



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 23 December 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., Ellie Harmer, Samaris Huntington-Thresher, William Huntington-Thresher, David Livett, Kate Lymer, Russell Mellor, Keith Onslow, Tony Owen, Ian F. Payne, Pauline Tunncliffe and Angela Wilkins

A meeting of the Executive and Resources Policy Development and Scrutiny Committee will be held at Bromley Civic Centre on **WEDNESDAY 7 JANUARY 2015 AT 7.00 PM**

MARK BOWEN
Director of Corporate Services

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

PART 1 AGENDA

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

STANDARD ITEMS

- 1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF 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 Tuesday 30th December 2014.

- 4 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 19TH NOVEMBER 2014 (EXCLUDING EXEMPT ITEMS) (Pages 5 - 16)**

5 MATTERS ARISING FROM PREVIOUS MEETINGS (Pages 17 - 20)

6 FORWARD PLAN OF PRIVATE AND KEY EXECUTIVE DECISIONS (Pages 21 - 28)

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 Tuesday 30th December 2014.

9 SCRUTINY OF THE RESOURCES PORTFOLIO HOLDER

10 RESOURCES PORTFOLIO - PRE-DECISION SCRUTINY

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

a LAND ADJACENT TO 24 CHESTERFIELD CLOSE, ORPINGTON
(Pages 29 - 32)

Cray Valley East Ward

b CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2014/15
(Pages 33 - 38)

HOLDING THE EXECUTIVE TO ACCOUNT

11 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS (Pages 39 - 42)

Members of the Committee are requested to have a copy of the agenda for the Executive meeting on 14th January 2015 available at the PDS meeting.

POLICY DEVELOPMENT AND OTHER ITEMS

12 SUNDRY DEBTORS AND ACCOUNTS PAYABLE SERVICE MONITORING REPORT (Pages 43 - 62)

13 CUSTOMER SERVICES MONITORING REPORT (Pages 63 - 82)

14 WINTER HEALTH PROJECT (Pages 83 - 88)

15 BROMLEY UNIT COST REPORT 2014/15 (Pages 89 - 136)

16 UPDATES FROM PDS CHAIRMEN (Pages 137 - 138)

17 WORK PROGRAMME 2014/15 (Pages 139 - 144)

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 19TH NOVEMBER 2014 (Pages 145 - 146)

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

20 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS

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 19 November 2014

Present:

Councillor Eric Bosshard (Chairman)
Councillors Nicholas Bennett J.P., Ian Dunn, Ellie Harmer,
Will Harmer (Vice-Chairman), William Huntington-
Thresher, David Livett, Russell Mellor, Keith Onslow,
Tony Owen, Ian F. Payne, Chris Pierce, Pauline Tunnickliffe
and Angela Wilkins

Also Present:

Councillor Graham Arthur, Councillor Stephen Carr and
Councillor Robert Evans

66 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor Peter Fookes (replaced by Councillor Ian Dunn), Councillor Samaris Huntington-Thresher and Councillor Kate Lymer (replaced by Councillor Chris Pierce.)

67 DECLARATIONS OF INTEREST

Councillor Eric Bosshard declared an interest in relation to agenda item 14 on the Executive's agenda (Planned Highway Maintenance Programme 2015/16) as his road was on the planned maintenance list.

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

No questions had been received.

69 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 8TH OCTOBER 2014 (EXCLUDING EXEMPT ITEMS)

RESOLVED that the minutes of the meeting held on 8th October 2014 (excluding exempt information) be confirmed.

70 MATTERS ARISING FROM PREVIOUS MEETINGS
Report CSD14152

The Committee received a summary of matters arising from previous meetings. It was noted that the report back on the Winter Health Project was now due at the January meeting.

71 FORWARD PLAN OF PRIVATE AND KEY EXECUTIVE DECISIONS

The Committee noted the Forward Plan of Key and Private Executive Decisions as published on 28th October 2014.

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

Three questions for written reply had been received from Councillor Ian Dunn – these are set out in appendix 1 to these minutes.

73 RESOURCES PORTFOLIO - PRE-DECISION SCRUTINY

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

73.1 TREASURY MANAGEMENT - PERFORMANCE Q2 2014/15 & MID-YEAR REVIEW
Report FSD14067

The report summarised treasury management activity up to 30th September 2014. The report included a mid-year review of the Treasury Management Strategy Statement and Annual Investment Strategy and an update on the Council's investment with Heritable Bank – it was expected that the Council would eventually receive all its money back from Heritable Bank.

RESOLVED that the report be noted and Council be requested to approve the changes to the 2014/15 prudential indicators set out in Annex B1 to the report.

73.2 INSURANCE FUND - ANNUAL REPORT 2013/14
Report RES14072

The Committee considered a report advising them on the position of the Insurance Fund as at 31st March 2014 and presenting statistics relating to insurance claims for the past two years. In 2013/14, the total Fund value reduced slightly from £3,022k to £2,981k. A mid-year review of the Fund had been carried out and it was estimated that the final Fund value at 31st March 2015 could reduce to around £2.5m. A Member commented that insurance premiums were likely to rise in the coming year.

RESOLVED that the contents of the report be noted.

74 SCRUTINY OF THE LEADER OF THE COUNCIL

The Leader of the Council, Councillor Stephen Carr, attended the meeting to give an update on his work and answer questions. He began by emphasising the importance of work on the budgets for 2015/16 and the following years, and the new approach being taken with the public consultation meetings that involved new meetings with resident's association representatives in an attempt to stimulate more detailed and focussed discussions. The message was blunt that although there had to be a safety net for the vulnerable, services needed to change and be provided in more creative ways. Senior members and officers were lobbying M.P.s whenever possible to secure a fairer distribution of government grant for Bromley. He hoped that the outsourcing of leisure provision to Mytime would lead to services becoming income-generating in future. The Council itself had to become more efficient, and he had asked the Chief Executive to remove another £2m from the budget through further efficiencies. In addition, the Council was considering moving away from the Civic Centre to more efficient property.

The third Invest Bromley event had just taken place and there had been an encouraging turn-out from local companies. There was good progress on a number of development issues mainly around town centres such as the Bromley North Village improvements, Site G, Site K, the old Town Hall, the opening of the new Penge Library, the cinema-led scheme in Orpington and the Beckenham High Street improvements, as well as potential investment in Crystal Palace Park (both the ZhongRong proposals and the £2m improvements mainly from GLA funding), the West Camp at Biggin Hill and at Lagoon Road in the Cray Valley.

On the integration of health and care services there were significant challenges but the involvement of Kings College was positive for the residents of Bromley. On public transport, the Leader had met with the Mayor's transport advisor to outline the needs of residents in Bromley, and in particular the concerns about residents using the Hayes Line losing connectivity to Cannon Street and Charing Cross if the current Bakerloo Line proposals went ahead. There had been discussions about the possibility of opening a link from Bromley North to Lewisham (for the DLR) and central London.

The Leader was questioned by members of the Committee on a number of issues. On the negotiations with ZhongRong about Crystal Palace Park, he accepted that there had been difficulties, partly because of the different cultures and expectations, but ZhongRong was now re-engaged in the process and the exclusivity period did not expire until February. A Member sought clarification on the discussions around improving rail services from Bromley North. The Leader stated that he had made very clear that the Council was disappointed that the Mayor's manifesto promise to pursue the DLR extension to Bromley North was not being maintained, and with the Bakerloo Line proposals under which many residents would lose their direct links to Cannon Street and Charing Cross. He had questioned the costs of the

Bakerloo Line extension and pressed for consideration of options to improve connectivity between Bromley North and Lewisham. He hoped that more detailed information could be provided on this to Members.

The Chairman endorsed the Leader's comments about needing more creative and imaginative solutions, and mentioned the replacement of the Chislehurst Road bridge at Petts Wood as an example where a contractor had devised a completely different methodology which was both cheaper and a year quicker to implement.

On Crystal Palace Park, a member asked about the consultation on the future of the National Sports Centre (NSC.) The Leader clarified that he had set up an Executive Project Board for the Park several years ago, which had strong working relationships with various stakeholder groups. He had been disappointed with the NSC proposals, which he felt should have been more imaginative and taken a more positive attitude to sports provision for local people. A local ward councillor responded that she agreed with Cllr Carr's approach to the consultation and emphasised that a holistic approach was needed for the Park.

Responding to comments about the New Homes Bonus and the need to be more proactive about town centres, the Leader reported that, along with London Councils, he had forcefully protested about the top-slicing of the New Homes Bonus and was pleased that the money was now coming to the Council. He emphasised that good quality mixed use developments were needed to improve the viability of town centres.

A member commented that the needs of small businesses had to be considered, and in particular he mentioned the difficulties caused to local businesses by the poor broadband speeds experienced in some of the rural parts of the borough. The Leader agreed that both large and small businesses were needed to improve the local economy, and the Renewal and Recreation Portfolio Holder was very keen to encourage all businesses in the borough.

A member complained that there had been no budget consultation meetings in the north of the borough. The Leader responded that he was trying to create a more strategic focus and that residents and resident's associations from the north of the borough were welcome to attend the meetings, but also that he would be willing to go to the north of the borough.

75 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS
Report CSD14153

The Committee considered the following reports on the part 1 agenda for the meeting of the Executive on 26th November 2014.

(5) Capital Programme Monitoring – 2nd Quarter 2014/15
Report RES14075

The report summarised the current position on capital receipts and expenditure following the second quarter of 2014/15, and sought the Executive's approval for a revised Capital Programme.

RESOLVED that the recommendations be supported.

(6) Budget Monitoring 2014/15
Report FSD14069

The Committee received the third budget monitoring report for 2014/15 based on expenditure and activity levels up to September 2014. It noted with concern the projected overspend in the Care Services Portfolio but was reassured that measures were being taken to address and correct it.

RESOLVED that the report be noted, in particular the on-going cost pressures and projected overspend in the Care Services Portfolio.

(7) Council Tax Support/Reduction – 2015/16
Report FSD14071

Following public consultation, proposals for a scheme for providing assistance to households in meeting their council tax liability in 2015/16 had been drawn up for approval by full Council.

A Member questioned whether it was necessary to carry out extensive consultation every year. Officers advised that there were strict legal requirements requiring consultation whenever the scheme changed, and that the consultation was mainly focussed on-line.

A Member commented that there appeared to have been a large increase in delayed correspondence from Liberata – he was advised to raise matters with the Head of Revenues and Benefits. Liberata managers were due to attend the Committee's meeting in January and this would be a good opportunity to raise matters directly with them – Members were encouraged to give advance notice of any detailed issues they particularly wanted to cover.

RESOLVED that the recommendations be supported.

(8) Older People Day Opportunity Services Investment
Report CS14112

It was proposed to establish an Innovation and Development Fund to which day service providers could make bids to for service improvements supporting specific outcomes.

The Care Services PDS Committee had considered the report at its meeting on 11th November 2014 and had supported the proposals. The Committee

had been informed that transport remained an issue, and this would continue to be looked at thorough the draft adult transport policy. Residents who wanted traditional day services would continue to be provided for.

RESOLVED that the recommendations be supported.

(9) Integrated Community Equipment Services
Report CS14097

It was proposed to extend the current contract with Medequip under the London Consortium Framework for two years from 2nd July 2015.

The Care Services PDS Committee had considered the report at its meeting on 11th November 2014 and had supported the proposals. The Committee had noted that Medequip were performing well and that health contributions from Bromley Clinical Commissioning Group (CCG) were being received.

RESOLVED that the recommendations be supported.

(10) Public Health Commissioning 2015/16
Report CS14101

The report set out Public Health commissioning intentions for 2015/16 and highlighted where changes were proposed to existing arrangements.

The Care Services PDS Committee had considered the report at its meeting on 11th November 2014 and had supported the proposals.

RESOLVED that the recommendations be supported.

(11) Future Delivery of Statutory and Discretionary Services to Schools
Report FSD14070

The report set out proposals for the delivery of support services to schools and recommended that the Schools Finance and HR Schools Teams be transferred to Liberata on 1st January 2015.

RESOLVED that the recommendations be supported.

(12) Health and Safety in Bromley Schools
Report ED15107

An audit of health and safety compliance of maintained and voluntary aided school premises had been carried out during 2013/14. It was proposed that the Executive should set aside £1.8m from the Dedicated Schools Grant and £140k from the Education Planned Maintenance Programme to fund an action plan to address the issues identified.

A Member commented that health and safety audits should be considered for other areas of activity. The Chairman expressed concern that the report had

been circulated after the rest of the agenda, and the chairman of the Education PDS Committee stated that the report had not been considered by his Committee.

RESOLVED that the recommendations be supported.

(13) Growth Fund Update

Report DRR14/107

The Council was committed to identifying investment opportunities and undertaking key infrastructure improvements in the main growth areas of Biggin Hill, the Cray Valley and Bromley Town Centre. Consultants URS and DTZ had been commissioned to provide a critical assessment of the future growth capacities of both the Biggin Hill Strategic Outer London Development Centre and the Cray Business Corridor. The report summarised their findings and proposed a programme of actions supported by allocation of £10m from the Economic Development and Investment Fund.

RESOLVED that the recommendations be supported.

(14) Planned Highway Maintenance Programme 2015/16

Report ES14093

The report recommended programmes of planned road and footway maintenance for completion in the period up to 2015/16 and provided schemes of work for future years. It also provided information on the Council's annual bid to Transport for London (TfL) for bridge assessment and strengthening. The Executive was asked to release £505k Department for Transport (DfT) funding from central contingency for planned highway maintenance.

The report had been considered by the Environment PDS Committee at its meeting on 4th November 2014, and the Committee had supported the proposals.

RESOLVED that the recommendations be supported.

(15) Public Toilet Provision

Report ES15002

It was proposed to close the Penge High Street public toilets and introduce the Community Toilet Scheme (CTS) in three locations, producing annual savings of £21k. A Member asked whether any further objections had been received (it was thought that there had been nothing further), commented that one of the restaurant premises for the proposed CTS was at the rear of the premises and not very accessible and asked what was proposed for the building after it was closed. Another Member asked whether the former public toilets at Chislehurst had been sold, as they were an eyesore; the Resources Portfolio Holder responded that all former public toilet buildings were being

sold off for alternative uses, and he would establish the current status of the building at Chislehurst.

A Member suggested that the future of all remaining public toilets should be addressed in one go. However, it was reported that discussions were still continuing over the toilets in West Wickham. It was also suggested that providing public conveniences was not a statutory requirement and that the Council might at some point have to consider withdrawing funding for the CTS

The report had been considered by the Environment PDS Committee at its meeting on 23rd September 2014 and the Committee had supported the proposals, adding that the building should not be allowed to fall into disrepair.

RESOLVED that the recommendations be supported.

(16) Delegations of Authority

Report ES14098

The report set out proposed delegations relating to the Administration of Scrap Metal Dealers Act 2013 and the Anti-Social Behaviour, Crime and Policing Act 2014. It also proposed to give authority to the Executive Director of Environment and Community Services to convey the agreement of the Council for the London Councils Transport and Environment Committee (TEC) to continue to provide an appeals service for parking on private land for the British Parking Association, and for a minor change to the Scheme of Delegation to allow officers to remove unauthorised items from all highways (rather than just from maintained highways).

RESOLVED that the recommendations be supported.

76 BROMLEY YOUTH EMPLOYMENT PROJECT

On 14th July 2014, following pre-decision scrutiny by this Committee, the Resources Portfolio Holder had approved a proposal for the Bromley Education Business Partnership to deliver the Bromley Youth Employment Project (phase 2.) The project included a Project Board, on which Councillor Mellor sat, and a Performance Management Framework with quarterly performance monitoring reports to the Committee, of which this was the first, covering August to the end of October.

Officers updated the Committee on progress. A borough wide Employer Engagement programme had commenced, two graduate interns had been recruited on fixed one year terms to develop the Council's strategy and work with Community Links Bromley, a programme of employability workshops had started and a programme of door knocking (over 50 per month) was being used to identify young people who were NEET (not in employment, education or training) who could receive targeted support. It was confirmed that there was direct contact with local businesses and ten young people had already been placed into employment. Young people needed to remain in these placements for six months for these to count as successful. It was confirmed

that teachers were invited to the events so that knowledge was being fed back to schools.

RESOLVED that progress made on the delivery of the Bromley Youth Employment Project be noted.

77 SECTION 106 AGREEMENTS: UPDATE
Report DRR14/092

The Committee received its regular update on the use of financial contributions due through section 106 agreements. Officers had identified a need for a more focussed approach to monitoring this money, and there was now a monthly meeting of key officers to ensure that the money was used effectively. In most cases, if the money was not used developers could ask for the agreement to be varied so that the money could be returned, but this rarely happened. Officers were asked to check how much money had actually been returned to developers in recent years. Members also suggested that ward Councillors should ensure that they achieved improvements to their wards through section 106, and that training for Members on this issue should be considered.

RESOLVED that the contents of the report be noted.

78 MOTION FROM COUNCIL - UK CORPORATION TAX
Report CSD14160

At the meeting of full Council on 13th October 2014 the following motion had been moved by Councillor Ian Dunn and seconded by Councillor Katherine Bance MBE –

“This Council requests the Executive to include a requirement in all future tenders that the successful bidder should pay full UK Corporation Tax on the profit they make on the contract and not make use of tax havens.”

With the agreement of Councillor Dunn, the motion had been deferred to this meeting so that officers could ensure that Members were properly informed of the legal and financial implications of the motion.

Payment of the correct amount of tax by organisations contracting with the public sector had been a sensitive issue for a number of years. The Committee was advised that section 117 of the Local Government Act 1988 prevented non-commercial considerations being taken into account in decisions around the award of contracts. Non-commercial matters included “the location in any country or territory of the business activities or interests of contractors.” Most Council contracts would have a catch-all provision requiring contractors to comply with all relevant regulations, but it was not possible to exclude them for sharp practice, as opposed to clear breaches of law.

Some Members considered that these were very broad national and European issues which the Council was unlikely to be able to influence, but it

was decided that a letter should be sent to the Chancellor of the Exchequer advising him of the Council's concerns and asking what was being done to prevent exploitation of tax havens by contractors.

RESOLVED that the legal and financial advice set out in the report is noted, and that it is not necessary to report further to the Executive, but that a letter be sent to the Chancellor of the Exchequer setting out the Council's concerns and asking what is being done to ensure that organisations involved in local government contracts pay the correct amount of tax.

79 UPDATES FROM PDS CHAIRMEN
Report CSD14154

Updates were received from PDS Chairmen on recent PDS meetings –n these are set out in appendix 2.

80 WORK PROGRAMME 2014/15
Report CSD14155

The Committee considered its work programme for 2014/15. A member suggested setting up a Strategy Working Group, while another member urged that all PDS Committees should work through all the services/budgets within their portfolios over the course of a year, identifying savings. The Leader responded that there was already a challenge to PDS Chairmen to do this, but focussing on key matters. There was already a Member Finance Steering Group and a Strategic Asset Management Steering Group looking at how considerable savings could be achieved, so it was decided to defer consideration of any new Working Groups. A Member requested that information about the Strategic Asset Management Group be circulated.

RESOLVED that the contents of the report be noted.

**81 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**

**82 EXEMPT MINUTES OF THE MEETING HELD ON 8TH
OCTOBER 2014**

The exempt minutes of the meeting held on 8th October 2014 were confirmed.

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

The Committee scrutinised the following proposed decision by the Resources Portfolio Holder.

