



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 16 February 2010

To: Members of the  
**EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Councillor Peter Morgan (Chairman)  
Councillor Robert Evans (Vice-Chairman)  
Councillors Nicholas Bennett J.P., Ruth Bennett, Eric Bosshard, Judi Ellis, Simon Fawthrop, Peter Fookes, Brian Humphrys, William Huntington-Thresher, David McBride, Russell Mellor, Tim Stevens, Brenda Thompson and Pauline Tunnicliffe

A meeting of the Executive and Resources Policy Development and Scrutiny Committee will be held at Bromley Civic Centre on **THURSDAY, 25TH FEBRUARY, 2010 AT 7.00 PM**

MARK BOWEN  
Director of Legal, Democratic and  
Customer Services.

Copies of the documents referred to below  
can be obtained from  
<http://sharepoint.bromley.gov.uk>

## **PART 1 AGENDA**

**Note for Members:** Members are reminded that Officer contact details are shown on each report and Members are welcome to raise questions in advance of the meeting.

### **STANDARD ITEMS**

**1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF ALTERNATE MEMBERS**

**2 DECLARATIONS OF INTEREST**

**3 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

To hear questions to the Committee received in writing by the Legal, Democratic and Customer Services Department by 5pm on Friday 19<sup>th</sup> February 2010 and to respond.

**4 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 10TH FEBRUARY 2010 (EXCLUDING EXEMPT ITEMS)**

(To follow)

**5 MATTERS ARISING FROM PREVIOUS MEETINGS (Pages 5 - 8)**

**6 CORPORATE CONTRACTS REGISTER**

A copy of the latest version of the Corporate Contracts Register is being circulated as a separate document, covering (i) contracts where the alert date is still in the future and (ii) contracts where the alert date has already passed.

**7 FORWARD PLAN OF KEY DECISIONS (Pages 9 - 16)**

A copy of the Forward Plan of Key Decisions published on 12<sup>th</sup> February 2010 is attached.

**HOLDING THE RESOURCES PORTFOLIO HOLDER TO ACCOUNT**

**8 QUESTIONS TO THE PORTFOLIO HOLDER FROM MEMBERS OF THE PUBLIC AND COUNCILLORS ATTENDING THE MEETING**

To hear questions to the Resources Portfolio Holder received in writing by the Legal, Democratic and Customer Services Department by 5pm on Friday 19<sup>th</sup> February 2010 and to respond.

**9 RESOURCES PORTFOLIO - PREVIOUS DECISIONS (Pages 17 - 22)**

To note decisions made by the Portfolio Holder following the Committee's meeting on 28<sup>th</sup> January 2010 and at his special meeting on 19<sup>th</sup> January 2010.

**10 RESOURCES PORTFOLIO - PRE-DECISION SCRUTINY**

The Resources Portfolio Holder to present scheduled reports for pre-decision scrutiny on matters where he is minded to make decisions.

**a CAPITAL PROGRAMME - 3RD QUARTER MONITORING 2009/10 AND 2009 CAPITAL REVIEW (Pages 23 - 28)**

**b LANDLORD'S CONSENT FOR DEVELOPMENT AT BIGGIN HILL AIRPORT (Pages 29 - 32)**

Biggin Hill, Darwin, Farnborough and Crofton and Petts Wood and Knoll Wards

**11 RESOURCES PORTFOLIO - MONITORING REPORTS**

**a ICT CONTRACT MONITORING REPORT (Pages 33 - 56)**

**b HOUSING AND COUNCIL TAX BENEFIT SERVICE MONITORING REPORT (Pages 57 - 84)**

**c REVENUES SERVICE MONITORING REPORT (Pages 85 - 108)**

## **HOLDING THE EXECUTIVE TO ACCOUNT**

### **12 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS (Pages 109 - 112)**

Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 3<sup>rd</sup> March 2010.

## **POLICY DEVELOPMENT AND OTHER ITEMS**

### **13 UPDATES FROM PDS CHAIRMEN**

### **14 WORK PROGRAMME 2009/10 (Pages 113 - 120)**

## **PART 2 AGENDA**

### **15 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006, AND THE FREEDOM OF INFORMATION ACT 2000**

The Chairman to move that the Press and public be excluded during consideration of the items of business listed below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

#### **Items of Business**

#### **Schedule 12A Description**

### **16 RESOURCES PORTFOLIO - PREVIOUS EXEMPT DECISIONS (Pages 121 - 122)**

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

### **17 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS**

(See report at agenda item 12)

### **18 EXTENSION PERIOD AND VARIATION OF FRAUD SERVICES FOR LB BROMLEY PARTNERSHIP WITH LB GREENWICH (Pages 123 - 138)**

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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Report No.  
LDCS10034

London Borough of Bromley

Agenda  
Item No. **5**

PART 1 - PUBLIC

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**Decision Maker:** Executive and Resources PDS Committee

**Date:** 25<sup>th</sup> February 2010

**Decision Type:** Non-Urgent                      Non-Executive                      Non-Key

**Title:** **MATTERS ARISING FROM PREVIOUS MEETINGS**

**Contact Officer:** Graham Walton, Democratic Services Manager  
Tel: 020 8461 7743 E-mail: graham.walton@bromley.gov.uk

**Chief Officer:** Mark Bowen, Director of Legal, Democratic and Customer Services

**Ward:** N/A

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1. Reason for report

1.1 **Appendix 1** updates Members on matters arising from previous meetings which continue to be "live."

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2. **RECOMMENDATION(S)**

2.1 **The Committee is invited to consider progress on recommendations made at previous meetings.**

<b>Non-Applicable Sections:</b>	Policy/Financial/Legal/Personnel
Background Documents: (Access via Contact Officer)	N/A

### Corporate Policy

1. Policy Status: Existing policy. The Committee receives an update on matters arising from previous meetings at each meeting.
  2. BBB Priority: Excellent Council.
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### Financial

1. Cost of proposal: No cost
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: £476,706 (2009/10)
  5. Source of funding: Existing budgets
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### Staff

1. Number of staff (current and additional): There are 14 posts in the Democratic Services Team (11.89fte - of which about 10fte are dedicated to committee support.)
  2. If from existing staff resources, number of staff hours: Monitoring the Committee's matters arising takes a few hours per meeting.
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### Legal

1. Legal Requirement: No statutory requirement or Government guidance.
  2. Call-in: Call-in is not applicable. The report does not involve an executive decision.
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for the benefit of Committee Members.
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### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments: N/A

<b><u>Minute Number/Title</u></b>	<b><u>PDS Request</u></b>	<b><u>Update</u></b>	<b><u>Action by</u></b>	<b><u>Completion Date</u></b>
<b><u>2009/10</u></b>				
<b>104. Report of the Data Working Party</b> (12 <sup>th</sup> Oct 2009)	Endorsed the report and asked Resources Portfolio Holder/Director of Resources to respond.	Report now provisionally scheduled for 24 <sup>th</sup> March 2010.	Director of Resources	March 2010
<b>105. Report of the Property Working Group</b> (12 <sup>th</sup> October 2009)	Endorsed the report and asked the Director of Resources to report back.	Report now provisionally scheduled for 24 <sup>th</sup> March 2010.	Director of Resources	March 2010
<b>151. Pre-Decision Scrutiny of Executive Reports - (9) Carbon Management Programme</b> (3 <sup>rd</sup> Dec 2009)	Cllr Fookes suggested that a briefing session be held for Members	The Environment PDS Committee has set up a Member Working Group looking at these issues, and carbon management will form an important part of the Environmental Services Member induction programme.	Director of Environmental Services	May 2010
<b>154. Report of the Section 106 Working Group</b> (3 <sup>rd</sup> Dec 2009)	Agreed to refer the Report to Development Control Committee and the Executive.	Response from Development Control Committee and Executive and progress with implementing the recommendations to be reported back to this Committee.	Democratic Services Manager	March 2010
<b>166. Corporate Contracts Register</b> (28 <sup>th</sup> January 2010)	Committee requested an update report on progress with SEN Transport contracts.	A report is being prepared for the Committee's meeting on 11 <sup>th</sup> March. Contract is due to be aware by the Executive in July 2010, following pre-decision scrutiny by this Committee.	Director of Children and Young People Services/ Assistant Director, Procurement	March 2010

<u>Minute Number/Title</u>	<u>PDS Request</u>	<u>Update</u>	<u>Action by</u>	<u>Completion Date</u>
<b>172. Pre-decision Scrutiny of the Executive</b> (28 <sup>th</sup> January 2010)	Members requested information on any specific reasons why social workers left jobs in Bromley.	An email is being prepared.	Head of HR Organisational Development	February 2010



**LONDON BOROUGH OF BROMLEY**

**FORWARD PLAN PUBLISHED ON: 12<sup>th</sup> February 2010**

**PERIOD COVERED: 1 March 2010 – 30 June 2010**

**DATE NEXT FORWARD PLAN PUBLISHED: 17 March 2010**

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE?	WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
<b>COUNCIL</b>						
MINOR CONSTITUTIONAL CHANGES	Council	29 March 2010	General Purposes and Licensing Committee	Meeting	Contact Officer: Graham Walton Tel: 0208 461 7743 <a href="mailto:graham.walton@bromley.gov.uk">graham.walton@bromley.gov.uk</a>	Report and relevant background documents.
<b>EXECUTIVE</b>						
HIGHWAYS MAINTENANCE (MAJOR AND REACTIVE) - CONTRACT ACCEPTANCE REPORT	Executive	03 March 2010	Environment PDS Committee  Executive and Resources PDS Committee	Meetings	Contact Officer: Garry Warner Tel: 020 8313 4929 <a href="mailto:garry.warner@bromley.gov.uk">garry.warner@bromley.gov.uk</a>	Reports and relevant background documents
LD DAY SERVICE CONTRACT AWARD	Executive	31 March 2010	Executive & Resources PDS Committee	Meeting	Contact Officer: Andrew Royle Tel: 020 8461 7601 <a href="mailto:andrew.royle@bromley.gov.uk">andrew.royle@bromley.gov.uk</a>	Reports and relevant background documents
RE-PROVISION OF PCT ACCOMMODATION FOR PEOPLE WITH LEARNING DISABILITIES - AWARD OF CONTRACTS	Executive	31 March 2010	Executive and Resources PDS Committee	Meetings	Contact Officer: Andrew Royle Tel: 020 8461 7601 <a href="mailto:andrew.royle@bromley.gov.uk">andrew.royle@bromley.gov.uk</a>	Reports and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE?	WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
RECONFIGURATION SPECIAL SCHOOLS - RIVERSIDE SPECIAL SCHOOL	Executive	31 March 2010	CYP Portfolio Holder CYP PDS Committee Key Stakeholders	Meetings and written communications.	Contact Officer: Rob Carling Tel: 020 8313 4807 <a href="mailto:rob.carling@bromley.gov.uk">rob.carling@bromley.gov.uk</a>	Reports and relevant background documents
PERMISSION TO TENDER FOR A NUMBER OF PRIMARY CAPITAL SCHEMES	Executive	31 March 2010	CYP Portfolio Holder  CYP PDS Committee Key Stakeholders	Meetings and written communications.	Contact Officer: Karen Fletcher-Wright Tel: 020 8313 4146 <a href="mailto:karen.fletcher-wright@bromley.gov.uk">karen.fletcher-wright@bromley.gov.uk</a>	Reports and relevant background documents
GENERAL BUILDING CONTRACTS	Executive	26 May 2010	Executive and Resources PDS Committee	Meeting	Contact Officer:  John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Reports and relevant background documents
EXTENSION OF PARKING OPERATIONS AND ENFORCEMENT CONTRACT	Executive	16 June 2010	Environment PDS Committee and Executive & Resources PDS Committee	Meetings	Contact Officer:  Allen Herve Tel: 020 8313 4998 <a href="mailto:allen.ERVE@bromley.gov.uk">allen.ERVE@bromley.gov.uk</a>	Reports and relevant background documents
<b>ADULT &amp; COMMUNITY PORTFOLIO</b>						
FRAMEWORK CONTRACT, SUPPORTING PEOPLE	Adult and Community Portfolio	Not before 14th April 2010	A&CS PDS Committee	Meeting	Contact Officer:  Wendy Norman Tel: 020 8313 4212 <a href="mailto:wendy.norman@bromley.gov.uk">wendy.norman@bromley.gov.uk</a>	Reports and relevant background documents

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APPROVAL OF ADULT AND COMMUNITY PORTFOLIO PLAN	Adult and Community Portfolio	14 April 2010	Adult and Community PDS Committee	Meeting	Contact Officer:  Angela Buchanan Tel: 0208 313 4199 <a href="mailto:angela.buchanan@bromley.gov.uk">angela.buchanan@bromley.gov.uk</a>	Reports and relevant background documents
<b>CHILDREN &amp; YOUNG PEOPLE PORTFOLIO</b>						
DEDICATED SCHOOLS' GRANT - CONSULTATION OUTCOMES	Children and Young People Portfolio	Not before 02nd March 2010	CYP Portfolio Holder CYP PDS Committee and Key Stakeholders	Meetings & written communications	Contact Officer:  Rob Carling Tel: 020 8313 4807 <a href="mailto:rob.carling@bromley.gov.uk">rob.carling@bromley.gov.uk</a>	Reports and relevant background documents
PROPOSED EXPANSIONS OF FOUR PRIMARY SCHOOLS: CONSULTATION OUTCOMES	Children and Young People Portfolio	25 March 2010	CYP Portfolio Holder  CYP PDS Committee Key Stakeholders	Consultation outcomes, reports and relevant background documents.	Contact Officer:  Karen Fletcher-Wright Tel: 020 8313 4146 <a href="mailto:karen.fletcher-wright@bromley.gov.uk">karen.fletcher-wright@bromley.gov.uk</a>	
SECONDARY CAPITAL INVESTMENT: UPDATE 6	Children and Young People Portfolio	25 March 2010	CYP Portfolio Holder  CYP PDS Committee Key Stakeholders	Meetings and written communications.	Contact Officer:  Rob Carling Tel: 020 8313 4807 <a href="mailto:rob.carling@bromley.gov.uk">rob.carling@bromley.gov.uk</a>	Reports and relevant background documents
PERMISSION TO TENDER FOR A NUMBER OF PRIMARY CAPITAL SCHEMES	Children and Young People Portfolio	23 March 2010	CYP Portfolio Holder CYP PDS Committee  Key Stakeholders	Meetings and written consultations.	Contact Officer: Karen Fletcher-Wright Tel: 020 8313 4146 <a href="mailto:karen.fletcher-wright@bromley.gov.uk">karen.fletcher-wright@bromley.gov.uk</a>	Reports and relevant background documents

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<b>ENVIRONMENT PORTFOLIO</b>						
APPROVAL OF ENVIRONMENT PORTFOLIO PLAN 2010/13	Environment Portfolio Holder	06 April 2010	Environment PDS Committee	Meeting	Contact Officer: Gavin Moore Tel: 0208 313 4539 <a href="mailto:gavin.moore@bromley.gov.uk">gavin.moore@bromley.gov.uk</a>	Reports and relevant background documents
VEHICLE CROSSOVER REVIEW	Environment Portfolio Holder	06 April 2010	Environment PDS Committee	Meetings and written communications.	Contact Officer: Peter McCreedy Tel: 020 8313 4942 <a href="mailto:peter.mccreedy@bromley.gov.uk">peter.mccreedy@bromley.gov.uk</a>	Report and relevant background documents.
<b>PUBLIC PROTECTION AND SAFETY PORTFOLIO</b>						
APPROVAL OF PUBLIC PROTECTION AND SAFETY PORTFOLIO PLAN	Public Protection and Safety Portfolio Holder	17 March 2010	Public Protection and Safety PDS Committee	Meeting	Contact Officer: Colin Newman Tel: 020 8461 7915 <a href="mailto:colin.newman@bromley.gov.uk">colin.newman@bromley.gov.uk</a>	Report and relevant background documents.
<b>RENEWAL AND RECREATION PORTFOLIO</b>						
APPROVAL OF RENEWAL AND RECREATION PORTFOLIO PLAN	Renewal and Recreation Portfolio	13 April 2010	Renewal and Recreation PDS Committee	Meeting	Contact Officer: Mary Manuel Tel: 020 8313 4303 <a href="mailto:mary.manuel@bromley.gov.uk">mary.manuel@bromley.gov.uk</a>	Report and relevant background documents.
<b>RESOURCES PORTFOLIO</b>						
SALE OF 208 HIGH STREET, ST MARY CRAY	Resources Portfolio	25 March 2010	Executive and Resources PDS Committee	Meeting	Contact Officer: Peter Overton Tel: 020 8461 7691 <a href="mailto:peter.overton@bromley.gov.uk">peter.overton@bromley.gov.uk</a> <a href="tel:02084617691">020 8461 7691</a>	Report

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SALE OF SHEILA STEAD HOUSE	Resources Portfolio Holder	Not before 25th March 2010	Executive and Resources PDS Committee	Meeting	Contact Officer: Peter Overton Tel: 020 8461 7691 <a href="mailto:peter.overton@bromley.gov.uk">peter.overton@bromley.gov.uk</a> <a href="tel:02084617691">020 8461 7691</a>	Report
SALE OF 109/109A SOUTH EDEN PARK ROAD	Resources Portfolio Holder	Not before 25th March 2010	Executive and Resources PDS Committee	Meeting	Contact Officer: Peter Overton Tel: 020 8461 7691 <a href="mailto:peter.overton@bromley.gov.uk">peter.overton@bromley.gov.uk</a> <a href="tel:02084617691">020 8461 7691</a>	Report
APPROVAL OF RESOURCES PORTFOLIO PLAN	Resources Portfolio Holder	Not before 25th March 2010	Executive & Resources PDS Committee	Meeting	Contact Officer: Peter Turner Tel: 020 8313 4668 <a href="mailto:peter.turner@bromley.gov.uk">peter.turner@bromley.gov.uk</a>	Report
WATER HYGIENE AND LEGIONELLA PREVENTION CONTRACT	Resources Portfolio Holder	24 May 2010	Executive and Resources PDS Committee	Meetings and written communication.	Contact Officer: Chris James Tel: 020 8461 7614 <a href="mailto:chris.james@bromley.gov.uk">chris.james@bromley.gov.uk</a>	Part 2 Report not for publication
VENTILATION AND AIR CONDITIONING SERVICING	Resources Portfolio Holder	24 May 2010	Executive and Resources PDS Committee	Meetings and written communication.	Contact Officer: John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Report
METAL WORK CONTRACT	Resources Portfolio Holder	24 May 2010	Executive and Resources PDS Committee	Meetings and written communication	Contact Officer: John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Report

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FLOORING CONTRACT	Resources Portfolio Holder	24 May 2010	Executive and Resources PDS Committee	Meetings and written communication.	Contact Officer:  John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Report
DRAINAGE	Resources Portfolio Holder	24 May 2010	Executive and Resources PDS Committee	Meetings and written communication	Contact Officer:  John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Report
LOCKSMITH	Resources Portfolio Holder	24 May 2010	Executive and Resources PDS Committee	Meetings and written communication.	Contact Officer:  John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Report
BOILER SERVICING	Resources Portfolio Holder	24 May 2010	Executive and Resources PDS Committee	Meetings and written communication	Contact Officer:  John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Report
ROOFING MAINTENANCE CONTRACT	Director of Resources	24 May 2010	Executive and Resources PDS Committee	Meetings and written communication	Contact Officer:  John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Report
GLAZING MAINTENANCE CONTRACT	Director of Resources	24 May 2010	Executive and Resources PDS Committee	Meetings and written communication.	Contact Officer:  John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Report

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE?	WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
ELECTRICAL MAINTENANCE CONTRACT	Director of Resources	Not before 24th May 2010	Executive and Resources PDS Committee	Meetings and written communication.	Contact Officer: John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Report
FENCING MAINTENANCE CONTRACT	Director of Resources	Not before 24th May 2010	Executive and Resources PDS Committee	Meetings and written communication	Contact Officer: John Davies Tel: 020 8461 7607 <a href="mailto:john.davies@bromley.gov.uk">john.davies@bromley.gov.uk</a>	Report
MOBILE PHONE CONTRACT	Director of Resources	24 May 2010	Executive and Resources PDS Committee	Meeting	Contact Officer: Kevan Twohy Tel: 020 8313 4560 <a href="mailto:kevan.twohy@bromley.gov.uk">kevan.twohy@bromley.gov.uk</a> 020 8313 4560	Report

London Borough of Bromley: 020 8464 3333 [www.bromley.gov.uk](http://www.bromley.gov.uk)

Contact Officer: Lynn Hill, Democratic Services: 020 8461 7700, [lynn.hill@bromley.gov.uk](mailto:lynn.hill@bromley.gov.uk)

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LONDON BOROUGH OF BROMLEY

STATEMENT OF EXECUTIVE DECISION

The Portfolio Holder for Resources, Councillor Neil Reddin, has made the following executive decision -

**CAPITAL PROGRAMME – 2<sup>ND</sup> QUARTER MONITORING 2009/10  
Report DR10011**

**Decision:**

**That the revised capital programme for the Resources Portfolio be confirmed.**

**Reasons:**

Monitoring and review of the capital programme is part of the planning and review process for all services

At its meeting on 4<sup>th</sup> November 2009, the Executive agreed changes to the Capital Programme for the Resources Portfolio, including re-phasing of seven schemes and changes to the provisions made for Right to Buy Mortgages. The Resources Portfolio Holder was asked to confirm these changes.

The proposed decision was scrutinised by the Executive and Resources PDS Committee on 28<sup>th</sup> January 2010 (Minute 170 A) and the Committee supported the proposal.

.....  
Councillor Neil Reddin  
Portfolio Holder for Resources

**Mark Bowen**  
**Director of Legal, Democratic and Customer Services**  
**Bromley Civic Centre**  
**Stockwell Close**  
**Bromley BR1 3UH**

**Date of Decision:** 3<sup>rd</sup> February 2010  
**Implementation Date (subject to call-in):** 11<sup>th</sup> February 2010  
**Decision Reference:** RES10001

**STATEMENT OF EXECUTIVE DECISION**

The Portfolio Holder for Resources, Councillor Neil Reddin, has made the following executive decision -

**LAND AT LOVIBONDS AVENUE, ORPINGTON****Decision:**

**That the vacant land opposite numbers 52-68 Lovibonds Avenue should be used as an extension to the adjoining Tugmutton Allotment site and that the remainder should be incorporated into Farnborough Recreation Ground under the management of the Parks and Greenspaces Division of the Environmental Services Department, subject to any costs arising from this proposal being totally externally funded.**

**Reasons:**

The two areas of land in Lovibonds Avenue have not proved attractive to horse owners seeking grazing land for a number of reasons and it seems unlikely that a licensee will be found. The planning designation of this land means that it is very unlikely that it would be possible to develop it in the foreseeable future. Local interest groups, working in partnership with Council officers, have formulated proposals for the land that would result in it providing a benefit to the local community.

The proposals to change the use of this site accord with the Council's aims of enhancing the quality of the local environment and provide a site that will be safe and accessible to park users including wheel chair users. They will give opportunities to vulnerable members of the community to participate in cultivating allotment plots and there will also be opportunities for children and young people to learn about nature and bio-diversity in a practical hands-on environment and to gain knowledge of healthy eating and living. The proposals also support Proposal 6 of the Mayor of London's Biodiversity Strategy (2002) "Connecting with London's Nature" and the Bromley Biodiversity Action Plan (BBAP) 3rd Edition 2006-9.

The proposed decision was scrutinised by the Executive and Resources PDS Committee on 28<sup>th</sup> January 2010 (Minute 170B) and the Committee supported the proposal, subject to any costs arising from the proposals being totally externally funded.

.....  
Councillor Neil Reddin  
Portfolio Holder for Resources

**Mark Bowen**  
**Director of Legal, Democratic and Customer Services**  
**Bromley Civic Centre**  
**Stockwell Close**  
**Bromley BR1 3UH**

**Date of Decision:** 3<sup>rd</sup> February 2010  
**Implementation Date (subject to call-in):** 11<sup>th</sup> February 2010  
**Decision Reference:** RES10002

**LONDON BOROUGH OF BROMLEY**

**STATEMENT OF EXECUTIVE DECISION**

The Portfolio Holder for Resources, Councillor Neil Reddin, has made the following executive decision -

**TREASURY MANAGEMENT PERFORMANCE 3<sup>RD</sup> QUARTER 2009/10 AND INVESTMENT STRATEGY 2010/11  
Report DR10016**

**Decision:**

**That Council be recommended to adopt the Treasury Management Statement and the Annual Investment Strategy for 2010/11 (Appendix 4) and the four clauses confirming adoption of the Revised CIPFA Treasury Management Code of Practice 2009 set out in Annex 5 of Appendix 4.**

**That the Director of Resources be authorised to terminate the agreement with Sterling with a view to placing up to an additional £10m with Tradition as the investments mature**

**Reasons:**

In line with Government guidance, the Council's policy is to seek to achieve the highest rate of return on investments, while maintaining appropriate levels of risk, particularly security and liquidity. The Treasury Management Statement and the Annual Investment Strategy for 2010/11 combine the requirements of the CIPFA Code of Practice for Treasury Management in the Public Services and the Prudential Code.

