



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 7 February 2013

To: Members of the
IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

Councillor Graham Arthur (Chairman)
Councillor Neil Reddin FCCA (Vice-Chairman)
Councillors Julian Benington, Nicholas Bennett J.P., Eric Bosshard, Stephen Carr,
Judi Ellis, Robert Evans, Will Harmer and Russell Mellor

A meeting of the Improvement and Efficiency Sub-Committee will be held at Bromley Civic Centre on **TUESDAY 19 FEBRUARY 2013 AT 6.30 PM** *

***PLEASE NOTE STARTING TIME**

MARK BOWEN
Director of Resources

Copies of the documents referred to below can be obtained from
www.bromley.gov.uk/meetings

A G E N D A

- 1 **APOLOGIES FOR ABSENCE**
- 2 **DECLARATIONS OF INTEREST**
- 3 **QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING**
In accordance with the Council's Constitution, questions to this Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5pm on 13th February 2013.
- 4 **MINUTES OF THE MEETING HELD ON 3RD OCTOBER 2012 (Pages 3 - 8)**
- 5 **MATTERS ARISING FROM PREVIOUS MEETINGS (Pages 9 - 12)**
- 6 **CARBON MANAGEMENT FUND: PROGRESS REPORT 2012/13 (Pages 13 - 24)**
- 7 **ANALYSIS OF STAFF LEAVERS (Pages 25 - 44)**
- 8 **ENVIRONMENT IMPROVEMENT POST COMPLETION REPORT (LPSA REWARD GRANT) (Pages 45 - 48)**
- 9 **INVEST TO SAVE (Pages 49 - 54)**

10 LOCAL GOVERNMENT 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 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.

Items of Business

Schedule 12A Description

11 ASSET MANAGEMENT PLANNING - POST COMPLETION REVIEW REPORTS: BIGGIN HILL LIBRARY AND SWIMMING POOL AND THE PAVILION DEVELOPMENT (REVISED REPORT) (Pages 55 - 64)

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

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Agenda Item 4

IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

Minutes of the meeting held at 6.30 pm on 3 October 2012

Present:

Councillor Graham Arthur (Chairman)
Councillor Neil Reddin FCCA (Vice-Chairman)
Councillors Nicholas Bennett J.P., Eric Bosshard, Stephen Carr,
Judi Ellis, Robert Evans, Will Harmer and Russell Mellor

Also Present:

Councillor Peter Fookes

1 APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN

RESOLVED that Councillor Graham Arthur be appointed Chairman and Councillor Neil Reddin be appointed Vice-Chairman for the 2012/13 municipal year.

2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Julian Benington. Apologies for lateness were received from Councillor Will Harmer.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

4 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received from members of the public.

5 MINUTES OF THE MEETING HELD ON 18TH APRIL 2012

RESOLVED that the minutes of the meeting held on 18th April 2012 be agreed.

6 MATTERS ARISING FROM PREVIOUS MEETINGS

Report RES12156

Members noted that an update on workstreams developed to secure further savings across the Council would be provided later in the meeting.

RESOLVED that matters arising be noted.

7 SOCIAL MEDIA

The Sub-Committee received a presentation from the Customer Contact Manager outlining the corporate use of social media. Facebook, Twitter, Flickr and YouTube had all been used to promote key events and activities in the Borough, and directed users to the Bromley website where they could access more information and online services.

The Council's Facebook page currently received up to 30,000 views each month and 3,000 people followed the Council's main Twitter account. Twitter accounts also existed for other Council services including the Bromley museum and parking. The Bromley Snow Twitter account provided daily updates to subscribers between November and March around gritting in the Borough, with more regular, real time updates provided when weather deteriorated. These updates were pre-defined, scripted messages which required minimal resource to deliver. The Twitter account also guided users back to the Bromley website where further information on wintry weather could be accessed.

Facebook had been used to promote the youth activities programme delivered in parks across the Borough during Summer 2012. Printed media for the event had included a 'friendly URL' and QR code, and a Facebook advert had targeted 144,630 Facebook users who lived within 10 miles of Bromley. Following this marketing campaign, there had been a significant increase in attendees to the youth activities programme with approximately 25% of attendees finding out about the park day events via Facebook. The number of young people attending youth clubs in the Borough had also increased as a direct result of the Facebook campaign.

In considering the corporate use of social media, a Member highlighted the value of utilising social media sites as a way of sharing information with Bromley residents and queried whether this had supported channel shift to online services. The Customer Contact Manager confirmed that information through social media sites was often passed on by subscribers to other users, which had increased awareness of online services such as missed bin reporting.

Members then discussed the potential to offer a wider range of services via the website, including secure services such as council tax payment. The Customer Contact Manager confirmed that users were able to register with the Bromley website, but that other Bromley sites, such as Bromley Mylife and the Planning Portal had a separate registration process. To support further channel shift, auto fill would shortly be introduced for online forms.

In response to a Member's query around whether the number of phone queries to the Customer Contact Centre had decreased, the Head of Customer Service confirmed that channel shift to online services had reduced e-mail enquiries significantly and that there was a need to develop a strategy to support a shift from phone to online queries.

RESOLVED that the presentation be noted.

8 RECEPTIONS UPDATE

The Sub-Committee received a presentation from the Head of Customer Service providing an update on the programme to amalgamate reception points at the Bromley Civic Centre. Enhanced reception areas had been opened in Stockwell Building and North Block during Summer 2012, and an improved service was now offered which included a queue management system, electronic notice boards and self-service check in. A 'meet and greet' facility was offered in Stockwell reception at peak times, and customers also had access to a payment machine, four internet access PCs and internal phone lines.

Members considered the presentation. It was noted that since the new Stockwell reception had launched on 13th July 2012, 6914 customers had been served with 96.8% of customers served in less than 15 minutes. The proportion of customers served in less than 15 minutes was lower across the other reception areas on the Civic Centre site, and a Member highlighted the need to ensure that all receptions offered the most efficient service possible. The Head of Customer Service confirmed that work was continuing with team members to ensure that pinch points were identified and that waiting times were reduced as far as possible. It was noted that some additional capacity was available in North Block reception, and that spare booths could be utilised if staff were available. In considering the North Block reception, a Member requested that a tour of the new reception facilities be provided to Members

Another Member highlighted the need to ensure queuing times were managed in the evidence drop point reception as there was limited space and seating. The Head of Customer Service confirmed that work was being undertaken with Liberata to develop alternate arrangements for customers of this service, such as providing online or self service options, and that consideration was being given to opening additional reception points in Stockwell reception at peak times. The London Borough of Bexley had trained library staff to act as verification officers for this service, and there was potential to make a similar offer available in libraries across the Borough.

The Head of Customer Service noted that a customer satisfaction survey regarding the new arrangements would be undertaken following the closure of the Old Town Hall reception point in November 2012. The Chairman was pleased to note the success of the new arrangements and offered his thanks to Reception staff for the professional and caring service they provided to customers.

RESOLVED that the presentation be noted.

9 WORKSTREAMS TO SECURE FURTHER SAVINGS

Report CEO1027

The Sub-Committee received a report updating Members on work being undertaken to secure further financial savings. Five corporate workstreams had been developed to drive forward this work:

- Baseline Review 'What' Services we Deliver
- 'How' we deliver services
- Sustainable Income Opportunities/Economic Growth
- Significant Financial Variables
- Organisational Implications.

In considering the five corporate workstreams, the Chairman highlighted the need to ensure that the Improvement and Efficiency Sub-Committee continued to be involved in providing scrutiny and challenge to the outcomes of the corporate workstreams. The London Borough of Bexley was also undertaking a baseline review of its services and developing options for future service delivery, and there was potential to develop further shared services across the two Boroughs as part of this review. This review would also seek to identify the level at which statutory duties should be delivered which could generate additional savings in service delivery.

A Member highlighted the importance of recognising the Local Authority's role in commissioning services. The Local Authority already commissioned a number of services and there was scope to consider alternate delivery models for services that were currently provided by the Local Authority where appropriate.

Another Member noted the key role of technology in delivering a range of services and underlined the need to consider how new and existing technology could be applied to services to generate further efficiencies. One of the recommendations of the New Technology Working Group had been to introduce the use of open source software where appropriate, and the Director of Resources confirmed that the use of open source software would be considered as part of the baseline review. The Director of Resources would review the implementation of this recommendation with the Chairman of the New Technology Working Group and the Head of ICT prior to the next meeting of Improvement and Efficiency Sub-Committee. Councillor Nicholas Bennett JP outlined recent work undertaken to increase the proportion of school admission applications submitted online which had the potential to both improve the customer offer and generate significant savings for the Local Authority, and suggested that the use of new and existing technology be included as a corporate workstream.

A Member highlighted the need to ensure those who worked and lived in the Borough were not disadvantaged in accessing services if they were not able to use a computer. There was potential to use libraries as multi-agency hubs delivering a range of services. It was also important to ensure services were delivered in an appropriate way to the most vulnerable residents.

RESOLVED that Members' comments and progress made to date on work to secure further financial savings be noted.

10 LOCAL GOVERNMENT 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 items of business listed below as it was 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.