83.1 Egerton Lodge, 1 & 2 Park Road, Bromley

The Committee supported a proposal to sell Egerton Lodge.

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

The Committee scrutinised reports on the Executive's part 2 agenda for the meeting on 26th November 2014 concerning Bromley Town Centre Development Strategy and the future of Anerley Town Hall.

The Meeting ended at 9.00 pm

Chairman

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Report No.
CSD15001

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 7TH January 2015

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

Title: MATTERS ARISING FROM PREVIOUS MEETINGS

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 Appendix 1 to this report updates Members on matters arising from previous meetings which continue to be "live." Five matters are listed concerning an update on the effectiveness of the Winter Health Project, treasury management, invest to save projects, Section 106 money and the Strategic Asset Management Group.
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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

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

Minute Number/ Title/Date	PDS Request	Update	Action By	Completion Date
336 Executive Reports: (12) Winter Health Project (5 th June 2013)	The Committee requested an update in a year's time	A report is on the agenda for the current meeting.	Public Health Associate Director	January 2015
8 Treasury Management – Annual Report (5 th June 2014)	Director of Finance to discuss treasury management issues with Cllr Livett	Director of Finance has met with Cllr Livett	Director of Finance	Ongoing
9 Executive Reports – (6) Provisional Final Accounts (5 th June 2014)	Committee requested an update on performance of invest to save projects	Reports are being prepared for each portfolio/PDS, to be followed by a summary report to the Executive via this Committee	Director of Finance	January 2015
77 Section 106 Agreements: Update (19 th November 2014)	Members requested that the amount of un-used money paid back to developers be checked.	No un-used S.106 money has been returned to developers.	Chief Planner	December 2014
80 Work Programme 2014/15 (19 th November 2014)	A Member requested that information about the Strategic Asset Management Working Group be circulated.	A briefing note was circulated to Members on 2 nd December 2014.	Deputy Director of Finance	December 2014

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LONDON BOROUGH OF BROMLEY

FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 16th December 2014

PERIOD COVERED: 16th December 2014 - April 2015

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 13th January 2015

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
COUNCIL						
COUNCIL TAX LEVEL 2015/16	Council	23 February 2015 Executive, PDS Committees, Business Community and Local Residents	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Public Meeting</u>	Report and relevant background documents
REVENUE BUDGET 2015/16	Council	23 February 2015 Executive, PDS Committees, Business Community and Local Residents	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Public Meeting</u>	Report and relevant background documents
CAPITAL PROGRAMME 2015/16 ONWARDS	Council	23 February 2015 Executive and key stakeholders	Meetings	Contact Officer: Martin Reeves Tel: 020 8313 4291 martin.reeves@bromley.gov.uk	<u>Public Meeting</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
ANNUAL INVESTMENT STRATEGY 2015/16	Council	23 February 2015 Executive and Executive & Resources PDS Committee	Meetings	Contact Officer: Martin Reeves Tel: 020 8313 4291 martin.reeves@bromley.gov.uk	<u>Public Meeting</u>	Report and relevant background documents
EXECUTIVE						
PROPERTY ACQUISITION	Executive	19 December 2014 Non-Executive Members, including Members of the Executive and Resources PDS Committee, have been invited to attend the Executive meeting to offer any comment.	Non-Executive Members, including Members of the Executive and Resources PDS Committee, have been invited to attend the Executive meeting to offer any comment.	Contact Officer: Neil Thompson Tel: 020 8313 4603 neil.thompson@bromley.gov.uk	<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?
AWARD OF CONTRACT FOR CAPITAL SCHEME AT AT PARISH CE PRIMARY SCHOOL AND ST PAUL'S CRAY CE PRIMARY SCHOOL	Executive	14 January 2015 Executive and Resources PDS Committee	Meeting	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
AWARD OF CONTRACT FOR CAPITAL SCHEME AT THE GLEBE SCHOOL	Executive	11 February 2015 Executive and Resources PDS Committee	Meeting	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
REFURBISHMENT COSTS FOR EDUCATION ESTABLISHMENT	Executive	11 February 2015 Education PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Jane Bailey Tel: 020 8313 4146 jane.bailey@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
HEALTH AND SAFETY AT BROMLEY SCHOOLS	Executive	11 February 2015 Executive and Resources PDS Committee	Meeting	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
ADULT EDUCATION	Executive	11 February 2015 Education PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Carol Arnfield Tel: 020 8461 8659 Carol.Arnfield@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report – confidential
ADULT SOCIAL CARE GATEWAY REPORT	Executive	11 February 2015 Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Terry Parkin Tel: 020 8313 4060 Terry.Parkin@bromley.gov.uk	<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?
EXTRA CARE HOUSING	Executive	11 February 2015 Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Lorna Blackwood Tel: 020 8313 4110 lorna.blackwood@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
DIRECT CARE UPDATE	Executive	11 February 2015 Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Alicia Munday Alicia.Munday@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
TENANCY SUSTAINMENT FOR YOUNG PEOPLE	Executive	11 February 2015 Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Wendy Norman Tel: 020 8313 4212 Wendy.Norman@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
BIGGIN HILL HERITAGE CENTRE	Executive	11 February 2015 Executive and Resources PDS Committee	Meeting	Contact Officer: Colin Brand Tel: 0208 313 4107 colin.brand@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
THE FUTURE OF ANERLEY TOWN HALL	Executive	11 February 2015 Executive and Resources PDS Committee	Meeting	Contact Officer: Neil Thompson Tel: 020 8313 4603 neil.thompson@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
CLOSURE OF BECKENHAM, BROMLEY AND WEST WICKHAM PUBLIC TOILETS	Executive	11 February 2015 Environment PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Dan Jones Tel: 0208 313 4211 Dan.Jones@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
BROMLEY WELFARE FUND	Executive	25 March 2015 Care Services PDS Committee and Executive and Resources PDS Committee	Meeting	Contact Officer: Andrew Scott Tel: 0208 313 4283 Andrew.Scott@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
COMMISSIONING STREETSCENE AND GREENSPACE SERVICES	Executive	25 March 2015 Environment PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Dan Jones Tel: 0208 313 4211 Dan.Jones@bromley.gov.uk	<u>Public Meeting</u>	Report and relevant background documents
SITE G UPDATE	Executive	25 March 2015 Renewal and Recreation PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Kevin Munnelly Tel: 020 8313 4582 kevin.munnelly@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
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CARE SERVICES PORTFOLIO

EDUCATION PORTFOLIO

ENVIRONMENT PORTFOLIO

PARKING CHARGES	Portfolio Holder for Environment	Not before 20 January 2015 Environment PDS Committee	Meeting	Contact Officer: Ben Stephens Tel: 0208 313 4514 ben.stephens@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
REVISION TO KERBSIDE PAPER COLLECTION SERVICE	Portfolio Holder for Environment	Not before 20 January 2015 Environment PDS Committee	Meeting	Contact Officer: John Woodruff Tel: 020 8313 4910 john.woodruff@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents

PUBLIC PROTECTION AND SAFETY PORTFOLIO

RENEWAL AND RECREATION PORTFOLIO

RESOURCES PORTFOLIO

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

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

Report No.
DRR14/114

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RESOURCES PORTFOLIO HOLDER

Date: For Pre-Decision Scrutiny by the Executive and Resources Policy Development and Scrutiny Committee on Wednesday 7th January 2015

Decision Type: Non-Urgent Executive Non-Key

Title: LAND ADJACENT TO 24 CHESTERFIELD CLOSE, ORPINGTON

Contact Officer: Antony Cooper, Estates Surveyor, Strategic Property
E-mail: Antony.Cooper@bromley.gov.uk

Chief Officer: Director of Regeneration & Transformation

Ward: Cray Valley East;

1. Reason for report

Authority is sought for the disposal of the parcel of land adjacent to 24 Chesterfield Road, Orpington

2. **RECOMMENDATION(S)**

The Executive and Resources PDS Committee is requested to consider the proposed decision by the Resources Portfolio Holder and:

The Resources Portfolio Holder is recommended to declare land adjacent to 24 Chesterfield Close, Orpington, surplus to Council requirement to enable its sale.

Corporate Policy

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

Financial

1. Cost of proposal: A capital receipt will be generated by the sale of this piece of land.
 2. Ongoing costs: N/A
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: N/A
 5. Source of funding: N/A
-

Staff

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours: 30 hours
-

Legal

1. Legal Requirement: Statutory Requirement: S123 Local Government Act
 2. Call-in: Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The land is not assessable by the public, so no loss of amenity use will result.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments: To be advised at the meeting.

3. COMMENTARY

- 3.1. The parcel of land shown cross hatched on the enclosed plan is owned by the London Borough of Bromley and measures 0.043Ha (0.11 acre).
- 3.2. The land once formed part of a Council housing area, and was retained at the time of the Housing Stock Transfer in 1992, when responsibility passed to the Council's Technical Services (Highways) department. Since this time the land has been enclosed preventing public access, and has become overgrown.
- 3.3. The Council's Highway Development team has advised that there is no need for retention of the land for highway purposes.
- 3.4. In 2008 the Council's Planning department advised that there is insufficient room to construct a dwelling on the land, due to the restricted width of the site. Negotiations in connection with a sale for use as a garden extension commenced with the owner of 24 Chesterfield Close, but terms for a sale were never agreed.
- 3.5. The Council has subsequently been approached by a residential property developer, who has negotiated a conditional purchase of 24 Chesterfield Close, with the intention of acquiring the Council's land, and marrying part of the existing garden of this property with the Council's land to provide a site considered suitable for a small residential scheme.
- 3.6. Any sale would be subject to the prospective purchaser obtaining planning permission for not more than 4 x 1 bedroom flats.
- 3.7. The Council will reserve any rights of way necessary to access an existing soakaway positioned on the land in the event that any future maintenance is required by the Council or its contractors.

4. POLICY IMPLICATIONS

- 4.1. The Council's Aims include being a Council which manages its assets well.

5. FINANCIAL IMPLICATIONS

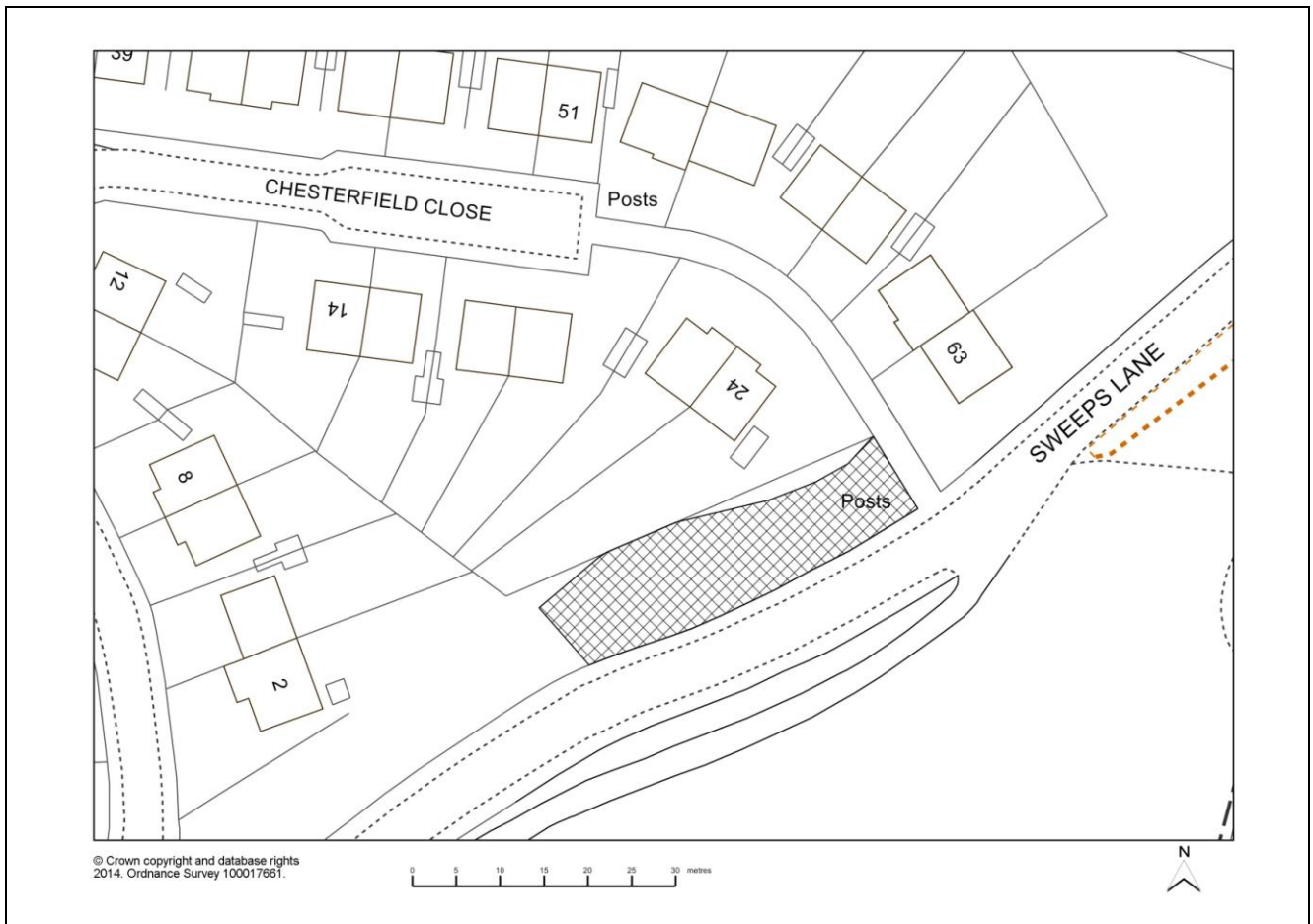
- 5.1. A capital receipt will be generated by the sale of this land. The value will be within the limits of the Director of Transformation and Regeneration's delegated authority.

6. LEGAL IMPLICATIONS

- 6.1 Section 123 of the Local Government Act 1972 requires a local authority to secure the best consideration reasonably obtainable when it disposes of land (other than on a lease of 7 years or less) unless it has the benefit of an express or general consent of the secretary of state.

Non-Applicable Sections:	7. PERSONNEL IMPLICATIONS
Background Documents: (Access via Contact Officer)	Heads of Terms, dated 4 th December 2014

Land adjacent to 24 Chesterfield Close, Orpington



Report No.
FSD14083

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RESOURCES PORTFOLIO HOLDER

Date: For pre-decision scrutiny by the Executive & Resources PDS Committee on 07th January 2015

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

Title: CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2014/15

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

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 26th November 2014, the Executive received the 2nd quarterly capital monitoring report for 2014/15 and agreed a revised Capital Programme for the four year period 2014/15 to 2017/18. This report highlights in paragraphs 3.1 to 3.3 changes agreed by the Executive in respect of the Capital Programme for the Resources Portfolio. The revised programme for this portfolio is set out in Appendix A, and detailed comments on scheme progress as at the end of the first half of 2014/15 are shown in Appendix B.

2. **RECOMMENDATION(S)**

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

Corporate Policy

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

Financial

1. Cost of proposal: No overall change over the 4 years 2014/15 to 2017/18.
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £30.8m for the Resources Portfolio over four years 2014/15 to 2017/18
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
-

Staff

1. Number of staff (current and additional): 1 fte
 2. If from existing staff resources, number of staff hours: 36 hours per week
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Not Applicable
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Capital Monitoring – variations agreed by the Executive on 26th November 2014

3.1 A revised Capital Programme was approved by the Executive in November, following a detailed monitoring exercise carried out after the 2nd quarter of 2014/15. The base position was the revised programme approved by the Executive on 16th July 2014, as amended by variations approved at subsequent Executive meetings. All changes on schemes in the Resources Programme are itemised in the table below and further details are included in paragraphs 3.2 to 3.3. The revised Programme for the Resources Portfolio is attached as Appendix A. Appendix B shows actual spend against budget at the end of the first half of 2014/15, together with detailed comments on individual schemes.

	2014/15	2015/16	2016/17	2017/18	TOTAL 2014/15 to 2017/18
	£000	£000	£000	£000	£000
Programme approved by Executive 16/07/14	22,592	1,675	470	0	24,737
Property Investment Fund (Executive 10/09/14)		6,030			6,030
Approved Programme prior to Q2 Monitoring	22,592	7,705	470	0	30,767
<u>Variations approved by Executive 26/11/14</u>					
Replacement of Storage Area Network (see para 3.2)	-200				-200
Rollout of Windows 7 (see para 3.2)	200				200
Schemes rephased from 2014/15 into later years (see para 3.3)	-1,205	1,205			0
Total Amendment to the Capital Programme	-1,205	1,205	0	0	0
Total Revised Resources Programme	21,387	8,910	470	0	30,767

3.2 Replacement of SAN and Rollout of Window 7

The Council is currently working with our IT partner CAPITA in rolling out Windows 7 across the organisation. During the development stage, we have discovered that other Local Authorities have experienced serious issues with similar deployments as the standard deployment methodology is not as effective for large organisations. Where mitigation measures have not been taken, there have been serious delays to rollout schedules and disruption to service. Furthermore, there is a material risk that our ability in meeting the London Public Service Network code of connection compliance could be compromised. In conjunction with CAPITA, we have looked at alternative methodologies to supplement the original rollout plan and to remove many of the risks.

Following negotiations, CAPITA are willing to contribute considerably over 50% of the additional costs to ensure the project is a success. This would leave a Bromley element of the additional costs at a maximum of £200k. To compensate for this extra cost, the Council working in partnership with CAPITA has been able to develop a more cost effective solution on the Storage Area Network (SAN) replacement project. Both schemes are in the approved capital programme and in November the Executive agreed to vire £200k from the underspend on the Storage Area Network capital scheme to fund the additional resources needed to deliver the Windows 7 project effectively.

3.3 Schemes rephased from 2014/15 into later years

As part of the 2nd quarter monitoring exercise, £1,205k has been re-phased from 2014/15 into 2015/16 to reflect revised estimates of when expenditure on Resources schemes is likely to be incurred. This has no overall impact on the total approved estimate for the capital programme. Further details and comments are provided in Appendix B.

Post-Completion Reports

3.4 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. After major slippage of expenditure in recent years, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme's non-financial objectives. One post-completion report (on the improvement works scheme at the Former Chartwell Business Centre) is currently due for the Resources Portfolio and this will be reported later in 2014/15. This quarterly report will monitor the future position and will highlight any further reports required.

4. POLICY IMPLICATIONS

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

5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 26th November 2014. Changes agreed by the Executive for the Resources Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	Departmental monitoring returns October 2014. Approved Capital Programme (Executive 16/07/14). Capital Q2 monitoring report (Executive 26/11/14).