In view of the higher returns achieved by Tradition, it is proposed that the Council's agreement with Sterling be terminated and their funds be transferred to Tradition as they mature.

The proposed decision was scrutinised by the Executive and Resources PDS Committee on 28<sup>th</sup> January 2010 (Minute 170 C) and the Committee supported the proposal.

.....  
Councillor Neil Reddin  
Portfolio Holder for Resources

**Mark Bowen  
Director of Legal, Democratic and Customer Services  
Bromley Civic Centre  
Stockwell Close  
Bromley BR1 3UH**

**Date of Decision:** 3<sup>rd</sup> February 2010  
**Implementation Date (subject to call-in):** 11<sup>th</sup> February 2010  
**Decision Reference:** RES10003

**LONDON BOROUGH OF BROMLEY**

**STATEMENT OF EXECUTIVE DECISION**

The Portfolio Holder for Resources, Councillor Neil Reddin, has made the following executive decision -

**PART OF COMMUNITY VISION, CHESTNUT GROVE, PENGE**

**Report DR10015**

(Not for Publication – Financial or business affairs of a person or body)

**Decision:**

**That The Girl's Friendly Society in England and Wales should continue to pay the same rent as that paid for their previous accommodation at Community Vision.**

**Reasons:**

The Bromley Children and Families Project has commissioned and funded GFS Platform Penge to deliver outreach to young mothers between the ages of 14 and 25. In 2009 GFS Platform moved, at the Council's request, to newly refurbished accommodation in the enlarged Community Vision building because its original accommodation was required for the Family and Children Centre. If the Council increases the rent charged, GFS Platform will not be able to deliver the same level of service under its service level agreement unless the Council is prepared to increase its funding. As the move to new accommodation was made at the request of the Council, it is considered reasonable to agree to a reduced rent. It is proposed that a new lease should be granted for a term that coincides with the length of the service contract at the same rent that GFS Platform was paying for its original accommodation. The current service contract expires in March 2011.

The proposed decision was scrutinised by the Executive and Resources PDS Committee on 28<sup>th</sup> January 2010 (Minute 175) and the Committee supported the proposal. The decision will also be scrutinised by the Children and Young People PDS Committee on 2<sup>nd</sup> March 2010.

.....  
Councillor Neil Reddin  
Portfolio Holder for Resources

**Mark Bowen**  
**Director of Legal, Democratic and Customer Services**  
**Bromley Civic Centre**  
**Stockwell Close**  
**Bromley BR1 3UH**

**Date of Decision:** 3<sup>rd</sup> February 2010  
**Implementation Date (subject to call-in):** 11<sup>th</sup> February 2010  
**Decision Reference:** RES10004

## **RESOURCES PORTFOLIO HOLDER**

Minutes of the special meeting held on  
19<sup>th</sup> January 2010, starting at 6pm

### **Present:**

Councillor Neil Reddin

### **Also present:**

Councillor Robert Evans

#### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **5. MINUTES OF THE MEETING HELD ON 15<sup>TH</sup> SEPTEMBER 2009**

**RESOLVED** that the minutes of the meeting held on 15<sup>th</sup> September 2009 be confirmed as a correct record.

#### **6. LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 AND THE FREEDOM OF INFORMATION ACT 2000**

**RESOLVED** that the press and public be excluded during consideration of the item of business listed below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the press and public were present there would be disclosure to them of exempt information.

**The following summary  
refers to matters  
involving exempt information**

#### **7. LAND ON THE RAMSDEN ESTATE, ORPINGTON Report DR1003 (Decision RES10005)**

The Portfolio Holder approved the sale of areas of land on the Ramsden Estate, Orpington, to Broomleigh (Affinity Sutton) to assist in its redevelopment proposals for the area.

The meeting ended at 6.05pm.

Councillor Neil Reddin  
Executive Portfolio Holder  
for Resources

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Report No.  
DR10027

London Borough of Bromley

Agenda  
Item No.

**10**  
**(a)**

PART 1 - PUBLIC

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**Decision Maker:** Resources Portfolio Holder

**For pre-decision scrutiny by the Executive & Resources PDS  
Committee on 25th February 2010**

**Date:** 25th February 2010

**Decision Type:** Non-Urgent                      Non-Executive                      Non-Key

**Title:** **CAPITAL PROGRAMME - 3RD QUARTER MONITORING  
2009/10 & 2009 CAPITAL REVIEW**

**Contact Officer:** Martin Reeves, Group Accountant (Technical)  
Tel: 020 8313 4291 E-mail: martin.reeves@bromley.gov.uk

**Chief Officer:** Director of Resources

**Ward:** All

---

1. Reason for report

On 3<sup>rd</sup> February 2010, the Executive received the 3rd quarterly capital monitoring report for 2009/10 and agreed a revised Capital Programme for the four year period 2009/10 to 2012/13. This report highlights changes agreed by the Executive in respect of the Capital Programme for the Resources Portfolio. At that meeting, the Executive also approved new capital bids recommended by Chief Officers in this year's Capital Review process and details of successful Resources Portfolio bids are included in paragraph 3.1. The revised programme for this portfolio is set out in Appendix A.

---

2. **RECOMMENDATION(S)**

**The Portfolio Holder is asked to note and confirm the report.**

### Corporate Policy

1. Policy Status: Existing policy. Capital Programme monitoring and review is part of the planning and review process for all services. The capital review process requires Chief Officers to ensure that bids for capital investment provide value for money and match Council plans and priorities.
  2. BBB Priority: Excellent Council.
- 

### Financial

1. Cost of proposal: Estimated cost Net increase of £100k (annual provisions for minor budgets itemised in paragraph 3.1)
  2. Ongoing costs: Non-recurring cost.
  3. Budget head/performance centre: N/A (Capital Programme)
  4. Total current budget for this head: £Total £6.0m for Resources Portfolio over five years 2009/10 to 2013/14
  5. Source of funding: Capital grants, capital receipts and revenue contributions
- 

### Staff

1. Number of staff (current and additional): N/A
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: No statutory requirement or Government guidance.
  2. Call-in: Call-in is not applicable.
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments: N/A



### 3. COMMENTARY

#### New schemes

3.1 The 2009 capital bidding process did not produce many absolutely critical proposals. For the Resources Portfolio, no new schemes were approved by the Executive for inclusion in the Capital Programme. Minor sums were approved in 2013/14 for the normal annual provision for emergency works to prepare surplus sites for disposal (£30k), right-to-buy mortgage advances (£60k) and feasibility studies (£10k). Other urgent schemes were put forward in the review but were not recommended by Chief Officers at this stage, mainly because of lack of evidence/justification in the bid and because they did not meet key Council priorities. These comprised two schemes at the Council Chamber: improvements to the audio/visual facilities (£50k) and the replacement of furniture and equipment (£100k).

#### Capital Monitoring – variations reported to the Executive on 3rd February 2010

3.2 A revised Capital Programme was approved by the Executive in February, following a detailed monitoring exercise carried out after the 3rd quarter of 2009/10 and including the new schemes outlined in paragraph 3.1. Further information is provided in paragraph 3.3 and the revised Programme for the Resources Portfolio is attached as Appendix A. A summary of the variations agreed by the Executive is set out below.

	2009/10	2010/11	2011/12	2012/13	2013/14	TOTAL
	£000	£000	£000	£000	£000	£000
Approved Programme before Executive	2,072	2,289	1,390	160	-	5,911
New schemes approved by Feb Executive	-	-	-	-	100	100
Rephasing - Civic Centre - conversion of Animal Kingdom into office accommodation	-150	150	-	-	-	-
- Information Lifecycle Management	-96	96	-	-	-	-
- Data Warehouse	-93	93	-	-	-	-
- Digital Print Strategy	-100	100	-	-	-	-
Revised Resources Capital Programme	1,633	2,728	1,390	160	100	6,011

#### 3.3 Scheme Rephasing

The estimated phasing of expenditure on a number of schemes has been revised and changes agreed by the Executive are shown the table in paragraph 3.2.

### 4. POLICY IMPLICATIONS

4.1 Capital Programme monitoring and review is part of the planning and review process for all services. The capital review process requires Chief Officers to ensure that bids for capital investment provide value for money and match Council plans and priorities.

### 5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 3rd February 2010. The Capital Programme for the Resources Portfolio has increased by £0.1m as a result of variations approved by the Executive as set out in the table in paragraph 3.2.

<b>Non-Applicable Sections:</b>	Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	Departmental monitoring returns January 2010. Approved Capital Programme (Executive 4/11/09). New scheme proposals from Chief Officers in August 2009. Capital monitoring and Review reports to Executive in January and February 2010.

RESOURCES PORTFOLIO - APPROVED CAPITAL PROGRAMME as at 3rd FEBRUARY 2010									
Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.09	Estimate 2009/10	Estimate 2010/11	Estimate 2011/12	Estimate 2012/13	Estimate 2013/14	Responsible Officer	Remarks
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's			
<b>RESOURCES DIRECTORATE - PROPERTY DIVISION</b>									
Health & Safety - Disability Discrimination Act	274	74	50	150				John Turner	Transferred to revenue from 2008/09; residual balance
Cyclical Maintenance	503	262	50	191				Chris James	Transferred to revenue from 2007/08; residual balance
Water treatment and hygiene works	159	41	0	118				John Turner	Health & Safety legislation
Civic Centre - conversion of sports hall to office accommodation	1400	0	50	1350				John Turner	To be met from capital receipt from sale of Bromley Town Hall
Civic Centre - emergency back-up	0	0	0						
* Emergency Works on Surplus Sites	192	1	71	30	30	30	30	Heather Hosking	Essential to maximise capital receipts: £41k c/f from 08/09 into 09/10
* Feasibility Studies	59	9	10	10	10	10	10	Heather Hosking	
	2587	387	231	1849	40	40	40		
<b>RESOURCES DIRECTORATE - OTHER</b>									
Development of Cash Management System	106	93	13					Neil Graham	
Financial systems upgrade/replacement of unsupported software	1025	763	62	200				Neil Graham	Essential replacement to enable continued financial management
Desktop infrastructure, network resilience and security	1400	1357	43					Sue Essler	Essential infrastructure, security and customer access improvements
New server room/business continuity	600	584	16					Paul Dale	
E-procurement & I-procurement	475	386	89					Dave Starling	
Civic Centre cabling renewal	400	178	222					Sue Essler	
SQL 2005 Cluster - support for key business applications	160	76	84					Sue Essler	
Information Lifecycle Management	96	0	0	96				Sue Essler	
Data Warehouse	93	0	0	93				Sue Essler	
Server Virtualisation	300	129	171					Sue Essler	
Digital Print Strategy	200	0	100	100				Dave Starling	} Invest to Save schemes - business case to be worked up and firm proposals to be
Review Document Management Processes	60	0	60					Dave Starling	} agreed by Executive.
One Way Programme	651	419	232					Sue Essler	£254k from 936441, £257k from 936442, £140k from 936445 (Executive 19/5/08)
Upgrade of Core Network Hardware	1050	0	0	0	930	120		Sue Essler	
Segregation of Sensitive Data	360	0	0	0	360			Sue Essler	
Increasing Network Security	400	0	250	150				Sue Essler	
Joint Web platform	240	0	0	240				Rick Thornton	Invest to Save scheme - business case required
*Mortgages	180	0	60	0	60	0	60	Martin Reeves	
	7796	3985	1402	879	1350	120	60		
<b>TOTAL RESOURCES PORTFOLIO</b>	<b>10383</b>	<b>4372</b>	<b>1633</b>	<b>2728</b>	<b>1390</b>	<b>160</b>	<b>100</b>		

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Report No.  
DR 10034

London Borough of Bromley

Agenda  
Item No.

**10**  
**(b)**

PART 1 - PUBLIC

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**Decision Maker:** Resources Portfolio Holder

**Date:** For pre-decision scrutiny by the Executive and Resources PDS Committee on 25<sup>th</sup> February 2010

**Decision Type:** Non-Urgent Executive Key

**Title:** LANDLORD'S CONSENT FOR DEVELOPMENT AT BIGGIN HILL AIRPORT

**Contact Officer:** Jane Pocknall, Head of Valuation & Estates  
Tel: 020 8313 4435 E-mail: jane.pocknall@bromley.gov.uk

**Chief Officer:** Director of Resources

**Ward:** Biggin Hill, Darwin, Farnborough and Crofton and Petts Wood and Knoll

---

1. Reason for report

Under the terms of the Lease granted to Biggin Hill Airport Limited (BHAL), the Council's consent as Landlord is required for the construction of an additional apron area, replacement car parking and extension of security fence adjacent to hangar 503 to the south west of East Camp.

---

2. **RECOMMENDATION(S)**

The PDS Committee is asked to scrutinise the proposed decision by the Resources Portfolio Holder and

The Resources Portfolio Holder is recommended to grant Landlord's Consent for the proposed development on terms to be agreed by the Chief Property Officer.

### Corporate Policy

1. Policy Status: Existing policy.
  2. BBB Priority: Excellent Council. Quality Environment
- 

### Financial

1. Cost of proposal: No cost
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: N/A
  4. Total current budget for this head: £N/A
  5. Source of funding: N/A
- 

### Staff

1. Number of staff (current and additional): N/A
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: No statutory requirement or Government guidance. Contractual provisions apply
  2. Call-in: Call-in is applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approx. 5/7 staff & 3/4 customers per day
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes.
2. Summary of Ward Councillors comments:

### **3. COMMENTARY**

#### **Additional Apron Area, Replacement Car Parking and Extension of Security Fence adjacent to Hangar 503 to the South West of East Camp. (See attached plans)**

- 3.1 BHAL has applied for Landlord's Consent to construct an additional apron area of 245 m<sup>2</sup> and a replacement parking area of 432 m<sup>2</sup>. adjacent to the existing apron in front of Hangar 503.
- 3.2 The apron will be for aircraft associated with Hangar 503 and is needed to ensure improved utilisation of that hangar and to avoid aircraft needing to park on the taxiway. The current lack of aircraft parking facilities close to Hangar 503 means that when aircraft are retrieved out of the hangar, it is necessary to park them aircraft temporarily on the live taxiway system. The new apron would improve and facilitate safety in accordance with CAA legislation and make it easier for air traffic controllers to manage the movement of aircraft on the taxiway system.
- 3.3 The replacement car parking will be located to the south west of the aircraft overhang area and constructed in concrete. The need for the car park arises from the need to prevent cars which are not essential operational vehicles accessing the airside area, and therefore improve safety and security at the airport. Currently, people with business at the hangar park in front of the hangar on the existing apron. A pedestrian walkway (included in the car park area calculation) will run from the car park to the additional apron area, with an airside/landside pedestrian gate on the north west corner of the car park.
- 3.4 Airside security fencing will be erected around the perimeter of the car park and along the pedestrian walkway to the hangar. The fence will be an extension of the existing perimeter fencing and will be 2m high.
- 3.5 Hangar 503 was built about 20 years ago and the Tree Preservation Order covering a large area of surrounding land including Cudham Lodge Woods was already in place when the hangar was erected. Approximately 40 trees will need to be felled to implement this proposal (19 of these trees are outside the area covered by the TPO). Some additional trees not within the proposal site may need to be removed as there may be root damage from adjacent works. Where trees beyond the affected area can be protected, a construction exclusion zone with physical barriers will be put in place. The close proximity of the trees to the hangar currently represents a foreign object damage risk to aircraft moving to and from the taxiway onto the apron in front of the hangar and consequently increases the risk of ingestion of debris by the aircraft engines.
- 3.6 The Chief Planner has advised that the proposed development constitutes Permitted Development under the Town and Country Planning (General Permitted Development) Order 1995 and as such does not require planning permission. It has also been accepted that BHAL, as a statutory undertaker, is entitled to carry out works to protected trees, including felling them, where the trees are situated on operational land, and either the works on the land cannot otherwise be carried out, or the works are for the purpose of securing safety in the operation of the undertaking. It was agreed in this case that BHAL was entitled to remove a number of trees to allow the 'permitted development' works to proceed.

### **4. POLICY IMPLICATIONS**

The Resources Best Value Portfolio Plan's aims include being a Council that manages its assets well.

## 5. FINANCIAL IMPLICATIONS

- 5.1 The additional apron and replacement car parking will not qualify for redevelopment income under Clause 5.23 of the Lease as it is operational development.
- 5.2 The Council is entitled to recover its reasonable costs of giving Landlord's Consent to the proposed development.

## 6. LEGAL IMPLICATIONS

- 6.1 Clause 5.5.2.2 of the Council's Lease to BHAL stipulates that the Council's consent is required for the erection of any new building or construction at the airport, such consent not to be unreasonably withheld or delayed.
- 6.2 The Council, as Landlord, may require BHAL to enter into such covenants as may reasonably be required in connection with the execution of the development work. However, the Lease does not enable the Council as Landlord to insert conditions in a Licence for Consent limiting the use of the development since the use of the airport generally is already controlled by the Lease and can only be altered by agreement.
- 6.3 The Council, as Landlord, can only withhold consent to the carrying out of alterations under the Lease where it can reasonably maintain that the new building or development would be detrimental to its property interests or conflict with the proper management of its land. It is not possible to argue that the construction and reasonable use of the proposed development outlined in the report would be so detrimental.
- 6.4 There is no provision for Arbitration under the terms of the Lease if the Council refuses consent to any proposed development. However, if the Council were to refuse to give Landlord's consent to the proposed development the tenant could opt to carry out the relevant work without Landlord's Consent leaving the Council to take such action as it considers appropriate.

<b>Non-Applicable Sections:</b>	Personnel Implications
Background Documents: (Access via Contact Officer)	[Title of document and date]



Report No.  
DR10026

London Borough of Bromley

Agenda  
Item No.

## PART 1 - PUBLIC

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**Decision Maker:** Executive and Resources PDS

**Date:** 25<sup>th</sup> February 2010

**Decision Type:** Non-Urgent Executive Non-Key

**Title:** ICT Contract Monitoring Report

**Contact Officer:** Sue Essler, Head of Information Systems  
Tel: 020 8313 4273 E-mail: sue.essler@bromley.gov.uk

**Chief Officer:** Paul Dale, Director of Resources

**Ward:** All

---

1. Reason for report

A progress report on the performance of ICT support and operations delivered through Liberata is provided on a regular basis for the Resources Portfolio Holder. This report to the Executive and Resources PDS reviews the service performance delivered during the period August 2009 – December 2009. A letter from Janine Tjassens, Liberata's Client Director, gives her overview of performance during this period (Appendix 1).

---

2. **RECOMMENDATION(S)**

The Executive and Resources PDS are asked to note the information contained in this report and the performance of Liberata in delivery of the ICT contract.

### Corporate Policy

1. Policy Status: Existing policy. The provision of a high quality ICT infrastructure within the Council will assist it meet and maintain its objective of being an excellent Council within the Building a Better Bromley strategy.
  2. BBB Priority: Excellent Council.
- 

### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: Information Systems
  4. Total current budget for this head: £5.9m
  5. Source of funding:
- 

### Staff

1. Number of staff (current and additional): N/A
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: No statutory requirement or Government guidance.
  2. Call-in: Call-in is not applicable.
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Information Systems underpin the provision of services to all LBB customers
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments:

### 3. COMMENTARY

This report summarises the performance of the Council's ICT support and operations delivered through Liberata, for the period August 2009 to December 2009. A letter from Janine Tjassens, the Liberata Client Director giving her view of performance for the period is attached at Appendix 1.

#### Service Performance

The Executive and Resources PDS will recall that as part of the agreement for the contract extension, Liberata produced a performance framework for the ICT service, giving forecast values for the Key Performance Indicators (KPI's). The KPI's translate percentage service levels into a series of scores from minus 2 (below default level) to plus 2 (service excellence). The maximum score possible each month is 28 (+2 x 14).

Appendix 2 shows the performance from April 2009 with both forecast and actual values. The forecast values were revised from October 2009, amending the forecast values for RFW's (Requests for Work), Priority 3 calls, Admin requests and Customer Satisfaction on Work requests from +2 to +1. This was to ensure that the forecast values predicted were realistic and sustainable. It should be noted that a +1 performance represents enhanced service as against the baseline Service Level Agreement (SLA) requirement of 0.

The actual performance in September and October was 20 and 21 respectively against forecast scores of 21 and 24. In September this was due to the focus on clearing older requests for work which resulted in the actual score for this indicator being -1 against a forecast value of +2. In October, -1 performance was reported against the handling of Priority 3 (P3) calls and administration requests (the setting up and removal of new users). This was addressed by Liberata with staff at the call management centre who handle these requests and since October those scores have been +2 (service excellence).

In both November and December a score of 28 was achieved, the maximum possible and a considerable improvement on previous months. Whilst we are still awaiting the figures for January 2010, indications are that a score of 28 will be achieved and Liberata are confident they can sustain this level of performance during February and March when volumes of work are traditionally high.

The system availability statistics do not reflect the user experience, as whilst applications may be available for 100% of the time, if users cannot access their applications, either due to problems with their local system, citrix, network or internet issues then the systems are not available. LBB staff are working with Liberata to design and implement end to end measurements that will give an accurate reflection of availability; this work has been delayed due to delivery of other projects.

#### User Satisfaction

As previously reported to committee the high user satisfaction scores from the Liberata internal surveys on both fault calls and requests for work (RFW's) were not reflected in the independent Socitm User Satisfaction survey that was undertaken in early April 2009. Liberata have produced an improvement plan to address the underlying concerns. Liberata have committed to undertake the same survey once the Citrix Project has been completed in April 2010 and have signed up to the next Socitm User Satisfaction Survey which commences in May 2010.

Liberata are also changing the method for undertaking the internal surveys. A higher proportion of callers to the help desk will be surveyed and an on line tool "survey monkey" will be used to collate the information

## Citrix

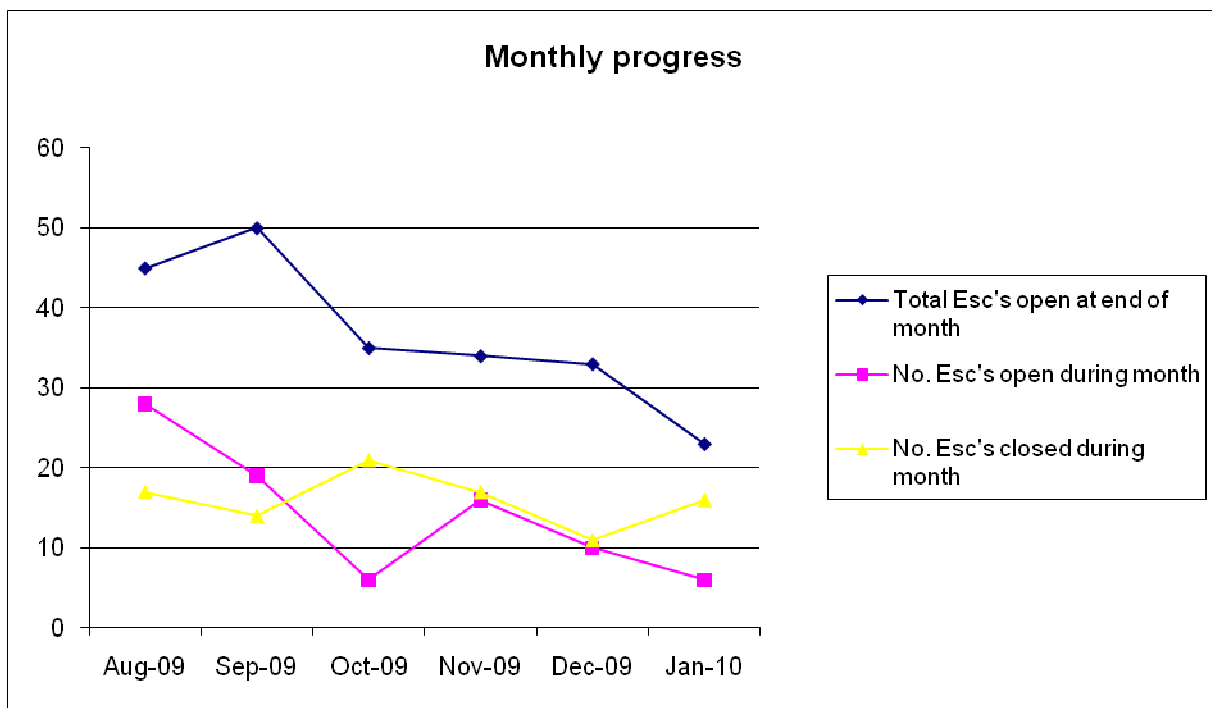
To address some of the long standing issues with Citrix and a project commenced in October 2009 to upgrade to the latest version of Citrix, Xen App V. Liberata have engaged Citrix directly to undertake the design of the new environment to ensure it follows best practise. The discovery and design phase took longer than expected, the new environment should be fully live and all users migrated in April.

