

# **Cabinet Members' Decisions**


made between August and November 2016

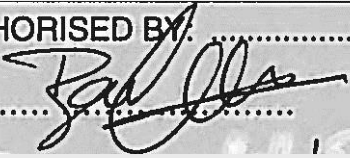
Date Issued: 20 December 2016

# Cabinet Members' Decisions

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<b>London Borough of Hammersmith &amp; Fulham</b>  <b>CABINET MEMBER DECISION</b>  <b>24 August 2016</b>		 hammersmith & fulham
<b>RECRUITMENT OF INTERIM CONTRACT MANAGER</b>		
<b>Cabinet Member for Commercial Revenue and Resident Satisfaction – Councillor Ben Coleman</b>		
<b>Open Report</b>		
<b>Classification - For Decision</b> <b>Key Decision: No</b>		
<b>Wards Affected: None</b>		
<b>Accountable Director:</b> Michael Hainge, Commercial Director		
<b>Report Author:</b> Michael Hainge, Commercial Director	<b>Contact Details:</b> Tel: 020 875306992 E-mail: <a href="mailto:Michael.hainge@lbhf.gov.uk">Michael.hainge@lbhf.gov.uk</a>	

AUTHORISED BY: .....  
  
 .....  
 DATE: 24 August 2016

## 1. EXECUTIVE SUMMARY

- 1.1. Following the appointment of Ian Edward to work on contract management matters, as well as the MSP project, it was envisaged that Mr Edward would be able to spend up to 80% of his time supporting the work of the Commercial Director in improving contract management across H&F.
- 1.2. However, the workload and complexity of the MSP work has mean that this ratio has, in fact, been reversed and Mr Edward is only able to spend a maximum of 20% of his time in supporting contract management work other than the MSP contract.
- 1.3. This report seeks approval to recruit an interim contract manager to support the Commercial Director in ensuring radical improvement of contract management in H&F is achieved, as envisaged in the initial CMD appointing Mr Edward.

## **2. RECOMMENDATION**

- 2.1. That the Cabinet member for Commercial Revenue and Resident Satisfaction agree that the Commercial Director recruit an interim manager for Contract Management for an initial period of 12 months.
- 2.2. That the estimated cost of £69,600 be funded from the Efficiency Projects Reserve.

## **2.3. REASONS FOR DECISION**

- 2.4. The effectiveness of contract management in H&F is unproven. There are likely to be significant improvements that can be made which in turn will realise significant benefits to the Council in both cash savings and outcome terms.
- 2.5. The draft MTFS recognises that investment will need to be made of up to £200,000 per year in order to achieve year-on-year savings of at least £1,000,000 from 2017/18.
- 2.6. By recruiting an interim manager for Contract Management, we will:
  - Provide ongoing, essential commercial contract management rigour to major contracts such as those with Serco, Amey, Mitie and Pinnacle
  - Complete an objective assessment of LBHF contract management capability (already underway) and drive improvement in that capability to maturity at continuous improvement level against IACCM standards within six months
  - Identify and implement corporate standards for contract management behaviours, governance and capabilities through collaboration with and leadership of LBHF officers, embedding process and cultural change
  - Engage with key outsourced suppliers and LBHF contract management staff to develop an environment of innovation and efficiency / savings.
  - Re-focus the operation of current contracts though a risk/ reward mechanism e.g. business cases, innovation cases and commercialisation cases
  - Engage with and support end user innovation, supplier innovation, and collaborative cross boundary working
  - Capture the intellectual capital developed during the transformation and work with the Business Intelligence team to develop a platform for business growth in a contract management hub for LBHF. This will be developed as a business proposition to other local authorities within 12-18 months
  - Target efficiency, demand management, and supplier intelligence to drive out agreed target savings.

### **3. BACKGROUND AND PROPOSAL**

- 3.1. LBHF has a Contracts Register with total contract values of £1,188m spread over 335 contracts. Around 70% of spend is being driven by fewer than 30 contracts.
- 3.2. Contract management of these 20 contracts is undertaken by 17 officers, of which six manage contracts with annual values of more than £5m.
- 3.3. LBHF wants to ensure that it is performing highly in the management of all contracts, and has arranged for external training of an initial group of c.30 officers in a recognised Commercial and Contract Management programme.
- 3.4. The council currently lacks consolidated corporate controls to:
  - underpin the performance of contract management or
  - test that performance against appropriate benchmarks or
  - capitalise on commercial innovation.

### **4. OPTIONS AND ANALYSIS OF OPTIONS**

- 4.1. The options are to make no appointment, or appoint a suitable candidate.

### **5. CONSULTATION**

- 5.1. None

### **6. EQUALITY IMPLICATIONS**

- 6.1. By recruiting in line with current arrangements and existing equalities policies there are no specific equalities implications. Completed by Michael Hainge

### **7. LEGAL IMPLICATIONS**

- 7.1. None. Completed by Michael Hainge.

### **8. FINANCIAL AND RESOURCES IMPLICATIONS**

- 8.1. The cost of this appointment is expected to be around £580 per day, including agency mark-up. This is a very competitive rate. Assuming 120 days of billable time over the six-month term, the cost will be £69,600. It is proposed that this be funded from the Efficiency Projects Reserve. Completed by Andrew Lord.

### **11. IMPLICATIONS FOR BUSINESS**

- 11.1 Contracting businesses will enjoy an improved, more focussed relationship with LBHF. Opportunities for local SMEs may be enhanced as future conditions on


achieving local economic value are more rigorously enforced. Completed by Michael Hainge.


**12. RISK MANAGEMENT**

- 12.1 The principal risk is that the appointee is unable to meet the council's requirements. Should that be the case, contractually the council can terminate the contract at one month's notice. Completed by Michael Hainge.

**13. PROCUREMENT AND IT STRATEGY IMPLICATIONS**

- 13.1 None. Completed by Michael Hainge...Completed by Michael Hainge Completed by Michael Hainge

<p align="center"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p align="center"><b>CABINET MEMBER DECISION</b></p> <p align="center"><b>8 May 2016</b></p>		
<p><b>FUNDING AND APPOINTMENT OF TWO INTERIMS TO H&amp;F CORPORATE PROCUREMENT TEAM</b></p>		
<p><b>Report for the Cabinet Member for Commercial Revenue and Resident Satisfaction: Cllr. Ben Coleman</b></p>		
<p><b>Classification - For Decision</b>  <b>Key Decision: No</b></p>		
<p><b>Wards Affected: All</b></p>		
<p><b>Accountable Director: Michael Hainge, Commercial Director</b></p>		
<p><b>Report Authors:</b>  Alan Parry &amp; John Francis,  Interim Heads of Procurement (job-share)</p>	<p><b>Contact Details:</b>  Tel: 020 8753 2581/2582  E-mail:  <a href="mailto:alan.parry@lbhf.gov.uk">alan.parry@lbhf.gov.uk</a>  <a href="mailto:john.francis@lbhf.gov.uk">john.francis@lbhf.gov.uk</a></p>	

**AUTHORISED BY:** .....  
  
.....  
**DATE:** 8 May 2016..

**1. EXECUTIVE SUMMARY**

- 1.1 This report seeks Cabinet Member approval to fund and appoint two interim officers into the corporate Procurement Team for a period of six months. The corporate Procurement Team is currently significantly under-resourced whilst facing a number of critical delivery demands. In March 2015, the team had six Procurement Officers, including a Head of Service. It currently has three Procurement Officers, supported by two systems officers.
- 1.2 The interim resource is urgently required to:
- a) enable efficient delivery of Administration strategic priorities, including the development of a social and economic value approach to H&F procurement, without the delivery of these priorities impacting adversely on the team's ability to provide day-to-day advice and support to service departments on a number of important forthcoming procurement exercises;

- b) help the Council meet increased demands on procurement advice and support arising from the new Contracts Standing Orders requirement for full Cabinet approval of business cases and strategies before new procurements above £100,000 can proceed to market;
  - c) provide time and space to define the future role of the team within H&F, and develop a new team structure, and recruit permanent staff to it, in order to deliver the improvements recommended by Lord Adonis and the Critical Friends report.
- 1.3 The additional expenditure required to fund the two interim posts (with each doing a 4-day week to help contain costs) is likely to be between £65,000-£76,000 and no more than £80,000 over the six-month period.

## **2. RECOMMENDATIONS**

- 2.1 That approval is granted for additional funds of up to £80,000 to finance two interim Procurement Officer posts for a period of six months funded from the unallocated contingency.
- 2.2 That suitable interims be sourced as quickly as possible through the Council's Pertemps framework contract, for a period of 104 days each (ie an average of 4 days per week over the six month period).
- 2.3 That the interims contracts with H&F commence at the earliest opportunity.

## **3. REASONS FOR DECISION**

- 3.1 To enable the Council's Procurement team to be fit for purpose pending a new structure being in place and recruited to.

## **4. INTRODUCTION AND BACKGROUND**

- 4.1 Procurement was identified by Lord Adonis and the Critical Friends review as a key sovereign strategic function, pivotal to efficient and effective delivery of several Administration priorities and the "commercialisation" of the Council to help it meet challenging financial times ahead. Its profile, Lord Adonis, recommended, needs to be raised and the function equipped to be an important enabler of change.
- 4.2 At the time Lord Adonis delivered his report, H&F's Procurement was comprised of 8 staff in total:
- 1 FTE x Head of Procurement
  - 5.5 FTE x Procurement Officers
  - 2 FTE x systems support officers.
- 4.3 The Procurement Team has since significantly reduced in size and capacity. Leaving aside the two systems support staff, the number of Procurement Officers (including interim Heads) has reduced to just three.
- 4.4 There is currently considerable strain within the Procurement Team. This strain is putting at risk both the delivery of medium-to-longer-term strategic policy objectives and the ability to provide immediate advice and support services to



major, as well as routine, procurement exercises. This shortfall of capacity is also delaying the formulation and progress of a restructuring the Commercial Director believes is needed to recalibrate the role of the team and its contribution to a more commercially astute H&F.

