services Select Committee to establish a Scrutiny Task Group on flooding. Outline proposals for the review are attached.

CONTRIBUTORS

Pat Cox, Head of Policy and Spatial Planning and Gordon Prangnell - Head of Highways and Construction

RECOMMENDATIONS that:

- i. a Scrutiny Task Group on flooding be established in accordance with the terms of reference on the proposal form (attached at Appendix 1) and
- ii. Consideration be given to the nomination of the following Members to the Task Group:
 - ▶ Cllr Thorley
 - ▶ Cllr Hamilton
 - ▶ Cllr Homan.

CONTACT

Michael Carr
020 8753 2076

NEXT STEPS

Should the Task Group proposal be agreed, the scrutiny co-ordinator will arrange for the proposed Members of the Task Group to meet to agree a schedule of meetings, evidence sessions and reports. The inquiry will conclude with the preparation of a report for the agreement of the Overview and Scrutiny Board, which should outline the conclusions and any recommendations to Cabinet and other decision makers.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

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



Scrutiny Task Group Proposal

Overview and Scrutiny Board 7 December 2011

Title of Review	Flooding
Proposer	Councillor Rachael Ford
Sponsoring Committee	Environment & Residents Services Select Committee
Prospective Membership (including co-optees)	Administration; Steven Hamilton, Matt Thorley Opposition: Cllr Lisa Homan,
Outline Purpose	To consider the key strategic priorities and the appropriate communications arrangements with local residents for flood risk management in the borough.
Expected Timescale of review	Three months (estimated 5 - 6 meetings of Task Group)
Proposed Terms of Reference	To consider <ul style="list-style-type: none"> i. the key strategic priorities for flood risk management in the borough and ii. the appropriate communications with local residents for flood risk management.
Exclusions	The inquiry should not attempt to consider the operation details of flood risk management and instead focus upon the strategic priorities for flood risk planning and the key communications with local residents.
Possible witnesses	The Cabinet Member for Environment, Residents Associations, Thames Water, DEFRA, elected councillors, other London Borough Councils.
Expected outcomes (link to corporate priorities)	The identification of key priorities for the Local Flood Risk Management Strategy and key communications messages and delivery mechanisms to local residents on flood risk management.
Officer Resource	There is sufficient Scrutiny and departmental Officer capacity to coordinate the review. The work of the Task Group will be managed by Michael Carr, Scrutiny Development Officer, with technical advice and support

	from Pat Cox, Head of Policy and Spatial Planning and Gordon Prangnell - Head of Highways and Construction.
Risks	<ul style="list-style-type: none"> • Time overrun- failure to deliver timely report • Lack of availability of key players over consultation period • Scope creep – failure to restrict investigations to terms of reference • Lack of stakeholder buy-in
Potential Costs	Travelling expenses (nominal).



London Borough of Hammersmith & Fulham

OVERVIEW AND SCRUTINY BOARD

DATE	TITLE	Wards
7 December 2011	Get H&F Moving Lane Rental Task Group Report	All

SYNOPSIS

This is the report of the Public Utilities Lane Rental Task Group. The report contains 8 recommendations to the Cabinet.

CONTRIBUTORS

Michael Carr
Scrutiny Development
Officer

RECOMMENDATION(S):

That the Scrutiny Board consider and agree the report and recommendations and refer the report to the Cabinet for consideration, response and decisions in respect of the recommendations.

CONTACT

Michael Carr
Extension: 2076

NEXT STEPS

The agreed scrutiny report and recommendations will be referred to the Cabinet for an Executive Response.

Stuck in traffic?

A stylized graphic of a road with a green path on the left, a yellow path in the middle, and a blue path on the right. A black road with white dashed lines curves from the bottom left towards the right, passing through the 'o' in 'moving'.

get h&f moving

A Lane Rental Scheme

A Scrutiny Inquiry on the Proposed Lane Rental Scheme

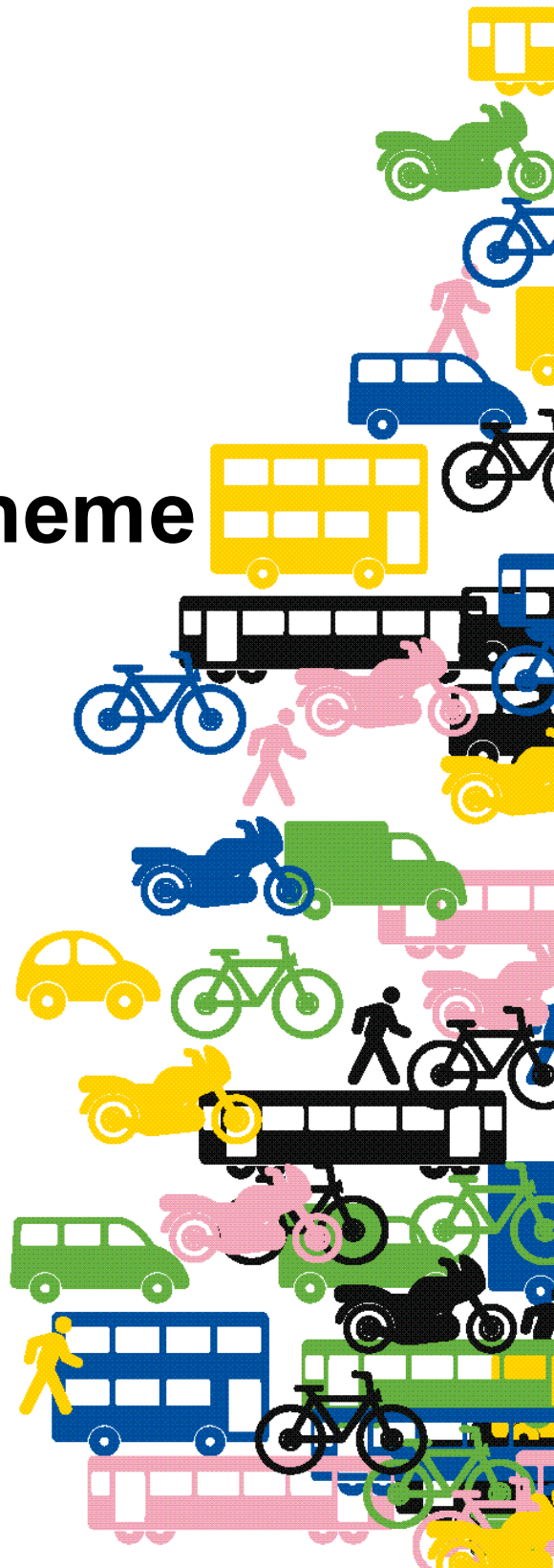
November 2011

DRAFT REPORT 2



www.lbhf.gov.uk/getmoving

Hammersmith & Fulham Council



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DRAFT

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DRAFT

Foreword

There is no doubt that some of the busiest roads in London fall within our borough.

Any disruption to our roads can cause critical problems to both small businesses that can find themselves cut off from their customers, as well as their suppliers; but equally larger businesses that use our roads to transport their goods and services across London. Add in the effect on residents, road users and commuters and the impact is magnified. When additional costs both to the local economy and the local community are taken into account, then it becomes evident that avoiding disruption is vital.

The introduction of the London Permit Scheme has led to much greater control of works on the network, but what it can't do is change the culture and processes of how works are carried out by contractors.

Lane rental will provide an incentive and a driver for change for utility companies in how they deliver their works on the network and just as important encourage them to consider alternative ways of working. We believe that the introduction of a Lane Rental Scheme will provide the catalyst to encourage investment in new working methods and techniques, to free up the road network from disruptive road works during the busiest traffic periods. It is essential that at the busiest times for our network, we make sure that, as far as possible, road works are confined to off peak times.

Hammersmith and Fulham is already lobbying the Department for Transport to consider our local highways authority to run one of the proposed pilots prior to the introduction of the Lane Rental Scheme in England . Transport for London is supportive of London local authorities which support the Scheme's introduction, to help regulate local roads and the Strategic Road Network. This Scrutiny inquiry has considered the context, feasibility and options for the regulation of road works and has supported the proposed Lane Rental Scheme as part of the Council's drive to *Get H&F Moving*.



Councillor Rachael Ford
Chairman of the Scrutiny Task Group

Executive Summary

This Scrutiny Inquiry was established by the Overview and Scrutiny Board at Hammersmith and Fulham Council on 26th July 2011 following a proposal from the Council's Environment and Residents Services Select Committee. The Task Group was requested to consider and assess the proposed lane rental scheme for public utility road works, which was the subject of a Government consultation. Specifically, the inquiry considered to what extent the proposed scheme could be helpful as a regulatory tool to reduce traffic congestion in Hammersmith and Fulham, any issues that should be considered in the introduction of such a scheme locally and the possibility of Hammersmith and Fulham highways authority applying to run one of the pilot schemes envisaged before full introduction of the regulations nationally. The aims and objectives of the inquiry are set out on page 5.

The Introduction of this report sets out the context for lane rental nationally and locally, the statutory provisions and scope of the anticipated regulations. This includes a strong commitment by the Council to tackle road congestion locally and the existing legislative and regulatory provisions available to tackle this, specifically the London Permit Scheme.

Chapter One considers and evaluates the permit scheme and its effectiveness in helping to encourage the efficient use of road space by companies undertaking road works, its achievements as a regulatory tool and its limitations. Chapter Two discusses the proposed Lane Rental Scheme, how this might be used to augment existing regulatory and road charging schemes and recommendations for how such a scheme should be rolled out. Chapter Three considers the issue of co-ordination and planning as a key factor in carrying out road works more time efficiently, how both the permit scheme and the proposed lane rental scheme might be used to encourage more collaboration and with recommendations for taking forward more co-ordinated planning of works in the future to reduce obstructions on the highway.

The Scrutiny inquiry has concluded by commending the introduction of a lane rental scheme and setting out the key principals which we believe should guide the structure and administration of the local highways regulatory framework, namely:

- ▶ **Predictability**
- ▶ **Simplicity**
- ▶ **Efficiency**
- ▶ **Strategic**
- ▶ **Avoidable.**

This is detailed further in Chapter 2 *Lane Rental Schemes*.

At the end of the inquiry the Scrutiny Task Group put forward eight recommendations to the Hammersmith and Fulham Cabinet. Once agreed by

the Overview and Scrutiny Board, the Cabinet will be requested to consider this report and recommendations and to provide an Executive Response with executive decisions for each scrutiny recommendation. It is hoped that the Cabinet will find this a useful report with constructive recommendations to help towards the council's aims to ease the blight of unnecessary congestion on Hammersmith and Fulham's roads.

Summary of Recommendations

Draft Recommendation One: A Lane Rental Scheme Pilot

It is recommended that Hammersmith and Fulham apply to run a pilot of the proposed Lane Rental Scheme, either unilaterally or as part of a wider pilot involving some boroughs and Transport for London (TfL).

Draft Recommendation Two: Lane Rental Scheme Performance Measures

It is recommended that clear performance measures be devised at the beginning of the pilot to ascertain the success of the scheme and highlight any possible problems that may arise to allow for the full scheme to be modified accordingly.

Draft Recommendation Three: Key Strategic Routes

It is recommended that the following key strategic routes be included in the Hammersmith and Fulham Lane Rental Scheme and any pilot carried out:

- | | |
|---------------------------|--------------------------|
| ▶ Askew Road | ▶ Kings Road |
| ▶ Beadon Road | ▶ Lillie Road |
| ▶ Butterwick | ▶ New King's Road |
| ▶ Fulham Broadway | ▶ North End Road |
| ▶ Fulham High Street | ▶ Putney Bridge Approach |
| ▶ Fulham Palace Road | ▶ Queen Caroline Street |
| ▶ Fulham Road | ▶ Scrubs Lane |
| ▶ Glenthorne Road | ▶ Shepherd's Bush Green |
| ▶ Goldhawk Road | ▶ Shepherd's Bush Road |
| ▶ Hammersmith Bridge Road | ▶ Studland Street |
| ▶ Hammersmith Broadway | ▶ Uxbridge Road |
| ▶ Hammersmith Road | ▶ Wandsworth Bridge Road |
| ▶ King Street | ▶ Wood Lane. |

Draft Recommendation Four: Lane Rental Scheme Hours of Operation

It is recommended that the Lane Rental Scheme charge be made avoidable by scheduling its times of operation at the peak hours of traffic flow, to incentivise works outside these hours and to encourage companies to commission work for reactive works during off peak traffic hours and to use road plating to cover works that need to be resumed later on.

Draft Recommendation Five: Local Authority Road Works

It is recommended that charges should be equally applied to local authority road works as well as utility company road works and that any revenue derived from

these charges be hypothecated towards highroads and traffic enhancement measures.

Draft Recommendation Six: Permit Penalty Charges

It is recommended that permit penalty charges be structured so that they work in conjunction with the Lane Rental Scheme, to provide an escalating charge when lane road works take longer than the agreed time (or a certain designated fixed amount of time), whilst ensuring that the whole regulatory framework is in keeping with the principles of simplicity and efficiency of regulation.

Draft Recommendation Seven: Co-ordination and Planning of Road Works

It is recommended that measures be introduced to encourage and facilitate the better co-ordination and long term planning of non-reactive road works between utility companies and with highway authorities.

Draft Recommendation Eight: Road Works Notices

It is recommended that road works should be clearly signposted to allow local residents and site engineers to be clear about the expected and agreed timescale of the road works.

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Membership of the Task Group



Councillor Rachael Ford - Chairman



**Councillor Wesley Harcourt
– Vice Chairman**



Councillor Robert Iggulden

Aims and Objectives

The Aims and Objectives of the inquiry were:

- i. To assess the merits of a lane rental scheme for public utility road works in the context of environmental, economic and quality of life considerations
- ii. to consider DfT consultation proposals for such a scheme
- iii. to consider the desirability, feasibility and timing of a pilot scheme in H&F, and
- iv. subject to the findings in respect of i), ii) and iii), review any initial implementation plans for a local pilot.

Introduction

Hammersmith & Fulham has the most congested roads in London[^] ; although we have noted that there has been rapid improvement over the last year. To tackle this problem, Hammersmith & Fulham Council has launched the “Get H&F Moving” campaign to improve the borough’s transport network to make it easier for residents and commuters to get around - whether by tube, bus, bike, motorbike, car or on foot.

The Council has drawn up a ten point plan, called the Driver’s Charter, to help get the borough moving. Point 3 of the charter promises “an hourly charge for utilities who dig up roads”. This scrutiny inquiry was established to investigate the options and feasibility for such a scheme and to put forward proposals on how this might best be rolled out.