The infrastructure has been built and low level testing undertaken. There will be user acceptance testing, including load testing of the business applications commencing 8<sup>th</sup> February.

## Escalations

The number of escalations i.e. issues with service from the helpdesk or delivery of requests for work performance is reviewed on a weekly basis. There has been considerable focus on resolving outstanding escalations and the number of "open escalations" have fallen from a peak of 50 to 21. Some of the escalations concern Citrix which will not be resolved until the upgrade is completed.

A breakdown of the escalations for the period August 2009 - 2010



## Councillors Calls to Helpdesk

A breakdown of Councillor's calls to the Helpdesk is given in Appendix 3. Liberata have revised their processes for dealing with calls from Councillors to reflect feedback they have received about the service.

## Major Infrastructure Projects Delivered during this period

It is customary in these reports to provide an update of progress on major infrastructure projects during this period. The main project is the Citrix Upgrade which is discussed above.

### Connection to the Government Secure Extranet (GCSX)

As previously reported the GCSX connection for the secure exchange of information between Local Authorities and the DWP is live. The wireless networks within Bromley have been re-configured to ensure compliance with Code of Connection Standards. In addition all MDA devices have had encryption software installed.

### Virtualisation Project

We are continuing to migrate physical to virtual servers to reduce the number of physical servers on the estate and hence reduce both maintenance costs and power consumption.

### Installation of new Storage Area Network

An additional SAN will be installed to cope with the increased demands for storage and to enable an older storage device which is currently out of mainstream support to be decommissioned.

## Planned Projects for 2010/11

Liberata and LBB are currently reviewing the projects to be delivered during 2010/11, aside from the implementation of electronic archiving and support for the office accommodation changes the main focus will be on stabilising the environment rather than any major new projects. The re-tender exercise will require a great deal of input from key staff within LBB which will also impact on the resources available.

## **Appendices**

Appendix 1: Letter from Liberata Client Director

Appendix 2a): Liberata Performance Framework from April 09

2b): Liberata Performance Framework from Dec 07 to March 09

Appendix 3: Breakdown of Councillors Calls to the Helpdesk

### **1. POLICY IMPLICATIONS**

None

### **2. FINANCIAL IMPLICATIONS**

None

### **3. LEGAL IMPLICATIONS**

None

### **4. PERSONNEL IMPLICATIONS**

None

<b>Non-Applicable Sections:</b>	Policy, Financial, Legal and Personnel
Background Documents: (Access via Contact Officer)	Monthly Liberata Performance Reports.

## **APPENDIX 1**

Sue Essler  
Head of ICT  
London Borough of Bromley  
Civic Centre  
Stockwell Close  
Bromley  
BR1 3UH

15 February 2010

Our Ref: LBB/ICT/JT

Dear Sue,

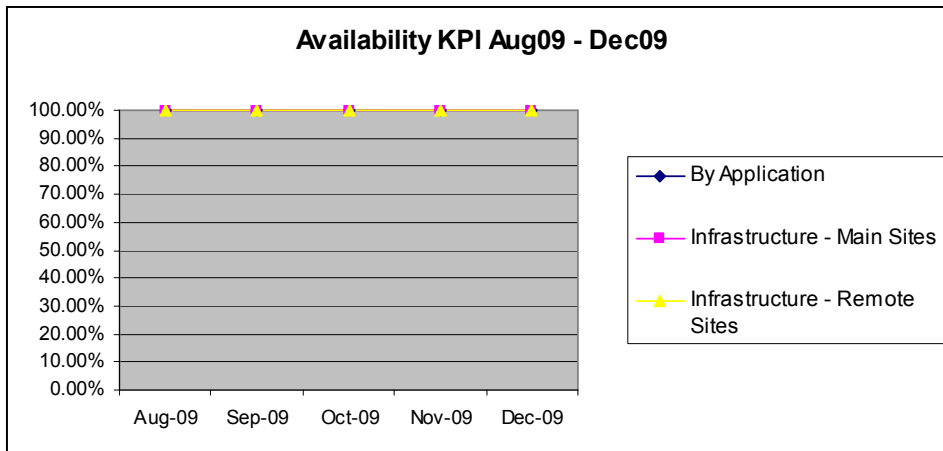
As we approach the next Executive and Resources PDS meeting where the ICT service will be reviewed, we want to take this opportunity to write to you with Liberata's assessment of the current performance of this vital service that we provide to London Borough of Bromley (LBB).

We will be looking at the performance of each service and highlight some of the initiatives we have been making since the last report in August 2009.

### **Availability**

Since the last report the system and software applications availability measure, which reflects the resilience of the core infrastructure, has continued to be high. We have consistently achieved 'Service Excellence' levels of performance against contracted SLAs as highlighted in the chart on the next page.

We recently experienced some issues with the 'Carefirst' system which have been investigated and addressed. Whilst the system is currently stable, a plan of action is in place and delivered against to ensure the system continues to be stable. The importance of having a stable and resilient solution is recognised by all parties involved.



### **Citrix Improvement**

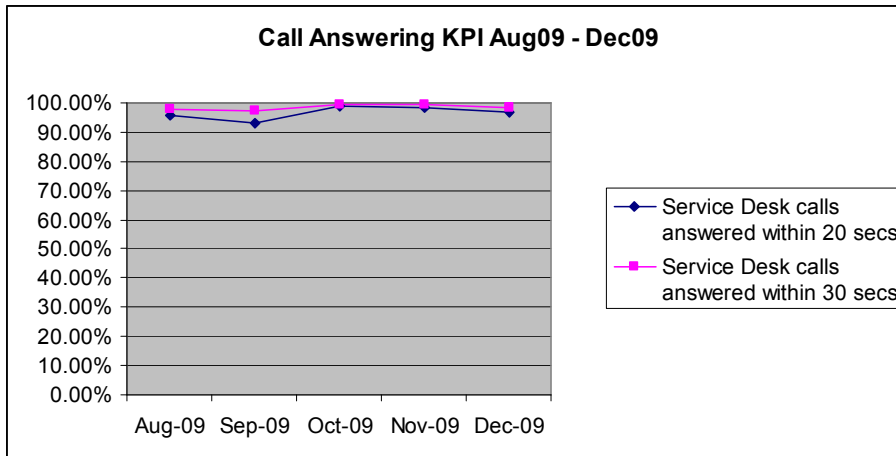
As reported previously there have been performance and printing issues with the existing service. These issues cannot be resolved as Citrix is no longer supporting the version of software that is in use at LBB. We have been working in conjunction with Citrix and LBB to deliver a new, upgraded solution. We are currently in the testing phase and the project is on target to be completed at the end of March.

Since the last report we have been working through various actions with the objective to stabilise the current Citrix service and control the associated printing issues. Improvements have been made and recognised with regards to the stability of the service, reduced logon times, and a significant reduction of the Citrix related printing issues.

### **Helpdesk performance**

We have consistently achieved 'Service Excellence' levels against the call answering targets since the last report. Early indications suggest this level of performance continues into January 2010. We are constantly reviewing the resource levels within the Helpdesk to ensure we achieve sustained performance levels.





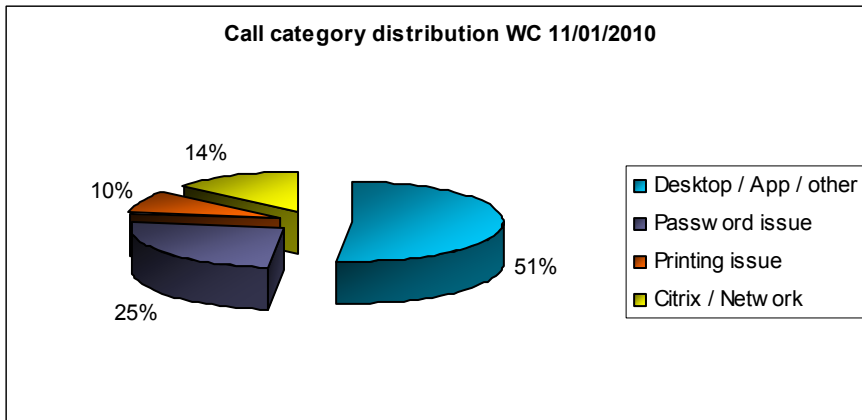
There has been a marked improvement regards Administration requests which started this reporting period at the base level of service. Following process improvements made as part of Liberata's participation in the Workforce Administration stream of Bromley's One Way Programme, performance has reached service excellence levels for November and December. Again this is set to be a sustainable level.

We are continuing to undertake the enhanced call analysis which enables us to provide LBB with a more in-depth and trend analysis of the different call categories (the categories covering Desktop & Application, Printing issues, Password issues and Citrix / Network).

It is evident from this analysis that Citrix printing is no longer the primary issue, while issues relating to reliability and accessibility of Citrix have declined significantly following the improvement programme implemented over the past months.

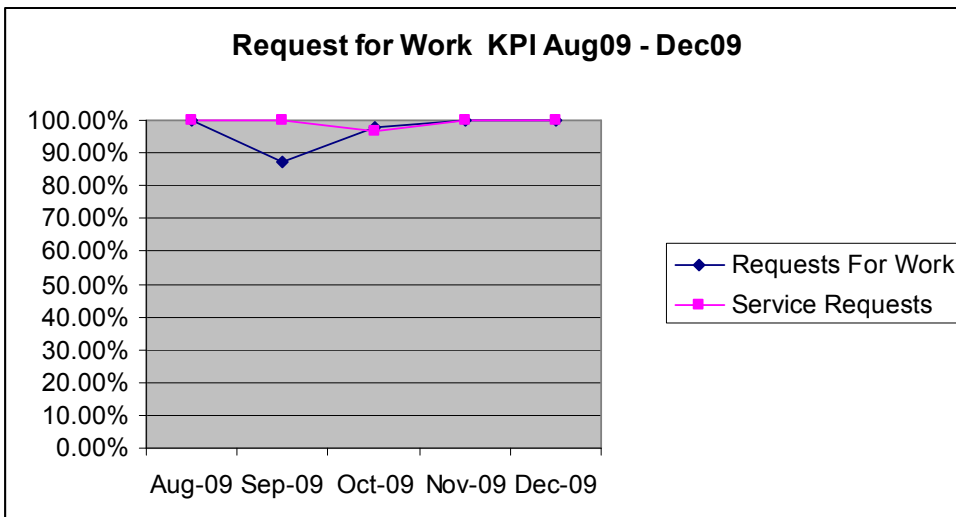
The call statistics from the most recent week available at the time of writing, are shown in the graph 'Call category distribution wc 11/01/2010' on the next page.

Furthermore we are very pleased to report that we have continued to achieve 'Service Excellence' on first-time fixes which has been a consistent trend throughout the year.



### Requests For Work

The performance on Requests for Work (RFWs) has overall been relatively stable over the reporting period, recovering from a 'blip' in September. Improvements have been made to the monitoring and reporting of this function, enabling action to be rapidly taken as and when required.

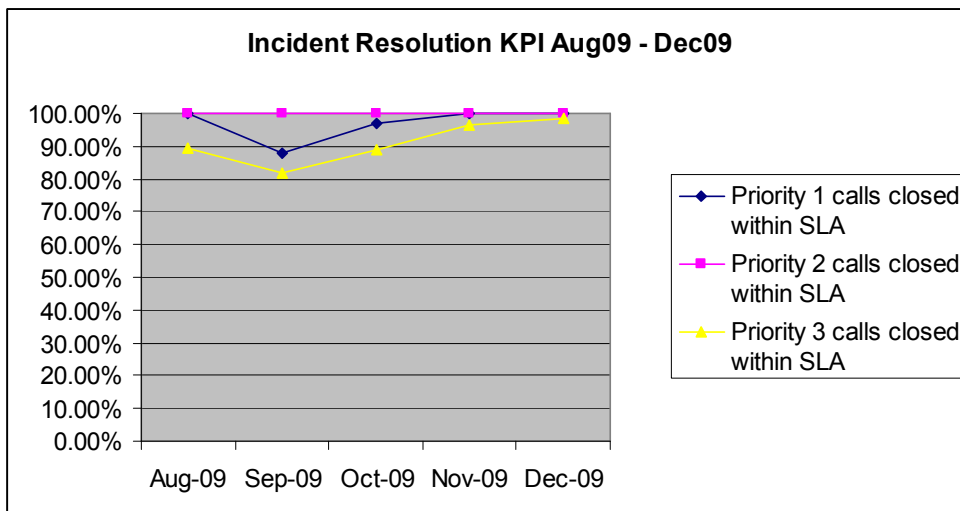


The performance on Service Requests (SRs) has remained stable with current performance levels reaching 'Service Excellence' again and we are sustaining this into January's results.

### Incident Management – P1/P2 calls

The Priority 1 call performance has achieved 'Service Excellence' in November and December, following September and October's dip. The Priority 2 calls continue to be stable at the 'Service Excellence' level.

Priority 3 calls have been at 'Service Excellence' levels for the last two months. This recovery from poor performance over the summer period is as a result of organisational improvements providing concentrated focus on this and other areas. Sustaining this level of performance is a key objective for the future.



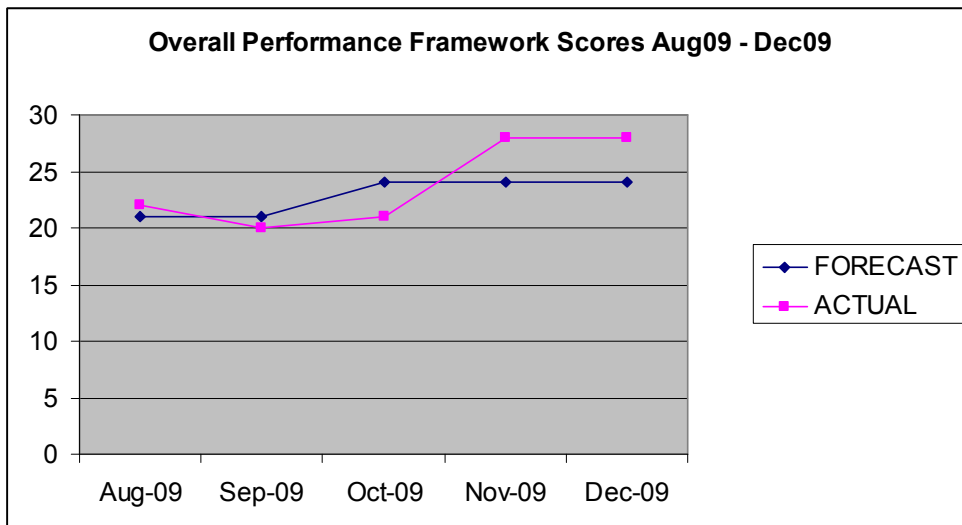
### Customer Satisfaction Survey

Over the reporting period customer satisfaction scores for incidents and RFWs have again shown sustained 'Service Excellence' levels of achievement which is consistent with the performance over the year.

The survey covering incidents has returned a score of 5.26 out of 6 when averaged over the year to date, while the RFW survey has returned 4.98 out of 6.

### Overall Performance Scores

As demonstrated in the underneath graph, we have made steady improvement in the overall performance during this reporting period. From below forecast scores in September and October to now achieving, and sustaining, the maximum score of '28' for November and December. Early indications also suggest that January will continue to see the forecast being exceeded.



This steady and improved performance has been partly attributable to continued detailed analysis of trends and an improved level of reporting and monitoring.

We are continuing to monitor and analyse the performance on a daily basis in order to instigate all necessary actions to keep the service meeting or exceeding the targets.

### Delivering LBB's ICT Roadmap

We continue to work in partnership with LBB in delivering ICT Roadmap projects and are working on the Year 3 Roadmap activities as part of the ongoing ICT Strategy.

Beyond the Exchange 2007 project, the main priority has been to progress the design and implementation of the upgraded Citrix farm. The project to upgrade to Citrix XenApp 5.1 will bring the Citrix infrastructure back under manufacturer support and will be

implemented with full consideration for the roadmap requirements.

Other projects include replacement of the existing SAN infrastructure to an upgraded system with improved resilience and larger available storage capacity. This is scheduled for completion during April.

### **Building a sustainable ICT service**

Liberata's efforts have been geared to ensuring a sustainable service by building a foundation from which to further improve performance during 2009/10 and beyond.

In that regard, we made significant changes to our delivery organisation through the following initiatives:

- Enhanced integration with the wider Liberata's ICT teams
- Increased the local permanent resource pool.
- Reorganised the operational team structure. This included creating a new management role focussing specifically on the day to day operational service.
- We introduced an 'Engineers Code of Conduct' in order to support improvements in our daily interactions with our customers.

These initiatives have yielded encouraging results and we expect to see a sustained performance as demonstrated in the last quarter. We continue to look for ways to improve the services provided, work together with LBB and its team and ensure responding rapidly should there be any issues.

We trust that this letter conveys the spirit of our commitment and determination to delivering services that both Bromley and Liberata can be proud of.

Yours sincerely,

Janine Tjassens  
Regional Director

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Appendix 2  
Year to Date Performance  
Framework

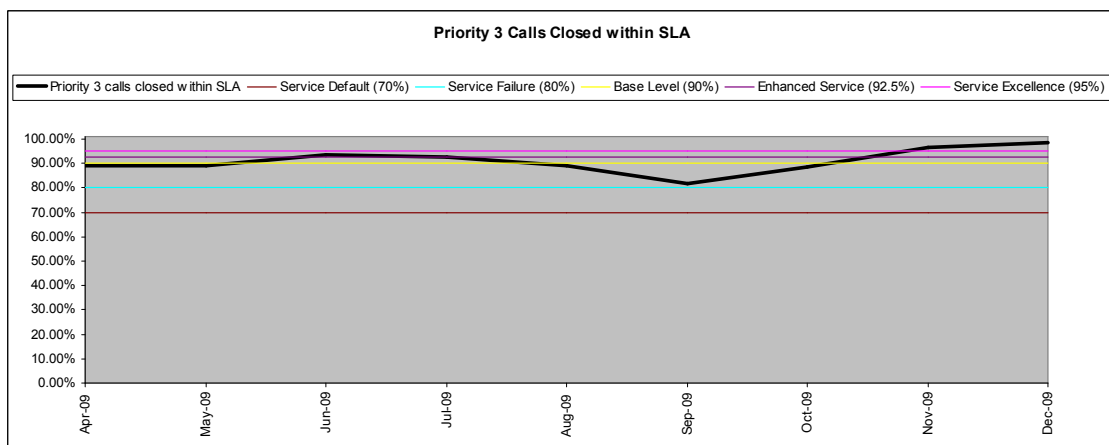
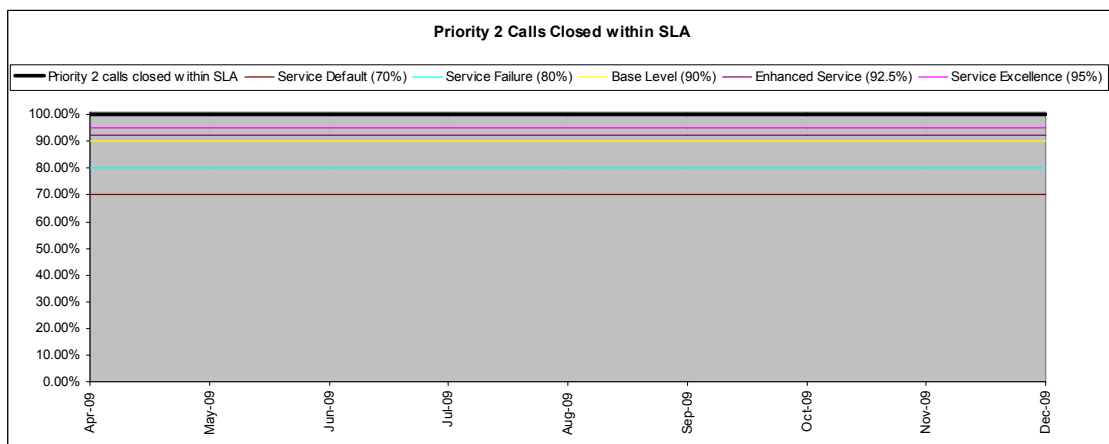
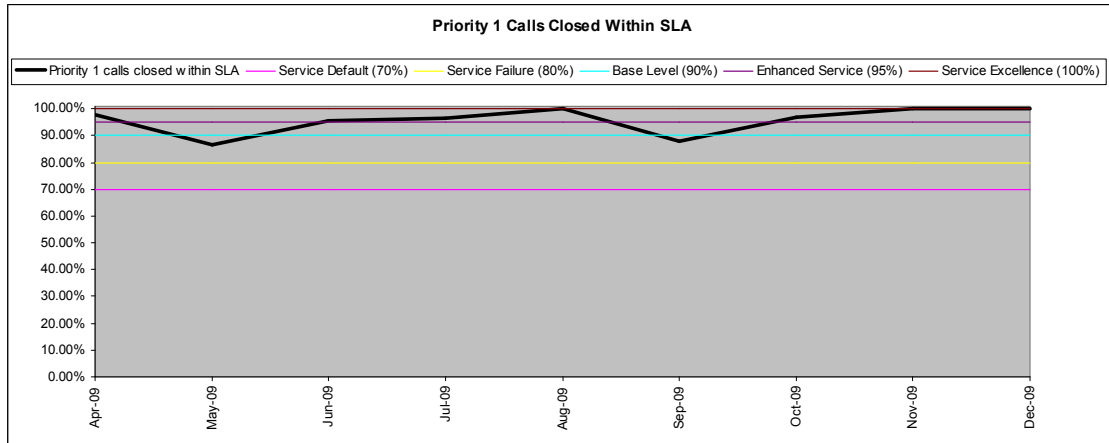
	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Actual 08/09	Forecast 09/10	Actual 09/10	AVG YTD 09/10
<b>Key Performance Indicator</b>													Average	Average	Average	
<b>Service Desk</b>																
Calls Answered < 20 secs	2	2	2	2	2	2	2	2	2	2	2	2	0.08	2.00	1.89	93.79%
	1	2	2	2	2	2	2	2	2							
Calls Answered < 30 secs	2	2	2	2	2	2	2	2	2	2	2	2	-0.42	2.00	1.78	95.94%
	0	2	2	2	2	2	2	2	2							
First Time Fix	2	2	2	2	2	2	2	2	2	2	2	2	1.83	2.00	2.00	87.46%
	2	2	2	2	2	2	2	2	2							
<b>Fault Calls within SLA</b>																
Priority 1	2	2	2	2	2	2	2	2	2	2	2	2	0.75	2.00	1.11	94.64%
	1	-1	1	1	2	1	1	2	2							
Priority 2	2	2	2	2	2	2	2	2	2	2	2	2	1.67	2.00	2.00	96.83%
	2	2	2	2	2	2	2	2	2							
Priority 3	1	1	1	1	1	1	1	1	1	1	1	1	0.42	1.00	0.11	86.18%
	-1	-1	1	1	-1	-1	-1	2	2							
<b>Admin Requests within SLA</b>	2	2	2	2	2	2	1	1	1	1	1	1	0.42	1.50	1.22	97.37%
	2	2	2	1	0	1	-1	2	2							
<b>Customer Satisfaction</b>																
On Fault Calls	2	2	2	2	2	2	2	2	2	2	2	2	1.67	2.00	2.00	5.26
	2	2	2	2	2	2	2	2	2							
On Work Requests	1	1	1	1	1	1	1	1	1	1	1	1	1.42	1.00	1.67	4.98
	2	2	0	2	1	2	2	2	2							
<b>System Availability</b>																
By Application	1	1	1	1	1	1	2	2	2	2	2	2	1.92	1.50	2.00	99.95%
	2	2	2	2	2	2	2	2	2							
Infrastructure - Main Sites	1	1	1	1	1	1	2	2	2	2	2	2	2.00	1.50	2.00	100.00%
	2	2	2	2	2	2	2	2	2							
Infrastructure - Remote Sites	1	1	1	1	1	1	2	2	2	2	2	2	1.83	1.50	2.00	99.88%
	2	2	2	2	2	2	2	2	2							
<b>Service Requests</b>																
RFW's	1	1	1	1	1	1	1	1	1	1	1	1	0.58	1.00	0.78	90.07%
	-2	-2	2	2	2	-1	2	2	2							
SR's	1	1	1	1	1	1	2	2	2	2	2	2	0.58	1.50	1.78	97.80%
	1	2	1	2	2	2	2	2	2							
<b>FORECAST</b>	21	21	21	21	21	21	24	24	24	24	24	24				
<b>ACTUAL</b>	16	18	23	25	22	20	21	28	28	0	0	0				22

