



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 30 June 2014

To: Members of the

**EXECUTIVE AND RESOURCES  
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Councillor Eric Bosshard (Chairman)

Councillor Will Harmer (Vice-Chairman)

Councillors Nicholas Bennett J.P., Peter Fookes, Ellie Harmer, Samaris Huntington-Thresher, William Huntington-Thresher, David Livett, Kate Lymer, Russell Mellor, Keith Onslow, Tony Owen, Ian F. Payne, Pauline Tunnicliffe and Angela Wilkins

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

MARK BOWEN  
Director of Corporate Services

*Copies of the documents referred to below can be obtained from  
[www.bromley.gov.uk/meetings](http://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 Wednesday 2<sup>nd</sup> July 2014.

- 4 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 5TH JUNE 2014 (EXCLUDING EXEMPT ITEMS) (Pages 5 - 12)**

- 5 MATTERS ARISING FROM PREVIOUS MEETINGS** (Pages 13 - 16)
- 6 FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS** (Pages 17 - 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 Wednesday 2<sup>nd</sup> July 2014.

**9 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 BROMLEY YOUTH EMPLOYMENT PROJECT (PHASE 2)** (Pages 23 - 38)
- b BROMLEY WELFARE FUND** (Pages 39 - 50)
- c MULTI-STOREY CAR PARK LIGHTING UPGRADE PROPOSAL**  
Bromley Town/Kelsey & Eden Park wards (Pages 51 - 56)

#### **HOLDING THE EXECUTIVE TO ACCOUNT**

**10 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS** (Pages 57 - 60)

Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 16<sup>th</sup> July 2014.

#### **POLICY DEVELOPMENT AND OTHER ITEMS**

- 11 CUSTOMER SERVICES MONITORING REPORT** (Pages 61 - 96)
- 12 BENEFITS SERVICE MONITORING REPORT** (Pages 97 - 112)
- 13 REVENUES SERVICE MONITORING REPORT** (Pages 113 - 130)
- 14 SUNDRY DEBTORS AND ACCOUNTS PAYABLE SERVICE MONITORING REPORT** (Pages 131 - 148)
- 15 SECTION 106 AGREEMENTS: UPDATE** (Pages 149 - 162)

16 UPDATES FROM PDS CHAIRMEN (Pages 163 - 164)

17 WORK PROGRAMME 2014/15 (Pages 165 - 170)

**PART 2 AGENDA**

18 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**

19 EXEMPT MINUTES OF THE MEETING HELD ON 5TH JUNE 2014 (Pages 171 - 174)

20 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS

21 SECTION 106 AGREEMENTS - UPDATE (APPENDIX 5) (Pages 175 - 180)

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

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## **EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Minutes of the meeting held at 7.00 pm on 5 June 2014

### **Present:**

Councillor Eric Bosshard (Chairman)  
Councillor Will Harmer (Vice-Chairman)  
Councillors Nicholas Bennett J.P., Peter Fookes,  
Ellie Harmer, William Huntington-Thresher, David Livett,  
Kate Lymer, Russell Mellor, Keith Onslow, Tony Owen,  
Ian F. Payne, Neil Reddin FCCA, Pauline Tunncliffe and  
Angela Wilkins

### **Also Present:**

Councillor Graham Arthur, Councillor Robert Evans and  
Councillor Stephen Wells

### **1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies for lateness were received from Councillors William Huntington-Thresher and Russell Mellor.

### **2 DECLARATIONS OF INTEREST**

Councillor Keith Onslow declared an interest in agenda item 13a (Renewal of Casualty Insurance Policies) as he had previously worked for Zurich Municipal and he now worked part time for the Royal Borough of Greenwich on insurance matters.

Councillor Nicholas Bennett declared an interest in agenda item 8a (Bromley Youth Employment Project) as he would soon be a member of the Bromley College Governing Body.

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

No questions had been received.

### **4 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 27th MARCH 2014 (EXCLUDING EXEMPT ITEMS)**

The Committee requested that the updates from PDS Chairmen be appended to their minutes in future.

**RESOLVED that the minutes of the meeting held on 27<sup>th</sup> March 2014 (excluding exempt information) be confirmed.**

**5           MATTERS ARISING FROM PREVIOUS MEETINGS**  
Report CSD14083

The Committee noted matters arising from previous meetings.

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

The Committee noted the Forward Plan of Key and Private Executive Decisions as published on 13<sup>th</sup> May 2014, and requested further details of the proposed report to the Executive on 16<sup>th</sup> July 2014 about Community Links Bromley.

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

No questions had been received.

**8           RESOURCES PORTFOLIO - PRE-DECISION SCRUTINY**

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

**8.1       Bromley Youth Employment Project**

At its meeting on 5<sup>th</sup> February 2014 the Committee had received an update on the performance of the contract with Bromley College of Further and Higher Education to deliver the Bromley Youth Employment Project. The Committee had recommended, and the Resources Portfolio Holder had subsequently agreed, that the contract should be terminated, the resources reallocated and that a Task and Finish Group led by Bromley Education Business Partnership (BEBP) should undertake an options appraisal. The BEBP had been set up to help young people find out more about the world of work and had an experienced and informed team with an excellent record of delivering learning opportunities with employers.(Further information is available at <http://www.bromleyebp.org.uk/> .)

The Committee had set up a Member Working Group to oversee the work of the Task and Finish Group. This had met twice and its conclusions had been incorporated into the final proposals before the Committee. An additional sheet setting out the proposed governance arrangements, including monitoring and reporting arrangements to PDS Committees, a project board, the BEBP Steering Group and the Education Care and Health Services Departmental Management Team (EC&HS DMT), was tabled.

In response to questions, officers confirmed that the target of creating 100 employment opportunities would include a range of jobs, internships and apprenticeships, and there would be a package of support to ensure that these placements were of good quality and sustainable. It was considered that this was a realistic target based on experience in other boroughs and the expertise in the BEBP, which was very well respected in this field and would ensure that bureaucracy was minimised for employers. The project would also leave a legacy in terms of improved relationships with a range of businesses. The target cohort was those who, with some support and guidance, could move into employment or apprenticeships.

Members commented that the project would be competing against a very effective national apprenticeship scheme, as Bromley College had been, and that the new proposals transferred the risk back to the Council without the incentive of the penalties in the contract. It was also noted that the number of young Jobseekers Allowance (JSA) claimants had fallen and the employment situation in the borough had improved, although it was pointed out that not all the suitable young people would be claiming JSA.

The Committee concluded that reporting and monitoring arrangements needed to be tightened to ensure that delivery was effective, leading to good quality contracted employment, with the Project Board meeting more frequently than every three months, and more regular oversight from the EC&HS DMT. The Committee also commented that reports should be made to this Committee and would not need to include Education PDS Committee, unless there were very specific education issues. The Committee asked that officers strengthen the proposals, discuss these with the Resources Portfolio Holder and report to the next meeting.

**RESOLVED that the report be noted and a further report be submitted to the Committee's next meeting addressing the committee's concerns about monitoring and delivery.**

## **8.2 TREASURY MANAGEMENT - ANNUAL REPORT 2013/14**

Report FSD14040

The Committee considered a report summarising treasury management activity during the March quarter and including the Treasury Management Annual Report for 2013/14, which was required to be reported to full Council. The report also contained an update on the Council's investment with Heritable Bank. Investments as at March 2014 totalled £247.4m (excluding the balance of the Heritable investment) and there was no outstanding external borrowing.

Councillor David Livett commented that the Council was not achieving its target returns and needed to be more active in managing its funds and challenging unnecessary constraints. He also questioned why it was necessary to have two advisors. Other Members were sympathetic to his comments. The Director of Finance responded that he was not comfortable

with returns of less than 1%, but that the Council had to follow guidance that emphasised security, liquidity and yield in that order. There was also a shortage of eligible counterparties to invest with. The Director commented that he was open to suggestions and agreed to meet with Councillor Livett to discuss these matters more fully.

**RESOLVED that**

**(1) The Treasury Management Annual Report for 2013/14 and the actual prudential indicators be noted and referred to full Council.**

**(2) The options for Treasury Management be considered and discussed by Councillor Livett and the Director of Finance and a further report be made to a future meeting.**

**9 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS**

**(6) Provisional Final Accounts**

Report FSD14032

The report summarised the 2013/14 provisional outturn as well as the potential implications for the Council's financial position in 2014/15. The report showed an overall net reduction in balances of £1.2m (before carry forwards from 2012/13.)

The Queen's Speech contained some proposals that would have an impact on local government finances, including a Care Bill and transfer of responsibility for local land searches, which currently provide income, to the Land Registry.

The Committee requested a report updating them on the performance of invest to save projects.

**RESOLVED that the recommendations be supported, and a report be submitted on the performance of invest to save projects.**

**(7) Capital Programme Outturn 2013/14**

Report FSD14042

The report set out the final outturn on capital expenditure and receipts for 2013/14. Capital expenditure amounted to £25.2m compared to the final approved budget of £33.6m. £5.4m of this was due to delays in completing the acquisition of High Street properties, and £3m was mainly due to slippage on capital schemes. A review would be carried out in July to re-prioritise any dormant schemes.

**RESOLVED that the recommendations be supported.**



**(8) Economic Development and Investment Fund**  
Report DRR14/055

The report provided an update on the Council's Economic Development and Investment Fund and recommended the allocation of an additional £13.792k from general reserves. Individual proposals would still need specific approval from Members.

The Chairman of the Renewal and Recreation PDS Committee commented that he was dissatisfied with the process as his Committee had not examined some of the proposed development opportunities listed in the report, and he requested a report on Site G for their next meeting. Councillor Will Harmer added that Bromley Town ward councillors had also not been consulted on some of the town centre development sites listed before they were made public. The Committee requested better consultation with PDS Committees and ward councillors.

Some members commented that there appeared to be a degree of confusion between the different objectives of development and investment within the same fund; officers confirmed that the individual opportunities could be either or both, but all would need individual approval from Members.

The Local Plan report to the Executive in February 2013 had identified three main growth areas in the borough at Biggin Hill, the Cray Business Corridor and Bromley Town Centre, but it was too early for more detailed priorities to be finalised. Members commented that other areas should not be forgotten, such as the Kangley Bridge Industrial Area, Elmers End and the Klinger site, and the Council should be working with the neighbouring local authorities. The Director of Finance reported that from 2015/16 the New Homes Bonus would be top-sliced into the Local Enterprise Partnership, which would require regional working across South East London, but it would be important to ensure that Bromley received a fair share of the resources available.

**RESOLVED that the recommendations be supported.**

**(9) Invest to Save Schemes – Adult Social Care – Outcome of Investment**  
Report CS14064

The report provided an update on the adult social care and day opportunity invest to save projects. The Executive was requested to note the return of £352k to the Council's central contingency, agree the carry forward of £488,920 to 2014/15 in order to complete the adult social care invest to save projects and confirm the allocation of £264,390 invest to save funding for the reconfiguration of day opportunities for older people.

**RESOLVED that the recommendations be supported.**

**(10) Gateway Review – Learning Disability Supported Living Schemes**  
Report CS14040

It was proposed that five learning disability supported living schemes and contracts accommodating 32 people that would all end on 10<sup>th</sup> January 2015 would be grouped together for tendering. Officers confirmed that in this case the economies of scale were genuine and achievable.

**RESOLVED that the recommendations be supported.**

**(11) Deprivation of Liberty Safeguards – Funding Request**  
Report CS14039

The report set out the implications of a recent Supreme Court judgement relating to Deprivation of Liberty Safeguards. The judgement had increased the volume of applications for Deprivation of Liberty Safeguards with substantial financial implications for all Councils, and the Executive was asked to approve the drawdown of Local Reform and Community Voices Grant to meet the new legal requirements. There were expected to be further developments in the national situation and Department for Health guidance. The Committee asked for further details of the customer impact and the projected annual costs to be circulated.

**RESOLVED that the recommendations be supported.**

**10 WORK PROGRAMME 2014/15**  
Report CSD14082

The Committee received a report setting out its work programme for 2014/15, and the Chairman appealed for Members to let him have suggestions of issues that needed to be scrutinised.

Councillor Will Harmer proposed that the New Technology Working Group be re-convened, and stated that he would seek additional members.

Councillor Tony Owen suggested drawing together information on members' skills; information on this had been collected by Democratic Services as part of the initial reception of members following the election. He also appealed to PDS Chairmen to consider individual budgets in their areas rather just focus on the big spending issues brought before members for decision.

**RESOLVED that**

**(1) The work programme for 2014/15 be noted.**

**(2) The New Technology Working Group be re-established under the Chairmanship of Councillor Will Harmer.**

**11 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**

**12 EXEMPT MINUTES OF THE MEETING HELD ON 27TH MARCH 2014**

The exempt minutes of the meeting held on 27<sup>th</sup> March 2014 were confirmed.

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

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

**13.1 RENEWAL OF CASUALTY INSURANCE POLICIES**  
Report FSD14039

The Committee considered proposals for the renewal of the Council's casualty insurance policies.

**13.2 LEASE OF AIRSPACE AT OAK LODGE PRIMARY SCHOOL**

The Committee considered a request for the authority to authorise a lease at Oak Lodge Primary School, but did not support the proposal.

**13.3 CHELSFIELD RECREATION GROUND**

This report was withdrawn.

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

The Committee scrutinised three reports on the part 2 agenda for the Executive's meeting on 10<sup>th</sup> June 2014, concerning awards of contract for tenancy support services for homeless people and for young people and the purchase of a property for educational purposes.

The Meeting ended at 9.24 pm

Chairman

Report No.  
CSD14096

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** EXECUTIVE AND RESOURCES  
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** 8<sup>th</sup> July 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

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1. Reason for report

- 1.1 Appendix 1 to this report updates Members on matters arising from previous meetings which continue to be "live." Two matters are listed concerning an update on the effectiveness of the Winter Health Project and the next Revenues Service monitoring report

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2. **RECOMMENDATIONS**

**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
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## 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: £373,410
  5. Source of funding: 2014/15 Revenue Budget
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## Staff

1. Number of staff (current and additional): 10 posts (8.75fte)
  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

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

<b>Minute Number/ Title/Date</b>	<b>PDS Request</b>	<b>Update</b>	<b>Action By</b>	<b>Completion Date</b>
336 <b>Executive Reports: (12) Winter Health Project</b> (5 <sup>th</sup> June 2013)	The Committee requested an update in a year's time	The issue will be included in the 2014/15 Work Programme	Public Health Associate Director	8 <sup>th</sup> October 2014
424 <b>Revenues Service Monitoring Report</b> (8 <sup>th</sup> January 2014)	Requested that the next monitoring report include some information on "channel shift" to more efficient means of collection and the percentage of money received through various channels.	See report on current agenda.	Head of Revenues and Benefits	8 <sup>th</sup> July 2014
8 <b>Bromley Youth Employment Project</b> (5 <sup>th</sup> June 2014)	Deferred the report and requested a report to the next meeting addressing the Committee's concerns	See report on current agenda	Head of Bromley Youth Support Programme	8 <sup>th</sup> July 2014
8 <b>Treasury Management – Annual Report</b> (5 <sup>th</sup> June 2014)	Director of Finance to discuss treasury management issues with Cllr Livett	Director of Finance has met with Cllr Livett	Director of Finance	June 2014
9 <b>Executive Reports – (6) Provisional Final Accounts</b> (5 <sup>th</sup> June 2014)	Committee requested an update on performance of invest to save projects	Reports are being prepared for each portfolio/PDS, with a summary report to the Executive via this Committee	Director of Finance	September 2014

<p>9  <b>Executive Reports – (8)  Economic Development and Investment Fund</b>  (5<sup>th</sup> June 2014)</p>	<p>Chairman of R&amp;R PDS requested a report to his Committee on Site G, and Committee requested better consultation with PDS committees and ward councillors</p>	<p>A special meeting of the Executive is being arranged on 22<sup>nd</sup> July 2014, to which R&amp;R and E&amp;R PDS members and ward members will be invited, to discuss Site G.</p>	<p>Director of Regeneration and Transformation</p>	<p>22 July 2014</p>
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LONDON BOROUGH OF BROMLEY

FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 17<sup>th</sup> June 2014

PERIOD COVERED: July 2014 - October 2014

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 12<sup>th</sup> August 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?
<b>COUNCIL</b>						
<b>EXECUTIVE</b>						
TRANSPORT GATEWAY REVIEW	Executive	16 July 2014  Care Services PDS Committee, Education PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Dan Jones Tel: 0208 313 4211 <a href="mailto:Dan.Jones@bromley.gov.uk">Dan.Jones@bromley.gov.uk</a>	<u>Public meeting</u>	Report and relevant background documents
INVESTMENT PROPERTY REVIEW - STRATEGY	Executive	16 July 2014  Executive and Resources PDS Committee	Meeting	Contact Officer:  Neil Thompson Tel: 020 8313 4603 <a href="mailto:neil.thompson@bromley.gov.uk">neil.thompson@bromley.gov.uk</a>	<u>Public meeting</u>	Report and relevant background documents
S75 INTEGRATED COMMISSIONING	Executive	16 July 2014  Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Richard Hills Tel: 020 8313 4198 <a href="mailto:Richard.Hills@bromley.gov.uk">Richard.Hills@bromley.gov.uk</a>	<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?
INVEST TO SAVE BID - TRAINING STATEMENTED PUPILS TO TRAVEL INDEPENDENTLY	Executive	16 July 2014  Education PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Colin Lusted Tel: 0208 461 7650 <a href="mailto:Colin.Lusted@bromley.gov.uk">Colin.Lusted@bromley.gov.uk</a>	<u>Public meeting</u>	Report and relevant background documents
PURCHASE OF EDUCATIONAL BUILDING	Executive	Not before 16 July 2014  Education PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Jane Bailey Tel: 020 8313 4146 <a href="mailto:jane.bailey@bromley.gov.uk">jane.bailey@bromley.gov.uk</a>	<u>Public meeting</u>	Report and relevant background documents
CONTRACT EXTENSION - CAMHS	Executive	16 July 2014  Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Claire Lynn Tel: 020 8313 4034 <a href="mailto:claire.lynn@bromley.gov.uk">claire.lynn@bromley.gov.uk</a>	<u>Private meeting - exempt information - financial/business affairs of a person or body</u>	Part 2 report - confidential

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?
CONTRACT EXTENSION - SUBSTANCE MISUSE	Executive	16 July 2014  Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Claire Lynn Tel: 020 8313 4034 <a href="mailto:claire.lynn@bromley.gov.uk">claire.lynn@bromley.gov.uk</a>	<u>Public meeting</u>	Report and relevant background documents
FUTURE OF LEASE FOR EDUCATION PROPERTY	Executive	16 July 2014  Executive and Resources PDS Committee	Meeting	Contact Officer:  Lorna Blackwood Tel: 020 8313 4110 <a href="mailto:lorna.blackwood@bromley.gov.uk">lorna.blackwood@bromley.gov.uk</a>	<u>Private meeting - exempt information - financial/business affairs of a person or body</u>	Part 2 report - confidential
COMMUNITY LINKS BROMLEY	Executive	16 July 2014  Executive and Resources PDS Committee	Meeting	Contact Officer:  Lorna Blackwood Tel: 020 8313 4110 <a href="mailto:lorna.blackwood@bromley.gov.uk">lorna.blackwood@bromley.gov.uk</a>	<u>Private meeting - exempt information - financial/business affairs of a person or body</u>	Part 2 report - confidential
SITE G DEVELOPMENT OPTIONS	Executive	16 July 2014  Executive and Resources PDS Committee.	Meeting	Contact Officer:  Kevin Munnelly Tel: 020 8313 4582 <a href="mailto:kevin.munnelly@bromley.gov.uk">kevin.munnelly@bromley.gov.uk</a>	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential

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?
OPERATIONAL PROPERTY REVIEW	Executive	16 July 2014  Executive and Resources PDS Committee	Meeting	Contact Officer:  Heather Hosking Tel: 020 8313 4421 <a href="mailto:heather.hosking@bromley.gov.uk">heather.hosking@bromley.gov.uk</a>	<u>Private meeting - Exempt information - - Financial/business affairs of a person or body</u>	Part 2 report - confidential
AFFORDABLE HOUSING PAYMENT IN LIEU FUND: MONITORING AND PROGRESS ANNUAL REPORT (2013-14) AND EXPENDITURE OPTION	Executive	16 July 2014  Executive and Resources PDS Committee	Meeting	Contact Officer:  Kerry O'Driscoll  <a href="mailto:Kerry.O'Driscoll@bromley.gov.uk">Kerry.O'Driscoll@bromley.gov.uk</a>	<u>Private meeting - exempt information - financial/business affairs of a person or body</u>	Part 2 report - confidential
<b>CARE SERVICES PORTFOLIO</b>						
<b>EDUCATION PORTFOLIO</b>						
<b>ENVIRONMENT PORTFOLIO</b>						
ENVIRONMENT PORTFOLIO PLAN 2014/15	Portfolio Holder for Environment	Not before 01 July 2014  Environment PDS Committee	Meeting	Contact Officer:  Gavin Moore Tel: 0208 313 4539 <a href="mailto:gavin.moore@bromley.gov.uk">gavin.moore@bromley.gov.uk</a>	<u>Public meeting</u>	Report and relevant background documents
<b>PUBLIC PROTECTION AND SAFETY PORTFOLIO</b>						
<b>RENEWAL AND RECREATION PORTFOLIO</b>						
<b>RESOURCES PORTFOLIO</b>						

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

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

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Report No.  
ED 15075

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** Tuesday 8 July 2014

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

**Title:** BROMLEY YOUTH EMPLOYMENT PROJECT (PHASE 2)

**Contact Officer:** Paul King, Head of Bromley Youth Support Programme  
Tel: 020 8461 7572 E-mail: paul.king@bromley.gov.uk

**Chief Officer:** Executive Director of Education, Care & Health Services

**Ward:** (All Wards);

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1. Reason for report

On 5<sup>th</sup> June 2014, the Executive and Resources Policy Development and Scrutiny Committee (E & R PDS Committee) considered a report outlining the findings and draft recommendations arising from Bromley Youth Employment Project (Phase 2) Task and Finish Group's review of evidence gathered, taking into account the views of a Member Working Party. The report also outlined the Bromley Education Business Partnership proposed Delivery Model for the Bromley Youth Employment Project (Phase 2).

The Committee asked for the project performance monitoring arrangements to be strengthened to ensure effective delivery against measurable project outcomes.

This report:

- a) outlines the proposed Bromley Youth Employment Project Performance Management Framework (this includes the Profile of Project Activity, Outcomes and Outputs and the Project Risk Assessment).
- b) provides information on the Bromley Education Business Partnership

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2. **RECOMMENDATION(S)**

**The Executive and Resources PDS Committee are asked to consider the proposed Project Performance Management Framework.**

**The Committee is also asked to recommend approval for the Bromley Education Business Partnership to commence delivery of the Bromley Youth Employment Project (Phase 2) by the Resources Portfolio Holder.**

**The Resources Portfolio Holder is asked to:**

- a) note the report and consider the recommendations from the E & R PDS Committee**
- b) give approval for the Bromley Education Business Partnership to commence delivery of the Bromley Youth Employment Project (Phase 2).**



### Corporate Policy

1. Policy Status: Existing Policy:
  2. BBB Priority: Regeneration, Supporting Children and Young People, Vibrant Thriving Town Centres
- 

### Financial

1. Cost of proposal: £260K
  2. Ongoing costs: Non-Recurring Cost:
  3. Budget head/performance centre: Earmarked reserves for Member Priority Initiatives
  4. Total current budget for this head: £260K
  5. Source of funding: Earmarked reserves for Member Priority Initiatives
- 

### Staff

1. Number of staff (current and additional): Bromley Education Business Partnership (existing staff) and 2 Graduate Interns (additional employed on fixed term basis)
  2. If from existing staff resources, number of staff hours: 8.9FTE
- 

### Legal

1. Legal Requirement: None:
  2. Call-in: Applicable:
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 3000 employers, 900+ students, 100 unemployed young people in Bromley aged 17 -24 placed in to contracted employment
- 

### Ward Councillor Views

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

### 3. COMMENTARY

#### Background

On 26th March 2012, Council approved the setting aside of £2.26m in an earmarked reserve for Member Priority Initiatives. £500k was approved for a scheme to help tackle youth unemployment in the borough through supporting the creation of sustainable job opportunities.

At the meeting of the Executive & Resources PDS on 14th June 2012, the Resources Portfolio Holder approved proposals to procure an employment and skills service provider to deliver the youth employment project which would support unemployed 18-24 year old residents to access sustainable employment by creating apprenticeship and internship opportunities across a 3 year period (2013 – 2016).

On 31st January 2013, the Resources Portfolio Holder awarded the contract to deliver the project to Bromley College of Further and Higher Education for the sum of £500k which included the delivery of 132 internship and 66 apprenticeship opportunities intended to benefit a total of 198 young people in the borough.

On 5<sup>th</sup> February 2014, the Executive and Resources PDS Committee supported proposals a) to terminate the contract with the college for the delivery of the Bromley Youth Employment Project due to the colleges inability to deliver the tendered number of outcomes b) to reallocate the earmarked reserve to continue to support the objectives of the project and c) to approve a Task and Finish Group, led by the Bromley Education Business Partnership and overseen by a Member Working Group to undertake an options appraisal, exploring alternative ways to deliver the project objectives.

At their meeting on 5<sup>th</sup> June 2014, the Executive and Resources PDS Committee considered a report outlining the findings and draft recommendations arising from Bromley Youth Employment Project Task and Finish Group's review of evidence gathered, taking into account the views of the Member Working Party. The report also outlined the Bromley Education Business Partnership proposed Delivery Model for the Bromley Youth Employment Project (Phase 2). The Committee asked for the project performance monitoring arrangements to be strengthened to ensure effective delivery leading to good quality contracted employment for young people. The Committee also agreed that it would be helpful to know more about the work of the Bromley Education Business Partnership.

#### **Bromley Youth Employment Project Performance Management Framework**

The Project Performance Management Framework is based on:

- a) the setting of clear measurable project objectives and targets
- b) identifies accountability for the delivery of project objectives and targets
- c) considers possible risks to projects performance and outlines plans to manage those risks.

#### The setting of clear measurable objectives and targets

A Profile of Project Activity, Outcomes and Outputs has been produced. This breaks down the outputs that are identified in the Bromley Youth Employment Project (Phase 2) Delivery Model into monthly project targets from July 2014 to March 2017. The Bromley Youth Employment Delivery Model was previously presented to the E & R PDS Committee on 5 June 2014.

At the meeting on 5 June, E & R PDS Committee members raised concerns that the project should deliver high quality sustained placements into contracted employment for young people. To address this concern the project targets include the following:

***Young people placed into contracted employment – target of 120 over two years***  
***Young people in contracted employment at six month follow up - target of 100 over two years.***

The above target profile assumes that 84% of young people placed into contracted employment will stay for six months or longer. If the actual ratio proves to be lower, the first target will be increased to ensure the second target is achieved.

## **Appendix 1: Bromley Youth Employment Project Profile of Project Activity, Outcomes and Outputs**

### Accountability for the delivery of project objectives and targets

Individual staff performance against individually allocated project outputs will be reviewed fortnightly by line managers and progress will be reported monthly to the BEBP Operational Project Lead and the Head of the Bromley Youth Support Programme (Project owner). The Head of Bromley Youth Support Programme will provide a monthly progress report to the EC & HS DMT.

A Bromley Youth Employment Project Board will be established and will be made up of representatives from the sectors consulted as part of the Phase 2 stakeholder research including a Member from the Member Working party, to ensure that Member interest and perspective on the project is adequately prioritised. The Board will be chaired by the LBB Assistant Director Education. The Head of Bromley Youth Support Programme will report to the Project Board on a two monthly basis. The Project board will report to the Executive and Resources PDS Committee for Member scrutiny on a three monthly basis.

## **Appendix 2: Bromley Youth Employment Project Performance Management and Governance Arrangements**

### Project Risk Assessment

As part of the Bromley Youth Employment Project Performance Management Framework a Project Risk Assessment has been undertaken. The Risk Assessment enables officers to identify, manage and mitigate risks that could prevent the project from delivering.

## **Appendix 3: Bromley Youth Employment Project Risk Assessment**

## **Information on the Bromley Education Business Partnership**

The Bromley Education Business Partnership (BEBP) is part of the LBB Youth Support Programme. The BEBP delivers a wide range of innovative work related learning activities in schools and colleges in partnership with the community and with local/national business to help prepare young people for the world of work. The service has a data base of over 10,000 employers and employs a staff team (including Business Link Co-ordinators) who have relevant experience of employer engagement activities and organising large scale employer events. The BEBP has already been involved in promoting apprenticeships and in delivering pre apprenticeship support programmes aimed at 16 -18yr olds who were NEET or at risk of NEET, many of whom faced significant barriers to participation. As part of these programmes the BEBP recruited the candidates, identified local

apprenticeships, ran tailored training packages to increase job readiness and matched potential recruits to potential employers.

In addition the BEBP Mentoring Initiative has a team of fully trained mentors who are available to support the development of young people by increasing their self-esteem, improving their motivation to learn, raising attainment and improving personal and social skills.

The BEBP also works with schools and colleges to deliver programmes of work experience for whole year groups or more bespoke work placement packages for students on specific courses or those requiring an alternative curriculum and who are at risk of becoming NEET. The BEBP also offers a pre-placement checking service to quality assure potential work experience placements.

The service receives LBB core funding of £73K with the remaining income of £317K generated through sold services. The service has predominantly focused on employability support programmes aimed at 15 to 18 year olds, however with additional funding the service can extend its current reach and deliver a) employability support programmes for 17 – 24 year olds and b) a borough-wide enhanced employer engagement programme.

For more information go to <http://www.bromleyebp.org.uk/>

#### **4. POLICY IMPLICATIONS**

The project supports the Council's Building a Better Bromley priorities for 2014/15 linked to Regeneration, Supporting Children and Young People and Vibrant Thriving Town Centres.

#### **5. FINANCIAL IMPLICATIONS**

On 26th March 2012 Council approved the setting aside of £2.26m in an earmarked reserve for Member Priority Initiatives. A sum of £500k was approved for a scheme to help tackle youth unemployment in the borough. Following a procurement process, in January 2013 Bromley College of Further and Higher Education were awarded a contract to deliver 198 apprenticeship and internship opportunities for young unemployed residents after demonstrating best value for money.

The contract specification included a payment mechanism whereby funds will only be released when evidence is provided to substantiate that specific outcomes have been achieved/delivered at the various stages of the project. The college was unable to deliver the tendered number of outcomes. On 5<sup>th</sup> February 2014 the Executive and Resources PDS Committee supported proposals to terminate the contract with the college for the delivery of the Bromley Youth Employment Project and to reallocate the earmarked reserve to continue to support the objectives of the project. These proposals were subsequently approved by the Resources Portfolio Holder on 21 February 2014.

Based on the agreement of Members to honour payments for sustained outputs against those apprenticeships and internships that had already been created by the project and those created during a three month notice period, the budget for the second phase of support is anticipated to be between £260K and £300K (depending on the number of apprenticeships/internships delivered and the number of sustained outputs achieved by the end of the contract's termination period.)

The project will be delivered a) through the existing staff resource within the BEBP and b) will entail the recruitment of 2 graduate Interns. The Graduate Intern salary is paid as a spot

salary of £17,049 plus on-costs of 22% if they join the pension scheme or 9% if they opt out. The salary plus on-costs for the 2 Interns are included in the total project cost of £260K.

## 6. LEGAL IMPLICATIONS

At their meeting on 5<sup>th</sup> February 2014, the Executive and Resources Policy Development and Scrutiny Committee supported proposals, approved on 21 February 2014, for the termination of the contract with Bromley College for delivery of the Bromley Youth Employment Project by providing three months' notice.

Following discussions between both parties a mutual agreement was reached to terminate the contract. Clause 21 of the contract Agreement permitted LBB to terminate the agreement by giving three months written notice. This notice was deemed served on 28<sup>th</sup> February 2014 therefore the Agreement will terminate on 31<sup>st</sup> May 2014.

## 7. PERSONNEL IMPLICATIONS

The project will be delivered through a) existing staff resources within the BEBP and b) will also entail the recruitment of 2 Graduate Interns.

The Council currently provides internships for up to 4 graduates per Year. The salary plus on costs ( see Section 5 above) for the 2 interns are included in the total project cost of £260K.