11 EXEMPT MINUTES OF THE MEETING HELD ON 18TH APRIL 2012

RESOLVED that the exempt minutes of the meeting held on 18th April 2012 be agreed.

The Meeting ended at 7.40 pm

Chairman

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Agenda Item 5

Report No.
RES13005

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

Date: Tuesday 19th February 2013

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

Title: MATTERS ARISING FROM PREVIOUS MEETINGS

Contact Officer: Kerry Nicholls, Democratic Services Officer
Tel: 020 8313 4602 E-mail: kerry.nicholls@bromley.gov.uk

Chief Officer: Director of Resources

Ward: N/A

1. Reason for report

Appendix A updates Members on matters arising from previous meetings.

2. **RECOMMENDATION(S)**

The Committee is asked to consider progress on matters arising from previous meetings.

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
-

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £320,320
 5. Source of funding: Existing 2012/13 budget
-

Staff

1. Number of staff (current and additional): There are 8 posts (7.22 fte) in the Democratic Services Team.
 2. If from existing staff resources, number of staff hours: Monitoring the Committee's matters arising takes at most a few hours per meeting.
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Legal

1. Legal Requirement: Non-Statutory - No Government Guidance
 2. Call-in: Not Applicable: This 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 Council
-

Ward Councillor Views

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

Non-Applicable Sections:	Policy Implications; Financial Implications; Legal Implications; Personnel Implications
Background Documents: (Access via Contact Officer)	Strategies and plans for each corporate area

MATTERS ARISING FROM PREVIOUS MEETINGS

Minute Number/Title	Decision/Agreement	Update	Action by	Completion Date
28 Internal Audit and Value for Money Reporting: Report LDCS10180 (from the minutes of I&E Sub Committee on 13 th October 2010)	A Member requested that the outcomes from the new approach to Value for Money reporting be reviewed in due course.	Outcomes from the new approach to Value for Money reporting to be reported to a future meeting of Improvement and Efficiency Sub Committee.	Organisational Improvement Team	TBA
9 Workstreams to Secure Further Savings (from the minutes of I&E Sub Committee on 3 rd October 2012)	The Director of Resources would meet with the Chairman of the New Technology Working Group and the Head of ICT prior to the next meeting of Improvement and Efficiency Sub-Committee to consider the use of open source software across the Council.	Progress in consideration of the use of open source software across the Council would be provided to Members at the next meeting of Improvement and Efficiency Sub Committee.	Director of Resources	February 2013

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Agenda Item 6

Report No.
ES13014

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: **IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE**

Date: **Tuesday, 19 February 2013**

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

Title: **CARBON MANAGEMENT FUND: PROGRESS REPORT 2011/12**

Contact Officer: Alastair Baillie, Environmental Development Manager
Tel: 020 8313 4915 E-mail: Alastair.Baillie@bromley.gov.uk

Chief Officer: Nigel Davies, Director of Environmental Services
Mark Bowen, Director of Resources

Ward: (All Wards);

1. Reason for report

- 1.1 In October 2008, the Executive agreed to establish a ring-fenced Carbon Management Fund to invest in energy efficiency projects with the aim of avoiding unnecessary energy costs and reducing the Council's carbon emissions by 25% over five years.
- 1.2 The Executive requested that the Improvement & Efficiency Sub-Committee should receive annual reports to monitor the Fund's operation; this is the 2011/12 progress report.

2. **RECOMMENDATIONS**

That I & E Sub-Committee:

- 2.1 Comments on the progress of the ten invest-to-save projects;
- 2.2 Endorses the contribution of this invest-to-save model in helping the Council reduce its costs;
- 2.3 Notes the scope for further savings made possible both by identifying new projects and accelerating the operation of the existing funds;
- 2.4 Receives a further annual report in one year's time, setting out progress to 2012/13 and beyond.

Corporate Policy

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

Financial

1. Cost of proposal: Estimated Cost of potential projects £300k
 2. Ongoing costs: Estimated cumulative avoided spend p.a. (see Table 5): 2011/12 - £30k and rising to an estimated £1.1m in 2018/19
 3. Budget head/performance centre: Carbon Management Programme within Capital Programme
 4. Total current budget for this head: £7k current uncommitted balance (see Table 10)
 5. Source of funding: LBB Capital Programme (£250k) and Salix Finance (£250k)
-

Staff

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

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Not Applicable
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

Background

- 3.1 In 2008, the Council established its Carbon Management Fund (CMF). This £500k facility (£250k provided by LB Bromley and £250k by Salix) provides internal loans for investment in proven energy saving technologies, with the twin aims of reducing energy costs and carbon emissions.
- 3.2 The Executive established the principle of using Salix funding to reduce emissions and costs (Executive Report ED08067 – minute 69) on the basis that the approach had been proven elsewhere in the public sector and would contribute to the Council’s future improvement and efficiency agenda.
- 3.3 The decision to establish this invest-to-save fund in advance of the current austerity agenda was particularly far-sighted of Members. And given that cost control, especially in respect of avoidable overheads, will remain a Council priority for the foreseeable future it makes sense to optimise the Fund’s operation.
- 3.4 The Council’s £250k capital is fully protected as each loan is repaid to the internal Fund from savings made to energy budgets, reflecting the reduced energy consumption and costs. In this way, the Council’s Fund is continually replenished for re-investment in new projects: indeed, 146% of the original capital has been invested to date.
- 3.5 Once an individual project has fully paid-back its investment cost to the Fund, the avoided energy consumption and costs then permanently reduces the Council’s revenue spend.
- 3.6 To be considered for funding, projects (energy efficiency or renewable energy) must pay back in fewer than five years and have a long-lasting effect. All projects are scrutinised by Salix and the larger projects (>£100k investment cost) are also scrutinised by engineering consultancy WS Atkins, ensuring the technology is viable and the Council receives good value-for-money.
- 3.7 To date, more than 100 local authorities have used Salix funding to improve their energy efficiency, attaining projected lifetime revenue savings in excess of £180 million.
- 3.8 LB Bromley projects are currently focussed on operational property and street lighting assets. Table 1 highlights some key data which demonstrates the value-for-money this work provides.

Table 1: Key Project Data

10	Projects to date (9 funded by Salix-CMF and 1 by Salix-SEELS)
£731k	Salix spend to date (from original £500k CMF investment)
146%	Percentage of the original investment which has been invested
£532k	Additional spend from one-off, interest fee, SEELS loan
£331k	Annual avoided energy spend when all projects are Commissioned
£203k	Cumulative avoided energy spend (at 31 March 2012)
£396k	Cumulative avoided energy spend (projected to 31 March 2013)
£2.38m	Projected cumulative avoided energy spend (2012/13 - 2018/19)
£138k	Projected cumulative avoided CRC carbon tax (2012/13 - 2018/19)
22 / 148	LBB’s ranking amongst 148 Salix participants for ‘use of available funds’

Project Descriptions

3.9 Table 2 provides a non-technical description of the various projects, whether completed (fully paid back), current (paying back), committed (being implemented), or potential (future plans).

Table 2: Project Description

Name	Commissioned*	Description
COMPLETED PROJECTS		
Street-signage (Phase 1)	October 2009	Photoelectric cell units have been fitted to lit street signs, enabling the lamps to sense when there is sufficient light for them to automatically switch off (rather than being lit 24hrs a day).
Voltage Optimisation	February 2009	Optimising voltage remedies the discrepancy between the Civic Centre's supply voltage (207–253 volts) and the optimum voltage required by lighting and computing etc (220 volts). The result is that equipment runs at peak efficiency and energy is not wasted.
CURRENT PROJECTS		
Street-signage (Phase 2)	November 2010	Phase 2 of the October 2009 street signage project but for a different class of road sign.
Central Island Columns	January 2011	Photoelectric cell units are fitted to the lit columns on pedestrian road-crossing islands, so that lamps automatically switch off when it's light.
Electronic gear for MI26 Lanterns	November 2011	MI26 lanterns are used in street lighting for minor roads. Control gear starts and runs lamps. The lamps were previously controlled by mechanical gear but electronic control gear allows them to operate more efficiently.
Crossing Bollards	February 2012	Photoelectric cell units have been fitted to lit crossing bollards so that the lamps automatically switch off when it's light.
Evaporative Cooling	April 2012	This project replaced the former energy-intensive air-conditioning system in the Civic Centre computer server room. Evaporative cooling combines the natural process of water evaporation with an 'air-moving' system. In practice, large volumes of outside air are drawn through moist pads where it is cooled by evaporation and circulated through the room by a fan, cooling the servers.
North Block Lighting	December 2011	This project installed high-efficiency fluorescent luminaires (and some LED lighting) with daylight and motion sensor controls, consuming about half the energy of the lighting it replaced.
COMMITTED PROJECTS		
SON lamp replacement	December 2012	This CMF and SEELS-funded project involves replacing ~1,500 high-pressure sodium ('SON') street lights with LED lighting, which is much more efficient and can be dimmed as appropriate.
POTENTIAL PROJECTS		
St Blaise / Rochester Block Lighting	TBC	Rochester Block's lighting is inefficient by modern standards (cf the refurbished North Block). LED lighting technology has now matured sufficiently to be a cost-effective solution and is being investigated, along with high-frequency fluorescent lighting.
Widmore Centre Opportunities	TBC	An energy survey has been conducted which identified several opportunities. These are being appraised (for return on investment) and will subsequently prioritised for implementation.