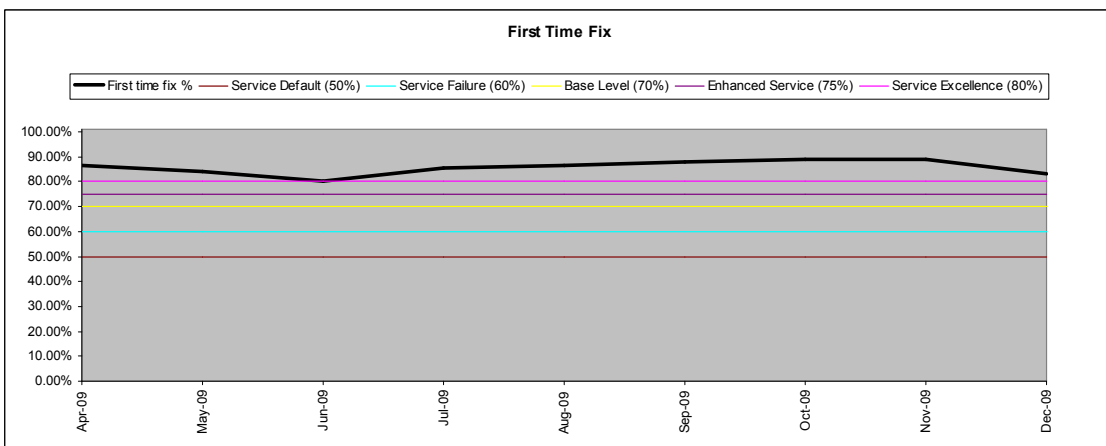
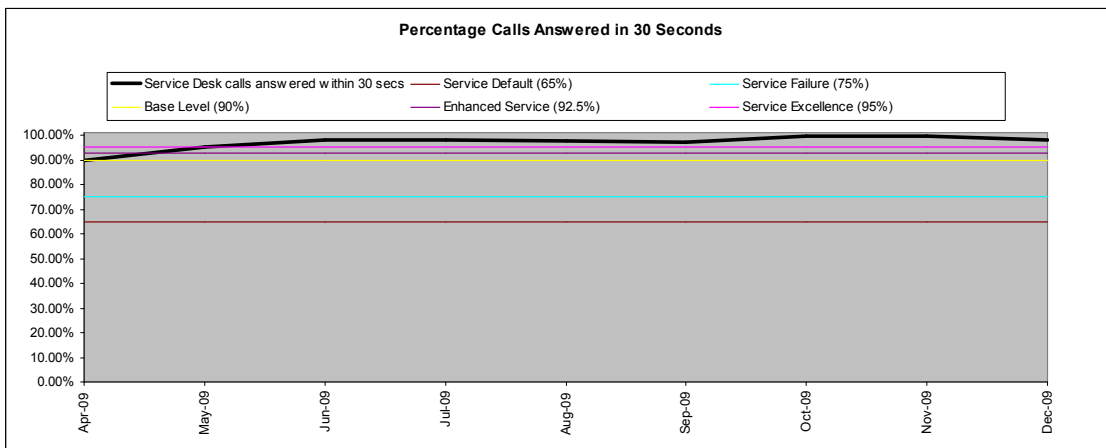
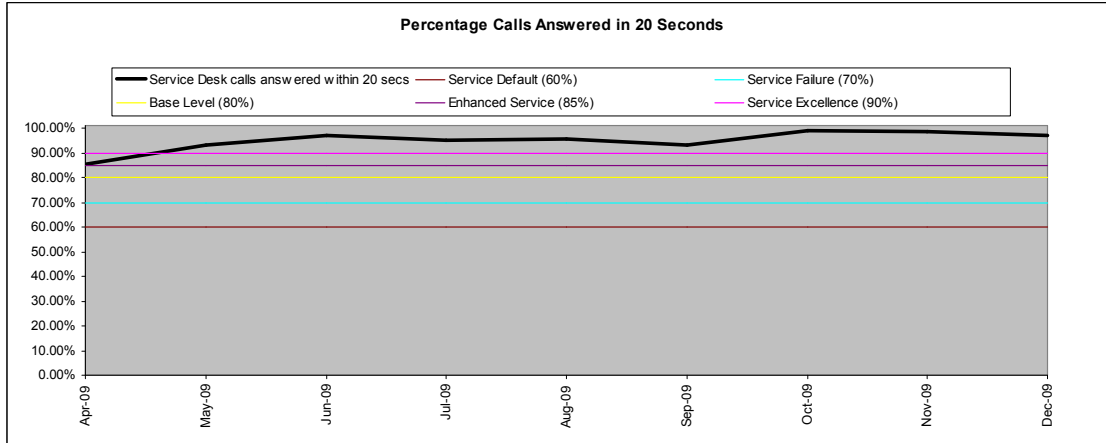
Performance Framework percentages

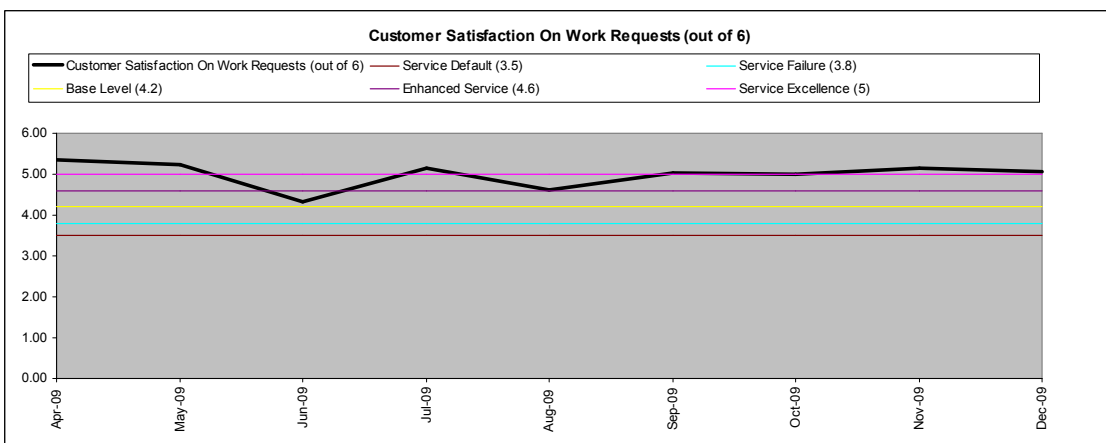
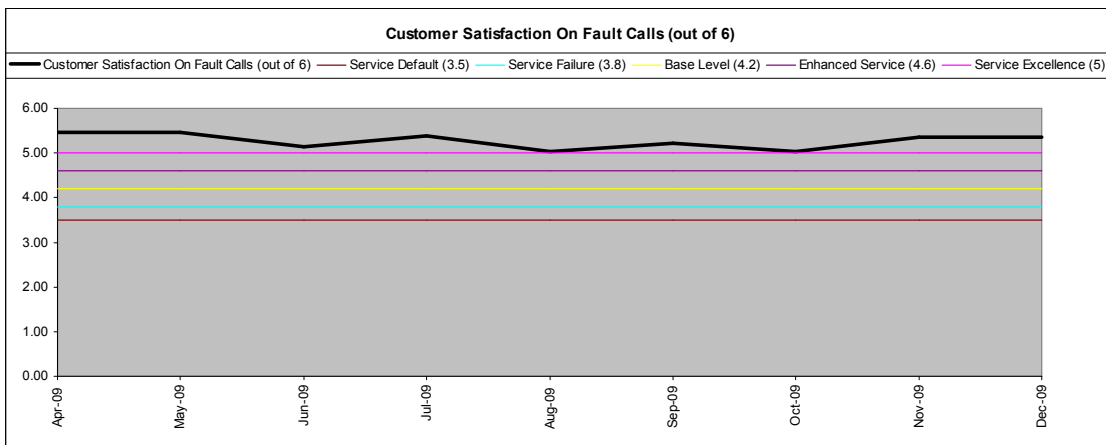
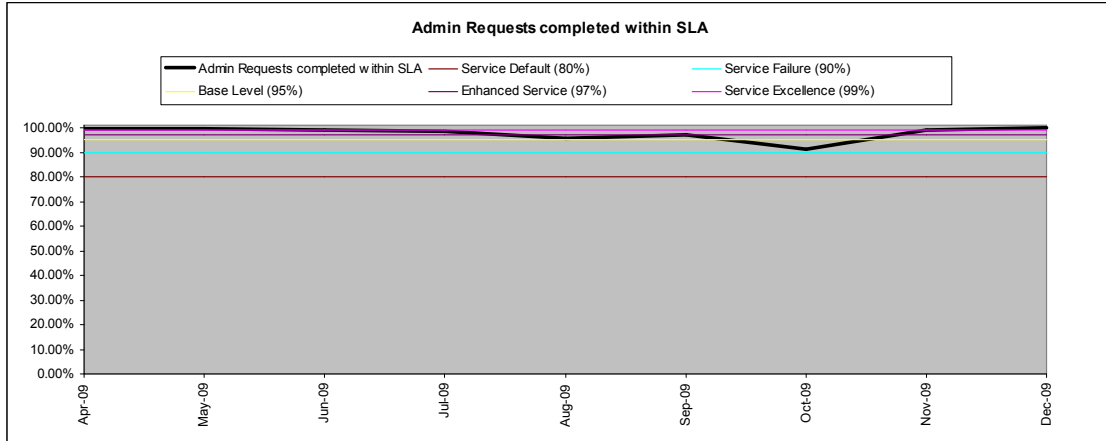
A	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	AVG YTD 09/10
<b>Priority 1 calls closed within SLA</b>	98.00%	86.49%	95.45%	96.67%	100.00%	88.00%	97.06%	100.00%	100.00%	95.74%
<b>Priority 2 calls closed within SLA</b>	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Priority 3 calls closed within SLA</b>	89.00%	88.89%	93.71%	92.50%	89.20%	81.90%	88.74%	96.68%	98.46%	91.01%
<b>Service Desk calls answered within 20 secs</b>	85.35%	93.10%	97.03%	95.32%	95.80%	93.22%	98.81%	98.45%	97.06%	94.90%
<b>Service Desk calls answered within 30 secs</b>	89.93%	95.01%	98.02%	97.95%	97.80%	97.27%	99.37%	99.31%	98.29%	96.99%
<b>First time fix %</b>	86.59%	84.20%	80.30%	85.57%	86.70%	87.90%	89.08%	89.10%	82.90%	85.82%
<b>Admin Requests completed within SLA</b>	99.60%	99.35%	99.00%	98.42%	95.43%	97.11%	91.05%	99.00%	100.00%	97.66%
<b>Customer Satisfaction On Fault Calls (out of 6)</b>	5.46	5.47	5.14	5.37	5.03	5.23	5.03	5.36	5.35	5.27
<b>Customer Satisfaction On Work Requests (out of 6)</b>	5.34	5.23	4.32	5.14	4.62	5.03	5.01	5.16	5.06	4.99
<b>System Availability By Application</b>	99.91%	99.99%	99.86%	100.00%	99.99%	99.98%	99.97%	99.88%	99.96%	99.95%
<b>Infrastructure - Main Sites Availability</b>	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Infrastructure - Remote Sites Availability</b>	99.01%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.89%
<b>Requests For Work</b>	65.38%	72.60%	100.00%	97.40%	100.00%	87.32%	97.83%	100.00%	100.00%	91.17%
<b>Service Requests (Quotes)</b>	93.18%	97.83%	94.87%	100.00%	100.00%	100.00%	96.55%	100.00%	100.00%	98.05%

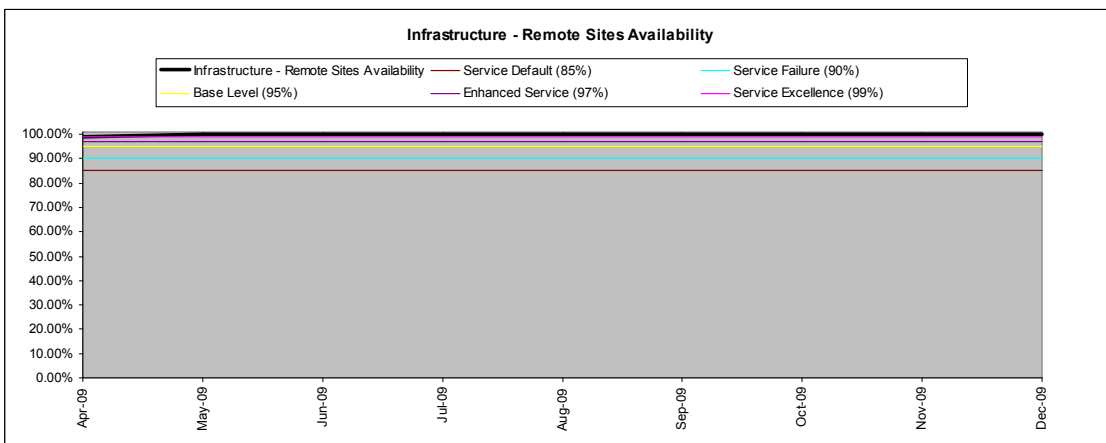
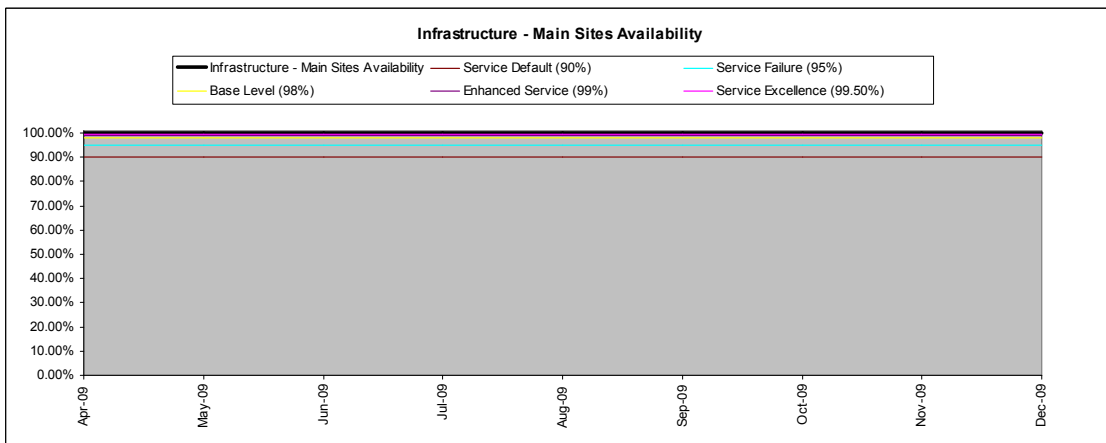
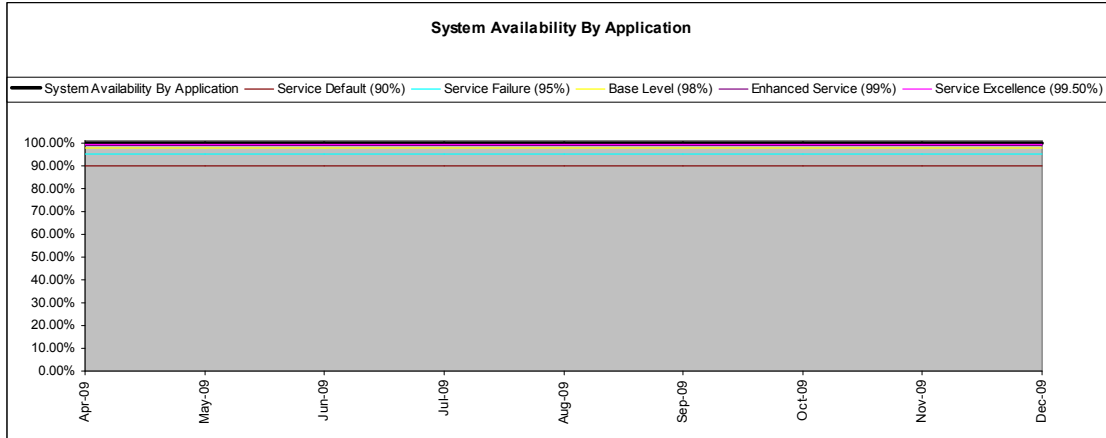


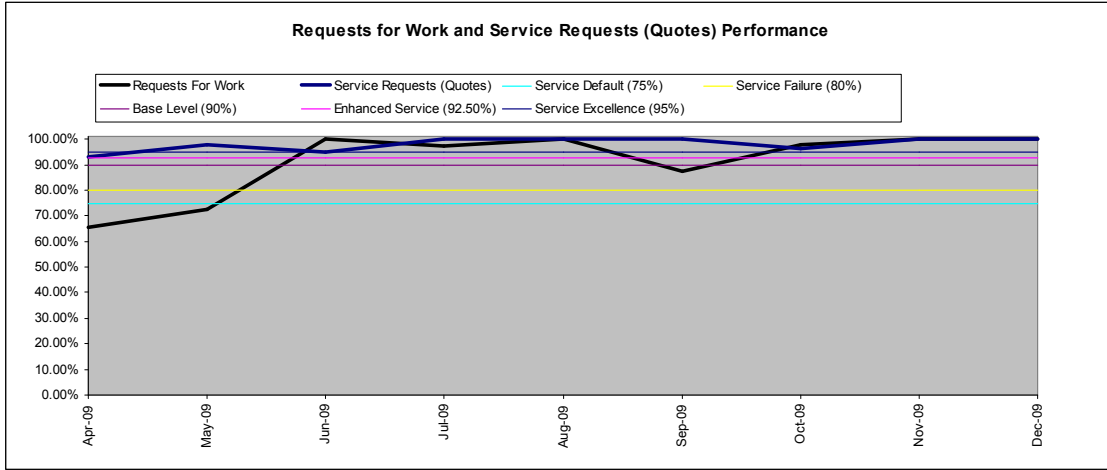
## Appendix 2 b Liberata IT Year to Date SLA Performance Graphs











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## Appendix 3 Councillor Call report August 2009 – December 2009

40 Councillors reported a fault during this period

Citrix / Network	Desktop / App / other	Password issue	Printing issue	Grand Total
1	1	1	7	10
		1		1
1		2		3
	1			1
	1		4	5
		1		1
2		2	2	6
			1	1
1	3		3	7
2	2			4
		1		1
	1			1
4	4	1		9
2	5	1		8
1			1	2
2	1			3
		1		1
1		2		3
	1	1	1	3
	2	2		4
2	6	2	3	13
	1			1
3		1		4
2	4	1	6	13
	2	1		3
1	3			4
		1		1
1		2		3
			1	1
	1			1
1				1
1	1			2
	1	1		2
	1			1
	1			1
		1		1
	1			1
	1	1	1	3
1	1			2
2	2			4
<b>31</b>	<b>48</b>	<b>27</b>	<b>30</b>	<b>136</b>

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Report No.  
DR10022

London Borough of Bromley

Agenda  
Item No.

**11**  
**(b)**

PART 1 - PUBLIC

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**Decision Maker:** Executive & Resources PDS

**Date:** 25 February 2010

**Decision Type:** Non-Urgent                      Non-Executive                      Non-Key

**Title:** **HOUSING AND COUNCIL TAX BENEFIT SERVICE  
MONITORING REPORT**

**Contact Officer:** John Nightingale, Head of Benefits  
Tel: 020 8313 4858 E-mail: john.nightingale@bromley.gov.uk

**Chief Officer:** Paul Dale, Director of Resources

**Ward:** All

---

1. Reason for report

This report details the level of performance provided by the Benefits Service during the period 01/08/09 – 31/12/09

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2. RECOMMENDATION

**Consider the current levels of performance**

**Consider performance against the 2009/2010 service plan**

**Agree a further report be submitted providing end of year performance information**

### Corporate Policy

1. Policy Status: Existing policy.
  2. BBB Priority: Excellent Council.
- 

### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: 400002
  4. Total current budget for this head: £3.4m
  5. Source of funding: Government Subsidy
- 

### Staff

1. Number of staff (current and additional): 8.5 plus Liberata staff
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: Statutory requirement. The Housing Benefit Regulations 2006
  2. Call-in: Call-in is applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 22,600 households
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments:

### 3. COMMENTARY

3.1 The latest position related to Liberata's performance is detailed in this report, with graphical illustrations detailed in the appendices. A letter from the Regional Director of Liberata commenting on general progress is provided in Appendix 1.

#### Outstanding Work

3.2 Using a mechanism adopted in January 2005, the current outstanding work totals 3954 (01/01/10), which compares to a weekly target of 4,000.

3.3 Appendix 2 shows the level of outstanding work since January 2007. You will note that the 01/01/10 position shows a large increase from that previously reported. This is due to a large number of advanced notifications of April 2010 changes from the DWP.

#### Claim Processing

3.4 As previously advised, the Performance Measures (BVPI's) reported over recent years ceased to exist in April 2008. They were replaced by just two new measures, one related to the speed of processing and one related to the payment of the correct level of benefit.

3.5 The speed of processing indicator is a combination of the new claim and change of circumstance indicators, with a few other instances not previously reported also being included.

3.6 The right benefit indicator is based on the number of changes in entitlement identified in a year, based on guidance received the target was set at 95% of the caseload. For 2009/10 this equates to a monthly target of 1,702 changes. The LA's performance is measured by the DWP and posted on their website, unfortunately the figures in respect of all LA's do not fall in-line with expectations. I have entered below the figures entered on the DWP website.

	April 09	May 09	June 09	July 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09
Right Time Target for 09/10 14.5 days	16.9	26.8	21.8	21.1	23.92	20.90	19.4	11.5	20.3
Right Benefit Target for 09/10 1,702 per month	17,737	2,359	1520	1688	1737	NA	NA	NA	NA

NA = Not Available

3.7 With the exception of November 2009, performance against the right time indicator has been disappointing this financial year. Our concern was raised with Liberata prior to the last monitoring report and they in turn produced a detailed recovery plan. The plan advised of extra resources being employed and informed us that a marked improvement should be expected from September. Whilst there has been an improvement, the performance in December deteriorated and the outturn for 09/10 is now expected to be 16.5 days (target 14.5 days). The performance of the service continues to be closely monitored by managers in both organisations

Performance under the new Right Time and Right Indicator is illustrated on Appendix 3

3.8 In addition to reducing the average number of days to process new claims, we are seeking to narrow the range of processing times making up the average. For this reason, in 2005/06 we agreed with Liberata the target of 80% of claims being processed within 50 days. Originally the reported performance had been solely based on new claims, now that the system cannot distinguish new claims from change of circumstances, the figure relates to all changes. Based on all changes, performance for the period August 2009 to December 2009 was 91.5%. Appendix 4a shows the range of processing times that make up the Right Time Indicator.

3.9 Appendix 4b provides information on the 30 changes (new claims and change of circumstances) that took the longest to process. The findings are disappointing in so much as they show delays within the benefits section as being the major contributor to delay, amounting to half the cases. Liberata have provided Bromley with steps being undertaken to minimise these long delays.

### **Error Rate**

3.10 Quality is key when examining ways of improving the service. Getting it right first time reduces the staff resources required for corrections and reduces complaints from customers. Measuring error rates for benefit claims assessed by Liberata staff is a measure of quality. The service agreement with Liberata requires a maximum 7% (financial) error rate. The current measurement used to identify performance includes administrative errors that could lead to a financial error in the future, thereby providing a full measure of performance. As with other BVPI measures, the accuracy indicator (BV79a) ceased to exist in April 2008.

3.11 Appendix 5 provides details of the error rate from January 2004. From April 2005 the error rate quoted is an accumulation of the results from Liberata's and Bromley's checking regimes. In our last monitoring report we advised that we had raised concerns with Liberata as to the accuracy level being obtained. Over the past few months performance has improved; however we have not returned to the levels that were once being obtained. We will continue to work with Liberata as they attempt to build on their recent improvement.

### **Complaints**

3.12 The number of complaints received is a good indicator as to the standard of the service being provided. There is a well proven correlation between the number of complaints received, the accuracy of work undertaken and the number of documents requiring attention. Appendix 6 illustrates the number of second stage complaints received on a monthly basis from January 2004.