Appendix A

RESOURCES PORTFOLIO - APPROVED CAPITAL PROGRAMME 26th NOVEMBER 2014									
Code	Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.14	Estimate 2014/15	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Responsible Officer	Remarks
		£'000's	£'000's	£'000's	£'000's	£'000's	£'000's		
Transformation & Regeneration Division									
939442	Office accommodation strategy	2325	2414	-89	0	0	0	Cathy Pimm	Supplementary estimate £400k (Executive 12/9/12)
939445	Former Chartwell Business Centre, Central Depot - improvement works	870	859	11	0	0	0	Cathy Pimm	Invest to Save (Executive £300k 20/7/11); £418k from planned maintenance in 11/12; addl funding £152k agreed by Executive 07/03/12
939320	Emergency Works on Surplus Sites	192	118	74	0	0	0	Heather Hosking	Essential to maximise capital receipts: £74k c/fwd from 13/14 into 14/15
917246	Carbon Management Programme (Invest to Save funding)	803	667	136				Alastair Ballie	Revenue savings (schemes to be worked up); £250k funded by Salix
936407	Property Investment Fund	34903	9834	19039	6030	0	0	Neil Thompson	Various High Street property acquisitions - met from Property Investment Fund
TOTAL - Transformation & Regeneration Division		39093	13892	19171	6030	0	0		
Corporate Services Division									
939440	Civic Centre cabling renewal	400	369	31	0	0	0	Stuart Elsey	
936443	Server Virtualisation	300	286	14	0	0	0	Stuart Elsey	
936448	Upgrade of Core Network Hardware	1050	359	191	500	0	0	Stuart Elsey	
936450	Increasing Network Security	400	397	3	0	0	0	Stuart Elsey	
936451	Joint Web platform	240	210	30	0	0	0	Duncan Bridgewater	Invest to Save scheme - £142k agreed by Executive 01/09/10
936452	Performance Management/Children's Services - information technology	500	345	50	105	0	0	Kay Weiss	Approved by Executive 16/06/10
936454	Replacement of Storage Area Networks	1780	17	413	1350	0	0	Stuart Elsey	Business continuity - need to keep data secure and accessible
936455	Rollout of Windows 7 and Office 2000	720	168	552	0	0	0	Stuart Elsey	Upgrade of all desktops and laptops
936456	Replacement of MD110 telephone switch	760	29	731	0	0	0	Stuart Elsey	Essential replacement of switch that was installed in 1999 and will not be maintained after 2015
936457	SharePoint Productivity Platform upgrade/replacement	1500	0	130	900	470	0	Stuart Elsey	
TOTAL - Corporate Services Division		7650	2180	2145	2855	470	0		
Financial Services Division									
936432	Financial systems upgrade/replacement of unsupported software	1025	979	46	0	0	0	Neil Graham	Essential replacement to enable continued financial management
936444	Digital Print Strategy	125	75	25	25	0	0	Dave Starling	Invest to Save - Multi-Functional Devices
TOTAL - Financial Services Division		1150	1054	71	25	0	0		
TOTAL RESOURCES PORTFOLIO		47893	17126	21387	8910	470	0		

Appendix B

RESOURCES PORTFOLIO - APPROVED CAPITAL PROGRAMME 26th NOVEMBER 2014						
Code	Capital Scheme/Project	Actual to 31.03.14	Approved Estimate Jul 2014	Actual to 18.09.14	Revised Estimate Nov 2014	Responsible Officer Comments
		£'000's	£'000's	£'000's	£'000's	
	Transformation & Regeneration Division					
939442	Office accommodation strategy	2414	-89	-89	-89	Supplementary estimate £400k (Executive 12/9/12) - The final value of this project is £2,325k. It is assumed that this project is now complete
939445	Former Chartwell Business Centre, Central Depot - improvement works	859	11	0	11	Invest to Save (Executive £300k 20/7/11); £418k from planned maintenance in 11/12; addl funding £152k agreed by Executive 7/3/12 - The construction work is completed and the final account to the main contractor has been agreed. The underspend of £11k in 13/14 was re-phased into 14/15 so that the Chartwell CCTV can be linked to the main depot. This work was part of the original specification but deferred as it was not known whether sufficient funds would be available until the final account with the main contractor was agreed.
939320	Emergency Works on Surplus Sites	118	74	4	74	(Block Capital) Essential to maximise capital receipts. £74k was c/fwd from 13/14 to 14/15 as agreed by Executive 10/06/14. £50k to be used for demolition works at Crofton Small Civic Halls (Reported to Resources Portfolio Holder Nov 13).
917246	Carbon Management Programme (Invest to Save funding)	667	136	-108	136	Beckenham Library draught-proofing and destratification fan projects complete. Multi-storey car park LED lighting project should be commissioned by Q2 15/16
936407	Property Investment Fund	9834	19039	18,639	19039	These properties have been acquired to provide an income which exceeds that which can be achieved from Treasury management. Purchase to date includes 72-76, 95, 98, 104-108, 145, and 147-153 High Street. The progress of the 147-153 High St. purchase was initially delayed by legal issues raised by the vendors, which officers have now resolved. The Executive also decided (12th Feb) to purchase the adjoining building (145 – Top Shop) also owned by the Prudential. Members approved further funding of £6.03m for Bristol St. Motors showroom, however complications have arisen and we may not go through with the sale.
	TOTAL - Transformation & Regeneration Division	13892	19171	18446	19171	
	Corporate Services Division					
939440	Civic Centre cabling renewal	369	31	31	31	Due to the limitation in cable length we have had to revise the specification of the fibre optic cabling and re-route many of the fibres to gain maximum benefit. The resilient cabling has been installed and is now connected to each comms room, providing increased resilience and bandwidth.
936443	Server Virtualisation	286	14	0	14	The POC (Proof of Concept) with Microsoft proved to be extremely useful and we are now looking to build a new virtualization platform based on Hyper-V
936448	Upgrade of Core Network Hardware	359	691	2	191	The additional hardware has been purchased and is being configured to meet the needs of London Public Service Network, Direct access, Citrix and reverse proxying application servers. We have commissioned Capita to review the core switches and propose a replacement plan based on end of life modules. The plan has been produced but due to the number of concurrent major projects in progress we will postpone the core switch implementation until 15/16. However we are still proceeding with other hardware replacements as required. Rephased £500k into 15/16
936450	Increasing Network Security	397	3	0	3	Scheme Finished
936451	Joint Web platform	210	30	25	30	£15k was rephased from 13/14 into 14/15, to fund the final stages of the responsive web design work. This was due to an intentional delay in the programmed work whilst we upgrade the web site content management system. The decision to upgrade the system was based on the fact that it will go out of mainline support in 2014, negotiation of a good price with the system supplier, and avoid duplicating the infrastructure work required to achieve a responsive web site. The project is expected to complete soon and are pending final invoices.
936452	Performance Management/Children's Services - information technology	345	155	0	50	Work is currently in progress to quantify costs for a platform upgrade of the Children's Care First with OLM System Group, associated training for staff and refresh of LBB materials on the system. Estimated that £50k of the work will be complete in 14/15 and rephased £105k in 15/16. However, this could change pending further meeting with OLM System Group.
936454	Replacement of Storage Area Networks	17	1213	15	413	The major SAN replacement project has been postponed due to conflicts with other major projects until Mar 15, however we are still proceeding with some parts of the project in preparation and that are required for the replacement Extranet and Hyper-V platform. Rephased a further £600k to 15/16 to cover major SAN replacement. Working in partnership with CAPITA, we have been able to develop a more cost effective solution on the Storage Area Network replacement project, and vired £200k from scheme to cover the additional resource required for the Windows 7 migration.
936455	Rollout of Windows 7 and Office 2000	168	352	77	552	Work is progressing and has been re-baselined. Completion is currently scheduled for mid Feb 15. However there has been a new plan for the rollout due to the problems experienced at other councils. There is a cost increase to rollout the new plan, and vired £200k from the SAN replacement to fund the shortfall.
936456	Replacement of MD110 telephone switch	29	731	-5	731	Work has started and is progressing well. We are looking to complete the project by Feb 15. Certain telephone lines will remain with Damovo until the gateway review of telephony circuits & minutes has been finalised
936457	SharePoint Productivity Platform upgrade/replacement	0	130	0	130	The initial scoping tender has been returned and is in the process of being scored. References are being taken up and we plan to award the initial consultancy work in Nov 14.
	TOTAL - Corporate Services Division	2180	3350	145	2145	
	Financial Services Division					
936432	Financial systems upgrade/replacement of unsupported software	979	46	1	46	This sum is expected to be required for further enhancements relating to the Oracle R12 upgrade, Windows 7 upgrades and other financial system upgrades.
936444	Digital Print Strategy	75	25	0	25	This scheme relates to the implementation of Multi-Functional Devices. It was originally assumed that the machines would be funded from the Capital scheme, however it was subsequently decided that they could be funded from Revenue and the cost of rolling out these machines was funded by the One-Way programme. Following the implementation of these machines, a further review was undertaken of the revised business need and service requirements. In order to make best use of the print facilities, control and scanning software was purchased (uni-flow and ecopy) and a need for additional hardware was identified. £200k had originally been allocated for this scheme, however following the review, a budget of £125K in total was retained to allow for a spend of £25K per annum from 11/12 to 15/16 to fund the lease purchase of software and additional hardware. The scheme was rephased to reflect this. The project has generated Revenue budget savings of £147K, and the Capital scheme budget was reduced by £75K.
	TOTAL - Financial Services Division	1054	71	1	71	
	TOTAL RESOURCES PORTFOLIO	17126	22592	18592	21387	

Report No.
CSD15002

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 7th January 2015

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

Title: PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 This report draws the Committee's attention to reports on the draft agenda for the next meeting of the Executive on 14th January 2015. Where reports have already been scrutinised by other PDS Committees details are given in paragraph 3.1. Members are requested to bring a copy of their Executive agenda to the PDS Committee's meeting.
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2. **RECOMMENDATION**

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 (8.72 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 14th January 2015 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 Tuesday 23rd December 2014.

Part 1

Draft 2015/16 Budget and Update on the Council's Financial Strategy 1

Invest to Save 1

Budget Monitoring 1

Gateway Review – Housing Client Information System 1

Part 2

Award of Contract for Capital Schemes at Parsh CE Primary School and St Paul's Cray CE Primary School 1 2

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

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

Non-Applicable Sections:	Policy/Finance/Legal/Personnel
Background Documents: (Access via Contact Officer)	Forward Plan as published 16 th December 2014

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Report No.
FSD14089

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: Executive & Resources PDS

Date: 7 January 2015

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

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 30 September 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.

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 30th September 2014 was **68.55%** with £10.96m collected against a contractual target of **89%**. The table below shows the collection rate as at 30th September and the 1st March for the last 3 years for comparison.

	2011/12	2012/13	2013/14	2014/15
30 September Performance	73%	76.82%	73.82%	68.55%
End of Year Performance	89.73%	88.74%	73.04%	N/K
End of Year Target	85%	87%	88%	89%

The current year to date collection figure has been affected by a number of factors, detailed below.

- £1.2m of NHS invoices were raised in late September which in previous years were raised in January. These remained outstanding at the end of September as the NHS were unable to process payment within the month. If these invoices had been raised at a similar time as in previous years the collection rate would have been 74.33%.
- The value of invoices outstanding in respect of the Community Infrastructure Levy has increased from £220k in September 2013 to £365k in September 2014. A sum of £178k raised in this period was not due to be collected until later in the year which also distorts the performance. The Community Infrastructure is relatively new and was only introduced in the last two years.
- The level of invoices being disputed by debtors with LB Bromley has increased from £865k as at 30 September 2013 to £1.5m as at 30 September 2014, of which £515k relates to in-year debt.
- 52% of the disputed debt relates to Utility debt and schools. 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 1st April 2013 to 30th September 2013 and 1st April 2014 to 30th September 2014.

Appendix 3 shows the comparison between the number of invoices outstanding for each month from 1st April 2013 to 30th September 2013 and 1st April 2014 to 30th September 2014.

As you can see the number of invoices outstanding is comparable however the value of the debt outstanding as at 30th September has increased.

This financial year there has been an increased focus on the top 100 debtors and regular statements are sent to schools in order to secure payment earlier or enable issues to be resolved promptly.

3.2 Utility Debt

The overall debt outstanding for this period has increased by £514k when compared to the position as at 30th September 2013. There are 3 main debtors Virgin Media, British Telecom and Thames Water. Officers from the service department have been reviewing all outstanding charges with Thames Water and are expecting to have resolved all disputes by the end of December. The new process of agreeing charges prior to issuing the invoices should prevent this level of disputed charges in the future.

Appendix 4 shows a summary of Utility debt as at 30 September 2014.

3.3 Aged Debt as at 30th September 2014

The profile of the total debt outstanding as at 30th September 2013 and 2014 is shown in the table below, along with the % reduction in 2014/15. This is then further broken down to show the status of the debt.

	Sep-13	Sep-14	Reduction
	£,000	£,000	
Pre 2011	1,280	1,114	13%
2011/12	621	420	32%
2012/13	1,180	635	46%
2013/14	4,050	1,662	59%
2014/15	N/A	5,000	N/A
Total	7,131	8,831	-24%

Overall Recovery Position as at 30 September 2014

Outstanding balance and Recovery position of debts raised in the years below						
Fin Year Original debt raised	Pre 2011	11 - 12	12 - 13	13 - 14	14 - 15	Grand Total
Recovery being pursued	£1K	£5K	£28K	£218K	£4,222K	£4,474K
In recovery, paid by instalments	£33K	£21K	£36K	£42K	£153K	£284K
Secured by charge on property	£64K	£98K	£69K	£19K		£250K
Appointee & Deputyship in place	£4K	£35K	£38K	£98K	£18K	£192K
Applying for Power of Attorney				£3K		£3K
Awaiting probate					£13K	£13K
Standing probate search in place	£133K	£26K	£63K	£128K	£5K	£355K
Probate granted - recovery being pursued	£1K	£15K	£6K			£22K
Vol contribution/sponsorship				£1K		£1K
With LBB for instructions	£118K	£54K	£49K	£11K	£13K	£245K
Pre debt collector checks	£93K	£8K	£5K	£53K	£14K	£174K
With debt collector	£27K	£14K	£41K	£77K	£18K	£178K
Pre legal action review	£2K	£3K	£2K	£2K		£9K
Applying for County Court Claim	£59K	£14K	£35K	£8K	£4K	£120K
Judgement obtained - Attachment of earnings	£8K					£8K
Judgement obtained - Charging Order		£1K	£5K	£1K		£7K
Judgement obtained - Enforcement options in review	£109K	£17K	£46K	£49K	£4K	£225K
Judgement obtained - Order of Information	£79K	£5K	£6K			£90K
Judgement obtained - Payment arrangement	£3K		£4K			£7K
High Court enforcement	£17K					£17K
With LBB legal dept for instructions		£5K	£3K	£4K		£12K
Awaiting cancellation	£1K		£5K	£12K	£4K	£22K
Recommended for write off	£300K	£57K	£55K	£75K	£8K	£495K
In dispute, with LBB service departments	£21K	£6K	£112K	£850K	£516K	£1,505K
Admin penalty - cannot be recovered until HB and/or CTB overpayment is paid	£43K	£38K	£25K	£7K		£112K
Premises Licences - no reminders required			£1K	£3K	£7K	£11K
Grand Total	£1,114K	£420K	£635K	£1,662K	£5,000K	£8,831K

3.4 Invoicing/Income

The Income Team raised 8,593 sundry invoices with a value of £16.71m from 1st April 2014 to 30 September 2014. Of these 774 invoices, with a value of £1.03m, were subsequently cancelled.

Appendix 5 shows the value of invoices raised month by month for the period from 1st April 2014 to 30 September 2014 compared to the same period the previous year.

Appendix 6 shows the number of invoices raised month by month for the period from 1st April 2014 to 30 September 2014 compared to the same period the previous year.

3.5 Trade Waste

The outstanding debt on Trade Waste as at 30th September 2014 was £623k.

Analysis of Trade Balance	
Under 30 days	£3k
Invoices 31 to 365 days old	£82k
Invoices over 1 year old	£90k
Agreed Payment Arrangments - Direct Debits	£411k
Awaiting Cancellation	£6k
Awaiting Write-off	£22k
In dispute, with LBB Service Dept	£9k
Total	£623k

3.6 Nightly Paid Accommodation Charges

The outstanding debt for Nightly Paid Accommodation charges as at 30th September 2014 was £1.83m for current and former occupiers.

	Arrears as at 30 September 2014
Charges raised for current year	£2,552,468.89
Charges raised and arreras brought forward for previous years	£1,482,283.64
Payments received from debtors	-£146,585.41
Housing Benefit awards	-£2,065,676.09
Sub total	£1,822,491.03
Debts written off	-£6,677.79
Refunds	£16,617.15
Total	£1,832,430.39

The level of charges raised for the period 1st April 2014 to 30th September 2014, has increased by 19% on the previous year.

£2.07m was collected from Housing Benefit awards from 1st April 2014 to 30th September 2014, which is an increase of £199k (10.69%) on the previous year.

The increase in the number of people being placed in Bed and Breakfast accommodation together with changes to the Local Housing Allowance rates and the welfare benefit cap means that there has been a significant increase in the number of HB claimants having to make a contribution to their rent. This has had a detrimental impact on recoveries given the mobility of the clients in such accommodation; however with the additional resources put in place last year cash collections have increased by £31k (26.7%) for the period 1st April to 30th September 2014 on the previous year.

3.7 Accounts Payable

A BV8 summary covering the period from 1 April 2014 to 30 September 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 96% in 2013/14 to .

BV8 Summary

1st April 2014 to 30th September 2014

Manuals	Target:	98%	Invoices Over 30	Invoices Under 30	Total	%	Invoices Over 20	Invoices Under 20	Total	%
Adult and Community Services *			0	29	29	100%	1	28	29	97%
Corporate Services			26	132	158	84%	38	120	158	76%
Children & Young People +			13	28	41	68%	20	21	41	51%
Environment and Leisure			6	14	20	70%	6	14	20	70%
R&R (Inc. Libraries & LE/PP)			66	602	668	90%	171	497	668	74%
Payroll (R05 - R20)			37	358	395	91%	39	356	395	90%
Utilities			3	936	939	100%	46	893	939	95%
Confirm			43	7,230	7,273	99%	69	7,204	7,273	99%
			194	9,329	9,523	98%	390	9,133	9,523	96%
I-Proc	Target:	98%								
Adult and Community Services *			29	5,532	5,561	99%	58	5,503	5,561	99%
Corporate Services			12	1,261	1,273	99%	46	1,227	1,273	96%
Children & Young People +			39	2,710	2,749	99%	57	2,692	2,749	98%
Environment and Leisure			40	1,391	1,431	97%	69	1,362	1,431	95%
R&R (Inc. Libraries & LE/PP)			32	1,575	1,607	98%	61	1,546	1,607	96%
			152	12,469	12,621	99%	291	12,330	12,621	98%
Carefirst	Target:	98%								
T01 Residential			229	7,270	7,499	97%	431	7,068	7,499	94%
T04 Children & Young People			15	2,881	2,896	99%	27	2,869	2,896	99%
			244	10,151	10,395	98%	458	9,937	10,395	96%
Adults	Target:	98%								
T02 Respite & Carers Budget			3	362	365	99%	29	336	365	92%
			3	362	365	100%	29	336	365	93%

Cumulative YTD Total

593	32,311	32,904	98%	1,168	31,736	32,904	96%
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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 86% for April 2013 to September 2013 to 87% for the same period in 2014.

BACS Payment Statistics

Year	Month	BACS Count	BACS %	Cheque Count	Cheque %
2014	Apr	3,032	89%	393	11%
2014	May	2,534	85%	434	15%
2014	Jun	2,633	86%	440	14%
2014	Jul	3,157	89%	404	11%
2014	Aug	2,451	88%	331	12%
2014	Sep	2,597	85%	474	15%
Total for April 2014 to September 2014		16,404	87%	2,476	13%

3.8 Complaints

The table below shows the number of complaints received since April 2011 split by justified and not justified.