* 'Commissioned' means when a project has been completed and starts to pay back to the Fund

- Completed Projects: have fully paid-back their capital investment and are now permanently saving energy, money and carbon emissions
- Current Projects: have been commissioned (installed) and are currently repaying their capital investment (back into the Fund for further reinvestment)
- Committed Projects: have been approved and are in the process of being implemented
- Potential Projects: are being assessed, prior to being Committed

Projects at-a-Glance

3.10 Table 3 provides an overview of the various projects detailing their:

- Commissioning dates: when projects were completed and started repaying the Fund
- Investment costs: the capital cost (paid from the Fund)
- Avoided spend: annual energy saving (kWh x energy unit price agreed with budget holder)
- Carbon savings: amount of carbon no longer emitted (tonnes of CO₂)
- Payback: period taken to repay a project's investment cost (from energy savings)

Table 3: Project Overview

Completed Projects (fully paid back)					
Project	Commissioning Date	Investment Cost (£)	Avoided Spend (£ p.a.)	Savings (tCO₂ p.a.)	Payback (years)
Street-signage: (Phase 1)	October 2009	43,482	26,862	124	1.62
Voltage Optimisation	February 2009	89,827	30,703	141	2.93
TOTAL		133,309	57,565	265	
Current Projects (currently paying back)					
Project	Commissioning Date	Investment Cost (£)	Avoided Spend (£ p.a.)	Savings (tCO₂ p.a.)	Payback (years)
Street-signage: (Phase 2)	November 2010	49,385	14,434	95	3.42
Central Island Columns	January 2011	17,920	7,197	47	2.49
Electronic gear for MI26 Lanterns	November 2011	93,436	20,784	87	4.50
Crossing Bollards	February 2012	19,928	11,631	53	1.71
Evaporative Cooling	April 2012	29,843	21,192	142	1.4/1.87*
North Block Lighting	December 2011	83,920	17,000	77	4.94
TOTAL		294,432	92,238	501	
Committed Projects					
Project	Commissioning Date	Investment Cost (£)	Avoided Spend (£ p.a.)	Savings (tCO₂ p.a.)	Payback (years)
SON lamp replacement (CMF)	December 2012	303,069	65,848	276	4.6
SON lamp replacement (SEELS)	December 2012	531,700	115,523	484	4.6
Potential Projects					
Project	Commissioning Date	Investment Cost (£)	Avoided Spend (£ p.a.)	Savings (tCO₂ p.a.)	Payback (years)
St Blaise / Rochester Block Lighting	2013	TBC ~£100k	TBC	TBC	<5.0
Widmore Centre Opportunities	2013	TBC ~£200k	TBC	TBC	<5.0

*The technical payback is 1.4 years but the loan payback is 1.87 years as it was agreed with the budget holder to only pay back 75% of the savings each year. This slightly extends the payback period but offers the budget holder more protection against energy price rises and/or increased consumption elsewhere on the Civic Centre site

Headline Tables

3.11 Table 4 shows the benefit attributable to each project if none of the savings were returned to the ring-fenced fund or SEELS for reinvestment (i.e. if the investment capital was written off).

Table 4: Carbon Management Fund Avoided Costs (without reinvestment)

PROJECT	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Completed Projects	£	£	£	£	£	£	£	£	£	£	£
Street-signage (Phase 1)	0	13,431	26,862	26,862	26,862	26,862	26,862	26,862	26,862	26,862	26,862
Voltage Optimisation	4,133	30,703	30,703	30,703	30,703	30,703	30,703	30,703	30,703	30,703	30,703
Current Projects											
Street-signage (Phase 2)	0	0	4,811	14,434	14,434	14,434	14,434	14,434	14,434	14,434	14,434
Central Island Columns	0	0	1,200	7,197	7,197	7,197	7,197	7,197	7,197	7,197	7,197
Electronic gear for MI26 Lanterns	0	0	0	6,928	20,784	20,784	20,784	20,784	20,784	20,784	20,784
Crossing Bollards	0	0	0	969	11,631	11,631	11,631	11,631	11,631	11,631	11,631
Evaporative Cooling	0	0	0	0	19,426	21,192	21,192	21,192	21,192	21,192	21,192
North Block Lighting	0	0	0	4,250	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Committed Projects											
SON lamp replacement (CMF)	0	0	0	0	10,975	65,848	65,848	65,848	65,848	65,848	65,848
SON lamp replacement (SEELS)	0	0	0	0	28,881	115,523	115,523	115,523	115,523	115,523	115,523
Total Avoided Spend	4,133	44,134	63,576	91,343	187,892	331,174	331,174	331,174	331,174	331,174	331,174
Total Cumulative Avoided Spend	4,133	48,267	111,843	203,186	391,079	722,253	1,053,427	1,384,601	1,715,775	2,046,949	2,378,123

3.12 Table 5 shows the savings once the projects have fully paid back their investment costs to the ring-fenced fund or SEELS for reinvestment. This is what happens in practice and, although the savings are delayed, more money is made available for reinvestment and hence more savings will be made in future.

Table 5: Carbon Management Fund Avoided Costs (with reinvestment)

PROJECT	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Completed Projects	£	£	£	£	£	£	£	£
Street-signage (Phase 1)	23,673	26,862	26,862	26,862	26,862	26,862	26,862	26,862
Voltage Optimisation	6,415	30,703	30,703	30,703	30,703	30,703	30,703	30,703
Current Projects								
Street-signage (Phase 2)	0	0	0	13,162	14,434	14,434	14,434	14,434
Central Island Columns	0	0	4,871	7,197	7,197	7,197	7,197	7,197
Electronic gear for MI26 Lanterns	0	0	0	0	0	17,412	20,784	20,784
Crossing Bollards	0	0	4,303	11,631	11,631	11,631	11,631	11,631
Evaporative Cooling	0	4,857	5,919	21,192	21,192	21,192	21,192	21,192
North Block Lighting	0	0	0	0	0	5,330	17,000	17,000
Committed Projects								
SON lamp replacement (CMF)	0	0	0	0	0	0	37,146	65,848
SON lamp replacement (SEELS)	0	0	0	0	0	0	65,169	115,523
Total Avoided Spend	30,088	62,422	72,658	110,747	112,019	134,761	252,118	331,174
Total Cumulative Avoided Spend	30,088	92,510	165,168	275,915	387,934	522,695	774,813	1,105,987

3.13 It is salutary to consider that these significant sums would have been unnecessarily paid to energy suppliers through the energy bills – had not this demand management action been taken – which would have had the effect of denying the Council's budget of these resources.

Governance & Scrutiny Arrangements

- 3.14 Protocols exist for the operation of both the CMF and SEELS and senior officer oversight is provided through the Environmental Management Programme Board.
- 3.15 Individual projects are scrutinised internally by Environmental Services Finance, the budget holders, and officers from the Property and Highways teams.
- 3.16 All projects are scrutinised by technical experts at Salix to ensure they will achieve the forecast energy reduction. Furthermore, projects with an investment cost of more than £100k require submission of a business case for third-party audit and verification (by WS Atkins).
- 3.17 I&E sub-committee scrutinises the Fund's operation and also has an input into project identification. When considering Report ES12006 ([Minute 29](#)) at the 18 January 2012 meeting, Councillors Bennett and Evans encouraged the increased exploration of LED lighting technology and tangible progress has since been made with this technology for street lighting.

Invest-to-Save Options for Schools

- 3.18 Unlike some other councils, LB Bromley does not use its CMF to finance energy efficiency projects in schools. LB Bromley has no clear plan for delivering energy efficiency measures in schools (other than as a co-benefit of planned maintenance activity) and it is unlikely that schools will be able to self-fund to any significant extent in the foreseeable future.
- 3.19 Officers have, therefore, investigated the two existing schemes (RE:FIT & Salix) which have been recently been adapted for schools and a Schools Circular will be produced. The Council will need to decide to what extent, if any, it wishes to encourage schools to take advantage of these opportunities.