<b>Non-Applicable Sections:</b>	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	Bromley Youth Employment Project – Executive and Resources PDS on 5 <sup>th</sup> June 2014 DRR14/015 Bromley Youth Employment Project: : Performance Update for Quarter 2 DRR13/133 Bromley Youth Employment Project – Update (November 2013) Bromley Youth Employment Project – Award of Contract (31st January 2013) Bromley Youth Employment Project – Renewal & Recreation PDS on 10th July 2012, Executive & Resources PDS on 14th June 2012 Full Council meeting held on 26th March 2012

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Appendix 1

Activity	Measured By		Quarter 1			Total	Quarter 2			Total	Quarter 3			Total	Quarter 4			Total	Year 1 End Total
			Planned delivery (volume or activity indication)				Planned delivery (volume or activity indication)				Planned delivery (volume or activity indication)				Planned delivery (volume or activity indication)				
			Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15					
Mass marketing to employers using social media	Number of employers contacted	Target			1,000	1,000	1,000	500		1,500				0			0	2,500	
		Actual				0				0				0			0	0	
Employer awareness raising events	Events delivered	Target			1	1		1		1				1			0	3	
		Actual				0				0				0			0	0	
Employers participating in events	Delegate registers	Target				0	80			80	80			80	85		85	245	
		Actual				0				0				0			0	0	
Focused 1:1 employer support	Employer contact log	Target				0	12	12	9	33	12	12	12	36	12	12	12	36	105
		Actual				0				0				0			0	0	0
Contracted employment opportunities created (apprenticeships/internships/jobs)	Vacancies notified to BEBP	Target				0	7	8	5	20	10	10	10	30	8	2		10	60
		Actual				0				0				0				0	0
Young people placed into contracted employment	Number of confirmed placement starts	Target				0	5	5	5	15	5	5	5	15	5	5	5	15	45
		Actual				0				0				0				0	0
Young people in contracted employment at six months follow up	Tracking confirmation at six month follow up point	Target				0				0				0	4	4	4	12	12
		Actual				0				0				0				0	0
Recruit LBB Graduate Intern	Intern recruited	Target				0		1		1				0			0	1	
		Actual				0				0				0			0	0	
LBB intern to create 25 Work Opportunities e.g. work experience	Work Opportunities notified to BEBP	Target				0				0	1	1	2	3	3	2	2	7	10
		Actual				0				0				0				0	0
Work Opportunities offered to LAC	Number of LAC placed in Work Opportunities (including WEX)	Target				0				0				0	1	1	2	4	4
		Actual				0				0				0				0	0
Recruit CVS Graduate Intern	Intern recruited	Target				0		1		1				0			0	1	
		Actual				0				0				0			0	0	
CVS Intern to create 25 Work Opportunities e.g. work experience	Work Opportunities notified to BEBP	Target				0				0	1	1	2	4	3	2	2	7	11
		Actual				0				0				0				0	0
Next Steps Employability Student Conferences	Conferences delivered	Target				0	1	1		2		1	1	2	1			1	5
		Actual				0				0				0				0	0
School sixth form students supported with employability skills	Conference attendance registers	Target				0	90	90		180	90	90	90	270				0	450
		Actual				0				0				0				0	0
Deliver monthly employability workshops	Workshops delivered	Target				0	1	1	1	3	1	1	1	3	1	1	1	3	9
		Actual				0				0				0				0	0
Short Intervention mentoring relationships for 18 - 24 yr old JSA Claimants	JSA Claimants supported	Target				0				0	2	3	3	8	2	2	2	6	14
		Actual				0				0				0				0	0
Tracking young people whose participation is unknown	Evidence through CCIS	Target			50	50	50	50	50	150	50	50	50	150	50	50	50	150	500
		Actual				0				0				0				0	0

Appendix 1

Activity	Measured By		Quarter 1			Total	Quarter 2			Total	Quarter 3			Total	Quarter 4			Total	Year 2 End Total
			Planned delivery (volume or activity indication)				Planned delivery (volume or activity indication)				Planned delivery (volume or activity indication)				Planned delivery (volume or activity indication)				
			Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16					
Mass marketing to employers using social media	Number of employers contacted	Target			1,000	1,000	1,000	500		1,500				0			0	2,500	
		Actual				0				0				0			0	0	
Employer awareness raising events	Events delivered	Target				0	1			1	1			1	1		1	3	
		Actual				0				0				0			0	0	
Employers participating in events	Delegate registers	Target				0	85			85	85			85	85		85	255	
		Actual				0				0				0			0	0	
Focused 1:1 employer support	Employer contact log	Target	10	3	10	23	10	10	2	22	10	10	10	30	10	10	10	30	105
		Actual				0				0				0				0	0
Contracted employment opportunities (apprenticeships/internships/jobs)	Vacancies notified to BEBP	Target				0	7	8	5	20	10	10	10	30	8	2		10	60
		Actual				0				0				0				0	0
Young people placed into contracted employment	Number of confirmed placement starts	Target	5	5	5	15	5	5	5	15	5	5	5	15	5	5	5	15	60
		Actual				0				0				0				0	0
Young people in contracted employment at six month follow up	Tracking confirmation at six month follow up point	Target	4	4	4	12	4	4	5	13	5	4	4	13	5	4	4	13	51
		Actual				0				0				0				0	0
Recruit LBB Graduate Intern (subject to review)	Intern recruited	Target				0		1		1				0				0	1
		Actual				0				0				0				0	0
LBB intern to create 25 Work Opportunities e.g. work experience	Work Opportunities notified to BEBP	Target	0	0	0	0	1	1	1	3	1	1	1	3	1	2	2	5	11
		Actual				0				0				0				0	0
Work Opportunities offered to LAC	Number of LAC placed in Work Opportunities (including WEX)	Target	2			2	1	1		2				0		2		2	6
		Actual				0				0				0				0	0
Recruit CVS Intern (subject to review)	Intern recruited for CVS	Target				0		1		1				0				0	1
		Actual				0				0				0				0	0
CVS Intern to create 25 Work Opportunities e.g. work experience	Work Opportunities notified to BEBP	Target				0	1	1	1	3	1	1	1	3	1	2	2	5	11
		Actual				0				0				0				0	0
Next Steps Employability Student Conferences	Conferences delivered	Target				0	1	1		2		1	1	2	1			1	5
		Actual				0				0				0				0	0
School sixth form students supported with employability skills	Conference attendance registers	Target				0	90	90		180	90	90	90	270				0	450
		Actual				0				0				0				0	0
Deliver monthly employability workshops	Workshops delivered	Target	1	1	1	3	1	1	1	3	1	1	1	3	1	1	1	3	12
		Actual				0				0				0				0	0
Short Intervention mentoring relationships for 18 - 24 yr old JSA Claimants	JSA Claimants supported	Target	2	2	2	6	2	2	2	6	2	3	3	8	2	2	2	6	26
		Actual				0				0				0				0	0
Tracking young people who's participation is unknown	Evidence through CCIS	Target	50	50	50	150	50	50	50	150	50	50	50	150	50	50	50	150	600
		Actual				0				0				0				0	0



Appendix 1

Activity	Measured By		Quarter 1			Total	Quarter 2			Total	Quarter 3			Total	Year End Total	Project End Total
			Planned delivery (volume or activity indication)				Planned delivery (volume or activity indication)				Planned delivery (volume or activity indication)					
			Jul-16	Aug-16	Sep-16		Oct-16	Nov-16	Dec-16		Jan-17	Feb-17	Mar-17			
Mass marketing to employers using social media	Number of employers contacted	Target				0				0				0	0	5,000
		Actual				0				0				0	0	0
Employer awareness raising events	Events delivered	Target				0				0				0	0	6
		Actual				0				0				0	0	0
Employers participating in events	Delegate registers	Target				0				0				0	0	500
		Actual				0				0				0	0	0
Focused 1:1 employer support	Employer contact log	Target				0				0				0	0	210
		Actual				0				0				0	0	0
Contracted employment opportunities (apprenticeships/internships/jobs)	Vacancies notified to BEBP	Target				0				0				0	0	120
		Actual				0				0				0	0	0
Young people placed into contracted employment	Number of confirmed placement starts	Target	5	5	5	15				0				0	15	120
		Actual				0				0				0	0	0
Young people in contracted employment at six month follow up	Tracking confirmation at six month follow up point	Target	4	4	4	12	4	4	5	13	4	4	4	12	37	100
		Actual				0				0				0	0	0
Recruit LBB Graduate Intern (subject to review)	Intern recruited	Target				0				0				0	0	2
		Actual				0				0				0	0	0
LBB intern to create 25 Work Opportunities e.g. work experience	Work Opportunities notified to BEBP	Target	1	1	1	3	1			1				0	4	25
		Actual				0				0				0	0	0
Work Opportunities offered to LAC	Number of LAC placed in Work Opportunities (including WEX)	Target	2			2				0				0	2	12
		Actual				0				0				0	0	0
Recruit CVS Intern (subject to review)	Intern recruited for CVS	Target				0				0				0	0	2
		Actual				0				0				0	0	0
CVS Intern to create 25 Work Opportunities e.g. work experience	Work Opportunities notified to BEBP	Target	1	1	1	3				0				0	3	25
		Actual				0				0				0	0	0
Next Steps Employability Student Conferences	Conferences delivered	Target				0				0				0	0	10
		Actual				0				0				0	0	0
School sixth form students supported with employability skills	Conference attendance registers	Target				0				0				0	0	900
		Actual				0				0				0	0	0
Deliver monthly employability workshops	Workshops delivered	Target	1	1	1	3				0				0	3	24
		Actual				0				0				0	0	0
Short Intervention mentoring relationships for 18 - 24 yr old JSA Claimants	JSA Claimants supported	Target				0				0				0	0	40
		Actual				0				0				0	0	0
Tracking young people who's participation is unknown	Evidence through CCIS	Target	50	50		100				0				0	100	1,200
		Actual				0				0				0	0	0

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## Bromley Youth Employment Project – Performance Management and Governance Arrangements

### Project performance management

Accountable Officers	Mechanism for Monitoring
BEBP Individual staff	Individual Work Plan with monthly targets Progress reviewed by BEBP Programme Leader fortnightly Performance will contribute to staff members overall performance appraisal
BEBP Programme Leaders	Provide progress report on Project Activity, Outcomes and Outputs to BEBP Operational Project Lead monthly
BEBP Operational Project Lead	Provide progress report to Head of Bromley Youth Support Programme (Project owner) on monthly basis
Head of Bromley Youth Support Programme (Project Owner)	To provide progress report to EC & HS DMT on a monthly basis
BEBP Operational Project Lead and Head of Bromley Youth Support Programme	Report to Project Board on two monthly basis
BEBP Operational Project Lead and Head of Bromley Youth Support Programme	Report to BEBP Steering Group (acting in a reference and challenge role) on a termly basis
Project Board	To report back to Executive & Resources PDS Committee for Members scrutiny on a three monthly basis

### Governance Arrangements

- A Bromley Youth Employment Project Board will be established.
- The Project Board will be chaired by LBB Assistant Director Education, assisted by Head of Bromley Youth Support Programme (as Project Owner).
- The Board will be made up of representatives from the sectors consulted as part of the Phase 2 stakeholder consultation process. These include:
  - Business
  - Employment and Skills
  - Education
  - Commissioning
  - Human Resources
- The Project Board will meet on a two monthly basis and will monitor progress against the targeted outcomes identified in the Profile of Project Activity, Outcomes and Outputs
- The Bromley Education Business Partnership (BEBP) Steering Group will act as a Stakeholder Reference and Challenge Group.
- The Project Board will report back to the Executive and Resources PDS Committee for Member scrutiny on three monthly basis
- The Project will also be reviewed by EC&HS DMT on a monthly basis.

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## Bromley Youth Employment Project – Risk Assessment

Activity/description of risk	Plans to manage/mitigate risk
Insufficient employer engagement	<ul style="list-style-type: none"> <li>• Capitalise on the most cooperative employers</li> <li>• Run more employer events</li> <li>• Utilise employer networks associated with partner/stakeholders</li> </ul>
Not enough new employment opportunities created	<ul style="list-style-type: none"> <li>• Ensure targets are set at realistic levels (based on London Councils Project)</li> <li>• Increase provision of 1:1 support to employers</li> </ul>
Not enough young people retained in contracted employment at six month follow up	<ul style="list-style-type: none"> <li>• Increase the total number of young people placed in employment to address the shortfall. Currently working on ratio of 84% of young people placed in contracted employment will stay for 6 months +</li> <li>• Improve pre and post placement support</li> </ul>
Insufficient number of young people referred into the project	<ul style="list-style-type: none"> <li>• Network through all partners/stakeholders to stimulate flow of potential applicants</li> </ul>
Delay in recruiting LBB and CVS Graduate Interns	<ul style="list-style-type: none"> <li>• Review timescale for delivery of targets</li> </ul>
LBB and CVS intern fail to create required number of work opportunities	<ul style="list-style-type: none"> <li>• BEBP Work Experience team offer support and guidance</li> </ul>
Schools fail to take up opportunity to attend Next Steps Employability Student Conferences	<ul style="list-style-type: none"> <li>• Organise 1:1 meetings with Head of Sixth form to stimulate interest</li> <li>• Engage Secondary Heads Forum in promotion of project</li> </ul>
Lack of referrals of suitable JSA claimants for Mentoring support	<ul style="list-style-type: none"> <li>• Work with Job Centre Work Coaches to raise awareness of project offer</li> </ul>
Project timetable slippage	<ul style="list-style-type: none"> <li>• Profile timescales realistically from the outset.</li> <li>• Lead in and wind down periods have been assumed.</li> <li>• Monitor frequently, take early remedial action</li> </ul>
Individual staff do not deliver targets	<ul style="list-style-type: none"> <li>• Robust initial staff training and goal setting</li> <li>• Systematic staff reporting and performance management. (See Performance Management Framework)</li> </ul>

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Report No.  
FSD14046

London Borough of Bromley

Agenda  
Item No.

## PART 1 - PUBLIC

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**Decision Maker:** Resources Portfolio Holder

**Date:** For pre-decision scrutiny by Executive and Resources PDS Committee on 8 July 2014

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

**Title:** BROMLEY WELFARE FUND

**Contact Officer:** John Nightingale - Head of Revenues and Benefits  
Tel: 0208 313 4858 E-mail: john.nightingale@bromley.gov.uk  
Sara Bowrey , Head of Housing Needs  
Tel: 020 8313 4013 E-mail: sara.bowrey@bromley.gov.uk

**Chief Officer:** Peter Turner, Director of Finance

**Ward:** All

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1. Reason for report

This report requests a decision on the future of the Bromley Welfare Fund following the removal of Government funding from the 01 April 2015.

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2. RECOMMENDATION(S)

2.1 Members note the performance and expenditure of the fund in 2013/14

2.2 Members note the projected expenditure in respect of 2014/15

2.3 Subject to the view of this Committee, the Resources Portfolio Holder agrees that the underspend of programme funding from 2013/14 (plus any accruing in 2014/15) can be directed towards the "white goods and furniture" scheme described in paragraph 3.3.2.

2.4 Subject to the view of this Committee , the Resources Portfolio Holder approves from 2015/16 the adoption of the "white goods and furniture" scheme

2.5 Members note the content of the attached Impact Assessment

### Corporate Policy

1. Policy Status: New policy.
  2. BBB Priority: Supporting Independence.
- 

### Financial

1. Cost of proposal: Estimated cost
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: 400002
  4. Total current budget for this head: £
  5. Source of funding: Government Funding (announced for 2013/14 and 2014/15)
- 

### Staff

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

### Legal

1. Legal Requirement: Non-statutory - Government guidance.
  2. Call-in: Call-in is applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 6000 (4000 beneficiaries)
- 

### Ward Councillor Views

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



### 3. COMMENTARY

3.1 In March 2013 the Resources Portfolio Holder approved the introduction of the above scheme, rules and qualification criteria for which was attached to the submitted report. The Bromley Welfare Fund was introduced as a result of the abolition from April 2013 of the central government administered Community Care Grants and Crisis Loans for general living expenses. In recognition of the transfer of this responsibility, local authorities were awarded administration and programme funding. The amounts awarded were not ring-fenced as it was acknowledged that authorities might wish to provide assistance in different ways to that previously employed.

Whilst the announced funding only covered the years 2013/14 and 2014/15, there was no indication that this would then cease.

For reference I have tabled below Bromley's funding allocation

2012/13	
Set-up funding	£8,195
2013/14	
Programme funding	£819,535
Administrative funding	£173,174
2014/15	
Programme funding	£819,535
Administrative funding	£158,732

Although Bromley's qualification criteria broadly followed that of the previous national scheme; two major changes were introduced

- The claimant was required to demonstrate a local connection, in most cases this was residency in the borough.
- Wherever possible payment would be made by a purchase card limiting the recipient to the item for which the award was made.

Administration of the scheme was contracted to Northgate Public Services in conjunction with the Family Fund (registered charity). The contract period was for 2 years ending on the 31 March 2015.

At the 8 January 2014 meeting of the E&R PDS, Members were provided with an update on the performance of the scheme, including the level of awards up until the 30 September 2013. An oral update was also provided advising that it had recently been announced that the Government would be withdrawing funding for the scheme from 2015/16. At the request of the meeting, the Leader wrote to local MP's raising the Authority's concern at the removal of Government funding, letter and reply attached in Appendix 1.

#### 3.2 Expenditure - 2013/14 and 2014/15

Provisional figures show that £442k programme funding was spent in 2013/14. The vast majority of the awards were for furniture/white goods to those leaving temporary accommodation or an institution. This figure would have been significantly higher but for the lack of affordable/available accommodation restricting the numbers being able to be settled into permanent accommodation.

A range of initiatives has, and continue to be, undertaken to increase supply of affordable rental accommodation. At the same time the Authority is persuading/incentivising landlords to accept tenants on welfare benefits as prospective tenants for their available properties.

These actions are expected to lead to an increase in the number of households leaving temporary accommodation in 2014/15 which in turn will increase demand on the Bromley Welfare Fund

Within the homelessness legislation there is a clear duty to provide suitable settled accommodation for statutory homeless households. The criteria setting out suitability means that assistance would need to be provided to ensure that statutory homeless households are able to secure essential living items.

### **3.3 Options – 2015/16 and beyond**

The removal of Government funding towards the scheme necessitates the Authority making a decision in respect of provision (if any) from 2015/16.

This report proposes that the Welfare Fund in its current form will cease from 2015/16 on the basis that it is financially no longer sustainable and proposes alternative arrangements limited to meeting the Council's housing duties. The financial impact will be considered as part of the 2015/16 Budget. The one off monies available as part of the carry forward in 2013/14 will be used to support a revised scheme in 2015/16 ( £441.996).

Below are detailed potential service models. Attached in Appendix 2 is an Impact Assessment for the option recommended in part 2 of this report.

#### 3.3.1 Remove Provision

Disband the scheme and not provide any alternative provision.

The reduced level of awards under the Bromley Welfare Fund compared to the Social Fund does not indicate a diminished need, but rather stricter rules and monitoring, combined with being able to control that the awards are used for the purpose they were given. The removal of Government funding will not take away this need and as illustrated in the following paragraphs; as well as causing significant hardship to the individuals, removal of the scheme in its entirety would lead to the Authority experiencing greater costs in other service areas.

The highest area of Bromley Welfare expenditure relates to those leaving temporary accommodation and institutions, the removal of assistance would result in additional bed & breakfast expenditure and NHS bed blocking.

The absence of a central fund for applications would result in requests for assistance being dispersed over a variety of front-line services, leading potentially to client/customer conflict, inequality in decision making and pressure on individual service budgets. In respect of existing members of the community, requests for assistance are likely to be directed to council officers with whom there is an existing relationship, for example social workers.

#### 3.3.2 Provision of White Goods and/or furniture

Restriction of the current scheme to meet the basic accommodation related requirements of those moving back into the community.

Whilst legislation does not specifically require an Authority to provide white goods or furniture such as beds and chairs, Bromley have always assisted residents. Prior to April 2013 this took the form of directing clients to the DWP, since then it has been assistance with their application to the Bromley Welfare Fund. When assistance took the form of application to the DWP, clients of the Support and

Resettlement Team were advanced money pending assessment of their application. This was undertaken in order to minimise the period they are in temporary accommodation.

The restriction of the scheme to those entering the community will leave the same issues as that detailed in the final paragraph of 3.3.1 above.

Funding for the first year will be met in part from the underspend of programme funding from previous year(s).

Decisions will need to be made in respect as to how the scheme should be administered; however it is recommended that the function be managed by ECHS because of their direct link with potential recipients and the majority of the spend will be linked towards meeting the housing needs of those leaving temporary accommodation. The costs will be contained to essential spend on meeting the Council's housing duties.

### 3.3.3 Continuation of the current scheme

Continuation of the current scheme takes away the issues described in the earlier paragraphs but will incur significant costs to the Authority. This will not only relate to programme funding but would probably necessitate seeking an extension to the Northgate contract thereby adding approximately £75k pa administration costs.

Whilst initially the cost could be met from previous year(s) underspends, the position would not be sustainable given the financial position of the Authority.

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

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## LETTER SENT TO LOCAL MPS ON CHANGES IN WELFARE FUND FUNDING

Dear MPs

Local Welfare Provision

I write to you as MP with constituents in the London Borough of Bromley requesting you raise concerns on behalf of Bromley's residents with the appropriate Minister(s) the Authority's disappointment at funding being removed for the Councils Welfare Fund from 2016/17.

As part of the Government's welfare reforms, the Council's Welfare Fund replaced the DWP's Community Care Grants and Crisis Loans. The responsibility for the provision of a Social Fund was transferred from the DWP with two year funding identified for 2013/14 and 2014/15. This new burden was funded through Government grant. The funding supported the Government's New Burden Doctrine which ensures that the new burdens placed on local authorities are "fully and properly funded".

The decision to axe the Department of Work and Pensions funding from 2015/16 was contained in the fine print of the local Government Finance Settlement, published just before Christmas.

The £172m fund (Bromley 2014/15 - £819,535 programme + £158,732 admin) which was previously administered by DWP was transferred to local authorities from April 2013 as part of the government's welfare reforms. The reason provided for the transfer of responsibility was that LA's were in the best position to determine local needs and priorities. At that time there was no suggestion that future funding would be withdrawn and Local Authorities would be expected to meet future costs.

It is a concern that the latest decision to withdraw the Community Care Grants has taken place without discussion or consideration for the consequences and appears to be a case of a Government department making savings on the basis that Local Authority will cover the cost. Therefore effectively the new burden is not being adequately funded. I am sure you will appreciate the removal of funding does not take away the demand; neither does it free the Authority of its statutory responsibilities but more importantly in many ways, its duty of care to its residents.

Bromley is facing a significant increase in homelessness with the combined effect of welfare reform and a buoyant private rented sector which limits availability of accommodation to benefit claimants (additional cost of homelessness of £4.8m per annum from 2017/18 compared with the Council's 2013/14 Budget). In Bromley, the largest area of expenditure from this grant is the provision of essential equipment to those being provided with accommodation following periods in temporary accommodation, hospital or prison. Many of these individuals are highly vulnerable and the Council is required to ensure that the accommodation is "suitable and habitable". To fulfil these criteria the accommodation is required to have items such as a fridge, cooker and bed. Delay or non-provision of these items can result in families and vulnerable people spending an extended period in temporary accommodation or hospital incurring additional Government welfare expenditure.

It should also be noted that the removal of funding will have a consequential impact on those for whom we provide social care and assist in maintaining their place in the community.

As you will see from the earlier paragraph, removal of this provision would bring about an increase in Government welfare expenditure (DCLG, DWP & NHS); however the Authority cannot effectively continue to meet this need without central Government funding.

In conclusion, I would like to reiterate my request that you express my concerns and help seek a review of this decision.

Yours sincerely

Stephen Carr  
Leader of Bromley Council

Your ref: BS/KA/LI-14

Bob Stewart DSO MP  
House of Commons

Our ref: POS(3)11167/46

25 February 2014

Dear Bob,

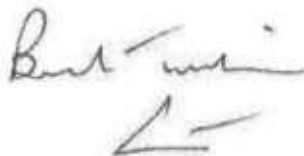
Thank you for your letter of 21 January to the Secretary of State on behalf of Councillor Stephen Carr, Leader of the Council of London Borough of Bromley about the reform of the Social Fund. I am replying as Minister with responsibility for this area of the Department's work.

Parts of the poorly targeted and remotely operated Social Fund, Community Care Grants and Crisis Loans were abolished from April 2013. Funding was provided for the remainder of the current Spending Review period, up to 2015, for English local authorities and the devolved administrations in Scotland and Wales to provide a different kind of local support for their vulnerable citizens. Councils in England and the Scottish and Welsh Governments had complete freedom on how they used this funding to meet the intended aim, but the Government expectation was they would align it with their existing strategies and duties.

On the basis of experience on the ground since support was localised, the Government believes that it makes most sense for councils in England to choose how much funding to allocate to these services in their areas in future – according to local priorities and needs – and how to provide such support. So from 2015/16, when councils have become accustomed to and mainstreamed their new responsibilities, such support will be funded from within their general fund.

Councils are the best judge of needs and priorities within their areas, so it is right for them to choose how much funding to allocate to these services and how to provide such support. The Department for Communities and Local Government is responsible for this general fund.

I hope that this reply is helpful.



STEVE WEBB MP  
MINISTER OF STATE FOR WORK AND PENSIONS

## GENERIC EQUALITY IMPACT ASSESSMENT FORM

Stage 1 – screening to establish if the function has any relevance to any equality issue and/or monitored group i.e.

- Could the function affect one or more equality group in a different way to another group?
- Establish whether different equality groups have different needs
- Establish whether the function contributes to or hinders equality of opportunity

1a	<p>Please give a brief description of the function and its purpose*</p> <p>Cessation of the Bromley Welfare Fund a scheme set up in April 2013 to provide grants for those entering the community and granting financial assistance to those in crisis. Replacement with a fund solely providing assistance to those moving into a permanent address following a period in an institution or nightly paid accommodation.</p>		
1b	<p>How would you classify the function type?</p> <p>The service is provided on the basis of an application</p>		
1c	<p>Is the function accessible for all groups? Either tick the box 'Accessible to all groups' and provide relevant evidence OR tick the box for each group to whom the function is not accessible or for whom there may be needs or considerations to accommodate.</p> <table border="1" data-bbox="204 952 1439 1328"> <tr> <td data-bbox="204 952 842 1328"> <input checked="" type="checkbox"/> Accessible for all groups   <input type="checkbox"/> Age   <input type="checkbox"/> Disability   <input type="checkbox"/> Gender   <input type="checkbox"/> Marriage &amp; civil partnership         </td> <td data-bbox="842 952 1439 1328"> <input type="checkbox"/> Pregnancy &amp; maternity   <input type="checkbox"/> Race   <input type="checkbox"/> Religion &amp; belief   <input type="checkbox"/> Transgender or Transsexual         </td> </tr> </table>	<input checked="" type="checkbox"/> Accessible for all groups  <input type="checkbox"/> Age  <input type="checkbox"/> Disability  <input type="checkbox"/> Gender  <input type="checkbox"/> Marriage & civil partnership	<input type="checkbox"/> Pregnancy & maternity  <input type="checkbox"/> Race  <input type="checkbox"/> Religion & belief  <input type="checkbox"/> Transgender or Transsexual
<input checked="" type="checkbox"/> Accessible for all groups  <input type="checkbox"/> Age  <input type="checkbox"/> Disability  <input type="checkbox"/> Gender  <input type="checkbox"/> Marriage & civil partnership	<input type="checkbox"/> Pregnancy & maternity  <input type="checkbox"/> Race  <input type="checkbox"/> Religion & belief  <input type="checkbox"/> Transgender or Transsexual		
1d	<p>Is it likely that there will be a negative impact on one or more of the equality groups, or is it clear at this stage that it will be equality neutral? (No negative impact on the groups) Please tick in the box equality neutral OR tick the box for the group(s) that will suffer a negative impact. If you have ticked the box 'equality neutral' please provide evidence.</p> <table border="1" data-bbox="204 1503 1439 1879"> <tr> <td data-bbox="204 1503 842 1879"> <input type="checkbox"/> Equality neutral   <input type="checkbox"/> Age   <input checked="" type="checkbox"/> Disability   <input checked="" type="checkbox"/> Gender   <input type="checkbox"/> Marriage &amp; civil partnership         </td> <td data-bbox="842 1503 1439 1879"> <input checked="" type="checkbox"/> Pregnancy &amp; maternity   <input checked="" type="checkbox"/> Race   <input type="checkbox"/> Religion &amp; belief   <input type="checkbox"/> Transgender or Transsexual         </td> </tr> </table> <p>If you consider that the impact is Equality Neutral then go to question 1h Otherwise go to question 1e</p>	<input type="checkbox"/> Equality neutral  <input type="checkbox"/> Age  <input checked="" type="checkbox"/> Disability  <input checked="" type="checkbox"/> Gender  <input type="checkbox"/> Marriage & civil partnership	<input checked="" type="checkbox"/> Pregnancy & maternity  <input checked="" type="checkbox"/> Race  <input type="checkbox"/> Religion & belief  <input type="checkbox"/> Transgender or Transsexual
<input type="checkbox"/> Equality neutral  <input type="checkbox"/> Age  <input checked="" type="checkbox"/> Disability  <input checked="" type="checkbox"/> Gender  <input type="checkbox"/> Marriage & civil partnership	<input checked="" type="checkbox"/> Pregnancy & maternity  <input checked="" type="checkbox"/> Race  <input type="checkbox"/> Religion & belief  <input type="checkbox"/> Transgender or Transsexual		

2b	<p>Have complaints or feedback been received about the function and its effect on different equality groups?</p> <p><input type="checkbox"/> yes                      X no                      <input type="checkbox"/> Don't know</p>
	<p>Provide evidence by documenting all reliable up to date information.</p> <p>Views have not been obtained regarding the proposed scheme. However, monitoring information has been collected in respect of the current scheme and that is reported later in this assessment.</p>
2c	<p>Outsourced services - if the function is provided by external organisations/agencies on behalf of the Council please detail any arrangements you have to ensure that the function promotes equality; this may include contract conditions.</p>
	<p>Provide evidence by documenting all reliable up to date information.</p> <p>The current scheme is outsourced; however that contract expires on the 31 March 2015. It is planned that the scheme to be introduced the following month will be administered in-house</p> <p>The proposal would be to integrate the assessment and administration of the fund within the homelessness and move-on services to ensure fast assessment prioritised to meet the Council's statutory rehousing duties.</p> <p>It is further proposed to explore the potential to outsource the direct provision of essential items in set prices and items supplied.</p>
2d	<p>Does the function have employment implications for Council staff</p> <p>X yes                      <input type="checkbox"/> no                      <input type="checkbox"/> Don't know</p>
	<p>The current externally administered scheme is monitored by the Welfare Reform Manager whose secondment into this position is due to end on the 1 April 2015. The new scheme will be administered by officers of ECHS with no decision made as yet with regard to staffing arrangements.</p>
2e	<p>If you have established that the function does have an adverse impact on one or more of the groups, then you must identify whether this is justifiable. If not, then the function must be changed. Please set out the adverse impact and the business justification for continuing with this situation.</p> <p>The groups indicated will be adversely impacted by their higher level of usage of the current scheme. The changes have been necessitated by the removal of Government funding, the proposed scheme will in itself place a significant burden on the Authority.</p>
2f	<p>Monitoring – give details of any monitoring being carried out on existing functions.</p> <p>The revised scheme will be monitored in respect of awards, refusals and complaints. This will take a similar form to that currently undertaken.</p>
2f (i)	<p>If this is a new function, or not currently monitored, are you planning to monitor the impact of the function</p> <p>X yes                      <input type="checkbox"/> no                      <input type="checkbox"/> Don't know</p> <p>If yes add details to action plan</p> <p>If no please explain why it is not considered appropriate to do so.</p> <p>See above response</p>



Appendix 2

**Stage 3 - GENERIC EQUALITY IMPACT ASSESSMENT ACTION PLAN** please list actions that you plan to take as a result of this assessment, continuing on a separate sheet if necessary. If appropriate these actions should be added to any business/service plan for the function.

Issue	Action to be undertaken	Desired outcome	Action owner	Target date
Potential for increased debt/call on social care or risk to families through non-provision of essential items for those excluded from the revised scheme	Meetings/discussions with range of potential providers for those no longer eligible. Including housing associations, credit unions etc. to	Increased Access to a range of support and savings plans to enable those not eligible to plan, save and access funds for essential living items	AD Housing Needs	Quarters 2 & 3 2014/15 prior to commencement of the revised scheme
Lack of understanding for vulnerable groups no longer eligible under the scheme	Compile directory of potential funding sources and guidance.	Those not eligible are able to access support, advice and guidance to reduce potential of increased debt, payday loans and additional calls on social care	C&D manager – welfare reform lead – housing needs	Q4 2014/15 – directory to be widely available through agencies, website and so forth
Delayed move-on and further silting up of vulnerable clients in temporary accommodation.	Clear policy and process for assessing welfare fund requirements alongside homelessness and move-on processes to negate undue delays	Statutory housing cases are able to access welfare fund for essential items at time of move-on	AD housing needs	In place prior to start of new scheme – march 2015
Potential delays in accessing essential items and inconsistencies arising from clients ability to access independently	Commission provision of standard essential item packs to be delivered directly	Applicants receive timely good quality packs. The local authority are able to plan costs and monitor consistency		In place by April 2015

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Report No.  
ES14054

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** Resources Portfolio Holder

Following Pre-Decision Scrutiny by the Executive & Resources Policy Development And Scrutiny Committee on

**Date:** 8 July 2014

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

**Title:** MULTI-STOREY CAR PARK LIGHTING UPGRADE

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

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

**Wards:** Bromley Town, Kelsey and Eden Park

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1. Reason for report

The Executive established a Carbon Management Programme (CMP) in 2008 to take action to reduce energy consumption, revenue costs and carbon emissions.

To fund initiatives, the Executive also established a Carbon Management Fund, authorising officers to deliver projects. Savings derived from these projects are repaid into the Fund, thereby creating a self-sustaining source of investment for new energy reduction measures.

The work detailed in this report will be put out to tender (because there is no suitable Framework Contract) and, due to the anticipated value of the contract, Council Contract Procedure Rules require the Resources Portfolio Holder's approval for this.