	2011/12	2012/13	2013/14	1/4/14 to 30/9/14
Sundry Debtors/Income				
Justified			13	5
Unjustified			1	1
Total	2	4	14	6
Accounts Payable				
Justified	-	-	2	1
Unjustified	-	-	2	-
Total	N/A	-	4	1

4 FINANCIAL IMPLICATIONS

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

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

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

Date: 10 December 2014

Our Ref: AIF/GT

Dear Claudine

As we approach the January 2015 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 6 month period 1st April 2014 to 30th September 2014.

Debtors and Income

The in-year collection figure on sundry debts was 68.55% as at 30th September 2014, which generated income of £10.96m.

The mid year collection figure was impacted by a number of factors with the main one being the raising of £1.2 m invoices for the NHS in late September and the increase in Utility charges being disputed with the Service departments. The overall value of disputed invoices has increased from £865k in September 2013 to £1.5m in September 2014.

Liberata continues to work in partnership with service departments to improve collection and recovery. Liberata regularly meets with London Borough of Bromley staff to discuss arrears and proposals for process changes in order to improve the service to our customers and to increase collection. Trials with alternative debt collecting agencies are continuing together with pro-active collection activities within the team.

The need for Nightly Paid Accommodation continues to rise. The original 13/14 target was to increase payments from debtors by £65k within the financial year. The mid-year results for 14/15 show that payments received direct from debtors continue to increase with an additional £104k being collected. In addition the amount collected from Housing Benefit awards was £199k (10.6%) 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.

Payment by Direct Debit for Trade Waste has increased with £411k of the £623k outstanding being covered by Direct Debits.

Accounts Payable

During the 6 months from 1st April 2014 to 30th September 2014 the percentage of invoices that were paid within 30 days was 98%, this matched the percentage for the same period in 2013. The percentage paid within 20 days has increased from 95%, for the comparable period in 2013, to 96% for the current year.

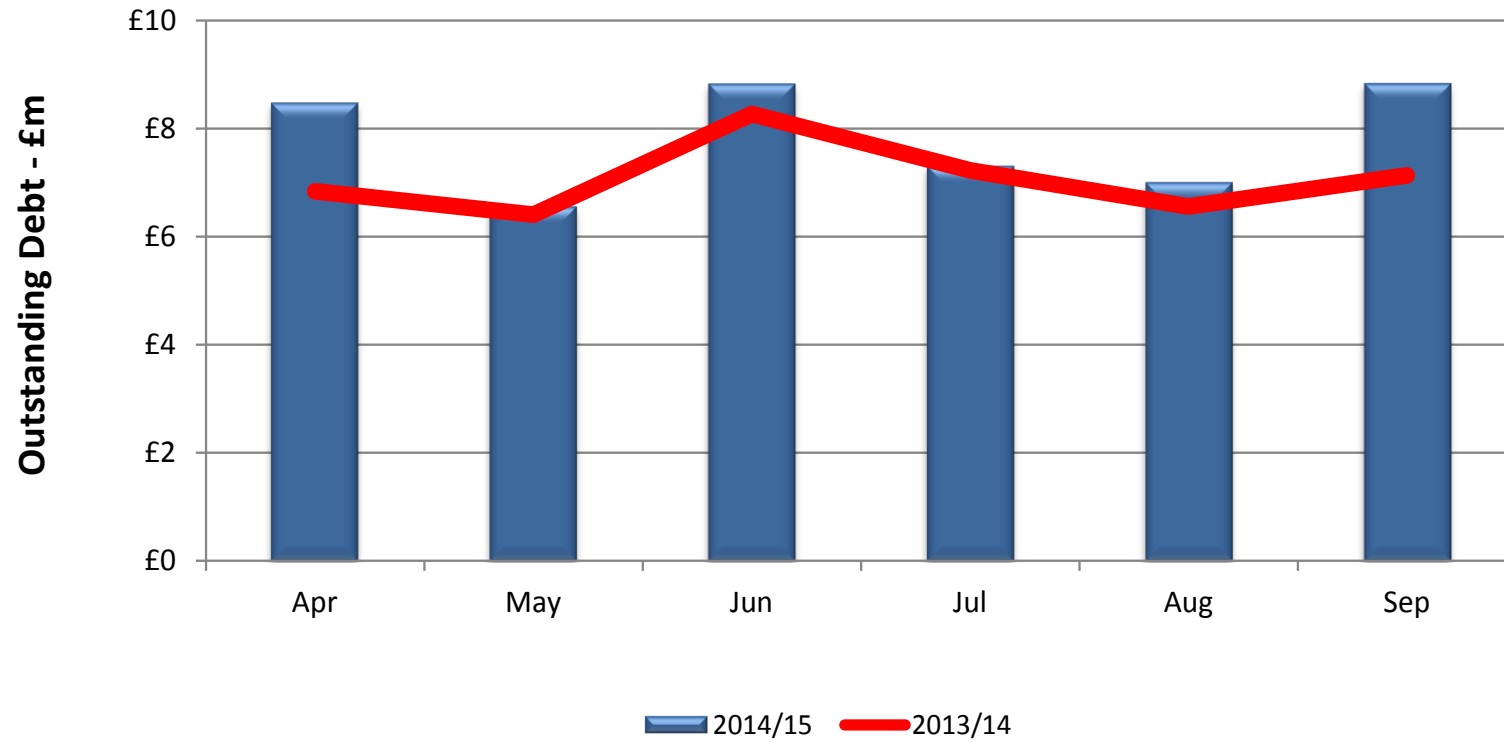
In addition the percentage of suppliers paid by BACS has increased from 86% for the 6 month period in 2013 to 87% for the 6 month period in 2014.

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

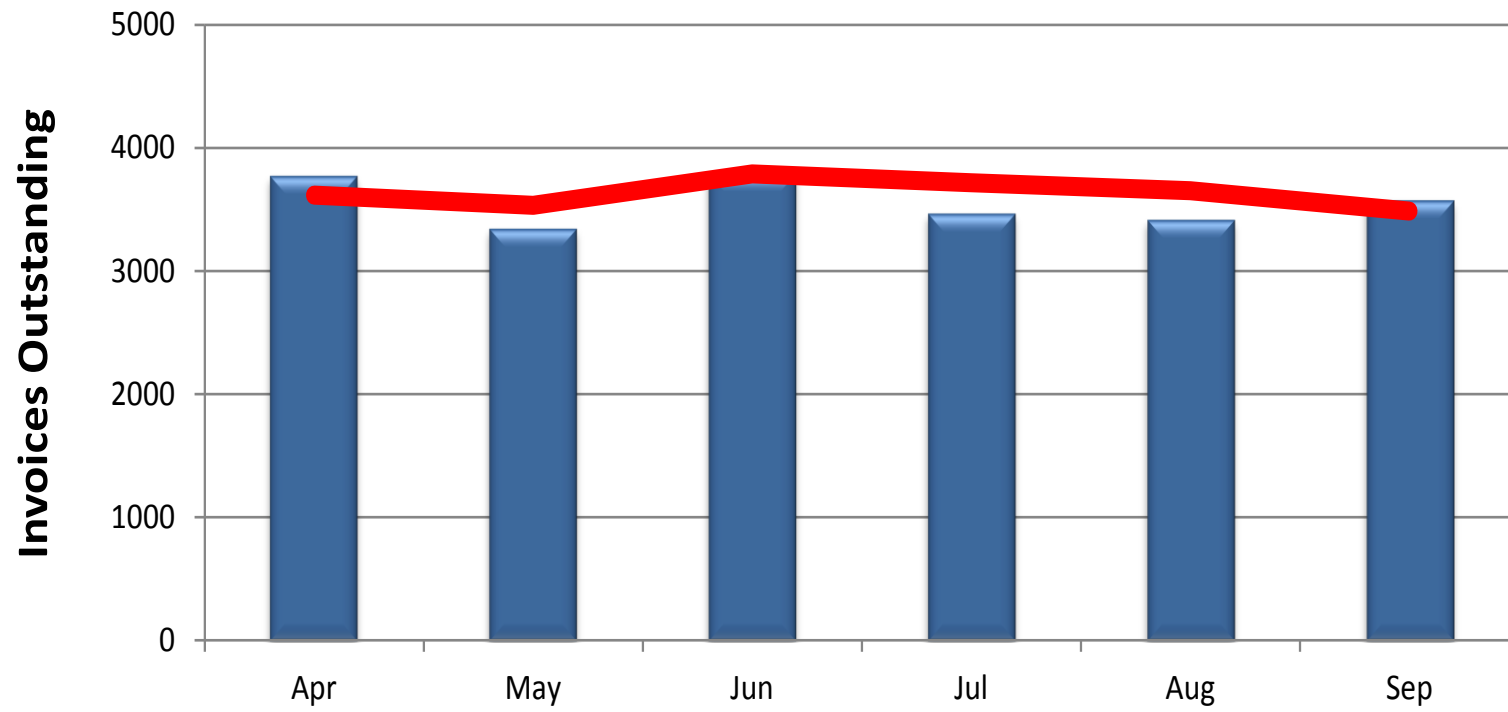
Yours sincerely

Amanda Inwood-Field
Contract Director

Monthly Comparison of Total Outstanding Debt



Monthly Comparison of no. of Invoices Outstanding



Total number of invoices outstanding as at 30 September 2014 was 3,572

■ 2014/15 ■ 2013/14

Age Profile of outstanding Utility Debts as at 30th September 2014

	Pre 2011	2011/2012	2012/2013	2013/2014	2014/2015	Total Balance
Virgin Media	Nil	Nil	Nil	£109k	£132k	£241k
British Telecom	Nil	<£1k	£20k	£100k	£42k	£162k
EDF	Nil	Nil	Nil	Nil	Nil	Nil
UK Power Networks Ltd	Nil	Nil	Nil	£6k	£28k	£35k
Southern Gas	Nil	Nil	Nil	Nil	£29k	£29k
Thames Water	Nil	£3k	£30k	£297k	£329k	£659k
ASB Contractors	Nil	Nil	£2k	Nil	Nil	£2k
ES Pipelines	Nil	Nil	<£1k	Nil	Nil	<£1k
ESP Electricity	Nil	Nil	Nil	<£1k	<£1k	<£1k
Network Rail	Nil	Nil	Nil	<£1k	<£1k	<£1k
Gas Transportation Co	Nil	Nil	Nil	<£1k	<£1k	<£1k
JSM Construction	Nil	Nil	Nil	<£1k	<£1k	<£1k
Fulcrum Pipelines	Nil	Nil	Nil	<£1k	<£1k	<£1k
Romec	Nil	Nil	<£1k	Nil	<£1k	<£1k
Orange PCS	Nil	Nil	<£1k	Nil	Nil	<£1k
O2	Nil	<£1k	<£1k	<£1k	<£1k	<£1k
T-Mobile UK Ltd	Nil	Nil	Nil	<£1k	Nil	<£1k
Vodafone Group plc	Nil	Nil	Nil	<£1k	<£1k	<£1k
Total	Nil	£4k	£52k	£513k	£562k	£1131k

Overall Recovery Position of outstanding Utility Debts as at 30th September 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	£63k	£178k	£241k	£44k	Nil
British Telecom	£22k	£140k	£162k	£43k	Nil
EDF	Nil	Nil	Nil	Nil	Nil
UK Power Networks Ltd	£15k	£20k	£35k	Nil	Nil
Southern Gas	£27k	£1k	£29k	Nil	Nil
Thames Water	£78k	£581k	£659k	£330k	Nil
ASB Contractors	Nil	£2k	£2k	Nil	£2k
ES Pipelines	Nil	<£1k	<£1k	Nil	Nil
ESP Electricity	<£1k	<£1k	<£1k	<£1k	Nil
Network Rail	<£1k	<£1k	<£1k	Nil	Nil
Gas Transportation Co	<£1k	<£1k	<£1k	Nil	Nil
JSM Construction	Nil	<£1k	<£1k	Nil	Nil
Fulcrum Pipelines	<£1k	<£1k	<£1k	Nil	Nil
Romec	Nil	<£1k	<£1k	Nil	Nil
Orange PCS	Nil	<£1k	<£1k	Nil	Nil
O2	Nil	<£1k	<£1k	Nil	Nil
T-Mobile (UK) Ltd	Nil	<£1k	<£1k	Nil	Nil
Vodafone Group plc	Nil	<£1k	<£1k	Nil	Nil
Total	£206k	£925k	£1,131k	£418k	£2k

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.

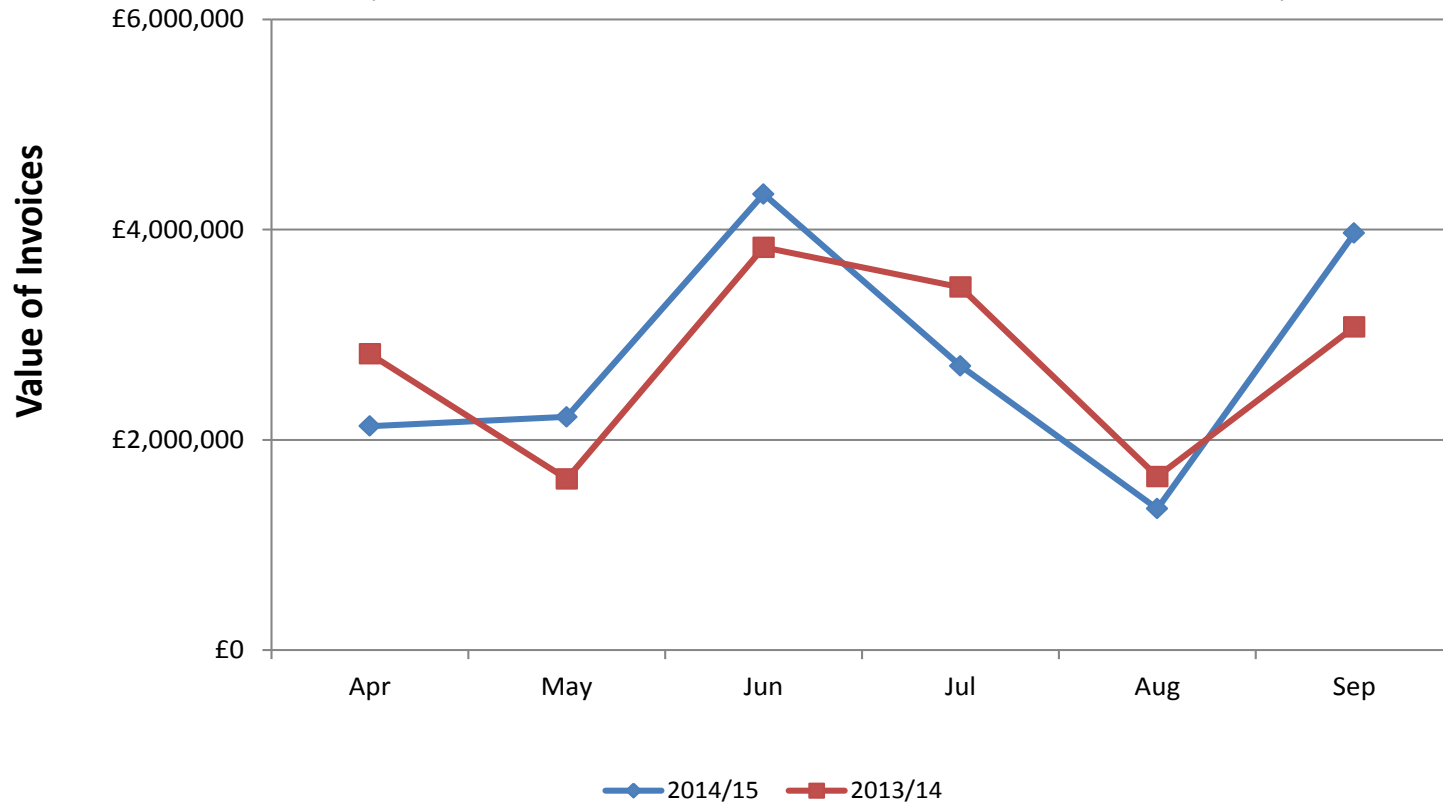
A County court claim is an available recovery option but there are two issues which impact on success in respect of debts raised by the New Roads and Street Works department:

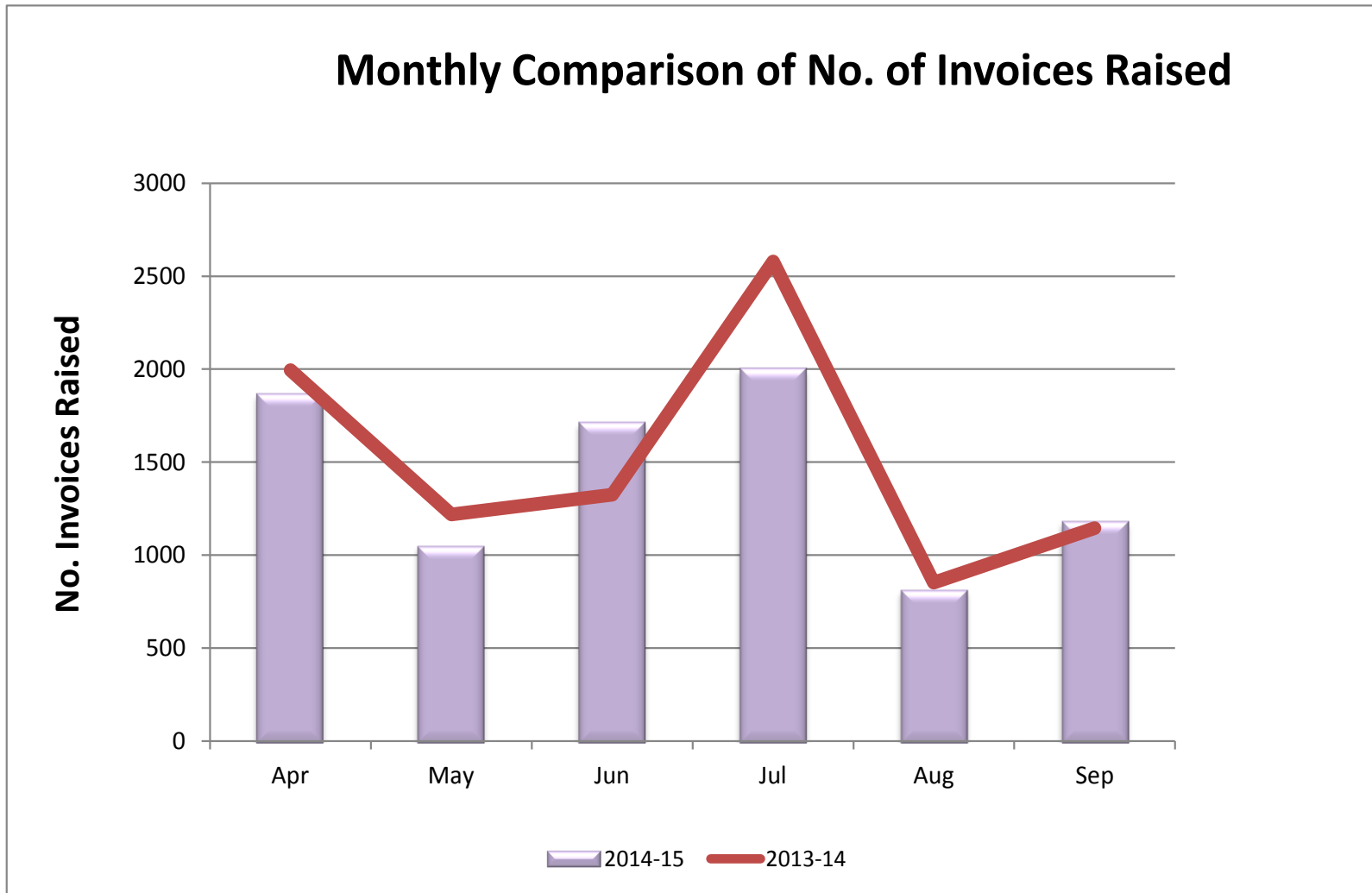
- A claim should only be issued once all disputes are resolved. Under the HAUC (Highways and Utilities Committee) code of practice late disputes are accepted by LB Bromley.