## **5. PROPOSAL AND ISSUES**

- 5.1 The fundamental issue is a Procurement team under-resourced for the tasks currently facing it. It is proposed that this is overcome by appointing two high quality and very experienced interim officers to the team for a period of six months. This will also help support the delivery of a team restructure and, as a result, the recruitment of permanent staff. Appointing good quality Procurement interims given the state of this particular job market, however, is not cheap. The normal day rates of suitable candidates and their agencies' fees for a six-month period is in the region of £130,000.

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1 A key assumption in the following options appraisal is recognition by Cabinet Members and the Commercial Director that the H&F procurement team is under-resourced.

### **Status quo - do nothing**

- 6.2 This is not a viable option for reasons described above.

### **Recruit permanent staff immediately**

- 6.3 This would incur a lower financial cost over a six month period than appointing two good quality interims; approximately £60,000 (including on-costs), as opposed to around £100,000 once salary savings are taken into account. The recruitment of permanent staff, however, takes time and cannot be commenced until the team has first defined its new role, taken a restructure report through staff consultation procedures, and had this agreed by Cabinet. This is likely to take around three months, after which the recruitment of additional staff, including any notice they need to give to current employers, is likely to take another three months; around six months in total. This option will not enable the team to deliver those critical demand issues highlighted in paragraph 1.2 above.

### **Recruit interims**

- 6.4 Sourcing via the Council's Pertemps framework contract, the Procurement team is confident it can quickly recruit good quality experienced interims, able to commence within one week of this Cabinet Member Decision being approved. This option will not be cheap (see paragraph 6.3 above) but it will significantly boost current productivity and better enable the team to meet those priorities previously mentioned. In particular:-

- meeting the increased demands associated with the introduction of new Contracts Standing Orders;
- developing and implementing a social and economic value approach to H&F procurement;
- developing a new role and structure for the team, and recruiting to it;-

as well as ensuring the continuation of good quality H&F advice and support to service departments on important on-going procurements.

- 6.5 The Procurement team is also confident it can contain some of the additional costs associated with good quality interims by:
- negotiating the Interims' days rates down;
  - negotiating the Pertemps agencies fees down;
  - by employing the Interims for an average of four rather than five days per week over the six-month period.
- 6.6 Of the three Officers no longer in the team, funds for one of these is included in the team's 2016-2017 budget. If the negotiation described above in paragraph 6.5 is successful – and the Procurement Team believe it will be – the additional finance required to fund two interims will be in the region of £65,000 - £76,000, and no more than £80,000.

## **7. CONSULTATION**

- 7.1 The Cabinet Member for Commercial Revenue and Resident Satisfaction and the Cabinet Member for Finance have been consulted on the need for additional procurement resource.

## **8. EQUALITY IMPLICATIONS**

- 8.1 There are no immediate equalities implications arising from this report, other than:
- i) recruitment of the interims, via the Pertemps framework, will follow good equal opportunities practice;
  - ii) a properly resourced corporate Procurement Team will be better able to advise service departments on possible equality dimensions to their procurements.

Comments provided by John Francis, report author.

## **9. LEGAL IMPLICATIONS**

- 9.1 There are no immediate legal implications arising from this report, other than the need for the Interims appointed to be conversant with, and able to correctly advise service departments on, the Public Contracts Regulations 2015.

Implications provided by John Francis, report author.

## **10. FINANCIAL AND RESOURCES IMPLICATIONS**

- 10.1. It is proposed that funding of £80,000 be provided to meet these costs from the unallocated contingency budget.

Implications completed by Andrew Lord, Head of Finance – Budget Planning, FCS Tel: 0208 753 6700.

## **11. IMPLICATIONS FOR BUSINESS**

- 11.1 A well-resourced Procurement Team will be better able to develop and support the Administration's priorities around local supply markets meeting local needs - in particular, greater involvement of local businesses and SMEs in the H&F supply chain as either prime or sub-contractors – and around the pursuit of apprenticeships and training schemes for local people, wherever possible, from Council procurements.

Implications completed by John Francis, report author, verified by Antonia Hollingsworth, Principal Business Investment Officer, Economic Development Learning and Skills. 020 8753 1698.

## **12. RISK MANAGEMENT**

- 12.1 The Council's Risk Manager recognises the important role of procurement in supporting the continued delivery of high quality, value-for-money services to local residents and taxpayers, particularly in the current public finance environment. Market Testing is itself an important key strategic risk, risk number 4 on the Council's Shared Services Risk Register.

- 12.2 Significant work has already been undertaken by the Corporate Procurement team. However the service is operating with fewer resources and is at risk of not meeting all the desired procurement objectives. The present resourcing and capacity issues means that it is becoming increasingly difficult to monitor or follow up on services commissioning plans and significant contractor commitments. It may be the case that outcomes are being generated but they are not recorded. Another concern is the lack of resource presently impacts on providing the overview of contract outcomes specific to the Council's objectives. Additional resource is required to help the Corporate Procurement team monitor the social and economic outcomes of their contracts.

Implications completed by: Michael Sloniowski, Shared Services Risk Manager, telephone 020 8753 2587.

## **13. PROCUREMENT AND COMMERCIAL IMPLICATIONS**

- 13.1 The procurement and commercial implications of the funding and appointment are addressed throughout this report.

Implications completed by John Francis, Interim Head of H&F Procurement (job-share) 020-8753-2582.

### **LOCAL GOVERNMENT ACT 2000** **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None.

<p align="center"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p align="center"><b>CABINET MEMBER DECISION</b></p> <p align="center"><b>22 September 2016</b></p>	
<p><b>ADDITIONAL POLICE FOR HAMMERSMITH TOWN CENTRE</b></p>	
<p><b>Report of the Deputy Leader</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b>  <b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: Hammersmith Broadway</b></p>	
<p><b>Accountable Director:</b> David Page, Director for Safer Neighbourhoods</p>	
<p><b>Report Author:</b>          Claire Rai, Head of Community Safety</p>	<p><b>Contact Details:</b>          Tel: 020 753 3154          E-mail: <a href="mailto:claire.rai@lbhf.gov.uk">claire.rai@lbhf.gov.uk</a></p>

AUTHORISED BY:  
 The Cabinet Member has signed this report.....

DATE: 22 September 2016

## **1. EXECUTIVE SUMMARY**

- 1.1. As of 1<sup>st</sup> September 2016 the council funds a total of 46 additional police officers in the borough.
- 1.2. The Hammersmith London Business Improvement District (BID) was established in March 2006. In February 2016 businesses voted to continue the BID for a third five-year term.
- 1.3. Part of their manifesto for re-election was “Safer Town – Protecting the Town Centre”. The BID currently fund one operator in the Council’s CCTV control room and in the past have funded additional policing resources for Hammersmith Town Centre.
- 1.4. The BID would like to fund an additional two police constables for Hammersmith Town Centre via the Council’s contract with the Mayor’s Office for Policing & Crime (MOPAC). The new officers would commence in post on 1<sup>st</sup> November 2016 and remain a part of the Enhanced Policing Team until the end of the current contract on 31<sup>st</sup> March 2018.
- 1.5. The cost of funding the two additional constables is estimated to be £94,500 (£27,500 from November 2016 – March 2017 plus £67,000 from April 2017 – March 2018 (costs are estimated as the 2017/18 rates have not yet been confirmed)). It is proposed that the council amends its current agreement with the MPS to include these additional officers and recharges the BID for the full actual cost (estimated repayment schedule shown in Section 5, Table 2).

## **2. RECOMMENDATIONS**

- 2.1. That the Deputy Leader agrees to the Council varying its current agreement with the Mayor’s Office for Policing and Crime to provide two additional police constables from November 2016 to March 2018 at the estimated cost of £94,500. The council will then recharge the BID the full cost as estimated in the repayment schedule.
- 2.2. That the Deputy Leader approves a waiver to H&F Contract Standing Orders (under CSO 3) for the requirement to complete a competitive tendering exercise (advertise the opportunity and seek 3 quotations) according to the requirement under CSO 11.2 on the grounds that the contract is covered by legislative exemption .

## **3. REASONS FOR DECISION**

- 3.1. The decision can be taken at Cabinet Member level as the estimated additional costs to be agreed fall under the £100,000 threshold set out in the Council’s Contract Standing Orders.

- 3.2. The waiver of Contract Standing Orders is requested due to the nature of the service being provided and because there is only one organisation (the Metropolitan Police Service) who can deliver the service.

#### 4. PROPOSAL AND ISSUES

- 4.1. The council currently funds 46 additional police officers in the borough. They provide town centre policing, neighbourhood policing, a safer schools team, crime prevention design advice and gangs outreach. There are 39 constables, six Sergeants and one Inspector in the enhanced team
- 4.2. The proposal is to increase the number of officers funded under this agreement to 48. The extra officers are supplied under the MetPatrol Plus scheme whereby for each officer purchased an additional Constable is provided at no extra charge.
- 4.3. The total cost for the two officers is estimated to be £94,500 from November 2016 to March 2018. The estimated costs are broken down in Section 5 of this report and will be fully funded by Hammersmith BID.
- 4.4. The additional two officers will be tasked to the Hammersmith Broadway Safer Neighbourhood Team with a remit to tackle crime and antisocial behaviour in Hammersmith town centre. Further detail about their expected role is shown in Section 5.4 and in Appendix 1 – BID Police Constable Specification.

#### 5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. The costs associated with the MetPatrol Plus scheme are shown in Table 1.

**Table 1**

Additional MPS Personnel	Financial Year	
	2016/17	2017/18 (rates subject to MOPAC approval)
	£	£
Inspector	95,000	96,000
Sergeant	78,000	79,000
Constable	66,000	67,000

- 5.2. The costs for the additional two officers will be £27,500 this financial year (5 months pro rata of £66,000) and £67,000 (estimated) for the full financial year 2017/18.
- 5.3. It is proposed that the Council amends its current agreement with MOPAC to include these additional officers and recharges the BID for the full actual cost. The estimated repayment schedule for the BID is shown in Table 2.