### **Overpayments**

3.13 Unlike Council Tax and Business Rates collection that have proven methods of recovery, supported by case law and statutory regulations, benefit overpayments are, by their nature, more difficult to process and collect. Payment of Housing Benefit will always include an element of overpayment for various reasons, for example, the customer not informing us of

changes in their circumstances. The authority is then required to seek recovery of the overpayment from customers who are likely to be among the most vulnerable members of our community.

- 3.14 The 01 April 08 portfolio meeting approved the introduction of an incentive scheme with Liberata, designed to encourage Liberata to increase their work in the areas of overpayment minimisation and recovery. The scheme that commenced in April 2008 has the effect of “guaranteeing” the authority an improved recovery figure.
- 3.15 Appendix 7 shows the monthly level of HB overpayments created and recovered since April 2007. You will note that the underlying trend in respect of the percentage of overpayments recovered has deteriorated this financial year. Whilst this is not surprising given the economic downturn, further action is being taken to maximise the speed and amount of recovery. Further comments on performance in this area is contained in Liberata’s letter attached as Appendix 1 to this report

### **Call Centre (Help Line)**

- 3.16 The graph at Appendix 8 details the performance of the Call Centre compared to previous years.
- 3.17 The latest position indicates an abandoned call rate of 5.67% (December 09), with the average time a caller had to wait being 25 seconds (December 09). The abandonment rate and average wait times both show a marked improvement on the previously reported figures.

However, we have received a number of complaints about the practice of “call snatching”. This is a scheme whereby those queuing to speak to an operative are promised a call back within 24 hours rather than waiting to be put through. This practice is successful in reducing wait times and minimising the cost to the caller; but it does deny the individual direct access to the service

### **Caseload**

- 3.18 Details of the trend for the number of claims in payment are shown in Appendix 9. This illustrates that there has been a significant increase in overall caseload since Liberata became responsible for the service. In November the number of households in receipt of Housing and/or Council Tax Benefit in Bromley in November was the highest recorded figure. Whilst there was a small reduction in December, this is believed to have been a “blip” with the caseload continuing to increase in January.

### **Development Agenda**

- 3.19 It is important to recognise that in addition to committing to the improvement of processing times, Liberata have signed up to a service plan to reflect the partnership with Bromley. Attached at Appendix 10 is an update against our plan for 2009/10

### **3.20 Customer Satisfaction Survey**

In November 2009 the Benefits Section undertook a customer satisfaction survey, the responses showed that 78% (strongly agree & agree) of respondents were satisfied with the service being provided. A table showing this years results compared to previous years is contained as Appendix 11 to this report

### **General Commentary on Performance**

- 3.21 Prior to the contract commencing, Bromley’s performance was regarded as poor and statistics placed LBB in the band of lower performing authorities on many indicators, particularly benefit

payments. In 2007/08 Bromley' performance equated to an excellent service for the processing of new claims and a good service for the processing of change in circumstances, thus illustrating how far the service has come.

3.22 Although there has been an improvement in performance since the last monitoring report, the service provided to date in 2009/10 has been disappointing. We are working closely with Liberata to bring about an improvement in claim processing times and accuracy of work.

3.23 We will continue working with Liberata towards ways of levelling out the wide fluctuations in processing times that have occurred in the past.

#### **Further Information**

3.24 Janine Tjassens will be attending this meeting to answer any specific questions on Liberata's performance. He will also be advising the meeting of changes to his organisations senior management structure.

#### **4. FINANCIAL IMPLICATIONS**

4.1 Housing and Council Tax Benefit represents a significant "business". The 2009/10 budget includes payments in excess of £90 million for Housing Benefit and £17.3 million for Council Tax Benefit being generated. Good performance is important to meeting our customer needs. Any deterioration in performance could result in, for example

- Increase in "local authority error" overpayments, leading to reduced subsidy from Central Government
- Potential increase in overpayments which may not be recoverable

<b>Non-Applicable Sections:</b>	Policy, Legal, Personnel
Background Documents: (Access via Contact Officer)	[Title of document and date]

Phil Burnstead  
Assistant Director of Exchange and Revenue Services  
London Borough of Bromley  
Civic Centre  
Stockwell Close  
Bromley  
BR1 3UH

25 January 2010

Our Ref: JT/gb

Dear Phil,

As we approach the Executive & Resources PDS meeting where we review the performance of the Benefits service, we take this opportunity to write to you with Liberata's assessment of the current performance of this critical service that we have provided to London Borough of Bromley (LBB) and its citizens for the period from August 2009 to the 31<sup>st</sup> December 2009.

Furthermore, we set out areas where Liberata is focussing its efforts in order to continue service enhancements and deliver Service Excellence.

#### **1. Current Status of the Benefits Service**

The UK economic downturn continues and whilst the immediate impact on the service was a sudden considerable increase in the volume of incoming documents in the first quarter of 09/10 and an increase in the Benefit caseload, the volume of incoming documents has now peaked but they show no signs of returning to previous levels.

As we reported last time, Liberata did make plans for an increase in work by recruiting additional assessors and up-skilling some of our existing employees. We also made arrangements to use the skills of some of our existing employees locally in Bromley by building a new assessment team. This team is now in place and their knowledge and experience is proving to be a considerable asset to Bromley.

However, despite our preparations we simply could not have anticipated a number of factors that have significantly affected our ability to achieve some of the stretch targets we had set ourselves at the start of the year. These have included the:

- Loss of all but 4 of the experienced and productive assessors who we moved out of our Sheffield Shared Service Centre to our Business Technology Centre in January 2009 when we were unsuccessfully in retaining the Sheffield contract.
- Time and resource required to recruit and train new assessors and up skill existing employees to cope with the demand generated by an increase in work.
- 'Poaching' of experienced assessors from our Barrow shared service centre by a rival provider of benefits transactional service.

In our last report we outlined many of the investments we had made since the start of the 2009 calendar year. This investment is continuing and since August 2009, the following actions and related investments have been made:

- Temporary assessors to help maintain business as usual whilst new assessors were recruited and trained and clear backlogs of work
- Recruitment of a further 28 new employees in our Barrow Shared Service Centre to provide greater resilience to our benefits teams (once fully trained and productive).
- Enhanced overtime payments to employees
- Maintained increased productivity of assessors by 32% (average of 22 documents to 29 per day).

### **1.1 Claims and Work Outstanding**

The volume of outstanding work is higher than at the time of the last report; however is decreasing again and we are managing this position and monitoring the situation regularly.

We have focussed on reducing the volume of new work. As at the 31<sup>st</sup> December 2009, 2,112 documents were awaiting



review/action and a further 1,820 items were awaiting information from the claimant and/or third-party.

### **1.2 Right Time Indicator**

In our last letter we mentioned that the economic climate had an impact on our workloads and affected our performance in the first part of the 09/10 financial year but we expected to return to normal business as usual levels by September 2009.

This was achieved, but unfortunately a couple of events that took place during the months of October and November 2009 led to a new small backlog of work to build-up in December 2009. These events were the loss of 2 experienced assessors in our Barrow Shared Service Centre; an assessor in Sheffield; the need to back-fill a vacancy in our Homeless Persons assessment team by a Bromley assessor.

We now have new assessors in the team and are in the process of recruiting a new experienced assessor to the Bromley team. Until the new assessors are fully trained and productive we have employed four temporary resources. We are committed to clearing the backlog by the start of February 2010.

The Right Time Indicator for December was 20.02 days, which was disappointing. However, performance was affected by the ongoing clearance of the backlog and an initiative to clear claims outstanding for more than 50 days. We recognise, there is still a considerable amount of work to be done to meet the service level agreed with the LBB. Given the current position, we believe a full year outturn of 16.5 days to be realistic and achievable..

### **1.3 Quality**

Since our last report, accuracy of processing has improved month on month from 6.96% in July 2009 to 5.19% in December 2009.

This improvement has required considerable investment by Liberata; we are continuing to provide training and mentoring to employees and have recently appointed two new benefit training officers to strengthen our team. We are also in the process of compiling a comprehensive Benefits Procedure Manual for assessors, which we believe will help to further reduce errors

#### **1.4 Overpayment Strategy**

Whilst we believe that the increase in the creation of overpayments is part of a national trend due to increasing caseloads, we place the highest importance in increasing the delivery of the service in this important area.

We have introduced some new initiatives in this area, but overpayment recovery is being hit by the economic climate. The underlying trend measured 74.19% as at the 31 December 2009.

We will continue with the enhancements we have introduced this year. Furthermore we have just completed some analysis work which will help us focus our activities better in the remaining months of the year. We are also adding some temporary resources to the team to help in the final push.

#### **2. Call Centre & Customer Services**

During the first four months of the financial year 2009/10 15,917 customers (an increase of 3.2% over the previous four months) visited our reception centre and on average 76% of these customers were seen by an advisor and had their query dealt with within 15 minutes.

During this period, the Call Centre (Help Line) received over 75,139 calls with 92.9% of calls answered. Callers had an average queue time of 67 seconds before being answered by an officer.

We continue to look at ways in which our services to customers can be improved and we now offer a full and effective 'Call Back facility' for our peak times. 'Call backs' are a necessity when call volumes peak due to the issue of council tax reminders and summonses which are issued to ensure we maximise collection.

The first phase of the Customers Services refurbishment in Exchequer House was completed in January 2010. This has made a significant difference to the customer experience as it has provided the following enhancements:

- Additional seating
- Dedicated section for customer use for completing forms etc

- Expanded the reception area incorporating a 'fast track' counter
- Allowing more privacy for customers during appointments

The next phase which will be completed by March 2010 which will see the current interview area being refurbished and creation of additional interview booths.

### **3. Service Developments**

Our aim is to continuously improve the services we provide to LBB and its customers. At the start of the 2009/2010 financial year we developed a 2009/2010 Service Plan which defines a programme of service developments and improvements we intended to introduce throughout the year.

- The continuation of the Priority Queue system – meaning we are able to identify claims and changes that are ready to process (because we do not need any additional evidence from the customer) and process these within 48 hours of receipt.
- In December 2009 we introduced the T1+35 process. This process ensures claims are not repeatedly pending and information requested from the customer and stops them from remaining unprocessed longer than 50 days.
- The new DWP 'In and Out of Work' process has been introduced to assist customers who are moving from work onto benefit or from benefits into work.
- The DWP Claims process is about to be introduced following a technical fix having been applied by Northgate to the Document Management system.

We also had planned to introduce the Evidence Capture Application and appointments for the delivery of evidence. We have delayed this project as a result of findings of two of our other contracts where this project was introduced. Upon introduction it was concluded that only 50% of customers are attending their appointments which has caused issues for us in customer services.

#### **4. Investment in the community**

During February we will be holding an event in the 'Glades' shopping centre to promote the uptake of Benefits, encourage customers to pay Council Tax by Direct Debit and also use the opportunity to share the benefits of using London Borough of Bromley's 'Self Service' option, that will be launched in the new financial year.

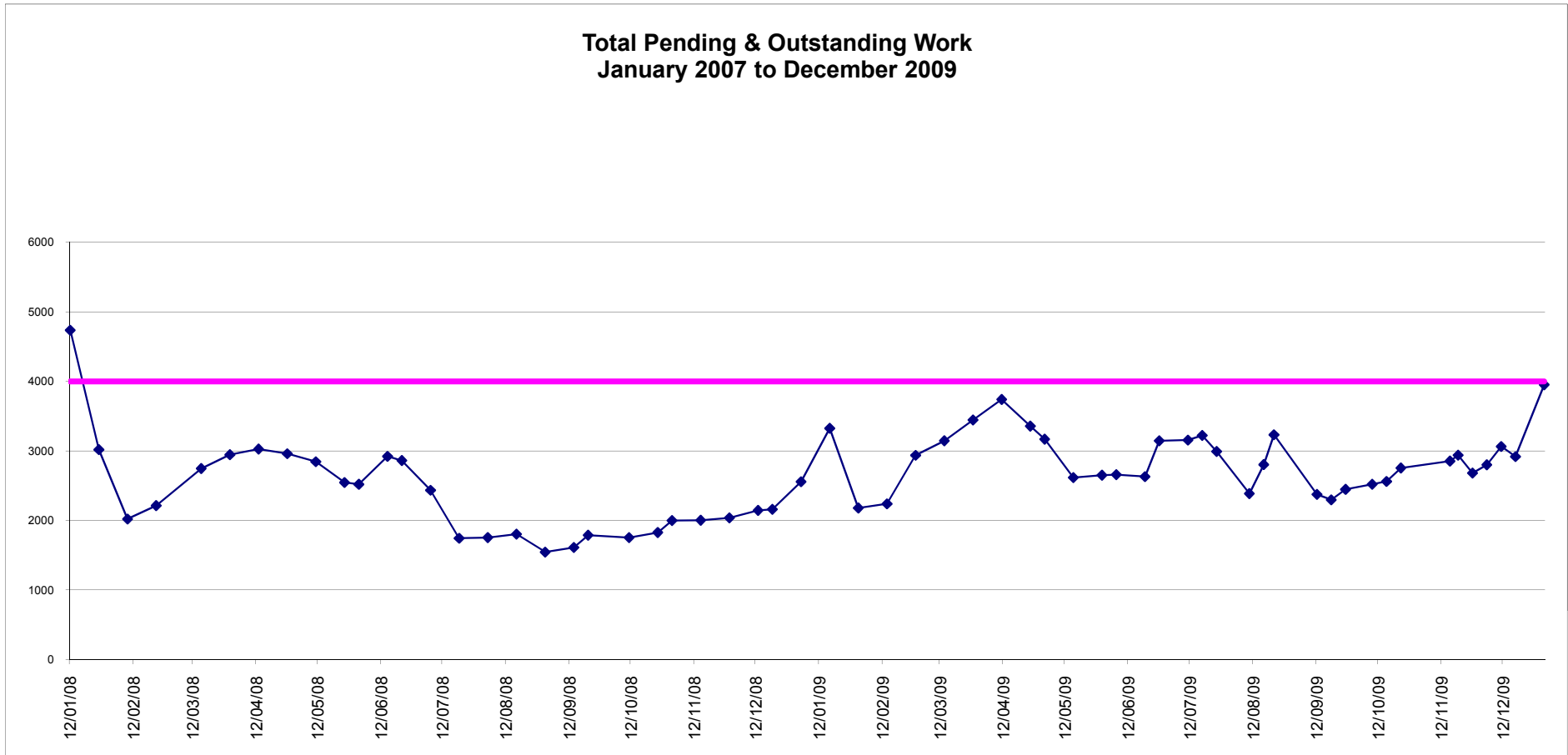
In summary, we am pleased to be able to report that although the affects of the economic downturn have continued to be apparent over the past 9 months, we continue to strive to deliver continuous improvement in pursuit of Service Excellence.

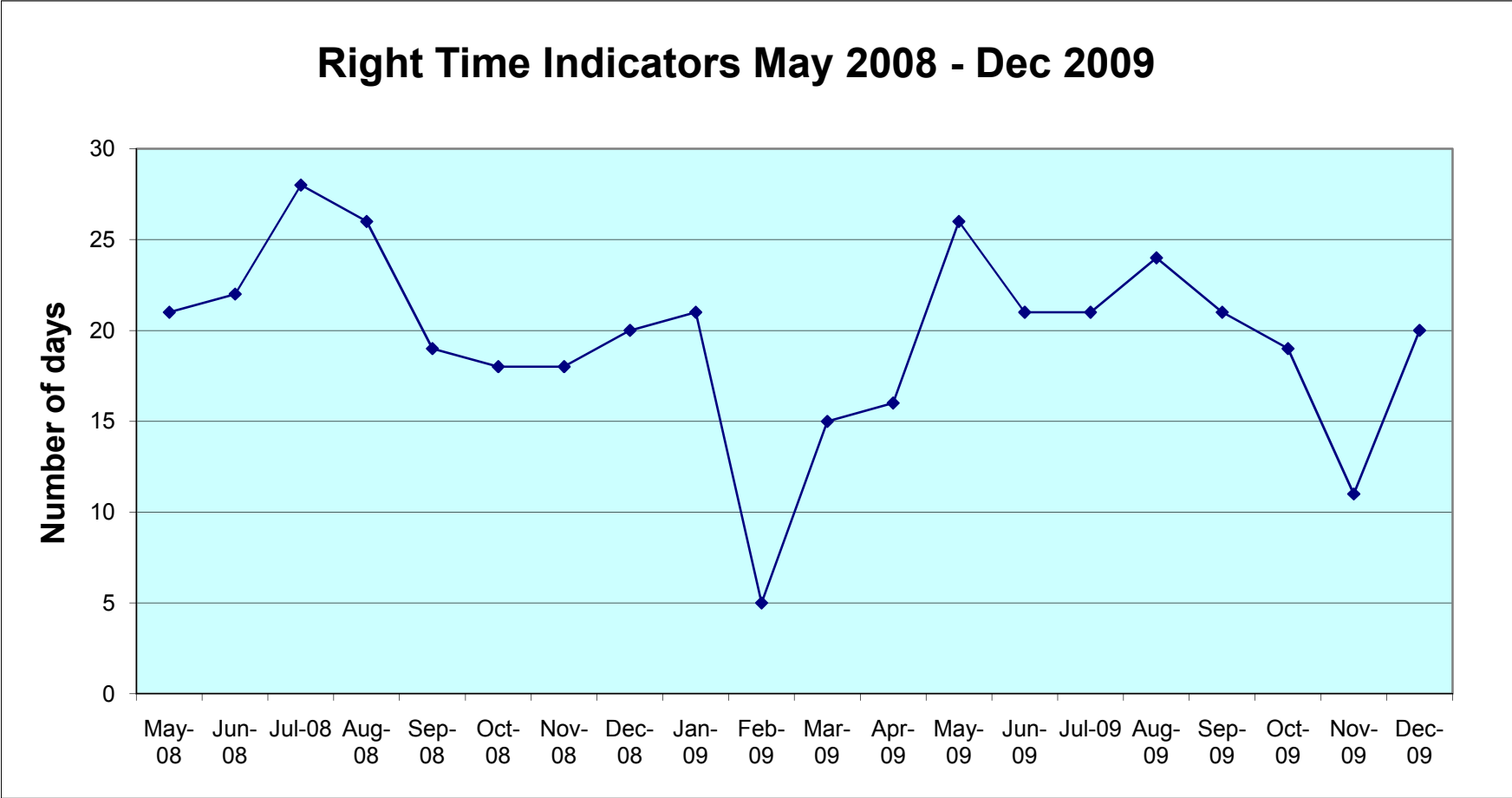
Liberata remains firmly committed to delivering an outstanding service to the London Borough of Bromley and its citizens.

Yours sincerely,

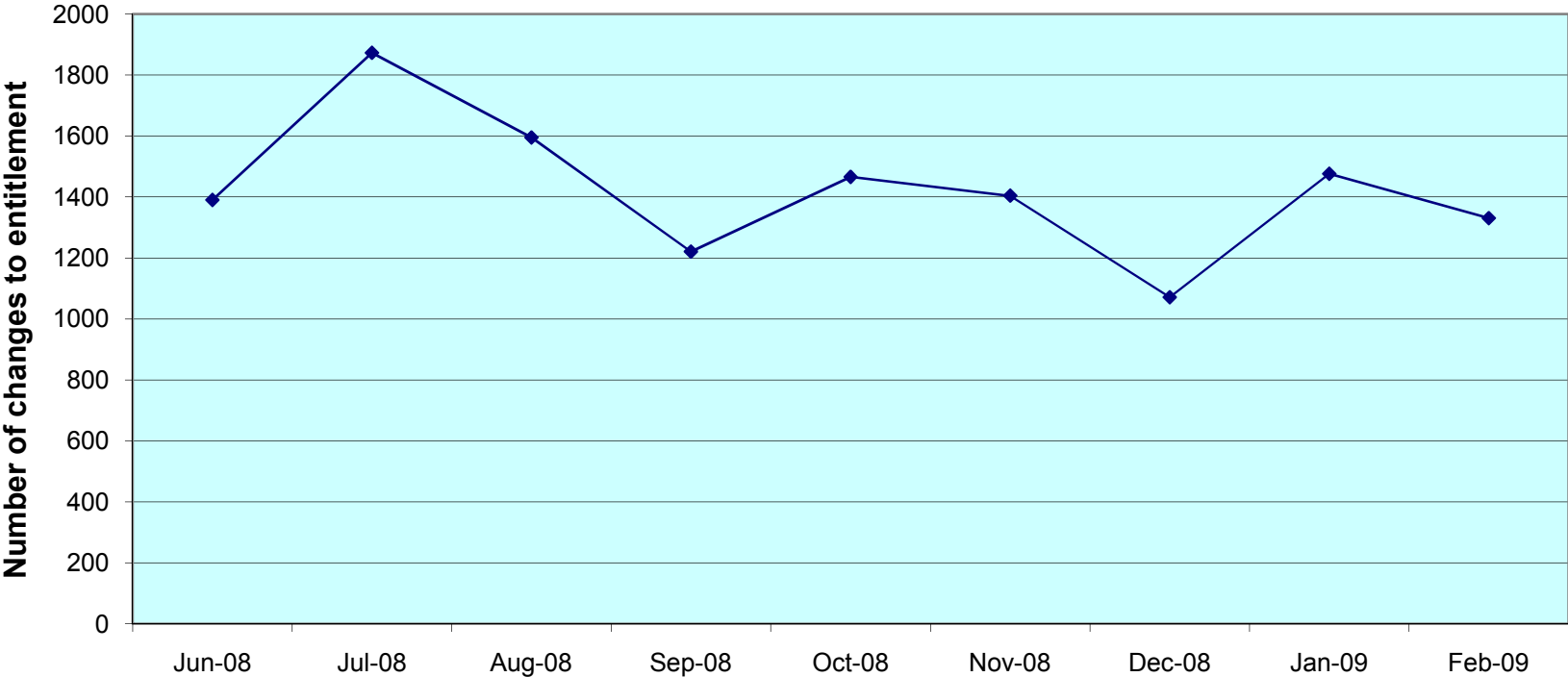


**Janine Tjassens**  
**Regional Director**





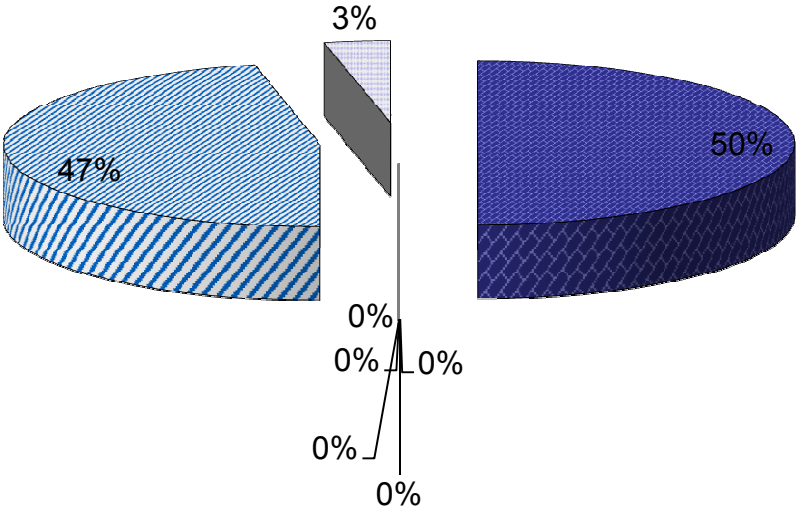
### Right Benefit Indicator June 2008 - Mar 2009