For many years, street works, including works by utility companies accessing their apparatus in the street, have been identified as causing significant delay and disruption. In 2010/2011 there were 6631 utilities works within the borough of varying sizes[♦]. According to the Department for Transport’s (DfT) own impact assessment paper the estimated costs of congestion due to street works is in the region of £4.3 billion a year in England. Although these costs are due to works carried out by the companies commissioning road works, they are borne by society rather than by those carrying out the works.

The Driver's Charter

Ten point plan to deliver a fair deal for motorists

As part of its Get H&F Moving transport plan, the council is proposing to deliver ten practical measures to improve the experience of drivers in our borough.

1. **Traffic light review** - to ensure unnecessary ones are removed
2. **Bus lanes review** - to improve traffic flow
3. **Road works** - hourly charge for utilities who dig up roads
4. **Speed bumps** - consult local people on removing unnecessary bumps
5. **Pot holes** - fixed within 24 hours
6. **Parking permits** - remain competitive with neighbouring boroughs
7. **Parking spaces** - create additional bays where possible
8. **Less signage** - remove 400 more in the next two years
9. **Parking enforcement** - the primary aim is to preserve parking for residents
10. **C-Charge** - continue to oppose any measure that harms drivers

To read the detailed pledges visit www.lbhf.gov.uk/getmoving



The Cost of Congestion

Utility companies, being private enterprises accountable to their shareholders, necessarily have to reduce their own costs as far as possible. These negative externality costs, the disruption caused by road works, which are costs to society,

[^] The London Borough of Hammersmith and Fulham website: www.lbhf.gov.uk/Directory/News/Get_hf_moving.asp
[♦] Highways and Engineering Division, Environment Department, London Borough of Hammersmith and Fulham

are invisible to them and are not reflected in the operating costs to the companies commissioning road works. In fact, it would appear that the companies own procedures, often driven by costs, can encourage them work in such a way as causes disruption. For example, if it saves money to leave trenches open rather than get specialist operatives on site; there is no cost to them to have a site open rather than to employ more expensive specialists. Utility companies rarely have one group of workers who are able to complete the whole job from start to finish, as each phase of works has different groups of operatives and often different contractors as well.

“We shouldn’t be pushing people from shopping in our borough to shopping in another borough ”

Local resident

Congestion on our roads, often caused by road works, imposes a significant cost to the local community; economically, environmentally and socially. The direct economic costs to local businesses and shops can be in delaying or preventing customers and suppliers access, driving customers to shop elsewhere. The social and environmental costs include pollution, more dangerous roads for cyclists and pedestrians and local communities blighted by congestion not only on the main routes but consequential traffic congestion diverted onto local residential roads as drivers try to escape log jams by driving off the main highway.

“Congestion along our roads and major highways can be a critical problem for small businesses who can find themselves cut off from their customers as well as their suppliers.

Traffic congestion resulting from road and related pavement works have real costs to local businesses.

We need to make sure we diligently use whatever powers are at our disposal to regulate road and pavement works to keep disruption to shops, businesses and other local services during peak times to the absolute minimum possible as well as minimising the impact for residents ”

Cllr Joe Carlebach - Councillor for Avonmore and Brook Green

Incentivising Efficiency

In Hammersmith and Fulham, there continues to be an increase in the number major works on a number of key roads with Thames Water and National Grid Gas undertaking major mains renewal programmes*. There is no reason to believe that trend will be reduced for years to come as the borough has a continuous

* Highways and Engineering Division, Environment Department, London Borough of Hammersmith and Fulham

regeneration programme to deal with, as well as new developments coming up, requiring new or enhanced services once they are established.

One solution is to incentivise utility companies to schedule their works to cause least disruption, by making the financial costs of leaving an open excavation unattractive whilst creating a challenge to them to come up with new innovative ways of working.

New and existing Local Transport Authority regulatory powers can be used to provide such incentives, by employing strategic charges for road works. The permit scheme, recently introduced, provides one mechanism to charge for permits. New regulations expected to be issued by the Secretary of State for Transport in 2012 will also allow designated local transport authorities to implement a lane rental scheme on key routes.

This scrutiny inquiry investigated the options available under the new regulations for a lane rental scheme, considered how the scheme might best be rolled out in Hammersmith and Fulham and how the whole regulatory system, including the permit scheme and lane rental scheme should work together to improve the regulatory management of our major highways and to help *Get H&F Moving*.

1 The London Permit Scheme

- 1.1. The Traffic Management Act 2004 , and the Traffic Management Permit Schemes (England) Regulations 2007[▼], make provision for Permit Schemes to be introduced by Local Transport Authorities in England. The objective of a permit scheme is to enable highway authorities to better manage activities on their road network, in order to minimise inconvenience and disruption to road users.
- 1.2. The London Permit Scheme was adopted on 11 January 2010 by 15 London boroughs, the City of London and Transport for London. Two further boroughs adopted the scheme on 1 April 2010.



- 1.3. The new permitting rules allow for greater control over works taking place on London's streets, with the participating London Permit Scheme Authorities now able to agree conditions for works undertaken to encourage them to be carried out quickly and efficiently, or to refuse consent for works considered to have the potential to cause unnecessary disruption. Because highway authorities have more control over works in their area under a permit scheme, they are

[▼] *The Traffic Management Act 2004 Part 3 Sections 32 to 39*

able to promote work outside peak traffic times and better co-ordination of works between utility companies.

Permit Scheme Evaluation

- 1.3. The Draft London Permit Scheme for Road Works and Street Works First Year Evaluation Report[▲] provides an overview of the permit scheme performance in its first year. The report provides detailed scrutiny of the available data as a whole and, where possible, on an individual authority basis
- 1.4. It was reported to the Task Group that, in Hammersmith and Fulham over the last 6 months, the number of recorded days of disruption saved through joint working and collaboration has increased from 726 in 2009 to 1793 in 2010; an increase of 147%. This corresponds to a benefit of approx £2.7 million in congestion saved in 2010 and has led to a 237% increase in the proportion of works that are formally recorded by highway authorities. There has also been a reduction of 17% in the total number of works undertaken by utilities within permitting boroughs^{*}.
- 1.5. According to the Head of Network Management at Hammersmith and Fulham, the permit scheme has also helped to achieve better quality information exchanges, which has helped to make more considered coordination decisions and has coincided with a reduction of between 28% - 37% in the level of severe and serious disruption recorded on London roads.
- 1.6. It would appear that, during the initial period of operation, the effect of these powers has been to contribute to improved coordination and reduced disruption. Permit authorities have made effective use of the new powers and have worked increasingly closely with the utility companies and their own highway authority promoters to ensure that those powers have been applied in a reasonable and competent manner.

A Comprehensive Regulatory Framework

- 1.7. We believe that the permit scheme has offered the Council an effective regulatory tool to encourage better co-ordination and more timely, more efficient use of road space by utility road works. However, on its own it still falls short of being able to offer a proper incentive to reduce the amount of time road works take, as it charges longer jobs at the same rate as shorter ones.
- 1.8. Ultimately, utility companies and their contractors are the experts in how works need to be carried out and how long they will take and the highways regulator cannot perfectly determine where it is possible to drive down times. The introduction of a complementary Lane Rental Scheme would offer utility companies a direct incentive

[▲] *London Permit Scheme for Road Works and Street Works – First Year Evaluation Report*, The London Borough of Hammersmith and Fulham 2011

^{*} *Highways and Engineering Division, Environment Department, London Borough of Hammersmith and Fulham*

to find ways to minimise the time taken during peak times by charging them accordingly.

- 1.9. We believe that it is important, however, that whole regulatory system is kept as straight forward as possible, to send clear price signals for effective regulatory outcomes and that its administration is un-bureaucratic and efficient. In evidence we have heard that any additional scheme will be administered at zero additional cost and within the existing staff administration.
- 1.10. The introduction of a lane Rental Scheme in addition to the permit scheme should continue to provide an non-bureaucratic regulatory structure. It is important therefore that the permit scheme and the proposed Lane Rental Scheme work together to provide a coherent and efficient regulatory framework.

“Can we fine them if they do not get it right first time?”

Local resident.

- 1.11. We believe that the permit scheme can fully complement the proposed Lane Rental Scheme by providing a further incentive against overrunning works, working in tandem with charging per unit time, as it allows the authority to charge penalty charges where road works take longer than the amount of time agreed. We are therefore recommending that the Lane Rental Scheme and the permit scheme work together to provide an escalating pricing structure when road works over run.

Draft Recommendation Six: Permit Penalty Charges

It is recommended that permit penalty charges be structured so that they work in conjunction with the Lane Rental Scheme, to provide an escalating charge when lane road works take longer than the agreed time (or a certain designated fixed amount of time), whilst ensuring that the whole regulatory framework is in keeping with the principles of simplicity and efficiency of regulation.

2 Lane Rental Schemes

- 2.1. The introduction of lane rental schemes allow local transport authorities like Hammersmith and Fulham to introduce a charge to utility companies for occupying road space on selected key borough roads at certain times.
- 2.2. Lane rental seeks to provide a clear financial incentive for utility companies to manage their works more effectively, encouraging them not to work on key routes during busy times, and if they do work in busy times, to only be on site for the shortest possible time to avoid large costs. This aims to help to reduce the externality costs assumed by road users, including local residents and businesses, whilst at the same time encouraging these companies to think differently about how they work and manage their resources to carry out works.

“If... it encouraged more efficient working, this would be excellent – most road works appear to be inactive for more hours than they are active”

Local resident

- 2.3. The introduction of new regulations, expected shortly, are necessary to enable lane rental schemes to go ahead and the Council will have to submit a scheme for approval by the Secretary of State for Transport in order to be able to introduce a scheme locally.

The Key Principals of Regulation

- 2.4. We believe that the key principles of the proposed public utilities lane rental scheme should be:
- ▶ **Predictability** – the charges should be clearly published and agreed with utility companies
 - ▶ **Simplicity** – the scheme should be as simple as possible in order to send clear economic signals and avoid bureaucracy in implementation
 - ▶ **Efficiency** – the scheme should not cost any further resources to implement and should be entirely self financing
 - ▶ **Strategic** - apply to key strategic roads and main travel times
 - ▶ **Avoidable** – charges should be, as far as possible, avoidable, so that companies commissioning road works can avoid the charges by scheduling their works during non chargeable periods such as evenings, night-time, weekends and bank holidays, summer “free” periods.
- 2.5. The times of operation of the scheme should be aimed at the peak hours of traffic flow to incentivise works outside these hours. This should allow companies to commission work for most reactive works outside of peak times and use road plating to cover works that need to be resumed later on, thus making the charge fully avoidable. The scheme should also allow for “free” periods during non-busy times of the year, for example, during the summer period when schools are on holiday.
- 2.6. The scheme charges should apply commensurately to the proportion of the road, or number of lanes, being occupied by the works.
- 2.7. The charges should be applied to local authority road works as well as utility company road works. Charges to the council highway authority works should be hypothecated towards highroads and investment spending in traffic improvement measures. The charges should be equally applied and should not be merely a paper exercise.

A Pilot Lane Rental Scheme

- 2.8. It is envisaged that the Government will give permission for pilot lane rental schemes in just one or two jurisdictions;– probably one major urban area and one non-metropolitan area. Early evidence from such schemes will inform decisions on

whether lane rental can usefully be applied more widely. We believe that Hammersmith and Fulham, given its particular transport stresses, the number of key roads within its area, its commitment to tackling road congestion and its achievements to date in regulation through the new road permits scheme, is well placed to run a pilot for the scheme, either on its own or as part of a wider collaboration of transport authorities.

Draft Recommendation One: A Lane Rental Scheme Pilot

It is recommended that Hammersmith and Fulham apply to run a pilot of the proposed Lane Rental Scheme, either unilaterally or as part of a wider pilot involving some boroughs and Transport for London (TfL).

- 2.9. In order to evaluate the success of any pilot scheme, and indeed the scheme itself once fully operational, as well as identify any potential improvements to the operation of the scheme, it is important to include well honed performance measures against which the scheme should be evaluated at the end of the pilot period and at intervals after its full introduction. We are therefore recommending that clear performance measures be devised to evaluate the success of the scheme and highlight any possible issues that may arise.

Draft Recommendation Two: Lane Rental Scheme Performance Measures

It is recommended that clear performance measures be devised at the beginning of the pilot to ascertain the success of the scheme and highlight any possible problems that may arise to allow for the full scheme to be modified accordingly.

“This scheme will have to demonstrate that it doesn’t cost a lot of money, there are no new people employed and that the cost between the contractors, the utilities and the council, does not outweigh the benefits in terms of demonstrably speeding up road works over the period of the trial ”

**Councillor Robert Iggulden
Member of the Task Group**

Key Roads

- 2.10. During the inquiry we have considered which of the key routes on the local road network in the borough should be included in the Scheme. These should be routes which are particularly important to traffic flow during peak times and where it is most important to traffic flow during peak times.
- 2.11. We have considered the borough Lane Rental Roads and the possible routes to be included in the scheme and TfL’s Strategic Road Network,. A number of roads that Transport for London (TfL) classifies as the Strategic Road Network have been identified, which we recommend should be included in any locally run scheme.
- 2.12. We have also taken into account suggestions from local residents in response to our survey.

Draft Recommendation Three: Key Strategic Routes

It is recommended that the following key strategic routes be included in the Hammersmith and Fulham Lane Rental Scheme and any pilot carried out:

- ▶ Askew Road
- ▶ Beadon Road
- ▶ Butterwick
- ▶ Fulham Broadway
- ▶ Fulham High Street
- ▶ Fulham Palace Road
- ▶ Fulham Road
- ▶ Glenthorne Road
- ▶ Goldhawk Road
- ▶ Hammersmith Bridge Road
- ▶ Hammersmith Broadway
- ▶ Hammersmith Road
- ▶ King Street
- ▶ Kings Road
- ▶ Lillie Road
- ▶ New King's Road
- ▶ North End Road
- ▶ Putney Bridge Approach
- ▶ Queen Caroline Street
- ▶ Scrubs Lane
- ▶ Shepherd's Bush Green
- ▶ Shepherd's Bush Road
- ▶ Studland Street
- ▶ Uxbridge Road
- ▶ Wandsworth Bridge Road
- ▶ Wood Lane

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London Borough of Hammersmith & Fulham

LANE RENTAL ROADS



KEY

- Desirable Routes
- Strategic Road Network

LEGEND

- Hospital
- Town Hall
- Police Station
- Underground Station
- Road Closure (C = cycle exception)
- Fire Station
- Library
- School
- National Rail Station
- Borough Boundary



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 August 2011



Passing the Buck

- 2.13. A concern expressed to us in evidence about charging utility companies for lane rental and permits is that they will seek to pass these costs back onto the consumer, which might lead to a rise in utility bills and undermine the incentives to schedule work at the most appropriate times. This is an important consideration and something which should be monitored in any pilot of the scheme and afterwards, but if the scheme is running effectively this should not occur.
- 2.14. Firstly, the scheme should result in less “peak time” works being carried out and therefore the number of charges through lane rental should be minimised. As the scheme is not a revenue raising venture, the objective of the scheme is to encourage utility companies to schedule their works outside of peak traffic hours and it is hoped that the utility companies will work with the local authority in achieving this aim.
- 2.15. Secondly, most of the utility companies are in a competitive market and market pressures mean that they will have limited scope to raise prices above the market price and charges will therefore impact upon profits. As they are accountable to shareholders, they will be under pressure to avoid unnecessary costs and schedule works accordingly, outside of the chargeable periods of lane rental.
- 2.16. Thirdly, Section 74 of the New Roads and Street Works Act 1991, which enables highway authorities to charge street works undertakers (including utility companies) for street works, does not permit avoidable charges to be passed on to consumers, which must be borne by the operating companies. We are therefore recommending that the scheme is structured so that charges are avoidable.