**Table 2**

<b>Date of Payment</b>	<b>Amount</b>
31 <sup>st</sup> March 2017	£27,500
31 <sup>st</sup> September 2017	Actual cost (estimated at £33,500)
31 <sup>st</sup> March 2018	Actual cost (estimated at £33,500)

5.4. Whilst full details of the extra constables duties are shown in Appendix 1, their key responsibilities will include:

5.4.1 To address business crime as a priority.

5.4.2 To adopt a proactive approach to tackling persistent crime and nuisance problems in the BID area in order to reassure the public.

5.4.3 To help provide Business Continuity for businesses as a response to the threat of terrorism and other major incidents.

5.4.4 To attend appropriate incidents, make routine relevant enquiries and improve the policing response to minor crime.

5.4.5 To gather and submit criminal and community intelligence to assist the SNT in planning and preparing its policing response to the area.

## **6. CONSULTATION**

6.1. Consultation on the purchase of the additional two officers has taken place between H&F Police and the MPS, senior officers from LBHF Safer Neighbourhoods Division and the Hammersmith London BID Operations Manager.

## **7. EQUALITY IMPLICATIONS**

7.1. An Equality Impact Assessment for the existing Enhanced Policing contract was completed and is available on request. The impact is neutral for all categories.

7.2. Implications completed by: Claire Rai, Head of Community Safety 0208 753 3154.

## **8. LEGAL IMPLICATIONS**

8.1. The Council has the power to enter into the proposed arrangements under section 92 of the Police Act 1996, which allows the Council to make grants to the Metropolitan Police Service either conditionally or unconditionally.

8.2. The proposed arrangement is exempt from the Public Contract Regulations 2015 (the Regulations) as Regulation 11 provide that the Regulations “does

not apply to public service contracts awarded by a contracting authority to another contracting authority on the basis of an exclusive right which the latter enjoys pursuant to a law...". This exclusion applies here as policing services are exclusively provide by police authorities.

- 8.3. Section 3.1 of the Council's Contract Standing Orders provide that normal tender requirements can be waived where the circumstances of the proposed contract are covered by legislative exemptions.
- 8.4. Legal Services will be available to assist the client department with finalising the variation agreement with the Metropolitan Police Service.
- 8.5. Legal implications completed by Kar-Yee Chan, Solicitor (Contracts), Shared Legal Services, 0208 753 2772

## **9. FINANCIAL IMPLICATIONS**

- 9.1. Given that the additional costs set out in this report are to be fully funded by Hammersmith BID, there are no resulting financial implications for the Council.
- 9.2. Implications completed by Kellie Gooch, Head of Finance - Environmental Services, 0208 753 2203.

## **10. COMMERCIAL AND PROCUREMENT IMPLICATIONS**

- 10.1. Approval is sought to modify the contract with MOPAC and increase the provision of officers by two at an additional cost of £94,500 (one of the two officers funded under the MetPatrol Plus scheme). The author is seeking to rely on H&F CSO's 20.3 which provides:

*"Where there will be an increase in the contract value then the decision is reserved to the relevant Cabinet Member where the total value of the variation or variations is £25,000 or greater but does not exceed £100,000 (subject to appropriate budgetary provision);*

- 10.2. There is no choice other than to procure these services through MPS as it is a specialised service. It is not covered under the Public Contract Regulations therefor there are no further procurement implications.
- 10.3. Implications completed by: Joanna Angelides, Bi Borough Procurement Consultant, Tel No. 0208 753 2586

## **11. RISK IMPLICATIONS**

- 11.1. The proposals contribute positively to meeting the needs and expectations of local taxpayers and of the wider community including businesses and visitors to the borough by reducing the risk of crime. The budget reductions imposed



on the Council by national government has resulted in a need to further enhance community based policing the benefits of which are to be derived from the additional Officers duties.

- 11.2. Implications verified by: Mike Sloniowski Shared Services Risk Manager  
Telephone 02087532587

## **12. BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None.

### **LIST OF APPENDICES:**

Appendix 1 – BID Police Constable Specification

**2016 BID Police Constable Specification.**

Specification Accountabilities:

As The Business Improvement District/Town centre managers on behalf of LBHF, HammersmithLondon wish to maintain the professional working relationship that has been so successful in the Town Centre since the BIDs inception in 2006. Previously the BID was supported by the MET police on events, town centre patrols, business liaison, Hammersmith Business crime partnership (incorporating both Pubwatch and Shopwatch).

We would like this to continue and will also continue supporting the police in partnership, in-kind and by direct funding for additional officers and/or overtime for specific operations.

Working alongside LBHF, the BID/SNT additional officer partnership will endeavour to:

- Address business related crime as a matter of priority and assist with any and all business related enquiries reported on Safetynet radio, by CCTV Operator or directly by BID businesses.
- Adopt a proactive approach in tackling persistent crime and nuisance problems in the BID area in order to reassure the public and reduce levels of crime and disorder with crimes such as shoplifting, bag dipping, theft person and evening economy crime.
- Help to provide Business Continuity for businesses as a response to the threat of terrorism and other major incidents in the Town Centre.
- Attend training and seminars for business continuity and provide support in ensuring a reasonable level of preparedness and awareness is reached among BID business.
- Attend appropriate incidents making relevant routine enquiries to improve the police response to minor crime and less urgent incidents leading to improved detection rates and confidence in policing, contributing to a reduction in crime rates.
- Monthly reports to BID Operations Manager regarding qualitative data on BID area activity and quantitative data related to BID and Town Centre duties will be provided as near to the first day of every month as possible, by LBHF analysts (preferred) and/or by Met police directly.
- Support initiatives and action plans being undertaken by the BID Company and other Police within the BID area to improve their effectiveness.
- Gather and submit community and criminal intelligence in order to assist the SNT to plan and prepare its policing response.
- To work as part of a team in conjunction with the HammersmithLondon Safe and Secure model, utilising Safetynet radio and communicating with CCTV operators, Operations manager and Businesses to create partnership working to reduce crime in the town centre.
- Liaise closely with all services and agencies responsible for environmental management such as environmental services, and attend business meetings to respond to issues of concern.
- Ensure the Operations manager of the BID Company is informed of all relevant incidents through the submission of accurate reports and fortnightly meetings and that urgent matters are brought to his/her attention at an early stage.
- Act as an ambassador for the HammersmithLondon BID and Hammersmith Town Centre.
- Inform the business community on initiatives and encourage flow of information, including attendance and participation in meetings with businesses.
- To interact and assist the other BID company staff with activities such as festivals and events etc.

Specific relationship with LBHF and Met Police (Safer Neighbourhood Teams).

HammersmithLondon BID will work in partnership with both the Met police and London Borough of Hammersmith and Fulham in regard to the following points:

1. HammersmithLondon will fund additional police officers for specific BID and Town centre crime related patrols events, and initiatives.

2. HammersmithLondon will liaise with LBHF and the Hammersmith Broadway SNT to plan and implement these patrols events, and initiatives.
3. These additional officers and their time spent in patrolling the BID area will have the following stipulations:
  - SNT inspector and Sergeant will liaise directly with BID Operations manager on any and all relevant matters regarding Hammersmith Town Centre.
  - PCs will liaise regularly with BID operations manager.
  - PCs and LBHF analysts will continue to provide monthly reports to BID Operations Manager regarding qualitative data on BID area activity and quantitative data related to standard PC duties and ward crime figures, these could be in the style of the recent reports from the LBHF analyst.
    - Qualitative examples will be provided for publications like E-News focussing on good arrest stories, incidents dealt and details about the PCs having a positive impact on the area.
    - Quantitative examples will include monthly arrest figures for BID area, incidents dealt with, TNOs, increase and reduction of figures and other related BID area/Broadway Ward data.
  - SNT teams, with or without BID PCs in attendance, will support initiatives and action plans undertaken by BID company (subject to liaison with SNT Sergeants).
  - BID Operations manager will fulfil role of partnership officer between BID Company, LBHF and Met Police on all matters relevant to BID area/Town Centre and BID initiatives.

#### Performance measures

- Reports on Police activity will be provided to the BID Operations Manager on a monthly basis by both LBHF and Met police, updates for Business Crime Partnership will be regular following meetings/updates and independent surveys on performance will be carried out by the BID on an ad hoc basis.