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

Monthly Comparison of the Value of invoices Raised

(Total amount invoiced - 13/14 = £16.5m, 14/1 = £16.7m +1% increase)





Report No.
CSD 14167

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 7 January 2015

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)

1. Reason for report

This report provides information on the performance of the Customer Service Contract provided by Liberata for the period 1 April 2014 to 30 November 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.

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: Not Applicable:
 2. Ongoing costs: Not Applicable:
 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):
110,000 visitors, 720,000 phone calls, 30,000 e-mails and 3,300,000 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, as 'client unit' monitors the contract with Liberata against the set Key Performance Indicators, see appendix 2.

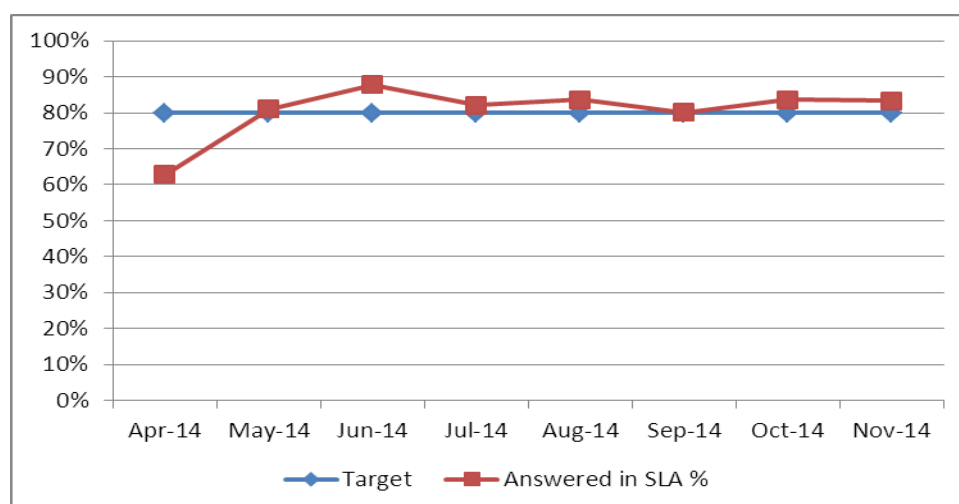
There are a number of key achievements since the partnership began, they include:

- Former Customer Service staff (32) moved off Bromley IT equipment and network
- Contact Centre telephony system replaced
- SMS text messaging system been deployed for use across services
- Contact Centre has been refurbished
- Responsive Web site and E-pay live
- My Bromley Account in final development stages, due to go live January 2015
- Evidence Drop Point merged into Main Reception
- Service reviews being carried out on retained services
- Action plan being developed to deliver the Access Channel Strategy to manage down call and visitor volumes

Customer Services - Contact Centre

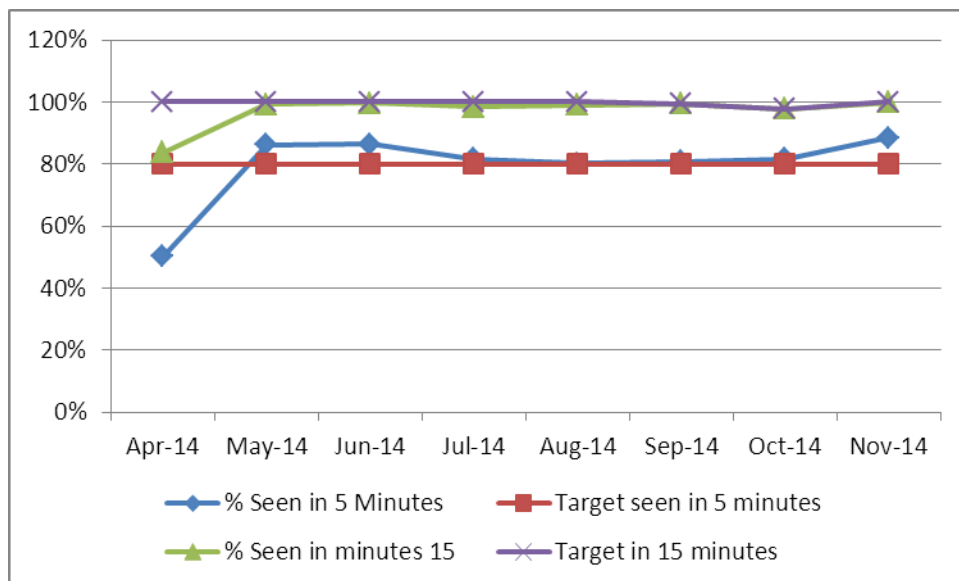
3.2 Performance in both front facing and contact centre services dipped towards the end of the financial year. A series of meetings with key managers from the contractor were arranged, and a service recovery plan was developed and agreed. As a result of this and close monitoring by the client, service recovered and stabilised across the summer. Performance continues to be closely monitored by the client. Since Liberata implemented their recovery plan in April 2014, service has recovered in both the Contact Centre and Reception. Performance has remained consistently above target since that time.

Activity period	ACD calls offered	ACD calls handled	Handled in SLA	Answer %	Target	Answered in SLA %
Apr-14	15738	14246	8957	91%	80%	63%
May-14	16560	16048	13010	97%	80%	81%
Jun-14	15332	15077	13237	98%	80%	88%
Jul-14	14657	14274	11718	97%	80%	82%
Aug-14	15423	14591	12201	95%	80%	84%
Sep-14	17698	16107	12895	91%	80%	80%
Oct-14	14160	13774	11517	97%	80%	84%
Nov-14	11387	11077	9229	97%	80%	83%
Totals	120955	115194	92764	95%	80%	81%



Receptions

Activity period	Customers Served	Seen in 5 minutes	Seen in 15 Minutes	% Seen in 5 Minutes	Target seen in 5 minutes	% Seen in minutes 15	Target in 15 minutes
Apr-14	4113	2063	3446	50%	80%	84%	100%
May-14	2191	1889	2177	86%	80%	99%	100%
Jun-14	2104	1820	2095	87%	80%	100%	100%
Jul-14	2283	1865	2249	82%	80%	99%	100%
Aug-14	2058	1650	2038	80%	80%	99%	100%
Sep-14	2932	2371	2919	81%	80%	100%	100%
Oct-14	2465	2013	2410	82%	80%	98%	98%
Nov-14	1896	1677	1893	88%	80%	100%	100%
Totals	20042	15348	19227	77%		96%	

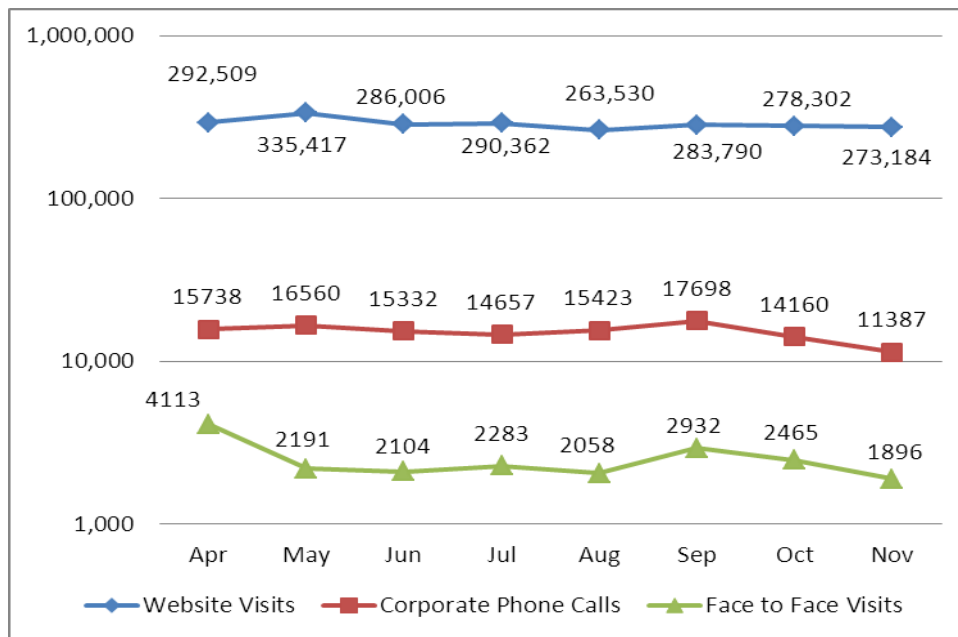


Web

3.3 The table below shows the performance of the web team against target for providing updates to web pages within the specified time period. Web visits remain high, although there has been a slight reduction since the summer. Year on year web visits have increased.

Title	Measure	Monitoring Frequency	Reporting Frequency	Target	Performance
Critical Updates	% completed within 1 working hour	Daily	Monthly	100% within 1 working hour	100%
Urgent Updates	% completed within 1 working day	Daily	Monthly	100% within 1 working day	100%
Important Updates	% completed within 2 working days	Daily	Monthly	100% within 2 working days	99.8%
Regular Updates	% completed within 5 working days	Daily	Monthly	100% within 5 working days	99.7%

3.4 The table below shows an analysis of customer contact across web, face to face and phone channels.



Quality Monitoring

3.5 A random selection of phone calls are monitored by the client and scored against an agreed quality standard on a monthly basis. This looks at both the service delivered to the customers and the quality of the information passed through to the service teams. Reception services are observed to achieve the same outcome, and the web team monitor general web performance, e-forms that are not completed and repair any broken links identified, which is analysed through an automatic process.

3.6 Service Teams have been provided with a template to report on a monthly basis any errors they feel have been made by the contractor. The returns enable investigation and remedial action where necessary to improve performance.

3.7 The issues identified by this process are a similar volume to when the service was delivered directly by the Council. Support from the client and regular liaison meetings between the contractor and services are an essential tool in maintaining this standard.

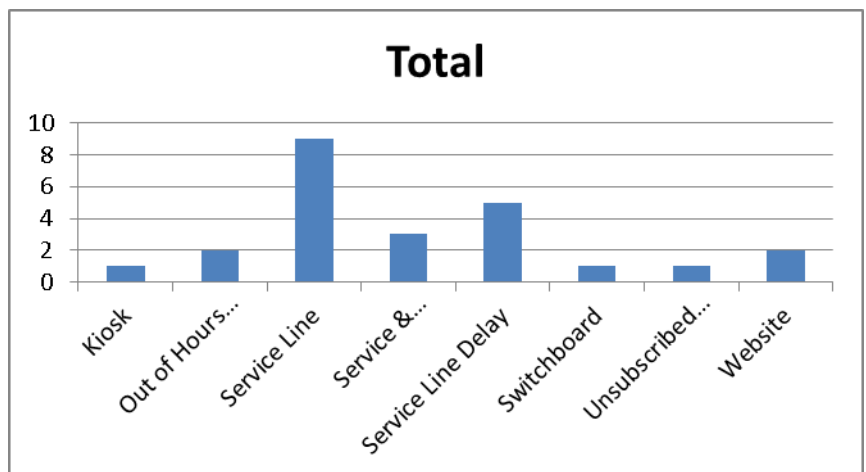
Customer Satisfaction Surveys

3.8 A random sample of customers is surveyed each month by the contractor to evaluate satisfaction with the service provided. This began recently with 85.5% of customers being satisfied with the service provided by the contact centre.

Complaints and Compliments

3.9 The total number of complaints received throughout the year was 24, with the main type of complaint relating to the service teams rather than the contact centre. There were 13 compliments.

Type	Total
Kiosk	1
Out of Hours Service	2
Service Line	9
Service Line & Contact Centre	3
Service Line Delay	5
Switchboard	1
Unsubscribed Email	1
Website	2
	24



Each complaint has been received via email through the Head of Customer Services.

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. Other Councils have made significant savings as a result of this approach and moving towards digital by default.

3.11 The portal, known as MyBromley Account will launch early 2015, preceded by a campaign period to encourage residents to pre-register. A discreet, soft launch will happen in January 2015 (subject to confirmation). Annual billing in March 2015 will trigger the main thrust of a campaign to encourage residents to register for a MyBromley Account.

3.12 A range of publicity and targeted marketing campaigns are planned throughout the first part of 2015, which will be reviewed, developed and possibly extended as we approach the summer. These include:

- Poster sites in car parks and Adshel sites
- Waste trucks
- Update, Environment Matters, Inform
- Facebook and Twitter

A sample of publicity and the buttons for the web site home page are in Appendix 3.

3.13 The following service headlines will be available through MyBromley Account when it launches early 2015:

- Council Tax
- Benefits
- Pre-filled forms, save and return to forms

3.14 A full list of service types and forms that will be available from launch is in Appendix 4.

3.15 MyBromley Account will not limit anonymous access to any web services that are currently available.

Customer Contact Health checks

3.16 Liberata is 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.

Liberata Health Check Update Plan – December 2014

Service	Report Complete	Service Comments	Actions Agreed	Savings	Investment
Trade Waste	Yes	Yes	Yes	none	-
Highways & Transport	Yes	Yes	Yes	none	-
Registrars	Yes	Yes	Yes	£9k	£4k
Early Years	Yes	Yes – Final draft due 17/12/14	TBA		
School Admissions	Yes	Awaiting information from service	TBA		
Licencing	No	Awaiting information from service	TBA		
Housing	Yes	Yes - Final draft due 17/12/14	TBA		
BSSD & MyLife	Yes	Awaiting service feedback (January)	TBA		
Adult Education	Yes	Yes – Final draft due 12/12/14	TBA		
Planning	No - 12/12/14	TBA	TBA		
Building Control	No - 12/12/14	TBA 7	TBA		

3.17 The contract is performing well, and progress on MyBromley Account is pleasing. Strong contract management by the Council should ensure good progress continues. Robust mechanisms are in place to monitor errors, measure quality, customer satisfaction and progress on projects. These will continue to be developed and refined as the needs of the organisation change and projects conclude.

4. POLICY IMPLICATIONS

[Click here and start typing](#)

5. FINANCIAL IMPLICATIONS

5.1 Set up costs

The set up costs for the contract included replacing the telephony system in the contact centre, moving the staff onto Liberata network and hardware, plus the portal set up costs. These are detailed below.

Customer Services - set up & portal costs	2013/14 - invoiced	2014/15 – to be invoiced	
Invoices paid			
IT & Transition (set up of contract)	88,866		
Middleware Procurement & Development	69,029		
Portal Spec & Maintenance		40,500	
SMS Procurement & Development	10,412		
Invoices to be paid			
Portal Design		22,193	
Authentication Mechanism and Knowledge System		40,000	
Enterprise Service Bus		24,000	
Service Line Integration		35,000	
Total	168,307	161,693	330,000

The Portal will provide customers secure on-line access to council services, and will be the catalyst for changing customer behaviour in the future. Reducing contact from face to face and telephone contact, shifting to self-service access will enable savings for the Council and reduce future contract costs. The funding of this was allocated on an 'invest to save' basis. Pay back is to be identified through a review of retained services described below. Whilst this work is ongoing, savings of £9K have been identified. The balance should be found once this process completes, with pay back being realised partially in 2015/16, and the remaining in 2016/17.

6. LEGAL IMPLICATIONS

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7. PERSONNEL IMPLICATIONS

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Non-Applicable Sections:	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: 12th December 2014

Our Ref: AIF/TB

Dear Mark,

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

This summary covers performance for the period 1st April 2014 to 30th November 2014.

1. Corporate Customer Services

After a difficult start to the contract when the complexity of the transfer was under-estimated and the service levels were adversely affected, I am pleased to report steady progress has been evident since April. Positive changes coincided with the assignment of Tony Briggs, our operational Head of Customer Services who has provided the team with a wealth of experience in all aspects of customer services management.

Tony has provided the team with clear focus, in particular quickly identifying one of the root causes of our under-achievement was a lack of trained resource where no one individual could handle all the service line queries. This has and continues to be addressed with a programme of upskilling and refresher training, and has resulted in the team answering a higher proportion of calls offered than ever before; reducing customer waiting times and delivering 7 consecutive months of service level compliance.

2. Health Checks

The current programme of Health Checks started in April and have been running throughout the summer and into the Autumn. The healthchecks have covered the majority of retained services including Registrars, Trade Waste, Traffic and Highways, Early Years, Housing, Adult Education, Licensing, School Admissions, BSSD and MyLife.

Currently Planning and Building Control and Licensing are still outstanding, however these should be completed by the end of 2014.

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

Currently a project to re-engineer the Registrars service is underway, which will see more online capability and self serve options for customers seeking copy certificates and Nationality Checking service appointments.

In addition Liberata have undertaken several pieces of work including a Green Garden Waste option for Direct Debit, a review of Street scene and Greenspace webpages, producing numerous web forms for various service areas to promote channel shift and improve the customer experience.

Liberata have developed a system for Bromely service areas to use SMS reminders. Usage of the SMS reminders has been used for Council Tax reminders and is being developed for Benefit appointments and possibly Snow friends groups.

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** – Implemented July 2014 – improving access to www.bromley.gov.uk from mobiles or tablets through what is known as “responsive” design. We know that 1 in 3 views of www.bromley.gov.uk are through mobile devices and expect this number to increase.
- **Online appointments for registrars and bulky waste** – planned for July 2014. Unfortunately this has been delayed till

January 2015 due to technical issues and the need to upgrade various software and server elements prior to going live.

- **SMS campaigns** – started in July 2104 with Council Tax reminders. While the service has been offered to all council services, many are still considering its use and impact and are yet to decide on its use.

The main purpose of the portal is provide secure access for the citizens of Bromley to view, report, request and transact with the local authority. In doing so it is expected that customers will reduce the amount of contact they make for simple and often high volume services. However certain services require high levels of authentication and verification, namely in the Benefits and Council Tax service areas.

This authentication and security has taken longer than expected, but is now at the stage of User Acceptance Testing. With this in mind we expect the portal to be available to customers in January 2015.

Marketing for the portal is already planned and a pre-registration campaign has started to capture as many customers as possible prior to launch. Apart from the current range of integrated forms, specific forms are being developed for:

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

Increasing take up of the portal will be achieved through a number of marketing campaigns with the first mass campaign being deleivered to every household in Bromley in March 2015 as part of the Annual Council Tax bill. We also intend to develop bespoke campaigns based on geo-demographic profiling techniques.