Draft Recommendation Four: Lane Rental Scheme Hours of Operation

It is recommended that the Lane Rental Scheme charge be made avoidable by scheduling its times of operation at the peak hours of traffic flow, to incentivise works outside these hours and to encourage companies to commission work for reactive works during off peak traffic hours and to use road plating to cover works that need to be resumed later on.

“We are determined that any costs incurred by the utility companies should not be simply passed on to the consumer in the form of higher bills ”

**Councillor Wesley Harcourt
Vice Chairman of the Scrutiny Task Group**

Local Authority Road Works

- 2.17. We have considered how lane rental charges might apply to local authority works. We have also considered the findings of the House of Commons Transport Select Committee report *Out of the jam: reducing congestion on our roads**. The New Roads and Street Works Act 1991 does not require lane rental schemes to impose charges in relation to highway works. We believe, however, that for reasons of equity and since highway works can also cause substantial disruption, that the lane rental scheme should also be applied to the council's own road works on the same terms as to utilities and other street works undertakers.

Draft Recommendation Five: Local Authority Road Works

It is recommended that charges should be equally applied to local authority road works as well as utility company road works and that any revenue derived from these charges be hypothecated towards highroads and traffic enhancement measures.

3 Planning and Co-ordination

- 3.1. An important factor in avoiding disruptive road works is improving the planning and co-ordination of works by utility companies and the highways authority, between different utility companies and between utility companies and their works contractors and specialist operators. Planned road works on the public highways in London are entered on the London Works Public Register <http://public.londonworks.gov.uk>

“Co-ordination needs to spread works out so that they are not all in the same area at the same time ”

Local resident

Highway Authorities Co-ordination

- 3.2. Given the topography of the borough, many of the key roads run through neighbouring boroughs, and many of the road works being carried out affect roads in adjoining boroughs simultaneously. It is important therefore, that as far as possible, there is co-ordination and agreement between neighbouring boroughs on their street works policies. For example, if the Hammersmith and Fulham policy aims to encourage street works during the evenings and night time instead of peak traffic hours, this could be frustrated if a neighbouring borough had a policy which prohibited or discouraged night time works. Similarly, foreknowledge about planned works in a neighbouring authority can provide an opportunity for improved co-ordination.

* *Out of the jam: reducing congestion on our roads* - Transport Committee - Ninth Report, House of Commons
6 September 2011

- 3.3. In evidence, Thames Water representatives explained that one possible problem with the concept of availability of charges was that if a neighbouring borough refused permission for works to be carried out “out of hours” (e.g. a night) when the scheme would allow charge free works, this could make it infeasible to carry out the works during charge free periods. This could potentially make the charges unavoidable.
- 3.4. The Hammersmith and Fulham scheme should therefore not be developed in isolation but should be joined up with schemes operated by neighbouring boroughs and by Transport for London. Development of the scheme will therefore require further consultation and co-ordination between the transport authorities to provide greater harmony between the policies of different local highway authorities.

“all too often utility companies have not planned their works completely ”

Ian Hawthorn - Head of Network Management, Hammersmith and Fulham Council

Co-ordination Between Partners

- 3.5. Co-ordination between companies carrying out works can also help to reduce disruption, as planned works by one company can dovetail with works needing to be carried out by another and be done adjoining to save digging the road up twice. In such a case it may be advantageous if the lane rental charge could be shared between the companies so that the charge is only applied once and shared between them.
- 3.6. In evidence, the Head of Network Management agreed that co-ordination needed to be improved between utilities, local authorities and Transport for London. He gave a recent example of where Putney Bridge had just been re-surfaced and Thames Water put in a late application to dig up the road. If this had been anticipated, the road re-surfacing could have been delayed until after the Thames Water works and thereby retain the resurfaced road. He said that there were often disjointed communications between the contractors assigned to carry out the road works and the utility companies, which impaired planning and communications.

“It's a constant source of frustration for residents to see road works unattended for long periods or to see the various utility companies each digging up the same section of road in rapid succession.

Our plans to introduce a system of 'lane rental' should force the utilities to carry out their planned works in a much more co-ordinated fashion and reduce the inconvenience to residents ”

Councillor Wesley Harcourt
Vice Chairman of the Scrutiny Task Group

Improving Works Operations

3.7. A regularly reported reason for delays to street works is that companies carrying out works have to wait for specialist engineers and subcontractors to become available. More transparent forward planning of street works should also help to identify the availability of specialists against requirements.

“ I think there are different methodologies where we can change the way in which we work ”

A Thames Water representative

3.8. Street works jobs can vary in time and length and there are ways in which utility companies can better estimate the time required for jobs, for example by boring trial holes to find out how deep in infrastructure is, to help to plan works for efficiently.

Building Better Partnerships

3.9. One of the stated intents of the permit scheme was to improve planning and co-ordination between partners and we believe that the lane rental scheme should be able to provide even more incentives to encourage closer collaboration between partners. Incentivisation on it's own however, is not sufficient, and we recommend that measures be introduced to encourage and facilitate better co-ordination and long term planning of road works between utility companies and with highway authorities.

3.10. Local authorities have a lead role here and it is anticipated that the Council will continue to drive improved co-ordination and planning with its partners.

Draft Recommendation Seven: Co-ordination and Planning of Road Works
It is recommended that measures be introduced to encourage and facilitate the better co-ordination and long term planning of non-reactive road works between utility companies and with highway authorities.

“ Is there any way that utility companies can improve liaison between each other? Lillie Road was not long re-surfaced before it was dug up again ”

Local resident

Reactive Works

3.11. One of the problems in planning and co-ordinating road works is that the majority of works carried out are reactive; that is they are in response to a problem that has occurred which requires urgent work, which cannot be predicted in advance. It will never be possible, therefore, to perfectly plan and

co-ordinate street works. We believe, however, that the lane rental scheme will still help to encourage greater co-ordination and to incentivise a reduction in disruptive road works during peak times, even for reactive works.

- 3.12. Even where road works need to be carried out on major routes during peak times, road plating and other innovative ways of working enable works to be closed down during peak times and reopened again without having to shut down the works site. We believe that the Lane Rental Scheme needs to take account of this so as to encourage temporary opening of roads during peak times where possible, where works are being carried out. As long as roads are open during peak times this should be “free” and not chargeable under the scheme. This will ensure that even reactive road works lane rental charges are avoidable.

Road Works Notices

- 3.13. For greater transparency of road works plans to local residents, as well as contractors themselves on site, it is important that the planned schedule of works is clearly advertised on the works site itself. This should give the reference for the works being carried out, the planned start and finish times for works and a contact telephone or e mail where late running works can be reported. We are recommending therefore that all road works be clearly signposted to allow local residents and site engineers to be clear about the expected and agreed timescale of the road works. This also allows companies to be clearly held to account for delays and slippage.

Draft Recommendation Eight: Road Works Notices

It is recommended that road works should be clearly signposted to allow local residents and site engineers to be clear about the expected and agreed timescale of the road works.

“Notices (on works sites) never seem to start and finish when they say they will”

Local resident.

- 3.14. We believe that improved planned and co-ordination of road works by all partners involved in carrying out works on the highway is an important part of the strategy to drive efficiency and effectiveness in highway maintenance and reduce disruption on our roads. Moreover, improved planning and co-ordination will benefit everyone, including utility companies, facilitating a more effective use of their time and resources, as well as a more efficient use of the public highway.
- 3.15. Regular joint co-ordination meetings between partners, more central information sharing and a regulatory and charging structure which incentivises co-operation and the efficient use of the highway, should all help to encourage a more joined up approach. And this in turn should help to avoid the blight of unnecessary disruption on our roads and help *Get H&F Moving*.

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Acknowledgements

Our thanks to all of those who took time to attend to provide evidence to our inquiry or complete our questionnaire.

Witnesses

The following individuals, groups and organisations were interviewed during the inquiry:

Councillor Nicolas Botterill – Cabinet Member for Environment and Asset Management
Councillor Joe Carlebach - Cllr Joe Carlebach - Councillor for Avonmore and Brook Green, Hammersmith and Fulham Council
Nick Boyle – Transportation and Development Manager, Hammersmith and Fulham Council
Hammersmith and Fulham Tenants and Residents Association
Ian Hawthorn – Head of Network Management, Hammersmith and Fulham Council
Mr. Paresh Kavia – Thames Water
Mr. David Leibling - London TravelWatch
Mr. Peter Loft – Joint Chair London Highways Authority & Utilities Committee
Mr. Brian Mooney – Association of British Drivers
Local residents and businesses via questionnaire survey

DRAFT

Agenda Item 12



London Borough of Hammersmith & Fulham

OVERVIEW AND SCRUTINY BOARD

DATE	TITLE	Wards
7 December 2011	HIGH LEVEL REVENUE AND CAPITAL BUDGET MONITORING REPORT 2011-12 QUARTER TWO	ALL

SYNOPSIS

The report sets out the forecast outturn position for 2011-12 revenue and capital budgets as at Quarter 2 and explains significant variances.

CONTRIBUTORS

All Departments

RECOMMENDATION(S):

To note and comment on the projected outturn position.

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NEXT STEPS

High level revenue and capital budget monitoring is scheduled for ongoing monitoring by the Overview and Scrutiny Board in 2011-2012.

1. EXECUTIVE SUMMARY

- 1.1 This report gives details of the projected revenue and capital outturn position for 2011/12 as at the end of September 2011 (Quarter 2).
- 1.2 The General Fund Revenue Account is projected to underspend by £4.452m resulting in an increase in the General Fund balance to £20.52m (on the assumption the underspend is not applied elsewhere).
- 1.3 The Housing Revenue Account (HRA) is projected to overspend by £0.22m resulting in the HRA balance decreasing to £2.979m.

2. INTRODUCTION

- 2.1 The report provides an update on the revenue and capital financial position and highlights significant budget variances.

3. FORECAST REVENUE OUTTURN 2011/12 – GENERAL FUND

- 3.1 The projected revenue outturn for 2011/12 at the end of quarter 2 is an underspend of £4.452m, analysed by Department in Table 1. Figures in brackets denote underspends or income in excess of the Budget.

Table 1: 2011/12 General Fund Forecast Outturn – Departmental Analysis

Departmental Budgets	Revised Budget at Quarter 2 £000s	Forecast Year End Variance at Quarter 2 £000s	Forecast Year End Variance at Quarter 1 £000s
Children's Services	60,780	398	414
Unaccompanied Asylum Seeking Children	1,122	223	217
Community Services	78,854	(1,625)	(863)
Environment Services	19,602	206	144
Finance and Corporate Services	17,800	(315)	(250)
Residents Services	35,460	0	0
Housing & Regeneration	10,258	(518)	2
Centrally Managed Budgets	4,936	(515)	(268)
Controlled Parking Account	(16,524)	(2,306)	(2,152)
Net Operating Expenditure	212,288	(4,452)	(2,756)

- 3.2 If there is an underspend at the end of the financial year on General Fund services of £2.756m, then the impact on the Council's General Fund Balance will be as follows:

Table 2: The General Fund Balance as at 31 March 2012

	£m
Balance as at 31 March 2011(as per 2010/11 draft accounts)	(16.068)
Plus: Projected underspend	(4.452)
Projected Balances as at 31 March 2012	(20.520)

- 3.3 An explanation of the major budget variances for each department is set out in Appendix 1.

4. 2011/12 – HOUSING REVENUE ACCOUNT FORECAST OUTTURN

- 4.1 The Housing Revenue Account is forecast to overspend by £0.22 as at Quarter 2. An explanation of the major variances is provided in Appendix 2.
- 4.2 The projected overspend would result in the HRA balances reducing to £2.979m at the year end as shown in Table 3.

Table 3: The Housing Revenue Account Balance as at 31 March 2012

	£m
Balance as at 31 March 2011 (as per 2010/11 draft final accounts)	(3.107)
Plus: Budgeted contribution to Balances	(0.092)
Less: Projected overspend	(0.220)
Balance as at 31 March 2012	(2.979)

5. CAPITAL

General Fund Debt Reduction - Updated Forecast at Quarter 2

- 5.1 A key Council objective is to reduce capital debt. Closing 2006/07 general fund debt (Capital Financing Requirement – CFR) was £168m and has reduced to £121.8m by the end of 2010/11. As set out in Table 4 debt is now forecast to reduce to £113.1m at year end and to £55.1m by 2015/16.

Table 4 – Projected Movement in the Capital Financing Requirement (CFR)

	11/12	12/13	13/14	14/15	15/16
	£m	£m	£m	£m	£m
Opening Capital Financing Requirement	121.8	113.1	72.1	61.8	62.4
Revenue Repayment of Debt	(3.3)	(2.9)	(1.9)	(1.6)	(1.5)
Repayment of receipts used for temporary debt redemption	2.4	7.0	0.0	0.0	0.0
Borrowing For Schools Investment *	0.2	5.0	0.4	0.0	0.0
Annual (Surplus) in the Capital Programme	(8.0)	(50.1)	(8.8)	2	(5.8)
Closing CFR	113.1	72.1	61.8	62.4	55.1
<i>Net Movement from the opening 2011/12 CFR (£121.8 m)</i>	<i>(8.7)</i>	<i>(49.7)</i>	<i>(60.0)</i>	<i>(59.4)</i>	<i>(66.7)</i>
<i>Revenue Impact (9% of CFR – lagged by 1 year)</i>		<i>(0.8)</i>	<i>(4.5)</i>	<i>(5.4)</i>	<i>(5.3)</i>

* Borrowing for Schools Investment to be financed from the DSG Funding

Update on the General Fund Capital Programme

- 5.2 The updated Quarter 2 forecast is summarised in Table 5. Detailed resource and expenditure forecasts are set out in Appendix 3 and 4. A cumulative surplus in resources of £70.5m is now forecast to 2015/16.
- 5.3 The forecast cumulative surplus is £26.1m higher than reported at Quarter 1 (£44.4m). This is mainly due to the identification and inclusion of new assets for disposals and an increase valuations on assets previously identified for disposal.

