



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 23 December 2013

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

Councillor Eric Bosshard (Chairman)
Councillor Russell Mellor (Vice-Chairman)
Councillors Nicholas Bennett J.P., Peter Fookes, Ellie Harmer, Will Harmer,
David Hastings, Brian Humphrys, William Huntington-Thresher, Kate Lymer,
Nick Milner, Tony Owen, Tom Papworth, Ian F. Payne, Neil Reddin FCCA and
Pauline Tunncliffe

A meeting of the Executive and Resources Policy Development and Scrutiny
Committee will be held at Bromley Civic Centre on **WEDNESDAY 8 JANUARY 2014**
AT 7.00 PM

MARK BOWEN
Director of Corporate Services

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

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 SUBSTITUTE MEMBERS**
- 2 DECLARATIONS OF INTEREST**
- 3 QUESTIONS FROM COUNCILLORS AND 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 Thursday 2nd January 2014.

- 4 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 13TH NOVEMBER 2013 (EXCLUDING EXEMPT ITEMS)** (Pages 5 - 14)
- 5 MATTERS ARISING FROM PREVIOUS MEETINGS** (Pages 15 - 18)
- 6 FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS** (Pages 19 - 22)
- 7 CONTRACTS REGISTER**
- Copies of the Contracts Register have been circulated under separate cover and are available on the Council website.

HOLDING THE RESOURCES PORTFOLIO HOLDER TO ACCOUNT

- 8 QUESTIONS TO THE PORTFOLIO HOLDER FROM MEMBERS OF THE PUBLIC AND COUNCILLORS 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 Thursday 2nd January 2014.
- 9 SCRUTINY SESSION - THE RESOURCES PORTFOLIO HOLDER**
- 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 MONITORING - 2ND QUARTER 2013/14**
(Pages 23 - 28)

HOLDING THE EXECUTIVE TO ACCOUNT

- 11 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS** (Pages 29 - 32)
- Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 15th January 2014.

POLICY DEVELOPMENT AND OTHER ITEMS

- 12 SHARED PARKING SERVICE: PROGRESS REPORT** (Pages 33 - 40)
- 13 REVENUES SERVICE MONITORING REPORT** (Pages 41 - 68)
- 14 HOUSING AND COUNCIL TAX BENEFIT SERVICE MONITORING REPORT**
(Pages 69 - 84)
- 15 UPDATES FROM PDS CHAIRMEN** (Pages 85 - 86)
- 16 WORK PROGRAMME** (Pages 87 - 92)

PART 2 AGENDA

17 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

- | | |
|--|---|
| 18 EXEMPT MINUTES OF THE MEETING HELD ON 13TH NOVEMBER 2013 (Pages 93 - 96) | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
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| 19 PRE-DECISION SCRUTINY OF EXEMPT RESOURCES PORTFOLIO HOLDER REPORTS | |
| a MANORFIELDS, AVALON ROAD, ORPINGTON (Pages 97 - 102)
Orpington Ward | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
|
 | |
| 20 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS | |

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EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 13 November 2013

Present:

Councillor Eric Bosshard (Chairman)
Councillors Nicholas Bennett J.P., Brian Humphrys,
William Huntington-Thresher, Russell Mellor (Vice-
Chairman), Nick Milner, Tom Papworth, Ellie Harmer,
Peter Fookes, Tony Owen, Ian F. Payne,
Neil Reddin FCCA, Pauline Tunnicliffe, Will Harmer and
Kate Lymer

Also Present:

Councillor Stephen Carr, Councillor Graham Arthur,
Councillor Peter Dean, Councillor Robert Evans and
Councillor Richard Scoates

397 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies were received from Councillor David Hastings.

398 DECLARATIONS OF INTEREST

As a member of the Board of Penge Churches Housing Association,
Councillor Peter Fookes declared a personal interest in items 8 and 9 of the
Executive agenda.

Councillor Nicholas Bennett J.P. also declared a personal interest in the same
items as a member of the Regional Board of Affinity Sutton.

399 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received, but the Chairman allowed Mrs Marie
Pender, Chair of the West Beckenham Residents Association, to make a brief
presentation to the Committee concerning the former public toilets at Elmers
End (item 14a of the exempt part of the agenda).

Mrs Pender explained that the building was in the centre of designated Urban
Open Space. It was a focus of Elmers End having stood on a triangle of land

for a number of years. A commercial enterprise was not wanted for the public space. There could be long term financial risks if the building was sold to a private buyer; the building could be sold on and there would be a sole reliance upon planning considerations to influence any future use.

In the event that a purchaser was not successful in gaining planning permission, Mrs Pender questioned who might be liable for the site, suggesting the Council would have costs for work to clear a derelict building. She also questioned how any shops or offices with obtrusive signing could support recreational purposes.

There were already a number of restaurants, cafes and take away food outlets nearby. There was a desire to see the land remain green. Mrs Pender recommended that the building be demolished and the green provided with flower beds.

Responding to a question from Councillor Will Harmer, Mrs Pender suggested that residents would consider potential uses other than a café or offices. She was particularly concerned that customers of a café would spill out on to the green.

Following Mrs Pender's presentation the Chairman permitted Councillor Dean to make a statement.

Councillor Dean explained that the site was not at the edge of the green belt or on a high street, but rather positioned on a triangular piece of land, large enough to be considered a park. If sold, the site would need change of use consent, and if granted, Councillor Dean was concerned for what might be provided in future. There were also a number of issues to consider with a change of use e.g. highways and the safety of pedestrians crossing to any commercial premises. There would also be loss of amenity and loss of prospect. He felt that a sale of protected land would set a precedent for L B Bromley, adding that numerous local residents opposed a sale. He felt that to sell would be a betrayal of trust.

Councillor Bennett referred to public conveniences being on the site with no highway issues. He suggested the position would be no different with commercial premises. Councillor Will Harmer suggested there might be an opportunity for a restaurant, so attracting more people to the site as a park area.

The Chairman highlighted that Councillor Phillips had written objecting to any sale of the site. This included concerns about access to green space and traffic hazards should there be commercial premises. She favoured demolition of the building and a return to open space. If the site were sold it would then, effectively, be outside of Council control with a risk that there could be a derelict building.

Councillor Milner was also concerned that the Council would lose control of the site if sold - particularly the freehold which he felt was not suitable for

disposal. He would be prepared to consider a leasehold arrangement if the Council could exercise control. He suggested having a sponsored flower bed at the site.

The Chairman advised that Councillor Lynch had also written opposing a sale which included highway safety concerns. Local residents were opposed to a sale and a sale would also set a precedent.

Councillor Bennett asked if there was a difference in receipt by selling the site as freehold compared to having a 999 year lease. In response, it was considered acceptable to offer on a long lease; if a bid was unconditional, it would be a mismatch. It was possible to put a covenant on freeholds and restrictions could be applied on leasehold. A design would need to be appropriate to achieve planning permission on change of use.

**400 MINUTES OF THE EXECUTIVE AND RESOURCES PDS
COMMITTEE MEETING HELD ON 10TH OCTOBER 2013
(EXCLUDING EXEMPT ITEMS)**

RESOLVED that the minutes of the meeting held on 10th October 2013 (excluding exempt information) be confirmed.

401 MATTERS ARISING FROM PREVIOUS MEETINGS
Report RES13196

Members noted an update on matters arising from previous meetings.

**402 FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE
DECISIONS**

The Committee received the latest version of the Forward Plan of Private and Key Executive decisions as published on 22nd October 2013.

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

No questions had been received.

404 RESOURCES PORTFOLIO - PRE-DECISION SCRUTINY

The Committee considered the following report for pre-decision scrutiny where the Resources Portfolio Holder was minded to take a decision.

404.1 Bromley Youth Employment Project: Update
Report DRR13/133

The Committee considered an update on the delivery of the Bromley Youth Employment project, being delivered by Bromley College of Further and Higher Education on behalf of the Council.

The Chairman expressed his disappointment at the poor progress made with the project.

Mr Craig Potter and Mr Vaughan Leyshon, both from Bromley College, attended the meeting to give a short presentation. Originally, the Bromley Project grant was to replace the Apprenticeship Grant for Employers (AGE grant), which was due to end in March 2013. However, the grant was extended (after the Bromley contract was granted) to 31st December 2014.

The economic situation was different when Bromley College bid for the project, with a high number of unemployed young people in the borough. There was now positive growth with employers starting to recruit again. As such, the number of unemployed had fallen and former learners were gaining employment.

For the Bromley project it was necessary to realign the minimum number of working hours with those in standard apprenticeship contracts. Some of these are 30 hours (rather than 36 hours) per week and some internship contracts are 35 hours per week.

Employers are also able to pay apprentices at the national Apprenticeship minimum wage, which is lower than the National Minimum wage set within the contract specification for the Bromley project.

An improvement was anticipated and the project was now considered sound. At the end of October it was indicated there were six apprenticeship starts and three internship starts. During November, December and January the profile was lower so providing an opportunity for Bromley College to catch up. It was possible for the College to re-design the grant to meet the aspiration for apprenticeships - approaches could be made to employers as soon as the necessary changes had been made.

As the Bromley Project appeared to compete with the more successful national provision (the AGE grant), Councillor Will Harmer suggested the Council offer to supplement the national capacity.

The specification for the project, including the minimum number of working hours, was compiled with advice from the National Apprenticeship Service. The Council's investment had been protected with payment only made on the delivery of results. Some £6k had been paid out and if all outcomes were evidenced, the Council would be liable for £30k. It was possible to make adjustments to the Contract or consider termination.

Councillor Owen questioned the value of the project. He felt it would be more worthwhile to invest in young people acquiring skills rather than invest £500k in the project.

Councillor Bennett asked for anonymous information on each internship, including whether or not the intern is a graduate and the company they are employed by.

The Chairman was concerned about the structure of the project. He felt it was necessary to better match what employers expect. He suggested giving Bromley College another opportunity and recommended the College work with the Assistant Director to re-shape the contract to make it more attractive to individuals and employers. He suggested the contract then be reviewed in three months.

RESOLVED that:

(1) the Resources Portfolio Holder be recommended to:

- **review the progress of Bromley College in delivering the project, with progress being reviewed again in three months to give adequate opportunity for the College to improve performance;**
- **reconsider project delivery if progress remains unsatisfactory at the end of the three month period; and**

(2) the College provide information on each internship, including whether or not the intern is a graduate, and the company they are employed by.

405 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS
Report RES13197

The Committee considered the following reports on the public agenda for the meeting of the Executive on 20th November 2013.

(5) Budget Monitoring
Report RES13193

Members considered the third budget monitoring position for 2013/14 (based on expenditure and activity levels to September 2013).

Referring to Education and reductions in central government grants, the Chairman highlighted commentary that statutory functions were not appearing to decline in proportion to the number of schools maintained by the Local Authority. He encouraged members to lobby local MPs on the need for more grant if the level of statutory functions was to continue. Change was necessary either through a reduction in statutory functions or provision of adequate grant. Supporting this approach, the Leader referred to a meeting he was due to have with local MPs on 18th November.

RESOLVED that the recommendations be supported.

(6) Update on the Council's Financial Strategy 2014/15 to 2017/18
Report RES13208

Issues that would continue to shape the medium term strategy, updated to reflect latest projections to 2017/18, were outlined (the 2014/15 Local Government Financial Settlement and details such as updated information on the Council's business rate share and Council Tax base would not be available until December). A broad indication was provided of cost pressures along with an on-going need to identify savings for 2014/15 and future years.

Councillor Bennett asked that officers email the current position on reserves.

RESOLVED that the recommendations be supported.

(7) Capital Programme Monitoring – 2nd Quarter 2013/14
Report RES13207

The current position on capital expenditure and receipts was outlined following the 2nd quarter of 2013/14. Executive approval was sought to a revised Capital Programme.

RESOLVED that the recommendations be supported.

(8) Homelessness and Temporary Accommodation Budget Pressures: Homelessness (Impact of Recession/Welfare Reform) Contingency Provision Draw-down
Report CS13038

In view of current homelessness pressures, Executive approval was sought for the release of £1m set aside in central contingency against anticipated risks resulting from the impact of welfare reform and the current economic and housing climate. From a largely cost neutral budget the position had changed to one where the majority of temporary accommodation placements could now only be secured on a nightly paid basis at a net cost to the Council. Details were also provided of initiatives being pursued to reduce the rising budget pressures wherever possible.

Aware that young people could comprise a significant proportion of single clients, the Chairman linked this report to the employment benefits that could potentially be obtained from the Bromley Youth Employment project were it to be successful (minute 404a).

RESOLVED that the recommendations be supported.

(9) Approval to Draw-down the Social Housing Fraud Initiative Grant
Report CS13039

Approval was sought to draw-down ring fenced Government funding of £200k over a two year period (two instalments of £100K) to help identify and tackle incidents of social housing fraud. Draw-down of £100k was required to meet the expenditure requirement in 2013/14.

RESOLVED that the recommendations be supported.

(10) Public Health Procurement Framework
Report CS13047

Public Health Category A standard contracts covering the five key Public Health Improvement Programmes would end in March 2014. Retendering was now necessary. Details of the programmes were outlined along with their positive impact on service users. The report explained how Public Health intended to retender the services under a framework agreement allowing significant flexibility.

RESOLVED that the recommendations be supported.

(11) Adult Social Care – Impact of the Care Bill and Future NHS Funding
Report CS13049

Further information was provided on the potential impact of changes to adult social care proposed in the Care Bill, published in May 2013. The report also considered changes made necessary by the Government's proposals to further integrate health and adult social care.

To assess the impact on adult social care and address challenges arising from the Care Bill, proposals were set out for a programme of detailed modelling for which it was recommended that £216k be spent from the NHS social care funds in 2013/14 and 2014/15. Proposals from the Department of Health related to the Integration Transformation Fund were also considered in the report – the report offering a way forward to allow L B Bromley to be best placed to exploit opportunities presented by further integration with the NHS in coming years.

RESOLVED that the recommendations be supported.

(12) Children's Social Care Recruitment and Retention Strategy
Report CS13037

With the current strategy for the recruitment and retention of children's social workers in its final year of operation, comparative salaries data indicated that it was necessary for L B Bromley to continue having an enhanced employment package for qualified social workers.

The Executive was asked to agree that the current scheme be extended for the 2014/15 financial year using residual funding from the agreed recruitment and retention package and that the current scheme is extended to include the Children with Disabilities Service at an additional £7,374 per annum. The report also recommended that consideration be given to the future funding of competitive social work salaries beyond 2014/15.

In comparison with private sector practice, Councillor Lymer suggested that the Finders Fee at £250 could be regarded by staff as an insufficient incentive to market L B Bromley for qualified social work positions.

Comments were made in support of the recommendations. Councillor Tunnicliffe referred to the importance of having high quality social workers, cautioning against the authority falling back to vacancy levels experienced some three years previously. On future funding, the Chairman suggested a re-arrangement of some priorities in order to reward good performers. The Leader referred to incentivising and being market leaders. He highlighted the importance of support for the authority's young social workers.

RESOLVED that the recommendations be supported.

(13) Financial Implications of changes to the Youth Remand Framework
Report CS13030

The report outlined changes to the youth remand framework introduced by the Legal Aid, Sentencing and Punishment of Offenders Act 2012. It described the indicative costs arising from changes to the youth remand framework and sought approval for the Ministry of Justice youth remand grant allocation of £73,734 to be released from central contingency.

Approval was also sought to draw-down £500k set aside in central contingency to fund the anticipated volume of remand placements arising from changes to the youth remand framework.

RESOLVED that the recommendations be supported.

406 BRIEF UPDATES FROM PDS CHAIRMEN
Report RES13198

Updates from the Health Scrutiny Sub-Committee (meeting on 14th October 2013), the Care Services PDS Committee (meeting on 29th October 2013) and the Public Protection and Safety PDS Committee (meeting on 5th November 2013) were circulated to the Committee prior to the meeting.