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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Performance Monitoring

Customer Contact Centre - Key Performance Indicators (KPI's)

	Measure	Definition	Monitoring Frequency	Reporting Frequency	Target
1	Call Management	Number of calls answered by the agents within the specified timescales compared to total number of calls received	Daily	Monthly	80% Calls answered within 30 seconds
2	Email Management	Number of emails responded to within 5 working days compared to total number of emails received	Daily	Monthly	80% responded to within 1 working day
3	Face to Face Management	Number of customers entering the reception areas must be seen within 5 minutes of their arrival compared to total number of customers, remainder within 15 minutes	Daily	Monthly	80% of customers seen within 5 minutes of arrival
4	Switchboard Management	% of calls bailed to operator or requesting operator answered within 15 seconds	Daily	Monthly	80% answered within 15 seconds
5	Call Wrap Up	Wrap up of the call to be within 10 minutes of the contact	Daily	Monthly	Call wrap up within 10 minutes of the contact
6	Procedural Accuracy	Number of mistakes (for example, something that has been incorrectly processed) broken down by service compared to total number of contacts.	Daily	Monthly	<5% Aspiring to 0%

Web Management – Key Performance Indicators (KPI's)

Title	Measure	Monitoring Frequency	Reporting Frequency	Target
Critical Updates	% completed within 1 working hour	Daily	Monthly	100% within 1 working hour
Urgent Updates	% completed within 1 working day	Daily	Monthly	100% within 1 working day
Important Updates	% completed within 2 working days	Daily	Monthly	100% within 2 working days
Regular Updates	% completed within 5 working days	Daily	Monthly	100% within 5 working days

My Bromley Account Poster

Bromley
THE LONDON BOROUGH
www.bromley.gov.uk

My Bromley Account

save time, do it online!

- Manage your Council Tax
- Apply for Benefits
- Receive alerts
- and a whole lot more

open when you want it
no queues, no fuss

Register now

www.bromley.gov.uk/MyBromley

Registration Buttons

MyBromley Account
always open, no queues, no fuss

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register now
save time, do it online!

www.bromley.gov.uk/MyBromley

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MyBromley Account Forms and Functions

MyBromley Account holders will be able to perform the following functions:

View Council Tax information including:

- Last Payment Amount
- Last Payment Date
- Next Instalment Amount
- Outstanding Balance

MyBromley Account holders will be able to complete the following forms:

- Apply for Housing Benefit
- Apply for Council Tax Refunds in cases of overpayment
- Apply for Council Tax discount for: empty property, disregarded person, apprentice, care worker, child benefit, in detention, member of religious community, member of visiting defence force, non-British spouse of a student, school or college leaver under 20 and student discount
- Council Tax deceased notification
- Council Tax new occupier form
- Council Tax change of address
- Council Tax application for single person discount
- Council Tax application for resident in hospital, nursing home or residential care
- Council Tax discount/exemption application for a resident with severe mental health impairment
- Council Tax discount/exemption application for disabled persons carer
- Council Tax application for a disabled persons discount
- Discretionary Housing payment claim form
- Check your next bin collection day by entering your postcode or address
- Report a missed collection
- Request recycling containers
- Order or renew a garden waste wheelie bin collection service
- Apply for a reuse and recycling centre permit
- Parking enforcement request
- Register your address for parking enforcement of your dropped kerb
- Request a parking dispensation or suspension
- Parking permit enquiry form
- General parking enquiry (not related to a penalty charge notice)
- Make a challenge/representation against a Penalty Charge Notice
- Enquiry about a payment made against a Penalty Charge Notice
- Application for a vehicle access permit
- Application for free school meals
- Application for two year old funding
- Child cycle training request
- Adult cycle confidence training
- Adoption information request

- Fostering information request
- Pest Control report form
- Noise report form
- Tree Preservation Order enquiry form
- FOI/Environmental Information Regulations request
- Register your interest in Bromley Friends Groups
- Marriage or Civil Partnership charge notice at certificate stage
- Report an empty property in the borough
- Report Blue Badge misuse
- Safer Bromley Awards Nomination Form
- Application for temporary highway license for a skip
- Application for temporary highway license for scaffolding
- Application for temporary highway license for hoarding
- Application for a temporary highway license for a storage container or portable cabin
- Application for temporary highway license for a cherry picker
- Apply for or renew entry on registered skip operators list
- Application for license to distribute free literature
- Croydon Road Recreation Ground bandstand form
- Community Right to Challenge – expression of interest form
- Community trigger form
- Complaint, Compliment or Suggestion form

Report No.

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Executive & Resources PDS

Date: 7th January 2015

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

Title: WINTER HEALTH PROJECT - UPDATE

Contact Officer: Dr Ade Fowler and Dr Sarah Morgan , Assistant Director and Public Health Registrar, Public Health
Tel: 020 8313 4938 E-mail: ade.fowler@bromley.gov.uk

Chief Officer: Dr Nada Lemic, Director of Public Health
Tel: 020 8313 4220 E-mail: nada.lemic@bromley.gov.uk

Ward: All Wards

1. Reason for report

The Winter Health Project was developed in December 2012 following a successful bid from the Department of Health to address Excess Winter Deaths in Bromley in 2012/13. The purpose of the fund was to identify, assist and support vulnerable groups of people at risk of ill health in the winter months. This work formed part of the implementation of the Department of Health's Cold Weather Plan.

The Department of Health paid a one off grant to the council from the Warm Homes Healthy People Fund for 2012/13.

2. **RECOMMENDATION(S)**

That the Committee:

- **Notes the progress made following completion of the project in April 2013 and the recommendations for 2015/2016**

Corporate Policy

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

Financial

1. Cost of proposal: No cost
 2. Ongoing costs: Non-recurring cost.
 3. Budget head/performance centre: Public Health Division, Education, Care and Health
 4. Total current budget for this head: £N/A
 5. Source of funding: N/A
-

Staff

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

Legal

1. Legal Requirement: Statutory requirement.
 2. Call-in: Call-in is not applicable.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): We estimate that coordinated activities could potentially reach 30% of the older population in Bromley.
-

Ward Councillor Views

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

3. COMMENTARY

Background

- 3.1 Public Health conducted a Winter Health Project between December 2012 and March 2013, funded by the Department of Health. The project was set up to address Excess Winter Deaths which were higher for Bromley, compared to London and England. In May 2013, a project report was produced for the Executive and Resources PDS and for the Executive Committee.
- 3.2 Excess Winter Deaths continue to be monitored regularly and further work was conducted to investigate in more detail the underlying factors which contribute to Excess Winter Deaths.
- 3.3 Exploratory work is taking place with stakeholders to develop plans to make addressing Excess Winter Deaths part of agencies' core activities. This includes:
- Working with the CCG to commission community-based services to offer further support to vulnerable older people. In order to achieve the desired outcomes clear contract specifications will be developed.
 - Integrating activities with the Proactive Management of Integrated Services for the Elderly (ProMISE) programme to secure further funding from the Better Care Fund. The ProMISE Programme aims to identify vulnerable older people with complex needs and provide integrated services to meet their needs and thereby reduce hospital admissions.
 - The Health Champions Programme in which 40 volunteers were recruited and trained to support identified vulnerable older people in the winter to keep them well at home. In the last year, a further 52 volunteers have been recruited to provide year round care and support and the training and development programme is underway. Ongoing support to health champions is provided by Public Health. The Health Champions Programme is being incorporated into the ProMISE Programme with funding through the Better Care Fund.
- 3.4 **Excess Winter Deaths in Bromley – Summary of the investigation of high levels and underlying reasons**

Background

The Excess Winter Deaths Index (EWDI) indicates whether there are higher than expected deaths in the winter compared to the rest of the year. In Bromley we have an all age 3 year EWDI which is significantly worse than London or England meaning we have significantly more unexpected deaths in the winter months. This difference has persisted compared to England between August 2007 and July 2012 and compared to London, between August 2008 and July 2012. Given that Bromley's age distribution is similar to England as a whole, the age of our population is unlikely to be the reason for the higher EWDI. However, as Bromley has the largest elderly population of all London boroughs this may explain why the EWDI is higher than the London average.

Key Factors Influencing Excess Winter Deaths Evidence Base

- **Cold**
In the years without flu epidemics, cold is shown to be the most important factor in excess winter deaths. England compares unfavourably to other colder countries, in Scandinavia and Northern Europe, which suggests that excess winter deaths may be preventable as it is more than just lower temperatures that are responsible for the excess mortality in winter.

- **Housing**

The importance of housing conditions is emphasised by international comparisons that show lower rates of excess winter deaths in countries where homes are more energy-efficient.

- **Fuel Poverty**

Recent UK publications suggest that some 10% of excess winter deaths are directly attributable to fuel poverty and a fifth of excess winter deaths are attributable to the coldest quarter of homes. However, the relation to socio-economic deprivation is somewhat weak.

- **Behaviour**

At national level evidence shows that older people, especially owner occupiers, live in cold homes due to sub optimal behaviours and attitudes to keeping warm, notwithstanding whether they officially fall into fuel poverty.

The Situation In Bromley

- In Bromley the ward level breakdowns do not show a correlation between EWDI and deprivation.
- In Bromley we have a large proportion of older owner occupiers, many living in older less thermally efficient housing stock, and hence at risk of a cold home and EWD.
- Given that EWDs affect the whole elderly population, interventions aimed only at low income and fuel poor households will not address a substantial part of the at risk population in Bromley.

Recommendations

Recommendations to address the issue of EWD in Bromley include:

1. Monitoring the EWDI and underlying factors in the JSNA
2. Support for policy approaches which advocate for the provision of specialist housing for older people in appropriate locations.

The full report on Excess Winter Deaths is available on request.

4. POLICY IMPLICATIONS

- 4.1 This work is in relation to the Department of Health's Cold Weather Plan for England 2014, the Public health Outcomes Framework Indicators and the draft guidance produced by the National Institute for Health and Care Excellence – Excess winter deaths and morbidity and the health risks associated with cold homes.

5. FINANCIAL IMPLICATIONS

- 5.1 None

6. LEGAL IMPLICATIONS

- 6.1 N/A

7. PERSONNEL IMPLICATIONS

- 7.1 N/A

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	<p>Cold Weather Plan for England 2014 – Protecting health and reducing harm from severe cold</p> <p>National Institute for Health and Care Excellence Public Health Guidance (Draft, 2013) – Excess winter deaths and morbidity and the health risks associated with cold homes</p>

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Report No.
FSD 14087

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 7 January 2014

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

Title: BROMLEY UNIT COST REPORT 2014/15

Contact Officer: Lesley Moore, Deputy Director of Finance
Tel: 0208 313 4633 E-mail: lesley.moore@bromley.gov.uk

Chief Officer: Peter Turner, Director of Finance

Ward: N/A

1. Reason for report

- 1.1 The attached report undertaken by LG Futures compares unit costs between local authorities in England, using budgeted expenditure from authorities' Revenue Account (RA) returns for 2014/15. The report is intended to act as an initial guide for further investigation into areas where unit costs differ to those of similar authorities and where there may potentially be scope for savings.
-

2. **RECOMMENDATIONS**

- 2.1 Members are asked to consider the findings in the attached report

Corporate Policy

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

Financial

1. Cost of proposal: No Cost:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Council wide
 4. Total current budget for this head: £125m (Excluding GLA precept)
 5. Source of funding: 2014/15 Revenue Budget
-

Staff

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

Legal

1. Legal Requirement: None:
 2. Call-in: Not Applicable:
-

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? N/A
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

3.1 The attached report undertaken by LG Futures compares unit costs for local authorities across England and identifies services within Bromley where our overall planned expenditure appears high compared to our comparator groups. This information has been compiled from authorities' Revenue Account (RA) returns for 2014/15. The report is intended to act as an initial guide for further investigation into areas where unit costs differ to those of similar authorities and where there may scope for savings

3.2 For benchmarking purposes, two sets of comparator groups are used in this analysis:

- (a) Bromley's Nearest Neighbouring group
- (b) all comparable authorities across England.

3.3 The key findings are highlighted in Page 3 of the report, one of which is that "overall, Bromley's unit costs (excluding schools) are 4.0% higher than the nearest neighbour average and are ranked 7th highest out of the 16 authorities". With any benchmarking data it is always important to remember that not all local councils provide the same services in the same way and that the information recorded in the 2014/15 RA return may not be accurate or applied in a consistent way. For that reason, unless a detailed exercise is undertaken to understand more about the data used to compile the report, some of the findings need to be treated with some caution as the findings can be misleading.

4 Below are comments from Chief Officers about the findings-

4.1. **Comments from the Director of Renewal & Recreation**

Planning

The Council's costs for Planning as a whole show that it is ranked 12 lowest cost of 16 amongst similar London Boroughs (chart 21) and that it is ranked 106 lowest cost out of 123 on the wider 'comparable Councils' definitions (Chart 22).

(The surprisingly high cost of Development Control in Table 15 is due to the assigning of application fee income to the wrong heading in the original returns and that Table is not accurate).

4.2 **Comments from the Executive Director of Environment and Community Services**

It appears that the benchmarking in a number of service areas do not make a like for like comparison and so apparently high costs are misleading. A detailed analysis would need to be undertaken to determine which authorities have allocated particular costs under service headings, to fully understand the differences. Nevertheless the following observations should give some context:

Highways and Transport

Overall unit costs are low, but the net cost of parking services depends on the income raising potential of the council and so adding Wandsworth where income is much higher is not a sensible comparator; the street lighting costs includes the invest to save and so are artificially

high; structural maintenance costs reflect the higher number of structures we have in the Borough; winter service costs are higher due to the diverse nature of the Borough.

Culture and Related Services

Overall units costs are average, but the most significant cost is library services and the number of libraries needed is influenced by the size of the Borough (the denominator is population); culture would include the current provision of a museum service and subsidy to the Churchill Theatre.

Environmental and Regulatory Services

Overall unit costs appear average, but most of the apparently lower spend authorities do not have waste disposal responsibilities and all other benchmarking of our waste disposal and collection services have found our costs to be comparatively very low; the cemetery, crematorium and mortuary costs for us include all costs associated with the Coroner's service.

4.3 Comments from the Executive Director Education, Care, Health & Services

Adults Social Care

Bromley's projected unit costs for Adult Social Care are **low** when compared to benchmark group 12 out of 16 and 87th out of 123 nationally.

Physical and sensory client unit costs are significantly **lower** for younger adults being in the bottom decile, with unit costs around half that of our statistical neighbours.

The spread of standard deviations in the Financial Intelligence Toolkit analysis indicates that whilst costs for younger adults may be increasing nationally, they are being contained better in Bromley than for the majority of our benchmark group. This would appear to be especially so in Learning Disabilities where unit costs for the under-65s are shown to be around £12,000 lower than our benchmark group average and £22,000 lower for our older clients.

Learning Disability costs are particularly **low**, and are continuing to be driven downwards, having shown an improvement in rank order (i.e. relative costs have declined) since last year. This is particularly marked with young adults, perhaps reflecting costs of transition packages compared to our neighbours' as clients become ever more complex, where we sit just outside the bottom decile;

Costs for service users with mental health needs are between half and a quarter of that of our comparators, again with younger adults being proportionately **lower**

The comparative data also suggests that the packages being provided to clients entering services might be comparatively cheaper than our historic packages, using rank orders. This is particularly marked in MH and worthy of further investigation.

Education

Costs for education services are very low and bottom of our benchmark group when one includes the schools' budget. This will be further exposed as the number of converting schools continues to increase and the amount available to the centre continues to decline.

Commissioning

Relatively high commissioning costs but these are to be expected in a commissioning-led authority and probably have a direct causative affect in relation to the low figures in the service areas.

Non-Applicable Sections:	Policy/Finance/Legal/Personnel
Background Documents: (Access via Contact Officer)	LBB data from RA returns

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Financial Intelligence Toolkit
2014/15 Resource Benchmarking Subscription

Unit Cost Report

Bromley

Overview

This report compares unit costs between local authorities in England, using budgeted expenditure from authorities' Revenue Account (RA) returns for 2014/15. The report is intended to act as an initial guide for further investigation into areas where unit costs differ to those of similar authorities and where there may potentially be scope for savings.

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Summary of Key Points

Potential Savings

- Overall, Bromley would achieve notional savings of £29.9m if it set its unit costs in each service area to the bottom quartile of the nearest neighbour group. Setting unit costs to the group median would result in additional expenditure of £12.5m, while setting unit costs to the top quartile would result in additional expenditure of £72.4m.

Overall Unit Costs and Change in 2014/15

- Overall, Bromley's unit costs (excluding schools) are 4.0% higher than the nearest neighbour average, and are ranked 7th highest out of the 16 authorities.
- Compared nationally, Bromley's unit costs are 10.0% below average, and are ranked 91st highest out of 123 comparable authorities.
- Bromley's overall unit costs increased by 13.5% between 2013/14 and 2014/15. Compared to its nearest neighbours, its unit cost ranking increased, from 13th highest to 7th highest in the group.

Unit Costs by Service

- Education (excluding schools) - Bromley's unit costs are 35.8% lower than the nearest neighbour average, and are ranked 12th highest out of the 16 authorities. Nationally, its unit costs are 28.5% below average, and ranked 86th highest out of 123 comparable authorities.
- Adult Social Care - Bromley's unit costs were 25.5% lower than the nearest neighbour average, and ranked 12th highest in the group. Nationally, its unit costs were 19.4% lower than average, and ranked 87th highest out of 123 comparable authorities.
- Children's Social Care - Bromley's unit costs are 2.6% higher than the nearest neighbour average, and ranked 5th highest out of 16 authorities. Compared nationally, its unit costs are 4.6% higher than average, and ranked 47th highest out of 123 comparable authorities.
- Public Health - Bromley's unit costs are 14.7% lower than the nearest neighbour average, and ranked 11th highest in the group. Nationally, its unit costs are 37.1% lower than average, and ranked 103rd highest out of 123 authorities.
- Highways & Transport - Bromley's unit costs are 16.6% lower than the nearest neighbour average, and ranked 13th highest out of 16 authorities. Compared nationally, its unit costs were 27.0% higher than average, and ranked 37th highest out of 123 comparable authorities. Please note that unit costs exclude levies for Integrated Transport Authorities (paid by metropolitan districts), and transport costs borne by the Greater London Authority, which may affect national comparisons.
- Housing Services (General Fund only) - Bromley's unit costs are 18.1% higher than the nearest neighbour average, and ranked 5th highest in the group. Nationally, its unit costs are 2.7% higher than average, and ranked 49th highest out of 123 authorities.
- Cultural & Related Services - Bromley's unit costs are 11.0% higher than the nearest neighbour average, and ranked 7th highest in the group. Compared nationally, its unit costs are 13.7% lower than average, and ranked 81st highest out of 123 comparable authorities.
- Environmental & Regulatory Services - Bromley's unit costs are 22.2% higher than the nearest neighbour average, and ranked 6th highest in the group. Nationally, its unit costs are 3.4% lower than average, and ranked 68th highest out of 123 authorities.
- Planning & Development Services - Bromley's unit costs are 12.1% lower than the nearest neighbour average, and ranked 12th highest in the group. Nationally, its unit costs were 53.3% lower than average, and ranked 106th highest out of 123 comparable authorities.
- Central Services - Bromley's unit costs are 1.0% lower than the nearest neighbour average, and ranked 7th highest in the group. Nationally, Bromley's unit costs are 8.5% below average, and ranked 61st highest out of 123 comparable authorities.

1. Methodology

Unit Cost Calculations

Unit costs are based on local authorities' planned expenditure for 2014/15, as reported in Revenue Account (RA) forms. The expenditure is divided by relevant cost drivers; for example, the number of local residents, social care clients or road lengths. The latest available data is used for these denominators, which varies from year to year. Details on each denominator are provided in Annex A.