#### Non-compliance procedure

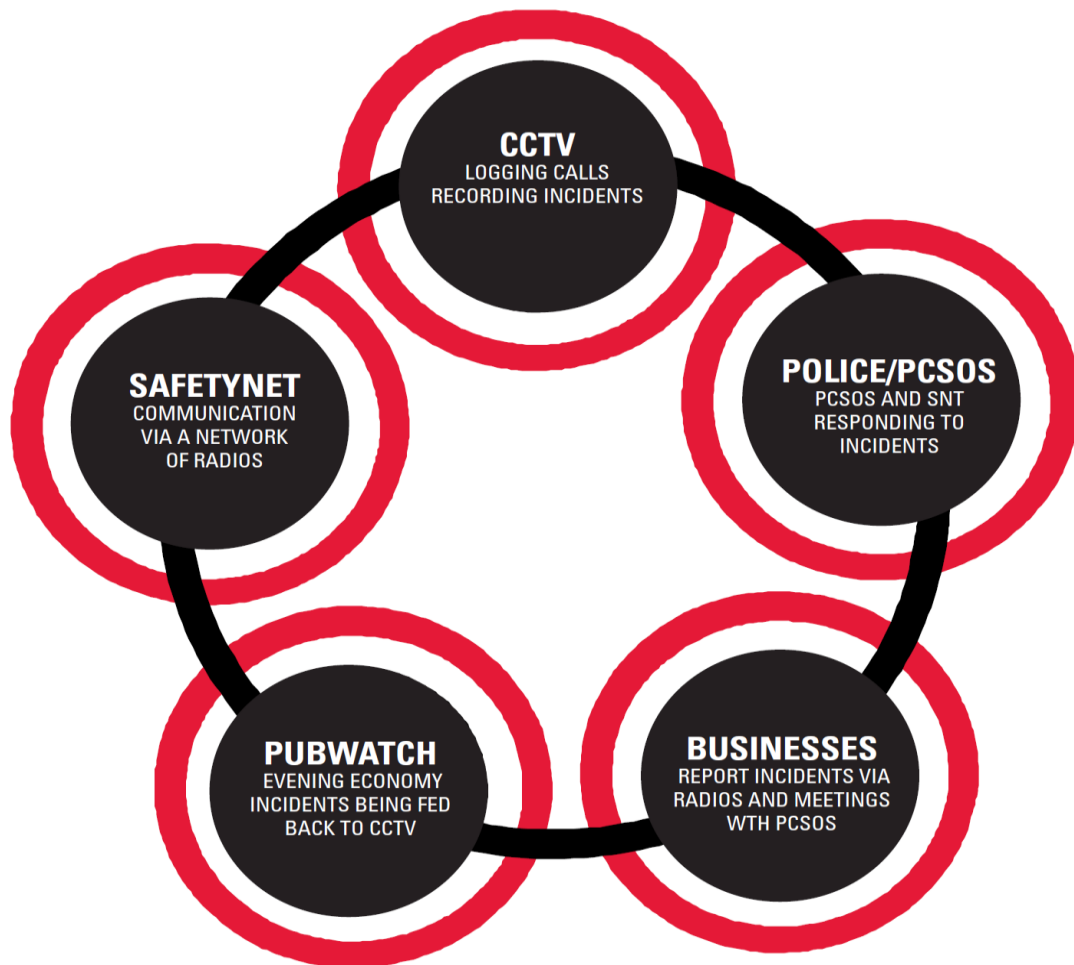
- Any non-compliance issues or grievance will be dealt with by the SNT line manager IE, Sergeant/Inspector etc. This will be done in accordance with MET police regulations.

#### Boundary area

- The area of operation will be the BID area as detailed in Appendix 2. This is where the Police will spend the vast majority of their time and operations/training outside this area will require notification to the BID Operations manager.

**Appendix 1.**

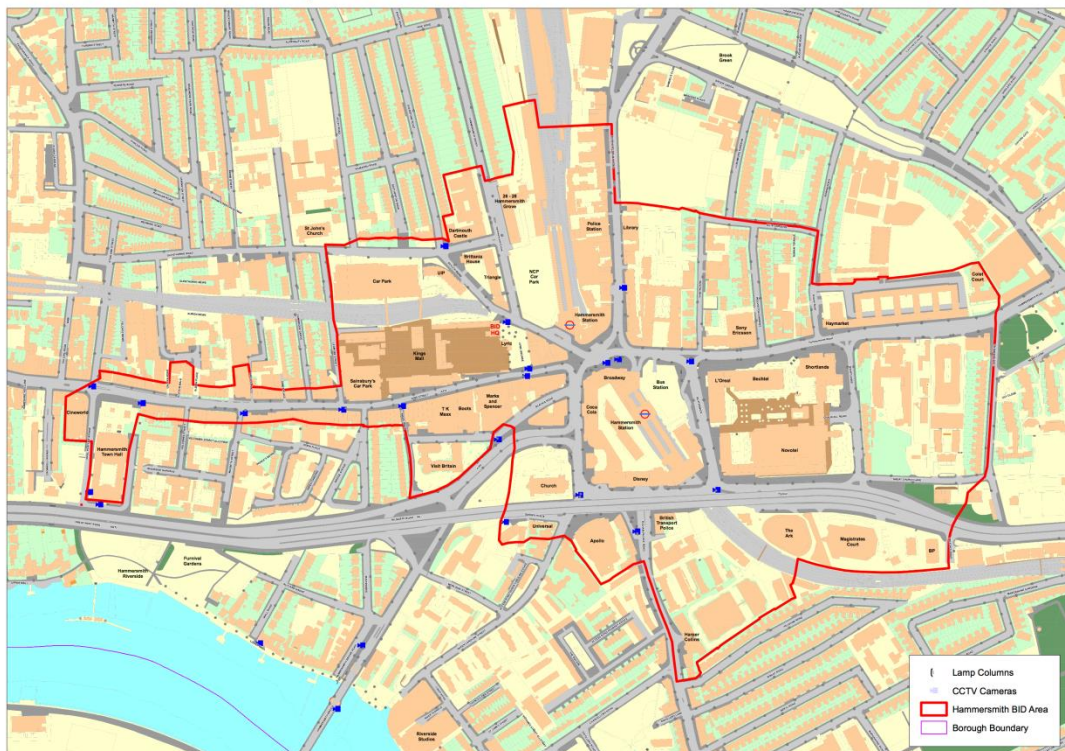
**HammersmithLondon Security Model.**




**Appendix 2.**


**Map of PC boundary/BID area.**

**HammersmithLondon BID Area Map**



<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET MEMBER DECISION</b></p> <p><b>7 October 2016</b></p>		
<p><b>HEADS OF SERVICE LEADERSHIP DEVELOPMENT PROGRAMME</b></p>		
<p><b>Report of the Cabinet Member for Finance - Councillor Max Schmid</b></p>		
<p><b>Open Report</b></p>		
<p><b>Classification:</b> For Decision  <b>Key Decision:</b> No</p>		
<p><b>Wards Affected:</b> None</p>		
<p><b>Accountable Director:</b> Nigel Pallace, Chief Executive</p>		
<p><b>Report Author:</b> Debbie Morris, Director for HR</p>		<p><b>Contact Details:</b>  E-mail: <a href="mailto:Debbie.Morris.@lbhf.gov.uk">Debbie.Morris.@lbhf.gov.uk</a></p>

AUTHORISED BY:



DATE: 7 October 2016

**1. EXECUTIVE SUMMARY**

- 1.1 Approval of funding for a Heads of Service Leadership Development Programme.

**2. RECOMMENDATIONS**

- 2.1 That approval be given for expenditure for up to £50,000 plus VAT for a Heads of Service Leadership programme.

**3. REASONS FOR DECISION**

- 3.1 Cabinet Member approval is required for the expenditure proposed.

**4. INTRODUCTION AND BACKGROUND**

- 4.1 Organisational transformation in H&F is a business imperative. The ambition 'to be the best Council' in the UK has a staff improvement framework that at its core are some key aspects that includes building

**programmes and activities to build on our management strengths, develop inspirational leadership and lead organisational change and transformation.**

- 4.2 Being the best is about being dedicated to achieving the highest standards for our residents, and ourselves, and always asking - is this best? Leadership Development is a critical component to ensuring our success.
- 4.3 Following a procurement exercise of a leadership development programme for both H&F Directors and H&F Heads of Service, a decision was taken to seek another provider and programme for Directors. For Heads of Services a pilot leadership programme was undertaken with Housing, with a view that if it were to successful then the provider would be commissioned to deliver the programme to the rest of the Heads of Service. Currently 53 Heads of Service are in scope.
- 4.4 Evaluation of the pilot programme has provided assurance that the programme adds value and meets its original outcomes. The programme's aim is to inspire and engage our Heads of Service to meet the pace of change we're undergoing, help individuals understand how to build and lead a strong team and to motivate them, develop their capability and establish a culture of empowerment.
- 4.5 The defined programme outcomes
- develop personal leadership, trust and credibility, resilience and increased confidence;
  - be able to manage and develop people in a way that increases motivation and develops their capabilities;
  - create a dynamic culture to motivate and empower staff;
  - consolidate learning, deal with specific issues and create a culture of innovation.

## **5.0 PROPOSAL AND ISSUES**

- 5.1 Following the pilot of a leadership development programme with housing, expenditure authorisation is required so to extend the four day leadership programme to all other H&F Heads of Service. No issues have been identified.

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1 A decision to procure a leadership development programme resulted in an open procurement exercise through an established framework provider. The procurement actively involved Directors from the business groups.

- 6.2 The procurement exercise was aimed at a programme for both Directors and Heads of Services. It failed to select a suitable provider for both groups. A decision to appoint another provider for Directors was made.
- 6.3 The delivery costs are approximately £16,000 (sixteen thousand pounds) for each programme catering for up to 15 delegates.
- 6.4 There are currently 53 Heads of Service in scope so we would require three programmes.
- 6.5 Total costs for the three programmes would be in the region of £50,000. The slight increase is in case some redesign work is required. The fee includes framework procurement fees, all materials, two facilitators and the full use of the providers training premises in London.

## **7. CONSULTATION**

Not Applicable

## **8. EQUALITY IMPLICATIONS**

No key/relevant equalities issues

## **9. LEGAL IMPLICATIONS**

None identified.

## **10. FINANCIAL AND RESOURCES IMPLICATIONS**

- 10.1 The proposed expenditure can be found within corporate budgets.