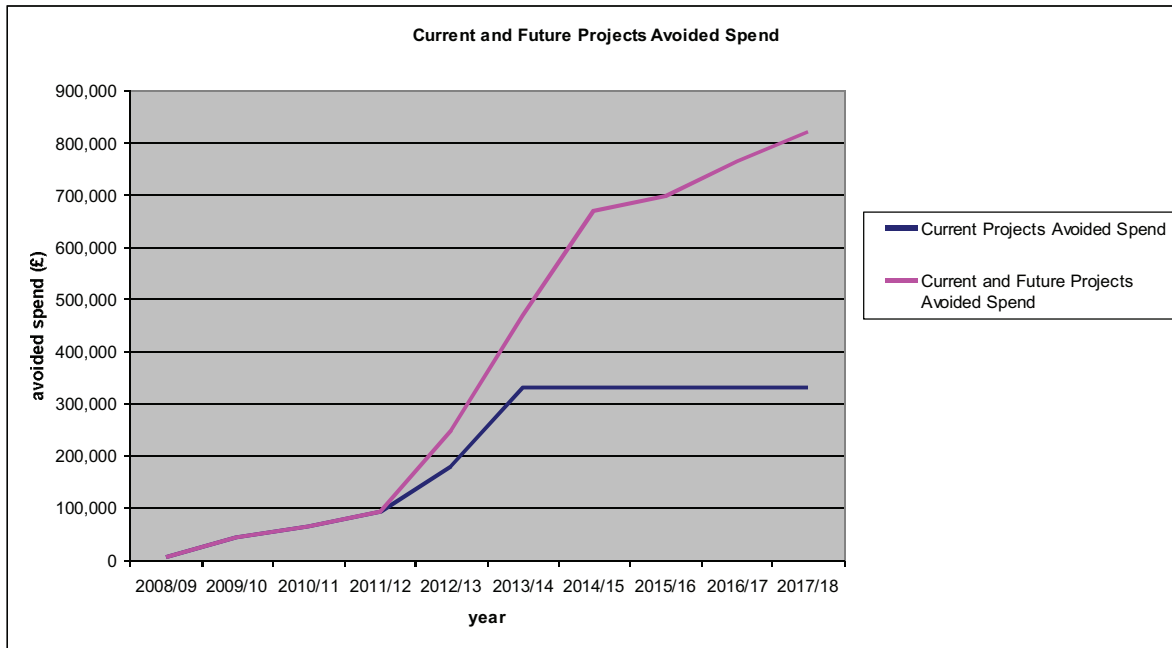
Salix Energy Efficiency Loans Scheme (SEELS)

- 3.20 In addition to the long-established ring-fenced Carbon Management Fund, Salix also provides one-off, interest-free, loans for individual projects known as Salix Energy Efficiency Loans Scheme (SEELS). To date, some 454 public sector organisations have undertaken 2,230 energy efficiency projects, with an investment cost of £93m.
- 3.21 Projects funded through SEELS undergo exactly the same rigorous assessment as traditional CMF projects and are repaid from Council energy budgets (over a four-year period) directly to Salix rather than being returned to the Council's own ring-fenced fund for further reinvestment.
- 3.22 LB Bromley used a SEELS loan of £532k (see Table 8 for repayment schedule) for the first time in 2012 to speed up delivery of the SON replacement Street Lighting project by adding another 1,000 lamps to the original CMF phase of 570 lamps.
- 3.23 As with the smaller CMF phase of this project, the replacement technology uses Light Emitting Diode (LED) and dimming technology to achieve a 70% reduction in energy use over the existing lanterns. Each new lamp will save £116 a year in electricity costs and the project is projected to avoid ~£115k per annum in energy spend.

Future Opportunities

- 3.24 This work programme has been successful both in reducing energy consumption and avoiding costs. However, it is important that opportunities continue to be identified in order further to insulate the Council against increasing energy prices and the CRC 'carbon tax'.
- 3.25 Figure 1 shows the annual avoided costs attributable to both current and (as yet unidentified) future projects. The lower (blue) line shows the savings associated with the existing projects. The savings plateau in 2013/14 at around £331k p.a. (this assumes energy prices remain as when originally calculated). For illustrative purposes, if a similar number of projects are brought forward in future, at a slightly enhanced rate of delivery, then the higher (magenta) line shows what further savings could be made in future.

Figure 1: Existing and Possible Future Savings



4. POLICY IMPLICATIONS

- 4.1 The Quality Environment section of the Building a Better Bromley 2020 Vision states that ‘we are also determined to work together in reducing energy consumption’, and ‘reducing energy use’ is also identified as both an issue to be tackled and a measure of success.
- 4.2 A key aim of the 2012-15 Environment Portfolio Plan is: “Reducing energy costs and emissions”.
- 4.3 The continuation of this work will place the Council in an improved position with regard to compliance with the Carbon Reduction Commitment Scheme: see Executive report ES12123.

5. FINANCIAL IMPLICATIONS

- 5.1 The term ‘avoided spend’ may be used in this report rather than ‘savings’ to describe the financial benefit to the Council. This is because future price changes, factors such as weather (which impacts heating / cooling costs) and the adequacy of budgets will all affect the level of true saving. Nevertheless, these invest-to-save initiatives will always avoid unnecessary energy consumption and spending.
- 5.2 The projects benefit the Council financially irrespective of energy price changes:
 - if energy prices rise, then the avoided spend will be even greater than projected
 - If energy prices fall, the avoided spend will be less but energy bills will be lower too, making for even greater energy budget savings
- 5.3 This finance section sets out information tables relating to:
 - Completed CMF projects (Table 6)
 - Current and Committed CMF repayment schedule (Table 7)
 - SEELS SON lamp replacement repayment schedule (Table 8)
 - CRC tax benefit (Table 9)
 - 2011/12 Salix Statement (Table 10)
- 5.4 Table 6 describes the first two projects to have completed the whole Salix process; that is they have fully paid-back their investment costs and are now permanently benefitting the Council by avoiding unnecessary energy use and spend. The table shows the initial investment cost and carbon and energy savings as already reported to I & E Sub-Committee.

Table 6: Completed Projects

Project Description	Commission Date	Investment Cost (£)	Avoided Spend (£ p.a)	Savings (t CO2 p.a.)	Payback (years)
Street-signage: (Phase 1)	October 2009	43,482	26,862	124	1.62
Voltage Optimisation	February 2009	89,827	30,703	141	2.93
TOTAL		133,309	57,565	265	

5.5 Table 7 shows the Salix Fund repayment schedule for Current and Committed projects.

Table 7: Fund Repayment Schedule (current and committed projects)

Project Description	2010/11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £
Current Projects								
Street-signage (Phase 2)	4,811	14,434	14,434	14,434	1,272	0	0	0
Central Island Columns	1,200	7,197	7,197	2,327	0	0	0	0
Electronic gear for MI26 Lanterns	0	6,928	20,784	20,784	20,784	20,784	3,372	0
Crossing Bollards	0	969	11,631	7,328	0	0	0	0
Evaporative Cooling*	0	0	14,570	15,274	0	0	0	0
North Block Lighting	0	4,250	17,000	17,000	17,000	17,000	11,670	0
Committed Projects								
SON lamp replacement (CMF)	0	0	10,975	65,848	65,848	65,848	65,848	28,702
TOTAL	6,011	33,778	96,591	142,995	104,904	103,632	80,890	28,702

*The technical payback is 1.4 years but the loan payback is 1.87 years as it was agreed with the budget holder to only pay back 75% of the savings each year. This slightly extends the payback period but offers the budget holder more protection against energy price rises and/or increased consumption elsewhere on the Civic Centre site

5.6 Table 8 shows the repayment schedule for the SEELS loan (described in 3.20-23).

Table 8: SEELS SON Lamp Repayment Schedule

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Repayment (£)	19,254	115,523	115,523	115,523	115,523	50,354	0
Avoided Spend (£)	0	0	0	0	0	65,169	115,523

Carbon Reduction Commitment

- 5.7 The Carbon Reduction Commitment (CRC) scheme (Executive Report ES 12123) attaches a significant and increasing cost on avoidable carbon. The projects set out in this report will not only reduce the Council's energy bills but they will also reduce LB Bromley's CRC tax bill (as the demand management measures mean less CO₂ is emitted) so there is a double benefit.
- 5.8 Table 9 shows that the 360t of carbon emissions saved annually from the three operational property projects will avoid £4,320 in CRC allowance costs in 2012/13 alone.
- 5.9 This financial benefit increases as allowance prices increase and more projects are undertaken. The savings become much more significant when Street Lighting becomes subject to the tax in 2014/15. For example these projects should reduce the Council's CRC tax bill by £24,416 in 2014/15 and by £27,483 in 2018/19.
- 5.10 Cumulatively, the projects are projected to avoid nearly £140k in CRC tax by 2018/19.

Table 9: CRC Scheme Avoided Allowance Costs

Project Description	Savings (tCO ₂ p.a.)	2012/13 @£12/t	2013/14 @£12/t	2014/15 @£16/t	2015/16 @£16.48/t	2016/17 @£16.97/t	2017/18 @£17.48/t	2018/19 @£18.01/t
Street-signage (Phase 1)	124			£1,984	£2,044	£2,104	£2,168	£2,233
Voltage Optimisation	141	£1,692	£1,692	£2,256	£2,324	£2,393	£2,465	£2,539
Street-signage (Phase 2)	95			£1,520	£1,566	£1,612	£1,661	£1,711
Central Island Columns	47			£752	£775	£798	£822	£846
Electronic gear for M126 Lanterns	87			£1,392	£1,434	£1,476	£1,521	£1,567
Crossing Bollards	53			£848	£873	£899	£926	£955
Evaporative Cooling	142	£1,704	£1,704	£2,272	£2,340	£2,410	£2,482	£2,557
North Block Lighting	77	£924	£924	£1,232	£1,269	£1,307	£1,346	£1,387
SON lamp replacement (CMF)	276			£4,416	£4,548	£4,684	£4,824	£4,971
SON lamp replacement (SEELS)	484			£7,744	£7,976	£8,213	£8,460	£8,717
TOTAL (per annum)	1,526	£4,320	£4,320	£24,416	£25,149	£25,896	£26,675	£27,483
TOTAL (Cumulative)		£4,320	£8,640	£33,056	£58,205	£84,101	£110,776	£138,259

Note that Street Lighting related carbon is not expected to be taxed until 2014/15

Salix Finance Summary

- 5.11 Due to how the Fund operates, £731k has been invested in energy saving projects, which is 146% of the original £500k investment. This capital recycling feature makes the Salix model much better value than traditional invest-to-save schemes where the capital is spent and savings are not ring-fenced for reinvestment.
- 5.12 The Council's £250k capital contribution to the Fund is entirely protected and can be recovered when there are no more projects to be done. This is not an imminent prospect as projects continue to be identified and there is a continuing need to control overheads.
- 5.13 Table 10 shows a summary of the Fund for financial year 2011/12 and also the position as at 31.12.12 (when this report was drafted).