Unit costs are based on Net Current Expenditure (NCE), which is comprised of expenditure on employees and running expenses, net of sales, fees and charges, internal recharges and other income. It does not include (i.e. is gross of) capital items and specific / special grants. NCE excludes levies paid to Waste Disposal Authorities and Integrated Transport Authorities, and this should be borne in mind when making any comparisons between authorities where their costs may be recorded differently, due to differing structural arrangements for such services.

Unit costs are adjusted by the Area Cost Adjustment (ACA) to control for geographical variations in the cost of providing services. These adjustments use the ACA figures for 2013/14 as published by DCLG.

Differences in unit costs are measured using standardised scores. This measures the number of standard deviations that an authority's unit costs are above, or below, the group average. Using standardised scores has a number of advantages over other approaches:

- It reflects the **significance** of differences. For example, if an authority has unit costs that are 10% above the group mean, then this is significant if the average authority in the group has unit costs within +/- 5% of the mean. It is less significant, however, if the average authority has unit costs that are +/- 20% of the mean. Standardised scores control for this variation or "spread" of unit costs.
- Standardised scores have **useful statistical properties** for assessing whether an authority's expenditure is significantly higher or lower than other members of the group. This is based on the assumption that the scores follow a normal (or "bell shaped") distribution; in which case, the following rule of thumb applies:
 - Around two-thirds of authorities (68%) would be expected to have a score between 0 and ± 1 .
 - Most authorities (95%) would be expected to have a score between 0 and ± 2 .
 - Nearly all authorities (99.7%) would be expected to have a score between 0 and ± 3 .

Unit costs are colour coded based on its standardised score, as follows:

Code	Unit Costs	Description	Scale
	More than 2 standard deviations below average	Significantly lower	Better   Worse
	Between 1 and 2 standard deviations below average	Moderately lower	
	Less than 1 standard deviation above or below average	Slightly higher or lower	
	Between 1 and 2 standard deviations above average	Moderately higher	
	More than 2 standard deviations above average	Significantly higher	

Finally, while standardised scores are used to assess the relative significance of unit costs, the results are also presented as percentage differences from the mean. This is because percentages are more familiar and intuitively easier to grasp. Note, however, that the service with the most significant difference in unit costs (as measured by the standardised score) will not always have the largest percentage difference from average.

Comparator Authorities

For benchmarking purposes, two sets of comparator groups are used in this analysis: (a) Bromley's Nearest Neighbour group, and (b) all comparable authorities across England. These comparator groups are explained below.

(a) Nearest Neighbour Group

To enable a like-for-like comparison, this analysis makes use of CIPFA's statistical Nearest Neighbour groups. These identify councils with similar economic and social characteristics and groups them on a statistical basis.

For Bromley, the Nearest Neighbour group is shown in the table below:

Table 1 - Nearest Neighbour Group

■ Bromley	■ Harrow
■ Havering	■ Sutton
■ Barnet	■ Redbridge
■ Hillingdon	■ Merton
■ Bexley	■ Hounslow
■ Enfield	■ Ealing
■ Richmond-upon-Thames	■ Kingston-upon-Thames
■ Croydon	■ Wandsworth

(b) National Comparator Group

When making national comparisons, it is necessary to consider the services provided by each authority. Unit costs should only be compared among authorities with similar functions and responsibilities.

It is not possible to simply compare all authorities with expenditure in a given service area. For example, both shire counties and shire districts provide Environmental and Regulatory services, but the precise nature of the services provided will differ between the two tiers.

To enable national comparisons, authorities are therefore categorised into three groups, according to whether they provide (1) both upper-tier and lower-tier services, (2) exclusively upper-tier services, or (3) exclusively lower-tier services.

As a London Borough, Bromley falls into Group 1, as shown in the table below. All national comparisons in this report are made with reference to this grouping of 123 authorities.

Table 2 - National Comparator Groups

Group	Authority Type	Lower tier	Upper tier	Fire*	No.
Group 1	Metropolitan districts, London boroughs and unitaries without fire responsibilities	✓	✓		120
	Unitaries with fire responsibilities	✓	✓	✓	3
Group 2	Shire counties with fire responsibilities		✓	✓	11
	Shire counties without fire responsibilities		✓		16
Group 3	Shire districts	✓			201

* Expenditure on fire and protective services is excluded from this report, so does not affect comparisons.

2. Potential Savings

Overview of Potential Savings

This section considers the notional savings that could be achieved by setting your authority's unit costs to certain benchmark levels.

Benchmark levels are set relative to your authority's national comparator group, as identified in Table 2. The three levels are (i) the bottom quartile, (ii) the median, and (iii) the top quartile.

The table below shows the theoretical savings that would potentially result if Bromley's unit costs were set to one of these levels. This is disaggregated by service group. As can be seen, the total savings would range from £29.9m to -£72.4m (where negative values indicate increased expenditure).

Table 3 - Potential Savings from Alternative Unit Costs (£m) by Individual Service

Service	Bottom Quartile	Median	Top Quartile
Education (excluding schools)	0.019	-1.966	-16.010
Adult Social Care	1.064	-19.737	-36.669
Children's Social Care	6.480	2.498	-1.183
Public Health	0.250	-1.211	-4.314
Highways & Transport	-0.009	-2.877	-10.072
Housing Services (GFRA only)	6.130	2.089	-0.190
Cultural & Related Services	3.244	1.013	-0.867
Environmental & Regulatory Services	9.115	6.535	-1.019
Planning & Development Services	0.033	-0.320	-1.239
Central Services	3.573	1.452	-0.824
Total (excluding schools)	29.899	-12.523	-72.386

Negative figures indicate increased expenditure. Savings will be negative if your authority has unit costs that are currently below the relevant benchmark level.

Bromley's greatest potential savings are in Environmental & Regulatory Services (£9.1m). This reflects both the relatively high unit costs in this service area, and its significant share of the overall budget.

Annex B contains charts illustrating the potential savings within each of these major service groups. These savings are calculated at the sub-service level (e.g. Parking Services), rather than at the service level (e.g. Highways and Transport) as shown above. These detailed savings profiles can be found on pages 35 onwards.

3. Change in Unit Costs 2013/14 to 2014/15

This section highlights the change in Bromley's unit costs, compared to its nearest neighbours, between 2013/14 and 2014/15.

Overall, Bromley's unit costs (excluding schools) increased relative to the nearest neighbour average in 2014/15. Its ranking increased, from 13th highest to 7th highest in the group. The change for each major service is presented in the table below.

Table 4 - Change in Unit Costs Relative to the Nearest Neighbour Group

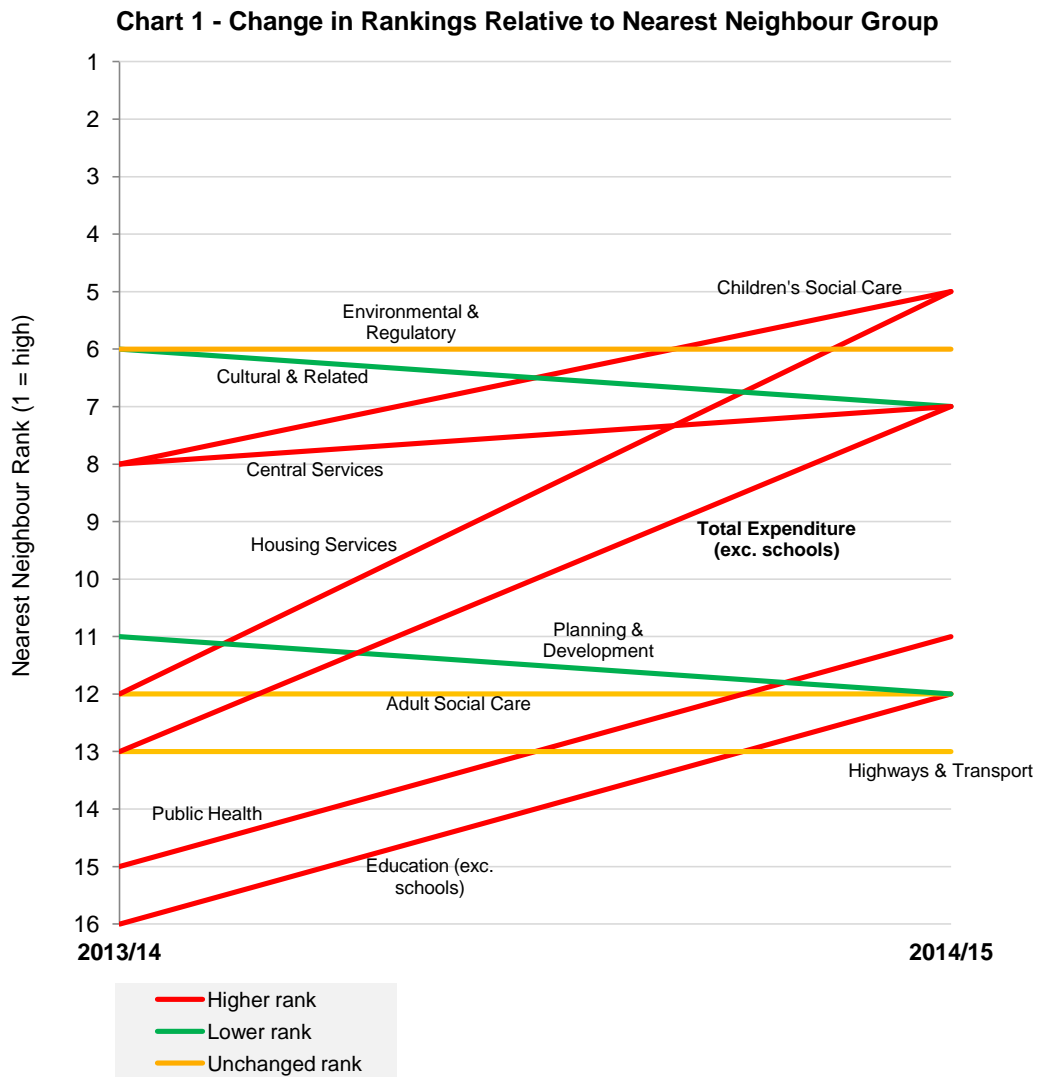
Service Area	Unit Costs (£ per unit)			Nearest Neighbour Ranking (1 = high)			Unit Cost Denominator
	2013/14	2014/15	Change	2013/14	2014/15	Change	
Education (exc. schools)	33.01	49.91	●	16th	12th	●	Residents (all)
Adult Social Care	9,998.71	9,351.98	●	12th	12th	●	Adult Clients (all)
Children's Social Care	19,261.23	21,043.73	●	8th	5th	●	Children in Need
Public Health	32.48	37.77	●	15th	11th	●	Residents (all)
Highways & Transport	8,933.09	9,571.24	●	13th	13th	●	Road length
Housing Services	34.15	41.11	●	12th	5th	●	Residents (all)
Cultural & Related	40.09	39.11	●	6th	7th	●	Residents (all)
Environmental & Regulatory	76.77	76.46	●	6th	6th	●	Residents (all)
Planning & Development	10.09	9.63	●	11th	12th	●	Residents (all)
Central Services	50.48	51.19	●	8th	7th	●	Residents (all)
Total Expenditure (exc. schools)	663.91	753.28	●	13th	7th	●	Residents (all)

Key:

- Decreased unit costs / improved rank
- Unchanged unit costs / unchanged rank
- Increased unit costs / worsened rank

To enable a like-for-like comparison between years, unit costs for 2013/14 have been calculated using the same methodology and data as used in the rest of this report. Given the availability of new data in 2014 (including updated ONS' population projections, and updated adult social care client figures) and revised methodologies (including different denominators for certain services, as RA line definitions have changed), the figures for 2013/14 supersede those presented in the previous year's FIT report.

The chart below illustrates the change in Bromley's unit cost rankings, between 2013/14 and 2014/15, for each major service.

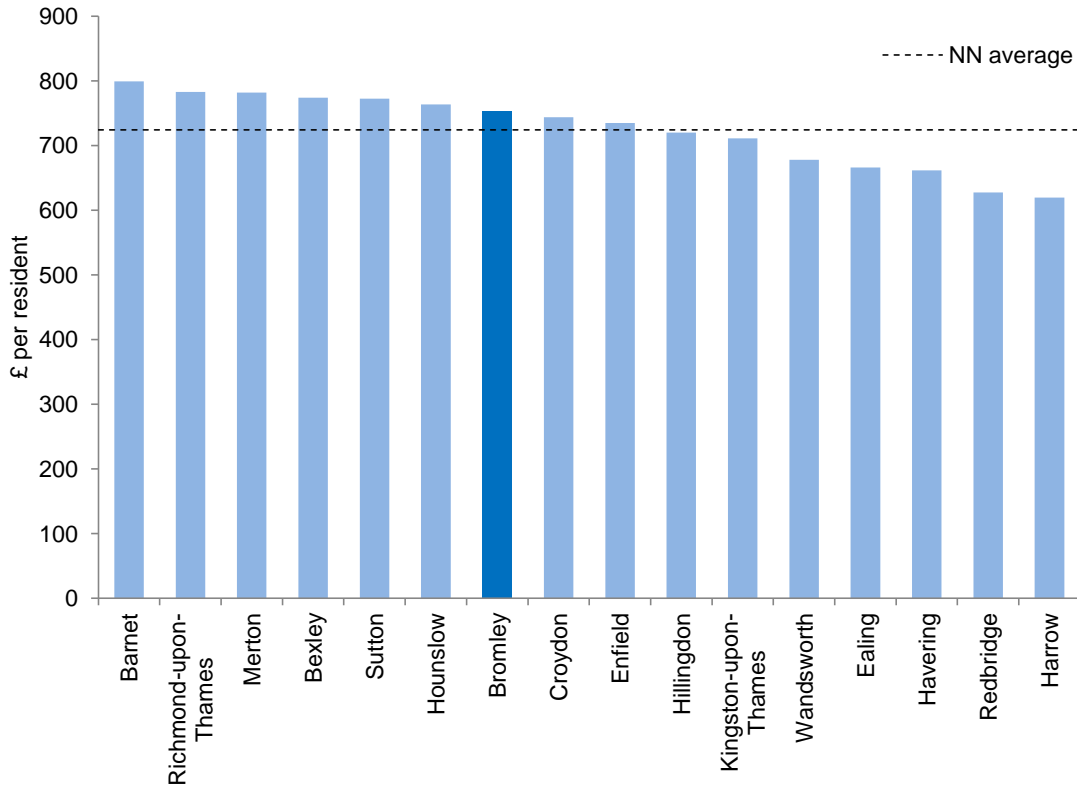


4. Overview of Unit Costs

Nearest Neighbour Comparison

In 2014/15, Bromley's expenditure per resident was 4.0% higher than the nearest neighbour average (excluding schools). It was ranked 7th highest out of the 16 authorities in this group, as shown below.

Chart 2 - Relative Unit Costs (Nearest Neighbours)



The table below shows Bromley's unit costs, in each major service area, relative to its nearest neighbours. The most significant difference, as measured by standard deviations, was in Environmental and Regulatory Services, with unit costs that were 22.2% higher than the nearest neighbour average. This was followed by Adult Social Care, with unit costs that were 25.5% lower than average.

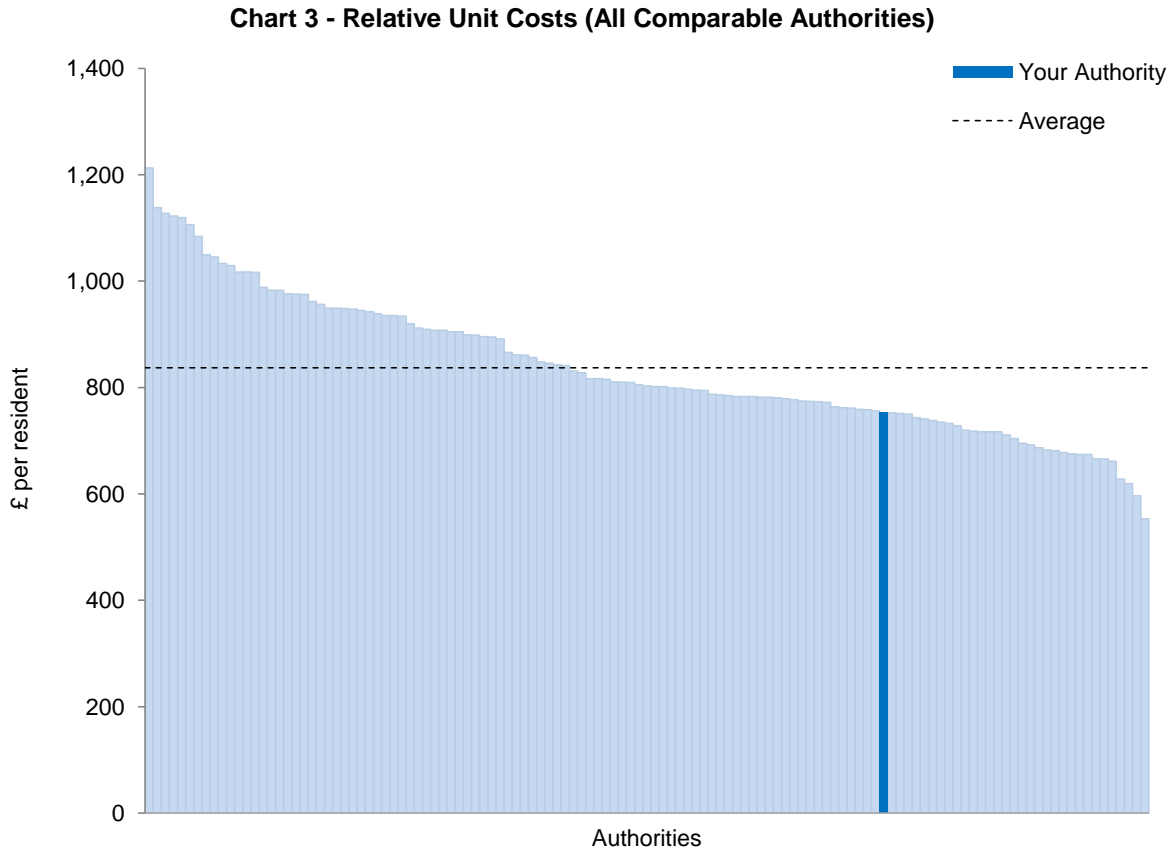
Table 5 - Unit Costs compared to Nearest Neighbours*

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	NN average (£ per unit)	(%)	(std. dev.)		
Education (excluding schools)	17.429	49.91	77.78	-35.8%	-0.60 ●	12th	Residents (all)
Adult Social Care	73.319	9,351.98	12,550.05	-25.5%	-0.74 ●	12th	Adult Clients (all)
Children's Social Care	38.019	21,043.73	20,500.79	2.6%	+0.09 ●	5th	Children in Need
Public Health	12.954	37.77	44.28	-14.7%	-0.62 ●	11th	Residents (all)
Highways & Transport	17.638	9,571.24	11,482.17	-16.6%	-0.43 ●	13th	Road length
Housing Services (GFRA only)	14.176	41.11	34.82	18.1%	+0.50 ●	5th	Residents (all)
Cultural & Related Services	13.484	39.11	35.24	11.0%	+0.44 ●	7th	Residents (all)
Environmental & Regulatory Services	26.364	76.46	62.56	22.2%	+0.83 ●	6th	Residents (all)
Planning & Development Services	3.322	9.63	10.96	-12.1%	-0.25 ●	12th	Residents (all)
Central Services	17.652	51.19	51.72	-1.0%	-0.03 ●	7th	Residents (all)
Other Service Expenditure	24.487						
Total (excluding schools)	258.844	753.28	724.23	4.0%	+0.52 ●	7th	Residents (all)
Total (including schools)	370.187	1,072.09	1,249.45	-14.2%	-1.14 ●	16th	Residents (all)

* Values are left blank for 'Other Service Expenditure', and for services where your authority does not have primary responsibility. This reflects the lack of expenditure in these service areas and/or and the lack of client data.