The Education PDS Committee met the previous evening (12th November 2013) and Councillor Bennett updated Members. This included points which are briefly summarised below:

- seven Roman Catholic Primary Schools are to become academy schools (as part of a multi academy trust);
- there will be a new free school at 1 Westmoreland Road (The Bromley Bilingual Primary School);
- the Grovelands and Kingswood Pupil Referral Units are looking to convert to academy status;
- a report will be provided to Education PDS Committee on support for underperforming schools, including data on risk, and for any school with identified concerns, more detailed information will be provided to the Committee to outline areas for improvement;
- should full market testing of Bromley Adult Education College be progressed, a report on the outcome, along with a best value analysis, will be presented to the Council's Executive (via Education PDS Committee) in 2015;
- a further report on the attainment of Looked After Children, with anonymised case studies, would be provided to the next Education PDS meeting.

Concerning a new free school at 1 Westmoreland Road, the Leader explained that it was not known until the previous Friday afternoon that this would go ahead. Councillor Humphrys highlighted his understanding that there would be no playing fields at the school, a position which he was unable to support.

407 WORK PROGRAMME 2013/14
Report RES13199

The Committee received an update on its work programme for 2013/14.

Concerning the new Working Group on Council Costs, Charges, and Re-charges, the Chairman would join Councillor Bennett and Councillor Reddin on the Group. Arrangements would be made for the Group to meet before the Christmas break.

RESOLVED that the Work Programme be noted.

**408 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 items of business referred to 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 summaries
refer to matters
involving exempt information**

**409 EXEMPT MINUTES OF THE MEETING HELD ON 10TH
OCTOBER 2013**

The exempt minutes of the meeting held on 10th October 2013 were confirmed.

**410 PRE-DECISION SCRUTINY OF EXEMPT RESOURCES
PORTFOLIO HOLDER REPORTS**

The Committee scrutinised the following proposed decisions of the Resources Portfolio Holder.

**410.1 FORMER PUBLIC CONVENIENCES, CONEY HALL, ELMERS
END AND GREEN STREET GREEN**

The Committee considered proposals for the sale of former public convenience buildings at Coney Hall, Elmers End and Green Street Green.

410.2 CROFTON HALLS (WEST) SITE, YORK RISE, ORPINGTON

Members considered proposals for the Crofton Halls (West) site at York Rise, Orpington.

**411 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE
REPORTS**

Members considered the following reports for the Part 2 agenda of the Executive's meeting on 20th November 2013:

- Award of Contract for the Riverside School and
- Queen's Gardens, Bromley – proposed restaurant development

Under exempt proceedings, Members also noted the position on capital receipts in relation to the Capital Programme monitoring report at item 7 of the Executive's agenda.

The Meeting ended at 9.40 pm

Chairman

Agenda Item 5

Report No.
CSD14002

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 8th January 2014

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

Title: MATTERS ARISING FROM PREVIOUS MEETINGS

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 Appendix 1 to this report updates Members on matters arising from previous meetings which continue to be "live." Four matters are listed concerning an update on the effectiveness of the Winter Health Project, a request for a report on discretionary housing payments, the Bromley Youth Employment Project and a request for information on the Council's current position on reserves.

2. **RECOMMENDATION(S)**

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

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: £367,636
 5. Source of funding: 2013/14 Revenue Budget
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Staff

1. Number of staff (current and additional): 10 posts (8.55fte)
 2. If from existing staff resources, number of staff hours: Monitoring the Committee's matters arising takes a few hours between each meeting.
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Legal

1. Legal Requirement: None:
 2. Call-in: Not Applicable: This 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 members of the Committee.
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Ward Councillor Views

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

Non-Applicable Sections:	Policy/Finance/Legal/Personnel
Background Documents: (Access via Contact Officer)	Minutes of previous meetings

Minute Number/ Title/Date	PDS Request	Update	Action By	Completion Date
336 Executive Reports: (12) Winter Health Project (5 th June 2013)	The Committee requested an update in a year's time	The issue will be included in the Work Programme	Public Health Associate Director	June 2014
356 Housing and Council Tax Benefit Service Monitoring Report (18 th July 2013)	The Chairman asked for a breakdown of the length of Discretionary Housing Payments for review by the Committee in six months.	The issue is to be picked up in the next monitoring report, which is on the current agenda.	Head of Revenues and Benefits	January 2014
404 Bromley Youth Employment Project (13 th November 2013)	The Committee asked for progress to be reviewed in three months by the Portfolio Holder, and for the College to provide information on each internship, including whether interns are graduates and the company they are employed by.	Information is awaited from the College.	Assistant Director, Culture	February 2014
405 Executive Reports: (6) Update on the Council's Financial Strategy (13 th November 2013)	Cllr Bennett asked that officers email the current position on reserves.	Information was sent to Members on 4 th December 2013.	Director of Finance	December 2013

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LONDON BOROUGH OF BROMLEY

FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 17TH DECEMBER 2013

PERIOD COVERED: DECEMBER 2013 - MARCH 2014

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 14TH JANUARY 2014

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND 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?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
COUNCIL						
EXECUTIVE						
UPDATE ON INTEGRATION TRANSFORMATION FUND APPLICATION	Executive	15 January 2014 Executive and Resources PDS Committee	Meeting	Contact Officer: Richard Hills Tel: 020 8313 4198 Richard.Hills@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
PROMISE PROGRAMME DRAW-DOWN OF NHS FUNDS	Executive	15 January 2014 Executive and Resources PDS Committee	Meeting	Contact Officer: Richard Hills Tel: 020 8313 4198 Richard.Hills@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
LEARNING DISABILITY S75 AGREEMENT	Executive	15 January 2014 Executive and Resources PDS Committee	Meeting	Contact Officer: Lorna Blackwood Tel: 020 8313 4110 lorna.blackwood@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND 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?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
PROCUREMENT STRATEGY FOR TENANCY SUPPORT SERVICES FOR HOMELESS PEOPLE	Executive	15 January 2014 Executive and Resources PDS Committee	Meeting	Contact Officer: Wendy Norman Tel: 020 8313 4212 Wendy.Norman@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
BUSINESS IMPROVEMENT DISTRICT STRATEGY FOR TOWN CENTRES 2014 - 2015	Executive	15 January 2014 Renewal and Recreation PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Martin Pinnell Tel: 020 8313 4457 martin.pinnell@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
UPDATE ON THE ECONOMIC DEVELOPMENT AND INVESTMENT FUND	Executive	15 January 2014 Executive and Resources PDS Committee	Meeting	Contact Officer: Heather Hosking Tel: 020 8313 4421 heather.hosking@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential

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2014/15 COUNCIL TAX	Executive	12 February 2014 Executive and Resources PDS Committee	Meeting	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
CARE SERVICES PORTFOLIO						
FRAMEWORK AGREEMENT FOR SERVICES FOR CHILDREN WITH DISABILITIES	Portfolio Holder for Care Services (including Public Health)	Not before 22 January 2014 Care Services PDS Committee	Meeting	Contact Officer: Hilary Rogers Tel: 020 8776 3172 Hilary.Rogers@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
EDUCATION PORTFOLIO						
GATEWAY REPORT - NURSERIES	Portfolio Holder for Education	Not before 30 January 2014 Education PDS Committee	Meeting	Contact Officer: Nina Newell Tel: 020 8461 7275 Nina.Newell@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
ENVIRONMENT PORTFOLIO						
PLANNED HIGHWAYS MAINTENANCE PROGRAMME	Portfolio Holder for Environment	Not before 29 January 2014 Environment PDS Committee	Meeting	Contact Officer: Paul Redman Tel: 020 8313 4930 Paul.Redman@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND 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?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
ENVIRONMENT PORTFOLIO PLAN 2014/15	Portfolio Holder for Environment	Not before 29 January 2014 Environment PDS Committee	Meeting	Contact Officer: Gavin Moore Tel: 0208 313 4539 gavin.moore@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
PROCUREMENT STRATEGY FOR PARKS NON-PROGRAMMED WORKS	Portfolio Holder for Environment	Not before 29 January 2014 Environment PDS Committee	Meeting	Contact Officer: Dan Jones Tel: 0208 313 4211 Dan.Jones@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
PUBLIC PROTECTION AND SAFETY PORTFOLIO						
RENEWAL AND RECREATION PORTFOLIO						
RESOURCES PORTFOLIO						

London Borough of Bromley: 020 8464 3333 www.bromley.gov.uk

Contact Officer: Keith Pringle, Chief Executive's Department: 020 8313 4508, keith.pringle@bromley.gov.uk

Report No.
CSD14013

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RESOURCES PORTFOLIO HOLDER

Date: For pre-decision scrutiny by the Executive & Resources PDS Committee on 8th January 2014

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

Title: CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2013/14

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

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 20th November 2013, the Executive received the 2nd quarterly capital monitoring report for 2013/14 and agreed a revised Capital Programme for the four year period 2013/14 to 2016/17. This report highlights in paragraphs 3.1 to 3.2 changes agreed by the Executive in respect of the Capital Programme for the Resources Portfolio. The revised programme for this portfolio is set out in Appendix A and detailed comments on scheme progress as at the end of the first half of 2013/14 are shown in Appendix B.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to confirm the changes agreed by the Executive in November.

Corporate Policy

1. Policy Status: Existing Policy: Capital Programme monitoring and review is part of the planning and review process for all services. Capital schemes help to maintain and improve the quality of life in the borough. Affective asset management planning (AMP) is a crucial corporate activity if a local authority is to achieve its corporate and service aims and objectives and deliver its services. The Council continuously reviews its property assets and service users are regularly asked to justify their continued use of the property. For each of our portfolios and service priorities, we review our main aims and outcomes through the AMP process and identify those that require the use of capital assets. Our primary concern is to ensure that capital investment provides value for money and matches the Council's overall priorities as set out in the Community Plan and in "Building a Better Bromley".
 2. BBB Priority: Excellent Council
-

Financial

1. Cost of proposal: No overall change over the 4 years 2013/14 to 2016/17..
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £16.5m for the Resources Portfolio over four years 2013/14 to 2016/17
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
-

Staff

1. Number of staff (current and additional): 0.25 fte
 2. If from existing staff resources, number of staff hours: 9 hours per week
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: 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? N/A
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

Capital Monitoring – variations agreed by the Executive on 20th November 2013

3.1 A revised Capital Programme was approved by the Executive in November, following a detailed monitoring exercise carried out after the 2nd quarter of 2013/14. The base position was the revised programme approved by the Executive on 24th July 2013, as amended by variations approved at subsequent Executive meetings. The only changes relating to this Portfolio were scheme rephasings and these are itemised in the table below and further details are included in paragraph 3.2. The revised Programme for the Resources Portfolio is attached as Appendix A and Appendix B shows actual spend against budget in the first half of 2013/14, together with detailed comments on individual schemes.

	2013/14	2014/15	2015/16	2016/17	TOTAL 2013/14 to 2016/17
	£000	£000	£000	£000	£000
Programme approved by Executive 24/07/13	14,942	775	775	0	16,492
<u>Variations approved by Executive 20/11/13</u>					
Expenditure rephased from 2013/14 into later years (see para 3.2)					
- Performance management/children's services - IT	-88	88			0
- Replacement of storage area network	-150	150			0
- Roll-out of Windows 7 and Office 2010	-100	100			0
- Replacement of MD110 telephone switch	-650	650			0
Total Amendment to the Capital Programme	-988	988	0	0	0
Total Revised Resources Programme	13,954	1,763	775	0	16,492

3.2 Expenditure re-phased from 2013/14 into 2014/15

As part of the 2nd quarter monitoring exercise, a total of £988k has been re-phased from 2013/14 into 2014/15 to reflect revised estimates of when expenditure on Resources schemes is likely to be incurred. This has no overall impact on the total approved estimate for the capital programme. Further details and comments are provided in Appendix B.

Post-Completion Reports

3.6 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. After major slippage of expenditure in recent years, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme's non-financial objectives. While no post-completion reports are currently due for completed Resources Portfolio schemes, this quarterly report will monitor the future position and will highlight any future reports required.

4. POLICY IMPLICATIONS

4.1 Capital Programme monitoring and review is part of the planning and review process for all services.

5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 20th November 2013. Changes agreed by the Executive for the Resources Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	Departmental monitoring returns October 2013. Approved Capital Programme (Executive 24/07/13). Q2 monitoring report (Executive 20/11/13).

RESOURCES PORTFOLIO - APPROVED CAPITAL PROGRAMME 20th NOVEMBER 2013											
Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.13	Estimate 2013/14	Estimate 2014/15	Estimate 2015/06	Estimate 2016/17	Responsible Officer	Remarks			
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's					
PROPERTY DIVISION											
Office accommodation strategy	2400	2321	79				Marc Hume	Supplementary estimate £400k (Executive 12/9/12)			
Former Chartwell Business Centre, Central Depot - improvement works	870	788	82				Marc Hume	Invest to Save (Executive £300k 20/7/11); £418k from planned maintenance in 11/12; addl funding £152k agreed by Executive 7/3/12			
Emergency Works on Surplus Sites	192	83	109				Heather Hosking	Essential to maximise capital receipts: £25k c/fwd from 11/12 into 12/13			
Property Investment Fund	15272	3787	11485				Marc Hume	Property acquisition 95 & 98 High Street, Bromley - met from Property Investment Fund			
TOTAL - PROPERTY DIVISION	18734	6979	11755	0	0	0					
CHIEF EXECUTIVE'S DEPARTMENT											
Capital Ambition - Efficiency and Transformation Funding	100	0	100				Doug Patterson	100% funding to support improvement and efficiency activity			
Financial systems upgrade/replacement of unsupported software	1025	978	47				Neil Graham	Essential replacement to enable continued financial management			
Civic Centre cabling renewal	400	362	38				Head of ICT				
Server Virtualisation	300	267	33				Head of ICT				
Digital Print Strategy	125	50	25	25	25		Dave Starling	Invest to Save - Multi-Functional Devices			
Upgrade of Core Network Hardware	1050	178	872				Head of ICT				
Increasing Network Security	400	395	5				Head of ICT				
Joint Web platform	240	143	97				Mark Bowen	Invest to Save scheme - £142k agreed by Executive 01/09/10			
Performance Management/Children's Services - information technology	500	290	122	88			Head of ICT	Approved by Executive 16/06/10			
Replacement of Storage Area Networks	1980	0	330	900	750		Head of ICT	Business continuity - need to keep data secure and accessible			
Rollout of Windows 7 and Office 2000	520	0	420	100			Head of ICT	Upgrade of all desktops and laptops			
Replacement of MD110 telephone switch	760	0	110	650			Head of ICT	Essential replacement of switch that was installed in 1999 and will not be maintained after 2015			
TOTAL CHIEF EXECUTIVE'S DEPARTMENT	7400	2663	2199	1763	775	0					
TOTAL RESOURCES PORTFOLIO	26134	9642	13954	1763	775	0					