Table 10: Carbon Management Fund Financial Summary

Carbon Management Fund	£'000
Funding Received to date as at 31.3.2012	
LBB Capital Programme	250
Salix Finance	250
Total funding received to date	500
Less expenditure to 31.03.12	(427)
Add back loan repayments to 31.03.12	173
Balance as at 31.03.12	246
Less actual spend 2012/13 as at 31.12.12	(150)
Less commitments as at 31.12.12	(153)
Add back loan repayments 2012/13	64
Uncommitted balance as at 31.12.12	7

Non-Applicable Sections	<ul style="list-style-type: none"> • Legal Implications & Personnel Implications
Background Documents: (Access via Contact Officer)	<ul style="list-style-type: none"> • I & E Report ES 08185 (17/12/08): Carbon Management Programme: First Tranche Projects • I & E Report ES 09102 (17/12/09): Carbon Management Fund: Progress Report 2009 • I & E Report ES 10198 (19/01/11): Carbon Management Fund: Progress Report 2010 • I & E Report ES 12006 (18/01/12): Carbon Management Fund: Progress Report 2010/11

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Agenda Item 7

Report No.
RES12191

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: **IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE**

Date: **19th February 2013**

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

Title: **ANALYSIS OF STAFF LEAVERS**

Contact Officer: Graham Walton, Democratic Services Manager
Tel: 0208 461 7743 E-mail: graham.walton@bromley.gov.uk

Chief Officer: Mark Bowen, Director of Resources

Ward: N/A

1. Reason for report

1.1 At its meeting on 26th September 2012 the General Purposes and Licensing Committee received a report on the numbers of staff who left the Council each year, the reasons that they left and related information. The Committee considered that this information would be of interest to this Sub-Committee.

2. **RECOMMENDATION(S)**

2.1 **That the report be considered and noted.**

Corporate Policy

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

Financial

1. Cost of proposal: No Cost:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £320,320
 5. Source of funding: 2012/13 Revenue Budget
-

Staff

1. Number of staff (current and additional): 8 (7.22 fte)
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: None:
 2. Call-in: Not Applicable: This report does not involve an executive decision.
-

Customer Impact

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

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes No Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

3.1 At its meeting on 26th September 2012 the General Purposes and Licensing Committee received a report on the numbers of staff who left the Council each year, the reasons that they left and other related information. The report had been prepared at the suggestion of Members of the Executive and Resources PDS Committee.

3.2 The minutes from the General Purposes and Licensing Committee's meeting are set out below –

32 ANALYSIS OF STAFF LEAVERS

Following a request from Members at the Executive and Resources PDS Committee on 14th June 2012, the Committee received a report summarising information about staff leaving the Council, including their reasons for leaving and their destinations. The Chairman remarked that the views of staff leaving the Council were always particularly useful in pinpointing problems that needed to be addressed to improve the organisation, but Members were disappointed that the return rate for the exit questionnaire was not higher.

All staff were encouraged to use the appraisal process to raise concerns with their managers (and more senior staff above them if necessary) so that any issues could be dealt with at an early stage.

RESOLVED that the contents of the report be noted and referred to the Improvement and Efficiency Sub-Committee.

3.3 The report is attached as an appendix to this report.

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

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Report No.

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: General Purposes and Licensing Committee

Date: 26 September 2012

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

Title: ANALYSIS OF STAFF LEAVERS

Contact Officer: Mathew Brooks, Human Resources Strategy Team Leader
Tel: 020 8313 4350 E-mail: mathew.brooks@bromley.gov.uk

Chief Officer: Charles Obazuaye, Asst Chief Executive HR

Ward: N/A

1. **Reason for report**

Following a Member request at the Executive and Resources PDS Committee on 14th June 2012 the report sets out the number of leavers in each year as a percentage of total, reason for leaving, destinations, etc.

2. **RECOMMENDATION(S)**

Members are asked to note and consider the content of the report.

Corporate Policy

1. Policy Status: N/A.
 2. BBB Priority: Excellent Council.
-

Financial

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

Staff

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

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):
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1** Staff leaving the organisation have always been encouraged to have a discussion or meeting with their manager before their last day of service in order for the manager to explore the leaver's reasons and any other issues that may impact on the future performance of the service. During the 2006/07 financial year this process was formalised with the introduction of a more structured approach. A formal exit questionnaire (appendix 1) is sent to staff to monitor the reasons why they are leaving the Council. There was a slight change to the questionnaire in 2011 to include information on staff leaving the organisation for another local authority. In addition to this managers are still encouraged to meet staff (appendix 2) to carry out exit interviews to explore the leaver's reasons.
- 3.2** Completion of the exit questionnaire is not mandatory for leavers but a key part of the Council's Human Resources Strategy is to collate the leaver's data (appendix 3) in order to inform HR policies and best practise. Currently exit questionnaires are only sent to staff who leave the Council voluntarily so they are not sent to anyone made redundant unless they specifically request it. The current practice is being reviewed because of the number of redundant staff in recent years as a result of the unprecedented on going budget pressures.
- 3.3** The Council also has a "No Quits" policy which encourages early intervention by both managers and HR if a strong performing member of staff intends to leave the Council. The "No Quits" policy is there to explore what could be done at the earliest possible stage to stop the person from leaving with an emphasis on acting fast in order to get a satisfactory resolution for both the staff member and manager. The policy is generally targeted at hard to recruit and retain staff e.g. Children's Social Workers.
- 3.4** A separate exit interview process is also in place for qualified Social Care staff in the Children's Social Care Division. All leavers are invited to attend an exit interview with HR colleagues in order to get a comprehensive list of their reasons for leaving, any issues within the team and to seek their opinion on the Retention Strategy. These posts have historically been hard to recruit due to an extremely competitive market place fuelled by a shortage of experienced qualified Social Workers. The information from these exit interviews is fed directly to the Assistant Director with a view to continuously monitoring and improving the service.

3.5 Summary of Data

- i. A full summary of the exit questionnaire data is shown in Appendix 3, below summarises the key points.

Number of leavers, exit form return and staff turnover rates

- ii. As completion of the exit questionnaire is non-mandatory the return rate is low. The questionnaire was introduced during 2006/07 therefore the returns for this year are particularly low at 4.89 % as not all leavers were sent the form. The return rate for the following years are; 2007/08 – 34.94%, 2008/09 – 25.08%. 2009/10 – 21.65%, 2010/11 – 25.77% and 2011/12 – 21.61%.

iii. The chart below shows the turnover rates at national and sector levels.

	2012	2011	2010	2009	2008	2007
Bromley turnover	15.17%	14.74%	10.50%	11.82%	12.14%	11.23%
*National turnover	12.70%	12.50%	13.50%	15.70%	17.30%	18.10%
*Private sector turnover	16.1%	13.8%	14.6%	16.8%		
*Public sector turnover	10.1%	8.5%	8.6%	12.6%		
*Voluntary, community, not-for-profit Sector turnover	13.0%	13.1%	15.9%	16.4%		

Source – The Chartered Institute of Personnel and Development (Resourcing & Talent Planning annual survey report 2012)

iv. The staff turnover rate for Bromley Council has increased in the last two years due to staff reductions/reorganisations. The national median average turnover for 2011/12 is 12.7% compared to 15.17% in the Council.

Reasons for Leaving:

v. The top five reasons for leaving are: 1. Retirement, 2. Career advancement, 3. Better pay and conditions, 4. Change of career directions and 5. Travel to work too long. Retirement scored as the highest reason which is consistent with the age profile of the workforce.

Satisfaction Rating:

vi. The questionnaire asks leavers to rate a variety of different elements about their job and the organisation as a whole. (These questions were added to the questionnaire during 2006/07 which is why there are no responses in 2006/07 and a high number who did not respond in 2007/08). The top three elements with the highest satisfaction ratings are: 1. Line manager, 2. Work life balance and 3. Training.

Destination data

vii. There is a large spread of leaver reasons across most of the categories, the top three reasons are: 1. Not Working (it is assumed that the majority of these leavers left to retire), 2. Left to join another Public Sector Organisation and 3. Left to join the Private Sector.

Recommendation ratings

viii. Staff are asked if they would rejoin the Council, rejoin their Department and whether they would recommend the Council to a friend. More staff were open to the idea of rejoining the Council than were not. More staff stated they would rejoin the Department than would not and more staff said they would recommend the Council to a friend than would not.