Table 5 – 2011/12 General Fund Capital Programme

	2011/12	2012/13	2013/14	2014/15	2015/16
	£m	£m	£m	£m	£m
Expenditure:					
Mainstream	12.4	15.6	6.5	10.3	1.7
Specific	32.7	16.2	6.0	2.0	0.0
Capital expenditure budget	45.0	31.8	12.5	12.3	1.7
Resources:					
Mainstream					
General Fund Receipts	19.1	54.5	6.9	0.6	0.0
RTB and 25% of decent neighbourhood receipts	7.4	11.2	8.4	7.5	7.5
Reimbursement of HRA and Decent Neighbourhood receipts	(6.2)	0.0	0.0	0.0	0.0
Sub-total Mainstream Funding	20.4	65.7	15.3	8.1	7.5
Sub-total Scheme Specific Funding	32.7	16.2	6.0	2.0	0.0

	2011/12	2012/13	2013/14	2014/15	2015/16
	£m	£m	£m	£m	£m
Total (Mainstream + Specific)	53.1	81.9	21.2	10.1	7.5
Annual deficit/(surplus)	(8.0)	(50.1)	(8.8)	2.2	(5.8)
Cumulative deficit/(surplus)	(8.0)	(58.1)	(66.9)	(64.7)	(70.5)
<i>Cumulative deficit/(surplus) last reported</i>	<i>(8.0)</i>	<i>(50.8)</i>	<i>(59.3)</i>	<i>(61.1)</i>	<i>(62.3)</i>
<i>Cumulative deficit/(surplus) forecast at Budget Council</i>	<i>(14.4)</i>	<i>(37.8)</i>	<i>(43.7)</i>	<i>(45.5)</i>	<i>(46.7)</i>

Update on the Decent Neighbourhoods Capital Programme

- 5.4 A key Council objective is the regeneration of housing estates and creation of sustainable communities. Certain housing capital receipts have been earmarked for this purpose and a number of initiatives are now in progress whilst others are under consideration. Details of the expenditure and resource forecasts are provided in Appendix 5 and summarised in Table 6.
- 5.5 The council has received £15m from Capital and Counties (CapCo) for signing an exclusivity agreement relating to the Earl's Court Regeneration site. £10m of this is refundable should a conditional land sale agreement (CLSA) not be possible, the remaining £5m being not refundable under any circumstances. The land covered by the regeneration area is owned partly by the Housing Revenue Account and partly by the General Fund. The percentage of the £5m attributable to the HRA land has been included in the decent neighbourhoods pot under schemes under consideration pending confirmation from our auditors regarding the accounting treatment.

Table 6 – Summary of the Decent Neighbourhoods Programme

Decent Neighbourhoods Summary	2011/12	2012/13	2013/14	2014/15	2015/16
	£m	£m	£m	£m	£m
Expenditure	7.282	13.409	1.825	0	0
Resources	(11.085)	(40.224)	(23.662)	(21.000)	(21.000)
In Year (Surplus) - based on approved schemes	(3.803)	(26.815)	(21.837)	(21.000)	(21.000)
Schemes under consideration	(0.410)	14.570	5.781	0.895	(5.114)
Revised In Year (Surplus)	(4.213)	(12.245)	(16.056)	(20.105)	(26.114)
Balance b/fwd	(3.654)	(7.867)	(20.112)	(36.168)	(56.273)
Current Cumulative forecast (Surplus)	(7.867)	(20.112)	(36.168)	(56.273)	(82.387)
Last Reported Cumulative (Surplus)	(9.251)	(27.276)	(43.123)	(64.123)	(85.478)
Budget Council	(2.813)	(26.015)	(48.178)	(69.178)	(90.178)

Update on The Housing Revenue Account (HRA) Programme Capital Programme

- 5.6 The updated HRA Capital Forecast is summarised in Table 7 and detailed in Appendix 6. This will be reviewed subject to the outcome of Government's announcement that a new system of council housing finance will be in place for next year.
- 5.7 Resource assumptions continue to be closely monitored particularly regarding leaseholder contributions and receipts. Expenditure will continue to be managed within the available resource envelope.

Table 7: Cumulative HRA Capital Programme 2011/12 to 2015/16

HRA Forecast	2011/12	2012/13	2013/14	2014/15	2015/16
	£m	£m	£m	£m	£m
Expenditure					
Proposed HRA Capital Programme	41.750	35.733	30.189	28.858	29.579
Total Expenditure	41.750	35.733	30.189	28.858	29.579
Resources					
Major Repairs Allowance	12.723	16.020	16.565	17.126	17.703
Supported Borrowing	0	0	0	0	0
Receipts c/f	2.390	0	0	0	0
Expensive Voids Contributions	14.867	0	0	0	0
Expensive Voids Contributions - proposed	0	8.820	3.781	0.895	0
Leasehold Contributions	6.380	5.790	5.443	3.537	2.500
Edward Woods receipts	0	5.103	0	0	0
Revenue Contributions	0	0	4.400	7.300	9.376
Other Specific Funding	5.390	0	0	0	0
Total Resources	41.750	35.733	30.189	28.858	29.579
(Surplus)/Deficit Now Forecast (excluding potential future revenue contribution)	0	0	0	0	0

6 Comments of the Director of Finance and Corporate Services

Revenue

- 6.1 The projected revenue position as at Quarter 2 shows a projected General fund underspend of £4.452m. This will be taken account of within the 2011/12 Medium Term Financial Strategy process.
- 6.2 The HRA has a projected overspend of £0.22m as at Quarter 2.

Capital

- 6.3 This report has provided an update on the debt reduction programme. The main forecast is that debt will reduce to £55.1m by 2015/16. This represents a forecast reduction of £112.9m from £168m in 2006/07.

- 6.4 The decent neighbourhood pot is forecast to be in surplus by £7.9m (including brought forward balance of £3.7m) in 2011/12. This surplus relies on the successful realisation of receipts from the disposal of expensive to repair street properties. The expected sales from this programme are valued at £22.5m plus other assets totalling £5.7m. To date £12.068m has been received in respect of 24 properties where sales have been completed. Please refer to table 6 above.
- 6.5 The Housing capital programme is forecast to be in balance at the year end. There is a risk that leaseholder contributions of £6.3m may not be achieved and this would have an impact on the financing of the capital programme. Given this risk, the Director of Finance and Corporate Services is liaising with the Director of Housing and Regeneration to regularly audit and monitor the level of leaseholders contributions and this will be reported upon through the regular monthly capital monitoring reports.
- 6.6 The position of the resources to support the HRA capital programme will have to be closely monitored and corrective actions taken early to ensure that the capital programme can be adequately funded. The future year position will also need to be addressed pending clarification on the future changes to the housing finance regime and progress regarding the sale of apartments at Edward Woods.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Revenue Monitoring Documents	Gary Ironmonger Ext: 2109	Hammersmith Town Hall; Room 38 – Ground Floor
2.	Capital Revenue Monitoring Documents	Isaac Egberedu Ext: 2503 Jade Cheung Ext: 3374	Hammersmith Town Hall; Room 5 – Ground Floor

APPENDIX 1:**DEPARTMENTAL ANALYSIS - BUDGET REVENUE MONITORING**
QUARTER 2**CHIDRENS SERVICES DEPARTMENT****Variance Analysis by Departmental Division**

Departmental Division	Revised Budget	Variance at Quarter 2	Variance at Quarter 1	Explanation of Variance
	£000s	£000s	£000s	
School Resources	2,829	0	0	
School Improvements and Standards	9,561	0	0	
Children, Youth and Community	16,437	50	414	The £50k forecast overspend is due to the delay in Youth Commissioning implementation. The movement from previous period is due to finalisation of implementation plans and extended timescales for final recruitment to vacant posts
Dedicated School Grant & Schools Funding	(6,450)	0	0	
Commissioning Performance and Partnership	3,669	(17)	0	
Children Social Care	30,337	171	0	The forecast overspend of £171k is due to additional in year Fostering placements
Overheads	4,397	194	0	The forecast overspend on overhead budgets is due to the cost of Maternity payments exceeding available budget. This budget is currently under corporate review.
Other				
Total	60,780	398	414	

UNACCOMPANIED ASYLUM SEEKING CHILDREN**Variance Analysis by Departmental Division**

Departmental Division	Revised Budget	Variance at Quarter 2	Variance at Quarter 1	Explanation
	£000s	£000s	£000s	
Unaccompanied Asylum Seeking Children	1,122	223	217	Grant regulations changes (removal of indirect cost allowance) coupled with reduction of grant eligible children resulted in funding gap
Other				
Total	1,122	223	217	

COMMUNITY SERVICES**Variance Analysis by Departmental Division**

Departmental Division	Revised Budget	Variance at Quarter 2	Variance at Quarter 1	Explanations
	£000s	£000s	£000s	
Adult Social Care	59,655	(1,538)	(840)	Following on from the work undertaken by management, the full year effect of a lower level of client activity in placements, packages and direct payments services within this division has led to a significant increase in the projected underspend for this area.
Quality, Commissioning & Procurement	18,123	5	116	Management action has been taken to reduce the budget pressure relating to staffing costs and expenditure on the Champions for Health project.
Resources	882	(43)	(37)	
Directors & Support Services	193	(49)	(102)	
Redundancy Budget	0	0	0	
Total	78,854	(1,625)	(863)	

ENVIRONMENT DEPARTMENT

Variance Analysis by Departmental Division

Departmental Division	Revised Budget	Variance at Quarter 2	Variance at Quarter 1	Explanation
	£000s	£000s	£000s	
Building & Property Management	(1,305)	1,027	956	There continues to be a shortfall in Architecture, Surveying, Engineering fees due to reduced workload on housing projects. In addition current workload and income levels in Building control indicate an overspend of £100k in this area. Current activity levels on Civic Accommodation reactive maintenance result in a forecast overspend of £150k.
Highways Division	12,530	(240)	(20)	Favourable forecast resulting from an improvement in rechargeable fees projection.
Planning Division	4,377	(932)	(1,066)	The projection for fee income remains significantly above budget. The income projection from developer contributions is unchanged the estimated of the costs in relation to this work has increased leading to a reduction in the forecast underspend.
Public Protection & Safety	5,513	(147)	(238)	There is a favourable variance on salaries expenditure due to a number of unfilled vacancies.
Dept Support Services and IT	(1,513)	498	511	There are concerns around the deliverability of the £630k MTFS saving for transformational savings. These savings are being covered by under spends else where in the Department. DMT are continuing to explore savings opportunities in both the Department and across the Council as a whole.
Total	19,602	206	144	

FINANCE AND CORPORATE SERVICES

Variance Analysis by Departmental Division

Departmental Division	Revised Budget	Variance at Quarter 2	Variance at Quarter 1	Explanations
	£000s	£000s	£000s	
H&F Direct	17,675	(80)		
Org. Development	141	30		
Legal & Dem.Services	(1,068)	(75)		
Communications	(166)	290	250	The overspend on Communications budget relates to a non-achieved MTFS efficiency saving on variable data printing and a projected shortfall on the Hammerprint trading account.
Finance	3,332	(250)	(100)	The underspend in finance is a combination of lower staffing spend in Audit and Fraud, better than budgeted income from Audit & Fraud work and a one off £45k Capital Ambition contribution to admin costs.
Business Technology	(1,682)	(210)	(200)	Lower Hammesmith & Fulham Bridge Partnership charges.
Executive Services	(423)	260	200	Non achievement of £168k on Business Support Review MTFS savings. Unbudgeted payment for a PCT consultant.
Corporate Human Resources	77	(280)	(400)	Funding for the "Independent Safeguarding Authority" (ISA) is no longer required saving £250k. The saving from implementation of Smart HR has reduced due to a more prudent assessment of income from schools the SLA.
Contingencies & Provisions	(86)	0		
Finance And Corporate Services	17,800	(315)	(250)	

RESIDENTS SERVICES

Variance Analysis by Departmental Division

Departmental Division	Revised Budget	Variance at Quarter 2	Variance at Quarter 1	Explanations
	£000s	£000s	£000s	
Cleaner, Greener & Cultural Services	27,724	(223)	0	Based on a rolling twelve months forecast variable waste disposal charges are forecast to be £337k under budget. This favourable variance is offset by adverse variances on Library services of £78k and Archive Services premises costs of £62k .
Customer & Commercial Services	422	207	0	Although Street market income is forecast to be 8% higher than last year there is still expected to be a £82k shortfall in this area. There is also a shortfall on Net External Trade waste income of £30k. The sponsorship income target of £135k will not be met as the appointment of an organisation to operate the sponsorship service is not likely to take place until January.
Safer Neighbourhoods	7,040	16	0	
Director & Resources	274	0	0	
Total	35,460	0	0	

HOUSING & REGENERATION DEPARTMENT**Variance Analysis by Departmental Division**

Departmental Division	Revised Budget	Variance at Quarter 2	Variance at Quarter 1	Explanation
	£000s	£000s	£000s	
Housing Options	6,432	(490)	2	Overspends on the budget for the Locata re-housing database of £65k, and the cost of voids under a contract held by Re-housing Options of £21k are offset by favourable variances on the Temporary Accommodation account of (£402k) due to reduced demand and lower than budget payments to PSL landlords , an under-spend on staffing of (£70k) due to vacant permanent posts and staff not in the pension scheme, additional income of (£95k) from the Housing Benefit recycling initiative under Direct Lettings, and other running cost under-spends of (£9k).
Housing Strategy & Regeneration	3,573	(15)	0	
New Deal for Communities	0	0	0	
Finance	253	(13)	0	
Total	10,258	(518)	2	

CENTRALLY MANAGED BUDGETS**Variance Analysis by Departmental Division**

Departmental Division	Revised Budget	Variance at Quarter 2	Variance at Quarter 1	Explanation
	£000s	£000s	£000s	
Pensions/ Redundancy	4,378	0	0	
Misc Expenditure and Income	30	(450)	(268)	The forecast overachievement of Land Charge income has increased from £268k to £450k.
Corporate & Democratic Core	6,849	(65)	0	
Housing and Council Tax Benefits	469	0	0	
Insurance	0	0	0	
Net Cost of Borrowing	7,034	0	0	
Levies	2,518	0	0	
Contingency	4,983		0	
Capital Financing Adjustment	(21,325)	0	0	
Total	4,936	(515)	(268)	

CONTROLLED PARKING ACCOUNTS (CPA)**Variance Analysis**

Details of Variance	Revised Budget	Variance at Quarter 2	Variance at Quarter 1	Explanation
	£000s	£000s	£000s	
Pay & Display	(12,694)	(100)	112	As at end of quarter 2 it is expected that income from pay and display will be £100k better than budget. An improvement from quarter 1 when the indication was that there would be an income shortfall.
Permits	(4,690)	(147)	(29)	Income from Resident's Permits have shown an 18% increase on the previous year, following the increase in price in January 2011. Business permits have shown a decrease in income of 3% as compared to the previous year. The forecast has increased from quarter one as it has become clearer that this increase will be sustained for the rest of the year.
Civil Enforcement Officer Issued Penalty Charge Notice (PCN)	(6,864)	1,029	42	The number of On Street Parking PCNs issued is 11% less than at quarter 2 in 2010/11. The movement from quarter one recognises the reduction from the previous year has remained for the first 6 months of 2011/12.
Debt recovered by Bailiffs	0	(803)	(803)	The bailiff recovery forecast is based on an expected number of debts being registered in 2011/12 and a recovery rate based on the previous financial year. This results in additional income recovered from previous years in 2011/12 of £803k.