RESOURCES PORTFOLIO - APPROVED CAPITAL PROGRAMME 2013/14 - 2ND QUARTER MONITORING					
Capital Scheme/Project	2nd QUARTER 2013/14				Responsible Officer Comments
	Actual to 31.3.13	Approved Estimate July 2013	Actual to 24/9/13	Revised Estimate Nov 2013	
	£'000's	£'000's	£'000's	£'000's	
PROPERTY DIVISION					
Office accommodation strategy	2321	79	0	79	An additional supplementary capital allocation of £400,000 to ensure the successful completion of the programme of works and reoccupation of the North Block was approved in 12-13. North Block has now been reoccupied and the remaining moves completed in January 13. There are still some outstanding IT works for the decommissioning of the empty buildings, but these costs are not substantial. The project is expected to be under budget, subject to calculation of final account.
Former Chartwell Business Centre, Central Depot - improvement works	788	82	48	82	The construction work is completed and the project is on budget, subject to receipt of the final account.
Emergency Works on Surplus Sites	83	109	1	109	Following the report to the Executive in March 13, £79k was carried forward to 13-14 to fund the appointment of consultants to review the property portfolio. At present £28k has been committed for consultants and the work is underway.
Property Investment Fund	3787	11485	6045	11485	Various properties have been acquired to provide an income which exceeds that which can be achieved from Treasury management. The estimate is based on the latest approved acquisitions following the Executive meeting on 12th June, and is subject to review when further acquisitions are identified.
TOTAL - PROPERTY DIVISION	6979	11755	6094	11755	
CHIEF EXECUTIVE'S DEPARTMENT					
Capital Ambition - Efficiency and Transformation Funding	0	100	0	100	£100K capital grant was paid to all authorities that were members of the London Council's following a decision by their Leader's Committee in December 2010. This related to CLG grant administered by the Capital Ambition Board. The grant was to be used for Improvement & Efficiency projects in line with priorities and criteria set by Capital Ambition. Following discussion at COE, and with Members, it is now proposed that the Capital Ambition money be made available to the Transformation Programme. This would support the work of the Commissioning Team. Funding proposals are to be agreed by Cllr Carr and Cllr Arthur on the recommendations' of the Director of Transformation & Regeneration. Funding will be used to support the following activities (not an exhaustive list): - To backfill within Finance, Legal, HR Support to enable day to day operations to be maintained whilst in house experts can support the developing work within the commissioning programme as and when required. - To buy in external skills & expertise as and when required. E.g. a Specialist in competitive dialogue - To fund the Fixed Term Programme Officers Role for the next 12 months at a circa £40k
Financial systems upgrade/replacement of unsupported software	978	47	0	47	The underspend in 12-13 of £47K was re-phased to 13-14. This sum is expected to be required for further enhancements relating to the Oracle R12 upgrade.
Civic Centre cabling renewal	362	38	7	38	We have commissioned a revised network design for the civic centre to separate public/guest networking and provide additional resilience to the comms rooms, this work is expected to be completed by 30/03/2014
Server Virtualisation	267	33	0	33	#####
Digital Print Strategy	50	25	0	25	This scheme relates to the implementation of Multi-Functional Devices. It was originally assumed that the machines would be funded from the Capital scheme, however it was subsequently decided that they could be funded from Revenue and the cost of rolling out these machines was funded by the One-Way programme. Following the implementation of these machines, a further review was undertaken of the revised business need and service requirements. In order to make best use of the print facilities, control and scanning software was purchased (uni-flow and ecopy) and a need for additional hardware was identified. £200k had originally been allocated for this scheme, however following the review, a budget of £125K in total was retained to allow for a spend of £25K per annum from 11/12 to 15/16 to fund the lease purchase of the software and the additional hardware. The scheme was re-phased to reflect this. The project has generated Revenue budget savings of £147K, and the Capital scheme budget was reduced by £75K.
Upgrade of Core Network Hardware	178	872	80	872	#####
Increasing Network Security	395	5	0	5	We will shortly be completing this scheme and will finish by 31/03/2014
Joint Web platform	143	97	8	97	The under spend of £34K in 2012/13 was mainly due to a delay in delivering a server for the GIS project (enabling searching for and displaying geographical information online), this resulted in a delay in commissioning development work on the project until 2013/14. The remaining money will be used to continue funding two major project streams, the critical transforming of the web site to respond to the wider range of devices now used to access it and some initial work towards developing a "one account" per customer concept. This work has identified a need to upgrade the core website software and hosting configuration, which will also be funded from the capital fund. Additionally we still have a £10.8k commitment outstanding from 2012/13 for integrating a public facing geographical information system, which will be payable on delivery of the development in December 2013.
Performance Management/Children's Services - information technology	290	210	45	122	#####
Replacement of Storage Area Networks	0	480	0	330	#####
Rollout of Windows 7 and Office 2000	0	520	0	420	#####
Replacement of MD110 telephone switch	0	760	0	110	#####
TOTAL CHIEF EXECUTIVE'S DEPARTMENT	2663	3187	140	2199	
TOTAL RESOURCES PORTFOLIO	9642	14942	6234	13954	

Report No.
CSD14003

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 8th January 2014

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

Title: PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 This report draws the Committee's attention to reports on the draft agenda for the next meeting of the Executive on 15th January 2014. Members are requested to bring a copy of their Executive agenda to the PDS Committee's meeting.
-

2. RECOMMENDATION(S)

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 major 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: Not Applicable:
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £367,636
 5. Source of funding: 2013/14 Revenue budget
-

Staff

1. Number of staff (current and additional): 10 (8.55 fte)
 2. If from existing staff resources, number of staff hours: Preparing this report takes less than one hour of staff time.
-

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): This report is intended primarily for the benefit of Members of the Committee.
-

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, Members of this Committee have the opportunity to carry out pre-decision scrutiny of items for decision at forthcoming Executive meetings. This report identifies the reports expected for the next meeting of the Executive on 15th January 2014 and suggests which ones the Committee may wish to prioritise for scrutiny. At the time of writing, this is the draft list of reports and the Executive's agenda may change before it is published on 30th December 2013.

Part 1

Draft 2014/15 Budget ¹

Section 106 Agreements – Update ¹

Gateway Review – Tenancy Support ²

Update on Better Care Fund (Formerly Integration Transformation Fund) Application ^{1 2}

Promise Programme – Draw-down of NHS Funds ²

Learning Disability Section 75 Agreement ²

Draft Policies and Next Stage of the Local Plan Preparation for consultation ¹

Business Improvement District Strategy for Town Centres ^{1 2}

Part 2

Update on Economic Development and Investment Fund ^{1 2}

** (Reports marked ¹ are recommended for pre-decision scrutiny by this Committee; reports marked ² are key or private decisions.)*

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

Non-Applicable Sections:	Policy/Finance/Legal/Personnel
Background Documents: (Access via Contact Officer)	Forward Plan as published 17 th December 2013

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Report No.

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Executive and Resources PDS Committee on

Date: 8 January 2014

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

Title: SHARED PARKING SERVICE; PROGRESS REPORT

Contact Officer: Gavin Moore, Assistant Director Parking and Customer Services
Tel: 020 8313 4539 E-mail: gavin.moore@bromley.gov.uk

Chief Officer: Nigel Davies, Executive Director of Environment and Community Services

Ward: All

1. Reason for report

This report aims to inform Members of the progress made following the creation of the shared parking service with LB Bexley, and the issues which have arisen during the first six months of operations. This report was considered by the Parking Working Group of Environment PDS Committee held on the 9th October 2013, and the Environment PDS Committee on 19th November 2013.

The report now also contains a digest of lessons learned from establishing the shared service which may be useful for any future comparable projects.

2. **RECOMMENDATION**

That Members note and comment on the report.

Corporate Policy

1. Policy Status: Existing policy.
 2. BBB Priority: Quality Environment. Vibrant, Thriving Town Centres. Excellent Council.
-

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Parking
 4. Total current budget for this head: £5.226m net income
 5. Source of funding: 2013/14 revenue budget
-

Staff

1. Number of staff (current and additional): 32.5 fte (Bromley and Bexley combined)
 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): Motorists and residents across Bromley and Bexley
-

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 Approval for the creation of a shared parking service between LB Bromley and Bexley was given by the Executive on 28th November 2013. LB Bromley was agreed as the host borough. The formal Collaboration Agreement between the two boroughs was approved by the Executive on 6th February 2013.
- 3.2 The shared service's objectives are to realise savings in management costs and other overheads without detriment to the delivery of the front-line service, and to develop best practice across both authorities.
- 3.3 Opportunities for further savings and efficiencies are anticipated when the boroughs' existing contracts for parking enforcement expire and can be aligned into a single shared contract. Service contracts will be harmonised and jointly procured during 2016, becoming operative in October 2016.

Governance

- 3.4 At Member level, the service continues to report to the Environment Portfolio Holder (Bromley) and the Cabinet Member for Environment and Public Realm (Bexley). Within LB Bromley, the Environment PDS Committee continues to fulfil the policy development and scrutiny role.
- 3.5 The Stakeholder Board will provide joint oversight of the shared Parking Service. The Members of the Stakeholder Board include Bromley's Environment Portfolio Holder and the equivalent Cabinet Member in LB Bexley.
- 3.6 The Collaboration Agreement between the boroughs sets out the governance protocols which are now in place, including:
- a single, joint management structure, which provides leadership and accountability to both boroughs with the Shared Management Board having delegated responsibility for overseeing the management of the service at officer level including:
 - Preparing the joint Business Plan;
 - Preparing and agreeing a detailed work programme in accordance with the approved joint Business Plan;
 - Preparing the budgets and estimates for approval by both Councils;
 - Overseeing the implementation of the agreed work programme;
 - Overall responsibility for delivery against the approved Business Plan;
 - Identifying the need for specific projects or tasks to be undertaken;
 - Procurement of a shared enforcement and facilities management contract; and
 - Identifying business development opportunities.
 - The responsibility for direct line management of the staff within the service is held by Bromley's Assistant Director Parking and Customer Services
 - Reporting lines to Members are via the respective Deputy Director (Bexley) and Assistant Director (Bromley)
 - At point of delivery, the shared service maintains the necessary local distinctions of the two boroughs.

- 3.7 The governance arrangements set out in the Collaboration Agreement have resulted in efficient and clear operational decision making and reporting processes, with no significant governance or management issues arising. Of course there have been a number of day-to-day operational matters which have been addressed, but with clear lines of communication in place decision-making has not been a problem.

Staffing

- 3.8 Following approval being given by both boroughs for the creation of the shared service, existing staff were assimilated to the new structure. This exercise was successfully completed, and none of the staff wishing to continue working for the boroughs were made redundant. Research was undertaken to determine the staffing level needed to support the authorities' anticipated business requirements and initial indications show this was an accurate assessment. A formal review of the staffing structure will be undertaken in April 2014 following a full year's experience of operations.
- 3.9 A number of staff meetings and workshops took place prior to the commencement of the shared service. These were designed to alleviate staff concerns and provided reassurance. In order to make the best use of existing skills within the shared service, staff were assimilated to similar roles within the shared service to those they had before. This facilitated the implementation of the shared service, with little or no interruption to workflow and projects at the transition point.
- 3.10 There was understandably a steep learning curve in respect of the boroughs' respective procedures and policies, but the experience and knowledge of the staff meant that there was little or no impact on overall service provision.
- 3.11 Six months into the shared service, all staff are able to assist the respective boroughs in providing their services as well as bringing ideas and experience to a range of problems and issues. We have already made a number of minor changes to operational procedures (particularly in Bexley) to seek closer alignment, and we continue to work towards further efficiencies. This has been particularly evident since implementation of the new ICT system began in November.
- 3.12 Parking Services monitor a number of performance indicators, including the activity of the enforcement contractors, Penalty Charge Notice appeal data, self-service and online activity. The implementation of the shared service has not had any negative effect on performance of either authority.

ICT Systems

- 3.13 In November 2012, the Environment Portfolio Holder approved the award of the Parking ICT Contract to Imperial Civil Enforcement Systems, (ICES). This is the system already being used by LB Bexley.
- 3.14 Go-live commenced on 14th October 2013, and has continued in three main phases with final sign off before the end of November 2013. This reflects delays to the go-live date due to a number of data migration and technical problems. However, the new system is cheaper – it will generate a saving of over £300k for LB Bromley over the term of the contract compared to our previous supplier, along with a number of additional services which will benefit customers and users alike. In the interim LB Bromley has had to continue using the existing supplier.

3.15 Access to general ICT systems hosted at each local authority is being achieved. The dedicated network link between the two councils has required further development to achieve greater speed and accessibility. The additional one-off costs during 2012/13 were £20k, and have been shared equally between the two boroughs.

Lessons Learned

3.16 Following the successful creation of the shared service, ‘lessons learned’ during the course of the project were considered. An appendix to this report provides a summary of the key issues identified, which could inform any future shared service initiatives taken forward.

Outsourcing

3.17 There is an outstanding remit for a study to be undertaken into the potential for any further outsourcing of parking services. A paper was discussed at the Parking Working Group on 9th October. This issue is now being taken forward through LB Bromley’s Commissioning process, and options will be reported to Members when they have been developed.

4. POLICY IMPLICATIONS

- 4.1 Three key policy implications were highlighted in the Shared Service report approved by the Executive:
- Parking makes a significant contribution to the Council’s objectives of a Quality Environment and Vibrant, Thriving Town Centres
 - Cost reductions while maintaining service levels and sharing services with other councils is one approach which can contribute to this objective.
 - Bexley and Bromley will continue to have discrete policies with regard to parking where necessary and in order to address Member priorities.
- 4.2 The Environment Portfolio Plan 2013/16 includes the objective “Complete the successful establishment of the new shared parking service with LB Bexley”.

5. FINANCIAL IMPLICATIONS

5.1 The full year savings for LB Bromley were expected to be 94k p.a. Actual savings achieved were £114k p.a. including those savings achieved from the joint Parking ICT contract due to the establishment of a single client. This saving was used to realign the parking income budgets.

Non-Applicable Sections:	Legal and Personnel implications
Background Documents: (Access via Contact Officer)	Parking Shared Service Report (Report to Executive 28 November 2012) Parking Shared Service - Collaboration Agreement (Report to Executive 6 February 2013)

Appendix

Parking Shared Service Project

Lessons Learned – Summary

1. Seek early formal approval to take the project forward
 - Executive approval for an initial business case from all partner authorities is necessary to give a clear direction right from the start
 - Must include comparing the shared service option to other alternative approaches
 - Take account of Bromley structures including the roles of Portfolio Holder, service PDS, Executive, E&R PDS; and GP&L
2. Be clear about what is – and is not – being shared
 - This detail is vital to support financial modelling and budget construction, and to develop service structure
 - More complex services have more potential for being out of alignment
3. Partner relationships are vital
 - Build trust, especially at ‘project executive’ level
 - Balance openness and discretion
 - The enthusiasm has to be there from all partners
4. Make any internal efficiencies that you can first
 - The savings are needed anyway
 - Additional shared savings are fairer to distribute if all partner’s services are efficient
 - Improves organisational alignment
5. Develop insight into the services from the start
 - Helps you decide what is ‘in’ and ‘out’ of scope
 - Accept and manage the involvement of managers and staff directly affected
6. Develop a culture of collaboration
 - Find something to work on together at an early stage
7. Is the objective ‘same for less’ or ‘different-and-better for less’?
 - Partners can aim for a different balance of benefits, as long as these are compatible rather than exclusive

8. Be realistic about what can be achieved, then achieve it
 - Arrive at an estimated saving early, to support the initial business case and provide a target to aim at
 - Don't allow this to go into the budget immediately as an assumption – it may be premature
 - Check again that all relevant budgets have been picked up, including any contribution by support services
 - Learn from those who have gone before
 - Consider taking the short SSA/Christ Church University Course
 - Set a realistic timescale
 - Start work early on the ICT issues, and assume they will finish last
 - Set aside enough time to revise staff JDs and manage assimilation
 - Confirm whether the secondment model is the preferred model
 - Establish clear roles
 - A project executive for each authority, but
 - Only one lead project manager (dedicated if possible), and
 - Only one lead project support officer
 - HR, Finance and Legal reps with shared service expertise
 - Need sufficient commitment of staff time from all partners including the project lead officer for each authority
 - Need to decide what business-as-usual or other project work will have to take second place in the interim
 - Meet internally as well as jointly so that each partner can ensure they are managing their share of the work
9. Things will change for all authorities involved
 - Both for the lead borough and the other partners
 - Acceptance that the service is shared
10. Communicate, communicate, communicate
 - Staff
 - Directors and CEs
 - Shared service project board
 - Finance – departmental and corporate
 - Members
11. Before closing the project line up your new joint management board and governance arrangements
12. Schedule formal reviews after 3 months and after 1 year.
13. A formal Lessons Learned discussion and record is needed; acknowledge and overcome the temptation to skip this

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Report No.
CSD14009

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

<Please select>

Decision Maker: Executive & Resources PDS

Date: Wednesday 08 January 2014

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

Title: REVENUES SERVICE MONITORING REPORT

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

Chief Officer: Peter Turner

Ward: All

1. Reason for report

- 1.1 This report provides information regarding the performance of the Revenues Services provided by Liberata for the 6 months up to the 30th September 2013. A letter from Amanda Inwood-Field, Liberata's Contract Director, provides her update on each individual service and is attached at **Appendix 1** with statistical data relating to the Revenues service shown in subsequent appendices

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: £3.3m
 5. Source of funding:
-

Staff

1. Number of staff (current and additional): 2 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 180,000 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 Revenues and Benefits Team 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, contractual obligations and audit requirements. A summary of performance by the services is contained in **Appendix 2**.
- 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 regularly to deal with escalated issues, review policies and develop new ideas.
- 3.3 From November 2013, the Revenues and Benefits Team commenced monitoring of the outsourced Customer Services function. From the same date, monitoring of the sundry debtors function transferred over to the Exchequer Services Team. These changes will be reflected in the next monitoring report.