3.6 Summary

It is difficult to draw any definitive conclusions from the exit questionnaire data as the return rate is so low. It is important going forward to aim to improve the return rate of the exit questionnaires by better promoting of the scheme amongst managers and staff, updating some of the questions and re-emphasising that all information provided is treated as strictly confidential.

4. POLICY IMPLICATIONS

The Council's HR Strategy stresses the importance of exit interviews as part of our overall recruitment and retention strategy. It is also consistent with the Council's Building a Better Bromley (Excellent Council) priority.

5. FINANCIAL IMPLICATIONS

None arising from this report apart from the normal cost associated with replacing leavers and re-training new staff for posts that are still required in the organisation. This cost can be disproportionate for staff who depart the organisation within 12 months of joining the organisation.

6. LEGAL IMPLICATIONS

None specific to this report, however exit information is useful in preventing or defending the organisation from employment litigation cases.

7. PERSONNEL IMPLICATIONS

As stated elsewhere in the report, information gathered from leavers assists the organisation to update and review its employment processes and the associated HR policies and procedures.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	HR Strategy 2011- 2014

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Exit Interview Self Completion Questionnaire

Dear Employee,

We are sorry to hear that you are leaving us and would like to wish you every success in the future.

We are interested to understand some further information about why you are leaving and your time at the London Borough of Bromley, and as such it would be very helpful if you could take a few moments to complete the questions.

All the information you give is strictly confidential, and will not be shared with your line manager or anyone from your department, unless there is a specific issue that you raise which demands attention. The information you give is used to analyse leaver trends and patterns in order to improve the working environment in Bromley in the future.

In addition to completing the questionnaire or as an alternative you may prefer to meet with someone from HR to discuss the answers, if this is the case please contact us on 020 8313 4350.

Many thanks for your time.

Section A: Details of the job you are leaving

Name: _____ Employee Number: _____

1. Please state your job title: _____

2. Department: (Tick one only)

- | | |
|------------------------------------|--------------------------|
| Adult & Community Services | <input type="checkbox"/> |
| Chief Executive's | <input type="checkbox"/> |
| Children and Young People Services | <input type="checkbox"/> |
| Environmental Services | <input type="checkbox"/> |
| Renewal & Recreation | <input type="checkbox"/> |
| Resources | <input type="checkbox"/> |

Section B: Your reasons for leaving

1. Reasons for leaving: (please tick more than 1 box if applicable)

- | | |
|-------------------------------|--------------------------|
| Career Advancement | <input type="checkbox"/> |
| Better pay/conditions | <input type="checkbox"/> |
| Attracted to another employer | <input type="checkbox"/> |
| Retirement | <input type="checkbox"/> |
| Change career direction | <input type="checkbox"/> |
| End of fixed contract | <input type="checkbox"/> |
| Dissatisfied with job | <input type="checkbox"/> |
| Travel to work is too long | <input type="checkbox"/> |
| To take up studying | <input type="checkbox"/> |
| Poor line manager | <input type="checkbox"/> |
| Poor departmental management | <input type="checkbox"/> |
| Long hours | <input type="checkbox"/> |
| Poor working environment | <input type="checkbox"/> |

Other (please state): _____

2. Please rate the following factors about your time at Bromley on a scale of 1-4, (1 = Dissatisfied to 4 = Very Satisfied)

- a) Salary _____
- b) Work Life Balance (flexible working) _____
- c) Training _____
- d) Council-wide communication _____
- e) Departmental communication _____
- f) Career development opportunities _____
- g) Promotion prospects _____
- h) Line Manager _____
- i) Departmental Management _____
- j) Recognition of your achievements _____

Section C: Your Destination

1. Where are you going?

- Not working Maternity/caring for family Studying Teaching
Agency/temping Voluntary/charity work Self-employed
Health service Other public sector work Private sector work

Other (please state): _____

2. Will you still be working for a local authority? Yes No
(If yes, please state where)

- Bromley Bexley Croydon Greenwich Kent
Lambeth Lewisham Southwark Other London LA

Other authority (please state): _____

3. Is there anything the council could have done to have made you stay?

4. Would you consider rejoining Bromley Council in the future?

- Yes No

5. Would you consider rejoining the same department?

- Yes No

6. Would you recommend working for Bromley Council to a friend?

- Yes No

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Exit Interviews and Questionnaires

In support of Building a Better Bromley (BBB) the Council's corporate operating principles set out our approach to creating a flexible, responsive organisation that can embrace new ways of working with partners and staff to maintain and improve services to our community. As part of this the Council is committed to providing a working environment in which staff can contribute to the success of the Council.

It is therefore important to learn from people who leave Bromley their reasons for doing so and what can be done to improve our working environment. This information can be gathered in two ways through exit interviews and by questionnaire.

Exit Questionnaire

- Each employee is sent a [questionnaire](#) when they resign to be returned to HR Strategy, Room E87, Civic Centre or emailed to HR_Infosys@bromley.gov.uk
- The questionnaire gathers information about the primary reasons for leaving, leaver destinations and personal ratings on a range of important 'factors' during the employee's time with the Council.
- This information is confidential and used to identify any statistical trends or issues at corporate and departmental levels.

Exit Interviews

- It is good practice for line managers to meet with staff who are leaving to discuss their perceptions of working within their service and for Bromley Council. These meetings should be used to explore both positive and negative perceptions relating to job content, the systems and processes used in the performance of that job, team working environment the Council as a whole. Line managers should use the information to improve the immediate working environment where possible and to pass on comments to senior management or HR if necessary.
- In addition or as an alternative to talking to their line manager a leaver may request an exit interview with HR. This option can be taken up at the time of completing the exit questionnaire or by contacting HR Strategy direct

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Chart 1 No of leavers and percentage return of exit forms

Year	Total No of leavers	Total no of exit forms received	Percentage return	Headcount at end of Financial Yr	Turnover	Total No of leavers	Total No of Starters	Net Leaver Figure
2006/07	307	15	4.89%	2733	11.23%	307	409	102
2007/08	332	116	34.94%	2735	12.14%	332	351	19
2008/09	331	83	25.08%	2801	11.82%	331	357	26
2009/10	291	63	21.65%	2771	10.50%	291	205	-86
2010/11	392	101	25.77%	2659	14.74%	392	183	-209
2011/12	361	78	21.61%	2380	15.17%	361	104	-257

Chart 2 Reasons for leaving (option to select up to three with no ranking)

Year	Total no of exit forms received	attracted to another employer	better pay /conditions	career advancement	change of career direction	dissatisfied with job	end of fixed term contract	family commitments	Health	long hours	poor line manager	poor dept mgt	poor working environment	redundancy	relocation	retirement	to take up study	travel to work too long	question not answered	total no of reasons given
2006/07	15	0	7	1	2	5	1	1	1	0	1	0	0	0	1	0	0	4	0	24
		0.00%	29.17%	4.17%	8.33%	20.83%	4.17%	4.17%	4.17%	0.00%	4.17%	0.00%	0.00%	0.00%	4.17%	0.00%	0.00%	16.67%	0.00%	
2007/08	116	8	35	15	21	23	0	2	2	1	11	10	7	0	15	25	0	14	2	191
		4.19%	18.32%	7.85%	10.99%	12.04%	0.00%	1.05%	1.05%	0.52%	5.76%	5.24%	3.66%	0.00%	7.85%	13.09%	0.00%	7.33%	1.05%	
2008/09	83	8	14	20	13	1	6	2	2	6	4	9	10	1	6	25	4	11	1	143
		5.59%	9.79%	13.99%	9.09%	0.70%	4.20%	1.40%	1.40%	4.20%	2.80%	6.29%	6.99%	0.70%	4.20%	17.48%	2.80%	7.69%	0.70%	
2009/10	63	4	5	10	8	11	3	0	0	1	4	5	7	0	1	28	1	2	1	91
		4.40%	5.49%	10.99%	8.79%	12.09%	3.30%	0.00%	0.00%	1.10%	4.40%	5.49%	7.69%	0.00%	1.10%	30.77%	1.10%	2.20%	1.10%	
2010/11	101	6	13	20	8	6	7	2	0	1	7	4	2	2		42	5	12	2	139
		4.32%	9.35%	14.39%	5.76%	4.32%	5.04%	1.44%	0.00%	0.72%	5.04%	2.88%	1.44%	1.44%	0.00%	30.22%	3.60%	8.63%	1.44%	
2011/12	78	10	12	19	13	5	5	0	1	0	3	4	2	1	1	26	2	9	2	115
		8.70%	10.43%	16.52%	11.30%	4.35%	4.35%	0.00%	0.87%	0.00%	2.61%	3.48%	1.74%	0.87%	0.87%	22.61%	1.74%	7.83%	1.74%	

Chart 3 *Satisfaction rating 0 = did not complete/gave no rating, 1 dissatisfied to 4 very satisfied in relation to 10 factors