Details of Variance	Revised Budget	Variance at Quarter 2	Variance at Quarter 1	Explanation
Bus Lane PCN	(115)	(363)	(185)	CCTV parking PCN issue numbers are 5% down on the same period last year. This has been accompanied by an increase in Bus Lane and Moving Traffic PCNs that use the same CCTV resources.
Closed Circuit Television (CCTV) PCN	(616)	23	(312)	
Moving Traffic PCN's	(900)	(2,695)	(1,515)	Moving traffic PCN issue numbers have increased over the last 10 months. This has lead, in this year, to an estimated income of £2.7m in excess of the budget.
Parking Bay Suspensions	(917)	(358)	(330)	Following price increase in parking bay suspensions in January, the forecast income for the year has risen to £358k more than budgeted.
Towaways / Removals	(852)	77	103	
Expenditure and Other Income	11,124	1,030	764	An additional £1m is planned to be spent on resourcing CCTV and increasing the number of enforcement officers. An increase in income is expected to accrue once the equipment and teams are in place. The increase from quarter 1 is mainly due to an increased estimate of the number of debts that will be registered at the County Court in 2011/12. And an increase in the numbers of CCTV enforcement officers employed.
Total	(16,524)	(2,306)	(2,152)	

APPENDIX 2 : HOUSING REVENUE ACCOUNT**BUDGET REVENUE MONITORING REPORT – QUARTER 2****Table 1.1: Variance Analysis by Departmental Division**

Departmental Division	Revised Budget	Variance Quarter 2	Variance Quarter 1	Explanation
	£000s	£000s	£000s	
Finance and Resources	5,681	196	10	<p>Explanation of Variance This variance is principally due to an increase in corporate SLA charges of £187k following a review and re-apportionment of all SLA charges across the council, with a salaries over-spend pending a restructure of £112k being offset by various other savings of (£103k).</p> <p>Explanation of Movement As above.</p>
Housing Management	13,363	189	(42)	<p>Explanation of Variance There are overspends on: decant and management transfers of £119k; removal, storage and compensation costs of £156k; utilities costs of £300k coupled with under-achieved income of £127k from parking fines and transformational programme charges of £200k. These are offset by vacancies in the concierge and specialist teams of (£318k), legal charges of (£262k), and other minor under-spends of (£133k).</p> <p>Explanation of Movement The (£42k) under-spend related to a combination of pressures and savings for which a budget adjustment was made to eliminate the variance; the additional £189k movement is explained above.</p>
Commissioning and Quality Assurance	1,596	(120)	0	<p>Explanation of Variance This relates to net under-spends on a variety of staffing and running costs variances of £82k and (£202k) respectively. The (£202k) includes activities and events (£64k), reduced recruitment activity (£26k), staff training (£56k), stationery, publications and printing (£56k).</p> <p>Explanation of Movement As above.</p>

Property Services	2,044	114	615	<p>Explanation of Variance Overspends of £76k on salaries and of £50k on transport costs are offset by minor under-spends (£12k).</p> <p>Explanation of Movement A deficit on capitalisation of £242k, an increase in employers pension contributions £111k, staffing costs of £162k and an outstanding tribunal claim of £100k were all identified as budget pressures for which a budget was provided following the identification of matching savings. The subsequent movement of £114k is explained above.</p>
Housing Repairs	13,408	(414)	(445)	<p>Explanation of Variance The current forecast allows for unexpected BPM costs from 2010/11 of £144k offset by additional capitalisation of (£554k) and a net under-spend of (£4k) on detailed budgets.</p>
Housing Income	(67,933)	(56)	(253)	<p>Explanation of Variance The variance is comprised of a (£465k) favourable variance on dwelling rental income, a shortfall on Sheltered Housing income of £366k due to the introduction of the Enhanced Housing Management Charge, a reduction in Use & Occupation charges of £150k, a favourable variance on commercial rents of (£117k), and £10k of other small variances.</p> <p>Explanation of Movement This relates to a reduction in income expectations on dwelling rents of £65k, Sheltered Housing of £39k, Use & Occupation charges of £135k, multiple minor budgets of £108k offset by improvements in commercial rent of (£150k).</p>
Housing Options	666	(33)	(18)	
Adult Social Care	48	(10)	0	
Housing Strategy	462	49	(40)	
Regeneration	512	(6)	(61)	
Safer Neighbourhoods	774	15	(75)	

Central & Support Services	3,562	579	(118)	<p>Explanation of Variance The water rates income forecast comprises an overspend on bills paid of £150k and an under-receipt of income of £152k. Additionally, corporate SLA charges are forecast to be overspent by £134k after a recalculation across the Council and a combination of overspends on minor budgets leaves a £143k variance.</p> <p>Explanation of Movement The water rates forecast has deteriorated by £525k following an improvement in the forecasting methodology, the corporate SLA charges of £134k are new, and the miscellaneous overspends have increased by £38k.</p>
Housing Subsidy	(10,375)	386	0	<p>Explanation of Variance This relates to an increase in the maintenance allowance (£171k) and MRA (£75k) by £13 and £6 per dwelling respectively as advised in the final subsidy determination for 2011/12. Additionally, the CRI (the Council's Consolidated Rate of Interest) has been adjusted downwards to 5.34% from the budgeted figure of 5.48% - this determines the interest due on the Council's HRA borrowings which is reimbursed via subsidy and has reduced by £632k. Note this variance is offset by a favourable variance on housing capital shown below</p> <p>Explanation of Movement As above.</p>
Housing Capital	36,100	(669)	316	<p>Explanation of Variance The latest forecast is comprised of (£15k) Supporting People income on Park Court properties now handed back to NHHG, (£589k) under-spend on interest on borrowings following a reduction in the CRI from 5.46% (budgeted) to 5.34%. The latest forecast for interest receivable on HRA balances shows a (£65k) favourable variance based on an assumed 1% interest rate.</p> <p>Explanation of Movement The £316k related to the Council's liability to Notting Hill Housing Trust under the surpluses, deficits and management agreement. This was identified as a budget pressure for which a budget was provided following the identification of matching savings elsewhere within the HRA. The subsequent movement of (£669k) is explained above.</p>
HRA Outturn	(92)	220	(111)	

General Fund: Anticipated Capital Receipts	
2011/12	
	£'000
	Revised as at Quarter 2
111 Devonport Road	
Distillery Lane	
132 Wandsworth Bridge Road	
Avonmore Youth Centre	
58 Bulwer Road Street	
182 Hammersmith Road	
153 Hammersmith Road	
34 Fulham Palace Road	
Novotel	
Fulham Cemetery Lodge	
West Lodge, Margravine Cemetery	
Total	19,125
2012/13	
	£'000
School Caretaker Houses	
Fulham Cross Centre	
St Johns Walham Green	
Sands End	
282 Goldhawk Rd	
3 Blacks Road (Irish Centre)	
Palingswick House	
12-14 Letchford Gardens	
31 Paddenswick Road	
The Lodge Bishops Avenue	
The Lodge North Sheen Cemetery	
The Lodge Paddenswick Road	
The Lodge, Mortlake Cemetery	
Hurlingham Yard	
Fulham Town Hall	
Hammersmith Library	
50 Commonwealth Avenue	
11 Farm Lane	
282 Goldhawk Rd	
Sale of Gibbs Green (Earls Court Regeneration)	
Total	54,461
2013/14	
	£'000
Clancarty Lodge	
Greswell Centre	
280 Goldhawk Road	
The Lodge Old Oak Common	
282 Goldhawk Rd	
	6,875
2014/15	
	£'000
Stowe Rd	600
	600
Total All Years	81,061

General Fund Capital Monitoring Summary 2011/12: Quarter 2

Appendix 4

Department	Budget as at Quarter 1 £000's	Additions/ (Reductions) £000's	2011/12		Revised Budget at Quarter 2 £000's	Expenditure to date £000's	Forecast Outturn 2011/12 £000's
			Slippage £000's				
Children's Services	15,729	1,967	202		17,898	3,988	17,898
Community Services (Adult Social Care)	1,898	0	(475)		1,423	623	1,423
Environment Services	15,849	(151)	(370)		15,328	3,248	15,328
Finance and Corporate	1,500	0	0		1,500	0	1,500
Residents Services	8,887	(7)	0		8,880	3,561	8,880
Total Expenditure	43,863	1,809	(643)		45,029	11,420	45,029
Funding							
Mainstream							
Children's Services	2,655				2,655		2,655
Community Services	450				450		450
Environment Services	6,757	(41)			6,716	849	6,716
Finance and Corporate	1,500				1,500		1,500
Resident Services	1,037	(7)			1,030	238	1,030
Total Mainstream	12,399	(48)	0		12,351	1,087	12,351
Specific Funding							
Children's Services	13,074	1,967	202		15,243	2,043	15,243
Community Services	1,448		(475)		973	293	973
Environment Services	9,092	(110)	(370)		8,612	859	8,612
Finance and Corporate	0				0	0	0
Resident Services	7,850				7,850	772	7,850
Total Scheme Specific	31,464	1,857	(643)		32,678	3,967	32,678
Total Resources	43,863	1,809	(643)		45,029	5,054	45,029

Decent Neighbourhoods Monitoring 2011/12: Quarter 2				Appendix 5			
HOUSING AND REGENERATION							
	Revised Budget at Quarter 2	Expenditure to date	Forecast Outturn	2012/13	2013/14	2014/15	2015/16
Expenditure	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Watermeadow Court (Decanting Costs)	1,414	855	1,414	0	0	0	0
Fulham Court (development including Childrens Centre)	530	533	530	1,782	1,747	0	0
Traveller Site Improvement Project	125	125	125	0	0	0	0
248 Hammersmith Grove	600	2	600	0	0	0	0
Hostel Improvements	1,321	0	1,321	0	0	0	0
Edith Summerskill decant costs	1,690	0	1,690	0	0	0	0
Jepson House	1,602	0	1,602	1,627	78	0	0
Total HR Expenditure	7,282	1,515	7,282	13,409	1,825	0	0
Brought Forward* (Resources)	(3,654)	0	(3,654)	0	0	0	0
Expensive Voids Sales:							
Total Sales Receipts	(26,817)	0	(26,817)	(44,299)	(31,550)	(28,000)	(28,000)
Resource Transfers							
To be reimbursed regarding the debt reduction target	(3,763)	0	(3,763)	0	0	0	0
Temporary use for debt reduction	(2,400)	0	(2,400)	(7,000)	0	0	0
Capital Investment in maintaining existing stock	14,867	0	14,867	0	0	0	
25% of receipts to the mainstream programme	6,901	0	6,901	11,075	7,888	7,000	7,000
Grants to Social Landlords to improve hostels.	128	0	128	0	0	0	0
Total Resources	(11,085)	0	(11,085)	(40,224)	(23,663)	(21,000)	(21,000)
In Year (Surplus)/Deficit	(3,803)	1,515	(3,803)	(26,815)	(21,838)	(21,000)	(21,000)
SCHEMES UNDER CONSIDERATION							
Total	(410)	0	(410)	14,570	5,781	895	(5,114)
Revised In-Year Surplus/Cost	(4,212)	0	(4,212)	(12,245)	(16,057)	(20,105)	(26,114)
Revised Cumulative Total	(7,866)	0	(7,866)	(20,111)	(36,168)	(56,273)	(82,387)
Notes:							
No allowance has been made for the reprovision of family dwellings under the revised voids policy current under review							
* The actual cash brought forward is £3.5m. A further £4.4m was set aside to deliver revenue savings for the regeneration programme through debt repayment. This will be released back to capital if required.							

HRA Capital Programme 2011/12 to 2015/16			Appendix 4
HRA CAPITAL PROGRAMME			
	Revised Budget 2011/12	Expenditure to date	Forecast Outturn 2011/12
Schemes	£ '000	£ '000	£ '000
Supply initiatives	3,500	1,445	2,902
Energy schemes	1,184	239	832
Lift schemes	588	35	325
Kitchen, bathroom new starts	0	0	0
Fabric Repair Schemes	161	87	113
Edward Woods -Regeneration Project	8,597	2,898	8,597
General Capital Repairs	1,150	255	950
Preventative Planned Maintenance	2,166	27	1,837
Minor Programmes	7,525	1,101	6,371
Pre partnering schemes	41	18	27
Decent Homes Partnering	22,403	10,392	19,330
Total LBHF managed	1,754	618	1,754
Rephasing and reprogramming	(7,319)		(1,288)
Total HRA	41,750	17,115	41,750
HRA FINANCING SUMMARY			
Total Non- Specific funding	36,360		36,360
Total Scheme Specific	5,390		5,390
Total HRA	41,750	17,115	41,750



London Borough of Hammersmith & Fulham

OVERVIEW AND SCRUTINY BOARD

DATE	TITLE	Wards
7 th December 2011	Monitoring Performance – (First Quarter) Monitoring: FCS and Corporate PIs	All

SYNOPSIS

At the meeting on 21st September 2010, Overview and Scrutiny Board (OSB) agreed an updated set of performance indicators (PIs) comprising key national and local performance indicators and asked that these be reported quarterly for monitoring by the Board, on an exception basis. This report includes the 2nd quarter status on:

- Financial, HR, Electoral Registration and Contact Centre PIs,
- Updating the position on reporting PIs that were included in the council's Local Area Agreement and Community Strategy.