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2. **RECOMMENDATION**

That the Resources Portfolio Holder:

- 2.1 **Agrees the proposal set out in this report to replace the lighting in the Council's Multi-storey Car Parks and proceed with the proposed tendering process.**

### Corporate Policy

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

### Financial

1. Cost of proposal: Estimated Cost £250k
  2. Ongoing costs: Potential revenue savings of at least £52k per annum following repayment of the Carbon Management Fund
  3. Budget head/performance centre: Carbon Management Fund and Parking Services
  4. Total current budget for this head: £500,000; a balance of £261k is available for this scheme, £261k revenue
  5. Source of funding: Carbon Management Fund and existing revenue budget for 2014/15
- 

### Staff

1. Number of staff (current and additional): 1
  2. If from existing staff resources, number of staff hours: 0.33fte
- 

### Legal

1. Legal Requirement: None:
  2. Call-in: Applicable:
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Over 1.1 million visits to Bromley's MSCPs each year
- 

### Ward Councillor Views

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

### **3. COMMENTARY**

#### **Background**

- 3.1 The Council's Carbon Management Fund, which invests in energy reduction measures, started operating in 2008/09. By the end of 2013/14 the programme had saved the Council over £280,000 in energy costs and 1,360t of carbon emissions, reducing the Council's liability for carbon tax.
- 3.2 In line with current industry best practice, other councils (e.g. Northampton, Medway and Wigan) have taken action to upgrade their car park lighting to more efficient LED lighting.
- 3.3 LB Bromley has three Multi-Storey Car Parks (MSCPs) lit by fluorescent tubes, which are between 25-30 years old and coming to the end of their working lives. The MSCPs are lit 24 hours a day, seven days a week, and maintenance and running costs are significant.
- 3.4 Currently the three MSCPs (Civic Centre, Bromley; The Hill, Bromley; Village Way, Beckenham) collectively consume nearly one million kWh of electricity, at a cost of £105k each year plus maintenance costs of £20k p.a.
- 3.5 With energy prices increasing and a new parking contract to be let in October 2016, it is imperative that the Council takes action to reduce lighting costs.

#### **Proposed Project**

- 3.6 The proposal is to reduce operating costs by replacing the existing light fittings and fluorescent tubes with new integrated LED fittings at all three Council MSCPs.
- 3.7 Experience in other local authorities, and soft market testing, indicates that LBB's current consumption and costs could be reduced by an estimated 50% (over £50k p.a.).
- 3.8 In addition to replacing the fittings the proposal is to install improved controls, such as movement and daylight sensors and dimming capability, to reduce running costs still further.
- 3.9 The installation will conform with industry standards and be sufficient to ensure the safety of car park users. In addition, improved lighting quality will enhance the customers' experience.
- 3.10 The proposal is for a 'supply and fit' service contract tendered under the EU's restricted process, using Due North to manage the process in consultation with Corporate Procurement.
- 3.11 Pre-tender research has been undertaken. An initial proposal to swap fluorescent tubes for LED tubes has been further developed to include replacing the entire fitting. This will achieve greater savings and reduced maintenance costs. In addition, various options for use of daylight and movement sensors have been identified which will inform the tendering options (para 3.14).
- 3.12 Officers are working with AECOM – the Council's term contractor for Highways consultancy activity – to develop the necessary contract documentation and access expert advice on technical issues.

#### **Technical & Functional Requirements**

- 3.13 In addition to replacing the existing fluorescent lights and fittings with integrated LED fittings, tenderers will be asked to set out how the lighting could be made still more efficient through the use of sensors (in relation to movement and/or daylight) and dimming capability.

3.14 Three options are being considered:

**Option 1a** (currently preferred option)

- Perimeter lighting: LED lighting controlled by daylight sensors (so the car park always appears light, safe and open for business).
- Main lighting: controlled by Passive Infrared (PIR) movement sensors with lights usually dimmed to 10%, increasing to 100% capacity when movement detected
- Rooftop lighting: Both daylight and PIR movement sensors

**Option 1b**

- As per 1a but the perimeter lighting remains fully on 24/7 – no daylight sensors fitted.

**Option 2**

- Perimeter lighting: remains fully on 24/7 – no daylight sensors fitted.
- Main lighting: controlled by Passive Infrared (PIR) movement sensors which activate lighting when movement detected (but not dimmable).
- Rooftop lighting: Both daylight and PIR movement sensors

3.15 Control systems should be adjustable (i.e. the amount of time they remain on after the last detected movement can be varied) or capable of being over-ridden (lights are all on or all off in a particular zone).

3.16 For safety, lighting will be permanently on in the following locations: stairwells; entrances & exits; pay stations; and perimeters & boundaries visible by the public from the outside.

3.17 The new lighting should be both an improvement on the existing scheme in terms of user experience and also comply with the following lighting standards:

- Roof Top Car park levels – BS EN12464-2:2007 Lighting of Outdoor Workplaces: Average Illumination of 10 lux and Uniformity factor of 0.25
- Enclosed Car park levels – BS EN12464-1:2011 Lighting of Indoor Workplace: Average Illumination of 75 lux and Uniformity factor of 0.4

## **Procurement and Installation**

3.18 LB Bromley has retained the consultancy services of AECOM as an expert technical partner to produce a lighting inventory and the necessary tender documentation, which will be agreed with the Council's Legal Department.

3.19 The contract will be let under the EU's restricted tendering process 'service contract route'. This process can take up to seven months.

- Issue an EU Notice
- Potential contractors register their interest
- Issue Pre-Qualification Questionnaire (PQQ)
- Review PQQ responses and produce tender list (from 5-8 suppliers)
- Issue Invitation to Tender
- Receive tenders (electronically via the Due North system)
- Evaluate tenders and select preferred contractor(s)
- Produce report to the Resources Portfolio Holder to award contract
- Award of Contract

3.20 There is some uncertainty regarding the long-term future of the Civic Centre MSCP. However there are currently no Member-approved proposals for any change in use of this facility within

the next 3.5 - 5 years (the anticipated pay-back period). Separate prices will be requested for each of the three MSCPs (and for the three options detailed in 3.14) in case there is a change in the Council's position.

- 3.21 In addition, a more competitive collective price will be requested for undertaking Option 1a (the Council's preference) at all three MSCPs, to achieve greater economies of scale.
- 3.22 Tenders will be evaluated on the Council's standard 60:40 (price:quality) basis. In particular an assessment of Whole Life Costing will be made in terms of avoided energy consumption, carbon emissions and costs. There will also be an evaluation of the installation warranties and equipment guarantees to protect the Council's investment.
- 3.23 Once the contract has been awarded, it will take a further 10 weeks to install the lighting.
- 3.24 MSCP user data will be used to identify the best dates and times for the installation, to minimise customer disruption and loss of income. Soft market testing indicated that contractors could undertake phased and or night-time working to accommodate any issues.

#### 4. POLICY IMPLICATIONS

- 4.1. This report accords with the Building a Better Bromley's 'Excellent Council' ambition in relation to 'scrutinising everything we do and how we do it to provide efficient services' and 'continue a financial strategy that focuses on stewardship and sustainability'.
- 4.2. This activity also contributes to delivering the Council's agreed objective for the Carbon Management Programme to reduce energy consumption, costs and carbon emissions by 15% over five years.

#### 5. FINANCIAL IMPLICATIONS

- 5.1. Currently, lighting at the three MSCPs consumes about 1m kWh of electricity p.a. at a cost of £105k p.a. plus annual maintenance costs of £20k p.a. Should the LED lighting project proceed, energy costs could be reduced by at least 50% (i.e. £52k) per annum and maintenance costs should also decrease.
- 5.2. The estimated cost of the project is £250k and will be met from the Council's Carbon Management Fund. The Fund will have a balance of £261k in December 2014, following repayments from other schemes as shown in the table below: -

<b>Carbon Management Fund: Position Statement</b>	<b>£'000</b>	<b>£'000</b>
Fund balance as at 31.3.14		176
Repayments due into the fund during next 9 months		
M126 lantern conversion (street lighting)	16	
North Block Lighting scheme	13	
SON Replacement dimming LED (Street Lighting)	49	
Beckenham library heat control insulation	6	
Lit Signs PECUs Phase 2 (street lighting)	1	
	<hr/>	85
<b>Fund balance as at 31.12.14</b>		<hr/> <b>261</b>
Estimated capital project cost		250
<b>Fund balance post project completion</b>		<hr/> <b>11</b>

- 5.3. As shown above, the Fund will have a balance of £11k following project completion.
- 5.4. If the project identifies any additional ancillary works that are necessary, funding is available from the Car Park Maintenance budget of £166k.
- 5.5. The estimated annual savings of £52k will initially be used to pay back the Carbon Management Fund within 5 years. Once fully repaid, the annual savings would permanently reduce revenue costs.
- 5.6. Currently, the cost of MSCP energy consumption is met by Vinci Park and the charge is included in the overall contract price.
- 5.7. In accordance with the operating criteria of the Fund, as set out by Salix, the Council needs to be the financial beneficiary of the scheme. It will therefore be necessary for the contract price to be reduced by £105k and for the Council to become responsible for meeting the energy costs of the MSCPs. The Council would repay the Fund using the savings generated from the reduction in energy consumption.
- 5.8. As the LED lighting requires much less maintenance due to the long life of the fittings, the savings should be reflected in a lower parking contract price when re-tendered in 2016.

<b>Non-Applicable Sections:</b>	Legal Implications Personnel Implications
Background Documents: (Access via Contact Officer)	<a href="#">Carbon Management Programme: Executive Report ED08067 (7 October 2008)</a> and <a href="#">meeting minutes</a>



Report No.  
CSD14097

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** EXECUTIVE AND RESOURCES  
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** 8<sup>th</sup> July 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

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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 16<sup>th</sup> July 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: £373,410
  5. Source of funding: 2014/15 Revenue budget
- 

### Staff

1. Number of staff (current and additional): 10 (8.75 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 16<sup>th</sup> July 2014 and suggests which ones the Committee may wish to prioritise for scrutiny. At the time of writing, this is the draft list of expected reports but it is likely that list may be changed before the agenda is published on Wednesday 2<sup>nd</sup> July.

#### **Part 1**

Budget Monitoring 2014/15 1  
Capital Programme Monitoring 2014/15 1  
Section 75 Agreement with Bromley CCG 2  
Section 106 Funding for Health Provision  
Contracts for Delivery of Substance Misuse Services  
Invest to Save Bid – Training Statemented Pupils to Travel Independently 2  
Transport Gateway Review 2  
Process for Market Testing Education Services  
Corporate Parenting Strategy  
Supporting Young People with SEN and Disabilities to Prepare for Adult Life  
Lead Local Flood Authority  
Funding for Condition Surveys – Operational Property Portfolio 1  
Crystal Palace Park Improvements  
Bromley Library Service – Outcome of Consultation

#### **Part 2**

Bromley Museum at the Priory  
Affordable Housing Payment in Lieu Fund 1 2  
Adult Social Care – Investment Proposal  
Direct Care Update  
Award of Contract for Community Well-being Service for Children and Young People  
Education Property: Future Use  
Community Links Bromley Contract 2  
Land Charges  
Capital Receipts 1  
Proposed Outsourcing of Financial Assessments Teams and Appointeeship and Deputyship Team

*\* (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.

3.3 Members will also be aware that there is a special meeting of the Executive on 22<sup>nd</sup> July 2014 to consider Site G in Bromley Town Centre. Members of this Committee, as well as Members of Renewal and Recreation PDS Committee and Ward Members, are particularly invited to attend.

<b>Non-Applicable Sections:</b>	Policy/Finance/Legal/Personnel
Background Documents: (Access via Contact Officer)	Forward Plan as published 17 <sup>th</sup> June 2014

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Report No.  
CSD 14092

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** Thursday 10 July 2014

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

**Title:** CUSTOMER SERVICES MONITORING REPORT

**Contact Officer:** Duncan Bridgewater, Head of Customer Service  
Tel: 0208 461 7676    E-mail: Duncan.Bridgewater@bromley.gov.uk

**Chief Officer:** Director of Corporate Services

**Ward:** (All Wards);

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1. Reason for report

This report provides information on the performance of the Customer Service Contract provided by Liberata for the period 1 November 2013 to 31 May 2014. A letter from Amanda Inwood – Field, Contract Director for Liberata, provides her update on each individual element and is attached at **Appendix 1** with further statistical data relating to Customer Services is shown subsequently

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2. **RECOMMENDATION(S)**

The Committee is requested to note and comment on 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: 437000
  4. Total current budget for this head: £830,000
  5. Source of funding:
- 

### Staff

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

### Legal

1. Legal Requirement: None – Although Customer Service provides initial point of contact for many statutory services
  2. Call-in: Applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected):  
115,000 visitors, 700,000 phone calls, 30,000 e-mails and 3,000,000 web visits annually
- 

### 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 Head of Customer Service monitors the contract with Liberata, sets targets and performance standards. Additionally ensuring all Key Performance Indicators (KPI) are met, as well the other standards required in the service specification document. This process is supported by the Revenues and Benefits Client Team.

3.2 The Head of Customer Service oversees the development of the secure web portal, ensuring the system is delivered within budget, on time and to specification. Regular development meetings take place with the contractor, client and relevant technical representatives. This is supported by a 0.5 fte temporary Project Manager post on secondment.

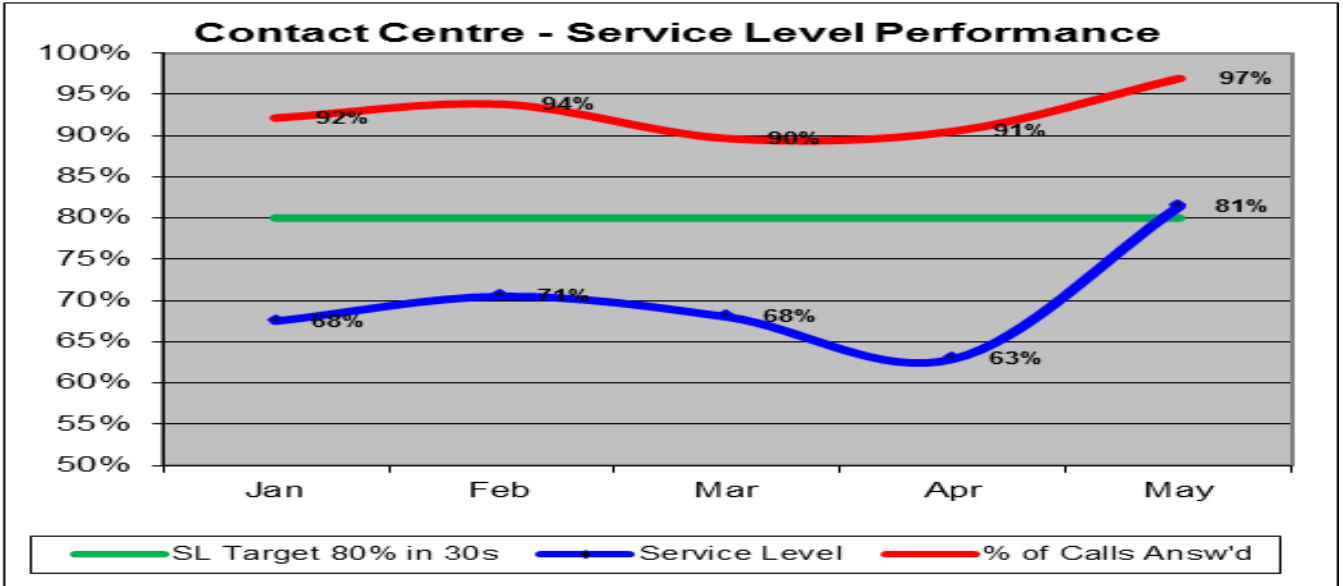
3.3 Since November 2013 there have been a number of key achievements which include:

- Transfer customer service staff over to Liberata network, desktop PC and telephony
- Move core service lines across to Mitel telephony platform and introduce 0300 numbers
- Provision of an SMS platform to offer low cost campaigns via text message
- Provision of Mosaic data to enable customer segmentation and target marketing
- Refurbishment of Contact Centre
- Development of on-line appointments system
- Responsive web site design and e-pay to enhance customer experience using tablet devices and mobiles, and customers paying for services
- Amalgamation of the evidence drop point into main reception
- Comprehensive design solution for the new web portal

#### **Customer Services**

3.4 the table below indicates the performance of Liberata against a measure of calls answered within 30 seconds (target 80%)

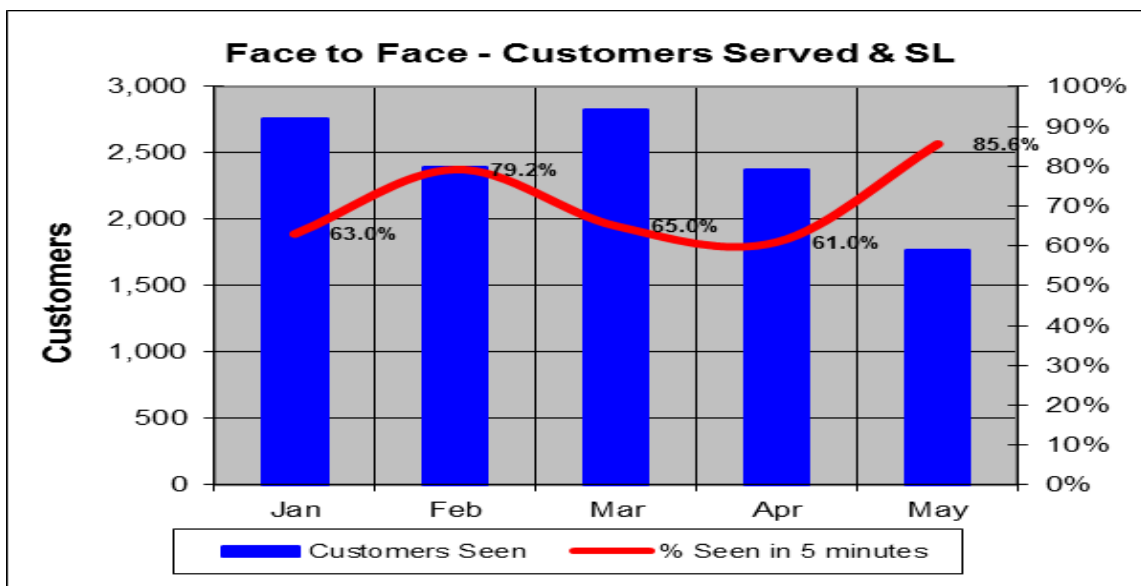
<b>2013-2014</b>	<b>Dec-13</b>	<b>Jan-14</b>	<b>Feb-14</b>	<b>Mar-14</b>	<b>Apr-14</b>	<b>May-14</b>	<b>Totals</b>
<b>Presented</b>	3401	15263	12592	14009	15738	16560	77563
<b>Answered</b>	2949	14065	11813	12559	14264	16048	71198
<b>% answered in 30secs</b>	62.7%	67.8%	70.5%	68.0%	62.9%	81.1%	70.1%



Performance has been disappointing and dropped significantly at the end of the financial year.

3.5 the table below indicates the performance of Liberata against a measure of visitors seen within 5 minutes of arrival (target 80%)

2013-2014	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Totals
Presented	2497	3174	2715	3075	2504	1884	18423
Seen	1981	2755	2392	2824	2372	1766	16421
% seen in 5 minutes	82.2%	63.0%	79.2%	64%	61%	85.6%	72.1%





3.6 the table below indicates the performance of Liberata against a measure of a range of web site updates completed within timeframe (target 100%)

2013-2014	Feb-14	Mar-14	Apr-14	May-14	Totals
Critical (1 hour)	100%	100%	100%	100%	100%
Urgent (1 day)	100%	100%	100%	100%	100%
Important (2 days)	98.7%	100%	100%	100%	99.7%
Regular (5 days)	97%	97.5%	97.8%	98%	97.6%

3.7 A recovery plan was established with Liberata following a series of meetings to discuss their failure to meet a number of performance targets. The full plan can be seen in **Appendix 2**. The key elements of this recovery plan are:

- Use of Barrow Contact Centre as a temporary overflow service for calls relating the missed waste collection
- Review and refine telephony menus and configuration so calls automatically connect to available staff
- Develop mapped and scripted process training to enhance cross-training for existing staff which maximises resource capacity

3.8 Since work began on the recovery plan, service levels have improved, and are summarised below:

3.9 Performance will continue to be closely monitored by the Head of Customer Service, who receives daily performance reports, has weekly meetings with the Liberata Contract Director and monthly operational review meetings.

### **On-line & Web Portal Development**

3.10 The focus of this area of the contract is the delivery of a programme designed to reduce overall customer contact, empower customers to service their own needs, improve service availability across the Council and reduce the overall cost to serve and deliver. There are a number of work streams supporting the development of our on-line offering and web portal. These are monitored by the Head of Customer Service and the Customer Focus Group to create a shared governance board, which meets quarterly, and is made up of key service heads, Liberata, Director of Corporate Services and Resources Portfolio Holder.

3.11 The technical design document for the first phase of the new web portal has been approved and signed off.

3.12 This has a planned go live date of December 2014, subject to review, but will include a secure authenticated web portal enabling delivery of complex transactional services without the need to staff input. This will support the current on-line service offer for the following services:

- Registration Services
- Street Scene
- Waste Services
- Parking Services
- Electoral Registration
- Blue Badges
- Property Helpdesk

- Highways & Traffic
- Green Spaces
- Building Control
- Planning

3.13 The next phase, will deliver a range of transactional integrated web forms to maximise channel shift opportunities. As a minimum this will include:

- Council Tax services
- Housing Benefit services
- Early Years Provider services

3.14 Ahead of these events, market and communication plans will to developed, targeting specific customer groups and will incorporate consumer consultation and equality impact assessment.

### **Customer Contact Health checks**

3.15 Liberata are undertaking a range of customer contact health checks across services retained within the Council with high customer contact volumes. Liberata anticipate net savings of £125,000-£200,000 per annum to be available to the Council when they have completed the process. The table below highlights progress of this work.

Service	Health check Date	Completion Date	Report Production Date
Trade Waste	25/03/2014	25/03/2014	20/05/2014
Highways & Transport	09/04/2014	09/04/2014	30/05/2014
Early Years & Childcare	14/04/2014	14/04/2014	
Registrars	22/04/2014	22/04/2014	17/06/2014
Licencing	24/04/2014	24/04/2014	19/06/2014
Housing	19/05/2014	19/05/2014	TBC
BSSD	17/06/2014	TBC	TBC
My Life	18/06/2014	TBC	TBC
Adult Education	30/06/14 01/07/14	TBC	TBC
School Admissions	10/07/2014	TBC	TBC
Building Control / Planning	22/07/2014 23/07/2014	TBC	TBC
Children Social Care	TBC	TBC	TBC

### **Supporting Change**

3.16 The Head of Customer Service and the Customer Focus Group have developed and updated the Channel Management Strategy in **Appendix 3** and summary of targets which is in **Appendix 4**.

3.17 This document is designed to support the change required for the organisation to maximise the investment in self-service alternatives for customers, and reduce our contract costs in the future.

3.18 Liberata have in turn developed a Channel Strategy Delivery Programme and Channel Shift Tracker to maximise opportunities to move customers to the new ways of accessing services, and to monitor and measure channel shift.

3.19 A range of specifically targeted promotional campaigns will be developed as part of this, which will use Mosaic data to identify appropriate customer groups. This will result in a communications based approach to encouraging customers to transact online with the Council, segmenting customers by type and on a geo-demographic basis in order to allow the cost effective targeting of marketing activity designed to reduce customer contact through traditional access channels.

### **Driving Change**

3.20 This workstream delivers a focused means of removing elements of customer access via traditional channels. This will take place where there is an established and highly effective online or automated service delivery alternative.

3.21 A planned trial to move all applications for temporary highway licenses to on-line access only is due to launch shortly. It is envisaged this will provide the template to plan further channel migrations to self-service alternatives.

3.22 Further processes for consideration should include school admissions, reporting missed waste collections, penalty charge notice appeals, parking permits and visitor vouchers, green garden waste subscriptions and renewals and planning applications.

## **4. FINANCIAL IMPLICATIONS**

5.1 The savings identified throughout the Health check process are identified to fund the Web Portal investment.

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

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Mark Bowen  
Director of Corporate Services  
London Borough of Bromley  
Civic Centre  
Stockwell Close  
Bromley  
BR1 3UH

Date: 9 June 2014

Our Ref: AIF/TB

Dear Mark,

As we approach the July Executive & Resources PDS meeting where we consider and review the performance of the Corporate Customer Services 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 1<sup>st</sup> November 2013 to 31<sup>st</sup> March 2014.

## **1. Corporate Customer Services**

Service stabilisation has taken longer than expected due to technology, increased volumes and operational issues, resulting in an adverse impact on Service levels. I acknowledge that the service transfer was predicated on savings and transformational benefits for the Council. This was a complex transfer and we under-estimated the challenges in some parts of the service. There have been delays in some areas and we have made progress in others.

We recognised this was unacceptable and from April we assigned our Head of Customer Services, Tony Briggs, from our Customer Services Shared Service Centre to over-see the day-to-day operational running and overall direction of Corporate Customer Services.

Tony will provide guidance around better use of resources to meet call and footfall demand by ensuring a robust approach and methodology is deployed around understanding each service line and that all staff are multi-skilled and supported through comprehensive training. It is expected that the service levels would be at or above target by the end of June 2014.

## 2. Health Checks

The current programme of Health Checks start in April and runs through to July and covers the majority of services still provided by London Borough of Bromley. In total there are 11 reviews of which 4 will be completed by the end of June, Registrars, Trade Waste, Traffic and Highways.

The following reviews will be completed and the final reports produced by the end of June for Early Years, Housing and Licensing. The final reviews to be carried out including My Life Portal & BSSD, Adult Education, School Admissions, Planning and Building Control should be completed by October 2014.

In addition to the health checks Liberata also have plans to work with a number of service departments to look at specific issues including a review of Street Scene and Greenspace web pages and content, Green Garden Waste feasibility of moving to direct debit payments, introducing SMS reminders for Occupation Health appointments and introducing SMS reminders for Council Tax payments.

All reports will be forwarded to the Commissioning Board for approval and for the authority to take a decision on whether to proceed with the recommendations.

## 3. Portal Developments

London Borough of Bromley commissioned Liberata to deliver and further develop corporate customer service functions in order to achieve significant savings for the Council as well as driving further opportunities for savings and service improvements within retained Council service areas.

A major part of this programme is the delivery of the Bromley Portal which will be a secure, robust customer authentication portal that enables the delivery of complex transactional services without the need for staff input.

The Portal and related Liberata developments are already building upon existing capability within the Bromley website:

- **E-Pay Implementation** – implemented in May 2014 –allows customers to apply and pay online for multiple LBB services in one seamless process;
- **Mobile and Responsive Design** – planned for July 2014 – improving access to [www.bromley.gov.uk](http://www.bromley.gov.uk) by mobiles or tablets through what is known as “responsive” design. We know that 1 in

3 views of [www.bromley.gov.uk](http://www.bromley.gov.uk) are through mobile devices and expect that this will increase.

- **Online appointments for registrars and bulky waste** – planned for July 2014
- **SMS campaigns** – will begin in July 2104. The first will be for Council Tax appointments and Occupational Health appointments. Other services will follow later including street cleaning services and “snow friend” alerts.

Later in 2014 the first phase of the portal will support the current service offer for the following service lines:

- Registration Services
- Street Scene
- Waste Services
- Parking Services
- Electoral Registration
- Blue Badges
- Property Helpdesk
- Highways & Traffic
- Green Spaces
- Building Control
- Planning

as well as a series of transactional integrated web forms for:

- Council Tax services
- Housing Benefit services
- Early Years Provider services

**Increasing take up** of the portal will be achieved through marketing campaigns based on segmenting customers by type and on a geo-demographic basis.

**Further service lines** for integration with the portal are being identified by business cases generated by “health checks” undertaken by Liberata analysts with LBB departments.

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

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**Bromley Corporate Customer Services  
Recovery Plan - April 2014**

Start Date	End Date	RAG	Progress	Remedial Tasks	Who	Impact
w/c 7/04	w/e 17/04		Data analysis complete. Outstanding is to get the right mix of resources. This is being achieved through training the staff in more service lines.	<b>Collate data and review work types, volumes, trends, resources, etc.</b> Look at <b>work segmentation</b> ring-fencing resource - e.g. email processing; F2F	Tony Briggs	* Understand the 'as is' based on data * Make informed improvement plans
w/c 7/04	w/e 25/04	Completed w/c 19/05/2014	Barrow team ready to take overflow calls w/c 12/05/2014	To use the <b>R&amp;B Call Centre</b> in Barrow, when call volumes in the R&B Call Centre are low, as an overflow service for the missing bins queue. * Map and annotate the missing bins process involved for all service lines; including notes of systems used, screen prints; web links; etc. * Create training material from the above. * Verify with subject matter experts. * Prove the Citrix & telephony capability * Seek client consent * Determine CRM licence requirement * Deliver training to Barrow staff * Pilot usability in Barrow * Agree with client when to go live	All	* Relieve the pressure of calls on the Bromley Corporate team * Create time in Bromley for training, coaching and mentoring
w/c 14/04	w/e 17/04	Completed w/c 14/04/2014	All vacancies filled. Decision taken to bring-in some more CSAs for the Contact Centre.	<b>Review vacancies</b> and plan how best to fill.	Tony Briggs Mel Vickers Amanda IF	* Improve service delivery
w/c 14/04	w/e 17/04	Completed w/c 5/05/2014	Considerable amount of work done, but further review required with new starters	<b>Review working times</b> ; lunch & break durations; service opening times; staff working times, and call volumes and footfall by hour by day with a view to better matching resource to demand.	Tony Briggs Mel Vickers	* Increased calls answered * Improved calls answered in SLA
w/c 14/04	w/e 17/04		Arranged but deferred while new starters are inducted - see below **. And service levels are under control	<b>Engage the management</b> in Liberata Customer Services. Arrange visits to Barrow & Pendle. Review their work load. What's value add/non-value add?	Mel Vickers Sen Suleyman Tracey Jenner	* On-board managers with insight of efficient call centres * Desire to work on improvement initiatives
w/c 14/04	w/e 17/04	Completed w/c 14/04/2014	Telephony system reviewed, cross-referenced with CSA skill-sets, and all CSAs placed in the appropriate queues.	<b>Mitel queue management</b> - review who is allocated to which queues and with what priorities	Tony Briggs Sen Suleyman Tracey Jenner	* Allocate resource in the right place at the right time
w/c 21/04	w/e 25/04	Completed w/c 12/05/2014	4.5 new starters hired	(** see above) Decision taken to hire more CSAs for the Contact Centre, to allow us time to remove the core staff for more training in the service lines.	All	
w/c 21/04	w/e 25/04	Completed w/c 25/04/2014	All core staff moved into one room.	<b>All Call Centre staff in one room</b>	All	* More engagement with staff * Increased awareness of issues * Improved capability for assisting/escalating * One Team
w/c 21/04	w/e 25/04	Completed 16/04/2014	IT team advised and implemented for the team.	<b>Implement auto-answer</b>	Dave Gardier	* CSAs will automatically get a call, with no need for manual intervention * Increase average speed to answer
w/c 21/04	w/e 25/04		No progress has been made	<b>Review integrating Switchboard calls into Mitel</b> telephony platform	Tony Briggs Dave Gardier Neil Ranade	* Utilise economies of scale (CSAs)
w/c 21/04	w/e 25/04		Complete. Training identified - course to be arranged when SL under control	Determine requirement for <b>Mitel training</b> and arrange	Tony Briggs	* Improve speed to make changes
w/c 21/04	w/e 25/04	Completed 25/04	Resources ring fenced, but process needs refining	Ring-fence resource for <b>processing emails</b> , performance manage volume completed by CSAs and process at time of day to have minimum impact on call centre demand.	Mel Vickers Sen Suleyman Tracey Jenner	* Increase calls answered * Improve calls answered in SLA * More emails processed per day * More emails processed with quicker turn-around time
w/c 28/04	w/e 2/05	Completed w/c 2/06/2014	Meetings set-up	Set-up regular <b>Service Review meetings</b>	Mel Vickers Sen Suleyman Tracey Jenner	* Productive dialogue with service leads/experts to assist with planning resources to meet potential call demand
w/c 28/04	w/e 2/05	Completed w/c 2/05/2014	Available to the Contact Centre managers	<b>Provide the Liberata Standard Report Pack</b> - daily reports of how the overall service and CSAs are performing	Tony Briggs	* Ops. Mgr. & TLs will have reports updated automatically, providing them with performance stats to help manage the service better
w/c 28/04	w/e 30/06	.... On-going	Two Business Improvement Consultants brought-in w/c 28/04/2014. Both experienced in process mapping; performance and quality improvement, and writing/delivering training material. On-going to the end of June.	<b>Map and annotate the process involved for all service lines</b> ; including notes of systems used; screen prints; web links; etc.	tbd	* To be incorporated into the QMF * Produce consistent training documentation
w/c 12/05	w/e 28/07	.... On-going	Training delivered in many service lines	<b>Deliver service line training</b> with the revised and service lead verified training material to all CSAs	tbd	* To be incorporated into the QMF * Produce consistent training documentation
w/c 12/05	w/e 16/05		Arranged and then deferred until service levels under control.	Deliver <b>Service Excellence training</b> to Sen & Tracey	Paula White	* Understand the importance of having a consistent approach to handling customers
w/c 12/05	w/e 16/05		Arranged and then deferred until service levels under control. Pushed back to September	Demonstrate the <b>Quality Management Framework (QMF)</b> ; its purpose; scoring mechanism; targets & CSA feedback loop	Paula White	* Well structured calls * Consistent approach to handling same customer query types * Consistent call talk time from all CSAs
w/c 12/05	w/e 16/05		Little progress has been made. Will pick-up during July	<b>Demonstrate and utilise the Absence Tracker and Resource Planning Tool (WFM)</b> to assist with identifying resource to call volume demand gaps	Chris Wilson	* Active planning to get resource in the right place at the right time * Service level forecasting * Sickness management tracking
w/c 19/05	w/e 23/05		Little progress has been made. Will pick-up during July	<b>Introduce the Performance Metrics</b> (3 key metrics to improve productivity) as a fore-runner to <b>Performance Management</b> . Baseline the current position, and develop a plan for sustained improvement.	Sharon Francis	* More calls answered * Less time customers put on hold * Reduced productive time
w/c 19/05	w/e 23/05	Completed w/c 23/05/2014	Progress made, and remains under constant review.	<b>Review IVR messaging</b> and investigate use of <b>more voice recognition</b> on IVR	Neil Ranade	
w/c 26/05	w/e 30/05		Arranged and then deferred until service levels under control.	<b>Bromley managers to visit Barrow</b> and/or Pendle	Mel Vickers Sen Suleyman Tracey Jenner	
w/c 02/06	w/c 23/06		Arranged and then deferred until service levels under control. Pushed back to September	Deliver <b>Service Excellence training to CSAs</b>	Paula White	* Well structured calls * Consistent approach to handling customers

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Report it



Apply for it



Pay for it

# CUSTOMER ACCESS CHANNEL STRATEGY 2014

<b>Author</b>	Duncan Bridgewater – Head of Customer Services
<b>Version</b>	1.4
<b>Date Issued</b>	April 2014
<b>Document status</b>	Re-draft & Updated

## Distribution

	<b>Name/Group</b>	<b>Title/Organisation</b>	<b>Purpose</b>
1.0	Customer Services Team	London Borough of Bromley	Review and input
1.1	Resources Managers	London Borough of Bromley	Review and input
1.1	Customer Focus Group Members	London Borough of Bromley	Review and input
1.2	COE	London Borough of Bromley	Review and input
1.4	Customer Focus Group Members	London Borough of Bromley	Review and input

## Revision History

<b>Version</b>	<b>Date Updated</b>	<b>Revision Author</b>	<b>Summary of Major Changes Made</b>
1.0	March 2011	Duncan Bridgewater	Initial draft for comment
1.1	April 2011	Duncan Bridgewater	Addition of stats
1.2	May 2011	Duncan Bridgewater	Target alterations
1.3	March 2012	Duncan Bridgewater	Target refinement
1.4	April 2014	Duncan Bridgewater	Re-draft & update

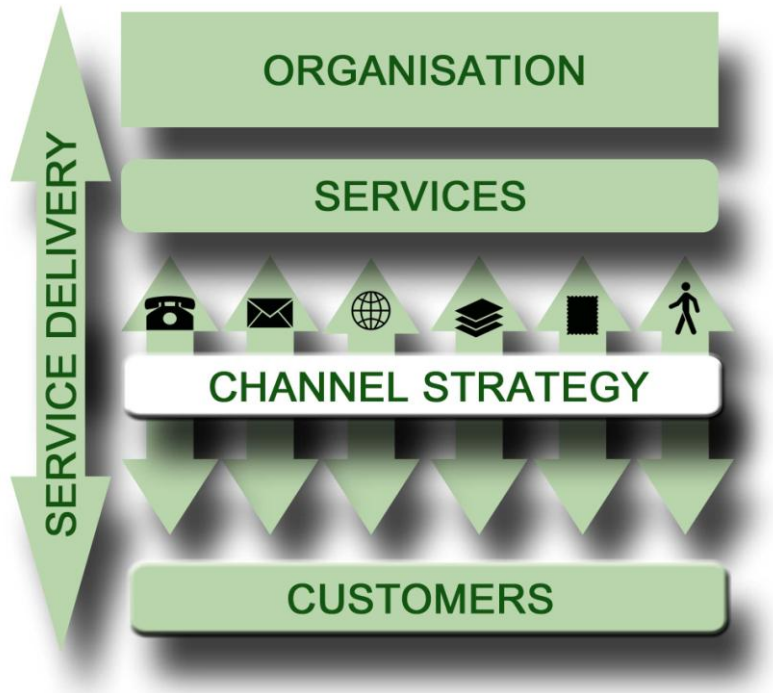


# Part 1 - Introduction

## WHAT IS AN ACCESS CHANNEL STRATEGY?

The London Borough of Bromley has a responsibility to provide excellent services to the public and value for money to the taxpayer. The channels through which public services are delivered and by which the public has contact with the authority, (be that via telephone, online, in person, or via other means), are a critical part of public service provision, and there is an ongoing impetus for them to be managed effectively and efficiently for everyone.