## **11. IMPLICATIONS FOR BUSINESS**

None

## **12. RISK MANAGEMENT**

Not applicable


## **13. PROCUREMENT IMPLICATIONS**


None identified as through a Framework provider

## **LOCAL GOVERNMENT ACT 2000** **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None.



<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET MEMBER DECISION</b></p> <p style="text-align: center;"><b>26 October 2016</b></p>	 <p style="text-align: center;">hammersmith &amp; fulham</p>
<p><b>ICT TRANSITION - ASSURING SERVICE CONTINUITY PHASE 3 – TRANSFORMATION OF TELEPHONY AND NETWORK SERVICES PROGRAMME MANAGEMENT</b></p>	
<p><b>Report of the Cabinet Member for Finance – Councillor Max Schmid</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification: For Decision</b> <b>Key Decision: No</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director: Ed Garcez, Chief Information Officer</b></p>	
<p><b>Report Author:</b> Howell Huws, Head of Contracts and Operations</p>	<p><b>Contact Details:</b> Tel: 020 8753 5025 E-mail: <a href="mailto:Howell.Huws@lbhf.gov.uk">Howell.Huws@lbhf.gov.uk</a></p>

<p>AUTHORISED BY:</p>  <p>DATE: 26 October 2016.....</p>
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**1. EXECUTIVE SUMMARY**

- 1.1. H&F Bridge Partnership (HFBP), a joint venture company owned by Agilisys and H&F, currently provides all ICT services to H&F. The HFBP service contract expires on 31 October 2016, at which time all HFBP services must have moved to other suppliers or across to the shared ICT services function or they will cease.
- 1.2. In a paper entitled “ICT Transition - Assuring service continuity Phase 3 – Transformation of Telephony and Network Services”, it was agreed that approval be given for BT, through the Lot 4 agreement (Call Off Contract – Relating to Information and Technology Services), to install new telephone and network lines plus associated managed services, to meet the following six requirements:
  - Replacing the network links for the H&F corporate network and broadband sites

- Migrating H&F telephony trunking to modern digital circuits with sufficient capacity
- Replacing the H&F Secure Internet Gateway as part of the ICT transition
- Ensuring H&F's Network Hardware is placed into appropriate support and maintenance arrangements.
- Upgrading the end-of-life Unify Openscape Unified Communications system
- Migrating Netcall to a fully hosted solution as part of the ICT transition

1.3. Significant work has been undertaken on scoping planning these key transition activities, but due to existing contract expiry dates, the implementation work cannot complete before the transition of ICT services from HFBP to multiple providers. This work is expected to complete by 31 March 2017. To ensure continuity and enable the smooth completion of these projects, the council proposes to extend the current project management arrangements for the network transition programme.

1.4. Losing this key resource now could have a major impact on the successful achievement of the objectives of the network transition implementation programme. This is because continuity of supply, understanding of the aims and objectives of the programme and excellent relationships with the suppliers and key stakeholders mitigate some critical risks.

## **2. RECOMMENDATIONS**

2.1. That approval is given for the continuation of engagement of the current network transition implementation programme resources in the total sum of £63,494 (already funded), the resource to be provided by Agilisys.

2.2. That approval is granted to waive the requirement of Contract Standing Orders to seek competitive quotations to achieve the required continuity of service.

## **3. REASONS FOR THE DECISION**

3.1. This is a key role with no need to create permanent staffing, and is only required until the revised end date for the programme, currently expected to be 31 March 2017.

## **4. EQUALITY IMPLICATIONS**

4.1. This is a short term specialist role.

## **5. LEGAL AND PROCUREMENT IMPLICATIONS**

5.1. The Director of Law has been consulted and comments that the contract value under the proposed recommendation in this report requires a minimum of three quotations to be obtained from the market in accordance with the Council's Contracts Standing Orders (CSOs) under paragraph 11.2. As only one quote has been obtained, a waiver under paragraph 3.1 of the CSOs must be approved by the appropriate Cabinet Member acting on behalf of the relevant director from the

Council's procedure of competition requirements for such partnership arrangements is required to award the contract. Officers' have sought in the body of the report to provide sufficient evidence to assist the decision maker approve the waiver requested.

Implications verified by: Sharon Cudjoe Solicitor 020 7361 2994

## **6. FINANCIAL AND RESOURCES IMPLICATIONS**

- 6.1. Funding will come from the networks revenue budget, which has sufficient to cover the remaining work identified in this paper.

Implications verified by: Andrew Lord, Head of Strategic Planning and Monitoring, ext. 2531.

## **7. RISK MANAGEMENT**

- 7.1. There has been an accumulation of experience and knowledge of the network transition implementation programme that may be lost should the existing resources not continue to undertake the implementation, with key risks around the effective operation of this critical service, but also around the time and costs resulting from the need to secure quotes for the work. A temporary short term engagement to engage Agilisys is an operational risk that seeks to address exposures and provide continuity cover. The proposed mitigation is in accordance with the Strategic Risk, Information Management and Digital Continuity noted as risk 7 on the Council's Corporate Register.

Implications verified by: Michael Sloniowski, Tri-borough Risk Manager ext. 2587.


## **8. PROCUREMENT**

- 8.1. There are no legislative requirements why the Council cannot make a direct award for a short period to obtain continuation of the specialist advice that it is currently receiving through Agilisys. Given the circumstance outlined in the report the Corporate Procurement Team supports the recommendation to waive the competition requirement set out in the Council's CSOs.

Implications verified by Alan Parry: Interim Head of Procurement (Job-share). Telephone 020 8753 2581

### **LOCAL GOVERNMENT ACT 2000** **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None.

<b>London Borough of Hammersmith &amp; Fulham</b>  <b>CABINET MEMBER DECISION</b>  <b>7 October 2016</b>		 hammersmith & fulham
<b>NEGOTIATION SKILLS TRAINING</b>		
<b>Report of the Cabinet Member for Finance - Councillor Max Schmid</b>		
<b>Open Report</b>		
<b>Classification:</b> For Decision <b>Key Decision:</b> No		
<b>Wards Affected:</b> None		
<b>Accountable Director:</b> Nigel Pallace, Chief Executive		
<b>Report Author:</b> Debbie Morris, Director for HR		<b>Contact Details:</b> E-mail: Debbie.Morris.@lbhf.gov.uk

AUTHORISED BY:



DATE: 7 October 2016

## 1. EXECUTIVE SUMMARY

- 1.1 Approval of funding for three Negotiation Skills training programmes.

## 2. RECOMMENDATIONS

- 2.1 That approval be given for expenditure up to £85,000 plus VAT for three negotiation skills training programmes

## 3. REASONS FOR DECISION

- 3.1 Cabinet Member approval is required for the expenditure proposed.

## 4. INTRODUCTION AND BACKGROUND

- 4.1 Organisational transformation in H&F is a business imperative. The ambition 'to be the best Council' in the UK' has a staff improvement framework that at its core are some key aspects that

includes building the capability and capacity to influence and negotiate in order drive forward efficiency and smarter delivery that delivers the most cost effective and best outcomes for our residents.

- 4.2 The training development programme needs to be of high calibre in order to negotiate and influence the best deal and outcomes for our residents.
- 4.3 A successful pilot of the programme in June 2016 for Planners has provided assurance as to the quality of the chosen training provider.

## **5.0 PROPOSAL AND ISSUES**

- 5.1 Following the success of the pilot, the proposal is to commission another three programmes starting with key staff from within Procurement and contact managers in Corporate Property, followed by a programme for the regeneration team in Housing Strategy and Options and then the third programme to the senior leadership team/directors.

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1 The benefits of investing in the training have been a key driver in sourcing the provider of the training that is required. The chosen provider provides the skills to negotiate confidently in a professional, ethical and competent manner. They provide a unique case play method of involving participants in realistic negotiation exercises.
- 6.2 The pilot programme in June was very well received and evaluated positively including meeting objectives and its relevancy to work.
- 6.3 A ½ day consolidation of learning workshop is scheduled for end of August 2016
- 6.4 The fee for each programme is approximately £26,000 for up to 12 delegates.
- 6.5 The fee for each programme includes all materials, residential costs, pre-course research and a post workshop to further help embed learning.
- 6.6 The fee will increase if there are more than 12 delegates. The overall funding figure of £85,000 has some contingency in it to accommodate an increase in delegate numbers if required.

## **7. CONSULTATION**

Not Applicable

**8. EQUALITY IMPLICATIONS**

No key/relevant equalities issues

**9. LEGAL IMPLICATIONS**

None identified.

**10. FINANCIAL AND RESOURCES IMPLICATIONS**

10.1 The proposed expenditure can be found within corporate budgets (Human Resources Budget).

**11. IMPLICATIONS FOR BUSINESS**

None

**12. RISK MANAGEMENT**


Not applicable

**13. PROCUREMENT IMPLICATIONS**

None. Unique Supplier decision.

**LOCAL GOVERNMENT ACT 2000**  
**LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

**None.**

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET MEMBER DECISION</b></p> <p><b>26 October 2016</b></p>	 <p>hammersmith &amp; fulham</p>
<b>OFFICE 365 IMPLEMENTATION</b>	
<b>Report of the Cabinet Member for Finance – Councillor Max Schmid</b>	
<b>Open Report</b>	
<b>Classification: For Decision</b> <b>Key Decision: No</b>	
<b>Wards Affected: All</b>	
<b>Accountable Director: Ed Garcez, Chief Information Officer</b>	
<b>Report Author:</b> Howell Huws, Head of Contracts and Operations	<b>Contact Details:</b> Tel: 020 8753 5025 E-mail: <a href="mailto:Howell.Huws@lbhf.gov.uk">Howell.Huws@lbhf.gov.uk</a>

AUTHORISED BY:



DATE: 26 October 2016.....

## 1. EXECUTIVE SUMMARY

- 1.1. H&F Bridge Partnership (HFBP), a joint venture company owned by Agilisys and H&F, currently provides all ICT services to H&F. The HFBP service contract expires on 31 October 2016, at which time all HFBP services must have moved to other suppliers or across to the shared ICT services function or they will cease.
- 1.2. In a paper entitled “Funding Approval for Implementation of Cloud-Based Productivity and Collaboration Tools (Office 365)”, it was agreed that approval be given for the implementation of Office 365, a critical H&F programme, with key resources being provided by HFBP for the implementation, for project management and Exchange email configuration. By 31<sup>st</sup> October, all H&F staff are expected to have been migrated to Office 365, and new phones provided to replace Blackberries.

- 1.3. Although the expectation was that this work would complete before the transition of ICT services from HFBP to multiple providers, in practice several delays have occurred due to the complexity of the work and the relatively untested nature of these cloud services from Microsoft. It is estimated that between two and three months low-level work remain to be completed, primarily focused on migrating the council's email archive.
- 1.4. To ensure continuity and enable the smooth completion of the project, the council proposes to extend the current project arrangements for project management and Exchange configuration work. Losing these key resource now could have a major impact on the successful achievement of the objectives of the Office 365 implementation. This is because continuity of supply, understanding of the aims and objectives of the programme and excellent relationships with the suppliers and key stakeholders mitigate some critical risks.

## **2. RECOMMENDATIONS**

- 2.1. That approval is given for the continuation of engagement of the current Office 365 implementation resources in the total sum of £88,860 (already funded), the resource to be provided by Agilisys.
- 2.2. That approval is granted to waive the requirement of Contract Standing Orders to seek competitive quotations to achieve the required continuity of service.