Council Tax

- 3.4 As at the end of September 2013 the in-year Council Tax collection rate was 57.84%, being 0.7% lower than the comparative figure for 2012/13. This negative variance can be explained by the introduction of Council Tax Support, households being able to elect payment over 12 monthly instalments and removal of empty property discounts/exemptions. The current and arrears figure was 57.68%, being 0.83% lower than that achieved in 2012/13. The performance against this indicator is disappointing and Bromley are currently exploring with Liberata a course of action to turnaround this reversal.
- 3.5 The move from Council Tax Benefit (CTB) to Council Tax Support (CTS) was relatively seamless, with the level of enquiries and complaints being lower than expected.

Business Rate

- 3.6 The in-year collection performance for the six months ending the 30 September 2013 was 61.05%, this being a 0.16% positive variance on the same time last year. The in-year and arrears figure was 60.23%, a 0.53% positive variance on the same time last financial year.

Each year since 2007/08 the in-year collection rate has fallen as businesses have struggled through the economic downturn. Whilst businesses are still reporting that trading is difficult, we are hopeful that the first steps of recovery in collection rates might be emerging.

Cashiers

- 3.7 The payment kiosk sited in the Civic Centre central reception continued to take high volume of payments. Exercises to convince callers to change to alternative methods of payment have continued. However, with the increased number of households required to pay Council Tax as a result of the introduction of Council Tax Support (some of which are relatively small amounts), the demand for this facility has remained high.

Sundry Debtors

- 3.8 Sundry debts are measured on what remains outstanding each month. At the 30 September 2013, there were 3,486 invoices outstanding, with an income figure totalling £7.13m. Of the total amount outstanding, 40.76% (1,005 invoices) to the value of £2.90m had been outstanding for less than 60 days. Of the total amount outstanding for less than 60 days, £2.22m was less than 30 days old.

The collection rate for in-year debt as at 30 September 2013 was 73.82% with £10.9m collected. The collection rate at the same point last year was 76.82% which rose to 88.7% at the end of March 2013 exceeding the annual target of 87%.

In-year reduction of previous years debt as at 30 September 2013

Fin Year	Pre 2011	2011/12	2012/13
Outstanding as at 30/9/213	£1.28m	£621k	£1.18m
% reduction in 2013/14	16.32%	29.21%	70.55%

Overall Recovery position of Debts raised in the financial years to 30 September 2013

Fin Year Original debt raised	Pre 2011	11-12	12-13	13-14	Grand Total
Recovery being pursued	£17K	£102K	£387K	£2,960K	£3,467K
In recovery, paid by instalments	£66K	£49K	£73K	£261K	£449K
Secured by charge on property	£62K	£115K	£109K	£K	£287K
Appointee & Deputyship in place	£53K	£32K	£47K	£26K	£159K
Applying for Power of Attorney	£4K	£2K	£3K	£11K	£21K
Awaiting Executor details			£1K		£1K
Awaiting probate	£71K	£78K	£91K	£121K	£360K
Standing probate search in place	£25K	£8K	£14K	£1K	£48K
Vol contribution/sponsorship		£5K			£5K
Referred to LBB for instructions	£119K	£55K	£34K	£K	£207K
Pre debt collector/court checks	£42K	£23K	£56K	£16K	£137K
With debt collector	£2K	£K	£4K		£6K
Pre legal action review	£52K	£25K	£3K		£79K
County Court Claim	£205K	£35K	£59K	£7K	£305K
Judgement obtained - Bankruptcy	£45K				£45K
Judgement obtained - charging order	£129K				£129K
High Court enforcement	£26K				£26K
Awaiting Cancellation			£3K	£37K	£40K
Recommended for write-off	£259K	£49K	£47K	£3K	£359K
In dispute, with LBB service departments	£46K	£3K	£223K	£592K	£865K
Admin penalty, cannot be recovered until HB and/or CTB	£54K	£39K	£27K	£7K	£126K
Premises Licences - No reminders required			£3K	£4K	£7K
Grand Total	£1,277K	£621K	£1,184K	£4,047K	£7,129K

Appendix 3 shows the comparison between the level of outstanding debt for the first 6 months of 2012/13 and 2013/14.

Appendix 4 shows the comparison between the number of invoices outstanding for each of the first 6 months 2012/13 and 2013/14.

Aged Debt as at 30 September 2013

Fin Year				Total
Pre 2011	2011/12	2012/13	2013/14	
£1.28m	£621k	£1.18m	£4.05m	£7.13m

Appendix 5 shows a summary of Utility debt as at 30 September 2013

Income

3.9 The Income Team raised 9,114 sundry invoices with a value of £16.46m from 1 April 2013 to 30 September 2013. Of these, 728 invoices with a value of £1.73m, were subsequently cancelled.

Appendix 6 shows the value of invoices raised month by month for the period from 1 April to 30 September 2013 compared to the same period last year.

Appendix 7 shows the number of invoices raised month by month for the period from 1 April to 30 September 2013 compared to the same period last year.

Trade Waste

3.10 The outstanding debt on Trade Waste as at 30 September 2013 was £625k.

Analysis of Trade Balance	
Under 30 days old	£12k
Invoices 31 to 365 days old	£163k
Invoices over 1 year old	£60k
Agreed Payment Arrangements - Direct Debits	£385k
Awaiting cancellation	£4k
Awaiting Write off	1k
Total	£625k

Nightly Paid Accommodation Charges

3.11 The outstanding debt for Nightly Paid Accommodation charges as at 30 September 2013 was £1.42m for current and former occupiers.

	Arrears as at 30 September 2013
Charges raised for current year and arrears b fwd	£2,145,649.20
Charges raised and arrears b fwd for previous years	£1,257,588.63
Payments received from debtors	-£115,685.83
Housing Benefit awards	-£1,866,867.23
	£1,420,684.77

£1.87m was collected from Housing Benefit awards from 1 April to 30 September 2013 which is an increase of £418k on the same period last year.

£101k was collected in payments from the debtors in the period from 1 April to 30 September 2013 which is an increase of £59k on the same period last year.

Due to the increase in the caseload during the last financial year the resources focused on this area have increased. The expectation is that the payments from debtors should increase by £65k during this financial year. Based on the results for the half year this will be exceeded.

Accounts Payable

- 3.12 A BV8 summary covering the period from 1 April 2013 to 30 September 2013 is shown below. This shows that during the first 6 months of 2013/14 the percentage of invoices that were paid within 30 days increased from 96% in 2012/13 to 97%. The percentage paid within 20 days has also increased from 92% in 2012/13 to 94%.

BV8 Summary

1 April 2013 to 30 September 2013

Manuals	Target:	98%
Adult and Community Services		
Corporate Services		
Children & Young People		
Environment and Leisure		
R&R (Inc. Libraries & LE/PP)		
Payroll (R05 - R20)		
Utilities		
Confirm (Highways, IS, Property)		
I-Proc	Target:	98%
Adult and Community Services		
Corporate Services		
Children & Young People		
Environment and Leisure		
R&R (Inc. Libraries & LE/PP)		
Carefirst	Target:	98%
T01 Residential		
T04 Children & Young People		
Adults	Target:	98%
T02 Respite & Carers Budget		

Invoices Over 30	Invoices Under 30	Total	%	Invoices Over 20	Invoices Under 20	Total	%
21	198	219	90%	51	168	219	77%
24	179	203	88%	46	157	203	77%
18	184	202	91%	41	161	202	80%
8	104	112	93%	20	92	112	82%
7	84	91	92%	9	82	91	90%
6	436	442	99%	10	432	442	98%
17	859	876	98%	60	816	876	93%
141	6,165	6,306	98%	228	6,078	6,306	96%
242	8,209	8,451	97%	465	7,986	8,451	94%
145	4,910	5,055	97%	267	4,788	5,055	95%
56	1,246	1,302	96%	84	1,218	1,302	94%
128	3,351	3,479	96%	222	3,257	3,479	94%
66	1,492	1,558	96%	122	1,436	1,558	92%
54	1,602	1,656	97%	99	1,557	1,656	94%
449	12,601	13,050	97%	794	12,256	13,050	94%
219	7563	7782	97%	455	7,327	7,782	94%
33	3023	3056	99%	80	2,976	3,056	97%
252	10,586	10,838	98%	535	10,303	10,838	95%
34	854	888	96%	68	820	888	92%
34	854	888	96%	68	820	888	92%
977	32,250	33,227	97%	1,862	31,365	33,227	94%

TOTAL

The table below shows the percentage split in the method of payments for suppliers. The percentage of suppliers paid by BACS has increased from 85% for 2012/13 to 86% for the first 6 months of 2013/14.

BACS Payment Statistics

Year	Month	BACS Count	BACS %	Cheque Count	Cheque %
2013	Apr	2,664	85%	454	15%
2013	May	2,946	88%	411	12%
2013	Jun	2,507	84%	463	16%
2013	Jul	3,224	88%	460	12%
2013	Aug	2,446	85%	418	15%
2013	Sep	2,661	88%	362	12%
Total for 2013/14		16,448	86%	2,568	14%

Payroll

- 3.13 The average number of employees paid each month during the six month period to 30 September 2013 was 5791.
- 3.14 The HMRC Real Time Information programme went live successfully on 1 May 2013. This means that all relevant information required by HMRC is now sent electronically on a monthly basis instead of manually.

Pensions

- 3.15 Membership numbers recorded on the pensions administration system as at 30 September 2013 were 5035 actives, 4670 deferreds and 4817 pensioners.

4. FINANCIAL IMPLICATIONS

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

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

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Peter Turner
Director of Finance
London Borough of Bromley
Civic Centre
Stockwell Close
Bromley
BR1 3UH

Date: 30 November 2013

Our Ref: AIF/GT

Dear Peter

As we approach the January 2014 Executive & Resources PDS meeting where we consider and review the Exchequer service, we take this opportunity to write to you with Liberata's assessment of the performance that we have provided to London Borough of Bromley (LBB) and its citizens.

This summary covers performance for the period 1st April 2013 to 30th September 2013.

Council Tax

The in-year collection performance up to 30th September 2013 was 57.84% which was 0.70% behind that being achieved at the same time last year.. Our arrears collection was 57.68% which was 0.83% behind our previous year's figures.

Our performance this year has been affected by a number of factors. There has been an increase in the collectable debt due to the replacement of Council Tax Benefit (CTB) with Council Tax Support (CTS). Also legislation changed from April 2013 to allow residents to pay over 12 months whereas previously it was 10. There are now over 11,983 (£3.3m) accounts paying over 12 months. In addition, there has been the removal of exemptions for vacant properties and those undergoing major repair.

In order to counter the affect of the above we have slightly amended our recovery so that the minimum debt before which a reminder is issued has been reduced to £20 rather than £25. This is to ensure that the CTS cases, which were previously in receipt of full CTB, all receive reminders. The minimum debt before a summons is issued has been increased from £60 to £80. This is to ensure that the summons costs are not seen as being excessive when compared to the original debt.

We are continuing with the drop-in summons surgeries each month. This provides taxpayers with the opportunity to meet with Customer Services staff to discuss issues and make arrangements to pay.

Business Rates

Most London Borough Local Authorities are experiencing a drop in collection of Business Rates. This has been attributed to the five year Rateable Value increases that came in during the previous period, along with the economic climate. However, Bromley's collection rate for in-year debt for the period was 61.05% which was a 0.16% improvement on last year's figure. The arrears collection figure of 60.23% for the period was ahead of last year by 0.53%.

The team have continued with its targeted collection activities, focusing on checking the Top 500 debtors for any defaulters, improved monitoring of bailiff cases over 90 days, and proactively following-up of the arrears outstanding, in particular those of the last two years.

Debtors and Income

The in-year collection figure on sundry debts was 73.82% as at 30th September 2013, which generated income of £10.9m. Liberata continues to work in partnership with service departments to improve collection and recovery. Liberata regularly meets with London Borough of Bromley staff to discuss arrears and proposals for process changes in order to improve the service to our customers and to increase collection. Trials with alternative debt collecting agencies are continuing together with pro-active collection activities within the team.

The need for Nightly Paid Accommodation continues to rise. The level of arrears has increased but the income from Housing Benefit and occupiers payments have also increased. An additional resource is focusing on raising the level of income recovered and the original target increase of £65k in payments from debtors this financial year is likely to be exceeded. Liberata continues to work closely with the Temporary Accommodation team to reduce the time taken to set up rent accounts. This, together with process improvements, will improve collection further.

Liberata's streamlined invoicing process should be in place by the end of December. This will allow Liberata to issue invoices on the day of request, as well as improving accuracy and clarity for the customers.

The annual issuing of the Trade Waste contracts went smoothly with £117k of the outstanding debt of £157k being covered by direct debit payments.

Accounts Payable

Following the transfer of the Accounts Payable (AP) Team in February 2013 good progress has continued to be made regarding the consistency of the service provided.

During the first 6 months of 2013/14 the percentage of invoices that were paid within 30 days increased from 96% in 2012/13 to 97%. The percentage paid within 20 days has also increased from 92% to 94% over the same period.

In addition the percentage of suppliers paid by BACS has increased from 85% for 2012/13 to 86% for the first 6 months of 2013/14.

Cashiers

During the period to 30th September 2013 £17.11m was collected which covered 35,545 transactions, this includes amounts taken via the Kiosk, post, central income and all parking revenue.

Liberata continue to encourage customers to make payments by Direct Debit.

Pensions and Payroll

The HMRC Real Time Information programme went live successfully on 1st May 2013. This means that all relevant information required by HMRC is now sent electronically on a monthly basis instead of annually. The objective of the programme is to modernise and improve the operation of PAYE so that, over time, PAYE deductions for individuals will become more accurate. The other objective is to support the operation of Universal Credit when it is introduced by the Department of Work and Pensions.

Monthly assessments of eligible staff by earnings for Auto-enrolment continue to be carried out manually due to deficiencies in the payroll system. New software intended to resolve this issue is due to go live in January 2014.

The growing number of schools converting to Academy status has further created additional work resulting from each Academy becoming an employer in its own right.

During this busy period the Payroll Team continued to provide a valued service with an average accuracy rate of 99.9%; the Pension Team achieved an average of 98.06% service level compliance.