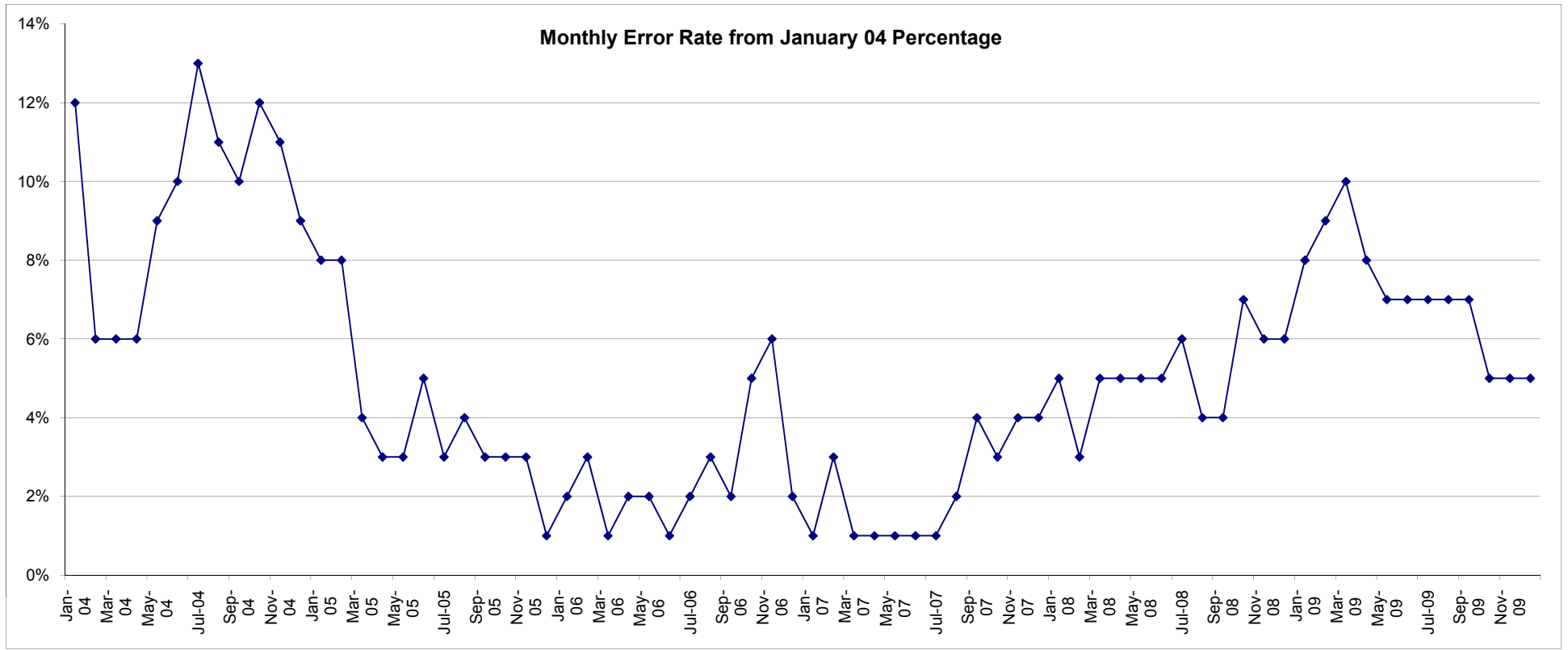


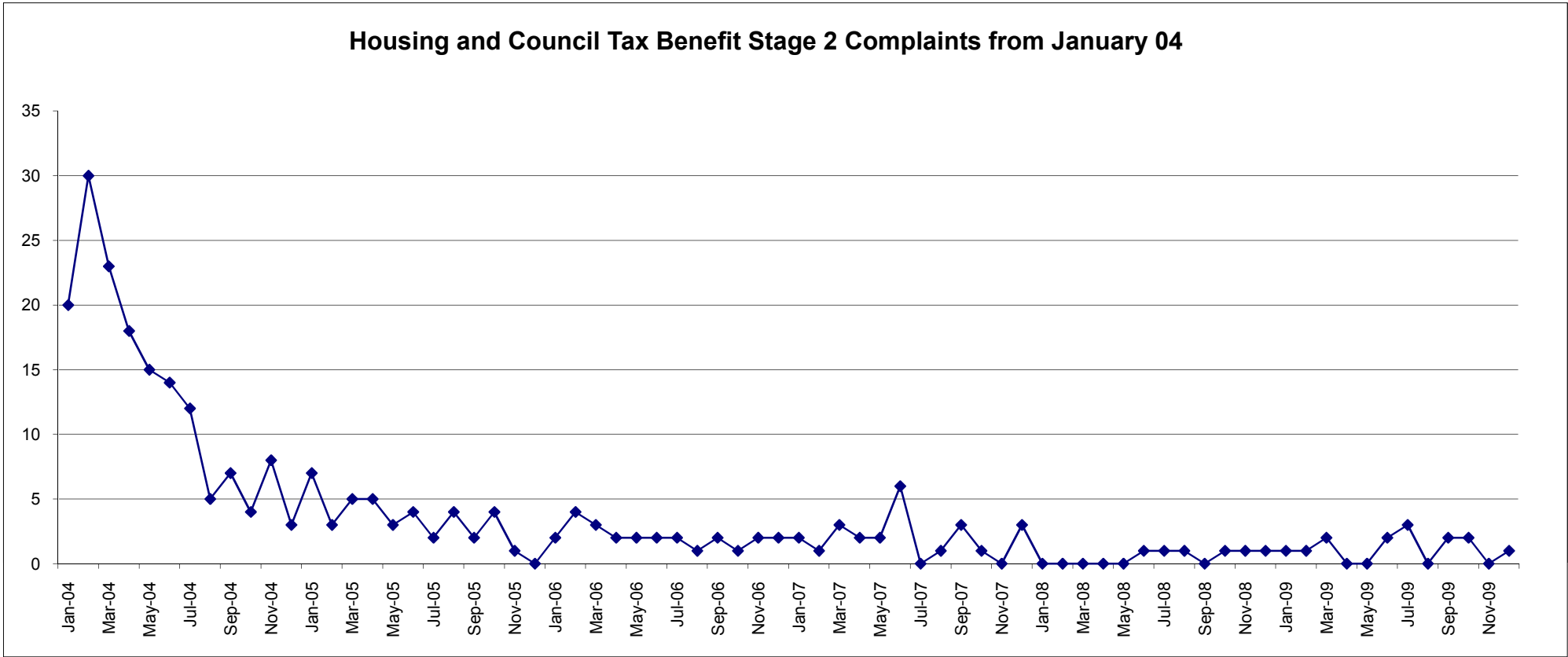


### Longest Claim - 01/08/09 to 31/12/09

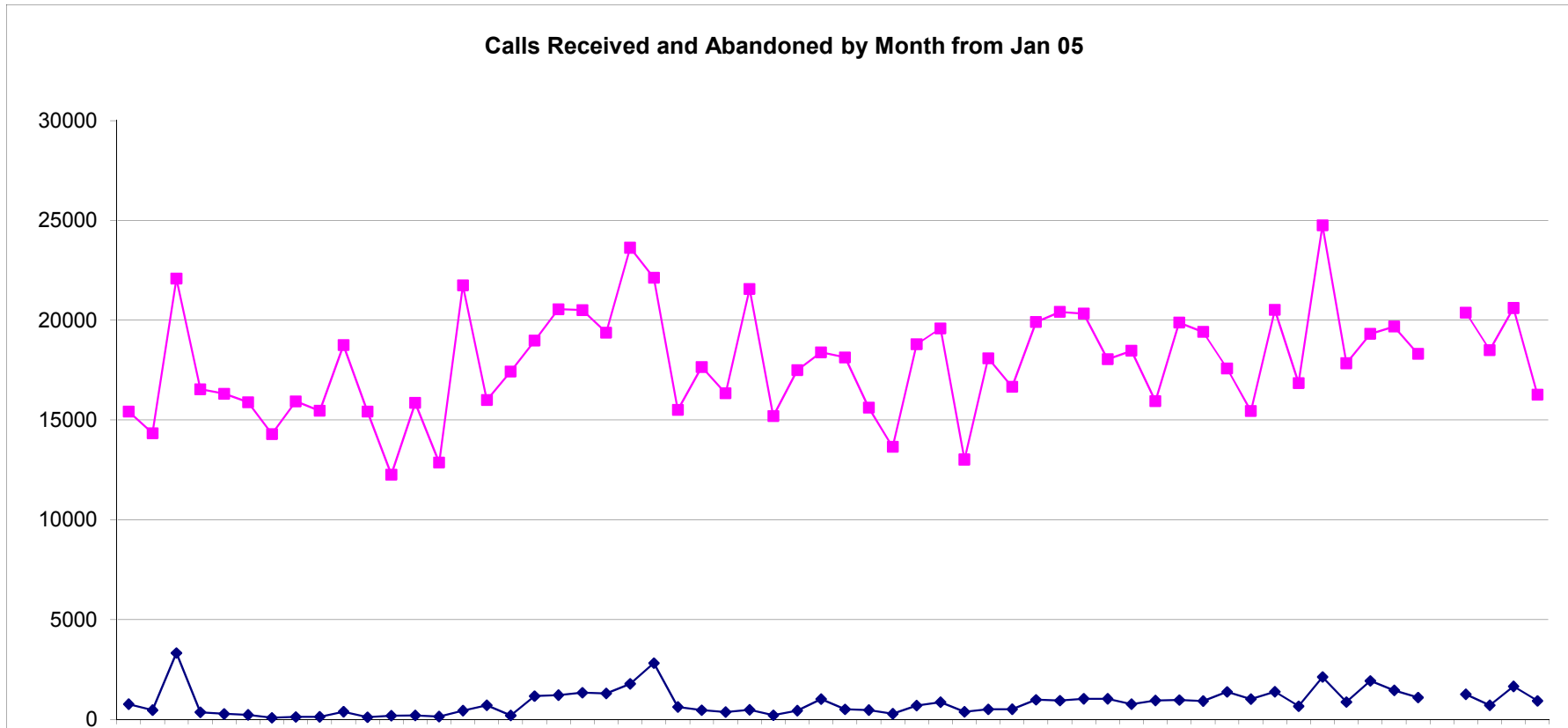


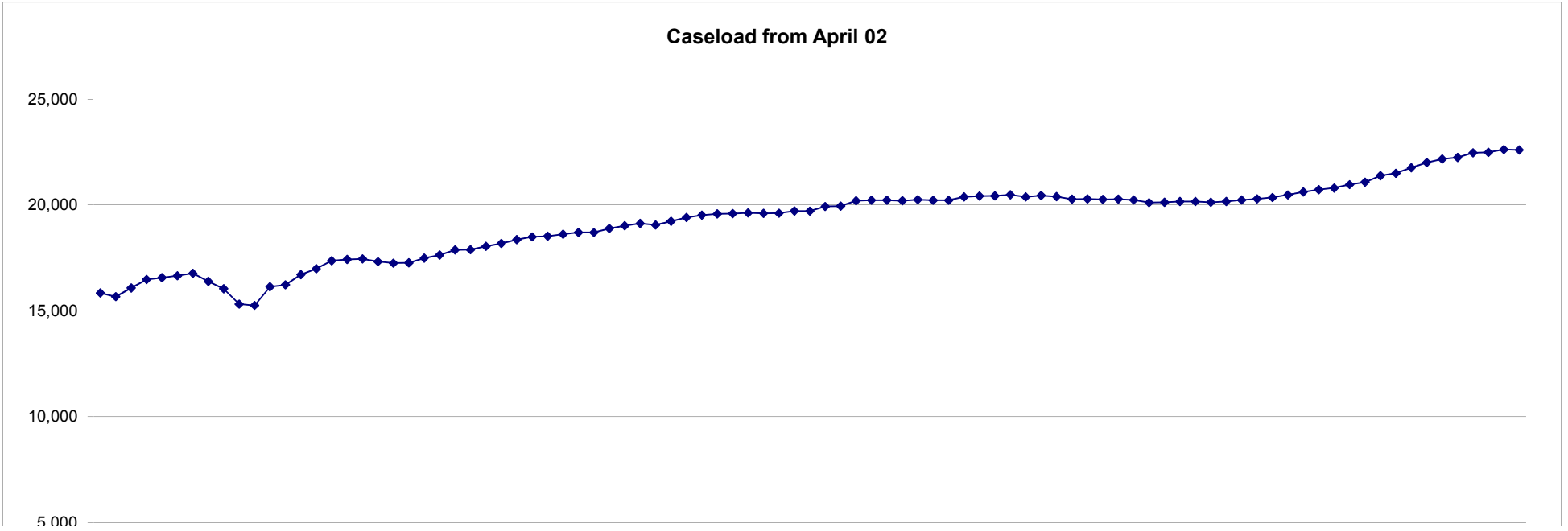
- Benefits Service Delay
- Customer Delay
- Benefits Service & Customer Delay
- Third Party Delay
- Fraud Investigation
- Appeals Process
- Housekeeping - No Change To Entitlement
- Delay in guidance (nil entitlement)











**Benefits Service Plan – 2009/10 (as at 31/12/09)**

<b>Objective</b>	<b>Success Criteria</b>	<b>Responsible Officer(s)</b>	<b>By when</b>
<b>Communications with our customers &amp; stakeholders</b>			<i>Update in italics</i>
Review of benefit notifications and templated letters requesting further information to ensure clarity	Reduction of avoidable contact and faster processing of claims	JN, JC & Liberata	Entitlement notifications – <i>Review undertaken, only limited changes able to be made</i> Templated letters – <i>Several amendments made, will be kept under ongoing review</i>
Building on the strong relationship that exists with Housing Associations.	Continuation of regular liaison meetings with HA's. Joint working parties to be set up where appropriate	JN & Liberata	Ongoing
HB/CTB take-up event to be arranged for residents of working age	Event attracts outside agencies and provides useful information to pensioners. Ultimately leading to an increase in benefit take-up	Monitoring Team	<i>Will be providing advice and holding a stall at a "fresh start" event on 10/02/10.</i>
Further Landlord forum to be held	Encouraging landlords to rent properties to benefit claimants	JN & Liberata	<i>Attended event and provided advice. Good attendance</i>
Meetings with the Chinese and Caribbean communities	Formulation of a support framework assisting claimants to claim HB	JN & JC	<i>Have met with the Caribbean community Awaiting date to meet with Chinese Community.</i>
Additional surgeries arranged for people with mental health issues	Provision of surgeries for claimants in other geographical areas of the authority	JN & Liberata	<i>Additional surgeries commenced in Anerley and Orpington.</i>
Customer satisfaction survey to be undertaken	Survey undertaken and improvement plan formulated based on results	JN & Liberata	Survey completed and results analysed
<b>Claim administration</b>			
Extension of HA staff verifying documentation	Recently trained HA staff commence verifying documents on behalf of the	JN & JC	<i>Two groups of HA employees now trained on</i>

	benefits section		<i>verification of documents.</i>
Drafting of service specification for inclusion in tender documentation	Specification and Service Level Requirements clearly state requirements placed on the contractor	JN	July 2009 <i>Final draft produced, awaiting final "legal" clearance.</i>

JN  
JC

John Nightingale  
Jayne Carpenter

**Appendix 10**



<b>London Borough of Bromley</b>				
<b>CUSTOMER SATISFACTION SURVEY RESULTS FOR 2006 AND 2008 – BENEFITS</b>		<b>Total % for 2006</b>	<b>Total % for 2008</b>	<b>Total % for 2009</b>
Q1	The local authority benefits office is somewhere that is easy for me to get to			
	Strongly agree	18	18.5	<b>25</b>
	Agree	56	52	<b>44</b>
	Neither agree or disagree	8	15.5	<b>11</b>
	Disagree	12	11	<b>10</b>
	Strongly disagree	4	3	<b>10</b>
Q2	The local authority benefits office's opening hours are convenient for me			
	Strongly agree	7	17	<b>18</b>
	Agree	42	65	<b>68</b>
	Neither agree or disagree	15	13	<b>9</b>
	Disagree	27	2.5	<b>4</b>
	Strongly disagree	8	2.5	<b>1</b>
Q3	Overall, I am satisfied with the way that I can contact the local authority benefits office			
	Strongly agree	16	20.5	<b>27</b>
	Agree	54	62	<b>58</b>
	Neither agree or disagree	12	12.5	<b>6</b>
	Disagree	11	3	<b>4</b>
	Strongly disagree	6	2	<b>5</b>
Q4	Overall, I am satisfied with the experience of visiting the local authority benefits office			
	Strongly agree	13	22	<b>19</b>
	Agree	63	51	<b>49</b>

	Neither agree or disagree Disagree Strongly disagree	11 8 4	20 4 3	<b>20</b> <b>7</b> <b>5</b>
Q5	Overall, I am satisfied with the telephone service provided by my local authority benefits office  Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	15 41 12 19 14	15 57 14 10 4	<b>15</b> <b>52</b> <b>16</b> <b>11</b> <b>6</b>
Q6	The Housing/Council Tax benefit claim was difficult to fill in  Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	11 24 19 42 4	7.5 28 27 31.5 6	<b>9</b> <b>33</b> <b>27</b> <b>28</b> <b>3</b>
Q7	The letters sent about my claim were difficult to understand  Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	13 22 18 45 3	4 22 25 39 10	<b>12</b> <b>26</b> <b>21</b> <b>39</b> <b>2</b>
Q8	How satisfied are you with the amount of time it took to tell you whether your claim for Housing/Council tax benefit was successful or not  Strongly agree	31	11	<b>8</b>

	Agree	34	54	<b>57</b>
	Neither agree or disagree	10	24	<b>14</b>
	Disagree	10	7	<b>13</b>
	Strongly disagree	15	4	<b>8</b>
Q9	Taking everything into account, how satisfied are you with the service you receive from the local authority benefits office			
	Strongly agree	34	19.5	<b>24</b>
	Agree	40	58	<b>54</b>
	Neither agree or disagree	10	16	<b>13</b>
	Disagree	7	3	<b>6</b>
	Strongly disagree	8	3.5	<b>3</b>
Q10	Thinking about the overall service you receive from the local authority benefits office, which <u>one</u> of the list below do you think most needs improving			
	The ways in which I can contact the local authority benefits office	6	7	<b>9</b>
	The experience of visiting the local authority benefits office	3	8	<b>7</b>
	The telephone service provided by the authority benefits office	13	13	<b>20</b>
	The staff service in the authority benefits office	4	1	<b>3</b>
	The Housing/Council Tax benefits claim form	15	14	<b>15</b>
	The time it takes to tell me whether my claim for Housing/Council Tax benefits was successful	26	15	<b>13</b>
	None of these	34	42	<b>33</b>



Report No.  
DR10025

London Borough of Bromley

Agenda  
Item No.

**PART 1 - PUBLIC**

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**Decision Maker:** Executive & Resources PDS Committee

**Date:** 25 February 2010

**Decision Type:** Non-Urgent Non-Executive Non-Key

**Title:** REVENUES SERVICE MONITORING REPORT

**Contact Officer:** Phil Burnstead, Assistant Director Exchequer & Revenues  
Tel: 020 8313 4339 E-mail: phil.burnstead@bromley.gov.uk

**Chief Officer:** Paul Dale

**Ward:** All

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1. Reason for report

- 1.1 This report provides information regarding the performance of the Revenues Services provided by Liberata on behalf of the Council and other Revenue areas outside the Liberata contract up to the 31 December 2009. A letter from Janine Tjassens, Liberata's Regional Director, provides her report over the period in general in each individual service and is attached at Appendix 1 with statistical data relating to the Revenues service shown in Appendix 2.

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2. **RECOMMENDATION(S)**

- 2.1 The PDS is requested to note the information contained within the report and the letter provided by Liberata detailed in Appendix 1.

## Corporate Policy

1. Policy Status: Existing policy.
  2. BBB Priority: Excellent Council.
- 

## Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: 400003
  4. Total current budget for this head: £3.4m
  5. Source of funding:
- 

## Staff

1. Number of staff (current and additional): 8 plus Liberata staff
  2. If from existing staff resources, number of staff hours: N/A
- 

## Legal

1. Legal Requirement: Statutory requirement. The amount of legislation that the services have to work to are too excessive to list here, but some are listed below:

Local Government Finance Act 1992, Part 1 of schedule 1, Reg 23, Reg. 34 (1), Reg. 35(2A), Reg. 34 (7), Reg. 54(4), Reg 45, Reg. 37, Reg. 47, Reg. 49, Reg. 50 (3) & Reg. 51 of the Administration and Enforcement Regulations 1992, Section 18 Local Government and Housing Act 1989), The Council Tax (Deductions from Income Support) & (Regulations 1993 as amended by the Social Security Act 1998), The Insolvency Act 1986, The Land Charges Act 1972 and the Land Registration Act 1925), The Local Authorities (Contracting Out of Tax Billing, Collection and Enforcement Functions) Order 1996

Local Government Finance Act 1988, Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations of 1989, Local Authorities (Contracting out of Tax Billing, Collection and Enforcement Functions) Order 1996, Statutory Instrument 1989/1058 Regulation 11(2), Statutory Instrument 1989/1058, Regulation 8(2), Statutory Instrument 1989/1058, Regulation 12(1), Statutory Instrument 1989/1058 Regulation 12(5), Local Government Act 1972, section 223, Statutory Instrument 1989/1058, Regulation 12(3), Schedule 6 of the Magistrates Courts Act 1980.

Late Payment of Commercial Debts (interest) Act 1998, Section 69 of the County Court Act 1984, Environmental Protection Act 1990 Section 80, Housing Act 2004, Local Government (Miscellaneous Provisions) Act 1980

National Insurance and Statutory Payments Act 2004, Gender Recognition Act 2004, Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007, Local Government Pension Scheme (Transitional Provisions) Regulations 2008, Local Government Pension Scheme (Administration) Regulations 2008, Local Government Pension

Scheme Regulations 1997 (only those provisions not revoked), Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, Pensions Increase Act 1971 and annual Pensions Increase (Review) Orders & Colleges of Education (Compensation) Regulations 1975

2. Call-in: Call-in is applicable
- 

#### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The services covered in this report affect all Council Taxpayers, Business Ratepayers, those who owe general income to the Council, all staff, Members and Pensioners, this could amount to an estimated 175,000 people.
- 

#### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments: N/A

### **3. COMMENTARY**

- 3.1 The small Exchequer Services Team (Revenues) monitors the contract, sets targets and performance standards, liaises with partners, progresses the development and improvement of services through leadership on specific improvement initiatives. The team also ensures the services comply with current legislation, financial regulations and audit requirements. Another small team undertake the general income function for the Council.
- 3.2 To maintain the drive for improved service performance, monthly service review meetings are held with operational and senior Liberata management, and to further illustrate the commitment to the continuous improvement agenda the Heads of Service of Liberata and Bromley meet every fortnight to deal with escalated issues, review policies and to develop new ideas and Liberata's Regional Director and the Assistant Director Exchequer & Revenues have been meeting fortnightly.

#### **Council Tax**

- 3.3 There has been concern over the level of collection compared to that of last year every month since April and it was only at the end of May that it was discovered that an inappropriate recovery suppression had been used which obviously adversely affected performance and unfortunately the suppression was not fully removed until early July 2009.
- 3.4 The in-year collection performance for the period from the 1 April 2009 to the 31 December 2009 was 85.50% which is 0.52% behind that for the same period last year which was 86.02%. The current and arrears collection performance has also dropped by 0.63% to 85.19% from 85.82% at the same stage last year.
- 3.5 It is noticeable that there has been an increase in recovery action for the first nine months of this year compared to all of last year with 1,518 more summonses being issued and with 1,219 more Liability Orders being obtained from the Magistrate's Court.
- 3.6 The answering and actioning of correspondence during this period has been well managed and there have many weeks in the last few months where there has been no correspondence outside SLA which is impressive.

#### **Business Rate**

- 3.7 The in-year collection performance for the period from the 1 April 2009 to the 31 December 2009 was 88.83% compared to 89.69% to the same period last year, a decrease of 0.86%. It was expected that performance for in-year collection would suffer because of the difficulties faced by business during the current economic climate. The combined in-year and arrears collection performance for the same period was 86.96% compared to 88.08% which is also a decrease of 1.12%.
- 3.8 The Government recognised the adverse affect on businesses with the excessive RP increase in the national multiplier and the great affect on those businesses that suffered as a result of transitional arrangements ceasing this year. Regulations came into force on the 31 July 2009 that enable Ratepayers to request to defer their business rates for 2009/10 over a three year period so that if a Ratepayer's bill has increased as a result of the end of the current transitional relief period, they may be able to defer 60% of the increase in their bill. If a Ratepayer was not affected by transitional relief, they can request to defer 3% of their total 2009/10 bill. Ratepayers can apply at any time until 31 March 2010 provided they have some of their bill left to pay. If they have less than 3% left to pay, they can defer their remaining balance. Explanatory letters and application form was sent out to all Ratepayers on the 11 August 2009. To the 31 December 2009 there are 419 cases with a deferred value of £545,742.56.



- 3.9 Where possible extended payment arrangements to clear the business rates over 12 months have been accepted to help businesses throughout the year. There have been 28 accounts where arrangements have been accepted.
- 3.10 The Valuation Office Agency has revaluated the rateable values which will be effective from 1 April 2010. Over a million properties will see their business rate liabilities come down as a result of the revaluation. The Government intends to put in place a relief scheme to limit the impact on the minority with bill increases. This relief scheme is known as 'Transitional Relief Scheme'. The transitional relief scheme will be effective from 1 April 2010 and will be phased in over a period of 5 years. There will be annual caps on both increases and decreases in the rateable value, with different caps for small and large properties.
- 3.11 Business Rates Supplement (BRS) will come into effect from 1 April 2010. All properties with a rateable value of £55,000 and above will be charged a 2% supplement on their rates payable to help fund Cross Rail. Charities and Community Amateur Sports Clubs will receive 80% relief from the BRS and empty properties will be exempt from this supplement. It is envisaged that the BRS will continue for a number of years and a leaflet giving a full explanation with regards to the BRS will be issued with the Annual Bills for Business Rates in March 2010. The Department for Communities and Local Government will reimburse the Council for any "set up" costs.