## **3. REASONS FOR THE DECISION**

- 3.1. These are both key roles with no need to create permanent staffing, required until the revised end date for the programme, currently expected to be 31 December 2016.

## **4. EQUALITY IMPLICATIONS**

- 4.1. These are short term specialist roles.

## **5. LEGAL AND PROCUREMENT IMPLICATIONS**

- 5.1. The Director of Law has been consulted and comments that the contract value under the proposed recommendation in this report requires a minimum of three quotations to be obtained from the market in accordance with the Council's Contracts Standing Orders (CSOs) under paragraph 11.2. As only one quote has been obtained, a waiver under paragraph 3.1 of the CSOs must be approved by the appropriate Cabinet Member acting on behalf of the relevant director from the Council's procedure of competition requirements for such partnership arrangements is required to award the contract. Officers' have sought in the body of the report to provide sufficient evidence to assist the decision maker approve the waiver requested.

Implications verified by: Sharon Cudjoe, Principal Solicitor 020 7361 2994



## **6. FINANCIAL AND RESOURCES IMPLICATIONS**

- 6.1. Funding was previously agreed and remains sufficient to cover the remaining work.
- 6.2. Implications verified by: Andrew Lord, Head of Strategic Planning and Monitoring, ext. 2531.

## **7. RISK MANAGEMENT**

- 7.1. There has been an accumulation of experience and knowledge of the Office 365 implementation that may be lost should the existing resources not continue to undertake the implementation, with key risks around the effective operation of this increasingly critical service, but also around the time and costs resulting from the need to secure quotes for the remaining work. A temporary short term engagement to engage Agilisys is an operational risk that seeks to address exposures and provide continuity cover. Mitigation of this risk is in line with the Council's Corporate Risk Register entry number Information Management and Managing Digital Continuity Risk.

Implications verified by: Michael Sloniowski, Tri-borough Risk Manager ext. 2587.


## **8. PROCUREMENT IMPLICATIONS**

- 8.1. There are no legislative requirements why the Council cannot make a direct award for a short period to obtain continuation of the specialist advice that it is currently receiving through Agilisys. Given the circumstance outlined in the report the Corporate Procurement Team supports the recommendation to waive the competition requirement set out in the Council's CSOs.


Implications verified by Alan Parry: Interim Head of Procurement (Job-share).  
Telephone 020 8753 2581

### **LOCAL GOVERNMENT ACT 2000** **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None.

<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET MEMBER DECISION</b></p> <p style="text-align: center;"><b>20 July 2016</b></p>	
<p><b>POVERTY AND WORKLESSNESS COMMISSION – INTERVIEW PROGRAMME WITH RESIDENTS LIVING IN POVERTY AND/OR WORKLESSNESS</b></p>	
<p><b>Report of the Cabinet Member for Finance – Councillor Max Schmid</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification: For Decision</b> <b>Key Decision: No</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director: Kim Dero, Director of Delivery and Value</b></p>	
<p><b>Report Author:</b> Tom Conniffe, Principal Policy and Strategy Officer</p>	<p><b>Contact Details:</b> Tel: 020 8753 2195 E-mail: <a href="mailto:tom.conniffe@lbhf.gov.uk">tom.conniffe@lbhf.gov.uk</a></p>

AUTHORISED BY:



DATE: **20 July 2016**

## 1. EXECUTIVE SUMMARY

- 1.1. As part of the Council's policy-making process, the resident-led Poverty and Worklessness Commission seeks to investigate from a local perspective the twin topics of poverty and worklessness and assist in formulating policy and proposals for action to help the Council promote social inclusion.
- 1.2. The qualitative research, of which the interview programme forms a part, is intended to provide insight from the perspective of residents living in poverty and/or worklessness, to complement various packages of background information, analysis and evaluation already provided to the Commission.
- 1.3. As the available officer resource is committed to running a parallel focus group programme, an external contractor is sought to deliver the interview programme.

## **2. RECOMMENDATION**

- 2.1. That a sum of up to £28,000, secured from Section 106 funds, is made available to Delivery and Value Services for the purpose of conducting an interview programme with borough residents living in poverty and/or worklessness, and to cover associated costs, to inform the work of the Poverty and Worklessness Commission.

## **3. REASONS FOR DECISION**

- 3.1. To inform its deliberations and reporting, the resident-led Poverty and Worklessness Commission seeks a robust and complete examination of the nature of poverty and worklessness in the borough from the perspectives of residents who live in one or both states. A programme of semi-structured interviews and associated analysis and typology will complement a series of focus groups in providing this information. All available officer resources are being deployed to deliver the focus groups so an external contractor with the requisite expertise is required to deliver the interview programme.

## **4. INTRODUCTION AND BACKGROUND**

- 4.1. The current administration took control of the Council in May 2014 and has been delivering a whole new social policy agenda over the past two years. The Council's policy priorities are now firmly established, supported by local residents working with councillors through new policy development structures such as the Policy and Accountability Committees and resident-led Commissions, of which the Poverty and Worklessness Commission (PWC) is one.
- 4.2. The PWC has met every two months since November 2015 in order to establish its scope and deliberate on various packages of background information and analysis. The available information, while comprehensive and of sufficient quality to ensure that some conclusions can be drawn, is however not enough in itself to allow a robust and complete examination of the nature of poverty and worklessness in the borough, in particular the reasons/motivations/emotional state behind high rates of worklessness in some cohorts, in the context of a very high overall rate of overall employment and no shortage of part-time and entry level jobs.
- 4.3. For this, an extensive programme of qualitative research with people living in and on the edge of poverty and/or worklessness is required. One element, a programme of focus groups with third party agencies and referred clients, will be delivered by the Commission and supporting officers. The other, the commissioning of research consisting of a series of semi-structured interviews with up to 100 borough residents living in poverty and/or worklessness, and analysis and typology, forms the subject of this Cabinet Member decision paper.

## **5. PROPOSAL AND ISSUES**

- 5.1. The brief requires the services of an external research company with the relevant capacity and expertise as there is insufficient officer resource to deliver the programme within the timescale required, which is three months from appointment. This is to ensure that the research is delivered and analysed in time to inform the Commission's report, which is expected by the end of the calendar year.
- 5.2. In addition to the quote of £23,652 for the interview programme, a sum of up to £4,348 is sought to allow a £25 voucher incentive to be issued to up to 100 participants in the focus groups. The balance of funds will be used to pay where necessary for room hire and basic catering for the complementary focus group programme being delivered by the Commission and supporting officers, which is running in parallel with the interview programme.

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1. This interview programme, with associated costs, is additional to the annual budget for the Policy and Strategy Team and there is insufficient officer resource within the Delivery and Value Services Department to deliver the interview programme within the timescale required.

## **7. CONSULTATION**

- 7.1. The Poverty and Worklessness Commission has been consulted on two occasions about the proposal to commission qualitative research. In addition the Leader of the Council, the Cabinet Member for Social Inclusion and the Director of Delivery and Value Services have also been consulted.

## **8. EQUALITY IMPLICATIONS**

- 8.1. Equality implications of carrying out the research will be addressed by the contractor as part of its methodology and by the Poverty and Worklessness Commission as part of its final report.

## **9. LEGAL IMPLICATIONS**

- 9.1. When considering using Section 106 monies the Council should be clear what the Section 106 Agreement, from which the monies originated, stated. Each Section 106 Agreement will outline the purpose for which any monies obtained by the Council can be used and the Council should be clear the purpose is adhered to.
- 9.2. Implications verified/completed by Joyce Golder, Principal Solicitor, tel 020 7361 2181.

## **10. PLANNING IMPLICATIONS**

- 10.1. The required funding could be drawn from the Social and Physical Infrastructure contribution from the Section 106 legal agreement relating to the development at Parsons Green Club, Broomhouse Lane, SW6. One of the purposes considered lawful is Business Training and Employment, which this use would appear to fall within.
- 10.2. Funds totalling £371,176 are currently in hand and the use for this project would be lawful.
- 10.3. Implications completed by Peter Kemp, Planning Change Manager, tel 0208 753 6970.

## **11. FINANCIAL AND RESOURCES IMPLICATIONS**

- 11.1. The costs of the review can be met from existing s106 funding.
- 11.2. Implications verified/completed by: Andrew Lord, Head of Strategic Planning and Monitoring, Corporate Finance, tel 020 8753 2531.

## **12. IMPLICATIONS FOR BUSINESS**


- 12.1 There are no immediate implications for businesses in the borough.

## **13. RISK MANAGEMENT**


- 13.1 No strategic risk management issues required as having being identified associated with the report content.
- 13.2 Implications verified/completed by: Michael Sloniowski, Shared Services Risk Manager, tel 020 8753 2587.

### **LOCAL GOVERNMENT ACT 2000** **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None.

<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET MEMBER DECISION</b></p> <p style="text-align: center;"><b>9 October 2016</b></p>	
<p><b>RESOURCES REQUIRED FOR SMARTER BUDGETING</b></p>	
<p><b>Report of the Cabinet Member for Finance – Councillor Max Schmid</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b>  <b>Key Decision: No</b></p>	
<p><b>Wards Affected: None</b></p>	
<p><b>Accountable Director: Kim Dero, Director for Delivery and Value</b></p>	
<p><b>Report Author:</b>  Andy Heys, Interim Smarter Budgeting Programme Manager</p>	<p><b>Contact Details:</b>  Tel: 07824305347  E-mail: andy.heys@lbhf.gov.uk</p>

AUTHORISED:



DATE: **9 October 2016**

## 1. EXECUTIVE SUMMARY

- 1.1. The Council has to make significant year on year savings to deliver services within existing and anticipated budgets. The current forecast is a gross budget gap in excess of £50m from 2017/18 to 2020/21. The Smarter Budgeting (SB) programme has now been established, with 9 Outcome Teams and a SB team of specialist change managers working alongside council officers to identify opportunities to meet these financial challenges.
- 1.2. To date, over £24m savings have been identified through the Smarter Budgeting process, but to ensure these are developed into detailed business cases and options, and to work towards balancing the 2017-21 budgets, further work and support from the Smarter Budgeting team is required.