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

Yours sincerely

Amanda Inwood-Field
Contract Director

The key elements of the Revenues Service includes (2013/14 figures):

- £ 167 million – Annual amount of Council Tax raised
- £ 99 million – Annual amount of Business Rates raised
- £ 17.2 million – Annual Council Tax Support
- £ 63.5 million – Year to date payment of Housing Benefit
- £ 55.1 million – Year to date gross payment of staff salaries (through the LBB payroll service, including schools, excluding Academies)
- £ 12.1 million – Year to date payment of pensions
- £ 10.9 million – Sundry Debt collection on in-year debts
- £ 1.98 million – Nightly Paid Accommodation charges collection
- £ 17.11 million year to date revenue on 35,545 transactions, this includes Kiosk (3,600 Loomis cash collections per annum during financial year 2013/14)

Council Tax 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	Actual 2009/10	Actual 2010/11	As at 31/03/12	As at 31/03/13	As at 30/09/13
BV9:CTAX Collected	96.8%	97.1%	97.0%	97.0%	97.1%	97.03%	97.28%	97.59%	97.65%	97.76%	57.84%

Actual 30 September – 57.84%

The amount of collectable debt raised for the year 2013/14 is **£167m** (net of Benefits) in respect of **136,435** properties.

4,042 refunds for **£1,589,497.73** have been issued during April 2013 to September 2013.

The following Council Tax recovery notices were issued:

	2006/7	2007/8	2008/09	2009/10	2010/11	31/03/12	31/03/13	30/09/13
Reminders	53,371	41,710	39,382	34,892	34,971	51,920	45,816	36,513
Summonses	13,757	14,244	13,432	17,061	19,774	16,436	16,168	7,779
Liability Orders	10,135	6,270	7,079	10,713	12,956	9,396	10,868	5,812
14 day letters – Bailiff warning	11,332	11,276	10,761	13,127	11,823	11,757	12,518	8,793
Accounts passed to Bailiff	5,864	6,896	6,882	9,724	9,538	All at 14 day stage	All at 14 day stage	All at 14 day stage

NB: The first 14 day letters were issued directly to the bailiffs from **11 July 2011**.

The 2012/13 debt carried forward at the 1 April 2013 was £3,937,288.93

Council Tax – Summoned Debt	
Summonses/costs	367,888.30
Arrangement	239,726.15
14 day/ Bailliff	1,246,119.52
Attachments / pending	66,836.02
Bankruptcy/ charging orders / committal / Tenons	465,302.87
Liability	570,352.21
Un-summused Debt	
Final (un-sum)	415,453.44
Un-summused	565,610.42
Total	3,937,288.93

The breakdown analysis of the total 2012/13 debt outstanding at the 1 April 13 of £3,937,288.93 is shown above. There are various stages of summons and post summons action and remedies that are going “through the process” with £565,610.42 at the pre summons stage.

CTAX Arrears Breakdown as at 30 September 2013

	Arrears B/F 31/03/2013	Arrears carried forward	Net reduction	Actual % collection
1993	2,665.60	1,142.50	1,523.10	
1994	4,639.15	2,386.06	2,253.09	
1995	6,957.79	4,222.18	2,735.61	
1996	10,442.27	5,919.10	4,523.17	
1997	30,454.59	15,434.06	15,020.53	
1998	56,433.42	28,770.65	27,662.77	
1999	88,222.71	44,142.47	44,080.24	
2000	124,605.41	88,801.27	35,804.14	
2001	195,221.17	150,764.64	44,456.53	
2002	232,308.76	188,854.83	43,453.93	
	751,950.87	530,437.76	221,513.11	29.46
2003	309,948.52	254,645.23	55,303.29	17.84
2004	382,285.00	322,238.01	60,046.99	15.71
2005	499,230.92	419,027.44	80,203.48	16.07
2006	686,352.48	556,755.66	129,596.82	18.88
2007	897,410.50	742,987.27	154,423.23	17.21
2008	1,197,698.01	974,587.35	223,110.66	18.63
2009	1,346,759.28	1,087,095.37	259,663.91	19.28
2010	1,625,055.31	1,282,077.25	342,978.06	21.11
2011	2,349,511.76	1,787,682.37	561,829.39	23.91
2012	3,937,288.93	2,667,992.73	1,269,296.20	32.24
Total	13,231,540.71	10,095,088.68	3,136,084.91	

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	Actual 2009/10	Actual 2010/11	Actual 2011/12	As @ 31.03.13	As @ 30.09.13
BV10:Rates Collected	98.5%	98.7%	99.6%	99.5%	99.8%	99.1%	99.02%	98.9%	98.81%	98.72%	61.05%

Actual 30 September 2013 – 61.05%

The amount of collectable debt raised for the year 2013/14 is **£99 million** in respect of **7,268** properties.

There have been **374** refunds actioned from the 1 April 2013 to the 30 September 2013 amounting to **£1,456,302.87** in respect of vacation and rateable value reductions.

The following recovery notices were issued -

	2004/5	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14 30.09.13 [@]
Reminders Issued	4,352	3,486	4,972	4,559	3,609	3,977	3,404	2,536	4,023	2,603
Final Notices Issued	359	239	585	1,698	1,529	1,892	1,824	1,741	2,014	1,727
Summonses Issued	1,024	1,137	980	894	704	903	725	1,156	987	756
Liability Orders	706	775	675	602	426	666	672	749	683	574
7 day letters issued	423	1,021	1,421	605	299	674	367	471	501	No longer used
Accounts passed to Bailiff	200	322	542	331	130	316	430	537	645	433

The 2012/13 debt carried forward at 1 April 2013 was **£1,402,004.01**

NNDR – Summonsed Debt	
Summons	53,799.81
Arrangement	95,051.08
7 day	9,364.24
Bailiff	200,439.49
Recovery	146,215.77
Liability	250,628.57
Un-Summonsed	
Reminders	308,080.76
Finals	224,480.99
Non Recovery	
Billing	113,943.30
Total	1,402,004.01

Movement in arrears for reporting period –

Arrears total 1990 - 2012/13 as at 01/04/13 £ 1,857,800.31

Arrears total 1990 - 2012/13 as at 30/09/13 £ 1,668,353.96

Reduction Overall arrears £ 189,446.35

NNDR Arrears breakdown as at 30 September 2013

	Arrears B/F 31/03/2013	Arrears carried forward	Net reduction	Actual % collection
2002	652.73	-	652.73	100.00%
2003	-	-	0.00	0.00%
2004	-	-	0.00	0.00%
2005	-	-	0.00	0.00%
2006	120.00	1,779.79	-1,659.79	-13.66%
2007	1.00	4,485.50	-4,484.50	-4484.50%
2008	13,599.88	12,720.49	879.39	6.47%
2009	52,786.13	47,600.23	5,185.90	9.82%
2010	115,974.12	165,004.07	-49,029.95	-42.28%
2011	272,662.44	300,313.24	-27,650.80	-10.14%
2012	1,402,004.01	1,136,450.64	265,553.37	18.94%
	1,857,800.31	1,668,353.96	189,446.35	

** 2006 / 2007 – backdated liable new company billed - so increased debt collectable for these years

**Increase in 2010/11 & 2011/12 due to split of 1 property by VO 60 into separate assessments, backdated to 01.04.10

Cashiers Data

The cashiering service dealt with the following transactions in the period 1 April 2013 to 30 September 2013

Civic Centre Total	Transactions including Kiosk
£17,109,027	35,545

Payroll Data:

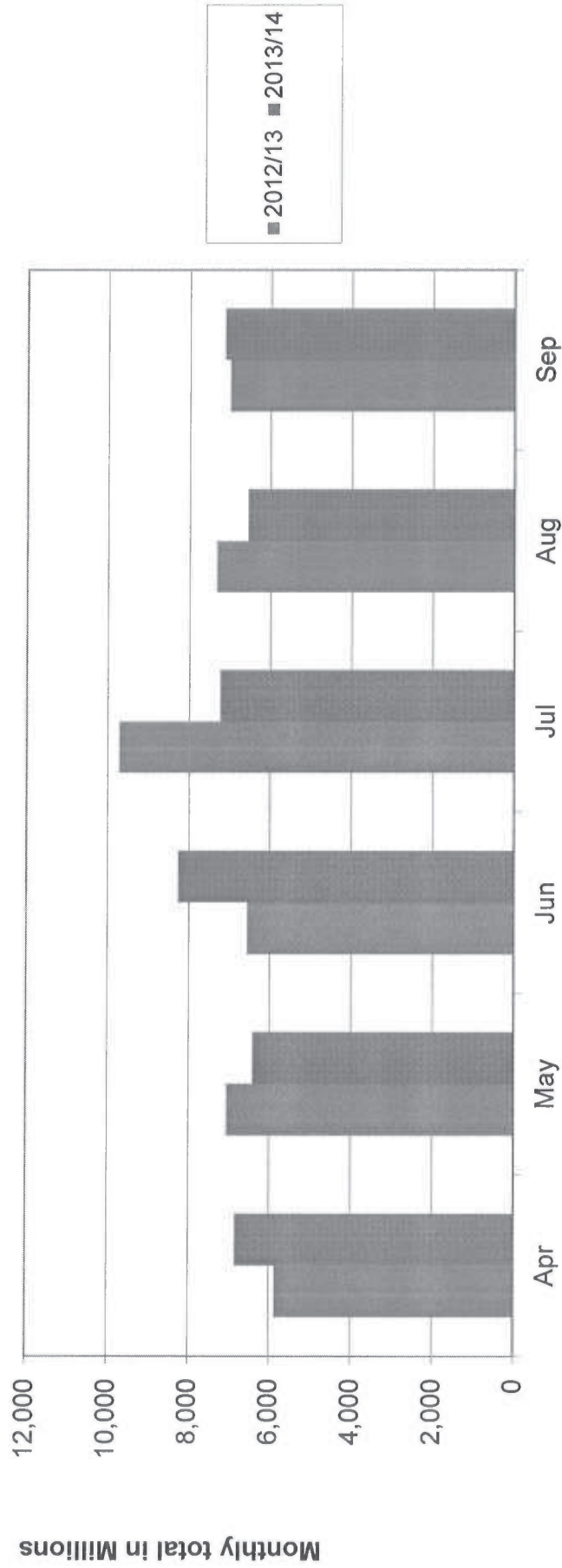
The average number of payments made each month/annually is shown below:

	Monthly	Annually
Non Teaching/Teaching	5,791	69,492
Pensions	4,756	57,072

Complaints Data:

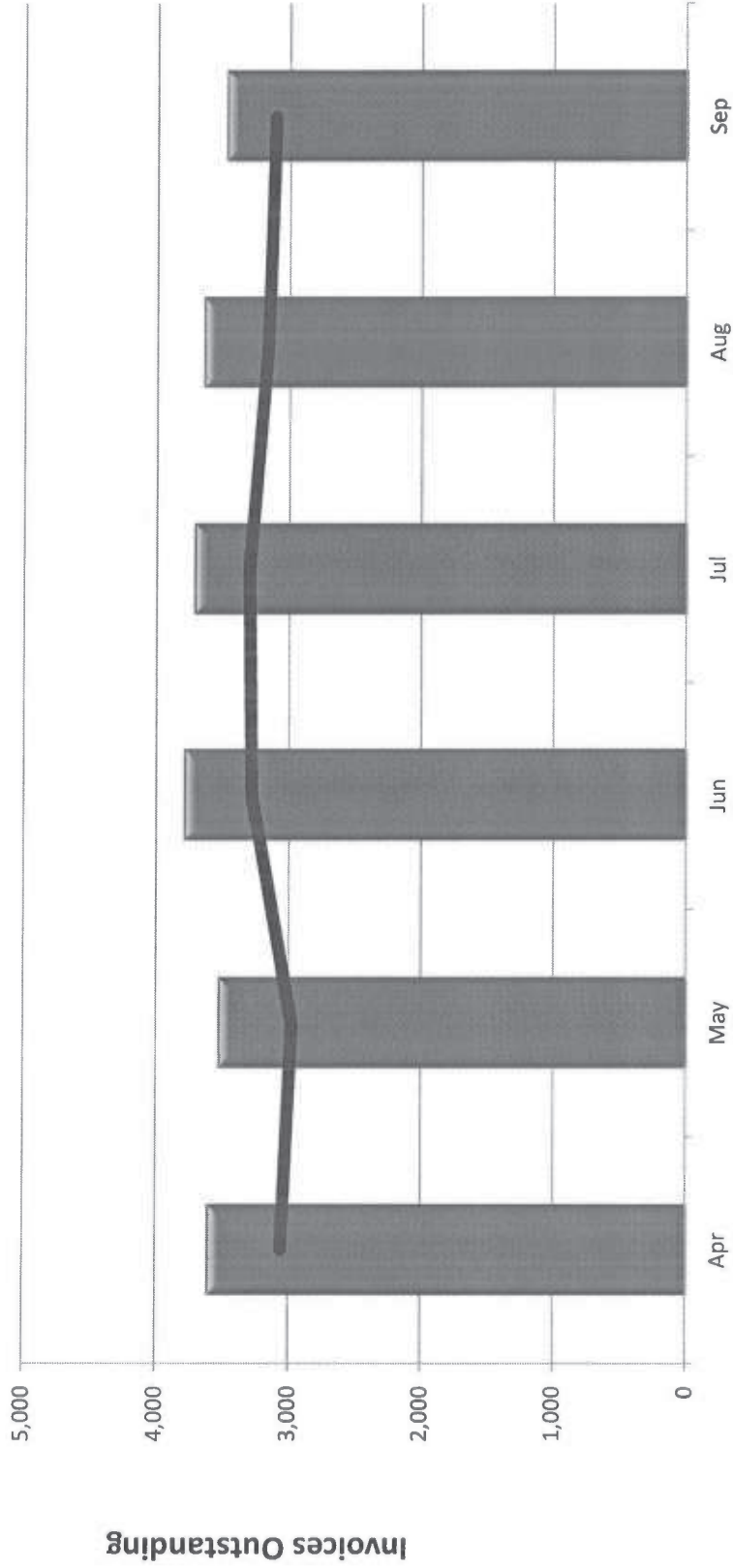
Service	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14 1 April – 30 Sept
Council Tax	115	86	109	104	125	118	277 (210 unfounded)	136 (104 unfounded)
NNDR	3	4	2	0	2	1	7 (7 unfounded)	4 (4 unfounded)
Pensions	14	24	7	9 (5 unfounded)	7 (4 unfounded)	7 (2 unfounded)	3 (2 unfounded)	2 (1 unfounded)
Payroll	37	10	5	10 (6 unfounded)	9 (3 unfounded)	4	9 (2 unfounded)	1
Sundry Debtors / Income	Income-0	Income-5	Income - 1	Income - 1	Income - 2	2	4	9 (1 unfounded)
Cashiers	0	0	0	0	0	0	0	0
Accounts Payable	N/A	N/A	N/A	N/A	N/A	N/A	0	3 (1 unfounded)

Total of Outstanding debt - monthly comparison 2012/13 to 2013/14



Total outstanding debt as at 30 September 2013 £ 7.13m

Monthly Comparison of no. of Invoices Outstanding



Total number of invoices outstanding as at 30 September 2013 was 3,486

■ 2013/14 — 2012/13

Age Profile of outstanding Utility Debts as at 30 September 2013

Utility	Pre 2011	2011/2012	2012/2013	2013/2014	TOTAL BALANCE
Virgin Media	£9k	Nil	£1k	£85k	£95k
British Telecom	Nil	£6k	£80k	£75k	£161k
EDF Energy	<£1k	£1k	£1k	£1k	£2k
UK Power Networks	Nil	£2k	£6k	£34k	£42k
Southern Gas Networks	Nil	Nil	<£1k	£21k	£22k
Thames Water	£5k	£3k Cr	£33k	£267k	£302k
Total	£14K	£6k	£121k	£483k	£624k

Overall Recovery Position of outstanding Utility Debts as at 30 September 2013

Utility	Total under 30 days old	Total over 30 days old	Total outstanding	Value of invoices in dispute	Marked for write-off
Virgin Media	£55k	£40k	£95k	£11k	Nil
British Telecom	£30k	£131k	£161k	£31k	Nil
EDF	Nil	£3k	£3k	Nil	Nil
UK Power Networks Ltd	£18k	£24k	£42k	£1k	<£1k
Southern Gas	£21k	<£1k	£22k	<£1k	Nil
Thames Water	£180k	£122k	£302k	£60k	£4k
Total	£305k	£320k	£625k	£123k	£4k

Collection and Recovery

In order to reduce the number of disputed invoices the LB Bromley pre-agrees the annual inspection charges and all other charges with the exception of Defects.