### **Cashiers**

- 3.12 The cashiering and cash collection service provided a reliable and dependable service both at the Civic Centre and at the Walnuts office in Orpington. Accuracy was 99.36% and the amount of unidentified payments held in the exceptions account as at the 31 December 2009 was £1,320.60 made up of 16 items. Transaction details are shown in Appendix 2.

### **Sundry Debtors**

- 3.13 Sundry debts are measured on what remains outstanding each month. At the 31 December 2009, there were 2,980 invoices outstanding, with an income figure totalling £ 7.952m. Of these 25.7 % (768 invoices) had been outstanding for less than 60 days, to the sum of £4.286m of which £3.736m was less than 30 days old.
- 3.14 At the 31 December 2009 the outstanding sundry debt was £7.952m with £3.811m of invoices being overdue and going through the dunning /reminder cycle, whilst £4.141m was awaiting dunning action.
- 3.15 A snap-shot of the aged debt analysis at the 31 December 2009 appears at Appendix 3, with the 12 month trend displayed at Appendix 4, with the corresponding number of invoices reflected in the trend being shown at Appendix 5. The "spike" in November 2008 was due to one invoice of £5m being raised to the Bromley Primary Care Trust (BPCT) and likewise in December 2009 two invoices totalling nearly £3 million were raised to the BPCT.

### **Payroll**

- 3.16 Accuracy performance of the Employee Payroll (excludes pension payroll) for the period to the 31 December 2009 was 99.82% with the Pensions Payroll being 99.99%.
- 3.17 99.78% of correspondence and enquiries received between April and December 2009 was completed within the 10-day deadline.
- 3.18 Throughout the year Liberata staff have contributed to the Single Status project by investigating data and providing information and advise required by HR and are now working

additional hours to undertake all the work necessary to deliver Single Status whilst still delivering “Business as Usual”.

## **Pensions**

3.19 Membership numbers recorded on the pensions administration system as at 31 December 2009 were 5353 actives, 3556 deferreds and 4380 pensioners.

## **4. FINANCIAL IMPLICATIONS**

4.1 The report refers to the significant income collection undertaken through the Exchequer Services contract with Liberata

<b>Non-Applicable Sections:</b>	[Policy, Legal and Personnel]
Background Documents: (Access via Contact Officer)	

Phil Burnstead  
Assistant Director of Exchequer and Revenue Services  
London Borough of Bromley  
Civic Centre  
Stockwell Close  
Bromley  
BR1 3UH

25 January 2010

Our Ref: JT/gb

Dear Phil,

As we approach the Executive & Resources PDS Committee meeting where we review the performance of the Exchequer service, we take this opportunity to write to you with Liberata's assessment of the current performance of this critical service that we have provided to London Borough of Bromley (LBB) and its citizens during the period from August 2009 up to 31<sup>st</sup> December 2009. Furthermore, we set out areas where Liberata is focussing its efforts in order to continue service enhancements and deliver Service Excellence.

#### **COUNCIL TAX**

The in-year collection performance at the 31<sup>st</sup> December 2009 was 85.50% which is a 0.52% reduction when compared to the same period last year.

Arrears collection performance also showed a dip in performance of 0.63% with 85.19% having been collected by 31<sup>st</sup> December 2009 compared to 85.82% at the same time last year. For this quarter 39.11% was collected compared to 39.68% for the same period last year.

We continue to aim at reaching last years performance levels which, given the economic climate is challenging. To help us do this we have:

- Introduced a new payment arrangement policy. Call Centre advisors have been trained to ensure compliance. This new policy will unify the way in which all staff make arrangements and stream line the process to ensure defaulters are moved quickly through to the next recovery stage.

- Continued to hold a drop in summons surgery each month to give taxpayers the opportunity to meet with Recovery staff to discuss issues and make arrangements. We have seen a reduction in the numbers of people attending court since it was launched in July 2009.
- Better communication between Bromley, Sheffield and Barrow supported by a communication policy which provides clear guidance to ensure issues can be escalated effectively between Council Tax and our Call Centre. This is proving to be beneficial for both service areas and has assisted in resolving various issues which have been identified by both sides. This process continues on a weekly basis.
- We have redesigned our Single Person Discount and Exemption templates to help customers complete them more easily and make the processing of these more efficient.
- Our process for making attachments to earnings for council tax arrears has been amended and we are now able to attach 2 years arrears as opposed to just one.

In addition to the above we believe that as part of our programme of continuous improvement, the initiatives and activities we are undertaking to improve collections will help us rise to this challenge. These initiatives include:

- The 'Flow project' is soon to be implemented for LBB. This project will ensure that all work will be managed through the system as we still had a small portion of work being processed and managed manually. In addition this project will deliver improved (automatically and additional) management reporting and visibility.

### **Business Rates**

The team continues to be very busy with the activities associated with the Government initiatives put in place to support businesses through the economic downturn. Volumes of incoming correspondence and telephone calls have increased due to the economic downturn.

The in-year collection performance at 31<sup>st</sup> December 2009 was 88.26% compared to 89.69% for the same period last year. This

reduction of 1.43% is however to be expected as a result of the difficulties experienced by businesses during the current economic climate. The combined in-year and arrears collection performance for the same period was 86.96% compared to 88.08% last year which is a reduction 1.12%.

As we reported in our last update, there is no doubt that the economic downturn has made collection more challenging for us. The Government recognised the impact of the recession on business by introducing the business rates deferment scheme, enabling ratepayers to request to defer their business rates for 2009/10 over a three year period.

In Bromley a total of £541,054 has been deferred to date which reduces the adverse variance to 0.8% as we will be unable to collect this element of the debt until next financial year

The Liberata team is proactively supporting the activities associated with the regulations and initiatives taken by the Government.

Where possible extended payment arrangements have also been accepted to help businesses throughout the year. For 28 accounts we have offered and accepted an arrangement to clear the business rates over 12 months.

In addition we have ensured that we promote and encourage potential recipients of Small Business Rate Relief (SBRR) to apply.

With regard to recovery activities we have:

- Issued 541 'pay up' letters for outstanding balances not on arrangement or with the bailiffs which had a monetary value of £1.1m
- Reviewed all accounts with arrears outstanding and issued 7 Day letters in advance of enforcement action
- Proactively contacted ratepayers who have failed on their discretionary arrangement to request immediate payment via Debit Card
- Ensured payments to the bailiffs are sent to us weekly.

Furthermore the team continues to execute the initiatives that were implemented last year which are now part of Business As Usual. These focus on: Checking Top 500 debtors for any defaults; improved monitoring of Bailiff cases over 90 days and proactively following-up of arrears outstanding over the last two years.

## **DEBTORS**

We now have dedicated resources focused on Utility debts. This resource is pressing for payment and helping to resolve disputes. This has resulted in us now receiving regular payments from Thames Water and in a payment from Virgin Media this month for £132,499.

However, there is more work for us to do. This includes:

- Providing the details of unpaid debts to debt collector regularly - this will be up to date by mid February.
- Reviewing all debts returned by debt collector to move on in recovery cycle i.e. Court action/write-off recommendations - this will be completed by the end of February.
- Using a debt collector to undertake visits to collect unpaid debts.
- A review of debts referred to Marstons as part of the LBB pilot and then making recommendations regarding enforcement action.

## **CASHIERS**

Liberata's Cashiers, Post Room and Intake Teams have continued to provide a reliable, dependable and effective service for both the Civic Centre and the Walnuts Office in Orpington. Accuracy levels continued to be stable at 99.36%.

All Key Performance Indicators continue to be achieved, including the maintenance of the Sink Account and the management of the Loomis contract.

Our Key Performance Standards promise to our customers has been fulfilled and the high standard of service and commitment has been fully maintained in accordance with our pledge to our customers and client.

The jointly funded refurbishment of the Cashiers office in the Civic Centre has now been completed. This has resulted in an improvement to both the aesthetics and practical working environment. The Changes have contributed to providing a better service to our customers, for example: moving the cash counting section, which reduces the working time and effort of moving tonnes of coins, and the new postal racking which has made sorting over 100,000 postal items a year much faster.

## **PAYROLL**

The focus of the Payroll team for this reporting period has been on implementing pay awards, preparing and planning for the complex Single Status implementation and managing the Business As Usual services at continued high service levels.

The accuracy performance for the period to 31<sup>st</sup> December 2009 continued to be very high and stable with the Employee Payroll performing at 99.82% and the Pensions Payroll at 99.99%.

The Single Status proposals have been accepted by the Unions and four members of the Payroll team and a Project Manager have worked together to identify the detailed project plan required to ensure a high degree of accuracy during processing. There are however several limitations within the payroll system that will result in certain areas of the implementation being managed by extracting data from the system, manipulating the data and then uploading these back into the system.

Our final year end task was completed in August 2009 with the annual Teachers Service Return being completed before the deadline of the 31 August 2009. The return took in excess of 160 hours to complete and it is hoped that the Resourcelink Service Return functionality can be utilised in future years.

## **PENSIONS**

The Pensions Team has had a very busy period from August 2009 until 31<sup>st</sup> December 2009 with numerous projects being executed alongside managing the Business As Usual service. These projects included:

- o Annual benefit statements for active employees were issued
- o Life certificates to our overseas pensioners were issued
- o The Disaster Recovery Test was successfully completed
- o As part of LBB's Internal audit we have assisted and provided guidance to the Auditors regarding the pension scheme as well as provided a number of reports
- o Customer Service Week. We held two separate road shows at Exchequer House which provided the opportunity for employees to use the 'drop in pension surgeries' to make enquiries or to view the 'New Look Scheme' DVD.

## **INVESTMENT IN THE COMMUNITY**

Building on the highly successful student programme Liberata has re-launched the scheme by initially taking on 4 new students from Bromley College. The students are placed within teams with the

intention of them gaining work experience in the services provided by Liberata for London Borough of Bromley.

The student scheme supports young people gaining qualifications in their chosen subjects; develop their employability and interpersonal skills with the aim to help them move forward in their careers and personal development.

In the recent years the programme has been so successful that we have appointed 8 students/apprentices into permanent roles at Exchequer House.

To assist in managing the students Liberata has created a Bromley Student Development Board consisting of dedicated and enthusiastic individuals who co-ordinate the programme, liaise closely with the college and act as mentors to the learners. Liberata are also looking at providing continual professional development opportunities for existing employees through the introduction of apprenticeship schemes and National Vocational Qualifications in relevant business topics.

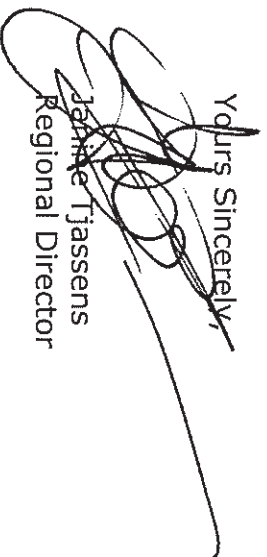
Liberata are continually looking for ways to reach vulnerable groups in the community who may be eligible for benefits. In December 2009 we worked with two charitable organisations, Acorn Group and the United Reformed Church, to provide Christmas presents (including chocolates, biscuits, plants and lots of other goodies) to over 230 people.

We also included a calendar which promoted our call centre number and a 'call to action' encouraging them to contact us to check their benefit entitlements. Both charities were grateful for the co-operation, support and gifts at what can be a difficult time of year for their target groups.

In summary, we are pleased to be able to report that although the affects of the economic downturn have continued to be apparent for the last months of the year 2009, the performance of the Exchequer Service remains at a stable level and we continue to strive to deliver continuous improvement in pursuit of Service Excellence.

Liberata remain firmly committed to delivering an outstanding service to the London Borough of Bromley and its citizens.

Yours Sincerely,



Janne Tjassens  
Regional Director



## Appendix 2

The key elements of the Revenues Service includes (2009/10 figures):

- £196 million – Annual amount of Council Tax raised
- £81 million – Annual amount of Business Rates raised
- £107.3 million – Annual payment of Housing & Council Tax Benefit
- £136.1 million – Annual gross payment of staff salaries (through the payroll service, including Teachers)
- £19.1 million – Annual payment of pensions
- £20.09m - Income collection to date
- £65 million in revenue and 215,000 in cashier transactions and 6800 cash collections

### Complaints Data:

Service	2006/07	2007/08	2008/09	1/4/09 to 31/12/09
Council Tax	115	86	109	104
NNDR	3	4	2	0
Pensions	14	24	7	3
Payroll	37	10	5	10 (6 unfounded)
Sundry Debtors/Cashiers/Income	Income – 0 Others - 0	Income – 5 Others – 1	Income - 1	Income - 1

### Council Tax Data:

In year collection performance by Liberata is shown below:

Best Value Pl's	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Actual 2007/08	Actual 2008/09
BV9:CTAX Collected	96.8%	97.1%	97.0%	97.0%	97.1%	97.03%

The amount of collectable debt raised for the year 2009/10 was £159,675,889.02 (net of Benefits) in respect of 134,427 properties

6445 refunds for £1,777,441.84 were issued April – December 2009

The following Council Tax recovery notices were issued:

	2006/7	2007/8	2008/09	1/4/09 to 31/12/09
Reminders	53,371	41,710	39,382	32,111
Summonses	13,757	14,244	13,432	14,950
Liability Orders	10,135	6,270	7,079	9,298
14 day letters – Bailiff warning	11,332	11,276	10,761	10,209

Accounts passed to Bailiff	5,864	6,896	6,882	7,033
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Breakdown of uncollected debt for 2008/09 at 31 December 2009 is shown below

<b>Council Tax – Summoned Debt</b>	
Summonses	£30,290.05
Arrangement	£251,492.59
14 day	£66,844.42
Bailiff	£1,260,559.28
Attachments	£69,764.86
Bankruptcy	£5,454.74
Charging Orders	£5,192.95
Liability	£462,263.97
Sub Total	<b>£2,151,862.86</b>
<b>Un-summonsed Debt</b>	
Final (un-sum)	£28,286.67
Un-summonsed	£216,148.92
Sub Total	<b>£244,435.59</b>
<b>Total</b>	<b>£2,396,298.45</b>

The breakdown analysis of the total 2008/09 debt outstanding at the 31 December 2009 of £2,396,298.45 is shown above. There is £2,151,862.86 at various stages of summons and post summons action and remedies that are going “through the process” with £244,435.59 at the pre summons stage

There is £244,435.59 of 2008/09 un-summonsed debt outstanding at the 31 December 2009. The majority of these are cases where there are revised liabilities (and are going through the “before summons” process), or accounts that had had recovery action temporarily suppressed. All un-summonsed cases are currently being reviewed to ensure that where appropriate they are swiftly brought into the recovery programme.

#### **Business Rate Data:**

In year collection performance by Liberata is shown below:

Best Value PI's	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Actual 2007/08	Actual 2008/09
BV10: Rates Collected	98.5%	98.7%	99.6%	99.5%	99.8%	99.1%

The amount of collectable debt raised for the year 2009/10 was £81 million in respect of 7,134 properties.

There have been 687 refunds actioned from the 1/4/09 to the 31/12/09 amounting to £4,055,983 in respect of vacation and rateable value reductions.

The following recovery notices were issued -

	2004/5	2005/06	2006/07	2007/08	2008/09	1/4/09 to 31/12/09
Reminders Issued	4,352	3,486	4972	4559	3609	3710
Summonses Issued	1,024	1,137	980	894	704	788
Liability Orders	706	775	675	602	426	568
7 day letters issued	423	1,021	1421	605	299	598
Accounts passed to Bailiff	200	322	542	331	130	290

The 2008/09 debt carried forward at the 1 April 2009 was £1,015,174.50 and the outstanding 2008/09 debt at the 31 December 2009 was £484,735.86 which is a reduction of £530,438.27 during the year to date. The breakdown of uncollected 2008/09 debt @ the 31 December 2009 is shown below:

<b>NNDR – Summonsed Debt</b>	
Summons	19128.72
Arrangement	20949.50
7 day	72525.45
Bailiff	97148.39
Recovery	171689.39
Liability	92122.66
<b>Un-summonsed</b>	
Reminders	125.94
Final	30174.53
<b>Total</b>	<b>484,735.86</b>

### Cashiers Data

The cashiering service dealt with the following transactions in the period 1/4/09 to 31/12/09

Civic Centre	11,412 counter (This excludes Broomleigh payments) 14,789 back office
Orpington	9,461 This excludes Broomleigh payments
Broomleigh	917 (Civic Centre) 5,029 (Orpington)
Total	45,569 - £14,562 million

## E-Payments Data

The “Touch Tone” facility enables customers to pay almost any payment due to the Council 24 hours a day by credit or debit cards. The payment of Council Tax is by debit card only, whereas payment by credit and debit card is available for Parking and “Other Council Services”.

The use of **Touch Tone** is detailed below:

	2008/09		1/4/09 to 31/12/09					
Service	£	No.	£	No.	£	No.	£	No.
Parking	1,537,695	28,156	1,080,685	20,072				
Council Tax	3,174,186	24,734	3,067,789	22,451				
Other Council Services	89,963	378	79,049	291				
<b>Total</b>	<b>4,801,844</b>	<b>53,268</b>	<b>4,227,523</b>	<b>42,814</b>				

The Internet facility enables customers to pay almost any payment due to the Council 24 hours a day by credit or debit cards. The payment of Council Tax and Business Rate is by debit card only, whereas payment by credit and debit card is available for Parking and “Other Council Services”.

The use of the **Internet** for payments is detailed below:

	2008/09		1/4/09 to 31/12/09					
Service	£	No.	£	No.	£	No.	£	No.
Parking	990,261	18,688	782,501	14,926				
Council Tax	4,796,858	34,672	4,644,068	34,069				
Other Council Services	202,519	2,000	174,609	1,386				
Business	159,586	194	106,808	227				

Rates								
<b>Total</b>	<b>6,149,224</b>	<b>55,554</b>	<b>5,707,986</b>	<b>50,608</b>				

The other telephone payment method is Paye.net where customers who telephone to, for example, query a reminder make their payment direct with the member of staff.

The use of **Paye.net** (person to person telephone service) is detailed below:

	2008/09		1/4/09 to 31/12/09					
Service	£	No.	£	No.			£	No.
Council Tax	1,194,316	6,536	973,141	5,389				
Business Rate	389,551	852	390,645	833				
Income	577,216	3,008	509,132	1,988				
Parking	12,350	218	21,460	395				
Housing Benefits Overpayments	129,009	1,056	89,629	1,229				
<b>Total</b>	<b>2,302,442</b>	<b>11,670</b>	<b>1,984,007</b>	<b>9,834</b>				

#### Payroll Data:

The average number of payments made each month/annually is shown below:

	Monthly	Annually
Claims Payroll		
Non Teaching/Teaching	6,641	79,696
Pensions	4,307	51,684

## Customer Satisfaction Surveys

### Council Tax

Customer Satisfaction 2008	865 questionnaires sent 67 returned
Fairly Satisfied	34%
Very Satisfied	57%

Customer Satisfaction 2009	600 questionnaires sent 75 returned
Fairly Satisfied	31%
Very Satisfied	61%

### Business Rates

Customer Satisfaction 2008	300 questionnaires sent 16 returned
Fairly Satisfied	43%
Very Satisfied	56%

Customer Satisfaction 2009	300 questionnaires sent 10 returned
Fairly Satisfied	47%
Very Satisfied	51%

### Income/Debtors

Customer Satisfaction 2008	303 questionnaires sent 25 returned
Fairly Satisfied	59%
Very Satisfied	35%

Customer Satisfaction 2009	300 questionnaires sent 52 returned
Fairly Satisfied	23%
Very Satisfied	68%

### Cashiers

Customer Satisfaction 2008	questionnaires are left on the counter in cashiers 20 completed
Fairly Satisfied	0%
Very Satisfied	100%

Customer Satisfaction 2009	questionnaires are left on the counter in cashiers
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	178 returned
Fairly Satisfied	0%
Very Satisfied	100 %

## Payroll

Customer Satisfaction – Schools 2008	74 questionnaires sent 49 returned
Fairly Satisfied	51%
Very Satisfied	41%

Customer Satisfaction – Employees & Pensioners 2008	200 questionnaires sent 47 returned
Fairly Satisfied	45%
Very Satisfied	50%

Customer Satisfaction – Schools 2009	71 questionnaires sent 43 returned
Fairly Satisfied	13%
Very Satisfied	87%

Customer Satisfaction – Employees & Pensioners 2009	200 questionnaires sent 53 returned
Fairly Satisfied	25%
Very Satisfied	71%

## Pensions

Customer Satisfaction 2008	100 questionnaires sent 3 returned
Fairly Satisfied	%
Very Satisfied	100%

Customer Satisfaction 2009	200 questionnaires sent 7 returned
Fairly Satisfied	%
Very Satisfied	28% (72% declined to answer)

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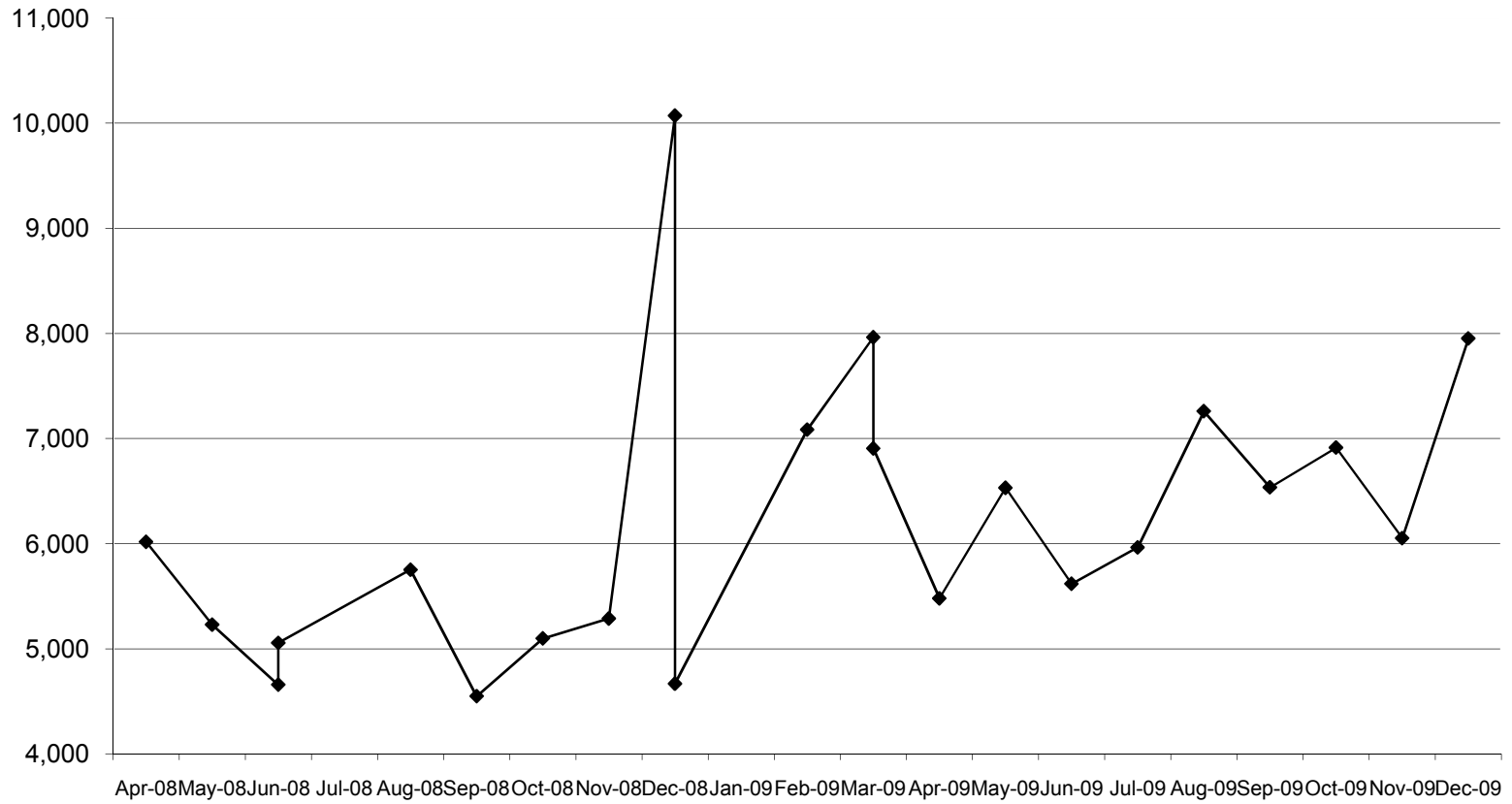