Salary						Council wide communication						Promotion prospects					
Year	*0	1	2	3	4	Year	*0	1	2	3	4	Year	*0	1	2	3	4
2006/07						2006/07						2006/07					
2007/08	55	10	16	27	8	2007/08	57	6	22	23	8	2007/08	58	23	22	10	3
2008/09	2	6	24	40	11	2008/09	3	9	33	33	5	2008/09	6	31	27	17	2
2009/10	4	5	16	27	11	2009/10	6	6	25	19	7	2009/10	13	19	19	8	4
2010/11	2	11	26	39	23	2010/11	4	11	31	43	12	2010/11	8	37	31	20	5
2011/12	3	5	24	30	16	2011/12	5	12	26	27	8	2011/12	14	22	27	12	3

Work life Balance						Dept communication						Line Manager					
Year	*0	1	2	3	4	Year	*0	1	2	3	4	Year	*0	1	2	3	4
2006/07						2006/07						2006/07					
2007/08	57	6	11	20	22	2007/08	57	8	24	22	5	2007/08	56	11	10	19	20
2008/09	7	4	18	30	24	2008/09	3	6	34	30	10	2008/09	4	10	9	28	32
2009/10	6	8	10	21	18	2009/10	3	9	22	20	9	2009/10	3	4	14	12	30
2010/11	2	8	14	37	40	2010/11	2	11	34	34	20	2010/11	3	10	11	23	54
2011/12	10	3	13	30	22	2011/12	5	17	19	27	10	2011/12	5	8	6	32	27

Training						Career Dev opportunities						Departmental Mgt					
Year	*0	1	2	3	4	Year	*0	1	2	3	4	Year	*0	1	2	3	4
2006/07						2006/07						2006/07					
2007/08	55	8	18	21	14	2007/08	57	20	19	14	6	2007/08	57	18	12	20	9
2008/09	2	6	17	44	14	2008/09	5	20	25	28	5	2008/09	4	7	23	35	14
2009/10	5	6	16	22	14	2009/10	9	17	11	23	3	2009/10	5	9	15	21	13
2010/11	1	7	22	34	36	2010/11	5	25	32	27	12	2010/11	2	16	17	32	34
2011/12	6	4	22	30	16	2011/12	9	20	23	20	6	2011/12	6	12	15	27	18

Recognition of your achievements					
Year	*0	1	2	3	4
2006/07					
2007/08	56	16	21	15	8
2008/09	3	17	20	29	14
2009/10	6	7	19	24	7
2010/11	2	23	14	31	31
2011/12	4	11	19	23	21

Summary of responses

	Salary	WLB	Train	Comms CII	Dep Comms	Career Dev	Promo	Line Mgr	Dep Mgr	Recogniti on
2006/07										
2007/08	2.6	3	2.7	2.6	2.4	2.2	2	2.9	2.4	2.3
2008/09	2.9	2.9	2.9	2.4	2.5	2.3	1.9	3.1	2.7	2.6
2009/10	2.8	2.8	2.9	2.4	2.4	2.2	1.9	3	2.7	2.6
2010/11	2.7	3.1	3	2.6	2.6	2.3	2	3.1	2.9	2.7
2011/12	2.8	2.9	2.7	2.3	2.3	2.1	1.9	3.1	2.6	2.7
total	2.76	2.94	2.84	2.46	2.44	2.22	1.94	3.04	2.66	2.58

Chart 4 Destination data

Year	Agency / Temp	Health Service	Maternity/ caring for family	Not working	other public sector work	Private sector work	Self employed	Studying	Teaching	Vol/ charity work	Temp with LBB	No answer given	seeking work	other not specified	relocating
2006/07	1	0	2	2	8	2	0	0	0	0	0	0	0	0	0
2007/08	8	0	5	29	32	27	0	2	0	3	1	2	0	2	5
2008/09	3	2	5	29	20	7	2	4	3	4	0	1	1	2	0
2009/10	2	4	4	29	13	3	1	0	1	4	1	1	0	0	0
2010/11	5	1	9	39	14	12	7	4	0	4	0	2	1	2	1
2011/12	4	0	3	31	20	5	3	3	3	2	0	3	0	0	1
total	22	7	26	157	99	54	13	13	7	17	2	9	2	6	7

Chart 5 Recommendations

Would you rejoin LBB?

Year	yes	maybe	no	no entry
2006/07	8	0	5	2
2007/08	56	19	40	1
2008/09	31	31	17	4
2009/10	20	16	22	5
2010/11	51	20	24	6
2011/12	47	3	24	4
total	213	89	132	22

Would you rejoin your
dept?

Year	yes	maybe	no	no entry
2006/07	1	0	2	12
2007/08	18	21	23	54
2008/09	27	28	23	5
2009/10	17	13	22	11
2010/11	50	18	29	4
2011/12	41	3	29	5
total	154	83	128	91

Would you
recommend working
for LBB?

Year	yes	maybe	no	no entry
2006/07	1	0	0	14
2007/08	33	16	11	56
2008/09	46	22	12	3
2009/10	32	16	7	8
2010/11	63	19	18	1
2011/12	49	8	14	7
total	224	81	62	89

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Agenda Item 8

Report No.
ES12036

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Environment PDS Committee

Date: 28 February 2012

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

Title: ENVIRONMENT IMPROVEMENT POST COMPLETION
REPORT (LPSA REWARD GRANT)

Contact Officer: Kevin Munnely, Head of Town Centre Renewal
Tel: 020 8313 4582 E-mail: kevin.munnely @bromley.gov.uk

Chief Officer: Marc Hume, Director of Renewal & Recreation

Ward: Brough Wide

1. Reason for report

This completion report is a requirement of the LPSA funding agreement. This report updates Members on the measured outcome of the Environmental Improvements carried out over two years in areas outside of the Borough's main town centres.

2. **RECOMMENDATION(S)**

Members note the outcome of the LPSA 1 funded Environmental Improvement project.

Corporate Policy

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

Financial

1. Cost of proposal: Estimated cost £250k
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Environmental Improvements LPSA funded scheme
 4. Total current budget for this head: £250k
 5. Source of funding: LPSA 1 Reward Fund
-

Staff

1. Number of staff (current and additional): 0
 2. If from existing staff resources, number of staff hours: 0
-

Legal

1. Legal Requirement: Non-statutory - Government guidance.
 2. Call-in: Call-in is not applicable.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Main body of the report
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 As part of the LPSA 1 Reward Fund allocation, £250k was allocated by the Executive in 2006 for Environmental Improvements. The purpose of allocation was to carry out highly visible improvements to the street scene in public areas as examples of good stewardship. Public safety, attractiveness and accessibility were identified as primary goals.
- 3.2 The bid aimed to bring together and enhance a variety of different initiatives – cleansing, repair of street furniture, graffiti and fly-poster removal, new planting and footway repairs – which together have a significant impact on the street scene.
- 3.3 The desire for more attractive street scene with less evidence of enviro-crime and less clutter was well established from surveys of local residents and business community. Value for money was to be demonstrated by an increase in satisfaction of the public and business community with their local area.
- 3.4 The scheme focused on the following areas:
- Local Shopping parades e.g. Kimmeridge Road, Cotmandene Crescent, Chatterton Road and Penge High Street.
- 3.5 From a review of the evidence currently available, it is considered that the series of focused environmental improvements, funded through the LPSA 1 allocation, were well received by the recipient communities. The scheme had a notable impact in successfully delivering, often in partnership with local groups, a number of bespoke town signs. Other notable successes included an improvement scheme outside Penge East station. It is considered that the improvement scheme successfully delivered on meeting the Council's Key Performance Indicators and Portfolio outcomes.
- 3.6 A breakdown of the project spend is set out below:

LPSA Spending (2006 - 2008)	£
<u>Chatterton Project</u>	
Village sign purchase and installation	3,025
Purchase & installation of heritage style lighting columns	58,000
Chatterton parking scheme	20,000
<u>Other Items</u>	
Floral displays	41,086
Evolution bins	25,000
War memorials	5,000
High street milestone contribution	1,500
Various village signs	65,552
Cleaning of memorials	8,400
Bromley memorial	865
Queens Mead fountain	510
Orpington planting	2,500
Hardings Lane scheme - creation of a pedestrian zone	5,000
Other miscellaneous expenditure	13,096
	<u><u>249,534</u></u>

4. POLICY IMPLICATIONS

Key to the evaluation process of the Environmental Improvement bid was the need to support the Council's 'Building a Better Bromley' aims. This bid was a major driver in achieving our local priorities in the period 2006-08. The quality of the street scene continues to be a priority for Bromley. A well maintained street scene is closely related to how safe residents feel and how satisfied they are with their area.

5. FINANCIAL IMPLICATIONS

The LPSA1 allocation for this project was £250k. The overall spend for the project was £249,534 as detailed in the table above.

Non-Applicable Sections:	Legal and Personnel
Background Documents: (Access via Contact Officer)	LPSA 1 Reward Fund Executive Report 9 th Jan 2006

Agenda Item 9

Report No.
RES13047

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

<Please select>

Decision Maker: Improvement & Efficiency Sub-Committee

Date: 19th February 2013

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

Title: INVEST TO SAVE

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

Chief Officer: Director of Resources

Ward: All

1. Reason for report

At the May meeting of the Executive, it was agreed that this Sub-Committee should monitor the Invest to Save scheme and should receive details in the form of a spreadsheet listing all the approved schemes and progress with savings achieved. This report includes a spreadsheet updating Members on schemes and progress.