CONTRIBUTORS

All Departments/FCS (Communications & Policy Division).

RECOMMENDATION(S):

That the committee monitor the performance indicators included in this report.

CONTACT

Simon Jones
A D. Communications
Finance & Corporate
Services
(Room 39 – ext. 2086)

NEXT STEPS

Continued monitoring reports to the Overview and Scrutiny Board in 2011-2012.

Second Quarter Monitoring: FCS and Corporate Pls

1. Background

- 1.1 Key performance indicators are monitored each quarter as part of the council's performance management system. This report contains the key corporate and financial indicators as agreed by OSB in September 2010.

2. Second Quarter Monitoring Report

- 2.1 The attached tables in the Appendices are for the second quarter (July to September 2011).
- 2.2 The report uses traffic light colour coding to indicate performance.
- Green signifies at or above targets, amber is below target but within a reasonable tolerance level (e.g. above last year's performance) and red is outside the tolerance level. The report structure focuses on monitoring indicators by exception (i.e. red/amber, where performance is below target). This applies to all areas of the report excluding sickness absence and the corporate totals, which are provided in full.
 - The report uses year to date (YTD) actual performance compared to the target set for the year. The trend will show 'improving', 'not improving' or 'static' based on year to date (YTD) actual compared with the performance for the same period in the previous financial year.

3. Financial Indicators

- 3.1 The attached Finance Performance Indicators (Exceptions) Report identifies those indicators that are below target and which are marked as red or amber. The report will also show where information on an indicator is not available. The text below provides greater detail on causes and corrective actions.

Business Support

- FCS 010 Weighted average rate of cost of borrowings below the average 7 day LIBOR rate (%) – This is not colour coded as there have not been any borrowings undertaken in 2011-12.

FSB - Corporate

- FCS 063 Payments made by BACS as percentage of total – The performance for the second quarter of 2011/12 was 64.28% which was below last quarter's outturn of 69.07% and the target (70%) but is above the 2010/11 outturn of 62.02%. The September payment volumes were: 3,254 BACS payments (£74.4m), 2,080 cheque payments (£2.3m). No significant improvement in performance is anticipated until the end of the year when the intention is to end all cheque payments.

H&F Direct

- BV079bi Housing Benefit overpayments recovered as percentage of those deemed recoverable in that period – In quarter 2 of 2011/12 performance to date was 41.6%. This is below the performance for 2010/11 (44.42%) and target of 50%.

A project team was established in April to reduce the backlogs or work, (review outstanding / suspended housing benefit cases, fraud referrals, and change of circumstances) which whilst reducing overall volumes from over 14,000 to just over 7,000 has created an additional £2.3m in benefit debt (100% increase) as overpayments have been identified. Over £700k more has been collected this year (against last year) but the increase in debt means that this impact is not reflected in the percentage result.

This, along with the fact that over 25% of the debt has to be 'clawed back' from ongoing benefit payments at minimal amounts (average is £9 per week for income support cases), means that the impact will continue to be felt for the foreseeable future.

The recovery of housing benefit overpayments is part of the Cost Reduction Programme Procurement exercise currently in progress, which is market testing the recovery of this debt, with a view to letting a contract in early 2012.

- NI 181 Time to process housing benefit and council tax benefits - The performance data is produced by DWP but there has been a significant delay in publishing results in the past and DWP have stopped publishing these from the beginning of the financial year. They have also advised that from quarter 3 they will amend the indicator, splitting it into two parts; 'new claims' and 'change of circumstance claims', future reports will be in this format.

H&F's revised focus on new claims, reported last quarter, has seen improvements on this aspect, reducing new claims processing from 36.2 days up to June to 26.7 during September.

However this has been at the expense of 'change in circumstance' processing. The overall impact for NI 181 for the year to date at Quarter 2 is an estimated level of 37 days against the target of 30 days.

The Lean review that has also been going on over the last few months, is now piloting new processes and arrangements that will reduce the time taken to deal with changes in circumstances – these include:

- dealing with changes (and transacting it) while the

customer is on the phone) – this has increased from 25% of cases to 47%

- contacting customers who have made appointments to come in and see officers, with a view to dealing with the query without the need for an appointment. This pilot is already seeing appointments waiting times reduce from over 7 days to next day (as unnecessary appointments are now being avoided),.

Revenue

- BV010 Business Rates received in the year – The performance for the year to September was 54.28% which is below target (55.84%).
The recession continues to impact on businesses making collection difficult. The report last quarter advised of the change in the payment method by the NHS. In 2010/11 the bills for Charing Cross & Hammersmith Hospitals were paid in full in April - these are now paid by monthly direct debit. The impact of this will diminish as we go through the year but currently equates to -0.7% impact on target. The performance figures have been further affected by the recent occupancy of the Ark. This has retrospectively increased the collectable debt by £1.5m and -0.8% impact on target. Allowing for the impact of these changes, would otherwise indicate a performance around target.

4. Sickness Monitoring

- 4.1 Corporately, the position on sickness absence in this quarter is 7.9 days lost per member of staff, which is marginally higher than target (7.8). When leavers are excluded, the corporate absence figure for current employees is 6.2 days, although slightly lower than last quarter, it remains better than target (6.5).
- 4.2 Children's Services – Continued performance better than target (7.8) with a slightly improved figure of 7.2 days sickness absence (from 7.3 in June). When considering current employees only, the level of 5.8 days is an improvement on the June position of 6.2 days and is significantly better than target (6.5 days).
- 4.3 Community Services – Management actions, supported by HR, have seen continued improvements in the level of sickness absence, from those in earlier quarters. By September the sickness absence level had been reduced to 8.3 days from that in June (8.6), although it remains higher than target (7.8 days). When considering current employees only, the level of sickness absence has increased to 7.9 days, from the position in June (7.0) and is a higher than target (6.5). HR have additionally identified a training need for some managers in this department where a number of managers are not ending sickness on the HR system for staff when they return from sickness absence, thus recording a higher sickness figure than is actually the case. A targeted

programme of refresher training on the HR system for these managers should see this figure fall in the next quarter.

- 4.4 Environment Services – Sickness absence had reduced slightly to 7.7 days, from 7.6 days in June and is better than target (7.8 days). For current employees, there was a small increase in the level of sickness absence to 7.4 days from 7.2 in June, which is above target (6.5 days). Management actions continue to address these issues and seek to achieve target.
- 4.5 Finance & Corporate Services – In September sickness absence had improved to 7.3 days (from 7.9 days in June) and is better the target (7.8 days). When considering current employees only, there was a significant decrease to 6.2 days (from 6.9 days in June), which was 0.3 days better than target (6.5 days).
- 4.6 Housing & Regeneration - This new department now includes the former Hammersmith and Fulham Home's staff. Absence in Hammersmith and Fulham Homes has always been above that of the Council. A targeted programme of intervention has been put in place to address those areas of the department where absence is highest. Sickness absence in the second quarter was 8.1 days an increase from 7.7 days in June and missed target (7.8 days). When considering current staff only the level was 7.5 days (from 7.0 days in June) and didn't achieve target (6.5 days). One existing HR officer has been allocated to work solely with ex H&F Homes managers to reduce sickness absence in those areas with the highest absence. Reports will also be scrutinised at DMT level to ensure managers are managing absence effectively in their areas.
- 4.7 Residents Services – Sickness absence, the improvements from the first quarter continued with the level of sickness absence reducing further to 7.2 days (compared to 7.3 days in June) following robust management actions and is significantly better than the target (7.8 days). There has been an increase in the sickness absence for current employees, up to 5.8 days (from 4.9), but remains significantly better than target (6.5 days).

5 Electoral Registration - supporting local democracy:

- 5.1 Performance Indicators for Electoral Services were ambitious in their target setting, to reflect the importance attached to maximising voter registration. Both FCS 165a and FCS 165b exceeded their targets (95% and 98% respectively) with performances of 97.3% and 98.09% at the end of September.
- 5.2 FCS 165c (Rolling registration of home movers) this works towards achieving an 85% registration by September each year of all the home movers. The performance of 83.5% at the end of September was marginally below the target of 85%.

6 Community Strategy

- 6.1 Ongoing reprioritisation of services means that performance against these indicators is no longer being monitored

7 Local Area Agreement (LAA)

- 7.1 These targets were originally set in 2008 and the majority were timed to run until March 2011; however Local Area Agreements were scrapped by the Coalition following the general election in 2010. Performances for 2011 against some targets, such as those for mortality and for educational attainment, have yet to be published. These are expected to be available in December and January. Final performance against as many LAA targets as possible will therefore be reported for information at the next meeting of OSB.

8 Contact Centre Performance

- 8.1 The contract with Agilisys was renegotiated for 2011/12 realising a substantial saving, which resulted in a reduction of staff in the Contact Centre. As a result there is a slight dip in the 'year to date' performance for answering calls within 25 seconds in three areas: Cleaner Greener which achieved 78.5%, Electoral Services which achieved 77.9%, Environment which achieved 79.7% all below their common target of 80%. Information is no longer reported due to the very low call numbers. The reduction was expected however, this is still within the accepted guidelines set out in the SLA.

LOCAL GOVERNMENT ACT 2000 - LIST OF BACKGROUND PAPERS

No.	Description of background papers	Name/ext. of file holder	Dept. & location
1.	Performance Monitoring data	David Wilsher Ext. 2212	CPD, FD Room 39, HTH
2.	CorVu Performance System	Tom Conniffe Ext. 2195	CPD, FD Room 39, HTH

Finance Performance Indicators (Overview & Scrutiny Board)

June, 2011/12

Green = Target met
Amber = within tolerance
Red = outside tolerance

Trend is compared with previous financial year unless PI accumulates (marked *) then trend is with same period last year

PI Code	Description	Target Met?	Trend
Finance			
Business Support			
FCS009	FCS009 - Weighted Average Return On Investments Above The Average 7 Day LIBID Rate (%)	Y	Improving
FCS010	FCS010 - Weighted Average Cost Of Short Term Borrowing Below The Average 7 Day LIBOR Rate (%)		
FCS080	FCS080 - Not To Exceed The Variable Borrowing Limit (£m)	Y	Improving
FCS081	FCS081 - Percentage Of Net Borrowing Compared With The Authorised Limit (%)	Y	Improving
FCS082	FCS082 - Number Of Months When Borrowing Is Above The Operational Boundary (Months)	Y	Static
FSB			
Corporate			
FCS063	FCS063 - Number of payments by BACS as a proportion of the total (%)	N	Improving
H&F Direct			
Benefits (CTax, Housing & Education)			
BV079bi	BV079bi % recoverable HB overpayments recovered: current year	N	Not Improving
BV079bii	BV079bii % recoverable HB overpayments recovered: all years	Y	Improving*
BV079biii	BV079biii HB overpayments written off as % of all HB overpayments	Y	Improving*
H&F Direct			
NI181	NI181 Time taken to process housing benefit and Council Tax benefit new claims and change events (days)	N	Not Improving
Revenues			
BV009	BV009 - Council Tax Received In The Year (%)	Y	Improving*

Finance Performance Indicators (Overview & Scrutiny Board)

June, 2011/12

Green = Target met
Amber = within tolerance
Red = outside tolerance

Trend is compared with previous financial year
unless PI accumulates (marked *)
then trend is with same period last year

PI Code	Description	Target Met?	Trend
BV010	BV010 - Business Rates Received In The Year (%)	N	Not Improving*
FCS176	FCS176 Percentage of People Paying Their Council Tax by Direct Debit	Y	Improving
FCS199	FCS199 Cumulative Council Tax for 2010-11 Against the Collection Rate Set	Y	

Finance Performance Indicators (Exceptions)

September, 2011/12

Green = Target met
 Amber = within tolerance
 Red = outside tolerance

Trend is compared with previous financial year unless PI accumulates (marked *) then trend is with same period last year

PI Code	Description	Actual 10/11	Jul 11	Aug 11	Sep 11	YTD Actual	Unit	Target	Target Met?	Trend	Comments
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Finance

Business Support

FCS010	FCS010 - Weighted Average Cost Of Short Term Borrowing Below The Average 7 Day LIBOR Rate (%)	New PI				%	-0.05				No borrowing undertaken in 2011-12.
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PI Code

Corporate

FCS063	FCS063 - Number of payments by BACS as a proportion of the total (%)	62.02	62.44	58.42	61	64.28	%	70	N	Improving	No anticipated improvement before year end when the intention is to end cheque payments.
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H&F Direct

Benefits (CTax, Housing & Education)

BV079bi	BV079bi % recoverable HB overpayments recovered: current year	44.42	76.58	43.98	34.18	41.6	%	50	N	Not Improving	The project team has resulted in a 50% reduction of outstanding cases. However over 25% of the debt is being recovered from benefit cases but amounts are restricted, with £9 ave weekly repayments.
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Finance Performance Indicators (Exceptions)

September, 2011/12

Green = Target met
 Amber = within tolerance
 Red = outside tolerance

Trend is compared with previous financial year unless PI accumulates (marked *) then trend is with same period last year

PI Code	Description	Actual 10/11	Jul 11	Aug 11	Sep 11	YTD Actual	Unit	Target	Target Met?	Trend	Comments
H&F Direct											
NI181	NI181 Time taken to process housing benefit and Council Tax benefit new claims and change events (days)	31			37	37	days	30	N	Not Improving	H&F's focus on 'new claims', resulted in September improving to 26.7 days. For NI 181, that also includes changes of circumstance, the estimate was 37 days & above target(30). A 'Lean' review is increasing case resolution at first contact.
Revenues											
BV010	BV010 - Business Rates Received In The Year (%)	94.28	37.28	45.35	54.28	54.28	%	55.84	N	Not Improving*	The impact of the recession continues to make collection difficult. The change in the payment method for our hospitals, will diminish but reduced the result by 0.7%. The performance has also been affected by the recent occupancy of the Ark. This increased the debt by £1.5m (-0.8 impact on target), performance otherwise would have been near target.