## APPENDIX 3

AGED DEBT ANALYSIS - SNAP SHOT @	31 AUG 2009		30 SEP 2009		31 OCT 2009		30 NOV 2009		31 DEC 2009	
	Value £	Volume	Value £	Volume	Value £	Volume	Value £	Volume	Value £	Volume
<b>ACTIVE INVOICES</b>										
Level 1 - soft reminder	913,351	479	1,239,670	381	1,456,277	866	1,228,654	317	1,216,570	320
Level 2 - reminder	2,276,672	887	1,776,987	817	2,107,148	997	2,274,665	1027	2,233,575	1008
Level 3 - summons on the way	411,893	732	401,192	718	421,164	298	372,628	724	360,586	688
Level 4 - legal threat (7 days)	159,638	102	159,249	99	158,801	98	158,405	97	155,157	86
<b>Sub Total in Dunning process</b>	<b>3,761,554</b>	<b>2,200</b>	<b>3,577,098</b>	<b>2,015</b>	<b>4,143,390</b>	<b>2,259</b>	<b>4,034,352</b>	<b>2,165</b>	<b>3,965,888</b>	<b>2,102</b>
Awaiting Dunning action	366,598	335	436,889	282	303,471	389	317,163	414	314,202	406
<b>Total Debt 30days+ overdue</b>	<b>4,128,152</b>	<b>2,535</b>	<b>4,013,987</b>	<b>2,297</b>	<b>4,446,861</b>	<b>2,648</b>	<b>4,351,515</b>	<b>2,579</b>	<b>4,280,090</b>	<b>2,508</b>
Under 30 days	3,131,410	575	2,520,854	859	2,465,969	610	1,700,740	533	3,672,033	472
<b>Total Debt</b>	<b>7,259,562</b>	<b>3,110</b>	<b>6,534,841</b>	<b>3,156</b>	<b>6,912,830</b>	<b>3,258</b>	<b>6,052,255</b>	<b>3,112</b>	<b>7,952,123</b>	<b>2,980</b>
<b>DISPUTE &amp; OTHER ACTIVITY</b>										
Awaiting Write off	30,588	59	27,349	46	36,494	67	40,398	68	45,668	76
Write off recommendation via service dept.	74,896	35	75,670	36	98,013	44	98,169	45	99,599	52
In dispute and with department	478,188	257	457,549	212	537,357	210	577,926	210	840,679	190
Rtd dept for pre summons authorisation	405,999	145	405,474	141	355,219	104	312,299	100	306,656	93
Schools	90,610	50	172,404	60	175,463	51	170,328	46	143,877	36
With Legal	234,139	44	235,420	45	64,615	43	57,830	24	57,830	22
With Debt Collector	32,053	47	30,598	42	21,292	31	20,971	31	20,701	28
Included on next Debt Collector's list	1,691	6	2,118	8	18,712	47	27,959	49	49,725	64
Returned by Debt Collector	18,863	57	12,304	55	3,469	9	3,469	9	3,469	9
Summons	131,899	60	249,133	94	267,444	97	256,643	90	249,355	81
Agreed Arrangement	80,486	111	72,557	104	124,496	116	113,619	109	93,401	92
Probate	295,815	35	176,135	37	171,087	37	309,422	45	222,680	40
Awaiting Executor details	0	0	0	0	0	0	0	0	0	0
Applying for power of attorney	1,915	2	1,915	2	2,794	4	7,894	9	11,164	8
HB Admin Penalties (monitored by HB Client)	77,563	128	77,023	126	83,937	130	84,131	131	86,124	134
Tracing in progress	3,216	15	2,906	13	3,605	21	3,605	21	3,605	20
Direct Debit payer	8,954	17	12,531	19	10,675	19	10,675	19	6,960	18
Voluntary contributions/sponsorship	13,266	11	12,166	8	11,866	6	11,866	6	11,866	6
Not in Dispute	2,111,740	1,404	1,967,731	1,241	2,151,051	1,549	1,880,651	1,525	1,977,165	1,494
Not yet in recovery (under 30 days)	3,167,681	627	2,543,858	867	2,775,241	673	2,064,400	575	3,721,599	517
	<b>7,259,562</b>	<b>3,110</b>	<b>6,534,841</b>	<b>3,156</b>	<b>6,912,830</b>	<b>3,258</b>	<b>6,052,255</b>	<b>3,112</b>	<b>7,952,123</b>	<b>2,980</b>
<b>ANALYSIS OF ALL INVOICES</b>										
Under 30 days	3,198,425	657	2,562,200	894	2,796,333	693	2,074,865	590	3,736,228	530
1-3 months (>30 days <90 days)	1,113,536	1020	1,034,674	339	1,420,018	1063	1,497,969	1034	1,421,264	397
3-6 months (>91days <180days)	792,825	339	480,602	756	567,024	359	484,055	338	691,193	849
6months - 1 year (>181 days < 365 days)	873,339	396	1,104,141	473	1,029,304	413	809,437	393	834,524	457
1 - 2 years (>365 days <730 days)	623,348	280	689,458	274	527,707	299	607,221	318	699,663	327
2 - 4 years (>730 days)	658,089	418	663,766	420	572,444	431	578,708	439	569,251	420
	<b>7,259,562</b>	<b>3,110</b>	<b>6,534,841</b>	<b>3,156</b>	<b>6,912,830</b>	<b>3,258</b>	<b>6,052,255</b>	<b>3,112</b>	<b>7,952,123</b>	<b>2,980</b>

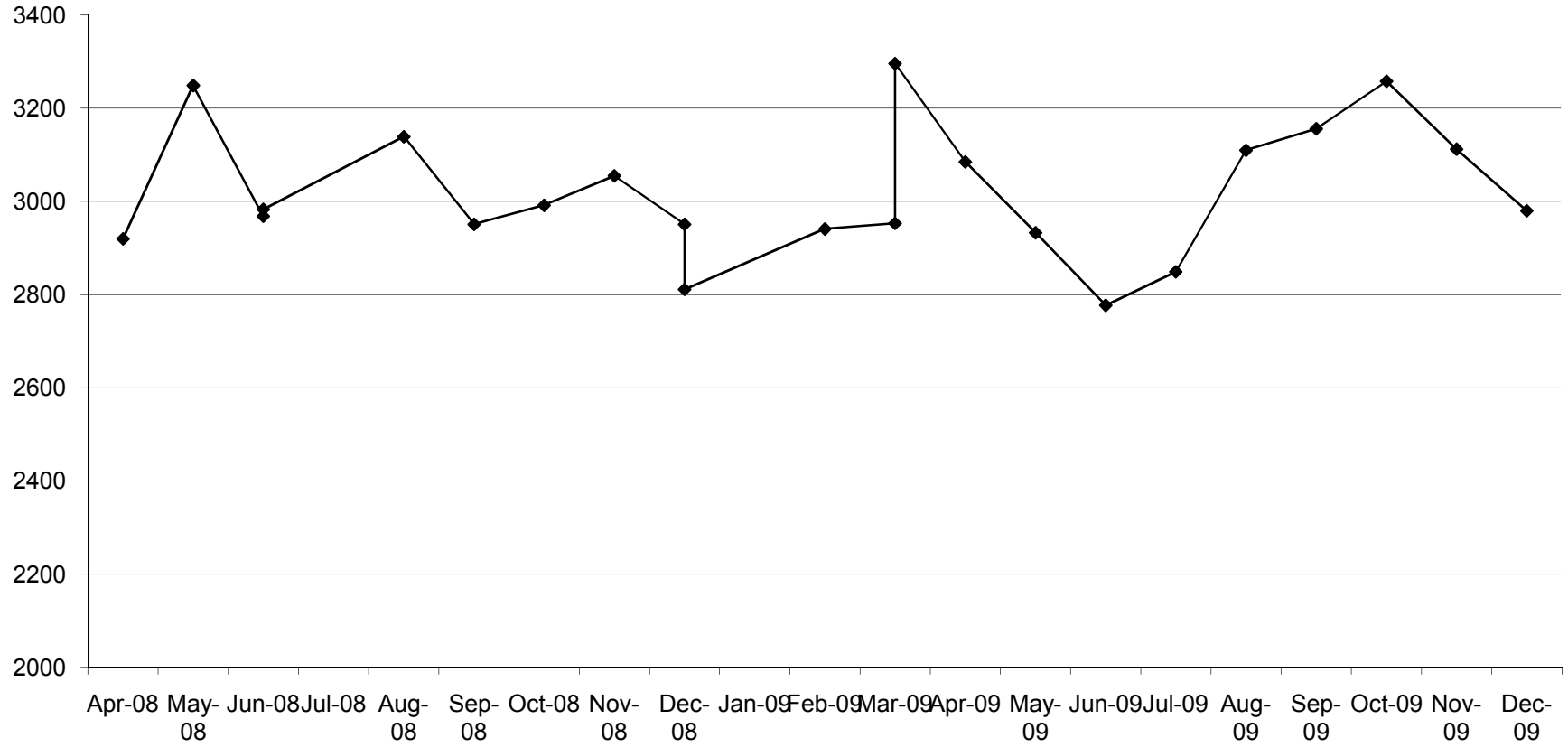
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Invoices - Balance Outstanding £000



	02/04/08	01/05/08	02/06/08	30/06/08	01/08/08	02/09/08	01/10/08	03/11/08	01/12/08	31/12/08	03/02/09	03/03/09	31/03/09	30/04/09	31/05/09	30/06/09	31/07/09	31/08/09	30/09/09	31/10/09	30/11/09	31/12/09
Invoices - Balance outstanding £000	6,017	5,229	4,657	5,055	5,751	4,548	5,097	5,287	10,074	4,667	7,084	7,962	6,906	5,479	6,531	5,617	7,963	7,259	6,535	6,913	6,052	7,952

Number of Invoices



	02/04 /08	01/05 /08	02/06 /08	30/06 /08	01/08 /08	02/09 /08	01/10 /08	03/11 /08	01/12 /08	31/12 /08	03/02 /09	03/03 /09	31/03 /09	30/04 /09	31/05 /09	30/06 /09	31/07 /09	31/08 /09	30/09 /09	31/10 /09	30/11 /09	31/12 /09
Number of Invoices	2920	3249	2968	2983	3139	2951	2992	3055	2951	2811	2941	2953	3296	3085	2933	2777	2849	3110	3156	3258	3112	2980

Report No.  
LDCS1035

London Borough of Bromley

Agenda  
Item No. **12**

PART 1 - PUBLIC

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**Decision Maker:** Executive and Resources PDS Committee

**Date:** 25<sup>th</sup> February 2010

**Decision Type:** Non-Urgent                      Non-Executive                      Non-Key

**Title:** **PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS**

**Contact Officer:** Graham Walton, Democratic Services Manager  
Tel: 020 8461 7743 E-mail: graham.walton@bromley.gov.uk

**Chief Officer:** Mark Bowen, Director of Legal, Democratic and Customer Services

**Ward:** N/A

---

1. Reason for report

1.1 This report draws the Committee's attention to reports on the agenda for the next meeting of the Executive on 3<sup>rd</sup> March 2010. Members are requested to bring their copies of the agenda for this meeting to the PDS Committee's meeting.

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2. **RECOMMENDATION**

2.1 **The Committee is recommended to select priority issues from the Executive agenda for pre-decision scrutiny.**

### Corporate Policy

1. Policy Status: Existing policy. One of the roles of PDS Committees is to scrutinise proposals coming before executive bodies for decision - this supports the Excellent Council BBB priority.
  2. BBB Priority: Excellent Council.
- 

### Financial

1. Cost of proposal: No cost
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: £476,706 (2009/10)
  5. Source of funding: Existing budgets
- 

### Staff

1. Number of staff (current and additional): There are 14 posts in the Democratic Services Team (11.89fte - of which 10fte are dedicated to Committee support.)
  2. If from existing staff resources, number of staff hours: Preparing this report takes less than one hour per meeting.
- 

### Legal

1. Legal Requirement: No statutory requirement or Government guidance.
  2. Call-in: Call-in is not applicable. The report does not involve an executive decision.
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for the benefit of E&R PDS Committee Members.
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments: N/A

### 3. COMMENTARY

3.1 At each meeting, E&R PDS Committee Members have the opportunity to carry out pre-decision scrutiny of items for decision at forthcoming LSP, Resources Executive meetings. This report identifies the likely reports for the next meeting of the Executive on 3<sup>rd</sup> March 2010 and suggests which ones the Committee should prioritise for pre-decision scrutiny. At the time of writing, this is the draft list of possible reports –

#### **Executive – 3<sup>rd</sup> March 2010**

##### Part 1

Annual Audit Letter 1

CYP Grants in Contingency 1

New Children and Young People Grants 1

Treasury Management – Delegation to Director of Resources

##### Part 2

Highways Maintenance (Major and Reactive) Contract 1 2

Community Links 1

*(Reports marked <sup>1</sup> are recommended for pre-scrutiny; reports marked <sup>2</sup> are key decisions)*

3.2 Under the Council's new arrangements for decision making by individual executive portfolio holders, reports covering the Resources Portfolio Holder's proposed decisions are set out under separate agenda items.

<b>Non-Applicable Sections:</b>	Policy/Financial/Legal/Personnel
Background Documents: (Access via Contact Officer)	None

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Report No.  
LDCS10036

London Borough of Bromley

Agenda  
Item No. **14**

PART 1 - PUBLIC

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**Decision Maker:** Executive and Resources PDS Committee

**Date:** 25<sup>th</sup> February 2010

**Decision Type:** Non-Urgent                      Non-Executive                      Non-Key

**Title:** WORK PROGRAMME 2009/10

**Contact Officer:** Graham Walton, Democratic Services Manager  
Tel: 020 8461 7743 E-mail: graham.walton@bromley.gov.uk

**Chief Officer:** Mark Bowen, Director of Legal, Democratic and Customer Services

**Ward:** N/A

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1. Reason for report

1.1 This report offers the Committee the opportunity to consider its work programme, including scheduled meetings and all PDS working groups. The Committee has sixteen scheduled meetings during 2009/10, including five for policy development.

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2. **RECOMMENDATION**

2.1 **The Committee is requested to consider its work programme for the remaining meetings of the Council year.**

### Corporate Policy

1. Policy Status: Existing policy. All PDS Committees receive a report on their work programmes at each meeting.
  2. BBB Priority: Excellent Council.
- 

### Financial

1. Cost of proposal: No cost
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: £476,706 (2009/10)
  5. Source of funding: Existing budgets
- 

### Staff

1. Number of staff (current and additional): There are 14 posts in the Democratic Services Team (11.89 fte, of which 10 fte are dedicated to committee support).
  2. If from existing staff resources, number of staff hours: Maintaining the Committee's work programme takes less than an hour per meeting.
- 

### Legal

1. Legal Requirement: No statutory requirement or Government guidance.
  2. Call-in: Call-in is not applicable. The report does not involve an executive decision.
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for Members of this Committee to use in controlling their on-going work.
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments: N/A

### 3. COMMENTARY

#### Meeting Planning and new Decision Making Arrangements

- 3.1 Each PDS Committee determines its own work programme, balancing the roles of –
- holding the Executive to account
  - policy development and review
  - external scrutiny

This Committee has the additional role of providing a lead on scrutiny issues and coordinating PDS work.

- 3.2 As identified in the Policy Development and Scrutiny Toolkit, PDS Committees need to prioritise their key issues. The work programme also needs to allow room for items that arise through the year, including Member requests, call-ins and referrals from other Committees. Committees need to ensure that their workloads are realistic and balanced, allowing sufficient time for important issues to be properly scrutinised. Members also need to consider the most appropriate means to pursue each issue – whether through a report to one of its meetings, by a time-limited review, a presentation or any other method.
- 3.3 A schedule of the Committee's meetings in 2009/10 is attached at Appendix 1. The timing of most meetings is tied to the need to pre-scrutinise Executive agendas, but additional dates have also been included in the timetable for five policy development meetings.

#### Working Groups

- 3.4 In Appendix 2, time-limited PDS Working Groups are set out. The Policy Development and Scrutiny Toolkit suggests that each Committee should aim to carry out no more than two or three full scale reviews each year. The Data and Property Working Groups reported to the Committee's meeting on 12<sup>th</sup> October 2009, the Section 106 Working Group to the Committee's meeting on 3<sup>rd</sup> December 2009 and the Communications Working Group reported to the meeting on 10<sup>th</sup> February 2010.

<b>Non-Applicable Sections:</b>	Policy/Financial/Legal/Personnel
Background Documents: (Access via Contact Officer)	Previous Work Programme reports.

**Executive and Resources PDS Committee-  
Meeting Schedule 2009/10**

**Meeting 1: Monday 18<sup>th</sup> May 2009**

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny

**Meeting 2: Wednesday 10<sup>th</sup> June 2009**

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny  
Human Resources Update  
Appointment of a PDS Sub-Committee

**Meeting 3: Tuesday 7<sup>th</sup> July 2009 (policy development)**

Standard items (Matters Arising/Work Programme)  
Pre-decision Scrutiny: Resources Portfolio and LSP Executive.  
Website Presentation  
Questions for the Chief Executive  
Mobile and Flexible Working  
Review of Scheme of Delegations  
Appointment of a PDS Sub-Committee  
Pre-decision scrutiny: LSP

**Meeting 4: Thursday 16<sup>th</sup> July 2009**

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny  
Resources Portfolio – Provisional Outturn 2008/09  
Reducing Avoidable Contact

**Meeting 5: Thursday 27<sup>th</sup> August 2009**

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny

**Meeting 6: Thursday 24<sup>th</sup> September 2009**

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny

**Meeting 7: Monday 12<sup>th</sup> October 2009 (policy development)**

Standard items (Matters Arising/PDS Updates/Work Programme)  
Scrutiny of Bromley LSP  
Report of the Data Working Group  
Report of the Property Working Group

**Meeting 8: Wednesday 28<sup>th</sup> October 2009**

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny

**Meeting 9: Wednesday 18<sup>th</sup> November 2009 (policy development)**

Standard items (Matters Arising/PDS Updates/Work Programme)  
Section 106 Monitoring Report  
Review of Foundation Strategies  
Biggin Hill Airport Lease

**Meeting 10: Thursday 3<sup>rd</sup> December 2009**

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny  
Draft Budget for 2010/11  
HR Update  
Report of the Section 106 Working Group

**Meeting 11: Wednesday 6<sup>th</sup> January 2010**

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny

**Meeting 12: Thursday 28<sup>th</sup> January 2010**

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny

**Meeting 13: Wednesday 10<sup>th</sup> February 2010 (policy development)**

Standard items (Matters Arising/PDS Updates/Work Programme)  
Scrutiny of the LSP  
Report of the Communications Working Group

**Meeting 14: Thursday 25<sup>th</sup> February 2010**

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny

**Meeting 15: Thursday 11<sup>th</sup> March 2010 (policy development)**

Standard items (Matters Arising /PDS Updates/Work Programme)  
Scrutiny of Emergency Planning  
Annual PDS Report  
Update on Data Working Group Recommendations  
Update on Property Working Group Recommendations  
Update on Section 106 Working Group Recommendations  
SEN Transport Contract - Update  
Member Induction

**Meeting 16: Wednesday 24<sup>th</sup> March 2010** *(changed from Thursday 25<sup>th</sup> March)*

Standard items (Matters Arising/Contracts Register/PDS Updates/Work Programme)  
Holding to account & pre-decision scrutiny

**Meeting dates for 2010/11**

**Meeting 1: Monday 24<sup>th</sup> May 2010**

**Meeting 2: Wednesday 9<sup>th</sup> June 2010**

**Meeting 3: Wednesday 30<sup>th</sup> June 2010 (Policy)**

**Meeting 4: Wednesday 14<sup>th</sup> July 2010**

**Meeting 5: Wednesday 25<sup>th</sup> August 2010**

**Meeting 6: Wednesday 22<sup>nd</sup> September 2010**

**Meeting 7: Wednesday 27<sup>th</sup> October 2010**

**Meeting 8: Wednesday 16<sup>th</sup> November 2010 (Policy)**

**Meeting 9: Wednesday 1<sup>st</sup> December 2010**

**Meeting 10: Wednesday 5<sup>th</sup> January 2011**

**Meeting 11: Wednesday 26<sup>th</sup> January 2011**

**Meeting 12: Wednesday 23<sup>rd</sup> February 2011**

**Meeting 13: Wednesday 30<sup>th</sup> March 2011**

**Meeting 14: Wednesday 26<sup>th</sup> April 2011 (Policy)**

**PDS WORKING GROUPS 2009/10**

<b>SUBJECT</b>	<b>DURATION OF REVIEW</b>	<b>MEMBERSHIP</b>
<b>EXECUTIVE &amp; RESOURCES PDS</b>		
<b>Data</b>	May 2008 to September 2009 <i>(Reported 12<sup>th</sup> October 2009)</i>	Cllrs Ruth Bennett, Julian Grainger and Tony Owen
<b>Property</b>	July 2008 to September 2009 <i>(Reported 12<sup>th</sup> October 2009)</i>	Cllrs Nicholas Bennett, Peter Morgan and Tom Papworth
<b>Section 106 Agreements</b>	February to October 2009 <i>(Reported 3<sup>rd</sup> December 2009)</i>	Cllrs Peter Morgan, William Huntington-Thresher and David McBride
<b>Communications</b>	May to October 2009 <i>(Reported 10<sup>th</sup> February 2010)</i>	Cllrs Nicholas Bennett, Peter Morgan, George Taylor and Stephen Wells
<b>ADULT &amp; COMMUNITY PDS</b>		
<b>The NHS Health Check</b>	September 2009 to April 2010 (To report on 14 <sup>th</sup> April 2010)	Cllrs Judi Ellis, Carole Hubbard, Charles Rideout and Brenda Thompson
<b>Care Homes Reference Group</b>	November 2007 onwards	Cllrs Ruth Bennett, Carole Hubbard, Charles Rideout and Mrs Leslie Marks
<b>Transport Reference Group</b>	September 2009 onwards	Cllrs Ellis and Charsley. Mrs Leslie Marks and Mrs Maureen Falloon.

<b>CHILDREN AND YOUNG PEOPLE PDS</b>		
<b>Strategy for School Improvement</b>	March to October 2009	Cllrs Martin Curry, Robert Evans, Peter Hobbins and Stephen Wells; Revd Canon John Smith
<b>Primary School Development Plan</b>	July to October 2009 <i>(Reported 14<sup>th</sup> October 2009)</i>	Cllrs Michael Turner, Robert Evans and Martin Curry; Cllr Brian Humphrys also attending meetings as a special adviser
<b>ENVIRONMENT PDS</b>		
<b>Waste Minimisation &amp; Recycling</b>	June 2009 onwards	Cllrs Nicholas Bennett, Samaris Huntington-Thresher, William Huntington-Thresher and Sarah Phillips
<b>Energy Management and Carbon Reduction</b>	June 2009 onwards	Cllrs Julian Grainger, Samaris Huntington-Thresher and William Huntington-Thresher
<b>Parking</b>	November 2008 to May 2009 <i>(Reported 1<sup>st</sup> June 2009)</i>	Cllrs Samaris Huntington-Thresher, William Huntington-Thresher, Sarah Phillips, Brian Toms and Michael Turner
<b>PUBLIC PROTECTION &amp; SAFETY PDS</b>		
<b>Supporting Neighbourhood Watch</b>	September 2008 – June 2009 <i>(Reported 6<sup>th</sup> July 2009)</i>	Cllrs Douglas Auld, John Canvin, David Hastings, Tim Stevens and Harry Stranger; Mr Terry Belcher.
<b>Budget Priorities</b>	July 2009 onwards	<i>To be confirmed</i>
<b>RENEWAL &amp; RECREATION PDS</b>		
<b>Recreation</b>	November 2008 – June 2009 <i>(Reported 8<sup>th</sup> July 2009)</i>	Cllrs Chris Phillips and Pauline Tunnicliffe
<b>Beckenham and West Wickham Town Centres</b>	April 2009 – September 2009 <i>(Reported 24<sup>th</sup> November 2009)</i>	Cllrs Michael Tickner, Nicholas Bennett, Peter Fookes and Stephen Wells

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# Agenda Item 18

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