An access channel strategy is an organisation's plan for the channels it will use to deliver services to, and interact with, its customers. An access channel strategy explains how an organisation will meet the contact demands of its customers using the resources it has available bearing in mind the needs of the customer.



**An access channel strategy is not simply a plan to move service provision to online channels, but it does seek to establish:**

- **Self-service by default**
- **Assisted service by exception**

## WHY IS AN ACCESS CHANNEL STRATEGY IMPORTANT NOW?

Unprecedented financial challenges now face all aspects of public service and it is therefore essential local government moves customer contact to the cheapest possible access channel if it stands any chance of meeting those budgetary pressures. Customers receive a high standard of customer service from many public and private sector organisations, very often on-line. Local government must aspire to meet and exceed the standards provided in the private sector. One of the ways it will do this is by providing new opportunities for customers to interact with the Council, maximising self-service choices and providing 24/7 access.

In order to meet the needs of customers, The London Borough of Bromley must provide self-service access that is:

- Easy
- Simple to use
- Secure
- Convenient
- Cost effective
- Robust



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It is also important to bear in mind the target audience's access to technology, the type and complexity of the contact, their personal circumstances as well their technical skills when selecting channels.

Rising internet use, public expectation and central government's drive to move services on-line and be digital by default present an ongoing opportunity for public service providers. Competent online services are easy and quick to use, available whenever customers need them and have a relatively low administrative burden. Managed well online access to services is an effective channel with considerable benefits for customers and taxpayers.

As 'easier' access channels become available, an increase in what was previously unreported incidents is likely to occur. This is known as suppressed demand. Systems and processes should be designed to disregard multiple reports from a service perspective so not to increase operational costs. However, the customer should receive acknowledgements and updates as if they were the only one reporting the issue.

As customers move to digital access, the Council must do everything possible to keep them on that channel and not to inadvertently force them back to traditional channels by not providing relevant and informative updates on service requests. There is a balance between information over-load in the customer's view and appropriate service updates and conclusion.

**Many customers actually prefer not to speak to us or visit our offices.**

The London Borough of Bromley will provide an assisted service to those without internet access or technical skills. This will enable and empower everyone to become self-sufficient in the future, and maximise use of resources in Receptions, Libraries and Community Hubs.

The London Borough of Bromley already has almost the highest percentage in the UK of users who access the internet daily, with over 92%\* of residents claiming to have used the internet at some point. It also has one of the highest percentages of households with Internet access, with an increasing number of households (95%\*) having some form of broadband coverage.

Increasingly, internet access via a mobile device has also surged in the last few years with a 100%\* increase from 2011 in individuals accessing the internet 'on the go' across all age ranges.

It is clear that customers today and in the future want to have access to services 24 hours a day, 7 days a week, but also want to access those services from anywhere. While this presents challenges in meeting these demands, it also presents significant opportunities to provide services in a more economically viable method.

For many services, self-service or digital by default will be the new standard, however for a minority digital access still provides a barrier to services. For this group it is important that they are able to receive support through assisted service either by phone or face to face.

\*ONS data 2013

**KEY CONSIDERATIONS**

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**The need for insight**

The process of developing and implementing a access channel strategy needs to be guided by insight specifically relating to:

- The customer
- The services an organisation is providing and each service area in question

- The current delivery channels at the organisation’s disposal as well as those that may be available in the future
- Other factors that may have an impact on service provision and delivery

This strategy is aimed at the following main customer groups:

- Residents of the borough
- Non-residents
- Internal (Officers and Members)
- Commercial – in and out of borough
- Friends groups
- Resident Associations

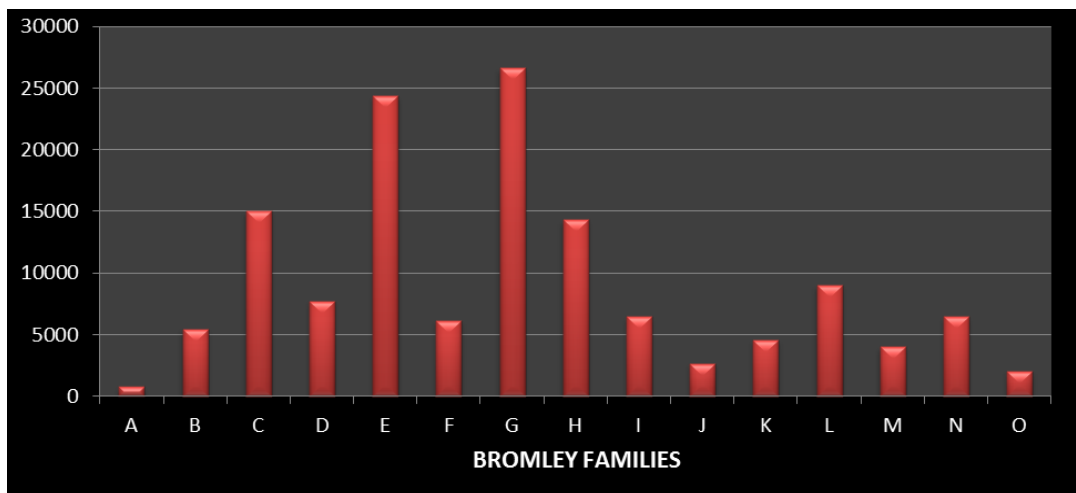
In order to deliver services in ways that customers want, we must understand the demography of the borough as well as the lifestyles and behaviours of the people who live here.

The London Borough of Bromley claims a fairly diverse population, we do have a high percentage of five ‘types’ of resident. These have been categorised into 15 family types or groups. Each group has certain characteristics that that is slightly different from another; however within each group there is further segmentation. In total there are 69 types, each with their own profile describing their circumstances, behaviours, attitudes, health, income and backgrounds. Based on census data and incorporating a wealth of information from other sources, these profiles allow us to understand our population in a detail in a way that has never been possible before.

The largest groups of residents living in Bromley can be described as:

1. Young well educated city dwellers
2. Middle income families living moderate suburban semi-detached houses
3. Wealthy people living in the most sought after neighbourhoods
4. Couples and young singles in small modern starter homes
5. Active elderly people living in pleasant retirement locations
6. Successful professionals living in suburban or semi-rural locations

In total there are 15 groups, each with their own specific needs and wants. Understanding their requirements through segmentation and data collection will help to shape service delivery more appropriately.



Source: Mosaic

## Legend

- A Residents of isolated rural communities
- B Residents of small and mid-sized towns with strong local roots
- C Wealthy people living in the most sought after neighbourhoods
- D Successful professionals living in suburban or semi-rural homes
- E Middle income families living in moderate suburban semis
- F Couples with young children in comfortable modern housing
- G Young, well-educated city dwellers
- H Couples and young singles in small modern starter homes
- I Lower income workers in urban terraces in often diverse areas
- J Owner occupiers in older-style housing in ex-industrial areas
- K Residents with sufficient incomes in right-to-buy social houses
- L Active elderly people living in pleasant retirement locations
- M Elderly people reliant on state support
- N Young people renting flats in high density social housing
- O Families in low-rise social housing with high levels of benefit need

However channel migration is a multi layered approach using a number of techniques to encourage users to change their behaviours. Allowing customers to access services at times that suit their lifestyle and circumstances places control back with the customer.

It is also important to understand the wider online services market as expectations of online services are driven by customer experiences of using similar services of other organisations.

### **Organisational challenge**

In considering an access channel strategy it is important to recognise there is often a considerable challenge and change required to existing organisational processes. An access channel strategy needs to become an integral part of the organisation and the way the objectives of the organisation are realised. It cannot be super-imposed or retro-fitted onto existing practices and as such is likely to require process change.

We also need to recognise that people will use different channels not just for different types of interactions, but also to suit their own convenience. Particularly at local level, an access channel strategy should therefore be integrated into the processes supporting these interactions with our customers.



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## Part 2 – Basic Principles & Scope

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- **Self-service by default**
- **Assisted service by exception**

### PURPOSE OF STRATEGY

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Outline the broad principles for how The London Borough of Bromley will deliver its services through a range of contact channels that provide better value for money, are more accessible and are designed with the customer in mind.

### SCOPE

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This strategy document sets out the basic principles by which The London Borough of Bromley will deliver its services to the public through the contact channels currently available.

Contact channels in scope include:

- **E-channels including web, mobile, e-mail, social media**
- **Phone**
- **Face to face**
- **Paper**

This document focuses on three key types of contacts between the Council and the customer

**Transactions** (e.g. registering a birth, reporting a problem or paying a bill)

**Interactions** (e.g. obtaining advice, public consultations, petitioning)

**Information Provision** (e.g. cycle maps, leaflets, web pages)

This strategy is relevant to the nature of the services provided by the Council and ensure that its services are provided through a range of contact channels appropriate to the customers' individual needs and circumstances in a way that is affordable by the Council.

### CHANNELS HIERARCHY & DESIGN PRINCIPLES

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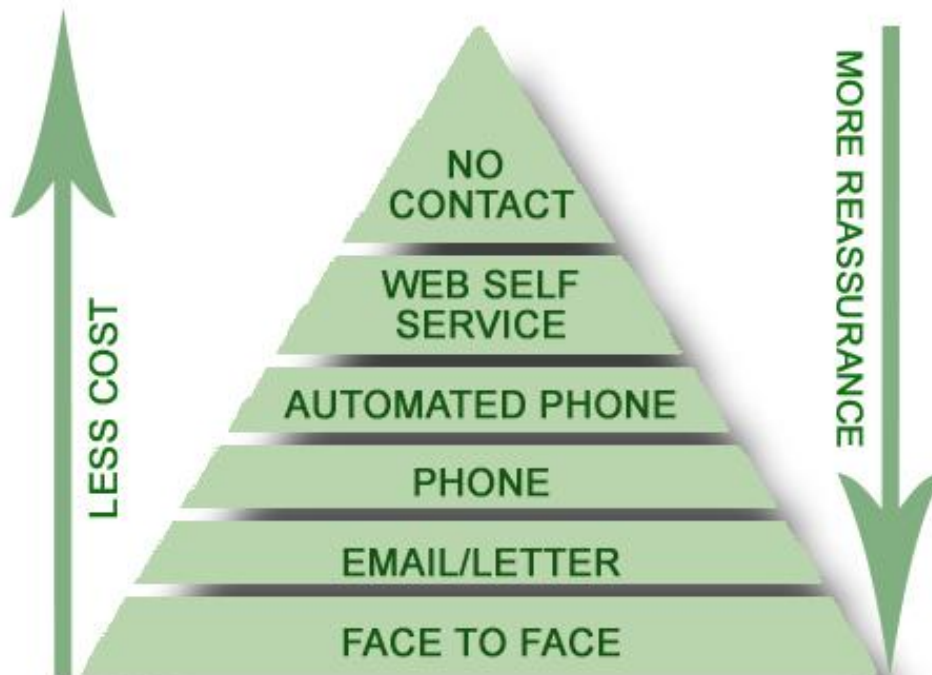
The choice of contact channels available to the public is growing all of the time as new technologies are developed and released.

There is a generally accepted model for the effectiveness of the major channels of contact available today as shown below





## CHANNEL EFFECTIVENESS



What this model shows is that as we move up the triangle the cost of delivery typically gets cheaper for the organisation. However for some types of contact a greater level of human contact is required particularly for contacts that require some level of reassurance.

### Portal

The Council and its service delivery partner for Customer Services, Liberata, are developing a secure web portal for customers to interact with the Council.

The customer portal will deliver services to the customer so that the online channel becomes the most effective and easy to use channel for the customer, over time becoming their channel of choice for transacting with the Council.

The user experience offered by the portal will be simple, clean and straightforward with service information presented and accessed in a logical way that promotes self-reliance from the customer rather than driving customers to more expensive service support mechanisms.

### Enquiry Scenarios

The Customer Portal must allow the capability for customers to be able to access services and track updates via the following enquiry scenarios:

- Customer requesting a service anonymously (*e.g. – reporting a missed refuse collection*)
- Customer requesting a service, but wishing to be kept updated regarding delivery progress (*e.g. – requesting a disabled facilities grant*)
- Customer's representative requesting a service (*e.g. – individual with authority notifying of change in circumstances for a customer receiving Council Tax Support*)

- Customer's representative requesting a service, but wishing to be kept updated regarding delivery progress (e.g. – individual with authority to act applying for Housing Benefit on behalf of customer)

**PROOF OF CONCEPT**

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**Contact volumes**

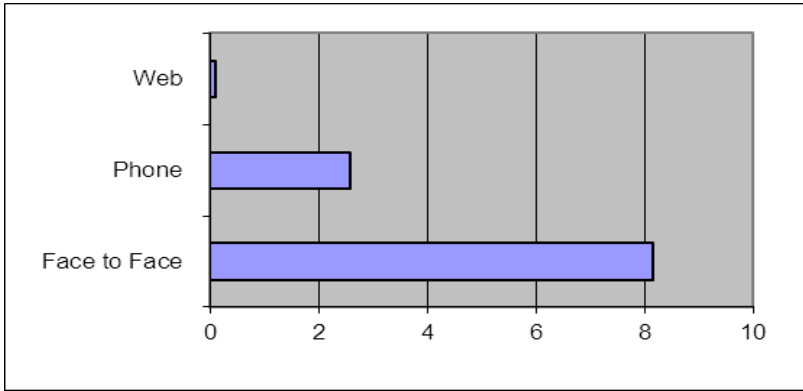
	<b>Calls (CSC)</b>	<b>Visitors</b>	<b>Web</b>	<b>E-mails</b>	<b>Total</b>	
<b>08/09</b>	676,540		1,590,835	23,654	2,291,029	
<b>09/10</b>	734,371		1,705,856	32,677	2,472,894	
<b>10/11</b>	687,194		2,301,869	39,656	3,028,719	
<b>11/12</b>	851,023		2,214,604	36,669	3,102,296	
<b>12/13</b>	797,685	94,612	2,622,036	29,743	3,544,076	
<b>13/14</b>	697,808	116,501	3,079,454	28,250	3,922,013	

**Costs per contact**

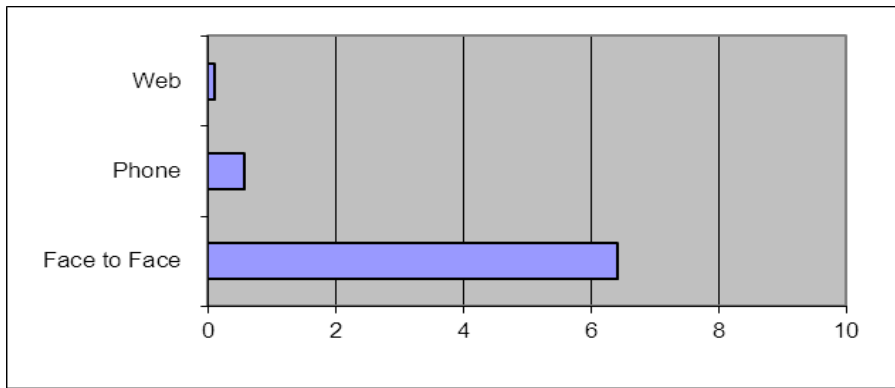
	<b>Bromley's costs</b>	<b>Local Authority Average*</b>
Face to Face	£6.42	£8.15
Phone	58p	£2.59
Web	9p	11p

\* source; SOCITM report 'Channel Value Benchmarking 2014'

**Local Authority Average Cost**



**Bromley's Cost**





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Bromley has seen a dramatic increase in the level of web contact it receives. Notably the volumes of visitors to our web site using mobile devices has also been significantly increasing. Our investment in responsive web design and a broad range of integrated on-line forms is enabling us to realise savings as a result of this increase.

Over the last year access to Bromley's website via mobile devices (smartphones and tablets) has continued to grow and now accounts for almost 40% of all visits (March 2014) , an increase of around 10% over a year.



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# Part 3 – Bromley Council’s Channel Strategies

## LOCAL CONTEXT

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Bromley is London’s largest borough and includes Beckenham, Penge, Orpington, Biggin Hill and Chislehurst as well as Bromley itself. It prides itself on having made its own special contribution to creating and maintaining a pleasant environment for its 309,000 residents.

According to the Office for National Statistics, in 2013 around 83% of households in the South East had home internet access with over 86% of the same population accessing the web in the last 3 months. This usage figure varies from 96% accessing the web the last 3 months for the 16-24 age group down to 30% of the over 65s. 73% of the population access the web every day.

In 2013, 61% of the population were able to access the internet via a mobile phone or other portable connection, 9 out of 10 people in the UK own a mobile phone, in 2013 51% of those were smart phones. Users of WiFi hotspots has doubled in the last 12 months to 4.9 million.

Whilst Bromley is considered an affluent borough and its population is likely to have higher than average access to digital media, it must be born in mind that our residents will span all income groups, therefore this access channel strategy includes a chapter on “digital inclusion”

Bromley’s population is made up of 300,000 individuals, each with specific needs and preferences as to how they would like to contact the authority. This integrated channel strategy seeks to provide a full range of choices of access designed to ensure that no individual, group or community is disadvantaged through lack of access to the services the authority offers.

## OVERARCHING CHANNEL STRATEGY

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**We want to minimise the need for customers to contact us, but if they need to, we want to provide them with an excellent self-service experience that is quick, convenient and has a satisfactory outcome**

We will

- make access to services available through appropriate and cost effective contact channels designed with the needs of the customer in mind
- seek to encourage greater use of the most effective contact methods, by creating a series of deliberate and targeted channel shifts
- not discriminate against any individual and will maintain and increase overall accessibility to services

## OWNERSHIP OF BROMLEY’S ACCESS CHANNEL STRATEGY

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The Access Channel Strategy and its implementation will be the responsibility of the Customer Focus Group.



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The Head of Customer Services and Customer Focus Group will ensure the contact channels used for delivering services are

- **Easily**
- **Simple to use**
- **Secure**
- **Convenient**
- **Cost effective**
- **Robust**

## REVIEW PERIOD

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The Customer Focus Group will review the strategy bi-annually and re-publish as appropriate. Bromley will treat this strategy as “business as usual” with a view to constantly evolving the strategy.

## GOVERNANCE

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Liberata is Bromley’s service delivery partner for Customer Services and Exchequer Services and therefore manage a significant proportion of the Council’s contact. Areas within the Council that have retained their customer contact will be reviewed periodically to establish:

- Opportunities to channel shift are developed
- Contact is cost effective
- Efficiencies are identified should the contact move to within the contract

## THE AVOIDABLE CONTACT STRATEGY

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**Reduce the need for customers to contact us, but when they need to, it should be via the cheapest possible channel**

### Why should we minimise avoidable contact?

Local authorities are fundamental points of contact for the customer when seeking access to public services. They provide key services for their local communities that greatly affect the quality of life for individuals and the overall community.

However, both local authorities and their customers also have limited resources and want to interact as efficiently as possible. By identifying customer contact that is ‘avoidable’, the local authority and its partners are better placed to redesign the way services and information are made more accessible for their customers. The customer will then not have to make unnecessary, valueless contacts which is both frustrating for the customer and inefficient for the provider.

The London Borough of Bromley will work with its partners and internal departments to design processes that reduce the need for customers to make contact with us multiple times to complete a transaction.



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### The 3 Key Actions That We Will Take To Reduce Unnecessary Contact

- *The Customer Focus Group will regularly look at examples of avoidable contact and determine opportunities to reduce the needs for customers contact us, and commission work to provide reductions*
- *We will improve the number of enquiries we can deal with in one contact by working more closely with our contractors and back office specialists to improve access to information*
- *We will participate in national efficiency projects that are aimed at reducing the need for unnecessary contact with us*

### Performance Management and Governance

#### How will success be measured?

- The Customer Focus Group will have overall responsibility for the implementation of the Council's Access Channel Strategy, the Head of Customer Services will have day to day responsibility in overseeing it
- As self service alternatives develop, customers will be pro-actively encouraged to use it, raising their awareness for next time
- Contact volumes across our main access channels will be measured and analysed by the Customer Focus Group on a quarterly basis. To define a target of call reduction and self-service take-up
- Where evidence exists within the organisation, we should avoid asking for customers to provide it when applying for a service eg. Use of council tax database to prove residency in the borough
- Engage in national/local efficiency projects that aim at reducing the need for unnecessary contact with the Council

### CHANNEL SHIFT STRATEGY

---

**Design accessible, efficient and user friendly means of contacting the council and then encourage our customers to use the channels that are most cost-effective**

#### What is Channel Shift?

Channel Shift is the process by which organisations seek to encourage customers to access, or interact with, services via channels other than those to which they normally choose.

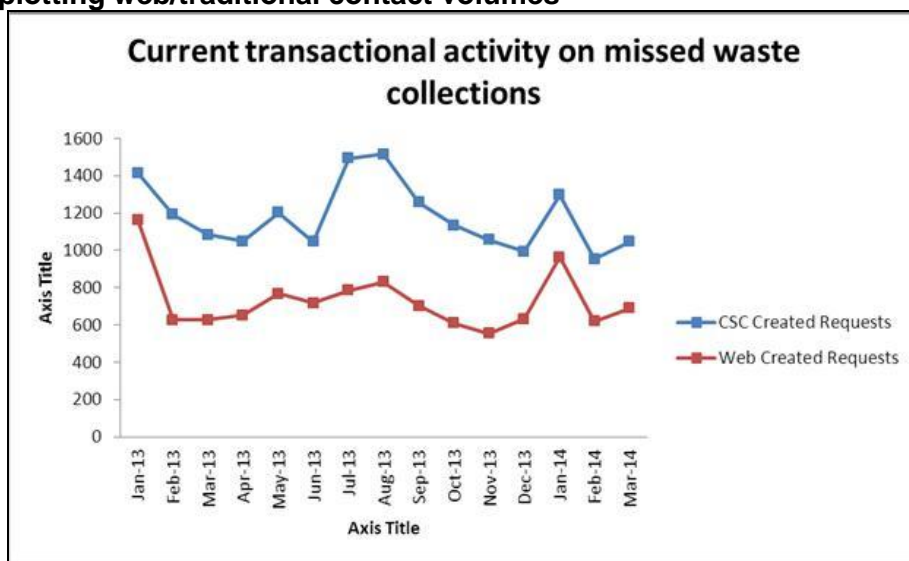
Deliberate channel shift is the design and marketing of effective and efficient channels because they are the most appropriate channels for the type of contact, customer and organisation in question. Channel shift forms one part of an overall channel strategy, and implemented well it can lower costs, build reputation, empower the customer and improve the overall service proposition. Shifting customers to particular channels involves behaviour change on the customer's part, but once they are aware of the channels available, they will use the one that works best for them

Bromley Council will encourage residents to shift to new and more effective channels by a number of means, including the following actions:

- *Our staff will use our web site to process enquiries where possible*

- **Develop customer registration with our web site to encourage customers to engage in on-line services, create a sense of ownership and maintain their data accurately**
- **Measure activity and pro-actively seek feedback from our staff and customers who**
  - **Use on-line service through our web site**
  - **Abandon processes part way through the logging process**
  - **Review processes and refine them to improve customer experience**

**Sample chart plotting web/traditional contact volumes**



**Performance Management and governance**

**How success of this strategy will be measured**

- Volumes of traditional access to services reduce
- Web content will be regularly reviewed and areas not visited will be removed
- Proactively engage with front-line staff and contractors to assist and inform the best design and construction of self-service processes to maximise customer take-up
- The “exit points” and transaction abandonment on the website will be analysed each month to see where transactions are failing and corrections made accordingly
- We will compare the effectiveness and usage of different channels for each service and seek to shift contacts to the most appropriate channels
- Business cases will be prepared to move more transactions online (including information transactions), that take into account the dual benefits to the public, and ease of use in Customer Services
- Wherever possible, our staff will use the public website to transact in their day to day work to ensure that the site is fit for purpose for our residents
- More engaging content will be placed on the website to increase public confidence, usage and interaction with the site
- All new services including information services will be designed to provide 24/7 web access as primary source of access, and ensuring all channels have access to the same information to accommodate ‘channel hopping’
- We will provide status updates for any transactions that are started on the web to ensure that if a customer chooses to use the web they can continue to do so without having to ring us



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- Transactions across all channels will be reviewed and may be withdrawn or users signposted to more effective channels where appropriate
- All channels should have exactly the same information available to them (i.e. if an e-mail was sent, this same content should be visible if the same user logs in to the website, or rings the contact centre)

## DIGITAL INCLUSION STRATEGY

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**Ensure that customers who do not have access to digital channels at home or work are not disadvantaged when communicating with the Council**

### What is a Digital Inclusion Strategy?

Around 14% of the UK population have not used online channels. Exclusion from access to digital channels matters for these users, especially as the digitally excluded group includes socially excluded and hard to reach groups who are likely to have the greatest need of public services.

It also matters for the delivery of efficient public services, because when people cannot access services online they invariably access them via alternative means which are generally more expensive. Again, the priorities set out in the Government's 'Digital Britain' report reinforce the importance of digital inclusion; the report sets out plans to drive digital participation in the context of the Digital Inclusion Action Plan and the proposed Digital Switchover of Public Services programme which started in 2012. The report also reiterates the Government's commitment to ensuring that public services online are designed for ease of use by the widest range of customers.

It is therefore important that any access channel strategy includes plans for communicating these hard to reach groups.

### The 3 Key Actions That We Will Take To Reduce Digital Exclusion

- *Continue to provide public internet access at our key locations e.g. Libraries and reception points*
- *Provide assisted access to our web site where requested via the Customer Services, Libraries and Receptions*
- *Widely promote the full range of access channels available*

### Performance Management and Governance

#### How success of this strategy will be measured

- Invest in Responsive Web Design to improve the experience of visitors to our web site using mobile devices
- To continue to provide public internet access and Wi-Fi at our key locations, e.g. Libraries and Civic Centre
- To widely advertise our choice of contact channels, particularly to hard to reach groups for example transient and socially excluded groups
- To provide fully assisted access to our website for the public via the council's face to face points of access
- To continue to provide and support learning via our Libraries for customers to improve their IT skills





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## ACCESSIBILITY OF CONTACT STRATEGY

**Provide a full range of contact channels for each of our services and enhance access to those for customers with special requirements**

### **What is an “Accessibility of Contact” Strategy?**

In the context of this document, accessibility of contact refers to the ease or difficulty that a customer may experience whilst using different electronic access channels to obtain services from the Council.