## **2. RECOMMENDATIONS**

- 2.1. To approve expenditure of £99,425, financed from the MTFs Delivery Risk reserve to fund the Smarter Budgeting team to support development of detailed business cases, to support Budget Challenge sessions in September and begin work to embed the current processes into business as usual.

## **3. REASONS FOR DECISION**

- 3.1. Without the agreement for SB resources, it will be not be possible to provide the level of support required to produce quality business cases for the Member Budget Challenge sessions in September and to support the identification of further opportunities for budget savings to balance the 2017-21 budget.

## **4. BACKGROUND**

- 4.1. Delivering the Smarter Budgeting programme to the tight schedule to deliver savings in 2017/18 will require funding for a new phase of the Smarter Budgeting Programme.
- 4.2. It is anticipated that the resources will be in a central support team and will be deployed flexibly across Outcomes and departments as needed.
- 4.3. This paper focuses on additional interim external resource requirements, over and above those which are easily available internally from the corporate and ICM teams. It provides information on the anticipated high level resource costs.

## **5. PROPOSAL AND ISSUES**

- 5.1. The option to source the Smarter Budgeting team entirely from internal resources has been rejected as the capacity and capability required for a Smarter Budgeting project is not available. Instead, this proposal presents a hybrid option whereby the external specialist change managers reduces over time replaced with internal change managers and business analysts.
- 5.2. Phase 1 and 2 of the Smarter Budgeting programme to date has focussed on the initiation of the project and supporting the Council through the June round of budget challenge sessions. In the next phase, the Smarter Budgeting team will focus on supporting the outcome teams in developing detailed business cases to take to the September challenge sessions; and the further identification of cost saving initiatives.

## **6. EQUALITY IMPLICATIONS**

- 6.1. There are no direct Equalities impacts on any of the protected groups that would result from the council adopting the recommendations of this paper.

- 6.2. All equality implications which may arise as a result of Smarter Budgeting to deliver outcomes project will be consulted on during the development of proposals.

## **7. LEGAL IMPLICATIONS**

- 7.1. This paper is to gain approval to for funding for early resources to work on zero based budgeting to deliver outcomes project. The project aims to help the council maintain frontline services and deliver its statutory duties within a reduced funding climate.

## **8. FINANCIAL AND RESOURCES IMPLICATIONS**

- 8.1. £99,000 has previously been approved to fund phase 1 (initiation) of the Smarter Budgeting programme.
- 8.2. It is proposed that the £99,425 be funded from the MTFS delivery risk reserve. The balance of this reserve at the start of 2016/17 is £6.148m.
- 8.3. The financial implications have been completed by Andrew Lord – Head of Strategic Planning and Monitoring, Tel: 020 8753 2531.

## **9. IMPLICATIONS FOR BUSINESS**

- 9.1. None.

## **10. RISK MANAGEMENT**

- 10.1. Risk management is built into the project and risks will be managed as part of the on-going project management.

## **11. PROCUREMENT AND IT STRATEGY IMPLICATIONS**

- 11.1. All procurement and IT strategy implications which may arise as a result of Smarter Budgeting to deliver outcomes project will be consulted on during the development of proposals.


## **12. BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None.

### **LIST OF APPENDICES:**

None.



<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET MEMBER DECISION</b></p> <p><b>7 October 2016</b></p>		
<p><b>SENIOR LEADERSHIP PROGRAMME</b></p>		
<p><b>Report of the Cabinet Member for Finance - Councillor Max Schmid</b></p>		
<p><b>Open Report</b></p>		
<p><b>Classification:</b> For Decision  <b>Key Decision:</b> No</p>		
<p><b>Wards Affected:</b> None</p>		
<p><b>Accountable Director:</b> Nigel Pallace, Chief Executive</p>		
<p><b>Report Author:</b> Debbie Morris, Director for HR</p>		<p><b>Contact Details:</b>  E-mail: <a href="mailto:Debbie.Morris@lbhf.gov.uk">Debbie.Morris@lbhf.gov.uk</a></p>

AUTHORISED BY:



DATE: **7 October 2016**

**1. EXECUTIVE SUMMARY**

- 1.1 Approval of funding for a Senior Leadership Programme.

**2. RECOMMENDATIONS**

- 2.1 That approval be given for expenditure for up to £80,000 plus VAT for a Senior Leadership programme aimed at 20 HFBB Directors.

**3. REASONS FOR DECISION**

- 3.1 Cabinet Member approval is required for the expenditure proposed.

**4. INTRODUCTION AND BACKGROUND**

- 4.1 Organisational transformation in H&F is a business imperative.

The ambition 'to be the best Council' in the UK' has a staff improvement framework that at its core are some key aspects that includes building **programmes and activities to build on our management strengths, develop inspirational leadership and lead organisational change and transformation.**

- 4.2 Being the best is about being dedicated to achieving the highest standards for our residents, and ourselves, and always asking - is this best? Leadership Development is a critical component to ensuring our success.

## **5.0 PROPOSAL AND ISSUES**

- 5.1 The programme's aim is to inspire and engage our senior leaders in innovative ways to meet the pace of change we're undergoing, help individuals understand how to build and lead a strong team and to motivate them, develop their capability and establish a culture of empowerment.
- 5.2 The programme will be for 20 H&F leaders

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1 In over five year there has not been a senior Leadership training programme offered to our senior leaders. The benefit of investing in the training has been a key driver in sourcing the provider of the training that is required. The specification for our requirements has already been agreed and sets the scope of the programmes aim and its contents
- 6.2 A procurement exercise for a leadership development programme that was aimed at both Directors and Heads of Services failed to select a suitable provider for both groups. A decision to appoint another provider for Heads of Service was made.
- 6.2 The total expenditure is for up to £80,000 plus VAT.

The total fee for each participant including all costs is £3,770.

The Programme fee is £75,400 but there is likely to be travel expenses. The fee is based on 20 participants and includes design, delivery and venue costs for three days.

## **7. CONSULTATION**

Not Applicable

**8. EQUALITY IMPLICATIONS**

No key/relevant equalities issues

**9. LEGAL IMPLICATIONS**

None identified.

**10. FINANCIAL AND RESOURCES IMPLICATIONS**

10.1 The proposed expenditure can be found within corporate budgets.

**11. IMPLICATIONS FOR BUSINESS**

None

**12. RISK MANAGEMENT**


Not applicable

**13. PROCUREMENT IMPLICATIONS**


See 6.2

**LOCAL GOVERNMENT ACT 2000**  
**LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None.

<p align="center"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p align="center"><b>CABINET MEMBER DECISION</b></p> <p align="center"><b>25 October 2016</b></p>	
<p><b>ICT SERVICE CONTINUITY - INTERIM RESOURCING</b></p>	
<p><b>Report of the Corporate Director: Veronica Barella</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b>  <b>Key Decision: No</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Executive Director: Veronica Barella, Chief Information Officer</b></p>	
<p><b>Report Author:</b>  Ciara Shimidzu – Head of Information, Strategy, and Projects</p>	<p><b>Contact Details:</b>  Tel: 020 8753 3895  E-mail: <a href="mailto:ciara.shimidzu@lbhf.gov.uk">ciara.shimidzu@lbhf.gov.uk</a></p>

AUTHORISED BY:



DATE: **25 October 2016**

**1. EXECUTIVE SUMMARY**

1.1. H&F are moving major elements of the ICT service, currently delivered by HFBP, across to the council. Many of the HFBP staff are moving across under TUPE transfer arrangements. However, some key officers delivering projects currently underway, managing the project pipeline and strategic relationships are not moving, resulting in gaps to service provision. Some of these gaps can be temporarily filled, by the officers who are not moving, using the contract agreement with Agilisys for Tower 2 (the Service Desk and Service Management). The indicative cost for this temporary recruitment is £33,000 and can be funded from the H&F ICT budget.

**2. RECOMMENDATIONS**

2.1. The Cabinet Member is asked to approve the direct procurement from Agilisys to cover H&F's immediate resource requirements ensuring service continuity and

resilience between H&F ICT and the service areas. These are key staff who will provide continuity and support where ICT has gaps post-TUPE transfer. The procurement is to be funded by the H&F ICT budget. The direct award will call-off the contract under Lot 2 of the Framework Agreement set up by Westminster City Council (WCC) for the provision of ICT services commencing on 01 November 2016 for a total of 50 working days at a contract value of £33,000

- 2.2. This is a one-off arrangement as the new Information, Strategy and Projects division in H&F ICT will be recruiting permanent replacements as necessary.

### **3. REASONS FOR DECISION**

- 3.1. To not recruit these officers will jeopardise H&F's PSN CoCo certification project, the strategic relationships and trust with the service areas risking non-engagement with the new sovereign ICT service and its effective establishment within the council.

### **4. INTRODUCTION AND BACKGROUND**

- 4.1. The Transition Programme is managing the exit of the current council contract with HFBP, including the transfer of the service and all resources back into H&F. Most of the HFBP staff are moving across under TUPE arrangements.
- 4.2. However, some key officers delivering business critical "in flight" projects, managing the project pipeline and strategic relationship with the service areas are not moving as they have taken up jobs with Agilisys, resulting in gaps in service provision.
- 4.3. Such gaps can be temporarily filled by these officers using the contractual agreement with Agilisys under Tower 2 but the procurement must be approved by ICT's Cabinet Member and kept to the absolute minimum.

### **5. PROPOSAL AND ISSUES**

- 5.1. It is proposed to recruit two Agilisys members of staff who are currently employed by HFBP and are delivering business critical services to the council. One contractor will be recruited for 20 working days at £599 per day and the other will be recruited for 30 working days at £700 per day.
- 5.2. During this time, permanent recruitment to vacant roles will take place and provide a more cost efficient and robust service moving forward. Given the number of vacant roles moving across to the council, this short term proposal is affordable.