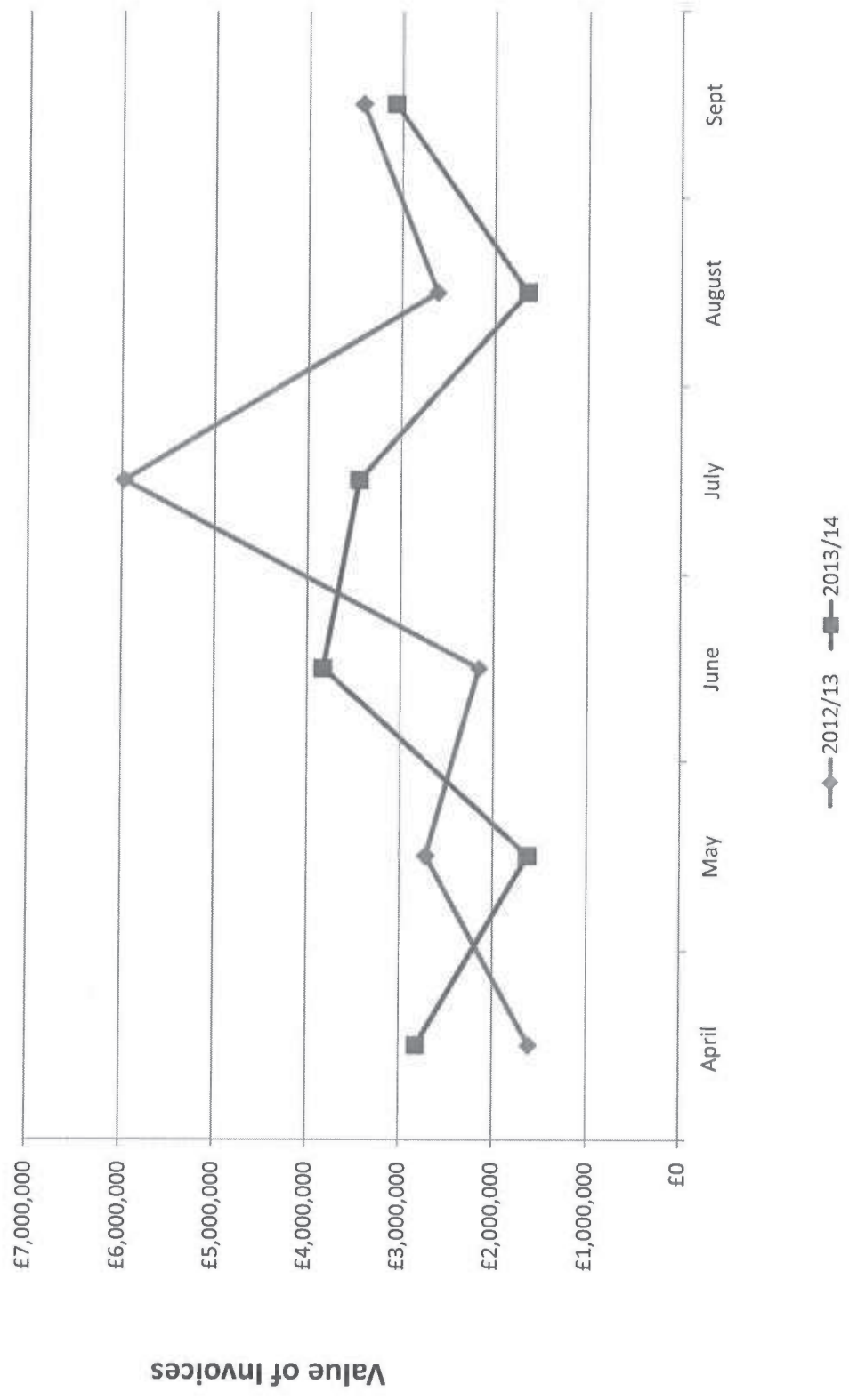
LB Bromley is meeting Thames Water to discuss the disputed Defect invoices.

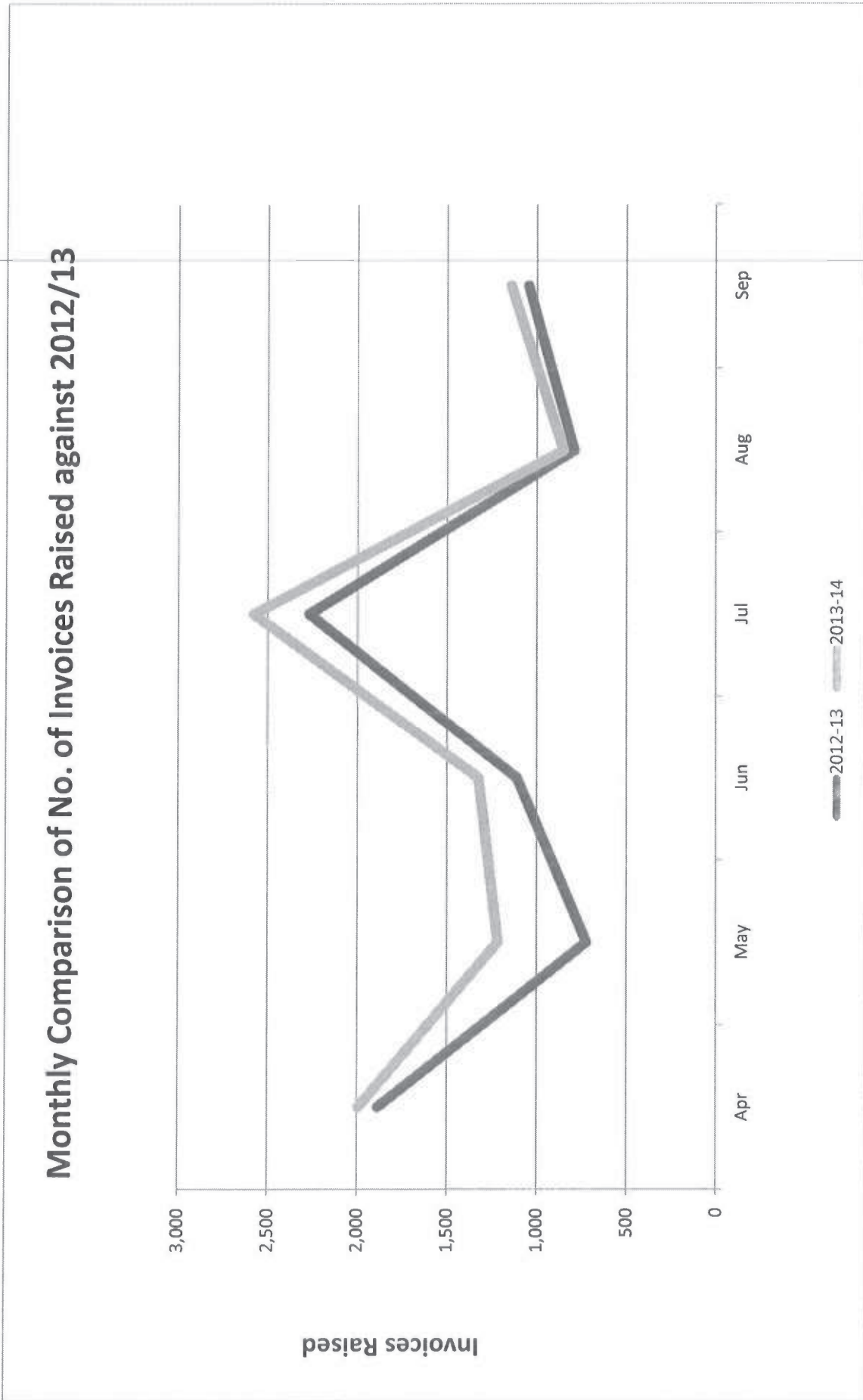
A County court claim is an available recovery option but there are two issues which impact on success in respect of debts raised by the New Roads and Street Works department:

A claim should only be issued once all disputes are resolved. Under the HAUC (Highways and Utilities Committee) code of practice there are no time restraints on the submission or acceptance of disputes. Therefore, late disputes are accepted by LB Bromley.

If a case is defended the judge can refer the local authority to arbitration and the HAUC code of practice.

Monthly Comparison of the Value of Invoices Raised against 2012/13





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Report No.
CSD14010

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: Executive & Resources PDS

Date: Wednesday 08 January 2014

Decision Type: Non-Urgent Executive Non-Key

Title: HOUSING AND COUNCIL TAX BENEFIT SERVICE
MONITORING REPORT

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

Chief Officer: Peter Turner

Ward: All

Reason for report

- 1.1 This report details the level of performance provided by the Benefits Service during the period 1 April 2013 to 30 September 2013.

1. RECOMMENDATION(S)

2.1 Members are requested

to:

(a) Consider the service performance for the first 6 months of 2013/14

(b) Note performance of the Bromley Welfare Fund

(c) Consider the update on the Discretionary Housing Policy

3 COMMENTARY

This report details the level of performance provided by Liberata during the period 1 April 2013 to 30 September 2013, supported with graphical illustrations in the appendices. A letter from the Contract Director of Liberata commenting on performance is provided in **Appendix 1**.

3.1 Outstanding Work

The number of outstanding documents as at 27 September 2013 was 4706. From April 2011, the weekly target is 3000 items, including pending. However it should be noted that the outstanding work figure reported for September 2013 also takes into account the additional work created by the DWP's Atlas system and additional requirements resulting from Welfare Reform.

Appendix 2 shows the level of outstanding work at the end of each month from April 2012.

3.2 Claim Processing

The speed of processing indicator is a combination of the time taken to assess new claims and change of circumstances.

The table below shows Liberata's performance against the 2013/14 target of 13 days:

	April	May	June	July	Aug	Sep
	13	13	13	13	13	13
Right Time	17.75	16.83	14.37	13.94	14.40	16.93

Average for the year (April 2013 to 30 September 2013) was 15.9 days

Performance in the earlier months of the financial year was expected to be at a lower level as a result of the introduction of Council Tax Support and the reduction in approximately 1,800 households Housing Benefit through the removal of under occupation subsidy. Whilst as can be seen from the above table processing times were effected, the changes were implemented successfully with disruption kept to a minimum. The performance for September was disappointing and additional resources were employed to reduce processing times.

Performance under the Right time indicator since April 2012 is illustrated in **Appendix 3**.

3.3 Error Rate

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 5% (financial) error rate.

From April 2011, under the specification of the Exchequer contract, accuracy levels have been calculated and report differently. The report figure is now the percentage of errors identified when checking a cross section of the contractor's assessments. This method provides a more holistic approach ensuring that all types of assessments are checked.

The table below shows the monthly performance for the period 1 April to 31 March 2013:

	April 13	May 13	June 13	July 13	Aug 13	Sep 13
% Target	5	5	5	5	5	5
% of Error rate (financial)	5	5	5	6	2	7

Appendix 4

During the Summer months concern was raised with managers within Liberata regarding the accuracy level being obtained, resulting in additional training and mentoring was put in place. This matter is addressed further in the attached letter from Liberata.

3.4 Complaints

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 5** illustrates the number of second stage complaints received on a monthly basis from April 2011.

3.5 Overpayments

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 the community.

Under the specification for the Exchequer Services contract, the target for overpayment recovery increased in 2013/14 from 82% to 83%

Appendix 6 shows the monthly recovery rates since April 2012. The recovery rate for the year 1 April 2013 to 30 September 2013 was 75.54% compared to 70.70% for the same period the previous year.

3.6 Call Centre (Help Line)

The graph at **Appendix 7** details the performance of the Call Centre from April 2012.

The abandoned rate during the reporting period was 3.2% with an average queue length of 24.3 seconds. During the first six months of 2013/14, 117,695 calls were answered. As predicted the major changes in Housing Benefit and Council Tax translated into a significant increase in public contact.

3.7 Caseload

Details of the trend for the number of claims in payment are shown at **Appendix 8**. This illustrates that there has been a significant increase overall caseload since Liberata became responsible for the service. At the end of September, 23,580 households were receiving Housing Benefit and/or Council Tax Support.

3.8 Bromley Welfare Fund

At the 27 March 2013 meeting of the Exchequer and Resources PDS, Members approved the suggested policy and asked that updates be provided as part of the Benefits Monitoring report.

As at the 30 September 2013, £258,000.00 of the programme funding had been awarded. This consisted of 493 awards, of which 170 were granted to those moving into their own home following a period in hospital, prison or temporary accommodation.

The scheme that has been outsourced to Northgate was implemented successfully and available on time (1 April 2013). Reliability and accuracy of decision making has been consistently high

3.9 Discretionary Housing Payment Policy

At the 18 July 2013 meeting of the Executive and Resources PDS, Members approved the suggested policy and application process for the above scheme.

It was agreed that the policy be reviewed after six months and that regular updates be provided as part of the Benefits Monitoring process.

Applicants are now able to apply online as well as by the submission of a paper based claim.

The level of applications has remained consistently high, with the majority of claims being from those experiencing a reduction of benefit through the removal of the Under Occupation Subsidy. Assistance was generally provided to members of this group where adaptations had been made to the property or a household member had an existing medical condition making it difficult/inappropriate for them to move. Short-term assistance has been provided to households downsizing to smaller accommodation but having a residue arrear at the previous property through the change in legislation.

As at the 23 November 2013, 413 awards have been made to the value of £232k. On a pro-rata basis expenditure is below the annual level of funds available (£700,174 for 13/14). However a considerable sum has been pre-allocated to those downsizing and will be the Housing Association once this has taken place.

3.10 General Commentary on Performance

Under the Exchequer Services specification for the new contract the

targets are comparable or slightly higher than that 2011/12. In the reporting period, the service provided has not always been at the level stipulated in the specification. However, this has been a period of unprecedented change in the benefits service and performance needs to be seen in that light. Generally performance has held up very well, with the necessary changes being implemented smoothly and with limited disruption.

3.11 Further Information

Amanda Inwood-Field, Liberata's Contract Director, will be attending the meeting to answer any specific questions on their performance.

4 FINANCIAL IMPLICATIONS

- 4.1 Housing and Council Tax Benefit represents a significant "business". The 2013/14 budget includes payments in excess of £127 Million for Housing Benefits and £17.2 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. It should be noted that from 2011/12 Liberata are responsible for any subsidy loss encountered by the LBB through local authority error.

Peter Turner
Director of Finance
London Borough of Bromley
Civic Centre
Stockwell Close
Bromley
BR1 3UH

Date: 6 December 2013

Our Ref: AIF/GT

Dear Peter,

As we approach the January Executive & Resources PDS meeting where we consider and review the performance of the Benefits service, we take this opportunity to write to you with Liberata's assessment of the performance of this critical high profile service that we provide to London Borough of Bromley (LBB) and its citizens.

This summary covers performance for the period 1st April 2013 to 30th September 2013.

1. Current Status of the Benefits Service

The Benefits caseload, which measures all households receiving Housing and/or Council Tax Support was 23,580 at the end of September 2013. There continues to be a decrease in the volume of incoming documents and associated claims.