### **The 3 Key Actions That We Will Take To Provide Access for All**

- *Continually engage with groups representing those with specific requirements for the way they contact us and ensure that an appropriate choice of channels is available to those individuals*
- *Ensure that we widely advertise our choice of contact channels, particularly to hard to reach groups*
- *Continue to provide translation services to allow easy access to the Council through face to face, telephone and web channels*

### **Performance Management and Governance**

#### **How success of this strategy will be measured**

- Obtain accessibility accreditation for our website
- Carry out an Equality Impact Assessment of the channel mix and regularly consult with disability advocacy groups and make reasonable adjustments to the channels as needed.
- Provide a range of language and easy read options where practical on our website and when it is not practical to do so to clearly indicate how a customer can obtain translation services or obtain information in a format suitable for them.
- Provide assisted access to our website via Customer Services
- Provide assisted access to our website via the council’s face to face receptions and Libraries
- Provide a comprehensive translation and signing service to allow easy access to the Council through the face to face and telephone channels
- Widely advertise our choice of contact channels, particularly to hard to reach groups
- Continually engage with groups representing those with specific requirements for the way they contact us



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# Part 4 – Strategies for Specific Channels

## E STRATEGY

**Provide a single, comprehensive and secure website and portal that encourages registration and defines on-line as the customer's channel of choice**

### The 3 Key Actions to Develop Web Access

- **Promote the web site as the main access point for the Council's services**
- **Provide a secure registration process to access services and financial information**
- **To make online services the channel of choice by continually refining and enhancing the customer experience**

### Performance Management and Governance

#### How success of this strategy will be measured

- Web visits increase
- Ensure that the website is available and operational 24/7
- Aim to place 100% of our transactional services online and to encourage customer usage to reduce costs and provide 24/7 access to the authority's services
- Invest in responsive web design to enhance the customer experience when using our site from mobile devices
- Promote the website as the main access point for the council's services for simple information and transactional services with the address prominent on all published material
- Provide 'web access only' to service for our commercial customers
- Ensure that business cases for improvements reflect both increased public satisfaction, but also reduced effort in providing mediated access
- Ensure that all web content is written in plain English and is easy to understand
- Increase the usability of our online systems to make them the channel of choice
- Provide appropriate intuitive map based interfaces to both transactional and information systems
- Integrate all online transactions directly into back office systems to prevent double entering of information
- Provide status updates for any transactions that are logged on the web
- Ensure that all council leaflets and literature are made available via the website in order to reduce printing, cost and environmental impact
- Ensure that all communications activity is replicated on the council's website
- Promote the use of the council's website through "offline" marketing, and actively de-market traditional channels (removing phone numbers and e-mail addresses)
- Make the content and functionality of the Bromley website available for open use throughout the web
- More engaging content will be placed on the website to increase public confidence, usage and interaction with the site
- Provide a range of language options where practical and when it is not practical to do so to clearly indicate how a customer can obtain translation services
- Establish a roadmap for a single account for residents, business users and friends groups
- Maximise usefulness of content by using FOI requests as an indicator to what needs to be published
- Maintain overall service excellence as evidenced by customer feedback, industry awards and SOCITM usability ratings
- Obtain and maintain accessibility accreditation



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## MOBILE DEVICES

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**Use mobile technology in a tactical manner to provide better access to information and services**

### The 3 Key Actions to Develop Mobile Device Access

- Further increase customer access to our web site from mobile devices through targeted marketing
- Provide a responsive web site that automatically adjusts to the device on which it's being viewed
- Use outbound text messaging to provide updates and reminders

### Performance Management and Governance

#### How success of this strategy will be measured

- Increase the number of visits to our web site from mobile devices
- Provide access to council telephone based services using only 01,02 and 03 prefixes to ensure the minimum costs to mobile phone users, particularly on "pay as you go" tariffs
- Use outbound text messaging to confirm appointments etc
- Develop in bound report-it opportunities for smartphone users enabling use of their GPS to locate faults requiring our attention

## EMAIL STRATEGY

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**Reduce email volume by better use of online reporting alternatives which integrate directly into back office systems**  
***Customer Service Standard – respond within 5 days***

### The 4 Key Actions to Develop our Email Provisions

- Publish web links instead of e-mail addresses to take customers directly to the right area
- Provide a complete range of online services to eliminate emails. Remove [CSC@Bromley.gov.uk](mailto:CSC@Bromley.gov.uk) and departmental addresses from publicity
- Deflect customers to self-service options where they exists
- Promote self-service options via the auto response signature

### Performance Management and Governance

#### How success of this strategy will be measured

- Aim to eliminate e-mail as an initial contact access channel
- Provide a complete range of online forms to minimise the amount of emails handled
- Aim to place 100% of our transactional services online and to encourage customer usage to reduce costs and provide 24/7 access to the authority's services
- Provide status updates for any transactions that are started on the web
- Increase the response time to answer e-mails to more than 5 days
- When information is sent electronically, it is done from a 'no-reply' address and contains web links for further information



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## SOCIAL MEDIA STRATEGY

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**Use social media to interact with users and to promote E-services and campaigns**

### The 3 Key Actions To Develop our Social Media Provisions

- **Utilise social media as a channel of communication for the public with due regard to the corporate communications policy**
- **Development and promote informational videos for both web and reception areas.**
- **Raise staff awareness on the use of new media**

### Performance Management and Governance

#### How success of this strategy will be measured

- Develop a roundup of information, an e-update that can be emailed initially to residents associations to drive web traffic by promoting e-services while highlighting key seasonal messages and web content
- Work towards more tailored messages to particular target audiences.
- Overall governance of new media should be the responsibility of the Customer Focus Group
- Integrate new media functionality into the Bromley Website i.e. embedding YouTube videos, Twitter Feeds, Flickr photographs, Social bookmarking (Facebook and Twitter “like” buttons on news stories and events)
- Integration and centralisation of the management of new media within the website CMS using the Jadu Social Client or equivalent
- Automation of broadcast and syndication of website content out into the Social Media arena
- Investigation and development of transactional functionality within Facebook
- Development of Bromley’s YouTube Channel to hold a library of instructional videos
- Delivery of a series of Social Media “masterclasses” to raise awareness of opportunities by staff

## TELEPHONE STRATEGY

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**Minimise the volume of published phone numbers, ensuring the Council’s service standard for response time is met. Reduce the quantity of calls our customers have to make**  
***Customer Service Standard – calls answered within 30 seconds***

### Key Actions To Provide Easy Telephone Access

- **Provide one main phone number for customers to easily find, maximising the investment made in voice recognition software**
- **All published numbers must either route via Customer Services or through a system within the service team which is monitored and measured**
- **Provide access to council telephone based services using 01, 02 and 03 prefixes to ensure the minimum costs to phone users, particularly ‘pay as you go’ mobile users**
- **Provide and promote self-service options for our customers that are available 24/7 through our telephony system and website**
- **Ensure use of friendly web links on all communications, reducing reliance on phone numbers**



Report it



Apply for it



Pay for it

## Performance Management and Governance

### How success of this strategy will be measured

- Significantly reduce the number of phone calls the Council receives
- Ensure customers are actively encouraged and supported to self-serve their transactions when contacting us by phone, both by the staff answering the calls and the messages played whilst they are waiting
- Provide a range of telephonic self-service alternatives to customers for simple service requests
- Provide one main phone number for the organisation which can be easily found in order to make contacting the council straightforward for our residents
- Use 01,02 and 03 phone number prefixes wherever possible to make contacting the authority cheaper on “pay as you go” mobile phones
- Use telephone call data and customer feedback to identify areas of improvement within the council and work to eliminate red tape, process failure and unnecessary contact to the Council
- Seek opportunities to work with other public sector contact centres to improve overall service, accessibility and improve value for money
- Wherever possible, our staff use the public website to transact with customers over the phone to ensure that the site is fit for purpose for our residents
- Increasing the response rate to phone calls from 30 seconds
- Deflect contact from our commercial customers to web only interactions

### FACE TO FACE STRATEGY

---

**To maintain face to face service provision where there is a defined customer need to do so, whilst migrating demand to cheaper channels**  
*Customer Service Standard – seen within 10 minutes of an appointment time*

### The 4 Key Actions To Develop our Face to Face Provisions

- **Undertake process reviews to identify potential channel shift and quality improvements so our face to face customers move to more convenient online services**
- **Provide assisted access to the Bromley website by our face to face staff**
- **Effectively manage demand and achieve best value by providing appointments to customers in high volume areas of the business**
- **Reduce reliance on original evidence submission by developing and using existing systems to authenticate customers**

## Performance Management and Governance

### How success of this strategy will be measured

- The number of visitors to the Council reduce
- Undertake process reviews to identify potential channel shift and quality improvements to enable our face to face customers to self-serve
- Provide assisted access to the Bromley’s website through our face to face facilities
- Provide face-to-face staff with quality information via electronic means reducing reliance on paper files
- Customers will be seen at the appointed time or, if we are delayed, will receive an explanation within 5 minutes of their appointment time, and be kept informed of any further delays
- We will provide a clean, tidy, safe and comfortable waiting area and, wherever possible, a space to speak to us in private. We will keep customers fully informed of waiting times
- Reduce our opening times



Report it



Apply for it



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## POST/PAPER COMMUNICATION STRATEGY

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**To reduce the amount of post and paper communication by better use of electronic channels and already available data**  
***Customer Service Standard – acknowledge within 5 days, full response within 10 days***

### The 4 Key Actions To Develop our Face to Face Provisions

1. Provide a complete range of online and interactive services to minimise the amount of paper handled
2. Remove PDF and downloadable forms and replace with interactive e-forms reducing reliance on paper
3. Place our leaflets and information online. Send information electronically from a no-reply address with links to web pages for further information
4. Reduce reliance on paper evidence by utilising in-house systems to verify ID, address and eligibility where possible

### Performance Management and Governance

#### How success of this strategy will be measured

- Reduce the volume of outgoing and incoming post, and faxes
- Provide a complete range of online services to minimise the amount of post handled
- Place more of our leaflets and information online in order to minimise printing and reduce our environmental impact
- Use second class post as our main postal tariff to minimise cost to the council tax payer
- When information is requested by phone, send electronically from a no-reply address
- Reply to all letters within 5 working days
- Commercial customers should contact us electronically
- Increasing the response rate to letters from 10 days

# Customer Access Channel Strategy – Summary of Targets

## E-STRATEGY

**To provide a single, comprehensive and secure website and portal that encourages registration and defines on-line as channel of choice**



Report it



Apply for it



Pay for it

1. Promote the web site as the main access point for the council's services
2. Provide a secure registration process to access services and financial information
3. To make online services the channel of choice by continually refining and enhancing the customer experience

### Mobile Devices

**Use mobile technology in a tactical manner to provide better access to information and services**

1. Further increase customer access to our web site from mobile devices through targeted marketing
2. Provide a responsive web site that automatically adjusts to the device on which it's being viewed
3. Use outbound text messaging to provide updates and reminders

### E-Mail

**To reduce email volume by better use of online reporting alternatives which integrate directly into back office systems**

*Customer Service Standard – respond within 5 days*

1. Publish web links instead of e-mail addresses to take customers directly to the right area
2. Provide a complete range of online services to eliminate emails. Remove [CSC@Bromley.gov.uk](mailto:CSC@Bromley.gov.uk) and departmental addresses from publicity
3. Deflect customers to self-service options where they exists
4. Promote self-service options via the auto response signature

### Social Media

**Use social media to interact with users and to promote E-services and campaigns**

1. Utilise social media as a channel of communication for the public with due regard to the corporate communications policy
2. Development and promote informational videos for both web and reception areas
3. Develop staff awareness and train them on the use of new media

## TELEPHONE STRATEGY

**Minimise the volume of published phone numbers, ensuring those that are meet the Council's service standards for response times. Reduce the quantity of calls our customers have to make**

*Customer Service Standard – calls answered within 30 seconds*

1. Provide one main phone number for customers to easily find, maximising the investment made in voice recognition software
2. All published numbers must either route via Customer Services or through a system within the service team which is monitored and measured
3. Provide access to council telephone based services using 01, 02 and 03 prefixes to ensure the minimum costs to phone users, particularly 'pay as you go' mobile users
4. Provide and promote self-service options for our customers that are available 24/7 through our telephony system and website
5. Ensure use of QR codes and friendly web links on all communications, reducing reliance on phone contact

## FACE TO FACE STRATEGY

**To maintain face to face service provision where there is a defined customer need to do so, whilst migrating demand to cheaper channels**

*Customer Service Standard – seen within 10 minutes of an appointment time*

1. Undertake process reviews to identify potential channel shift and quality improvements so our face to face customers move to more convenient online services
2. Provide assisted access to the Bromley website by our face to face staff
3. Effectively manage demand and achieve best value by providing appointments to customers in high volume areas of the business
4. Reduce reliance on original evidence submission by developing and using existing systems to authenticate customers

## POST/PAPER COMMUNICATION STRATEGY

**To reduce the amount of post and paper communication by better use of electronic channels and already available data.**

*Customer Service Standard – acknowledge within 5 days, full response within 10 days*

1. Provide a complete range of online and interactive services to minimise the amount of paper handled
2. Remove PDF and downloadable forms and replace with interactive e-forms reducing reliance on paper
3. Place our leaflets and information online. Send information electronically from a no-reply address with links to web pages for further information
4. Reduce reliance on paper evidence by utilising in-house systems to verify ID, address and eligibility where possible

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Report No.  
FSD14045

London Borough of Bromley

Agenda  
Item No.

## PART 1 - PUBLIC

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**Decision Maker:** Executive & Resources PDS

**Date:** 8 July 2014

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

**Title:** **BENEFITS 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 - Director of Finance

**Ward:** All

---

### 1. Reason for report

- 1.1 This report provides information regarding the performance of the benefit services provided by Liberata during the period 1 October 2013 to 6 April 2014. This being the year in which the bulk of the Government's major Welfare Reforms were introduced. These include the adoption of a local Council Tax Support scheme, the removal of the under occupancy subsidy, implementation of the Benefit Cap and the introduction of the Bromley Welfare Fund.
- 1.2 A letter from Amanda Inwood-Field, Liberata's Contract Director, is attached as Appendix 1. This communication provides Liberata's perspective on performance, together with an update on initiatives to be introduced in the coming months.

---

### 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.
- 2.2 The Portfolio Holder agrees the undertaking of a consultation exercise to be based on the proposal made at 3.16. This involves seeking the views of both those receiving Council Tax Support and those who are not.

### Corporate Policy

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

### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: 400002
  4. Total current budget for this head: £3.99m
  5. Source of funding: Government Grants and Subsidy
- 

### Staff

1. Number of staff (current and additional): 4.5 plus Liberata staff
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: Statutory requirement.

The main pieces of legislation covering these services are:

Housing Benefit Regulations 2006

The Council Tax Reduction Schemes Regulations 2012

Local Government Finance Act 2012

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

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 23,200 households (approx).
- 

### 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. Graphical illustrations as to the level of performance being achieved are attached as appendices to this report.
- 3.2 To maintain the drive for improved service performance, monthly service review meetings are held with operational and senior Liberata management. Regular meetings take place between senior managers in both organisations to discuss escalated items, technological advances and further development opportunities.

#### Outstanding Work

- 3.3 The amount of outstanding work stood at 7255 items as at the end of March 2014. This includes 2142 items where the Benefits Section has written requesting information and a response is awaited.
- 3.4 The specification included in the 2011 contract with Liberata required that the level of outstanding items should not exceed 4000. However, it is acknowledged that there is a large increase in the amount of incoming work at the time of change in the financial year. In addition, as advised in previous reports, DWP's implementation of the Atlas computer system has resulted in all Authority's experiencing a large increase in incoming work, an issue experienced by all Authorities.
- 3.5 The contributory factors entered in paragraph 3.6 do not fully justify the figures being at the reported level. This has been accepted by Liberata who have provided a plan detailing how the outstanding work level will be reduced. A verbal update on progress will be provided at the meeting.

The level of outstanding work since April 2012 is illustrated in Appendix 2.

#### Claim Processing

- 3.6 The speed of processing indicator is a combination of the time taken to assess new claims and change of circumstances. Whilst the processing time shows an improvement on the previous year, Bromley Officers will be working with Liberata to explore ways this can be brought within target during the year.

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

April 13	May 13	June 13	July 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14
17.75	16.83	14.37	13.94	14.40	16.93	16.53	16.11	23.11	18.26	19.13	5.28

**Average 2013/14 13.6 days**

Average 2012/13 15.5 days

Performance under the Right Time Indicator is illustrated in Appendix 3

#### Error Rate

- 3.7 The Exchequer Services specification requires the contractor to ensure that financial errors are found in less than 5% of the cases checked by the Authority's monitoring team. This target is strict compared to many other authorities, but was set in the knowledge that errors result in poor customer service and waste of resources through reworking.

3.8 Whilst it is acknowledged that automation of the more routine tasks has resulted in the Authority's checking being of the more complex cases, the error levels tabled below are unacceptable. This issue has been escalated to Liberata's Chief Executive, who has attended a meeting with the Portfolio Holder and senior council officers. A recovery plan has been provided to council officers and a verbal update on progress will be provided at the meeting.

April 13	May 13	June 13	July 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14
%	%	%	%	%	%	%	%	%	%	%	%
5.16	5.04	5.42	6.31	1.94	6.73	8.00	9.52	10.14	10.24	9.16	9.57

A graphical illustration of the table is attached in Appendix 4.

### **Complaints**

3.9 The number of justified complaints is a good illustration of the service provided. Given the major changes to the benefit system that have occurred over the past 12 months, with many experiencing a reduction in entitlement, it is not surprising that the number of complaints received has increased. In future reports we will report on the number of justified complaints, rather than the amount received.

A graph showing the number of complaints received are attached in Appendix 5.

### **Housing Benefit Overpayments**

3.10 Unlike Council Tax and Business Rates collection that have proven methods of recovery, supported by case law and statutory regulations, housing benefit overpayments are difficult to collect. Payment of Housing Benefit will always include an element of overpayment for various reasons, for example the customer not informing us of a change 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, the target for overpayment recovery increased to 83% in 2013/14 from 82% in the previous year. The actual figure achieved was 86.96%

Appendix 6 shows the monthly recovery rates since April 2012.

### **Call Centre (Help line)**

3.11 The graph at Appendix 7 details the performance of the Call centre from April 2012

The abandonment rate for the period October 13 to March 14 was 8.18%; however this figure is distorted by the technical problems experienced in the final month of the reporting period where the rate spiked at 21%. The total number of calls answered in the six months was 130,632.

Because of the high call volumes experienced following the issue of council demands for the new financial year, the call centre opening hours were extended for a period to reduce wait times.

## **Caseload**

- 3.12 A graph showing the number of claims in payment is attached in Appendix 8. This illustrates that there has been a significant increase in the overall caseload since Liberata became responsible for the service. However, the number of claims has reduced by 1.28% in the last financial year, with 23,195 being in payment at the end of March.

## **Discretionary Housing Payments (DHP's)**

- 3.13 The July 2013 meeting of the E&R PDS approved the Authority's DHP policy together with the application form for requesting assistance. In the financial year 2013/14, DHP's were made to 1,183 households granting awards to the value of £707,425. This figure was just above the Government contribution of £700,174.

The section intends to retain the policy agreed last year; however in light of the Governments reduced funding for 2014/15 (£683,179), the section will attempt to reduce the level of awards.

## **Council Tax Support (CTS)**

- 3.14 The Council Tax scheme agreed at Full Council in January 2013 was for the periods 2013/14 and 2014/15. Before a scheme can be adopted in respect of 2015/16 and beyond, a further consultation exercise will need to be undertaken. The scheme for the coming year will need to be adopted at a meeting of the full council by the 31 January 2015.
- 3.15 The scheme currently operational ( 2014/15) calculates working age claimants entitlement based on 81 % of their Council Tax liability. In 2013/14 the scheme was based on 91.5% of Council Tax liability being eligible for assistance.
- 3.16 Officers seek Members views on the proposal that the recommendation entered into the planned consultation exercise be that the entitlement continues to be based on 81% of Council Tax liability.

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

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John Nightingale  
Head of Revenues and Benefits  
London Borough of Bromley  
Civic Centre  
Stockwell Close  
Bromley  
BR1 3UH

Date: 9 June 2014

Our Ref: AIF/GT

Dear John,

As we approach the July 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 1<sup>st</sup> October 2013 to 31<sup>st</sup> March 2014.

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

The Benefits caseload, which measures all households receiving Housing and/or Council Tax Support was 23,195 at the end of March 2014. There continues to be a decrease in the volume of incoming documents and associated claims.

This financial year 2013/14 saw the introduction of Welfare Reform which included the implementation of the Benefit Cap. There have been approximately 309 households in Bromley affected by the Cap for 2013/14.

We continue to see an increase in the number of Discretionary Housing Payments being requested by customers due to the Social Rent Restriction. The number of Temporary Accommodation claims also continue to increase and reflect the changes implemented through the reform.

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

As at the 31<sup>st</sup> March 2014, the total amount of outstanding work was 7255 items which includes 2142 items pending awaiting information from the claimant and/or third-party.

The outstanding items are higher than normal due to the time of year and also includes DWP ATLAS files which has hugely inflated the workload.

### **1.2 Right Time Indicator**

In terms of our current position for the nationally recognised Right Time Indicator, our average performance as at 31<sup>st</sup> March 2014 was 13.6 days against the year end target of 13.00 days.

Plans have now been put in place to improve this position for 2014/15.

### **1.3 Quality**

We have encountered a number of issues in regards to quality. These were due to the fact that we brought in a number of agency temps into the service as well as inexperienced permanent assessors. The average error rate for 2013/14 was 7.27%.

We acknowledge that we are outside of compliance and have taken remedial action to improve our position. Our quality recovery plan has been shared with the client which commits to being back on target by the end of June 2014. Ongoing plans have also been made to sustain this position going forward.

We continue to run 'careless error' workshops and have increased our targeted checking of individuals. We have also increased our quality and training resource to support our new recruits and drive down errors. A higher number of checks are now being carried out on assessment officers concentrating particularly on the more complex assessments.

#### **1.4 Overpayment Strategy**

The creation of overpayments is a natural bi-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 86.96% as at the end of March 2014. This exceeds last years performance as at March 2013 which was 86.64%.

We continue to use proactive measures to assist in our recovery technique. This includes the use of visiting officers to make contact with debtors at home. We also employ a solicitors firm to 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.

Blameless tenant recovery continues to be an effective tool in recovering debts from landlords that receive benefit for multiple tenants.

### **2. Revenues and Benefits Call Centre & Customer Services**

The number of customers seen in customer services for the period April 2013 to March 2014 totalled 16,120. During this period 77.5% of customers were seen within 15 minutes, against a target of 85%. We acknowledge the need to improve our performance in this area and now have a plan in place to achieve and maintain compliance.

During the same period the Call Centre (Help Line) received 263,466 calls with 95% of calls answered. Callers have had an average queue time of 49 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;

- The use of an independent solicitor's firm to aid our recovery of overpayments including CCJ's as an option for our high value debts
- Continued use of visiting those overpaid in the evenings and at weekends to make contact and make arrangements for repayment
- Increasing our experienced permanent resource to strengthen our local assessment team
- Plans are being put in place to introduce front line assessors. This will consist of 2 experienced assessors working closely with Customer Services staff to process new claims



immediately on receipt. This will assist in improving our processing times and provide an excellent service to the residents of Bromley

- Further ATLAS automation is now being investigated as part of the new release of Academy. This will assist in minimising errors and provide an overall good customer service

#### **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.

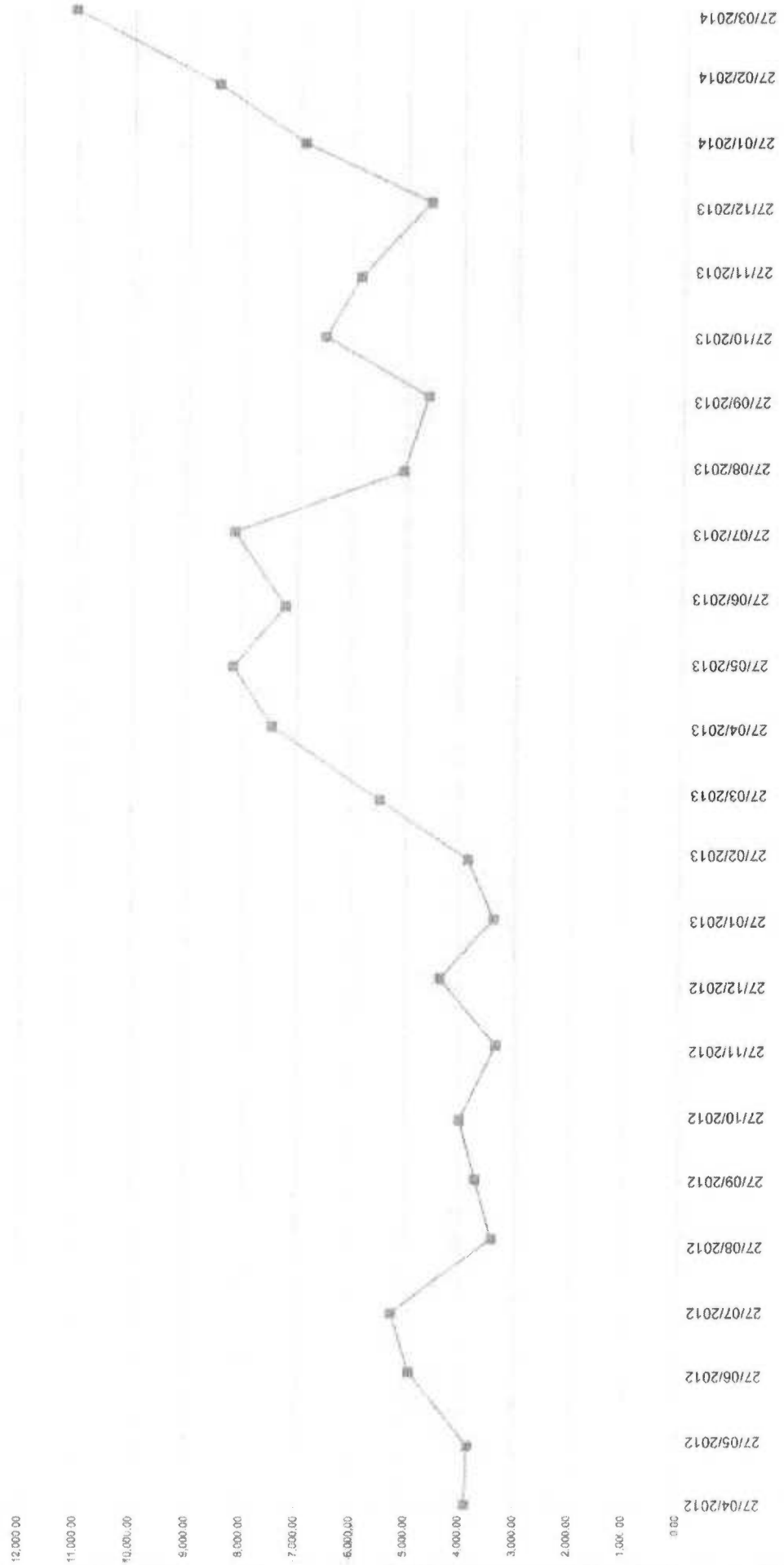
During 2013/14 we have donated to a number of local charities through our dress down and cake sale days. We also donated to the Mayor of Bromley's charity which hosts a Gala Charity Golf Day. It raised funds for Bromley Y which is an adolescent counselling service which assists young people within Bromley.