BV012 Sickness (Overview & Scrutiny Board)

Sep 2011

Green = Target met

Amber = Less than 10% off target

Red = More than 10% off target

Trend is against last year

Department/Area	Actual 09/10	July 11	Aug 11	Sep 11	Unit	Target	Target Met?	Trend	Comments
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Sickness Monitoring (rolling year)

Children's Services	7.4	7.3	7.3	7.2	days lost	7.8	Y	Improving	Sickness absence continues to fall, although higher than target. HR have found a training need for some mgrs, where some are not ending sickness on the HR system. A programme of training should see improvement next quarter.
Community Services	8.8	8.6	8.6	8.3	days lost	7.8	N	Improving	
Environment Services	7.8	7.8	7.8	7.7	days lost	7.8	Y	Improving	HR officer is working solely with ex H&F Homes mgrs to reduce sickness absence in areas with the highest absence. Reports will also be scrutinised at DMT.
Finance & Corporate Services	7.8	7.7	7.6	7.3	days lost	7.8	Y	Improving	
Housing & Regeneration Dept	New	7.9	7.9	8.1	days lost	7.8	N		
Residents Services	8.2	7.1	6.9	7.2	days lost	7.8	Y	Improving	
Corporate	7.7	7.9	7.9	7.9	days lost	7.8	N	Not Improving	

The headcount used in the calculation is being based on the mean average over the period, which will avoid the fluctuations seen in departmental results relating to transfers of staff. The corporate figure remains a direct comparison with BV012.

Current Employees Sickness (Overview & Scrutiny Board)

Sep 2011

Green = Target met

Amber = Less than 10% off target

Red = More than 10% off target

Trend is against last year

Department/Area	Actual 10/11	Jul 11	Aug 11	Sep 11	Unit	Target	Target Met?	Trend	Comments
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Sickness Monitoring (rolling year)

Children's Services	6	6.3	6.5	5.8	days lost	6.5	Y	Improving	
Community Services	6.7	7.4	7.8	7.9	days lost	6.5	N	Not Improving	Sickness absence continues to fall, although higher than target. HR have found a training need for some mgrs, where some are not ending sickness on the HR system. A programme of training should see improvement next quarter.
Environment Services	7.2	7.4	7.6	7.4	days lost	6.5	N	Not Improving	There was a small increase from last qtr to 7.4 days. Mgmt actions continue to address these issues and seek to achieve target.
Finance & Corporate Services	7	6.8	6.3	6.2	days lost	6.5	Y	Improving	
Housing & Regeneration Dept	New	7.2	7.2	7.5	days lost	6.5	N		HR officer is working solely with ex H&F Homes mgrs to reduce sickness absence in areas with the highest absence. Reports will also be scrutinised at DMT.
Residents Services	6	5	5.3	5.8	days lost	6.5	Y	Improving	

Corporate	6.2	6.5	6.6	6.2	days lost	6.5	Y	Static	
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The headcount used in the calculation is being based on the mean average over the period, which will avoid the fluctuations seen in departmental results relating to transfers of staff. The corporate figure remains a direct comparison with BV012.

Electoral Services Performance Indicators (Overview & Scrutiny Board)

Exceptions Report - September, 2011/12

Green = Target met
 Amber = within tolerance
 Red = outside tolerance

Trend is compared with previous financial year
 unless PI accumulates (marked *)
 then trend is with same period last year

Description	Actual 10/11	Jul 11	Aug 11	Sep 11	YTD		Target Met?	Comments
					Actual	Unit		
Finance & Corporate Services								
Legal & Democratic Services								
FCS165c Rolling Registration: Homemovers Registered by 1 September - %	40.8	63	83.5	83.5	83.5	%	85	N

Contact Centre - Calls answered within 25 seconds Sep 2011

Green = Target met
Amber = Within tolerance
Red = Outside tolerance

YTD = Year to date

Contact Centre	Jul 11 %	Aug 11 %	Sep 11 %	Target	YTD %	Jul 11 number	Aug 11 number	Sep 11 number	Comments
Calls answered									
Cleaner Greener	78.9	80.4	78.4	80	78.5	2469	2382	2466	The contract with Agilisys was renegotiated for 2011/12 realising a substantial saving, which resulted in a reduction of staff in the Contact Centre. In light of this the reduction was expected; however, this is still within the accepted guidelines set out in the SLA.
Electoral Services	79.9	79.9	78.4	80	77.9	322	426	323	The contract with Agilisys was renegotiated for 2011/12 realising a substantial saving, which resulted in a reduction of staff in the Contact Centre. In light of this the reduction was expected; however, this is still within the accepted guidelines set out in the SLA.
Environment	77.7	81	78.3	80	79.7	4665	3973	3976	The contract with Agilisys was renegotiated for 2011/12 realising a substantial saving, which resulted in a reduction of staff in the Contact Centre. In light of this the reduction was expected; however, this is still within the accepted guidelines set out in the SLA.
Information	83.3			90		5			Due to very low call numbers, this line is no longer reported.
Switchboard	94.5	95.6	94.1	90	93.1	10055	9680	10461	
Total	88.2	89.5	87.9		87.7	16478	16461	17226	



London Borough of Hammersmith & Fulham

OVERVIEW & SCRUTINY BOARD

DATE	TITLE	Wards
7 December 2011	Work Programme and Forward Plan 2010-2011	All Wards

SYNOPSIS

The work programme was agreed by the Overview and Scrutiny Board on 26th July 2011, and amended at subsequent meeting sof the committee as required, having regard to relevant items within the Forward Plan and actions and suggestions arising from previous meetings of the Committee.

The Committee is requested to consider the items within the proposed work programme and suggest any amendments and whether to invite residents, service users, partners or other relevant stakeholders to give evidence to the Committee in respect of any of the proposed scrutiny inquiries.

The Committee's work programme for the current municipal year is set out as Appendix A to this report.

Attached as Appendix B to this report is a copy of the Forward Plan items showing the decisions to be taken by the Executive at the Cabinet.

CONTRIBUTORS

Finance and Corporate Services

RECOMMENDATION(S):

That the committee considers and agrees its proposed work programme, subject to update at subsequent meetings of the committee.

CONTACT

Michael Carr
020 8753 2076

NEXT STEPS

Reports from the relevant departments and external agencies for Items listed in the agreed work programme will be requested as appropriate, and witnesses invited to attend.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

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

Overview and Scrutiny Board Meeting Schedule 2011/2012

APPENDIX A

DRAFT FOR OSB 7th December 2011

<p>Wednesday 30th November 2011 7pm</p> <p>Wednesday 7th December 2011</p> <p>The Courtyard Room Hammersmith Town Hall</p>	<p>Terms of Reference</p>	<p>Reports and Documentary Evidence</p>	<p>Key Witnesses</p>
<p>Get H&F Moving Public Utilities Lane Rental Scrutiny Task Group report</p>	<p>To agree the Get H&F Moving Public Utilities Lane Rental Scrutiny Task Group report and recommendations for referral to Cabinet.</p>	<p>The Get H&F Moving Public Utilities Lane Rental Scrutiny Task Group report</p>	<p>Councillor Rachael Ford – Chairman of the Task Group</p> <p>Cabinet Members:</p> <p>Councillor Nicholas Botterill - Cabinet Member for Environment and Asset Management</p> <p>Officers: Peter Smith</p> <p>Ian Hawthorn – Head of Network Management</p> <p>Michael Carr – Task Group Co-ordinator</p> <p>External Witnesses:</p>

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<p>The H&F Corporate Plan</p> <p>DEFERRED</p>	<p>To consider the draft H&F Corporate Plan for Hammersmith and Fulham 2011-2012 and to identify any areas arising from the corporate priorities that should inform the Overview and Scrutiny Work Programme 2011-2012.</p>	<p>Report Title: The H&F Corporate Plan</p> <p>Report Author: Peter Smith</p>	<p>Cabinet Members: The Leader</p> <p>Officers: Peter Smith</p> <p>External Witnesses:</p>
<p>Community Budgeting Case study: The Prison Link project</p>		<p>Report Title:</p> <p>Report Author: Peter Smith – Strategy Manager, FCS Strategy Performance & Procurement</p>	<p>Cabinet Members: The Leader</p> <p>Officers: Peter Smith</p>
<p>A Review of the Council Non-Residential Property Holdings</p> <p>DEFERRED</p>	<p>To review Council Non-Residential Property Holdings and specifically under-utilised and derelict council owned property, including tenants halls and community halls, to consider:</p> <ul style="list-style-type: none"> i. What use the building are intended for ii. What are they being used as iii. The reasons why they are being under-utilised or have been allowed to become derelict the maintenance costs – annually and projected (inc staffing, upkeep, maintenance and repair) iv. Costed options for 	<p>Report Title:</p> <p>Report Author: Maureen McDonald-Khan - Assistant Director Building and Property Management</p>	<p>Cabinet Members: The Leader</p> <p>Officers:</p> <p>External Witnesses:</p>

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	renovation and/or sale.		
Engaging With Young People Through Overview and Scrutiny – Presentation and Report by the Borough Youth Forum	To consider the ways in which the Overview and Scrutiny process in Hammersmith and Fulham helps to engage, include and consult with young people in the Borough through the Borough Youth Forum and ways in which the process can be further enhanced.	Report Title: Engaging With Young People Through Overview and Scrutiny Report Authors: The Borough Youth Forum representatives (Brenda Whinnett - Children & Young People's Officer).	Cabinet Members: Cllr Helen Binmore Officers: Brenda Whinnett - Children & Young People's Officer Jane West – Director of Finance and Corporate Services Michael Carr – Scrutiny Development Officer External Witnesses: The Borough Youth Forum representatives
H&F Transformation Programmes 1: Introduction to all 5 programmes – e services (combine with H&F Bridge Partnership) / the LEAN Review / customer access and service delivery	To consider an introduction to the H&F Transformation Programme with specific focus on customer access and service delivery.	Report Title: Report Author: Marie Snelling – Assistant Director Customer Transformation	Cabinet Members: Officers: Marie Snelling – Assistant Director Customer Transformation External Witnesses: Focus group of council customers

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<p>H&F Bridge Partnership Annual Performance Report</p>		<p>Report Title: H&F Bridge Partnership Annual Performance Report</p> <p>Report Author: Jackie Hudson - Assistant Director, Procurement</p>	<p>Cabinet Members:</p> <p>Officers: Jackie Hudson - Assistant Director, Procurement</p> <p>External Witnesses:</p>
<p>Tri-Borough IT Strategy</p>		<p>Report Title:</p> <p>Report Author:</p>	<p>Cabinet Members:</p> <p>Officers: Jackie Hudson – Assistant Director Procurement and IT strategy</p> <p>External Witnesses:</p>
<p>Monitoring Performance, 2010/2011, second quarter</p>		<p>Report Title: Monitoring Performance, 2011/2012, 2nd quarter</p> <p>Report Author: Dave Wilshire - Principal Consultant FCS Strategy and Performance</p>	
<p>High Level Revenue and Capital Budget Monitoring Report 2010/2011, Quarter Two</p>		<p>Report Title: High Level Revenue and Capital Budget Monitoring Report 2011-12</p> <p>Report Author: James Arthur – Principal Accountant Finance and Planning</p>	
<p>Update reports - Education Select Committee, Environment and Residents Services Select Committee, Health Housing and Adult Social care Select Committee.</p>		<p>Report Title:</p> <p>Report Author:</p>	<p>SC Chairman:</p> <p>Officers:</p>

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Wednesday 25th January 2012 7pm The Courtyard Room Hammersmith Town Hall	Terms of Reference	Reports and Documentary Evidence	Key Witnesses
The Draft Budget 2012-2013		<i>Report Title:</i> <i>Report Author:</i>	
Finance and Delivery Plans 2012-2013 - plans for each department	To review the finance and delivery plans for each department.	<i>Report Title:</i> <i>Report Author</i>	
Update reports - Education Select Committee, Environment and Residents Services Select Committee, Health Housing and Adult Social care Select Committee		<i>Report Title:</i> <i>Report Author:</i>	SC Chairman: Officers:

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<p>Tuesday 6th March 2012 7pm</p> <p>Hammersmith and Fulham Means Business – A Workshop style scrutiny meeting engaging with members of the local business community.</p> <p>The Courtyard Room Hammersmith Town Hall</p>	<p>Terms of Reference</p>	<p>Reports and Documentary Evidence</p>	<p>Key Witnesses</p>
<p>Hammersmith and Fulham Means Business</p>	<p>A Workshop style scrutiny meeting engaging with members of the local business community.</p>	<p>Report Title: Hammersmith and Fulham Means Business</p> <p>Report Author:</p>	<p>Cabinet Members:</p> <p>Officers:</p> <p>External Witnesses:</p>
<p>Market Management</p>	<p>Discussion on the Big Society (can it be mobilised?)</p>		<p>Cabinet Members:</p> <p>Officers:</p> <p>External Witnesses:</p> <p><i>A local social enterprise</i></p>
<p>Monitoring Performance, 2011/2012, third quarter</p>		<p>Report Title: Monitoring Performance, 2011/2012, third quarter</p> <p>Report Author: Dave Wilshire - Principal Consultant FCS Strategy and Performance</p>	

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<p>High Level Revenue and Capital Budget Monitoring Report 2011-12</p>		<p><i>Report Title:</i> High Level Revenue and Capital Budget Monitoring Report 2011-12</p> <p><i>Report Author:</i> James Arthur – Principal Accountant Finance and Planning</p>	
<p>Update reports - Education Select Committee, Environment and Residents Services Select Committee, Health Housing and Adult Social care Select Committee</p>		<p><i>Report Title:</i></p> <p><i>Report Author:</i></p>	<p><i>SC Chairman:</i></p> <p><i>Officers:</i></p>
<p style="text-align: center;">Wednesday 25th April 2012 7pm</p> <p style="text-align: center;">The Courtyard Room Hammersmith Town Hall</p>	<p>Terms of Reference</p>	<p>Reports and Documentary Evidence</p>	<p>Key Witnesses</p>
<p>H&F Transformation Programmes 2: Transforming the Way We Do Business</p>	<p>A review of the progress on Project Athena, plans for other support services and HR update.</p>	<p>Project Athena update Updates from other services HR update</p>	
<p>Tri-Borough Update</p>	<p>This should include the service mandates as evidence in the consideration of the tri-borough arrangements, as requested by the OSB 21st September 2011.</p>		<p><i>Cabinet Members:</i></p> <p><i>Officers:</i></p> <p><i>External Witnesses:</i></p>
<p>Update reports - Education Select Committee, Environment and Residents Services Select Committee, Health Housing and Adult Social care Select Committee</p>		<p><i>Report Title:</i></p> <p><i>Report Author:</i></p>	<p><i>SC Chairman:</i></p> <p><i>Officers:</i></p>



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period December 2011 to March 2012

The following is a list of Key Decisions, as far as is known at this stage, which the Authority proposes to take in the period from December 2011 to March 2012.

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

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

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

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

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

Consultation

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

Reports

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

Decisions

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

Making your Views Heard

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

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2010/11

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

Forward Plan No 115 (published 15 November 2011)

LIST OF KEY DECISIONS PROPOSED DECEMBER 2011 TO MARCH 2012

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

New entries are highlighted in yellow.