This year has seen the introduction of Welfare Reform which includes the implementation of the Benefit Cap as one of the four pilot authorities. There have been approximately 140 households in Bromley affected by the Cap since April 2013.

Further changes to Welfare Reform have included the Social Rent Restriction. This has seen an increase in the number of Discretionary Housing Payments being requested by customers. We have also seen an increase in the number Temporary Accommodation claims being received.

1.1 Claims and Work Outstanding

As at the 30th September 2013, 812 documents were awaiting review and possible action and a further 1,503 items pending awaiting information from the claimant and/or third-party.

1.2 Right Time Indicator

In terms of our current position for the nationally recognised Right Time Indicator, our performance as at 30th September 2013 was 16.93 days against the monthly target for the first six months of the year of 18.00 days. In February 2014 we will commence the processing of rent increases which will positively impact on our Right Time Indicator.

1.3 Quality

The September 2013 error rate of 6.9% shows a deterioration compared to the same time last year when it was 3.83%. The contractual target is for an accuracy rate of a minimum of 95%.

We are taking urgent steps to rectify this position and will be introducing 'careless error' workshops which will be extremely useful in driving down error rates within the service. We will also be increasing our quality resource to increase the number of checks carried out on each assessment officer.

1.4 Overpayment Strategy

The creation of overpayments is a natural by product of the administration of Housing & Council Tax Support. The nature of this work is an ever increasing challenge due to the economic downturn.

New initiatives have significantly contributed to the increased recovery rate of 75.54% as at the end of September 2013. This exceeds last years performance as at September 2012 which was 70.70%. We continue to use a solicitors firm that specialises in debt recovery. They send out letters which are followed up by phone calls. They are also used to assist in obtaining County Court Judgements on some of our highest debts. This continues to be a highly effective debt recovery process.

2. Call Centre & Customer Services

The number of customers seen in customer services for the period April 2013 to September 2013 totalled 32,080. during this period 89% of customers were seen within 15 minutes, exceeding our contractual target by 4%.

During the same period the Call Centre (Help Line) received 118,437 calls with 96.8% of calls answered. Callers have had an average queue time of 14 seconds before being answered by an officer.

3. Service Developments

Liberata's goal is to continue to improve and enhance the services provided to LBB and its citizens through the introduction of innovative and effective solutions.

Examples of current year new and ongoing initiatives;

- We will shortly be re-introducing call recording on the Revenues & Benefits Call Centre now that we have rectified the issue of the recording of payment details
- Continued use of an independent solicitor's firm to aid our recovery of overpayments
- As part of our recovery process we have also introduced visiting debtors at home in the evenings and at weekends. This enables us to make contact and make repayment arrangements with debtors

- Increasing our permanent resource on the Bromley Benefits Assessment Team at our Shared Service Centre in Redcar
- After a health check on our Temporary Accommodation team we introduced processes to enable us to get rent accounts set up in a more timely manner so as to ensure we were able to apply Housing Benefit efficiently
- Since the introduction of ATLAS automation we have seen a reduction in overpayments as a result of the immediate suspensions which has resulted in a more efficient allocation of resource

4. Investment in the community

Liberata is keen to play an active and constructive part in the Bromley community. We have been working in collaboration with the London Borough of Bromley on events.

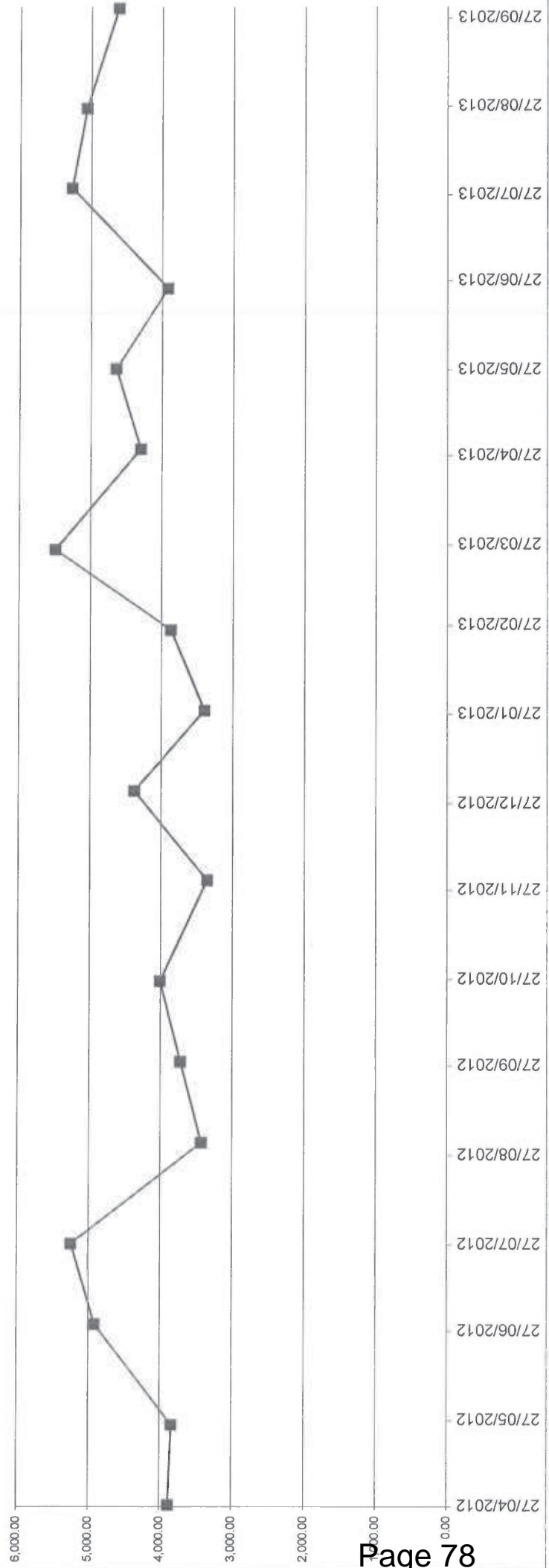
In December 2013 we will be working with the United Reformed Church, to provide Christmas presents to approx 90 people who will attend the lunch held at the church on Christmas day. The organisers are grateful for the continued co-operation, support and gifts at what can be a difficult time of the year for the vulnerable people in the community.