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

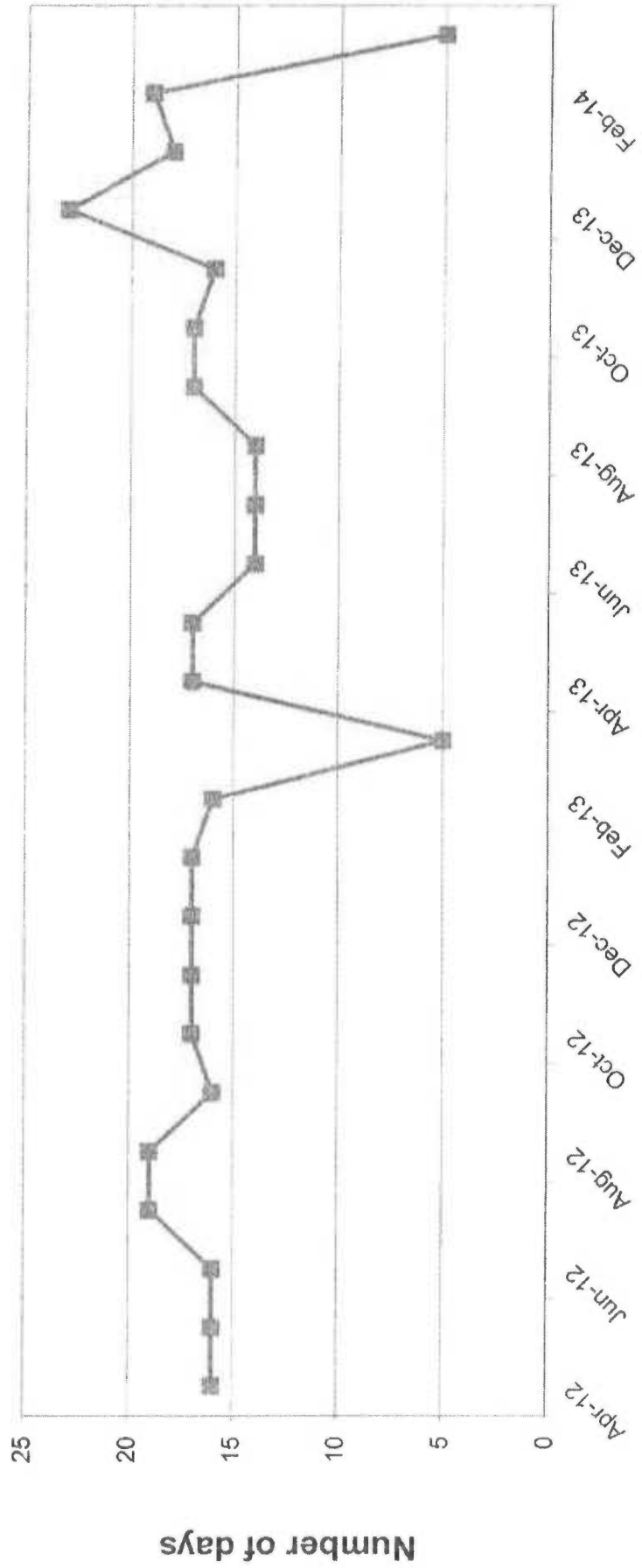
Yours sincerely,

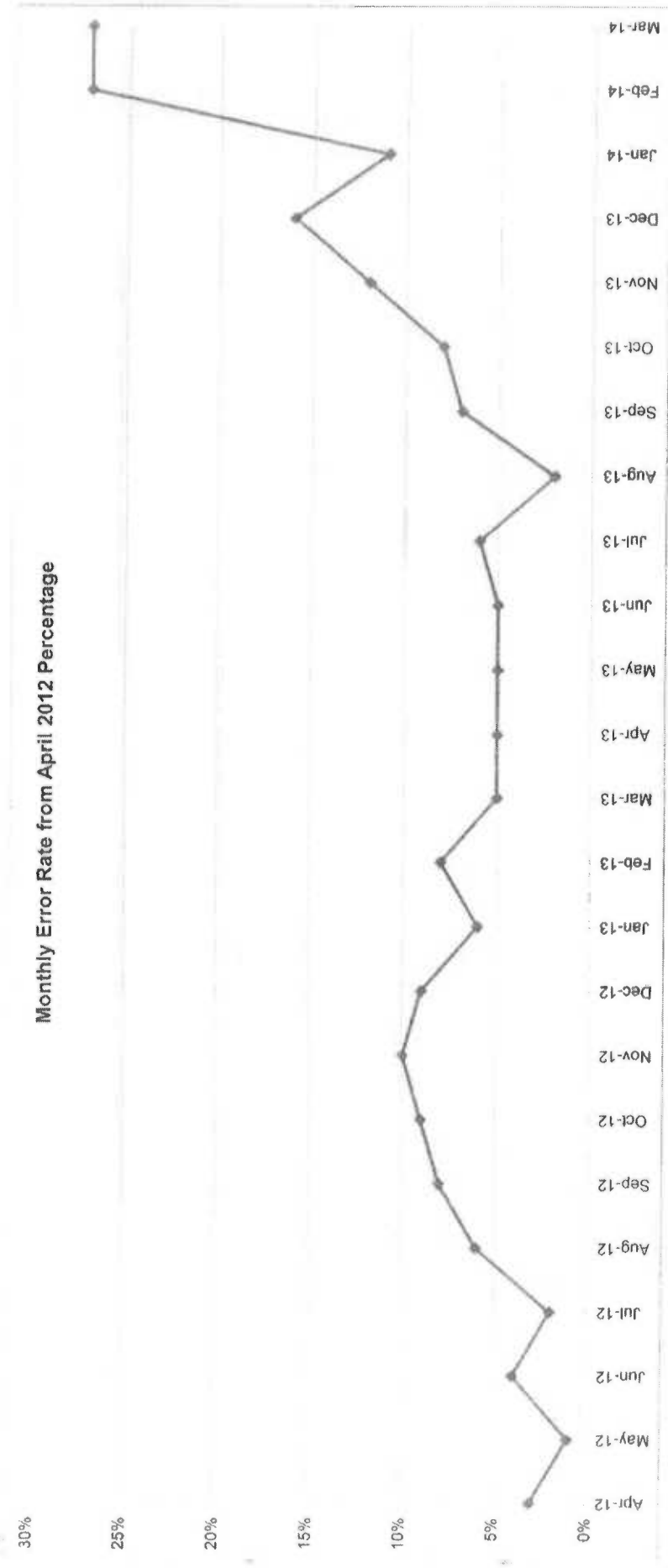
Amanda Inwood-Field  
Contract Director

Total Pending & Outstanding Work  
April 2012 to March 2014

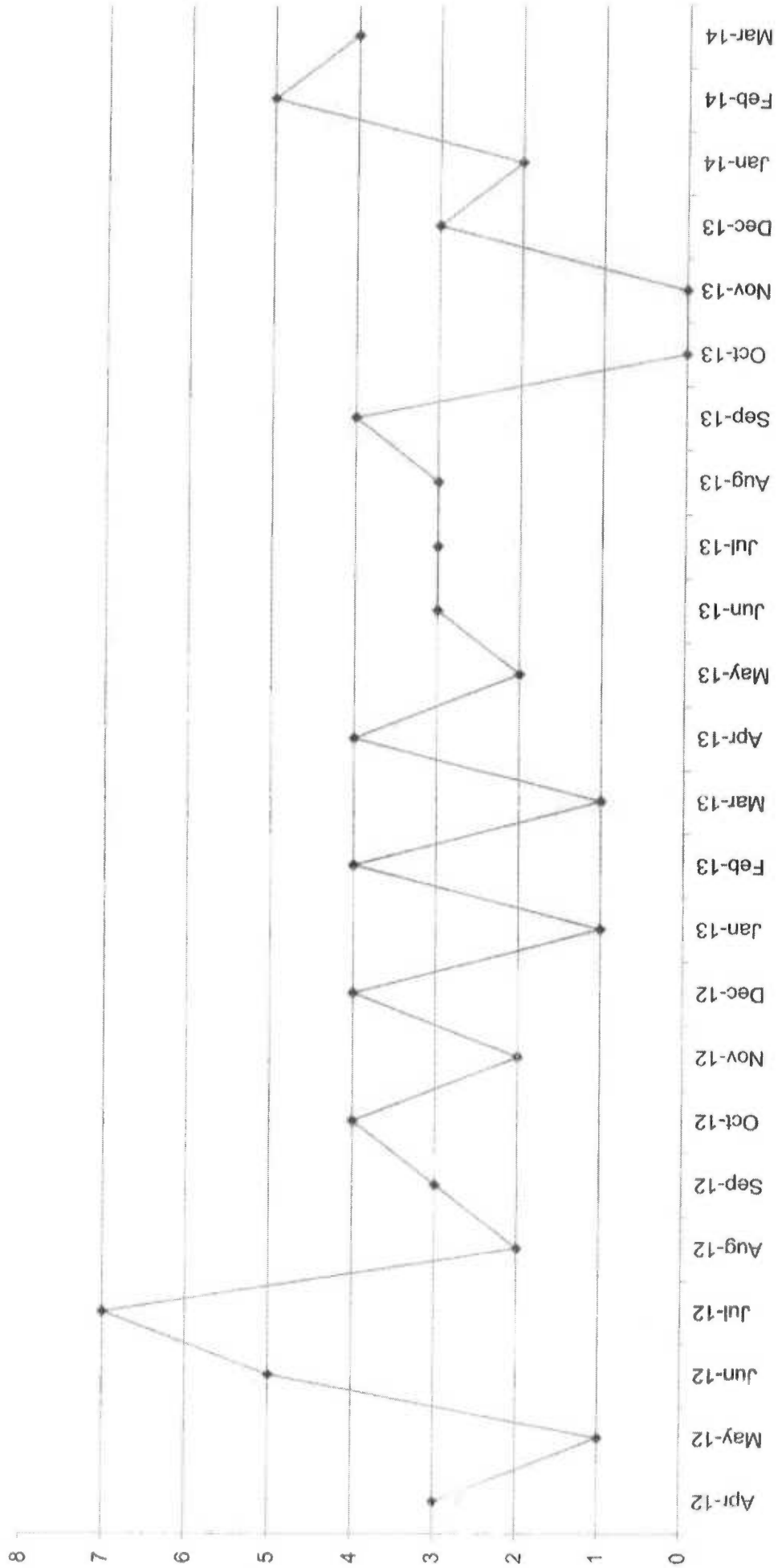


### Right Time Indicator April 2012 - March 2014

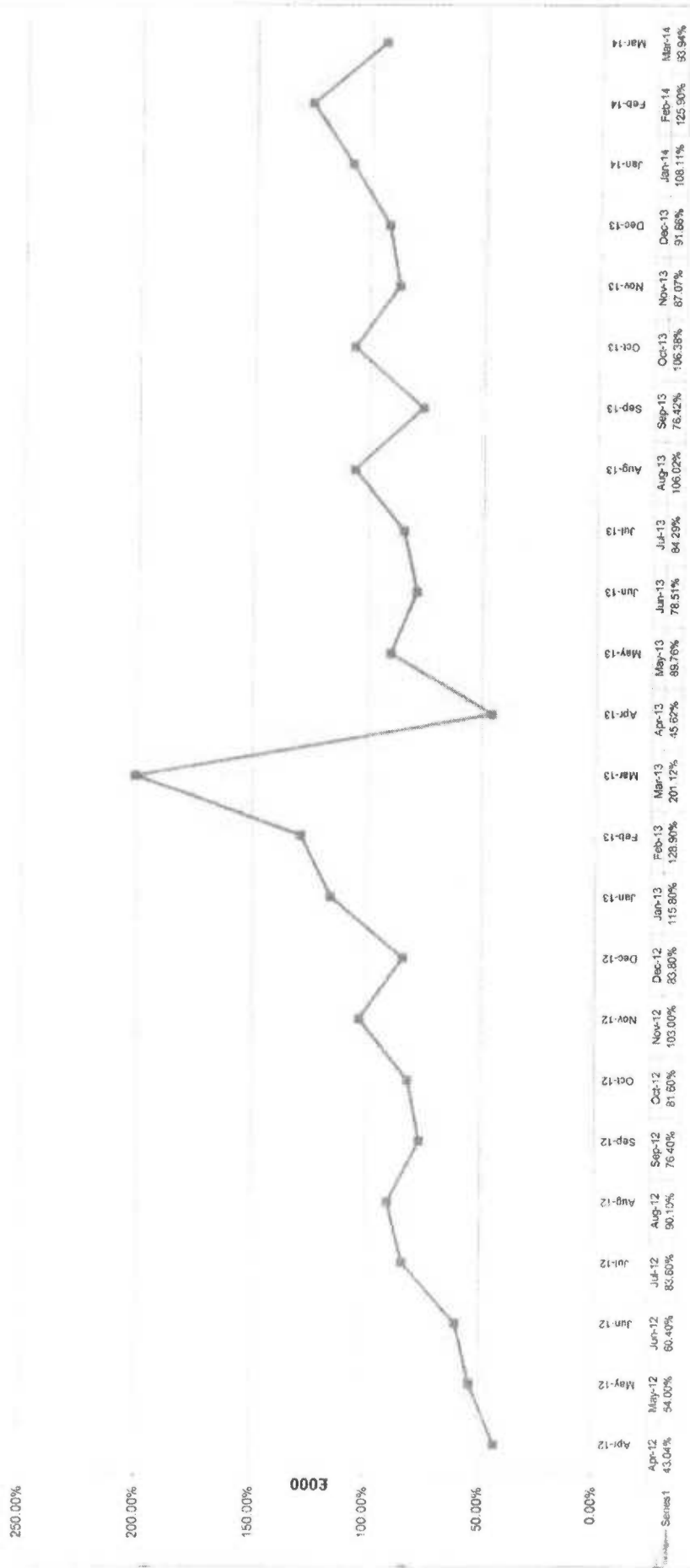




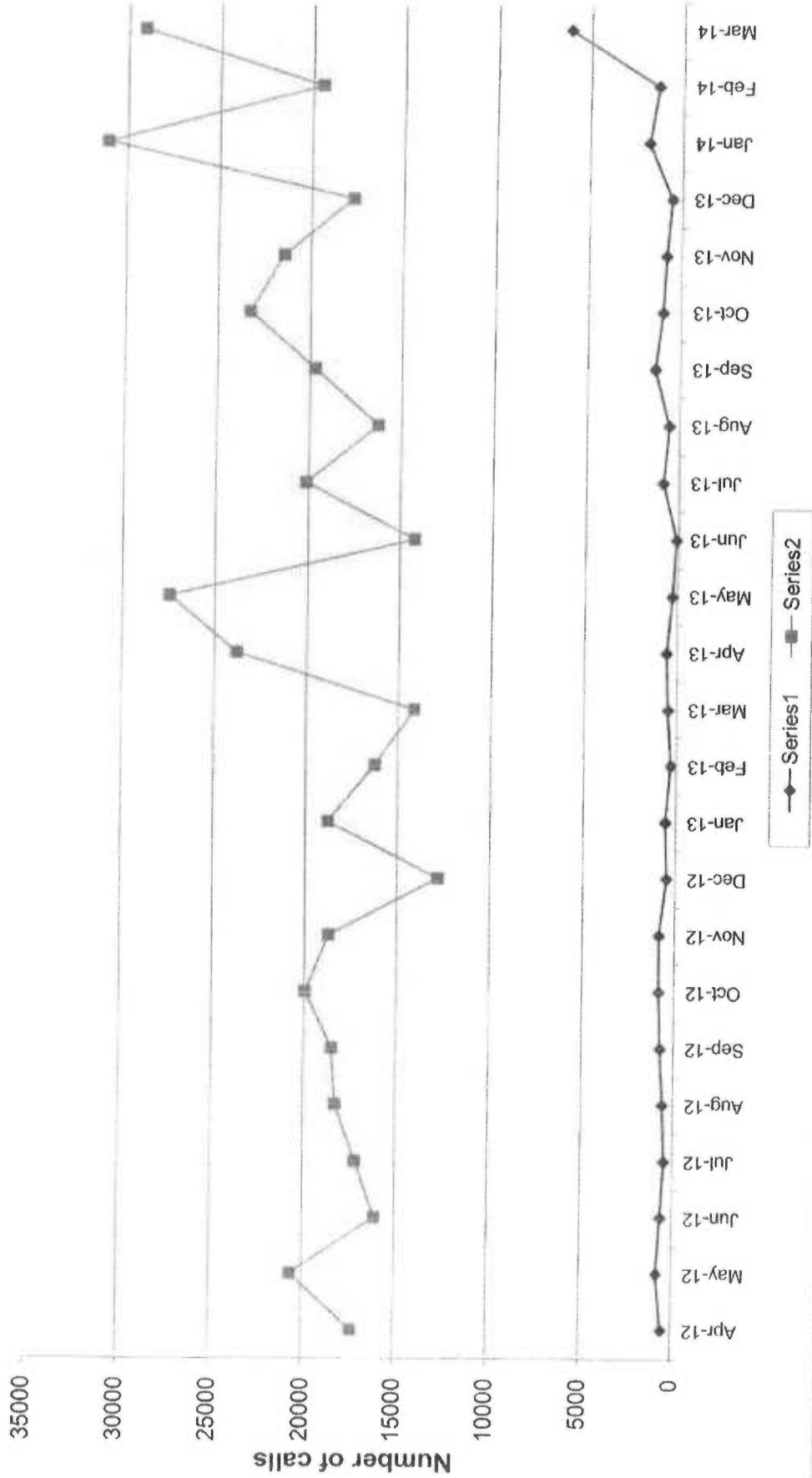
### Housing and Council Tax Benefit Stage 2 Complaints from April 2012

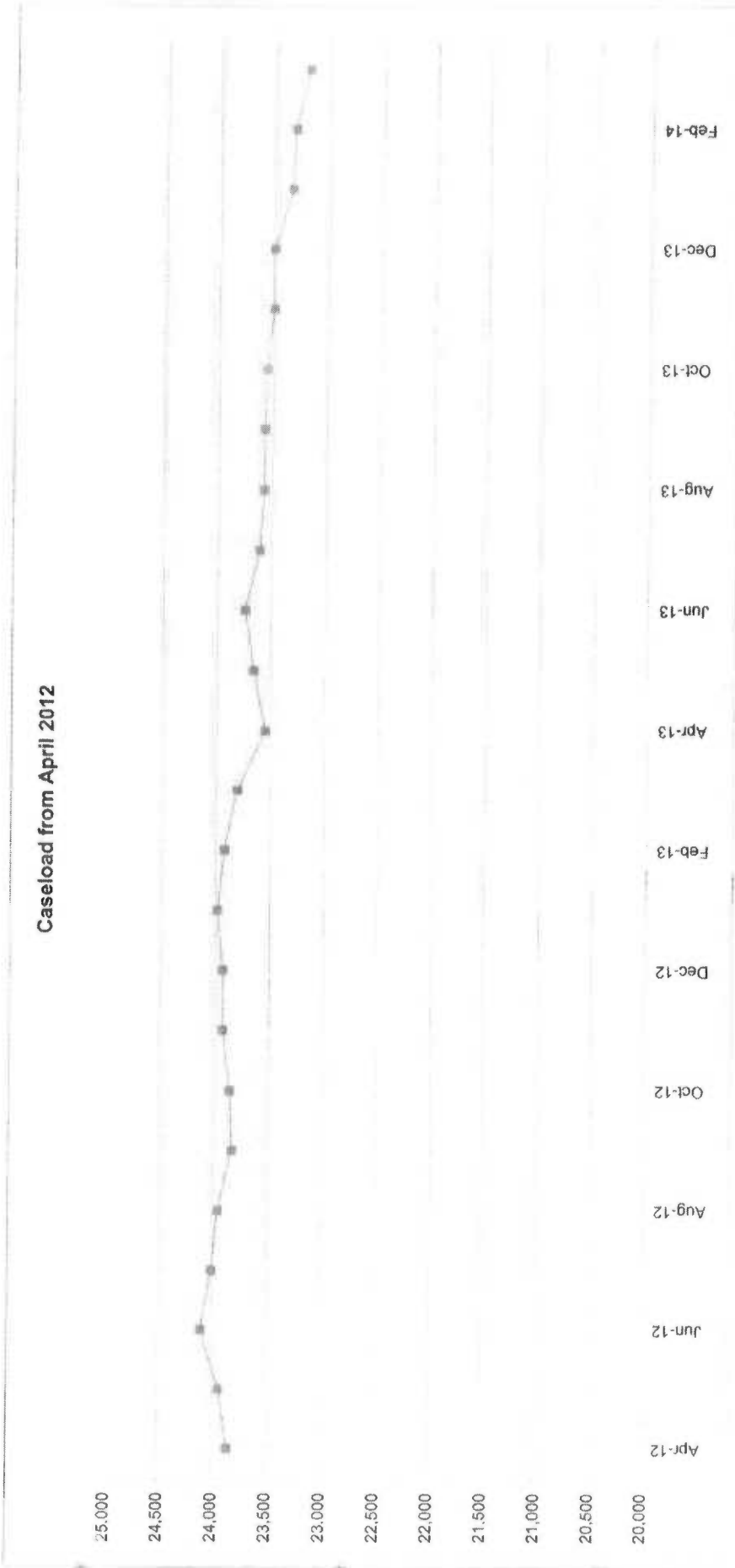


Monthly Overpayment % recovered against that created From April 2012



Calls Received and Abandoned by Month from April 2012







Report No.  
FSD14044

London Borough of Bromley

Agenda  
Item No.

## PART 1 - PUBLIC

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**Decision Maker:** Executive & Resources PDS

**Date:** 8 July 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 - Director of Financer

**Ward:** All

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### 1. Reason for report

- 1.1 This report provides information regarding the performance of the Revenues Services provided by Liberata for the 6 months up to the 31<sup>st</sup> March 2014. A letter from Amanda Inwood-Field, Liberata's Contract Director, provides an update on each individual service and is attached at Appendix 1 with statistical data relating to the Revenues service shown in subsequent appendices.

As advised previously, performance of the sundry debtors service will no longer be included in this report. A separate report is tabled to this meeting.

Liberata assumed responsibility for Bromley's corporate customer services from the 1 November 2013, performance to date is included in a further report to this meeting.

---

### 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: £3.49m
  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 is too extensive to cite in full, below are detailed the major Acts and Regulations covering the services:

Local Government Finance Act 1988

The Council Tax (Administration and Enforcement) Regulations 1992

Local Government Finance Act 2012

Rating Law and Practice: England and Wales

LGPS Regulations 2013

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, Members and Pensioners, this could amount to an estimated 175,000 people.
- 

### Ward Councillor Views

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

### **3. COMMENTARY**

- 3.1 The 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. The Heads of Service of Liberata and Bromley meet regularly to deal with escalated issues, review policies and develop new ideas.

#### **Council Tax**

- 3.3 The in-year Council Tax collection rate for 2013/14 was 97.5%, this was 0.26% lower than achieved in the previous year. This negative variance can be explained by the following changes that came into force on the 1 April 2013.
- 3.4 Introduction of Council Tax Support. (CTS) This replaced the national Council Tax Benefit (CTB) scheme, which dependant on the household's income provided assistance of up to 100% of the Council Tax liability. CTS is a locally adopted scheme and in respect of 2013/14, required Bromley's working-age households to pay a minimum of 8.5% of their Council tax liability.
- 3.5 Removal of empty property discounts/exemptions. From April 2013, Bromley residents no longer received a discount for empty or second homes.

Both these changes increased the collectable debit and in respect of Council Tax Support, required the section to seek payment from some of the most vulnerable members of the community, many of which had no history of making payment.

The localisation of decision making in respect of CTS and empty property discounts/exemptions makes benchmarking against other authorities less meaningful than in the past. However bearing that in mind, the statistics show that out of the 33 London authorities, Bromley was joint 6<sup>th</sup>. This is the same position as the previous year.

Given the changes detailed above, we believe the performance against this measure to be very good.

The 2013/14 performance on collection of current year and arrears was 97.52%, a positive variance of 0.07% on the previous year. Benchmarking data is not held on this indicator; however we believe the final outturn to constitute very good performance.

The Government has provided guidance and funding to provide assistance with the Council Tax liability for those that had to leave their homes due to flooding caused by the winter bad weather. The application process and procedures have been agreed, with the form being entered on the website. Further information will be provided at the next meeting.

#### **Business Rate**

- 3.6 The in-year collection performance for 2013/14 was 98.63%; this was 0.09% lower than the previous year. This result was particularly disappointing given that performance was ahead of the previous year at the end of September 2013. When benchmarked against other London authorities, Bromley was 9<sup>th</sup> best of the 33 London authorities, this compared to 6<sup>th</sup> out of the 33 London authorities in 2012/13. Bromley have raised concerns with Liberata regarding the fall in collection rate and their response together with proposed action is contained in their letter attached in Appendix 1.

Contrary to the trend advised in the above paragraph, the in-year and arrears collection rate was 97.98%, an improvement of 0.37% up on the previous year. Benchmarking data is not available on this indicator.

- 3.7 Attached in Appendix 3 are the main changes that came into force in April 2014. All were successfully implemented and an update on progress will be supplied in the next report. In addition to the initiatives contained on the Appendix, the Government has provided guidance on assistance that can be provided to businesses unable to trade through flooding caused by the winter bad weather (1/12/13-31/3/14).

### **Cashiers**

- 3.8 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.

### **Payroll**

- 3.9 The number of employees paid on the March 2013 payroll was 5557.
- 3.10 The 31 March 2013 deadline for sending out approximately 7,000 auto-enrolment Staging Date assessment letter to Bromley Council was met

### **Pensions**

- 3.11 Membership numbers recorded on the pensions administration system as at 31 March 2014 were 5254 actives, 4,819 deferred and 4,862 pensioners.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 The report refers to the significant income collection and payments undertaken through the Exchequer Services contract with Liberata. These include:

£167 million annual Council tax raised

£99 million annual Business Rates raised

£127.5 million annual payment of Housing Benefit

£17 million annual payment of Council Tax Support

£106.3 million annual gross payment of staff salaries \* see Appendix 2

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

John Nightingale  
Head of Revenues and Benefits  
London Borough of Bromley  
Civic Centre  
Stockwell Close  
Bromley  
BR1 3UH

Date: 12 June 2014

Our Ref: AIF/GT

Dear John

As we approach the July 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 year 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014.

### **Council Tax**

The in-year collection for the year to 31<sup>st</sup> March 2014 was 97.50% which was 0.26% behind that of our total for the previous year. Based on the Local Revenues Group performance table this places us in joint 6<sup>th</sup> position out of the 33 London authorities. Our arrears collection was 97.52% which was 0.07% ahead of our previous year's total.

Our in-year performance 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 12,797 (£3.3m) accounts taking advantage of the payment option. The increased use of this provision results in debts defaulting not being collected within the financial year. This represented 0.39% of the total collectable debt. In addition, there has been the removal of exemptions for vacant properties which has served to increase the total of the collectable debt. We will continue to actively pursue any monies not recovered in year which will ultimately provide a higher collection rate.

A continuous review of the outstanding debts resulted in an increase in the number of attachments of benefits and earnings being applied this year compared to last year. In addition, the number of cases referred to bailiffs increased by approximately 39% compared to the previous year. In recognition of the increasing volume of low value debt which is below the summons threshold, we instigated the periodic issuing of 'pay-up' letters from a firm of solicitors to tax payers to encourage them to clear these small outstanding balances.

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. Bromley's collection rate for in-year debt for the year was 98.70% which was only 0.02% down against the previous year. This placed the Borough in 9<sup>th</sup> place in the Local Revenues Group performance table. However, if we included credits within our collection, as some of the other authorities do, then our collection rate would have been 99.45%. The arrears collection figure of 97.98% was ahead of last year by 0.37%.

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

## **Orpington Business Improvement District (BIDs)**

Our collection target for the year had been 90%. Our actual collection was 96.28%, which was 6.28% above our target. This was achieved through the use of reminders and manual intervention only as the BID Board had decided that they would not be issuing any summonses this year.

### **Cashiers**

During the year £36.15m was collected which covered 71,382 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 new Localised pay scheme was implemented from April 2013, alongside NJC pay scales for staff who had not, at that time, decided to change to the new arrangements.

Some 60 NHS staff transferred to the Council under TUPE on 1 April 2013 on their NHS terms and conditions and with NHS pension arrangements. Some 30 Customer Services staff were transferred from the Council to Liberata in October 2013.

A new salary sacrifice scheme for car parking was implemented in October 2013 although the take-up was small.

Payroll calculated the HMRC liability for Reward Vouchers of £500 awarded to certain staff, and set up a PAYE settlement agreement with HMRC for payment of tax and Class 1B National Insurance in March 2014.

During the year 13 schools converted to academy status. In each case, payroll provided information to enable the staff to transfer to the academy. The school was registered with HMRC as an employer in its own right, liable for tax and NI payments; new banking arrangements for the school were noted on the payroll system. On a monthly basis, payroll organises payments to third parties, separate reconciliations and RTI transfers for each Academy. Pensions arranged an actuarial valuation of the pension's liability for each converting school. Pensions provide a handbook for each new academy to inform it of its responsibilities and discretionary powers as an employer; it also calculates the annual FRS17 statements.

Payroll and pensions both worked to ensure a successful implementation of the new LGPS changes which came into effect in April 2014. This involved the greatest changes since the scheme's inception. A communication plan was agreed and rolled out. This involved pension staff training both HR and Payroll staff and Employers, informing staff about the LGPS changes and pointing them to the web-site. New processes and forms were drawn up and agreed and the system was tested. The Employer discretions were discussed with the Council and implemented.

At the same time Pensions staff were organising the migration of data from AXISE to Altair. This involved data cleansing, writing new processes and forms and system testing. The data was transferred successfully on 28 February 2014.

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 97.3% 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
- **£ 17.0 million** – Annual payment of Council Tax Support
- **£ 127.5 million** - Annual payment of Housing Benefit
- **£ 106.3 million** – Annual gross payment of staff salaries (through the LBB payroll service, including schools, excluding Academies)
- **£ 24.3 million** – Annual payment of pensions
- **£ 36.15 million** Annual revenue on 71,382 transactions, this includes Kiosk  
( 3,700 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 31/03/14
BV9:CTAX Collected	96.8%	97.1%	97.0%	97.0%	97.1%	97.03%	97.28%	97.59%	97.65%	97.76%	<b>97.50%</b>

**Actual 31 March 2014 – 97.50%**

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

**8,054** refunds for **£2,723,936.90** have been issued during April 2013 to March 2014.

The following Council Tax recovery notices were issued:

	2006/7	2007/8	2008/09	2009/10	2010/11	31/03/12	31/03/13	<b>31/03/14</b>
Reminders	53,371	41,710	39,382	34,892	34,971	51,920	45,816	<b>56,256</b>
Summonses	13,757	14,244	13,432	17,061	19,774	16,436	16,168	<b>19,267</b>
Liability Orders	10,135	6,270	7,079	10,713	12,956	9,396	10,868	<b>9,999</b>
14 day letters – Bailiff warning	11,332	11,276	10,761	13,127	11,823	11,757	12,518	<b>15,816</b>
Accounts passed to Bailiff	5,864	6,896	6,882	9,724	9,538	All at 14 day stage	All at 14 day stage	<b>All at 14 day stage</b>

**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

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

The breakdown analysis of the total 2012/13 debt outstanding at the 1 April 13 of £3,937,288.93 is shown above.

The balance of 2012/13 as at the 31 March 2014 is £2,244,050.18, a reduction of £1,693,238.75.

## CTAX Arrears Breakdown as at 31 March 2014

	Arrears B/F 31/03/2013	Arrears carried forward	Net reduction	Actual % collection	Client Target
1993	2,665.60	729.58	1,936.02		
1994	4,639.15	1,997.87	2,641.28		
1995	6,957.79	2,835.72	4,122.07		
1996	10,442.27	4,638.01	5,804.26		
1997	30,454.59	10,892.81	19,561.78		
1998	56,433.42	19,760.45	36,672.97		
1999	88,222.71	29,469.52	58,753.19		
2000	124,605.41	65,601.30	59,004.11		
2001	195,221.17	115,739.10	79,482.07		
2002	232,308.76	155,921.64	76,387.12		
	<b>751,950.87</b>	<b>407,586.00</b>	<b>344,364.87</b>	<b>45.80</b>	<b>20%</b>
2003	309,948.52	214,194.97	95,753.55	<b>30.89</b>	<b>20%</b>
2004	382,285.00	269,162.79	113,122.21	<b>29.59</b>	<b>20%</b>
2005	499,230.92	371,176.91	128,054.01	<b>25.65</b>	<b>20%</b>
2006	686,352.48	490,532.65	195,819.83	<b>28.53</b>	<b>20%</b>
2007	897,410.50	654,320.19	243,090.31	<b>27.09</b>	<b>20%</b>
2008	1,197,698.01	849,658.53	348,039.48	<b>29.06</b>	<b>25%</b>
2009	1,346,759.28	970,800.67	375,958.61	<b>27.92</b>	<b>35%</b>
2010	1,625,055.31	1,131,926.94	493,128.37	<b>30.35</b>	<b>40%</b>
2011	2,349,511.76	1,551,849.96	797,661.80	<b>33.95</b>	<b>50%</b>
2012	3,937,288.93	2,244,050.18	1,693,238.75	<b>43.01</b>	<b>50%</b>
	<b>13,231,540.71</b>	<b>8,747,673.79</b>	<b>4,483,866.92</b>		

## 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	Actual 2012/13	Actual 2013/14
BV10:Rates Collected	98.5%	98.7%	99.6%	99.5%	99.8%	99.1%	99.02%	98.9%	98.81%	98.72%	<b>98.70%</b>

### Actual 31 March 2014 – 98.70%%

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

There have been **824** refunds actioned from the 1 April 2013 to the 31 March 2014 amounting to **£3,973,482.60** 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
Reminders Issued	4,352	3,486	4,972	4,559	3,609	3,977	3404	2,536	4,023	<b>3,545</b>
Final Notices Issued	359	239	585	1,698	1,529	1,892	1,824	1,741	2,014	<b>2,472</b>
Summonses Issued	1,024	1,137	980	894	704	903	725	1,156	987	<b>1,091</b>
Liability Orders	706	775	675	602	426	666	672	749	683	<b>771</b>
7 day letters issued	423	1,021	1,421	605	299	674	367	471	501	<b>No longer used</b>
Accounts passed to Bailiff	200	322	542	331	130	316	430	537	645	<b>650</b>

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

<b>NNDR – Summoned Debt</b>	
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
<b>Un-Summoned</b>	
Reminders	308,080.76
Finals	224,480.99
<b>Non Recovery</b>	
Billing	113,943.30
<b>Total</b>	<b>1,402,004.01</b>

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 31/03/14 £ 431,217.88

**Reduction Overall arrears £ 1,426,582.50**

**NNDR Arrears breakdown as at 31 March 2014**

	<b>Arrears B/F 31/03/2013</b>	<b>Arrears carried forward</b>	<b>Net reduction</b>	<b>Actual % collection</b>
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	102.75	17.25	-13.66%
2007	1.00	222.00	-221.00	-221.00%
2008	13,599.88	6,944.44	6,655.44	48.94%
2009	52,786.13	25,727.27	27,058.86	51.26%
2010	115,974.12	31,942.01	84,032.11	72.46%
2011	272,662.44	109,012.14	163,650.30	60.02%
2012	1,402,004.01	557,267.27	844,736.74	60.25%
	1,857,800.31	731,217.88	1,126,582.43	

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

**Cashiers Data**

The cashiering service dealt with the following transactions in the period 1 April 2013 to 31 March 2014

Civic Centre Total	Transactions including Kiosk
<b>£36,145,000</b>	<b>71,382</b>

**Payroll Data:**

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

	Monthly	Annually
Non Teaching/Teaching	<b>5,638</b>	<b>67,658</b>
Pensions	<b>4,801</b>	<b>57,612</b>

**Complaints Data:**

Service	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	<b>2013/14</b>
Council Tax	115	86	109	104	125	118	277 (210 unfounded)	<b>372</b> (292 unfounded)
NNDR	3	4	2	0	2	1	7 (7 unfounded)	<b>4</b> (4 unfounded)
Pensions	14	24	7	9 (5 unfounded)	7 (4 unfounded)	7 (2 unfounded)	3 (2 unfounded)	<b>4</b> (2 unfounded)
Payroll	37	10	5	10 (6 unfounded)	9 (3 unfounded)	4	9 (2 unfounded)	<b>5</b> (2 unfounded)
Cashiers	0	0	0	0	0	0	0	0

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**CHANGES TO BUSINESS RATES FROM 1 APRIL 2014**

<b>Capping of business rate multiplier</b>	The retail price index used in the calculation of business rate multiplier capped at 2% instead of 3.2%
<b>£1000 business rate discount for retail shops</b>	£1,000 business rate discount for retail shops, who occupy properties with a rateable value of £50,000 or less. The discount applies for 2 years 2014/15 and 2015/16 and is subject to state aid limit
<b>Doubling of Small Business Rate Relief (SBRR)</b>	Doubling of SBRR extended for a further 12 months until March 2015
<b>Retaining SBRR when taking on an additional property</b>	Ratepayers receiving SBRR who take on an additional property will continue to receive SBRR for 12 months effective from 14 February 2014
<b>Business Rates relief for businesses moving into a long-term empty retail property</b>	Businesses that move into retail properties that have been empty for a year or more are entitled to 50% business rate relief for 18 months between 1 April 14 and 31 March 2016
<b>Help for newly built commercial properties</b>	Newly built commercial properties completed between 1 October 2013 and 30 September 2016 will be exempt from empty property rates for the first 18 months, subject to state aid limits
<b>Payment by 12 monthly instalments</b>	Businesses are able to elect to pay by 12 monthly instalments rather than the normal

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Report No.  
FSD14048

London Borough of Bromley

Agenda  
Item No.

## PART 1 - PUBLIC

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**Decision Maker:** Executive & Resources PDS

**Date:** 8 July 2014

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

**Title:** **SUNDRY DEBTORS AND ACCOUNTS PAYABLE SERVICE MONITORING REPORT**

**Contact Officer:** Claudine Douglas-Brown, Exchequer Manager  
Tel: 020 8461 7479 E-mail: claudine.douglas-brown@bromley.gov.uk

**Chief Officer:** Peter Turner, Director of Finance

**Ward:** All

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1. Reason for report

- 1.1 This report provides information regarding the performance of the Sundry Debtors and Accounts Payable Services provided by Liberata up to the 31 March 2014. A letter from Amanda Inwood-Field, Liberata's Contract Director, provides an update on each individual service and is attached at Appendix 1 with statistical data relating to the Sundry Debtors and Accounts Payable service shown in subsequent appendices.

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2. **RECOMMENDATION(S)**

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

### Corporate Policy

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

### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: 400008
  4. Total current budget for this head: £1.6m
  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 is too extensive to cite in full, below are detailed the major Acts and Regulations covering the services:

Late Payment of Commercial Debts (interest) Act 1998

The County Court Act 1984

Environmental Protection Act 1990

Housing Act 2004

Part 3 of the National Assistance Act 1948

The National Assistance (Assessment of Resources) Regulations 1992. (S.I. 1992/2977)

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 those who owe general income to the Council and all of the Council's suppliers. This could amount to an estimated 40,000 people.
- 

### Ward Councillor Views

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

### 3 **COMMENTARY**

The Exchequer 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 Liberata is contained in Appendix 2.

To maintain the drive for improved service performance, monthly service review meetings are held with operational and senior Liberata management. To further illustrate the commitment to the continuous improvement agenda the Contract Director and Finance Service Delivery Manager at Liberata meets with Bromley regularly to deal with escalated issues, review policies and develop new ideas.

#### 3.1 **Sundry Debtors**

The collection rate for **in-year debt** as at 31<sup>st</sup> March 2014 was **73.04%** with £29.96m collected against a contractual target of **88%**.

The current year's collection figure was impacted by a number of factors as set out below with the main one being the timing of receipt of invoice requests from the different service departments.

- The value of invoices raised in the last 4 months of the year increased from £15.9m in 2012/13 to £21.6m in 2013/14, a rise of 36%.
- The value of invoices raised and issued in March 2014 was £9.7m, which was £0.4m more than the previous year. However, a greater number of these invoices were received towards the end of March than in previous years, which reduced the time available to recover this debt. As a result the value of invoices raised in the last two weeks of the year that were still outstanding at the year-end increased as follows:
  - 2012/13 - £1.21m (595 invoices) 18.9% of total debt outstanding at year end
  - 2013/14 - £6.70m (663 invoices) 52.9% of total debt outstanding at year end
- Changes in the payment systems used by some of the larger debtors resulted in delays in processing and paying invoices. An example of this was the NHS who paid £3m in the first three weeks of April 2014 on invoices which were all raised in March 2014.

As a result of the recovery work completed in March and April, £3.8m of payments in respect of March 2014 invoices were received in the first three weeks of April 2014. If we adjust the collection rate to take account of £1.1m of in year invoices which were on hold, and so were irrecoverable at year end, and the £3.8m of income delayed due to timing and supplier issues the revised collection rate would be 85%.

The level of invoices being disputed by debtors with LB Bromley has increased from 639k in 2012/13 to £961k in 2013/014.

72% of the disputed debt relates to four customers, with 33% disputed by a school. Officers are communicating with the customers in order to resolve the disputes and recover the debt.

**Appendix 2** shows the comparison between the level of outstanding debt for each month from April 2012 to March 2013 and April 2013 to March 2014.

**Appendix 3** shows the comparison between the number of invoices outstanding for each month from April 2012 to March 2013 and April 2013 to March 2014.

As you can see over the last two years there has not been any significant change in the number of invoices outstanding however the value of the debt outstanding as at 31<sup>st</sup> March has increased.

Since April there has been an increased focus on the top 20 debtors and this has helped to reduce the 2013/14 debt to £3.53m.

### 3.2 Utility Debt

Utility debt increased overall by £165k in year. We have been successful in reducing the debt with most of the companies however the Thames Water debt has increased by £385k. Officers from the service department are currently meeting with representatives from Thames Water every month to discuss any outstanding disputes, and anticipate reducing the debt during the next 2-3 months.

**Appendix 4** shows a summary of Utility debt as at 31<sup>st</sup> March 2014

### 3.3 Aged Debt as at 31 March 2014

The profile of the total debt outstanding as at 31 March is shown in the table below, along with the % reduction in 2013/14. This is then further broken down to shown the status of the debt.