2. **RECOMMENDATION(S)**

The Sub-Committee is asked to note and comment on the report.

Corporate Policy

1. Policy Status: Existing policy. Monitoring and review is part of the planning and review process for all services. Invest to Save is an established and key part of the financial process.
 2. BBB Priority: Excellent Council.
-

Financial

1. Cost of proposal: Estimated cost N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Capital Programme, LPSA/LAA Reward Grant, Invest to Save Fund
 4. Total current budget for this head: £5.7m LPSA Reward Grant; £2.3m LAA Reward Grant; £14.1m Invest to Save Fund
 5. Source of funding: LPSA/LAA Reward Grant Reserve and Invest to Save Fund
-

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: Non-statutory - 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

General

3.1 Invest to Save schemes were discussed at the Executive in May 2012 and this Sub-Committee was given delegated authority to determine schemes requiring an advance of up to £200k from the Invest to Save Fund, subject to a total expenditure cap of £1m and a maximum of 10 schemes. The Executive agreed that the Sub-Committee should monitor all Invest to Save schemes and should receive details in the form of a spreadsheet listing all the approved schemes and progress with savings achieved. This report includes a spreadsheet updating Members on schemes and progress.

Capital bidding process

3.2 Invest to Save was introduced in 2003/04, when a formal capital scheme bidding process was agreed by the Executive with the aim of delivering key service priorities as part of the 2004/05 budget and of budgets in subsequent years. Since 2004, the annual capital review has specifically encouraged bids of an Invest to Save nature and all bids had to include a robust business plan and satisfy criteria agreed by the Executive. A number of bids have come forward since the introduction of the scheme and these are included in Appendix 1.

LPSA/LAA Reward Grant

3.3 In 2005/06 and 2006/07, the Council received Reward Grant totalling £5.7m from the government in recognition of the achievement of targets set in the Council Local Public Service Agreement, signed in January 2002. In 2010/11, a further £2.3m was received from the government as Local Area Agreement Reward Grant. In the years following receipt of these grants, a number of schemes have received Executive approval and these are also included in Appendix 1.

Invest to Save Fund

3.4 In October 2011, the Council approved the establishment of an earmarked reserve of £14.1m, The Invest to Save Fund, to support invest to save initiatives. In February 2012, the Executive agreed that the one-off Council Tax Freeze grant receivable in 2012/13 (£3,304k) should be added to the Invest to Save Fund, bringing the total Fund up to £17,304k. The Fund will provide “loans” for initiatives with any savings taking into account an element for repaying the Fund, whilst generating further savings that can be factored into future years’ budgets. Schemes put forward to date are also included in Appendix 1 and more detail is provided below.

Trial of Revised Green Garden and Textile Collection Service (£220k) – this scheme was approved by the Executive in December 2011. The trial scheme was introduced to supplement the current green garden waste sticker service and to finalise options for textile collections in the Borough. An advance of £220k was made from the Fund in 2011/12 and £140k was repaid to the Fund in the same year from underspends on the Environment Portfolio budget. The remaining £80k will be repaid in 2012/13 and it is estimated that the scheme will achieve a revenue saving of £178k pa.

Street Lighting (£8,507k) – in November 2012, the Executive approved a drawdown of £8,507k to fund the replacement of life expired lighting columns, the replacement of 4,000 inefficient street lighting lanterns and the implementation of a central management system. At this stage, it appears likely that the advance will be required in broadly equal instalments in 2013/14 and 2014/15 and it is estimated that there will be an annual revenue saving of £558k from 2020/21.

Bellegrove – reducing temporary housing accommodation (£400k) – in January, the Executive agreed an advance of £400k to fund the refurbishment of Bellegrove to bring it up to a suitable

standard for letting. The works will be carried out in 2013/14 and it is estimated that the scheme will generate a revenue saving of £246k pa as a result of a reduction in the use of bed and breakfast placements.

Post-Completion Reports

3.5 The Executive also requested in May 2012 that post-completion reports showing outcomes and savings that had been made on Invest to Save schemes be submitted to this Sub-Committee. Post-completion review reports have been part of the capital monitoring and review process for many years and reports on completed capital schemes are required to be submitted to the relevant Policy Development and Scrutiny Committee and now also to this Sub-Committee within 12 months of the date of practical scheme completion. It is suggested that the same timescale and reporting requirements be placed on post completion reports for Invest to Save schemes that are currently in progress and for future schemes. Three Invest to Save schemes are currently in progress, the trial of the green garden/textile collection service, the street lighting replacement scheme and the Bellegrave scheme to reduce temporary housing costs, and post completion reports will be submitted on these in due course.

4. POLICY IMPLICATIONS

4.1 Monitoring and review is part of the planning and review process for all services. Invest to Save is an established and key part of the financial process.

5. FINANCIAL IMPLICATIONS

5.1 These are included in Appendix 1. Savings on some of the more recently approved Invest to Save schemes will accrue in future years or on completion.

Non-Applicable Sections:	Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	

The table below provides an analysis of invest to save schemes approved to date through the annual capital review process, those funded by the LPSA reward grant and through the Invest to Save Fund. The revenue saving shown is the full-year saving and the payback period, in many cases, reflects the fact that the savings were phased incrementally over a number of years.

Invest to Save Scheme	Date of Executive approval	Total Cost		Full Year Annual Revenue Saving		Payback Period (years)
		Original Business Case	Actual	Original Business Case	Actual	
		£000	£000	£000	£000	
CAPITAL PROGRAMME SCHEMES						
SEN Reprovision (Riverside Special School)	Oct-05	5274	4251	2000	2263	4
Library Technology Systems Upgrade	05/02/07	200	200	18	26	7.7
Carbon Management programme (Note 1)	04/02/2008 06/10/2008	250	250	n/a	186	*
SQL Cluster Projects	04/02/08	160	153	30	30	5.3
Server Virtualisation	04/02/08	300	300	130	130	3.5
Joint Web Platform	02/02/09	142	142	20	20	7
LPSA REWARD GRANT						
Adult Placement Scheme & Independence of People with Learning Difficulties	14/11/05 & 09/01/06	1092	1092	1381	1381	3
Environmental improvements (Note 2)	09/01/06	250	250	*	*	*
BEECHE Centre, High Elms & Care Leavers into Employment (Note 3)	09/01/06	560	560	*	*	*
Common Housing Allocation System & Choice-Based Lettings	19/06/06 & 23/07/07	143	143	18	18	8
Library Self-Service & RFID Technology	19/06/06	360	360	90	91	5
Customer Access Programme	06/11/06	607	607	175	175	3.5
One Way Programme	19/05/08	966	762	249	240	3.2
Waste Collection Trial Extensions & Waste Pilot Scheme	16/06/08 & 02/02/09 & 01/09/10	1458	1458	180	180	8.1
INVEST TO SAVE FUND						
Trial of Revised Green Garden & Textile Collection Service (Note 4)	14/12/11	220	220	178	n/a	*
Street Lighting (Note 5)	28/11/12	8507	n/a	558	n/a	8
Bellegrove – reduce temporary housing costs (Note 6)	09/01/13	400	n/a	246	n/a	2
Total		20889	10748	5273	4740	

Note (1) - the Executive approved capital funding of £250k to provide match funding for external grant support (total approved expenditure £500k with £250k being externally funded). At the time this funding was approved, it was not

possible to quantify the revenue savings that would be achieved as expenditure is subject to the Carbon Management Programme Board's approval of individual projects, following submission of a formal business case. The costs of individual projects are recovered from savings achieved and re-invested in other projects creating a self-sustaining fund. To date, a total of £670k has been spent on 9 individual projects resulting in estimated full year savings of £186k. At the end of the fund's life, the initial investment will be repaid in full.

Note (2): The original bid referred to efficiency savings that would be realised in Street Services and Cleansing budgets in the future that were difficult to quantify although it is likely some savings were achieved.

Note (3): The original bid referred to cashable savings of £39k in the delivery of services to Care Leavers and an anticipated reduction in energy costs which could not be quantified. It is unlikely that these savings were realised.

Note (4): This scheme is on-going and an advance of £220k was made from the Invest to Save Fund in 2011/12. Repayment of £140k was made in 2011/12 from underspends from elsewhere within the Environment Portfolio and the balance of £80k will be repaid in 2012/13 upon completion of the trial. The amount of revenue savings is dependent on the number of customers taking up the service which is not yet known.

Note (5): The Executive initially approved a draw down of £7,942k from the Invest to Save Fund on the understanding that a further report would be submitted back to the Executive in the autumn on the outcome of the tendering process and the financial implications. Four options were presented to the Executive on 28th November 2012 and approval was given to a revised drawdown of £8,507k. It is estimated that there will be a total saving of £182k over the 8 year period of the scheme, after allowing for repayment of the Invest to Save funding (including interest) and an estimated ongoing annual revenue saving of £558k from 2020/21.

Note (6): The Executive approved a drawdown of £400k from the Invest to Save Fund to fund the refurbishment of Bellegrove. The funding will bring the property up to a suitable letting standard and will save temporary housing costs estimated at £246k pa.

Agenda Item 11

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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