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

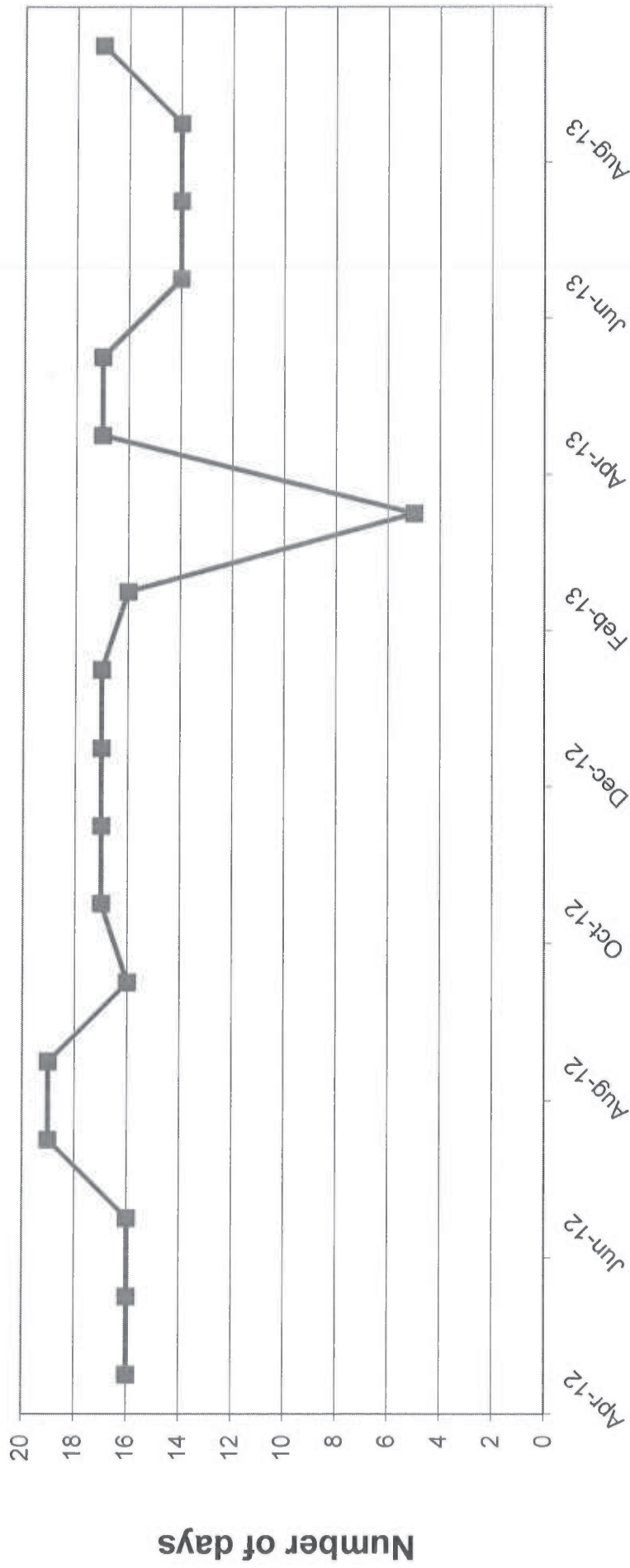
Yours sincerely,

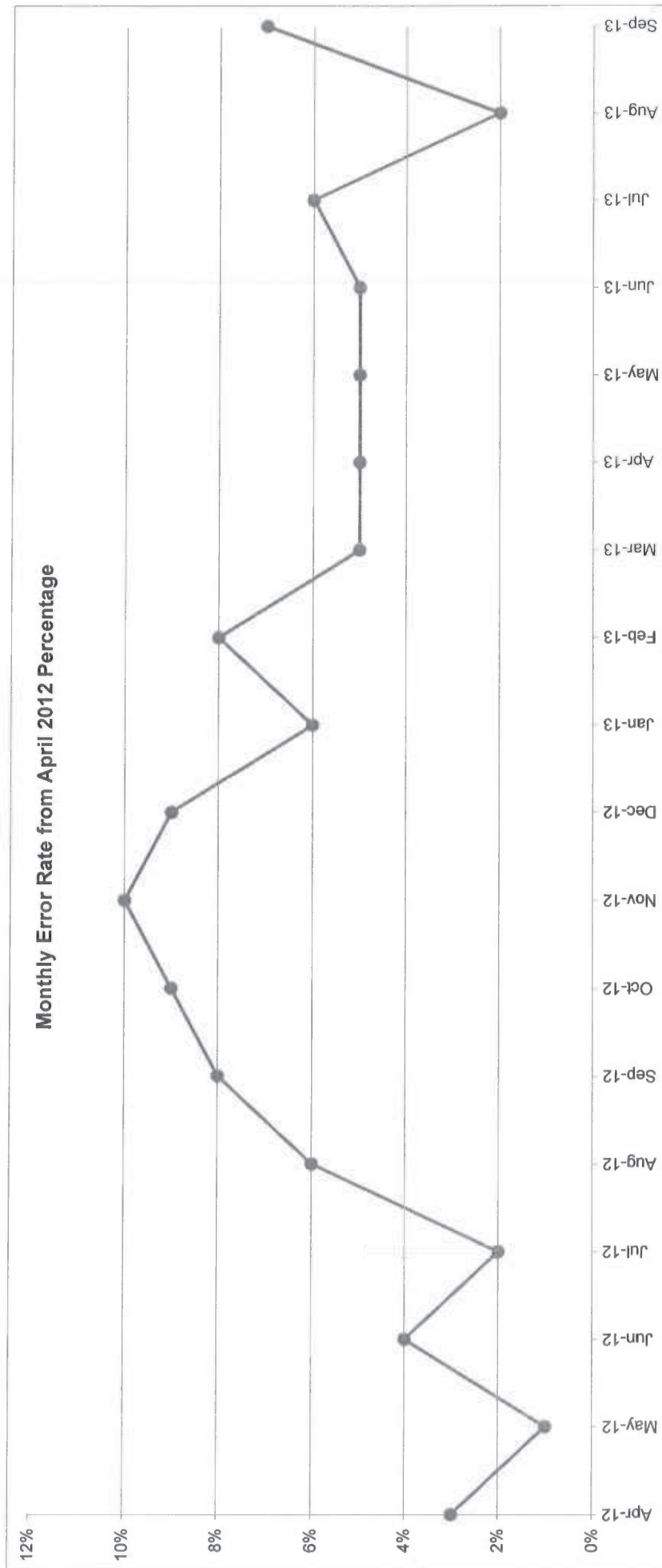
Amanda Inwood-Field
Contract Director

Total Pending & Outstanding Work April 2012 to September 2013

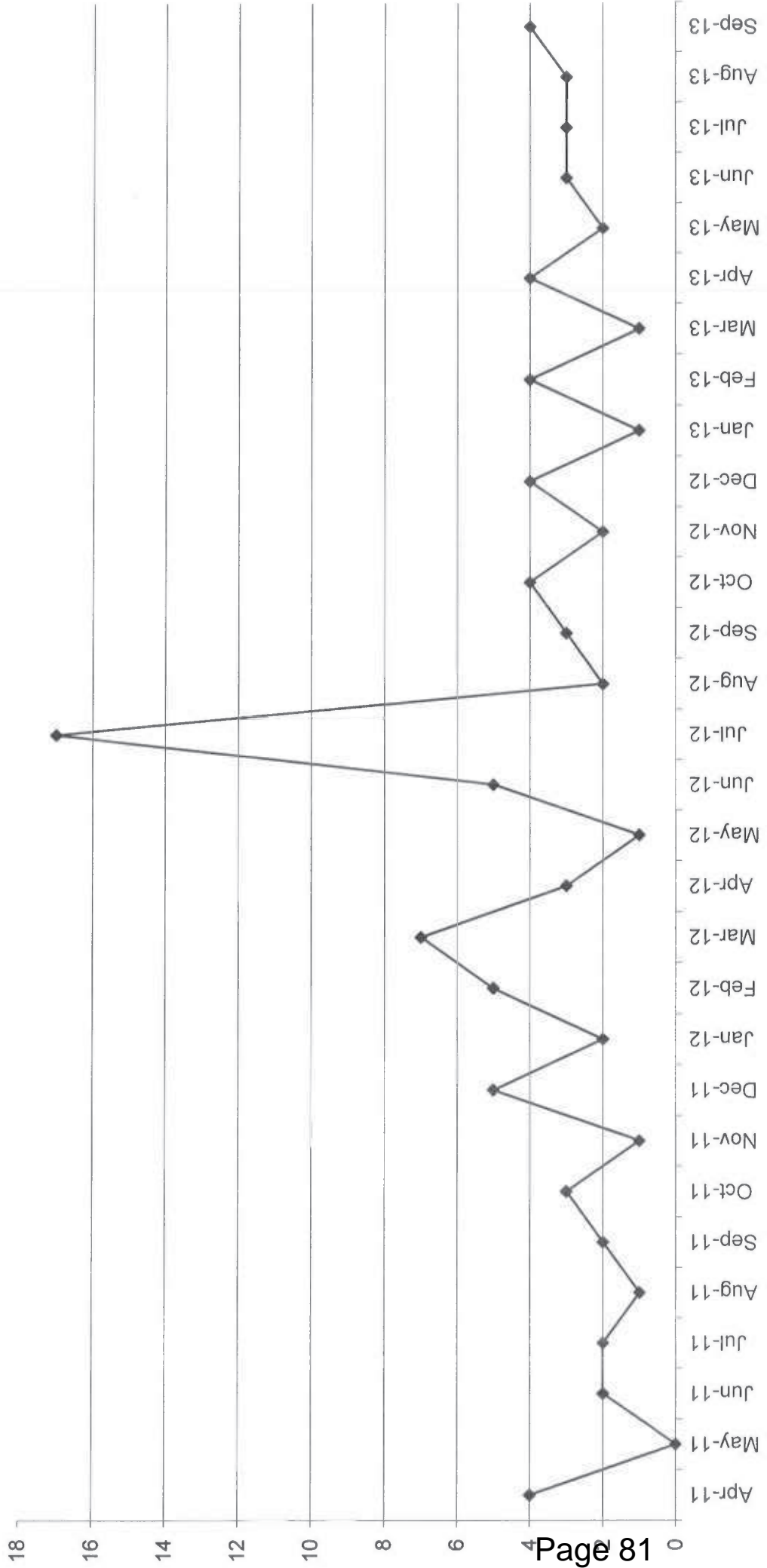


Right Time Indicator April 2012 - September 2013





Housing and Council Tax Benefit Stage 2 Complaints from April 2011



5

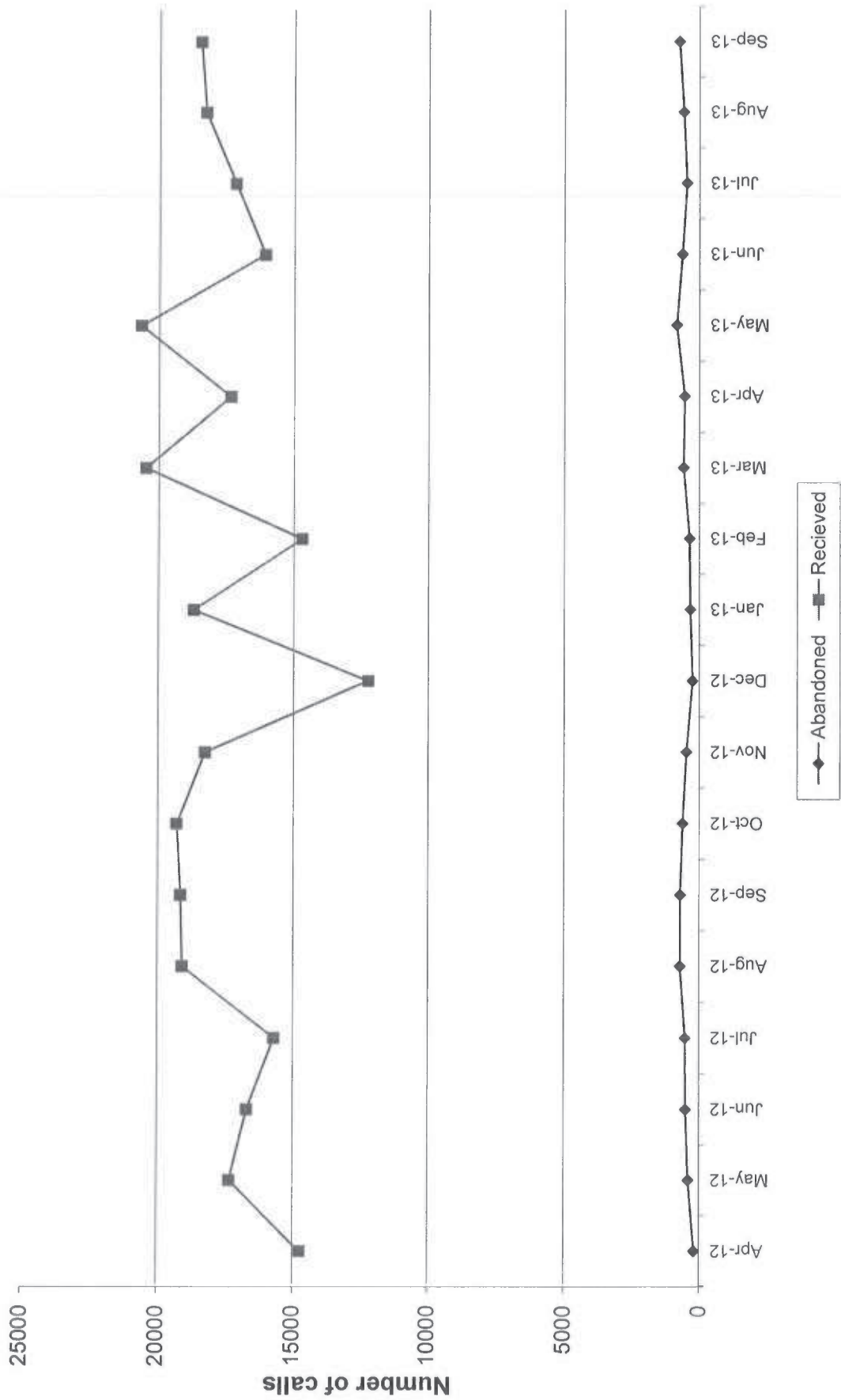
Appendix 6

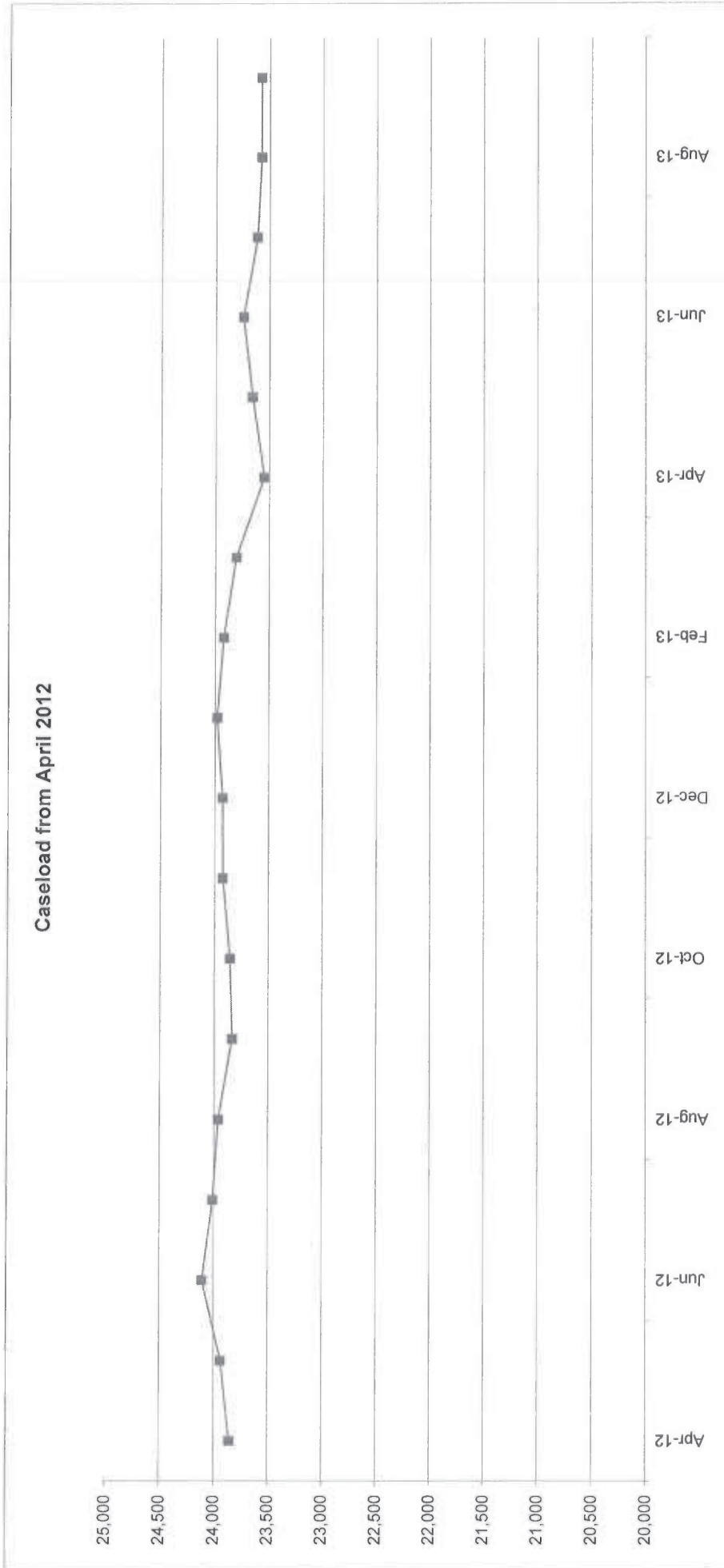
Monthly Overpayment % recovered against that created From April 2012

Month	Overpayment %
Apr-12	43.04%
May-12	54.00%
Jun-12	60.40%
Jul-12	83.60%
Aug-12	90.10%
Sep-12	76.40%
Oct-12	81.60%
Nov-12	103.00%
Dec-12	83.60%
Jan-13	115.60%
Feb-13	128.90%
Mar-13	201.12%
Apr-13	45.62%
May-13	89.76%
Jun-13	78.51%
Jul-13	84.29%
Aug-13	106.02%
Sep-13	76.42%

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Calls Received and Abandoned by Month from April 2012





Report No.
CSD14004

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive and Resources PDS Committee

Date: 8th January 2014

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

Title: BRIEF UPDATES FROM PDS CHAIRMEN

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

1.1 This report provides an opportunity for PDS Committee Chairmen to report on the recent work of their Committees, preferably in a written summary. Since this Committee's last meeting on 13th November 2013 the following PDS Committee meetings have been held –

Environment PDS Committee: 19th November 2013

Renewal & Recreation PDS Committee: 26th November 2013

1.2 Written summaries will be circulated before the meeting wherever possible.

2. **RECOMMENDATION**

The Committee is asked to note the updates provided by PDS Committee Chairmen.

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: Not Applicable
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £367,636 (2013/14 controllable budget)
 5. Source of funding: Existing revenue budget.
-

Staff

1. Number of staff (current and additional): There are 10 posts (8.55 fte) in the Democratic Services Team.
 2. If from existing staff resources, number of staff hours: Preparing this report takes less than one hour of staff time per meeting.
-

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): This report is intended primarily for the benefit of members of the Committee.
-

Ward Councillor Views

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

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

Report No.
CSD14005

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 8th January 2014

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

Title: WORK PROGRAMME 2013/14

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 This report offers the Committee the opportunity to consider its work programme for 2013/14, including scheduled meetings and all PDS working groups. The Committee now has eight meetings scheduled during 2013/14 – the dates are set out in Appendix 1, with a list of the items to be considered. The report summarises Sub-Committees and working groups from across all PDS Committees – these are listed at Appendix 2.
-

2. **RECOMMENDATIONS**

- 2.1 The Committee is requested to consider its work programme for 2013/14 and the appointment of PDS Working Groups.

Corporate Policy

1. Policy Status: Existing Policy: All PDS Committee receive a report on their work programmes.
 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: £367,636
 5. Source of funding: 2013/14 revenue budget
-

Staff

1. Number of staff (current and additional): 10 posts (8.55fte)
 2. If from existing staff resources, number of staff hours: Maintaining the work programme takes less than an hour between meetings.
-

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): This report is intended primarily for the benefit of members of the Committee.
-

Ward Councillor Views

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

3. COMMENTARY

Meeting Schedule

- 3.1 Each PDS Committee determines its own work programme, balancing the roles of (i) holding the Executive to account, (ii) policy development and review and (iii) external scrutiny. This Committee has the additional role of providing a lead on scrutiny issues and coordinating PDS work.
- 3.2 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 – the current overview and scrutiny arrangements offer a variety of approaches, whether through a report to a meeting, a time-limited working group review, a presentation, a meeting focused on a single key issue or any other method.
- 3.3 A schedule of the Committee’s meetings in 2013/14 is attached at [Appendix 1](#). The timing of meetings is tied to the need to pre-scrutinise Executive agendas. Question sessions with the Leader, Resources Portfolio Holder and Chief Executive have been added to the programme throughout the year.

Sub-Committees and Working Groups

- 3.4 In [Appendix 2](#), PDS Sub-Committees, Working Groups and other sub-groups are set out following the first PDS meetings of 2013/14 for both for this Committee and other PDS Committees. 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, and it offers guidance and techniques for prioritising reviews. At a time of pressure on Member and officer resources it is important that any additional work is carefully targeted at priority issues where improvements can be achieved. In recent years, this Committee has examined a number of issues through its Working Groups - part of the Committee’s workload may include follow-up work on some of these reviews (such as the work of the New Technology Working Group).

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

COMMITTEE MEETING SCHEDULE 2013/14

Meeting 1: Wednesday 12th June 2013

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)
Section 106 Monitoring
Membership of London Councils

Meeting 2: Wednesday 18th July 2013

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)
Contracts Register (Resources and Corporate)
Housing Benefits and Revenues Monitoring Reports
Scrutiny of the Resources Portfolio Holder

Meeting 3: Wednesday 4th September 2013

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)
Scrutiny of the Chief Executive

Meeting 4: Thursday 10th October 2013

Standard items (Matters Arising/Forward Plan/ Executive Agenda/PDS Updates/Work Programme)
Scrutiny of the Leader
Contracts Register (Resources and Corporate)

Meeting 5: Wednesday 13th November 2013

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)
Bromley Youth Employment Project

Meeting 6: Wednesday 8th January 2014

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)
Contracts Register (Resources and Corporate)
Scrutiny of the Resources Portfolio Holder
Housing Benefits Monitoring (including Discretionary Housing Payments)
Revenues Monitoring
Parking Shared Service

Meeting 7: Wednesday 5th February 2014

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)
Scrutiny of the Chief Executive
Project Management

Meeting 8: Thursday 27th March 2014

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)
Contracts Register (Resources and Corporate)
Annual PDS Report 2013/14
Scrutiny of the Leader

2014/15

Further Update on 2012/13 Winter Health Programme

PDS SUB-COMMITTEES AND WORKING GROUPS

SUBJECT	DURATION	MEMBERSHIP
EXECUTIVE & RESOURCES PDS		
New Technology Working Group	Originally reported in May 2011. Reconvened January 2013 and last met on 26 th November 2013	Cllrs Will Harmer, Nicholas Bennett, Judi Ellis, Roxhannah Fawthrop, Kate Lymer and Russell Mellor.
Council Costs and Recharges	First meeting held on 12 th December 2013 – meeting again in January 2014	Cllrs Nicholas Bennett, Eric Bosshard, Peter Dean, Julian Grainger, Russell Mellor, Tony Owen and Neil Reddin, with Cllrs Graham Arthur and Colin Smith
CARE SERVICES PDS		
Health Scrutiny Sub-Committee	Two meetings are scheduled a year – next meeting is due to be on 30 th January 2014.	All Care Services PDS Members.
EDUCATION PDS		
Education Budget Sub-Committee	Four meetings scheduled a year – next meeting is on 7 th January 2014	Cllrs Bance, Benington, Nicholas Bennett, Grainger, McBride and Reddin.
School Places Working Group	Last met on 25 th November 2013	Cllrs Nicholas Bennett, Fortune, Phillips and Reddin

ENVIRONMENT PDS		
Local Implementation Plan (LIP) Working Group	Met on 10 th September 2013	Cllrs William Huntington-Thresher, Judi Ellis, Julian Grainger and Milner.
Parking Working Group	Met on 9 th October 2013	Cllrs Samaris Huntington-Thresher and William Huntington-Thresher.
Highways Assets Working Group	No recent meetings	Cllrs William Huntington-Thresher, Reg Adams, Judi Ellis and Samaris Huntington-Thresher
PUBLIC PROTECTION & SAFETY PDS		
RENEWAL & RECREATION PDS		
Penge Town Centre Working Group	Established at the meeting on 11 th June 2013 – awaiting advice on the viability of a potential BID.	Cllr Bance
Bromley Town Centre Working Group	Established at the meeting on 18 th September 2013.	Cllrs Benington, Turner and Dykes, Cllr Morgan and three members from Environment PDS Committee

Agenda Item 18

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

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Agenda Item 19a

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

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