Fin Year	Pre 2011	2011/12	2012/13	2013/14	Total
Outstanding as at 31/04/14	1,198K	539K	759K	10,175k	12,672K
% reduction in 2013/14	21.35%	38.52%	81.12%	73.04%	

## Overall Recovery Position as at 31 March 2014

<b>Outstanding balance and Recovery position of debts raised in the years below</b>					
<b>Fin Year Original debt raised</b>	<b>Pre 2011</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>Grand Total</b>
Recovery being pursued	£12K	£46K	£146K	£8,435K	<b>£8,639K</b>
In recovery, paid by instalments	£107K	£27K	£57K	£291K	<b>£482K</b>
Secured by charge on property	£61K	£103K	£87K	£162K	<b>£412K</b>
Appointee & Deputyship in place	£53K	£35K	£59K	£123K	<b>£269K</b>
Applying for Power of Attorney	£4K	£2K	£3K	£3K	<b>£12K</b>
Awaiting Executor details	£14K		£1K		<b>£14K</b>
Probate searches underway	£97K	£89K	£86K	£90K	<b>£361K</b>
Vol contribution/sponsorship		£5K		£1K	<b>£6K</b>
Referred to LBB for instructions	£105K	£55K	£36K	£5K	<b>£202K</b>
Pre debt collector/court checks	£30K	£17K	£14K	£88K	<b>£150K</b>
Include on next debt collector list	£11K	£17K	£20K	£12K	<b>£59K</b>
With debt collector	£5K	£1K	£9K	£8K	<b>£23K</b>
Pre legal action review	£27K	£16K	£5K	£2K	<b>£50K</b>
County Court Claim	£257K	£29K	£95K	£52K	<b>£433K</b>
Judgement obtained - charging order	£18K				<b>£18K</b>
Judgement obtained - order for information	£31K				<b>£31K</b>
High Court enforcement	£26K				<b>£26K</b>
With LBB Legal department			£6K		<b>£6K</b>
Awaiting Cancellation		£1K	£4K	£11K	<b>£16K</b>
Recommended for write-off	£266K	£52K	£48K	£4K	<b>£371K</b>
In dispute, with LBB service departments	£26K	£7K	£58K	£870K	<b>£961K</b>
Admin penalty, cannot be recovered until HB and/or CTB	£48K	£38K	£25K	£7K	<b>£118K</b>
Premises Licences - No reminders required			£1K	£13K	<b>£13K</b>
<b>Grand Total</b>	<b>£1,198K</b>	<b>£539K</b>	<b>£759K</b>	<b>£10,175K</b>	<b>£12,672K</b>

### 3.4 Invoicing/Income

The Income Team raised 17,958 sundry invoices with a value of £ 43.59m from 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014. Of these 1,481 invoices, with a value of £3.50m, were subsequently cancelled.

**Appendix 5** shows the value of invoices raised month by month for the period from 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014 compared to the same period the previous year.

**Appendix 6** shows the number of invoices raised month by month for the period from 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014 compared to the same period the previous year.

### 3.5 Trade Waste

The outstanding debt on Trade Waste as at 31<sup>st</sup> March 2014 was £1.731m. This includes the invoices for 2014/15 charges.

<b>Analaysis of Trade Balance</b>	
Under 30 days old	£854k
Invoices 31 to 365 days old	£10k
Invoices over 1 year old	£107k
Agreed Payment Arrangements -Direct Debits	£755k
Awaiting cancellation	£1k
Awaiting write-off	£4k
<b>Total</b>	<b>£1,731m</b>

### 3.6 Nightly Paid Accommodation Charges

The outstanding debt for Nightly Paid Accommodation charges as at 31<sup>st</sup> March 2014 was £1.45m for current and former occupiers.

	<b>Arrears as at 31 March 2014</b>
Charges raised for current year and arrears brought forward	£4,516,994.25
Charges raised and arreras brought forward for previous years	£1,285,530.57
Payments received from debtors	-£240,153.84
Housing Benefit awards	-£3,793,130.71
<b>Sub total</b>	<b>£1,769,240.27</b>
Less debts written off	-£315,175.67
<b>Total</b>	<b>£1,454,064.60</b>

£3.79m was collected from Housing Benefit awards from 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014, which is an increase of £857k (29%) on the previous year.

£240k was collected in payments from the debtors in the period from 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014, which is an increase of £103k (75%) on the previous year.

Due to the increase in the caseload during the last financial year the resources focused on this area have been increased. An initial target for an increase in cash collections of £65k was set and this amount was actually exceeded by £38k.



### 3.7 Accounts Payable

A BV8 summary covering the period from 1 April 2013 to 31 March 2014 is shown below. This shows that in 2013/14 the percentage of invoices that were paid within 30 days was 98%. This is an increase of 2% against the 2012/13 position of 96%. The percentage of invoices paid within 20 days has also increased from 92% in 2012/13 to 96% in 2013/14.

BV8 Summary			1 April 2013 to 31 March 2014							
Manuals	Target:	98%	Invoices Over 30	Invoices Under 30	Total	%	Invoices Over 20	Invoices Under 20	Total	%
Adult and Community Services *			27	256	283	90%	57	226	283	80%
Corporate Services			28	319	347	92%	58	289	347	83%
Children & Young People +			18	242	260	93%	48	212	260	82%
Environment and Leisure			24	252	276	91%	39	237	276	86%
R&R (Inc. Libraries & LE/PP)			8	175	183	96%	11	172	183	94%
Payroll (R05 - R20)			9	891	900	99%	17	883	900	98%
Utilities			29	1,709	1,738	98%	102	1,636	1,738	94%
Confirm (Highways, IS, Property)			243	13,977	14,220	98%	420	13,800	14,220	97%
			<b>386</b>	<b>17,821</b>	<b>18,207</b>	<b>98%</b>	<b>752</b>	<b>17,455</b>	<b>18,207</b>	<b>96%</b>
<b>I-Proc</b>	<b>Target:</b>	<b>98%</b>								
Adult and Community Services *			253	10,901	11,154	98%	433	10,721	11,154	96%
Corporate Services			66	2,561	2,627	97%	118	2,509	2,627	96%
Children & Young People +			216	6,344	6,560	97%	368	6,192	6,560	94%
Environment and Leisure			97	3,095	3,192	97%	201	2,991	3,192	94%
R&R (Inc. Libraries & LE/PP)			97	3,501	3,598	97%	178	3,420	3,598	95%
			<b>729</b>	<b>26,402</b>	<b>27,131</b>	<b>97%</b>	<b>1,298</b>	<b>25,833</b>	<b>27,131</b>	<b>95%</b>
<b>Carefirst</b>	<b>Target:</b>	<b>98%</b>								
T01			395	14,933	15,328	97%	758	14,570	15,328	95%
T04			45	6,027	6,072	99%	98	5,974	6,072	98%
			<b>440</b>	<b>20,960</b>	<b>21,400</b>	<b>98%</b>	<b>856</b>	<b>20,544</b>	<b>21,400</b>	<b>96%</b>
<b>Adults</b>	<b>Target:</b>	<b>98%</b>								
T02			54	109	163	67%	114	1,279	1,393	92%
			<b>54</b>	<b>109</b>	<b>163</b>	<b>67%</b>	<b>114</b>	<b>1,279</b>	<b>1,393</b>	<b>92%</b>

<b>Total</b>	<b>1,609</b>	<b>65,292</b>	<b>66,901</b>	<b>98%</b>	<b>3,020</b>	<b>65,111</b>	<b>68,131</b>	<b>96%</b>
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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 87% 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%
2013	Oct	2,798	88%	365	12%
2013	Nov	2,530	88%	347	12%
2013	Dec	2,772	88%	361	12%
2014	Jan	2,764	87%	431	13%
2014	Feb	2,571	87%	382	13%
2014	Mar	3,085	87%	446	13%
<b>Total for 2013/14</b>		<b>32,968</b>	<b>87%</b>	<b>4,900</b>	<b>13%</b>

### 3.8 Complaints

The table below shows the number of complaints received by each service over the last 3 years. Closer monitoring has reduced the number of complaints received by the Sundry Debtors/Income Service and only one complaint has been received since April.

	2011/12	2012/13	2013/14
<b>Sundry Debtors/Income</b>			
Justified			13
Unjustified			1
<b>Total</b>	<b>2</b>	<b>4</b>	<b>14</b>
<b>Accounts Payable</b>			
Justified			2
Unjustified			2
<b>Total</b>	<b>N/A</b>	<b>0</b>	<b>4</b>

#### 4 **FINANCIAL IMPLICATIONS**

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

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

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## Appendix 1

Claudine Douglas-Brown  
Exchequer Manager  
London Borough of Bromley  
Civic Centre  
Stockwell Close  
Bromley  
BR1 3UH

Date: 20 June 2014

Our Ref: AIF/GT

Dear Claudine

As we approach the July 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 year 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014.

### **Debtors and Income**

The in-year collection figure on sundry debts was 73.04% as at 31<sup>st</sup> March 2014, which generated income of £29.96m.

The current year's collection figure was impacted by a number of factors with the main one being the timing of receipt of invoice requests from the different service departments. The value of invoices raised in the last 4 months of the year increased from £15.9m in 2012/13 to £21.6m in 2013/14, a rise of 36%.

The value of invoices raised and issued in March 2014 was £9.7m, which was £0.4m more than the previous year. However, a greater number of these invoices were received towards the end of March than in previous years. This reduced the time available to recover the debt. As a result the value of invoices raised in the last two weeks of the year that were still outstanding at the year-end increased from £1.21m in March 2013 to £6.70m in March 2014.

If we adjust the collection rate to take account of £1.1m of in year invoices which were on hold, and so were irrecoverable at year end, and the £3.8m of income delayed due to timing and supplier issues, the revised collection rate would be 85%.

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. As such an additional resource was allocated to increase the amount of income recovered. The original target was to increase payments from debtors by £65k this financial year. The actual amount of payments received from debtors was £103k (75%) higher than the previous year. In addition the amount collected from Housing Benefit awards was £857k (29%) higher than the previous year. 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.

The annual issuing of the Trade Waste contracts went smoothly with £755k of the outstanding debt of £1.731m being covered by direct debit payments.

#### **Accounts Payable**

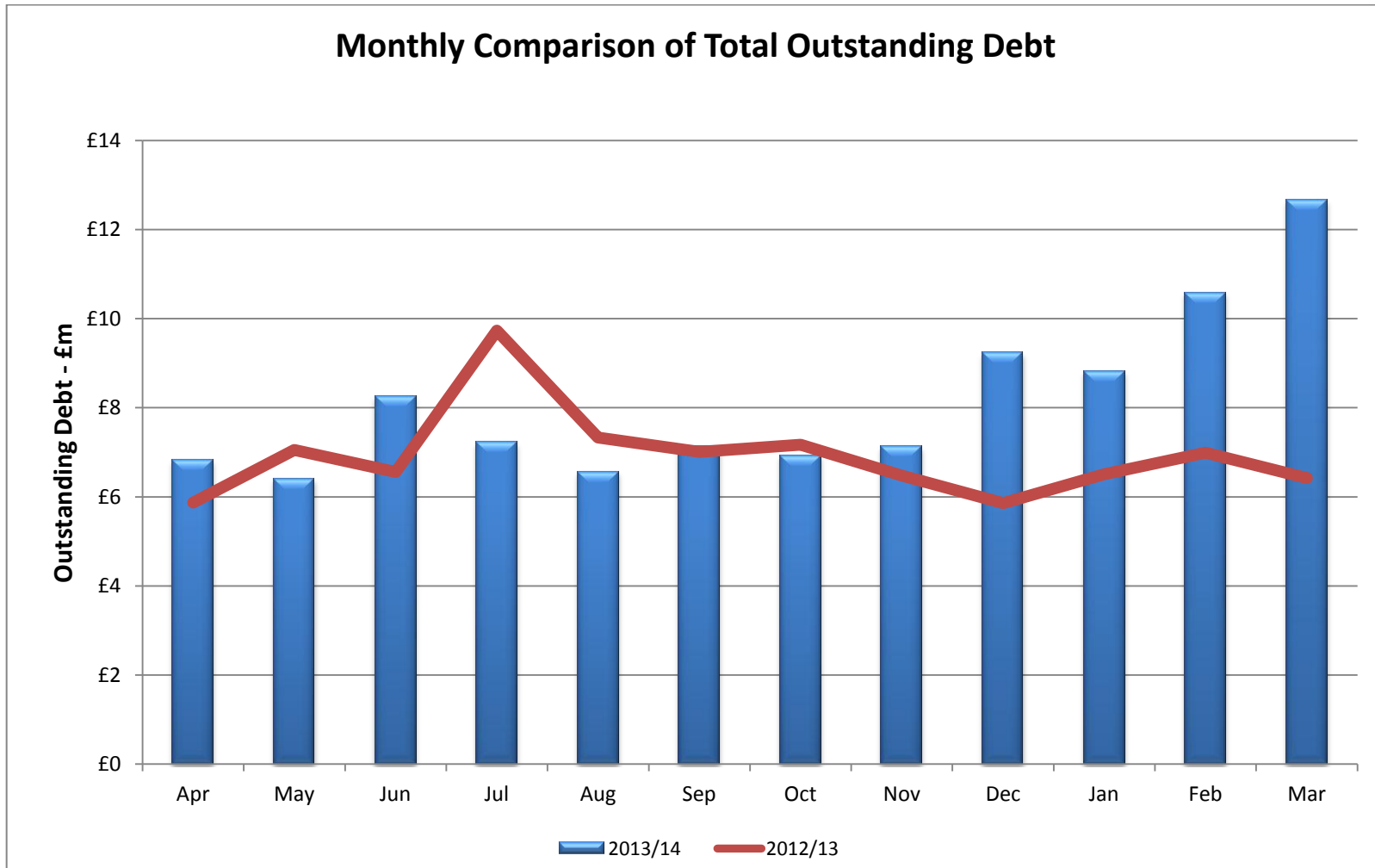
During the year to 31<sup>st</sup> March 2014 the percentage of invoices that were paid within 30 days increased from 96% in the previous year, to 98%. The percentage paid within 20 days has also increased from 92% to 96% over the same period.

In addition the percentage of suppliers paid by BACS has increased from 85% for the prior year to 87% for the year to 31<sup>st</sup> March 2014.

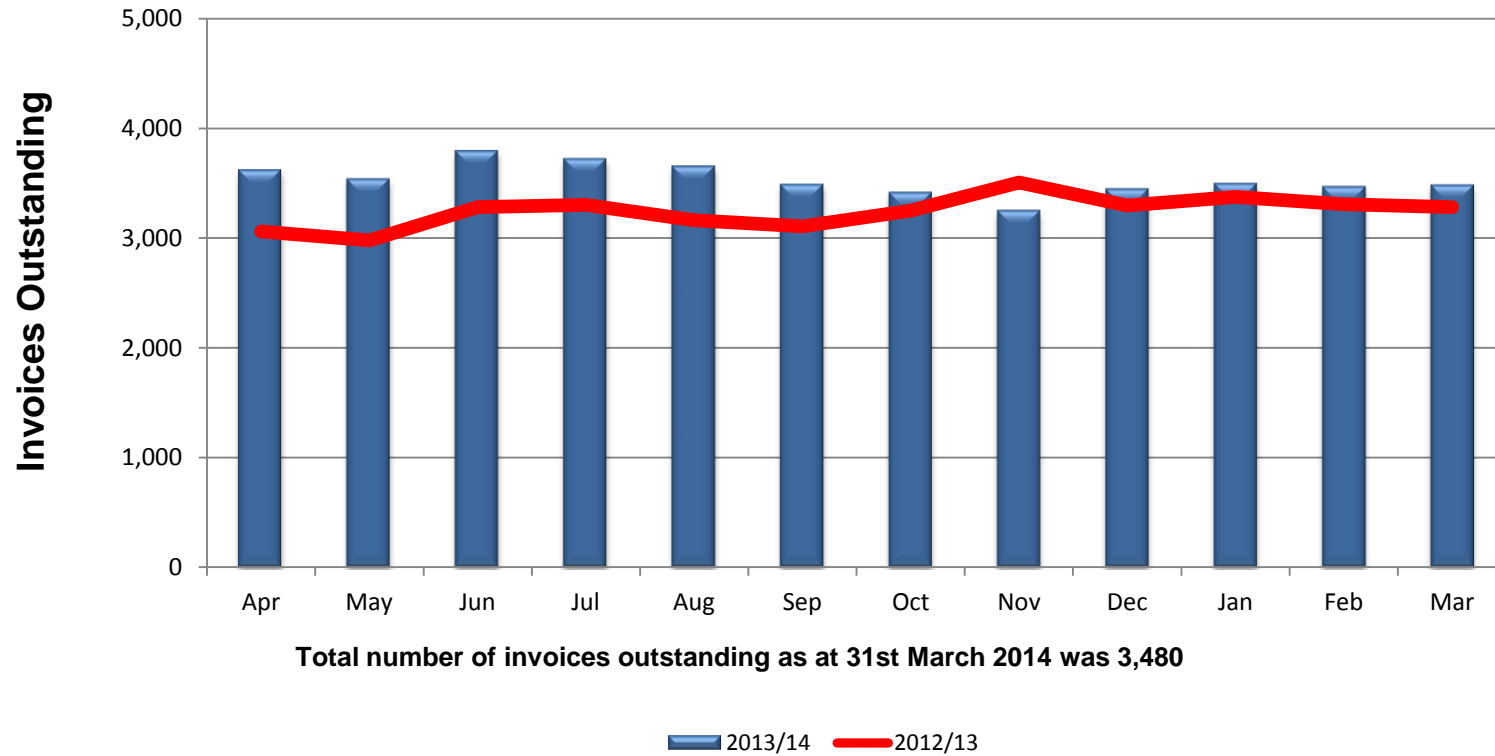
Liberata remains firmly committed to delivering an outstanding service to the London Borough of Bromley and its citizens.

Yours sincerely

**Amanda Inwood-Field**  
**Contract Director**



### Monthly Comparison of no. of Invoices Outstanding





## Age Profile of outstanding Utility Debts as at 31 March 2014

Utility	Pre 2011	2011/2012	2012/2013	2013/2014	TOTAL BALANCE
Virgin Media	Nil	Nil	Nil	£161k	£161k
British Telecom	Nil	£1k	£26k	£107k	£133k
EDF	Nil	Nil	Nil	Nil	Nil
UK Power Networks Ltd	Nil	<£1k	Nil	£37k	£38k
Southern Gas	Nil	Nil	Nil	£15k	£15k
Thames Water	Nil	£4k	£33k	£527k	£564k
<b>Total</b>	Nil	£5k	£26k	£848k	£912k

## Overall Recovery Position of outstanding Utility Debts as at 31 March 2014

Utility	Total under 30 days old	Total over 30 days old	Total outstanding	Value of invoices in dispute	Marked for write-off
Virgin Media	£26k	£136k	£162k	Nil	Nil
British Telecom	£7k	£127k	£134k	£32k	Nil
EDF	Nil	Nil	Nil	Nil	Nil
UK Power Networks Ltd	£6k	£32k	£38k	Nil	Nil
Southern Gas	£12k	£3k	£15k	Nil	Nil
Thames Water	£109k	£455k	£564k	£154k	Nil
<b>Total</b>	£160k	£753k	£913k	£186k	Nil

## 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 disputes and invoices over 30 days old.

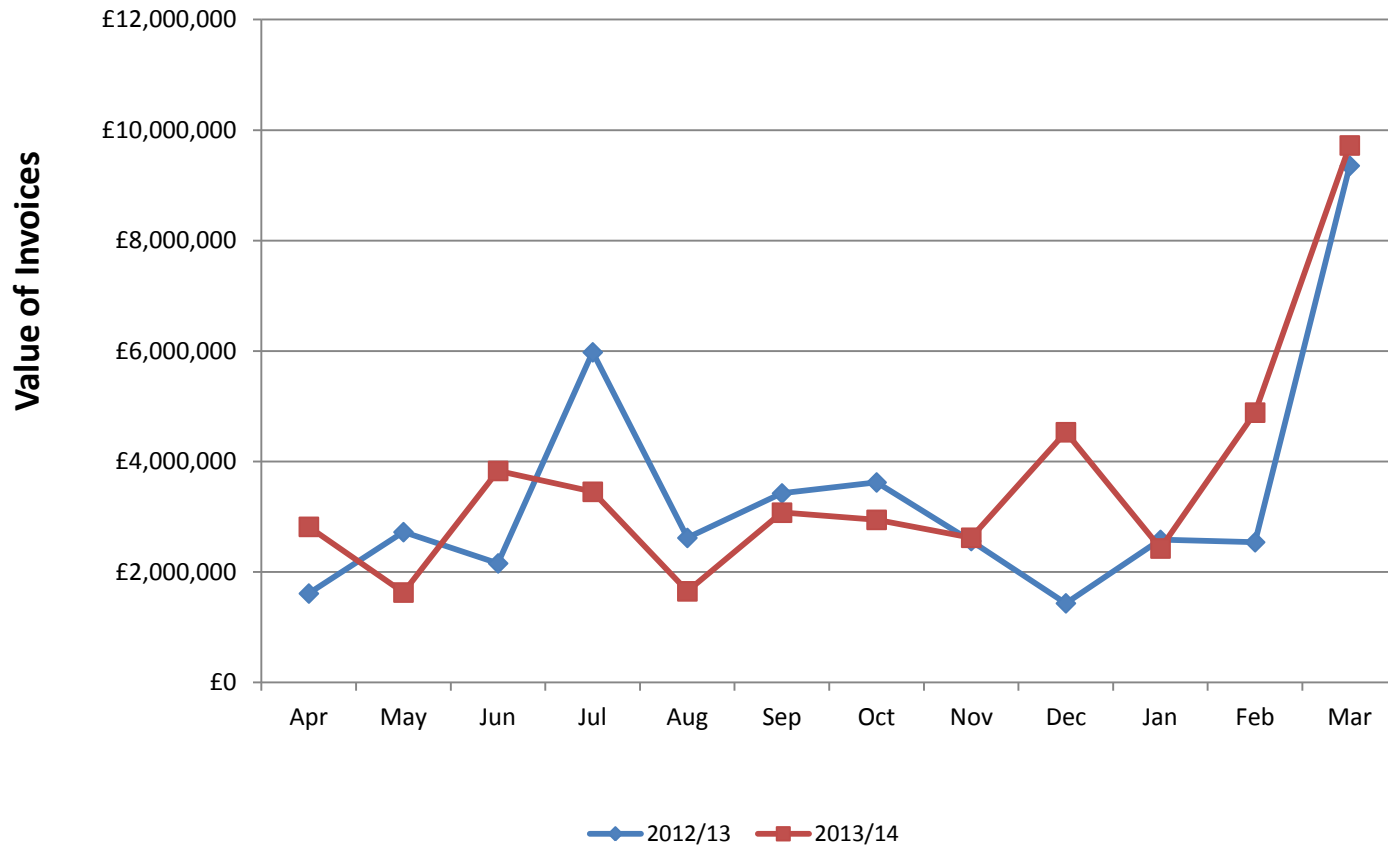
A County court claim is an available recovery option but there are two issues which impact on success in respect of debts raised by the New Roads and Street Works department:

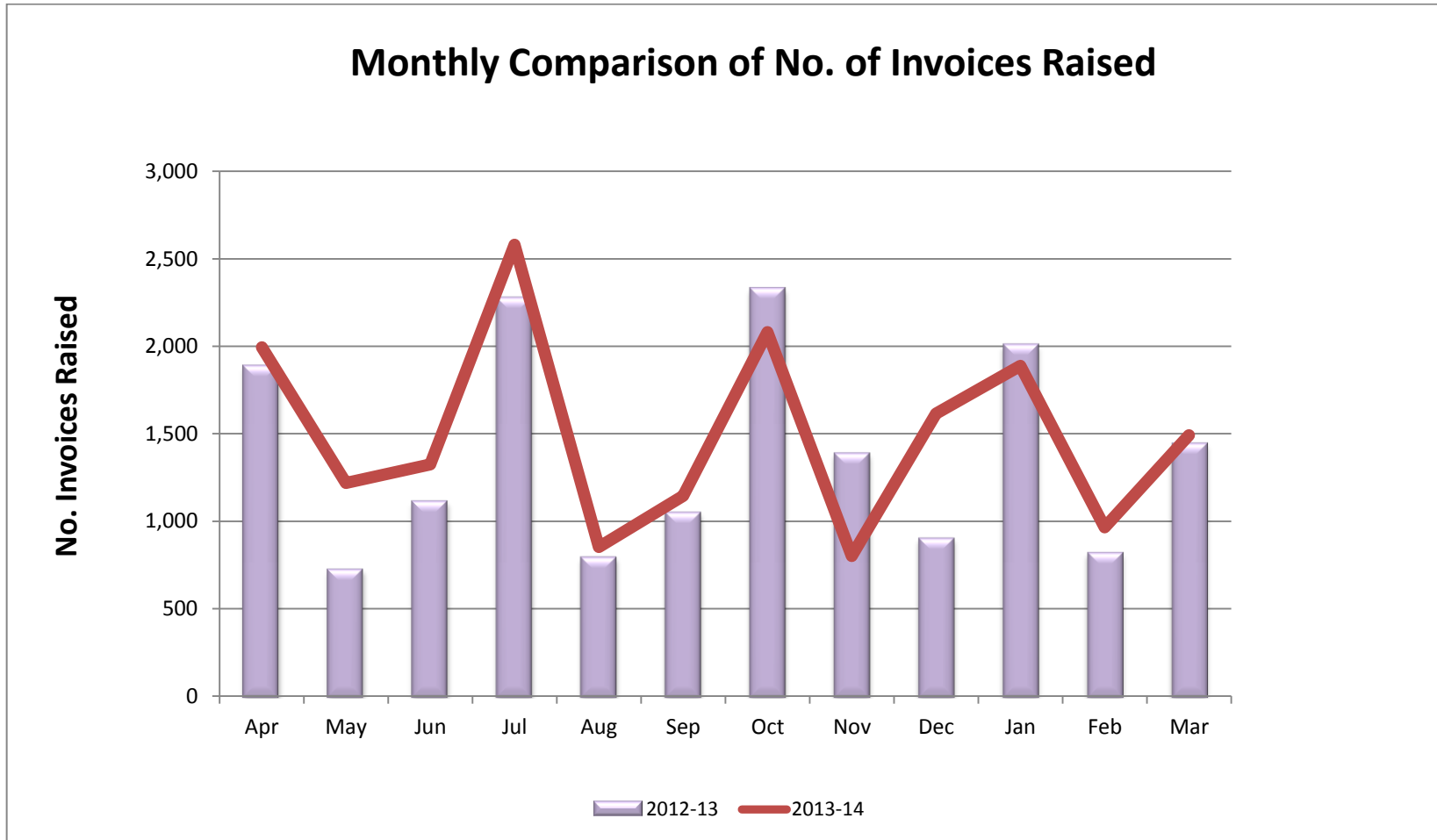
- A claim should only be issued once all disputes are resolved. Under the HAUC (Highways and Utilities Committee) code of practice late disputes are accepted by LB Bromley.
- If a case is defended the judge can refer the local authority to arbitration and the HAUC code of practice.

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### Monthly Comparison of the Value of invoices Raised

*(Total amount invoiced - 12/13 = £40.6m, 13/14 = £43.6m +7% increase)*





Report No.  
DRR14/061

## London Borough of Bromley

### PART 1 - PUBLIC

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**Decision Maker:** Executive and Resources PDS

**Date:** 8th July 2014

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

**Title:** SECTION 106 AGREEMENTS: UPDATE

**Contact Officer:** Jim Kehoe, Chief Planner & Claire Martin, Head of Finance  
Tel: 020 8313 4554 020 8313 4286 E-mail: jim.kehoe@bromley.gov.uk  
claire.martin@bromley.gov.uk

**Chief Officer:** Marc Hume, Director of Regeneration and Transformation

**Ward:** Boroughwide

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1. Reason for report

This report provides both an update on Section 106 Agreements.

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2. **RECOMMENDATION(S)**

2.1 **The Executive and Resources PDS are asked to note the report and the contents of the attached Appendices 1-5.**

### Corporate Policy

1. Policy Status: Existing policy. IMP1 of the Unitary Development Plan
  2. BBB Priority: Safer Bromley. Plus Children and Young People, Vibrant and thriving Town Centres and Quality Environment
- 

### Financial

1. Cost of proposal: Estimated cost N/A
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: S106 Deposits
  4. Total current budget for this head: £5,618,221
  5. Source of funding: S106 Deposits
- 

### Staff

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

### Legal

1. Legal Requirement: Statutory requirement. S106 of the Town and Country Planning Act enables the Local Authority to make agreements with applicants to secure benefits relating to the granting of planning permission. This is reflected in Policy IMP1 of the Unitary Development Plan which relates to planning obligations.
  2. Call-in: Call-in is not applicable. This report does not involve an executive decision
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Section 106 agreements are made with the applicant for the benefit of the future occupants of new developments and also for the benefit of existing residents in the vicinity of a new development
- 

### Ward Councillor Views

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

### **3. COMMENTARY**

3.1 This is an update following the last report that was submitted to Executive and Resources PDS Committee in January 2014.

#### **Background information**

3.2 The detail of every S106 agreement is stored in at least one of the Appendices (1), (2) and (3).

3.3 Appendix 1 records the 'negative/restrictive obligations' and include developments that are restricted by the S106 either by use, limitations on development within the curtilage or not to implement a previous permission.

3.4 Appendix 2 records the 'positive non financial' contributions. These agreements form the larger proportion of planning obligations gained through Section 106. Mostly they relate to the provision of affordable housing units.

3.5 Appendix 3 records 'positive financial' contributions. There are 7 main service areas where monies are received through the use of S106 obligations: Local Economy, Community or Town Centre use, Highways/Traffic (including Transport for London), Education, Health, Land (which records payments for landscaping), Affordable (which records payments in lieu of affordable housing) and Other (which records payments for any other contributions which do not fall into one of the above categories). The full Appendix 3 also shows that since March 2003 a wide variety of contributions have been negotiated through S106 agreements including funds for education provision, travel plans, traffic calming/crossings, town centre improvement funding, public footpath maintenance, CCTV schemes and woodland management schemes. Increasingly over the last year the Council has used the NHS London Healthy Urban Development Unit (HUDU model), which gauges the impact that residential developments have on the capacity of health services. This formula produces a health contribution per unit.

3.6 Appendix 3 has been compiled from and updated using information from the Oracle accounting system and the Council's Public Register and Contribution record, which is held with the Public Register along with copies of all S106 legal agreements dating back to 1998.

3.7 If a S106 includes obligations from more than one category the details are recorded in each of the relevant appendices.

3.8 The full Appendices cover the period from March 2003 to date with details of over 300 sealed legal agreements. Copies of these documents are available to view in the Members Room.

3.9 The Committee may note that there can be considerable time delay between the issuing of a Section 106 grant of permission and subsequent implementation of development (up to 5 years) when the obligation becomes due. There is always a possibility that a development will not go ahead at all where a developer feels the development is no longer viable.

3.10 All S106 legal agreements are registered as a Land Charge against the property and are registered at the Land Registry with the title deeds of a property or piece of land.

#### **Section 106 Agreements: Update**

3.11 Appendices 1 to 3 of this report provide details of 3 new agreements since the last update in January 2014. Member should note that none of these are variations to agreements to reflect minor amendments to schemes already approved.

3.12 Appendix 1 shows a table with 2'negative' S106 legal agreements.

- 3.13 Appendix 2 shows a table with 1 new 'positive non-financial' S106 legal agreements. The total net affordable housing gain since January 2014 amounts to 12 units. The full Appendix 2 table shows that since March 2003 the Council sealed legal agreements that will potentially net 1,372 new affordable housing units.
- 3.14 As can be seen from the tables LBB will not necessarily receive all of these units unless they are built and handed over but the agreements are in place. In terms of revenue as a non-stockholding authority the Council does not gain direct asset value through Section 106 of the 1990 Town and Country Planning Act. All housing assets acquired are held by our partners RSLs.
- 3.15 Appendix 3 shows 1 new agreement of specific 'positive financial gain to the Council (1 Chilham Way). In addition there is 1 deed of variation that secures an additional financial contribution (H Smith Engineers)
- 3.16 Members should note that the detailed description of the agreement terms in Appendix 3 gives an indication of any time limitations on spend together with whether interest is accrued to the contributions.
- 3.17 Appendix 4 gives the details of the current balances the Council holds for S106 agreements, split by service area category mentioned in 3.5 above and by revenue/capital classification and the time limit for spending monies. Where there are no time limits, a 5 year limitation from the date of the legal agreement has been assumed in accordance with legal advice.
- 3.18 A complete set of Appendices 1, 2 and 3 has been left in the Members Room.
- 3.19 Appendix 5 in the Part 2 agenda, provides an update on the progress of financial contributions received to date that are outstanding with target spend dates before the end of March 2015. The relevant Lead Officers listed in para 4.7 below have provided the information in the table for Members information.
- 3.20 'Significant' new agreements are as follows: -
- 1 Chilham Way – permission was granted in March 2014 for a total of 28 houses and flats and the legal agreement secured 12 affordable housing units, £283,046.32 for education provision and £52,315 for health provision.

#### **4. POLICY IMPLICATIONS**

- 4.1 Development Plan policies play a crucial role in securing appropriate planning obligations. Policy IMP1 of the Unitary Development Plan (saved policies 2004) sets out the Council's approach to Section 106 agreements. There are implications also for the objectives of 'Building A Better Bromley' including, Safer Communities, A Quality Environment and Ensuring that all children and young people have opportunities to achieve their potential.
- 4.2 The sustainability of vibrant town centres is also one of the Council's key priorities and Section 106 funding, where appropriate, can make a significant contribution in achieving one of the Council's main aims.
- 4.3 The Department for Communities and Local Government (DCLG) document 'Planning Obligations: Practice Guidance' sets out ways in which local planning authorities can secure planning obligation. It covers such matters as in-kind and financial contributions, one-off and phased payments, maintenance and pooled payments (until April 2015).
- 4.4 The London Plan (Policy 8.2: Planning Obligations) requires boroughs to give priority to affordable housing, public transport improvements, tackling climate change, learning and skills,



health facilities, childcare provision and the provision of small shops and have clear local policies to these ends.

- 4.5 A Supplementary Planning Document (SPPD) on Planning Obligations was approved by DC Committee on December 2010.