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

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
December			
Cabinet	5 Dec 2011	Shepherds Bush Common Improvement Project	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	Approval to appoint works contractors to undertake restoration works on Shepherds Bush Common.	Ward(s): Shepherds Bush Green
Cabinet	5 Dec 2011	<i>Corporate Network Strategy</i>	Leader of the Council
	Reason: Expenditure more than £100,000	<i>Significant parts of the existing corporate data network have been in service for over nine years and critical components have reached the end of their life. From June 2013, a number of products become unserviceable and will need to be replaced. Other elements of the corporate network need work to make them suitable for tri-borough working or to provide business continuity.</i>	Ward(s): All Wards
Cabinet	5 Dec 2011	Update on implementation of Libraries Strategy: Barons Court Community Library, Avonmore Neighbourhood Centre	Cabinet Member for Residents Services
	Reason: Significant in 1 ward	On 10th January 2011 Cabinet agreed to end the Council-run service at Barons Court Library from 31st March 2011 and to transfer the library provision to a community-run service. Due to timing issues, on 18th April 2011 Cabinet agreed to additional one-off funding. This was to ensure a continuous provision of service from the site, pending	Ward(s): Avonmore and Brook Green

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
		implementation of the new arrangements which are currently being progressed.	
Cabinet	5 Dec 2011	Housing Capital Programme 2012/13	Cabinet Member for Housing
	Reason: Affects more than 1 ward	The purpose of the report is to seek approval for the proposed 2012/13 housing capital programme	Ward(s): All Wards
Cabinet	5 Dec 2011	<i>The General Fund Capital Programme, Housing Capital Programme and Revenue Monitoring 2011/12 Month 6</i>	Leader of the Council
	Reason: Expenditure more than £100,000	<i>The report seeks approval to changes to Capital Programme and Revenue Budgets.</i>	Ward(s): All Wards
Cabinet	5 Dec 2011	<i>Treasury Management update for the first six months of 2011/12</i>	Leader of the Council
Full Council	25 Jan 2012		
	Reason: Expenditure more than £100,000	<i>This report covers Quarter 1 and 2 for 2011/12 and provides information on the Council's debt, borrowing and investment activity up to the 30 September 2011.</i>	Ward(s): All Wards
Cabinet	5 Dec 2011	<i>S153 Equality Act 2010</i>	Leader of the Council
	Reason: Affects more than 1 ward	<i>Publication of Information and setting of Equality Objectives</i>	Ward(s): All Wards
Cabinet	5 Dec 2011	White City Collaborative Care Centre	Cabinet Member for Community Care
	Reason: Expenditure more than £100,000	Approval of final business case and authorisation to reach financial close	Ward(s): Wormholt and White City

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	5 Dec 2011	<i>European Social Fund - Supporting Residents to Secure Employment</i>	Leader of the Council
	Reason: Expenditure more than £100,000	<p><i>Officers have successfully bided for £1,000,000 GLA European Social Fund (ESF) finance to deliver services which help unemployed residents secure employment.</i></p> <p><i>ESF funding must be matched equally with an complementary £1,000,000 from LBHF.</i></p> <p><i>This report seeks approval for £1,000,000 Council expenditure over two years as match funding from 1st Oct 2012 – 31st March 2014. This sum sits in the corporate Third Sector Investment Fund and is already allocated for employability support services until 30th September 2012.</i></p>	Ward(s): All Wards
Cabinet	5 Dec 2011	<i>Borough Investment Plan</i>	Cabinet Member for Housing
	Reason: Affects more than 1 ward	<p><i>Document setting out the Council's future affordable housing investment priorities to the Homes and Communities Agency and the Mayor of London.</i></p>	Ward(s): All Wards
Cabinet	5 Dec 2011	<i>Disposal of the Council's Property Interest in the Novotel, 1 Shortlands, London, W6, Basement Car Parking, and Metro Building, 1 Butterwick, London, W6</i>	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	<p><i>The report will set out the prices agreed for the disposal of the Council's freehold and leasehold interests in the properties set out in the title of this report.</i></p>	Ward(s): Hammersmith Broadway

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	5 Dec 2011	Tri-Borough mandates Mandates for Adult Services, Libraries and Children's Services.	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	5 Dec 2011	Housing Development Company - First Phase Sites Approval for the first phase of sites to develop new affordable housing.	Cabinet Member for Housing
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	5 Dec 2011	GLA Olympic Grant Funding - updated operational plan <i>Approval of the spending plan for a £100k GLA grant allocation.</i>	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards
9 January			
Cabinet	9 Jan 2012	The Archives Service Review <i>This report will outline the current position and recommend options for the future delivery of the Council's archives service.</i>	Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	9 Jan 2012	Highways Planned Maintenance Programme 2012/13 The purpose of the report is to seek approval for the projects listed within the Carriageway and Footway Planned Maintenance programme and to establish a degree of flexibility in the management of the budgets and programme during the year.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	9 Jan 2012	Serco Contract Review Following a review of the financial and service performance of the Serco Waste and Cleansing contract, a clearer performance regime is proposed that provides greater value for money, improves service quality and is based on the principles of risk and reward.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	9 Jan 2012	Travel Assistance Policies Travel Assistance Policy – Special education needs (SEN)	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	9 Jan 2012	SmartWorking Stage D: Paperlight Office <i>Funding drawdown for corporate rollout of SmartWorking: update on SmartWorking, presents a business case and requests funds for the next stage (Stage D).</i>	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	9 Jan 2012	Advertising and sponsorship opportunities <i>To market test for external expertise, on payment by reward basis, to help realise advertising and sponsorship opportunities across H&F.</i>	Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	9 Jan 2012	Workplace replacement <i>Proposal to upgrade Microsoft Office to support collaborative tri borough working while also renewing the workplace IT device (PC) offer and the core desktop infrastructure to replace end-of-life hardware and software, increasing flexibility of deployment.</i>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	9 Jan 2012	<i>Cost reduction programme</i> <i>Procurement of a five year contract for support on a gain share basis through two initiatives; savings from the renewal and renegotiation of contracts; enhanced revenues collection through improved debt management.</i>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	9 Jan 2012	<i>The General Fund Capital Programme, Housing Capital Programme and Revenue Monitoring 2011/12 Month 7</i> <i>Report seeks approval to changes to the Capital Programme and Revenue Budgets.</i>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	9 Jan 2012	Earl's Court Redevelopment Project The Council has been exploring the benefits of including the West Kensington and Gibbs Green estates within the proposed comprehensive redevelopment of Earl's Court and Lillie Bridge depot.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): North End
Cabinet	9 Jan 2012	Hammersmith Town Hall - Smart Accommodation Programme - Phase 1 Tender acceptance report to appoint contractor to carry out remodelling works on 1st and 2nd floor offices at Hammersmith Town Hall to provide smart working, open plan accommodation to maximise occupancy.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway
Cabinet	9 Jan 2012	Economic Gains - S106 codes for approval Economic Gains - S106 codes for approval. Three codes: Employment and Training Code, Procurement Code and Business Investment Code	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		have been drafted to ensure economic gains are negotiated with developers through the S106 process.	
Cabinet	9 Jan 2012	<i>Tri-Borough Total Management Facilities (TFM) Project Expenditure</i>	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	<i>To gain approval for the funding provision to progress the Tri-Borough Total Facilities Management (TFM) Project Procurement based upon the business case embedded within the report.</i>	Ward(s): All Wards
Cabinet	9 Jan 2012	<i>Council Tax Base and Collection Rate 2012/2013</i>	Leader of the Council
Full Council	25 Jan 2012	<i>This report contains an estimate of the Council Tax collection rate and calculates the Council Tax base for 2012/13.</i>	Ward(s): All Wards
	Reason: Budg/pol framework	<i>The Council Tax base will be used in the calculation of the Band D Council Tax undertaken in the Revenue Budget Report for 2012/13.</i>	
Cabinet	9 Jan 2012	Housing Development Company Delivering Affordable Homes	Cabinet Member for Housing
	Reason: Affects more than 1 ward	The Council has established a local housing development company structure to undertake development and management of new affordable housing in the Borough. This report sets out the work programme to deliver new affordable homes.	Ward(s): All Wards
30 January			
Cabinet	30 Jan 2012	Award of Term Contract for Public Lighting and Ancillary Works 2012-2015	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Decision to award the new Public Lighting and Ancillary Works contract to the most economically advantageous	Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		tender.	
Cabinet	30 Jan 2012	Remodelling of Day Services	Cabinet Member for Community Care
	Reason: Affects more than 1 ward	Remodelling of day services, including proposals on relocation of some services and sharing building space with various care groups.	Ward(s): All Wards
Cabinet	30 Jan 2012	Measured Term Contract for Door Entry Systems – Boroughwide Housing Properties 2011 - 2015	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Tender Acceptance to appoint contractor to carry out day to day reactive breakdown callout repairs together with a small element of routine servicing to door entry systems and automatic doors and barriers to the Council's Housing Properties.	Ward(s): All Wards
Cabinet	30 Jan 2012	Measured Term Contract for Day-to-Day Breakdown Repair and Maintenance to Lift Plant and Associated Equipment to Non-Housing Buildings	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Tender Acceptance Report to appoint contractor to carry out Day-to-Day Breakdown Repair and Maintenance to Lift Plant and Association Equipment in Non-Housing Properties.	Ward(s): All Wards
Cabinet	30 Jan 2012	Measured Term Contract for Day-to-Day Breakdown Repair and Maintenance to Lift Plant and Associated Equipment to Housing Properties	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Tender Acceptance Report to appoint contractor to carry out day to day breakdown repair and maintenance to lift plant and associated equipment in Housing Properties.	Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	30 Jan 2012	Measured Term Contract for Planned Preventative Mechanical Maintenance for Boroughwide Housing Properties 2011-2015 Tender Acceptance to appoint contractor to carry out servicing of mechanical plant, day-to-day repairs, inspection and planned maintenance repairs to Housing Properties.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	30 Jan 2012	Hammersmith Town Hall - New CCTV Centre Tender acceptance report to appoint contractor to carry out refurbishment works in Room 313, Hammersmith Town Hall and relocation of parking services.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway
Cabinet	30 Jan 2012	<i>Hammersmith Town Hall - Relocation of Registrars Service</i> <i>Tender acceptance report to appoint contractor to carry out refurbishment works of ground floor offices, Mayor's Parlour and Ante-room 1 at Hammersmith Town Hall for use by the Registrars Service who are relocating from Fulham Town Hall.</i>	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway
Cabinet	30 Jan 2012	Recharges Policy for Property Services The adoption of a Recharges Policy for Property Services	Cabinet Member for Housing
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	30 Jan 2012	Parking Services digital CCTV centre implementation Funding request to implement digital CCTV equipment for Parking Services and carry out associated works.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	30 Jan 2012	Barton House Modernisations to the existing passenger lifts A & B.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Sands End
Cabinet Full Council	30 Jan 2012	Revenue Budget and Council Tax Levels 2012/13 <i>This report sets out proposals in respect of the revenue budget for the Council for 2012/13 including Council Tax levels, and deals with the precept from the Greater London Authority (GLA), together with ancillary issues.</i>	Leader of the Council
	29 Feb 2012		Ward(s): All Wards
Cabinet Full Council	30 Jan 2012	Capital Programme 2012/13 to 2016/17 <i>This report sets out proposals in respect of the capital programme, together with ancillary issues.</i>	Leader of the Council
	29 Feb 2012		Ward(s): All Wards
Cabinet	30 Jan 2012	Corporate Car Parking <i>Funding for changes to enable the introduction of charges for use of staff car parking spaces at various civic buildings.</i>	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards
March			
Cabinet	5 Mar 2012	West London Housing Related Support Joint Framework Agreement Request for delegated authority to the Executive Director of Adult Social Care in consultation with the Cabinet Member for Community Care for the new framework agreement for housing related support services across eight West London boroughs. LBHF is the lead procurement borough for the new framework.	Cabinet Member for Community Care
	Reason: Affects more than 1 ward		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	5 Mar 2012	<i>Corporate Planned Maintenance Programme 2012-2013</i>	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	<i>Approval to commit to a programme of works</i>	Ward(s): All Wards
Cabinet	5 Mar 2012	<i>The General Fund Capital Programme, Housing Capital Programme and Revenue Monitoring 2011/12 month 8</i>	Leader of the Council
	Reason: Expenditure more than £100,000	<i>The report seeks approval for changes to the Capital Programme and Revenue Budgets.</i>	Ward(s): All Wards
Cabinet	5 Mar 2012	<i>Market Management Sponsorship</i>	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	<i>Contract for Advertising and Sponsorship Services</i>	Ward(s): All Wards
Cabinet	5 Mar 2012	Lyric Square Management	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	Proposed partnership model for future management of Lyric Square Event diary Potential working with HammersmithLondon. Discussions on this proposal are/will include consultation with Lyric Square users, HammersmithLondon (BID); Local businesses and internal stakeholders such as Highways in Environment Services, RSD Events Team and senior management.	Ward(s): Hammersmith Broadway
Cabinet	5 Mar 2012	<i>Network technology enabling multimedia use</i>	Leader of the Council
	Reason: Expenditure more than £100,000	<i>Work is required to implement network technology enabling multimedia use. This will enable (for example) access to e-meetings, streaming from websites such as news or</i>	Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		<i>webinars, training materials or staff briefings from the leader or chief executive. This will offer cost-effective just-in-time and personalised training courses, resulting in lower training costs and a higher-skilled workforce. There are also potential benefits from improved communication, e.g. videos of Leadership forum events.</i>	
Cabinet	5 Mar 2012	Provision of Café Services - Ravenscourt Park, London W6 0HG	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	Contract award for catering provisions for the Ravenscourt Park Café.	Ward(s): Ravenscourt Park
Cabinet	5 Mar 2012	Earls Court Olympic Volleyball LATMP	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Details of the Local Area Traffic Management Plan to facilitate the Olympic Volleyball competition to be held at Earls Court from 28 July to 12 August 2012	Ward(s): Fulham Broadway; North End
April			
Cabinet	16 Apr 2012	<i>The General Fund Capital Programme, Housing Capital Programme and Revenue Monitoring 2011/12 month 9</i>	Leader of the Council
	Reason: Expenditure more than £100,000	<i>The report seeks approval to changes to the Capital Programme and Revenue budgets.</i>	Ward(s): All Wards
Cabinet	16 Apr 2012	<i>The General Fund Capital Programme, Housing Capital Programme and Revenue Monitoring 2011/12 month 10</i>	Leader of the Council
	Reason: Expenditure more than £100,000	<i>The report seeks approval to changes to the Capital Programme and Revenue Budgets.</i>	Ward(s): All Wards