### **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1. The alternative options are:
  - 6.1.1. to recruit temporary officers via direct award or the Pertemps framework whilst recruiting permanent officers; or
  - 6.1.2. recruit permanent officers only.

- 6.2. Both the above options will disrupt and delay key “in flight” projects, risking failure of the council to gain PSN certification and the withdrawal of information sharing with both the Department of Work and Pensions and the Driver and Vehicle Licensing Authority impacting the council’s incoming revenue. Only 4 out of 11 project managers are currently planning to move across and this figure may fall further on 01 November 2016.
- 6.3. Both the above options will not only hinder the smooth transition of the HFBP service into H&F but also the move from a shared ICT service to the sovereign H&F ICT service recently agreed as it is critical to retain the strong and strategic relationships developed to date. Currently none of the 3 Strategic Relationship Manager roles are moving to H&F.

## **7. CONSULTATION**

- 7.1. H&F ICT’s Senior Management Team has consulted other contractors and the day rates proposed by Agilisys are reasonably priced and in some cases cheaper than their competitors.

## **8. EQUALITY IMPLICATIONS**

- 8.1. N/A

## **9. LEGAL IMPLICATIONS**

- 9.1 The procurement of the Framework Agreement for the provision of ICT Services Lot 2 was let by Westminster City Council in which H&F is named on the OJEU notice. Accordingly, the proposed call-off would be in compliance with the Public Contracts Regulations 2015.
- 9.2 Implications completed by: Kar-Yee Chan, Solicitor, Shared Legal Services, 020 8753 2772.

## **10. FINANCIAL AND RESOURCES IMPLICATIONS**

- 10.1. The proposal can be funded from within the existing ICT budget.
- 10.2. Implications verified by: Andrew Lord, Head of Strategic Planning and Monitoring, 020 8753 2531.

## **11. RISK MANAGEMENT**


- 11.1. Formal Risk Management arrangements for the new ICT service are evolving. The service has highlighted a transition risk associated with the establishment of the in-house sovereign ICT team and delivery of in-flight projects. The proposal seeks to mitigate the risk of non-compliance with the Public Services Network Code of Connection through the temporary contracts with Agilisys for staff experienced in managing in-flight projects. Such risk exposure is noted on the

Shared Services Risk Register, risk number 6, Information Management and Digital Continuity.


- 11.2. Implications completed by: Michael Sloniowski, Shared Services Risk Manager, 020 8753 2587.

## **12. PROCUREMENT AND IT STRATEGY IMPLICATIONS**

- 12.1. The Interim Head of Procurement supports the report's recommendation to maintain important service continuity. The WCC ICT framework was established in accordance with the requirements of the Public Contracts Regulations 2015. Use of it to source the urgently needed specialist personnel, in support of a smooth transition to a sovereign H&F ICT service, represents a timely solution and efficient use of available H&F resource.
- 12.2. Implications completed by John Francis, Interim Head of Corporate Procurement (job share) 020 8753 2582.

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET MEMBER'S DECISION</b></p> <p><b>10 October 2016</b></p>	
<p><b>ICT TRANSITION PROGRAMME AND PROJECT MANAGEMENT</b></p>	
<p><b>Report of the Cabinet Member for Finance – Councillor Max Schmid</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification: For Decision</b>  <b>Key Decision: No</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director: Hitesh Jolapara, Strategic Finance Director</b></p>	
<p><b>Report Author:</b> Jackie Hudson, Transition Director, shared ICT services</p>	<p><b>Contact Details:</b>  Tel: 020 8753 2946  E-mail: <a href="mailto:Jackie.Hudson@lbhf.gov.uk">Jackie.Hudson@lbhf.gov.uk</a></p>

AUTHORISED BY:



DATE: **10 October 2016**

**1. EXECUTIVE SUMMARY**

- 1.1. H&F Bridge Partnership (HFBP), a joint venture company owned by Agilisys and H&F, currently provides all ICT services to H&F. The HFBP service contract expires on 31 October 2016, at which time all HFBP services must have moved to other suppliers or across to the shared ICT services function or they will cease.
- 1.1. In a paper entitled “Phase 1 ICT transition-transfer of ICT to new service providers - programme definition and management”, it was agreed that approval be given for the creation of a 2-year fixed-term H&F-sovereign Transition Director post within the ICT Service to coordinate and lead the transition from the HFBP service contract, and the establishment of a permanent post within ICT of a specialist H&F ICT Programme Manager whose initial two year allocation would be to this critical H&F programme.



- 1.2. Since April 2015 ICT transition programme management has been provided on an interim basis to assure the specialised skills and experience the programme needs is available.
- 1.3. Although the H&F ICT team is now in place, with an understanding of the resource likely to move to the council from HFBP, there is no permanent resource available in the ICT team with the appropriate skill level or gravitas to fulfil this critical role, the council proposes to extend the current interim programme management arrangement.
- 1.4. As demonstrated so far, the current programme manager is well qualified to deliver this programme.
- 1.5. Losing this key resource now could have a major impact on the successful achievement of the objectives of the programme. This is because continuity of supply, understanding of the aims and objectives of the programme and excellent relationships with the suppliers and key stakeholders mitigate some critical risks
- 1.6. To ensure the safe landing of services from HFBP into the new providers and ensure the transition from programme activity into business as usual (BAU) this role would carry out the following activities.
- 1.7. Programme activities spanning multiple towers/projects to ensure
  - all programme billing, purchase orders, invoicing are transitioned into BAU
  - the management and monitoring of all remaining programme budget and savings land safely with the contract monitoring office (CMO)
  - all outstanding programme issues and actions are either resolved or have a BAU owner
  - where applicable, ensure the post-implementation and close- down phase of each project is completed and signed-off by the council.
  - all programme risks are either closed or have an agreed owner identified within the relevant tower/project.
  - all remaining business readiness gaps/processes have action plans and agreed owners who will complete
  - all programme and project documentation archived and structured to support any future audit
  - support the transfer of programme governance organisation to new BAU governance structures
  - validate responsibilities across all towers and handover to BAU
  - safe landing of O365 support
  - provide integrated programme reporting until no longer necessary
  - support is available for the desktop services project
  - support is available for the service desk project
  - support is available for the networks and telephony project
  - support is available for the specialised services project within the new H&F ICT team
  - support is available for any Phase 2 of enhancements to the initial launch

- support is available for further call offs from the BT framework to support other initiatives
- joint service team work aligns with other towers/projects

1.8. Data centre project, ensure

- the successful completion of the proof of concept (PoC) phase of the data centre migration to the BT data centre.
- all PoC issues arising are addressed, including revised solution, planning and implementation and retesting
- applications migration plan aligns with milestones within IaaS contract to ensure best value to the council
- all parties are aligned to meet IaaS contract deadlines
- licensing issues addressed during migration and into BAU

1.9. A further role that is required to ensure the successful handover of programme and project activity into H&F ICT BAU is that of the data centre project manager. After the 31<sup>st</sup> Oct this resource will no longer be available to the council from HFBP but will still be available from Agilisys.

1.10. To ensure the safe handover of the data centre project and in particular the PoC exercise to the H&F ICT projects team, there is a requirement to procure the continuation of this resource from Agilisys for one month.

## **2. RECOMMENDATIONS**

2.1. That approval is given for the continuation of engagement of the current interim programme management resource in the total sum of £35,100.00. The resource is to be provided by Dot-Y-Plus Solutions Ltd.

2.2. That approval is granted in this instance to waive the requirement of Contract Standing Orders to seek competitive quotations to achieve the required continuity of service.

2.3. That approval be given for the procurement of a short term engagement of an Agilisys resource for no more than four weeks at a total cost of £13,000 from the service tower 2 Service desk and service management contract with Agilisys, a legally procured Framework agreement.

## **3. REASONS FOR THE DECISION**

3.1. These are both key roles with no need to create permanent staffing, one until the revised end date for the programme, April 2017 the other to ensure knowledge transfer between this and a resource within the in-house team.

## **4. EQUALITY IMPLICATIONS**

4.1. These are short term specialist roles.

## **5. LEGAL AND PROCUREMENT IMPLICATIONS**

5.1. The Director of Law has been consulted and comments that the contract value under the proposed recommendation in this report requires a minimum of three quotations to be obtained from the market in accordance with the Council's Contracts Standing Orders (CSOs) under paragraph 11.2. As only one quote has been obtained, a waiver under paragraph 3.1 of the CSOs must be approved by the appropriate Cabinet Member acting on behalf of the relevant director from the Council's procedure of competition requirements for such partnership arrangements is required to award the contract. Officers' have sought in the body of the report to provide sufficient evidence to assist the decision maker approve the waiver requested.

5.2. Implications verified/completed by: Sharon Cudjoe, Solicitor 020 7361 2993 - 25 October 2016

## **6. FINANCIAL AND RESOURCES IMPLICATIONS**

6.1. This cost will be funded from the existing provision set aside for the IT transition programme.

6.2. Implications verified by: Andrew Lord, Head of Strategic Planning and Monitoring, ext. 2531.

## **7. RISK MANAGEMENT**

7.1. The Programme Managers role is intrinsically important for the successful management of risk. Without this resource the Council's exposure to risk may become increased during a period of significant change. There has also been an accumulation of experience and knowledge of the transition programme that may be lost should the post not continue to provide a programme overview for the in-house team. Continuity is key and establishing a ICT Programme role would mitigate the Council's Corporate Risk 7 on the Risk Register, Digital Continuity. A temporary fixed short term engagement to engage Agilisys is an operational risk that seeks to address exposures highlighted under the Data Centre project and provide continuity cover.

7.2. Implications verified by: Michael Sloniowski, Tri-borough Risk Manager ext. 2587.

### **LOCAL GOVERNMENT ACT 2000**

#### **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1	Phase 1 ICT transition-transfer of ICT to new	Jackie Hudson Director for Procurement and IT strategy	FCS HTH 3 <sup>rd</sup> floor east wing

	service providers- programme definition and management		ext 2946
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