This document also incorporates the implication of CIL regulations which first came into force on 6<sup>th</sup> April 2010. CIL regulation 122 places into law three statutory tests which are based upon the original five policy tests in Circular 05/05, explained under ‘Legal Implications’ below. Regulation 123 ensures that the local use of CIL and planning obligations does not overlap.

- a) necessary to make development acceptable in planning terms;
- b) directly related to the development; and
- c) fairly and reasonably related in scale and kind to the development.

- 4.6 Mayoral Community Infrastructure Levy (CIL) was introduced on 1<sup>st</sup> April 2012 (London Plan Policy 8.3). Bromley acts as the collecting authority on behalf of the Mayor. Mayoral CIL is collected on new development (as defined under regulations) at a rate of £35 per square metre in Bromley.

- 4.7 Members should note that Lead Officers have been identified for each of the topic areas for which S106 contributions are received as follows:

Highways, Road safety and Parking – Angus Culverwell  
 Local Economy – Kevin Munnelly  
 Landscaping – Pat Phillips  
 Housing – Kerry O’Driscoll  
 Education – Rob Bollen  
 Primary Care Trust – Lorna Blackwell  
 Community Facilities – Colin Brand  
 CCTV – Jim McGowan

## 5. FINANCIAL IMPLICATIONS

- 5.1 The table below summarises the overall Appendix 3, giving a breakdown across the service areas of all S106 obligations agreed within the last 11 years and details of whether the sums are confirmed (eg development has started) or provisional (S106 obligation agreed but development not started): -

AREA	S106 SUMS CONFIRMED	PROVISIONAL S106 SUMS	TOTAL
	£	£	£
Local Economy, Town Centre, Community Use	2,586,500	20,000	2,606,500
Highways/Traffic/Parking	1,336,561	15,000	1,351,561
Education	3,935,160	301,608	4,236,768
Health/Primary Care Trust	1,339,369	60,595	1,399,964
Landscape	222,500	65,000	287,500
Housing	9,945,469	80,000	10,025,469
Other	318,000	0	318,000
<b>TOTALS</b>	<b>19,683,559</b>	<b>542,203</b>	<b>20,225,762</b>

- 5.2 Of the £19.7m confirmed sums, £14.7m has been received and £6.96m has been spent, leaving an unspent balance of £7.74m, excluding interest accrued of £1.5k.

5.3 The summarised financial position of the unspent balances across the service areas (detailed in Appendix 4) is as follows: -

AREA	BALANCE AS AT 31.05.14	CURRENT OUTSTANDING COMMITMENTS	LATEST BALANCE AS AT 31.5.14
	£	£	£
<b>Revenue</b>			
Local Economy, Town Centre, Community Use	120,000	0	120,000
Highways/Traffic/Parking	792,613	269,517	523,096
Health/Primary Care Trust	727,137	25,080	702,057
Landscape	0	0	0
Other	55,000	5,000	50,000
<b>Total Revenue Balance</b>	<b>1,694,750</b>	<b>299,597</b>	<b>1,395,153</b>
<b>Capital</b>			
Housing	4,473,909	1,116,711	3,357,198
Education	1,571,523	705,653	865,870
<b>Total Capital Balance</b>	<b>6,045,432</b>	<b>1,822,364</b>	<b>4,223,068</b>
<b>Total Section 106 Balance</b>	<b>7,740,182</b>	<b>2,121,961</b>	<b>5,618,221</b>

5.4 The balance above includes interest that has accrued to one of the S106 agreements within the Education capital balances, totalling £1,463.

5.5 On 2 April 2014, Executive agreed to set aside £192,500 from S106 monies in an earmarked reserve for the future maintenance of Cheyne Woods and Cyphers Gate open space, in accordance with the criteria set out in the specific agreements.

5.6 As mentioned above, Appendix 5 in the Part 2 agenda provides an update on the progress of financial contributions received to date that are outstanding with target spend dates before the end of March 2015.

## 6. LEGAL IMPLICATIONS

6.1 The power of a Local Planning Authority to enter into a Planning Obligation with anyone having an interest in land in their area is contained in section 106 of the Town and Country Planning Act 1990 (as amended by Section 12 of the Planning and Compensation Act 1991). Planning Obligations made under section 106 comprise both obligations and unilateral undertakings. Government advice on the use of section 106 is contained within Circular5/05 'Planning Obligations' (Office of the Deputy Prime Minister, July 2005).

6.2 A Planning Obligation may only be created by a person with an interest in the relevant land, and may be created either by means of an agreement with the Local Planning Authority or by means of a unilateral undertaking. An Obligation may restrict development or the use of land, need specific works to take place or need a financial contribution towards a work or service of public benefit.

6.3 The main features of a Planning Obligation are:

- It applies to the land, so enforcement of it would be against the person who agreed it (normally the applicant) or their successor in title.
- It can also be enforced by a legal injunction. Where a person has defaulted on a requirement to carry out works on the land, the Local Planning Authority may also enter onto the land to enforce the terms of the Obligation and to claim back its reasonable costs arising from this action.

- It can contain a restriction on use of the land or a requirement for works to be undertaken thereon, that can be for an indefinite period, a stated period, or a period defined by reference to some future event, e.g. the completion of specified works.
  - Contribution(s) may be expressed as being due:
    - (a) Singly, on a specified date, or one that can be derived from defined future event(s),
    - (b) In instalments, the amounts of which can be stated or derived from a formula, that are payable on specified dates or on dates based on future events, e.g. stages of the development, and
    - (c) Singly or in instalments, the amounts of which can be stated or derived from a formula, that are payable on specified date(s), or at defined times after, the completion of the development, e.g. to contribute to maintenance needs.
- 6.4 A section 106 Agreement can be varied with the agreement of the Local Planning Authority; there is also a formal application and appeals process in certain circumstances. Section 106 contributions may be time limited in the agreement or undertaking. Even where this is not the case then section 12(3) Planning and Compensation Act 1991 Section allows a person to apply for a planning obligation to be discharged after 5 years and if money has not been spent or there is not a clear intention to spend within a reasonable time a local authority may be made to refund in such cases.
- 6.5 The planning system works on the principle that planning permissions cannot be bought from or sold by a Local Planning Authority. Negotiations to gain benefits from development proposals must take place in a way which is seen to be fair and reasonable. By working in this way, Planning Obligations can improve the quality of development proposals which might otherwise have to be refused.
- 6.6 Planning Obligations must be related to the scale and nature of the development being proposed. CIL regulation 122 came into force under the Community Infrastructure Levy (CIL) Regulations in April 2010 and places into law three statutory tests which are based upon the original five policy tests in Circular 05/05. The three tests are;
- a) necessary to make development acceptable in planning terms;
  - b) directly related to the development; and
  - c) fairly and reasonably related in scale and kind to the development.
- 6.7 The Council acting as Local Planning Authority cannot allow unacceptable developments because of unnecessary or unrelated benefits that the applicant may be offering. Equally applicants cannot be expected to pay for facilities which are only needed to deal with existing shortfalls in the area.

<b>Non-Applicable Sections:</b>	Personnel
Background Documents: (Access via Contact Officer)	ODPM Circular 05/2005 Planning Obligations 2008/09 budget monitoring files within ES Impact of Large Developments – Progress Monitoring Report March 2006 Shared file listing all S106 agreements Executive & Resources PDS Committee 26 <sup>th</sup> March 07 Executive and Resources PDS Committee 16 <sup>th</sup> July 07 Executive and Resources PDS Committee 2 <sup>nd</sup> Sept 2008 Executive and Resources PDS Committee 25 <sup>th</sup> March 2009 Executive and Resources PDS Committee 18 <sup>th</sup> November 2009

	<p>Executive and Resources PDS Committee 10<sup>th</sup> August 2010 Executive and Resources PDS Committee 15<sup>th</sup> June 2011 Executive and Resources PDS Committee 6<sup>th</sup> December 2011 Executive and Resources PDS Committee 6<sup>th</sup> September 2012 Executive and Resources PDS Committee 5<sup>th</sup> June 2013 Executive Committee 15<sup>th</sup> January 2014</p>
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## SECTION 106 AGREEMENTS REQUIRING A RESTRICTIVE OR 'NEGATIVE' OBLIGATION - CHANGES SINCE NOVEMBER 2013

Ref No	App No	Address	Nature of Application	Date	Legal Agreement	Gain
324	13/01670	1 Chilham Way, Hayes, Bromley, BR2 7PR	Demolition of existing sheltered accommodation and erection of 26 two storey semi-detached houses (2 two bedroom, 18 three bedroom and 6 four bedroom) and 1 two storey block comprising 4 one bedroom and 4 two bedroom flats with estate road and 54 car parking spaces.	07-Mar-14	12 affordable housing units. Education contribution of £283,046.92 to be paid on first occupation of the development towards the provision of education. Repayment plus accrued interest of unspent sums after 10 years from the date of payment on request of owner. Health contribution of £52,315 to be paid on first occupation of the development towards provision of health. Repayment plus accrued interest of unspent sums after 10 years from the date of payment on request of owner. To not permit occupation of any of the dwellings until the Owner has submitted details of a barrier to prevent vehicular access and constructed the approved barrier. Owner to meet cost to construct the barrier. The cost of maintaining, repairing and renewing the barrier shall be the responsibility of the Council.	REST
325	13/02654	Compost Site On Land Off Cookham Road, Swanley	Variation of Condition 2 of permission 09/03618 granted for composting facility buildings for reception of food and green waste, anaerobic digestion process, digestate maturation process and conversion of methane gas to electricity together with liquid feed tanks, bays/structures to store finished products, biofilters beds, car parking, improvements to existing secondary vehicular access and upgrading of existing hard surfaces (to replace existing open window composting facility) to amend the type of buildings proposed for the reception and maturation process and the addition of a gas flare and overground pipework.	11-Apr-14	The covenants and obligations contained in the original agreement shall apply to the revised development. DEED OF VARIATION	NONE

## SECTION 106 AGREEMENTS REQUIRING 'POSITIVE' NON-FINANCIAL OBLIGATION - CHANGES SINCE NOVEMBER 2013

Ref No	App No	Address	Nature of Application	Date	Legal Agreement	Gain (Units)	Status
324	13/01670	1 Chilham Way Hayes Bromley BR2 7PR	Demolition of existing sheltered accommodation and erection of 26 two storey semi-detached houses (2 two bedroom, 18 three bedroom and 6 four bedroom) and 1 two storey block comprising 4 one bedroom and 4 two bedroom flats with estate road and 54 car parking spaces	7th March 2014	12 affordable housing units. Education contribution of £283,046.92 to be paid on first occupation of the development towards the provision of education. Repayment plus accrued interest of unspent sums after 10 years from the date of payment on request of owner. Health contribution of £52,315 to be paid on first occupation of the development towards the provision of health. Repayment plus accrued interest of unspent sums after 10 years from the date of payment on request of owner. To not permit occupation of any of the dwellings until the Owner has submitted details of a barrier to prevent vehicular access and constructed the approved barrier. Owner to meet cost to construct the barrier. The Cost of maintaining, repairing and renewing the barrier shall be the responsibility of the Council.	12	
			<b>TOTAL NUMBER OF UNITS SINCE november 2013</b>			<b>12</b>	

## SECTION 106 AGREEMENTS REQUIRING A 'POSITIVE' FINANCIAL OBLIGATION - CHANGES SINCE NOVEMBER 2013

TAKEN FROM THE PUBLIC REGISTER OF CONTRIBUTIONS															
Ref No.	App No.	Address of application	Nature of Application	Date of s106	Legal agreement	Gain	Rec'd	Community Use/ Town centre / local economy	Highways/ Traffic / parking	Education	Health / PCT	Landscaping	Other	Housing	
324	13/01670	1 Chilham Way, Hayes, Bromley, BR2 7PR	Demolition of existing sheltered accommodation and erection of 26 two storey semi-detached houses (2 two bedroom, 18 three bedroom and 6 four bedroom) and 1 two storey block comprising 4 one bedroom and 4 two bedroom flats with estate road and 54 car parking spaces	7th March 2014	12 affordable housing units. Education contribution of £283,046.92 to be paid on first occupation of the development towards the provision of education. Repayment plus accrued interest of unspent sums after 10 years from the date of payment on request of owner. Health contribution of £52,315 to be paid on first occupation of the development towards the provision of health. Repayment plus accrued interest of unspent sums after 10 years from the date of payment on request of owner. To not permit occupation of any of the dwellings until the Owner has submitted details of a barrier to prevent vehicular access and constructed the approved barrier. Owner to meet cost to construct the barrier. The Cost of maintaining, repairing and renewing the barrier shall be the responsibility of the Council.	12 Affordable Units  Education Contribution £283,046.92  Health Contribution £52,315	NO  NO			£283,047	£52,315				
326	11/00701	H.Smith Engineers Ltd, Fordcroft Road, Orpington, BR5 2DB	Demolition of existing buildings and erection of 2 two storey blocks comprising 8 two bedroom flats, 1 three bedroom detached house, 2 four bedroom semi-detached houses and 17 terraced houses (9 two bedroom and 8 four bedroom) with 34 car parking spaces and estate road (houses to be two storey, four bedroom houses to have dormers/ accommodation in roof) OUTLINE	1st May 2014	To remove definitions of "South East London Housing Partnership" and "Wheelchair Homes Design Guidelines" from the Main Agreement. Clause 2.5 of schedule 2 shall be removed from the Main Agreement. "Wheelchair Adapted flat" shall be removed from schedule 3. To insert clause 20 into the Main Agreement to include a wheelchair flat contribution. The Owner agrees to pay £5,512 to the Council on the date of the commencement. DEED OF VARIATION	£5,512 wheelchair contribution	YES							£5,512	
TOTAL SECTION 106 CONTRIBUTIONS									£0	£0	£283,047	£52,315	£0	£0	£5,512

## REVENUE ITEMS

Public register ref	Address of application	Use of monies	31st March 2014	Movement during 2014/15 Expenditure	Commitments	Movement during 2014/15 Income	Balance as at 31.05.14	Time Limit for spend
			£	£	£	£	£	
	CCTV							
197	Orpington Halls High St Orpington	TC contribution of £5k for CCTV	(5,000.00)	0.00	5,000.00	0.00	0.00	Jun 2014
	<b>Total for CCTV expenditure</b>		<b>(5,000.00)</b>	<b>0.00</b>	<b>5,000.00</b>	<b>0.00</b>	<b>0.00</b>	

<b>Highway improvement works &amp; traffic schemes</b>								
104	Bristol Street Motors, Masons Hill/Prospect Place	Highway improvement works	(30,000.00)	0.00	30,000.00	0.00	0.00	April 2009
108	Aquila, Golf Road Bickley	£325k Highways works, £10k surveys	(212,516.59)	0.00	209,516.59	0.00	(3,000.00)	Dec 2012
139	Nugent Estate, Sevenoaks Way Orpington	£10k for footpath maintenance	(10,000.00)	0.00	10,000.00	0.00	0.00	
173	Knotley Springfield Gardens West Wickham	£15k for highway works and £2.5k for traffic order	(15,000.00)	0.00	0.00	0.00	(15,000.00)	Oct 2011
206	J Sainsbury Pallant Way	£20k towards bus improvement	(20,000.00)	0.00	0.00	0.00	(20,000.00)	July 2013
203	Multi-storey car park at Earls Way Orpington	£80k for bus stop enhancement	(80,000.00)	0.00	0.00	0.00	(80,000.00)	
197	Orpington Halls High St Orpington	£2.5k for traffic order	(1,200.00)	0.00	0.00	0.00	(1,200.00)	
231	117 Widmore Road Bromley	£2.5k highways contributions	(2,500.00)	0.00	0.00	0.00	(2,500.00)	June 2014
232	Garrard House, 2-6 Homesdale Road Bromley	£2k for loading restriction contribution	(2,000.00)	0.00	0.00	0.00	(2,000.00)	May 2015
178	178 Ravensbourne College	£20k Highways and £10k Footpath	(30,000.00)	0.00	0.00	0.00	(30,000.00)	Jan 2017
178	179 Ravensbourne College	£225k public transport contribution for additional bus to serve local bus route No. 314	(225,000.00)	0.00	0.00	0.00	(225,000.00)	Feb 2019
208 (176)	Land at South of Ringers Road	£50k traffic management contribution to implement 20mph restriction zone in Ringers Rd & Ravensbourne Rd + TMOs	(50,000.00)	0.00	0.00	0.00	(50,000.00)	Dec 2018
	<b>Total for Highway improvement works</b>		<b>(678,216.59)</b>	<b>0.00</b>	<b>249,516.59</b>	<b>0.00</b>	<b>(428,700.00)</b>	

<b>Road Safety and cycle schemes</b>								
108	Aquila, Golf Road Bickley	£60k traffic calming	(29,833.34)	0.00	0.00	0.00	(29,833.34)	Dec 2014
211	Land R/O 91-117 Copers Cope Road, Beckenham	£15k for travel studies	(15,000.00)	0.00	0.00	0.00	(15,000.00)	N/A
	<b>Total Road Safety &amp; cycle schemes</b>		<b>(44,833.34)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(44,833.34)</b>	

<b>Local Economy and Town Centres</b>								
187	Tesco Stores, Croydon Road	£50k towards Town Centre Initiatives	(50,000.00)	0.00	0.00	0.00	(50,000.00)	Jan 2016
284	Westmoreland car park, Simpson Road, Bromley	£20k Town Centre contribution	(20,000.00)	0.00	0.00	0.00	(20,000.00)	Oct 2018
208 (176)	Land at South of Ringers Road	£50k Town Centre contribution	(50,000.00)	0.00	0.00	0.00	(50,000.00)	Dec 2018
	<b>Total Local Economy &amp; Town Centres</b>		<b>(120,000.00)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(120,000.00)</b>	

<b>Parking</b>								
120	Beckenham hospital, Croydon Road Beckenham	£10k car park, £30k residents parking scheme	(18,000.00)	0.00	0.00	0.00	(18,000.00)	
110	77 Addington Road West Wickham	Contribution to on street parking	(1,000.00)	0.00	0.00	0.00	(1,000.00)	
204	Tesco - Homesdale Road	£40k towards controlled parking zone	(40,000.00)	0.00	20,000.00	0.00	(20,000.00)	July 2014
194	Reliance House	5k towards 'white lining' for the provision of public and car club parking & restoration of redundant crossovers	(2,658.88)	0.00	0.00	0.00	(2,658.88)	
185	101 Palace Road Bromley	£3k for white lining car parking spaces and restoring crossovers parking Permit Scheme, Car Club Scheme	(2,904.59)	0.00	0.00	0.00	(2,904.59)	
231	117 Widmore Road Bromley	£2.5k towards car club	(2,500.00)	0.00	0.00	0.00	(2,500.00)	June 2014
284	Westmoreland car park, Simpson Road, Bromley	£2.5k towards car club	(2,500.00)	0.00	0.00	0.00	(2,500.00)	Oct 2018
	<b>Total parking schemes</b>		<b>(69,563.47)</b>	<b>0.00</b>	<b>20,000.00</b>	<b>0.00</b>	<b>(49,563.47)</b>	

<b>Community facilities</b>								
83	Kelsey Square Beckenham	Environmental improvements	(10,000.00)	0.00	0.00	0.00	(10,000.00)	
203	Multi-storey car park at Earls Way Orpington	£30k playspace contribution	(30,000.00)	0.00	0.00	0.00	(30,000.00)	Mar 2015
	<b>Total other minor schemes</b>		<b>(40,000.00)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(40,000.00)</b>	

<b>Other minor schemes</b>								
204	Tesco - Homesdale Road	£10k webcam contribution	(10,000.00)	0.00	0.00	0.00	(10,000.00)	Oct 2013
	<b>Total other minor schemes</b>		<b>(10,000.00)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(10,000.00)</b>	

<b>Primary Care service</b>								
172	The George High Street Franborough	£12,228k towards additional primary care infrastructure	(12,228.00)	0.00	0.00	0.00	(12,228.00)	
164	SIRA South Hill Chislehurst	£66k for healthcare facilities	(25,080.00)	0.00	25,080.00	0.00	0.00	June 2011
180	James Dixon Schi site Anerly Park	£26,496k for Health	(26,496.00)	0.00	0.00	0.00	(26,496.00)	Aug 2012
218	The Partridge, Chipperfield Road	£13,244 for Health care	(13,244.00)	0.00	0.00	0.00	(13,244.00)	Mar 2014
197	Orpington Halls High St Orpington	£13,243k for health care	(13,243.00)	0.00	0.00	0.00	(13,243.00)	Aug 2014
230	Enterprise Hse, 45 Homesdale Road	£84,296k for healthcare cont'n	(84,296.00)	0.00	0.00	0.00	(84,296.00)	Feb 2015



Public register ref	Address of application	Use of monies	31st March 2014	Movement during 2014/15	Commitments	Movement during 2014/15	Balance as at 31.05.14	Time Limit for spend
227	Land Rear Of Nugent Shopping Park, Cray View Close, St Mary Cray, Orpington	£7.695k for health	(7,695.00)	0.00	0.00	0.00	(7,695.00)	
233	Garrard House, 2-6 Homesdale Road Bromley	£35k for Health Care	(35,000.00)	0.00	0.00	0.00	(35,000.00)	Sept 2015
214	Anerley School for Boys, Versialles Rd Penge	Healthcare contribution	(105,780.00)	0.00	0.00	0.00	(105,780.00)	April 2014
228	Land at former 1-23 Orchard Grove Orpington	£98.24k for healthcare contribution	(98,240.00)	0.00	0.00	0.00	(98,240.00)	
237	Oatlands 210 Anerley Road Penge	£26.27k healthcare contribution	(26,270.00)	0.00	0.00	0.00	(26,270.00)	Mar 2016
223	Anerley School for Boys, Versialles Rd Penge (Blocks A, B & C)	£75.768k healthcare contribution	(75,768.00)	0.00	0.00	0.00	(75,768.00)	Apr 2017
274	Denton Court, 60 Birch Row	£40,797 Health contribution	(40,797.00)	0.00	0.00	0.00	(40,797.00)	
178	Ravensbourne College (Instalment 1 of 3)	Healthcare contribution (£163k in total)	(55,000.00)	0.00	0.00	0.00	(55,000.00)	Feb 2019
178	Ravensbourne College (Instalment 2 of 3)	Healthcare contribution (£163k in total)	(55,000.00)	0.00	0.00	0.00	(55,000.00)	Feb 2019
178	Ravensbourne College (Instalment 3 of 3)	Healthcare contribution (£163k in total)	(53,000.00)	0.00	0.00	0.00	(53,000.00)	Mar 2019
			(727,137.00)	0.00	25,080.00	0.00	(702,057.00)	
<b>Total S106 Revenue Balance</b>			<b>(1,694,750.40)</b>	<b>0.00</b>	<b>299,596.59</b>	<b>0.00</b>	<b>(1,395,153.81)</b>	

## CAPITAL ITEMS

Housing								
166	Garrard House, 2-6 Homesdale Road Bromley	Housing	(203,262.98)	203,262.98	0.00	0.00	0.00	Aug 2012
167	Oakwood Court, Bromley Road	£725k towards affordable housing	(794,833.39)	0.00	794,833.39	0.00	0.00	June 2015
178	Ravensbourne College (instalment 1 of 5)	Affordable housing contribution of £1,411k	(282,200.00)	0.00	177,064.61	0.00	(105,135.39)	Jan 2017
178	Ravensbourne College (instalment 2 of 5)	Affordable housing contribution (£1,411k)	(282,200.00)	0.00	0.00	0.00	(282,200.00)	Feb 2019
178	Ravensbourne College (instalment 3 of 5)	Affordable housing contribution (£1,411k)	(282,200.00)	0.00	0.00	0.00	(282,200.00)	Feb 2019
178	Ravensbourne College (instalment 4 of 5)	Affordable housing contribution (£1,411k)	(282,200.00)	0.00	0.00	0.00	(282,200.00)	Mar 2019
233	Garrard House 2-6 Homesdale Road BR2 9LZ	Additional £411k housing contribution	(102,750.00)	15,776.25	86,973.75	0.00	0.00	Sept 2014
255	135-137 Albermarle Road, Beckenham BR3 5HS	£50k towards affordable housing	(50,000.00)	0.00	50,000.00	0.00	0.00	April 2015
256	Enterprise Hse, 45 Homesdale Road	£4k - affordable housing contribution	(4,000.00)	0.00	4,000.00	0.00	0.00	Feb 2016
289	Holy Trinity, Plaistow Lane	£2,173.15k housing contribution	(2,173,150.00)	0.00	0.00	0.00	(2,173,150.00)	Mar 2017
191/202	102 Martins Rd Bromley	£3.839k wheelchair payment	(3,838.80)	0.00	3,838.80	0.00	0.00	Feb 2016
267	Invicta Works, Chalk Pit Avenue, Orpington, BR5 3JQ	Affordable housing contribution	0.00	0.00	0.00	(226,801.00)	(226,801.00)	Apr 2019
285	H Smith Engineers Ltd, Fordcroft Rd, BR5 2DB	Contribution towards wheelchair adapted units	0.00	0.00	0.00	(5,512.00)	(5,512.00)	May 2019
	<b>Total Housing</b>		<b>(4,460,635.17)</b>	<b>219,039.23</b>	<b>1,116,710.55</b>	<b>(232,313.00)</b>	<b>(3,357,198.39)</b>	

Education								
218	The Partridge, Chipperfield Road	£29.14k towards Education	(17,800.00)	0.00	17,800.00	0.00	0.00	Mar 2014
197	Orpington Halls High St Orpington	£24.409k for Education	(24,409.00)	0.00	24,409.00	0.00	0.00	Aug 2014
230	Enterprise Hse, 45 Homesdale Road	£111.806k for Education	(111,806.00)	0.00	111,806.00	0.00	0.00	Feb 2015
227	Land Rear Of Nugent Shopping Park, Cray View Close, St Mary Cray, Orpington	£11.684k for Education	(11,684.00)	0.00	11,684.00	0.00	0.00	May 2014
228	Land at former 1-23 Orchard Grove Orpington	£174.230k for education contribution	(174,230.00)	0.00	174,230.00	0.00	0.00	June 2014
233	Garrard House, 2-6 Homesdale Road Bromley	£35k for Education	(35,000.00)	0.00	35,000.00	0.00	0.00	Sept 2015
178	Ravensbourne College (instalment 1 of 5)	Education contribution	(110,000.00)	0.00	0.00	0.00	(110,000.00)	Jan 2017
178	Ravensbourne College (instalment 2 of 5)	Education contribution (£550k in total)	(110,000.00)	0.00	0.00	0.00	(110,000.00)	Feb 2016
178	Ravensbourne College (instalment 3 of 5)	Education contribution (£550k in total)	(110,000.00)	0.00	0.00	0.00	(110,000.00)	Feb 2016
178	Ravensbourne College (instalment 4 of 5)	Education contribution (£550k in total)	(110,000.00)	0.00	0.00	0.00	(110,000.00)	Mar 2016
186	Blue Circle	Education contribution	(378,000.00)	0.00	250,000.00	0.00	(128,000.00)	Feb 2018
214	Anerley School for Boys, Versialles Rd Penge	Education contribution	(80,724.00)	0.00	80,724.00	0.00	0.00	April 2014
223	Anerley School for Boys, Versialles Rd Penge (Blocks A, B & C)	£91.176k education contribution	(91,176.00)	0.00	0.00	0.00	(91,176.00)	Apr 2017
274	Denton Court, 60 Birch Row	£205.231k Education contribution	(205,230.62)	0.00	0.00	0.00	(205,230.62)	
	Interest accrued to S106 community capital items		(1,463.00)	0.00	0.00	0.00	(1,463.00)	
	<b>Total Education</b>		<b>(1,571,522.62)</b>	<b>0.00</b>	<b>705,653.00</b>	<b>0.00</b>	<b>(865,869.62)</b>	

			(6,032,157.79)	219,039.23	1,822,363.55	(232,313.00)	(4,223,068.01)	
			(7,726,908.19)	219,039.23	2,121,960.14	(232,313.00)	(5,618,221.82)	

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Report No.  
CSD140098

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** 8<sup>th</sup> July 2014

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

**Title:** **UPDATES FROM PDS CHAIRMEN**

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

**Chief Officer:** Mark Bowen, Director of Corporate Services

**Ward:** N/A

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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 5<sup>th</sup> June 2014 meetings have been held (or will be held shortly) of other PDS Committees as follows:

Public Protection & Safety PDS Committee: 17<sup>th</sup> June 2014

Renewal and Recreation PDS Committee: 23<sup>rd</sup> June 2014

Education Budget PDS Sub-Committee: 24<sup>th</sup> June 2014

Care Services PDS Committee: 26<sup>th</sup> June 2014

Environment PDS Committee: 1<sup>st</sup> July 2014

Education PDS Committee: 2<sup>nd</sup> July 2014

1.2 Written summaries will be circulated before the meeting wherever possible, and in accordance with the Committee's decision at the last meeting they will also be attached to the next minutes..

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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: £373,410 (2014/15 controllable budget)
  5. Source of funding: Existing revenue budget.
- 

### Staff

1. Number of staff (current and additional): There are 10 posts (8.75 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

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

Report No.  
CSD14099

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** EXECUTIVE AND RESOURCES  
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** 8<sup>th</sup> July 2014

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

**Title:** WORK PROGRAMME 2014/15

**Contact Officer:** Graham Walton, Democratic Services Manager  
Tel: 0208 461 7743    E-mail: [graham.walton@bromley.gov.uk](mailto:graham.walton@bromley.gov.uk)

**Chief Officer:** Mark Bowen, Director of Corporate Services

**Ward:** N/A

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1. Reason for report

1.1 This report offers the Committee the first opportunity to consider its work programme for 2014/15, including scheduled meetings and PDS working groups. The Committee now has eight meetings scheduled during 2014/15 – the dates are set out in Appendix 1, with a draft list of the items to be considered.

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2. **RECOMMENDATIONS**

2.1 **The Committee is requested to consider its work programme for 2014/15 and indicate any particular issues that it wishes to consider.**

### 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: £373,410
  5. Source of funding: 2014/15 revenue budget
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### Staff

1. Number of staff (current and additional): 10 posts (8.75fte)
  2. If from existing staff resources, number of staff hours: Maintaining the work programme takes less than an hour between meetings.
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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

### 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 2014/15 is attached at [Appendix 1](#). The timing of meetings is tied to the need to pre-scrutinise Executive agendas. As in previous years, question sessions with the Leader, Resources Portfolio Holder and Chief Executive will be added to the programme, starting in the autumn.

#### Sub-Committees and Working Groups

- 3.4 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 or the Costs and Charges Working Group). At the Committee’s last meeting it was agreed that the New Technology Working Group would be re-convened under the Chairmanship of Councillor Will Harmer, and that he would seek additional members to sit on the working group.
- 3.5 A schedule of Sub-Committees and Working Groups across all PDS Committees is attached as [Appendix 2](#) – this will be updated as details become available.

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

**COMMITTEE MEETING SCHEDULE 2014/15**

**Meeting 1: Thursday 5<sup>th</sup> June 2014**

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)

**Meeting 2: Thursday 10<sup>th</sup> July 2014**

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)

Contracts Register (Resources and Corporate)

Monitoring Report: Section 106

Monitoring Report: Revenues Service

Monitoring Report: Benefits Service

Monitoring Report: Sundry Debtors and Accounts Payable

Monitoring Report: Customer Services

**Meeting 3: Wednesday 3<sup>rd</sup> September 2014**

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)

**Meeting 4: Wednesday 8<sup>th</sup> October 2014**

Standard items (Matters Arising/Forward Plan/ Executive Agenda/PDS Updates/Work Programme)

Further Update on 2012/13 Winter Health Programme

Contracts Register (Resources and Corporate)

**Meeting 5: Wednesday 19<sup>th</sup> November 2014**

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)

**Meeting 6: Wednesday 7<sup>th</sup> January 2015**

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)

Contracts Register (Resources and Corporate)

**Meeting 7: Wednesday 4<sup>th</sup> February 2015**

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)

**Meeting 8: Wednesday 18<sup>th</sup> March 2015**

Standard items (Matters Arising/Forward Plan/Executive Agenda/PDS Updates/Work Programme)

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**PDS SUB-COMMITTEES AND WORKING GROUPS 2014/15**

<b>SUBJECT</b>	<b>DURATION</b>	<b>MEMBERSHIP</b>
<b>EXECUTIVE AND RESOURCES PDS</b>		
New Technology Working Group	Re-appointed 5 <sup>th</sup> June 2014	Cllr Will Harmer
<b>CARE SERVICES PDS</b>		
Health Scrutiny Sub-Committee	Three meetings scheduled each year. Next meeting on 29 <sup>th</sup> July 2014	Cllrs Ruth Bennett, Mary Cooke, Ian Dunn, Judi Ellis, Hannah Gray, David Jefferys, Terence Nathan, Charles Rideout, Melanie Stevens, Pauline Tunnicliffe.
<b>EDUCATION PDS</b>		
Education Budget Sub-Committee	Five meetings scheduled each year. Next meeting on 9 <sup>th</sup> September 2014.	Cllrs Teresa Ball, Kathy Bance, Nicholas Bennett, Judi Ellis and Neil Reddin.
Primary School Development Plan Working Group	Subject to re-appointment at the PDS meeting on 2 <sup>nd</sup> July 2014	
School Improvement Working Group	Subject to re-appointment at the PDS meeting on 2 <sup>nd</sup> July 2014	
<b>ENVIRONMENT PDS</b>		
(To be considered at the meeting on 1 <sup>st</sup> July)		
<b>PUBLIC PROTECTION AND SAFETY PDS</b>		
<b>RENEWAL AND RECREATION PDS</b>		
Beckenham Working Group	Next meeting 4 <sup>th</sup> September 2014	Cllr Michael Tickner and Beckenham ward councillors



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