England Comparison

Relative to all comparable authorities across England, Bromley's total unit costs (excluding schools) were 10.0% below average, and were ranked 91st highest out of 123 authorities. This is illustrated below.



The table below provides details of your authority's unit costs relative to all comparable authorities across England.

The most significant difference, measured by standard deviations, was in Public Health, with unit costs that were 37.1% lower than average. This was followed by Adult Social Care, with unit costs that were 19.4% lower the group average.

Table 6 - Unit Costs compared to England Average*

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 123 (1=high)	Denominator / Unit
		Your authority (£ per unit)	England average (£ per unit)	(%)	(std. dev.)		
Education (excluding schools)	17.429	49.91	69.79	-28.5%	-0.60 ●	86th	Residents (all)
Adult Social Care	73.319	9,351.98	11,599.60	-19.4%	-0.64 ●	87th	Adult Clients (all)
Children's Social Care	38.019	21,043.73	20,109.15	4.6%	+0.18 ●	47th	Children in Need
Public Health	12.954	37.77	60.06	-37.1%	-1.00 ●	103rd	Residents (all)
Highways & Transport	17.638	9,571.24	7,537.85	27.0%	+0.29 ●	37th	Road length
Housing Services (GFRA only)	14.176	41.11	40.03	2.7%	+0.06 ●	49th	Residents (all)
Cultural & Related Services	13.484	39.11	45.32	-13.7%	-0.40 ●	81st	Residents (all)
Environmental & Regulatory Services	26.364	76.46	79.15	-3.4%	-0.10 ●	68th	Residents (all)
Planning & Development Services	3.322	9.63	20.64	-53.3%	-0.57 ●	106th	Residents (all)
Central Services	17.652	51.19	55.92	-8.5%	-0.19 ●	61st	Residents (all)
Other Service Expenditure	24.487						
Total (excluding schools)	258.844	753.28	837.07	-10.0%	-0.65 ●	91st	Residents (all)
Total (including schools)	370.187	1,072.09	1,441.45	-25.6%	-1.67 ●	122nd	Residents (all)

* Values are left blank for 'Other Service Expenditure', and for services where your authority does not have primary responsibility. This reflects the lack of expenditure in these service areas and/or and the lack of client data.

Section 5 provides additional details on each of these services.

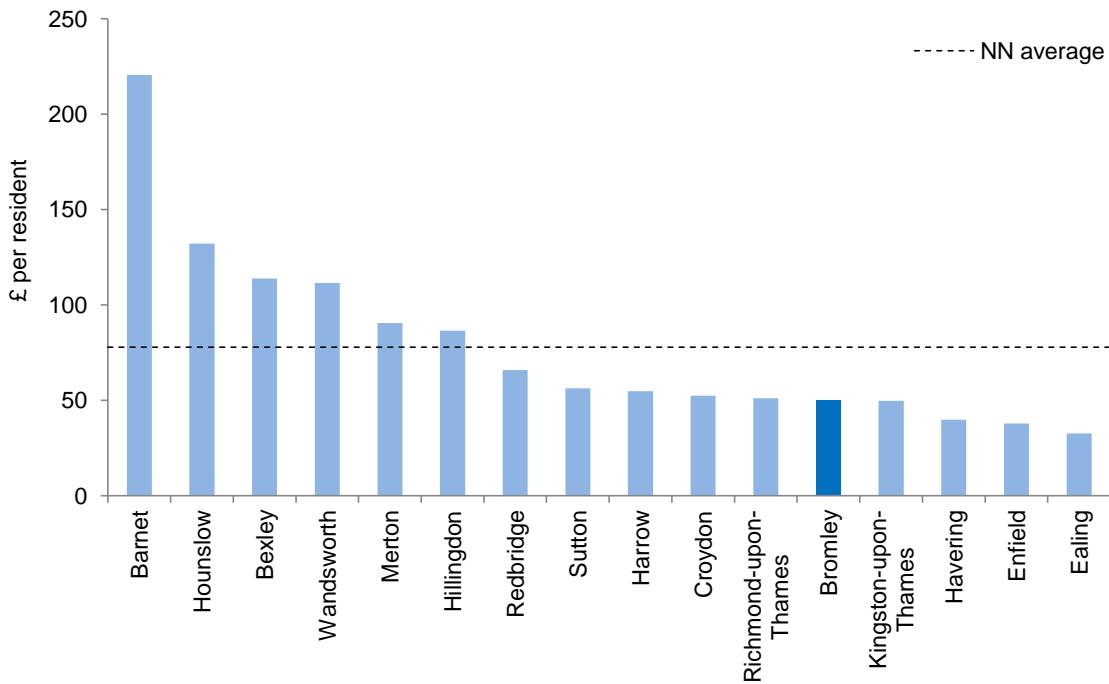
5. Detailed Unit Costs by Service

Education

Nearest Neighbour Comparison

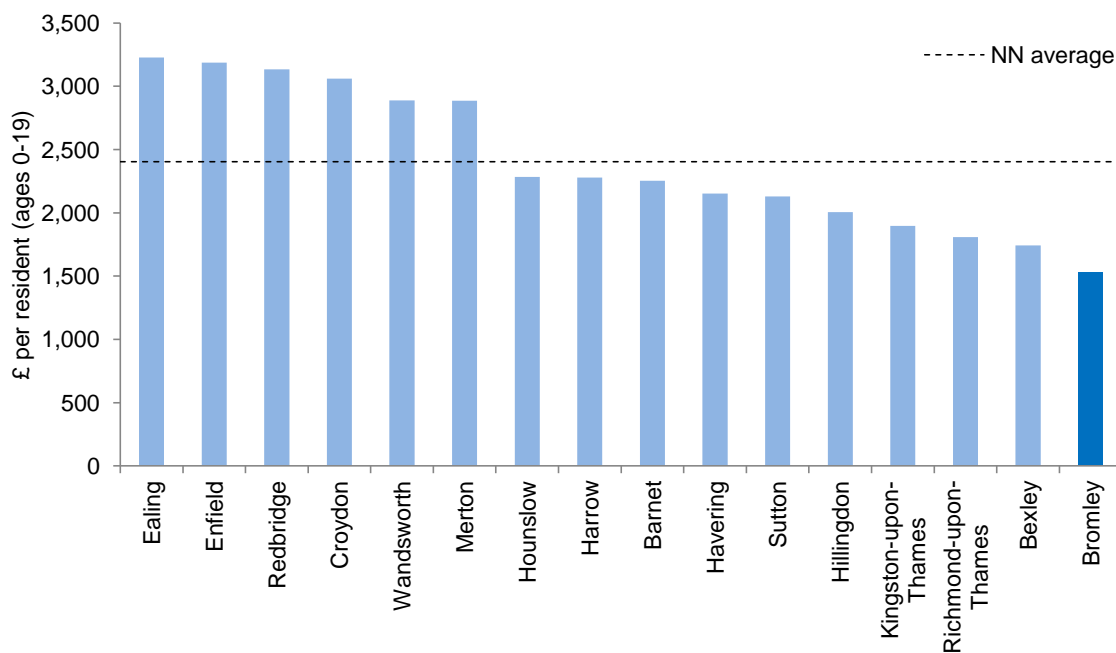
For Education (excluding schools), Bromley's unit costs were 35.8% lower than the nearest neighbour average and were ranked 12th highest in the group, as illustrated below.

Chart 4 - Unit Costs for Education, Excluding Schools (NN Group)



Including schools, the authority's unit costs were 36.4% lower than the nearest neighbour average, and were ranked 16th highest in the group.

Chart 5 - Unit Costs for Education, Including Schools (NN Group)



Within Education, the most significant difference in Bromley's unit costs (measured in standard deviations) was in Post-16 Provision, with unit costs that were 94.3% higher than average. This is shown in the table below.

Table 7 - Unit Costs for Education (NN Group)

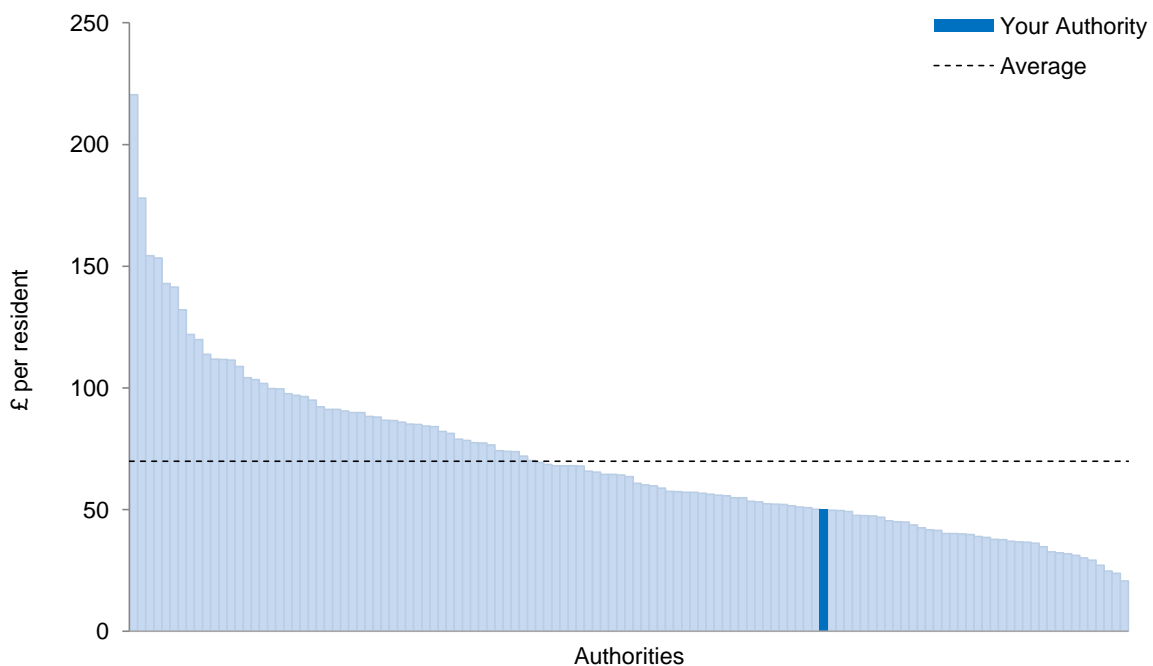
Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Post-16 Provision	6.476	430.48	221.56	94.3%	+0.96 ●	3rd	Residents (16-19)
Other Education & Community	10.953	31.36	68.14	-54.0%	-0.80 ●	15th	Residents (all)
Early Years*	19.398	833.91	592.52	40.7%	+0.96 ●	3rd	Residents (0-4)
Primary Schools*	59.941	4,016.78	3,964.90	1.3%	+0.11 ●	6th	Pupils (primary)
Secondary Schools*	6.585	6,320.49	7,047.15	-10.3%	-0.25 ●	8th	Pupils (secondary)
Special Schools*	25.419	47,600.95	40,634.38	17.1%	+0.39 ●	5th	Pupils (special schools)
Total (excluding schools)	17.429	49.91	77.78	-35.8%	-0.60 ●	12th	Residents (all)
Total (including schools)	128.772	1,528.83	2,403.59	-36.4%	-1.58 ●	16th	Residents (0-19)

* School functions

England Comparison

Compared to other authorities across England, Bromley's unit costs were 28.5% below average. Overall, its unit costs for Education (excluding schools) were 86th highest out of 123 authorities. This is illustrated in the chart below.

Chart 6 - Unit Costs for Education, Excluding School (All Comparable Authorities)



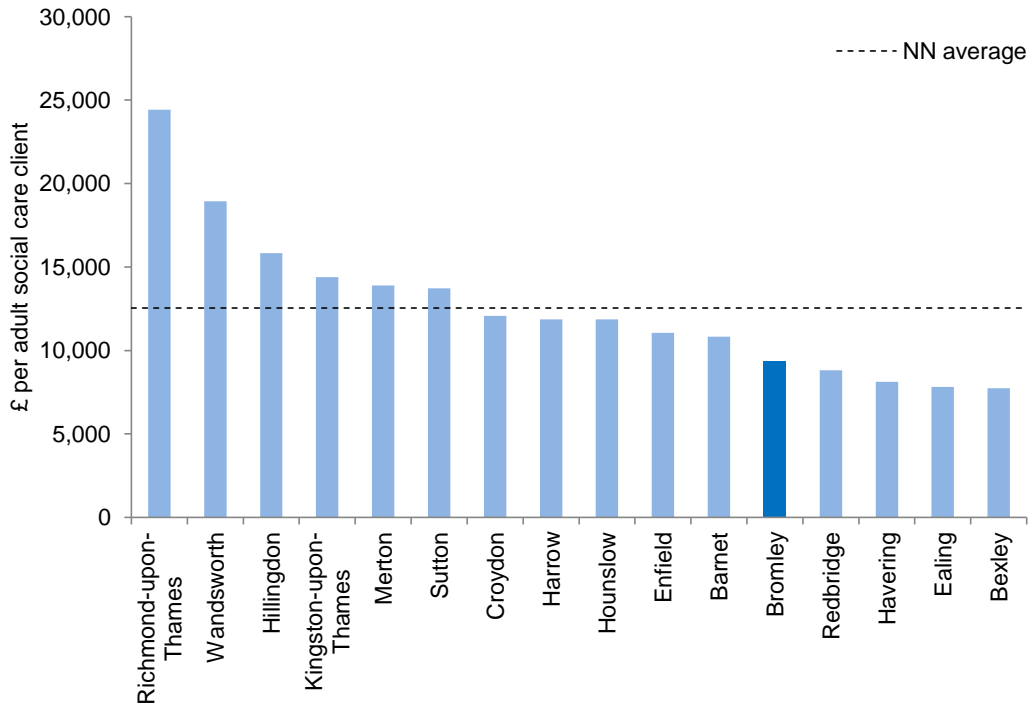
Including schools, Bromley's unit costs were 45.2% lower than average, and were ranked 122nd highest out of 123 authorities.

Adult Social Care

Nearest Neighbour Comparison

For Adult Social Care, Bromley's unit costs were 25.5% lower than the nearest neighbour average and were ranked 12th highest in the group.

Chart 7 - Unit Costs for Adult Social Care (NN Group)



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Learning Disabilities - Younger Adults, with unit costs that were 31.7% lower than average. This is shown in the table below.

Table 8 - Unit Costs for Adult Social Care (NN Group)

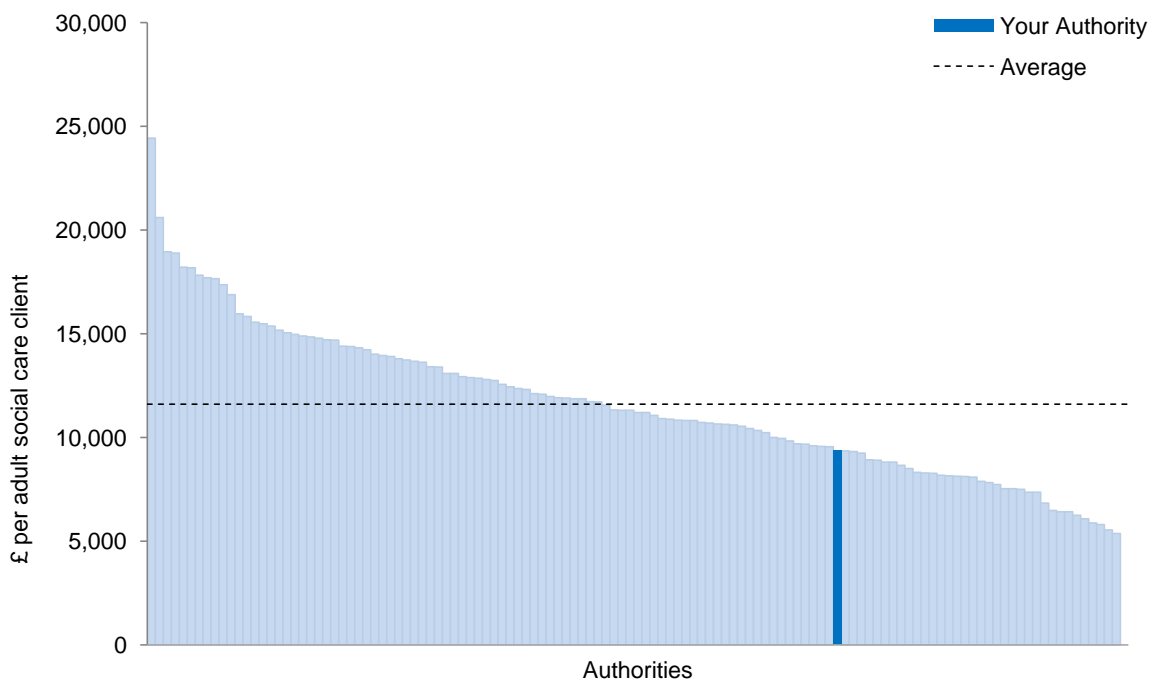
Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Learning Disabilities - Younger Adults	26.528	25,552.14	37,423.36	-31.7%	-1.13 ●	14th	Clients - Younger Adults (LD)
Learning Disabilities - Older Adults	1.894	5,998.63	28,197.93	-78.7%	-1.08 ●	13th	Clients - Older Adults (LD)
Mental Health and Cognition - Younger Adults	3.435	2,815.25	8,664.82	-67.5%	-0.92 ●	14th	Clients - Younger Adults (MH)
Mental Health and Cognition - Older Adults	7.569	7,945.90	10,648.80	-25.4%	-0.36 ●	9th	Clients - Older Adults (MH)
Physical and Sensory - Younger Adults	4.048	5,561.94	10,283.76	-45.9%	-0.57 ●	14th	Clients - Younger Adults (PS)
Physical and Sensory - Older Adults	11.963	3,455.10	5,001.96	-30.9%	-0.49 ●	11th	Clients - Older Adults (PS)
Commissioning and Service Delivery	6.078	775.26	857.07	-9.5%	-0.14 ●	7th	Clients - All
Social Care Activities	6.937	884.83	1,156.71	-23.5%	-0.42 ●	10th	Clients - All
Other Adult Social Care	4.867	620.79	592.40	4.8%	+0.08 ●	6th	Clients - All
Total Older Adult Social Care*	21.426	4,448.60	6,108.78	-27.2%	-0.56 ●	11th	Clients - Older Adults
Total	73.319	9,351.98	12,550.05	-25.5%	-0.74 ●	12th	Clients - All

* From 2014/15, Older Adult Social Care is no longer published as a single category in the Revenue Account. It is calculated here and presented for completeness.

England Comparison

Compared to other authorities across England, Bromley's unit costs were 19.4% lower than average. Overall, its unit costs were 87th highest out of 123 comparable authorities, as illustrated below.

Chart 8 - Unit Costs for Adult Social Care (All Comparable Authorities)

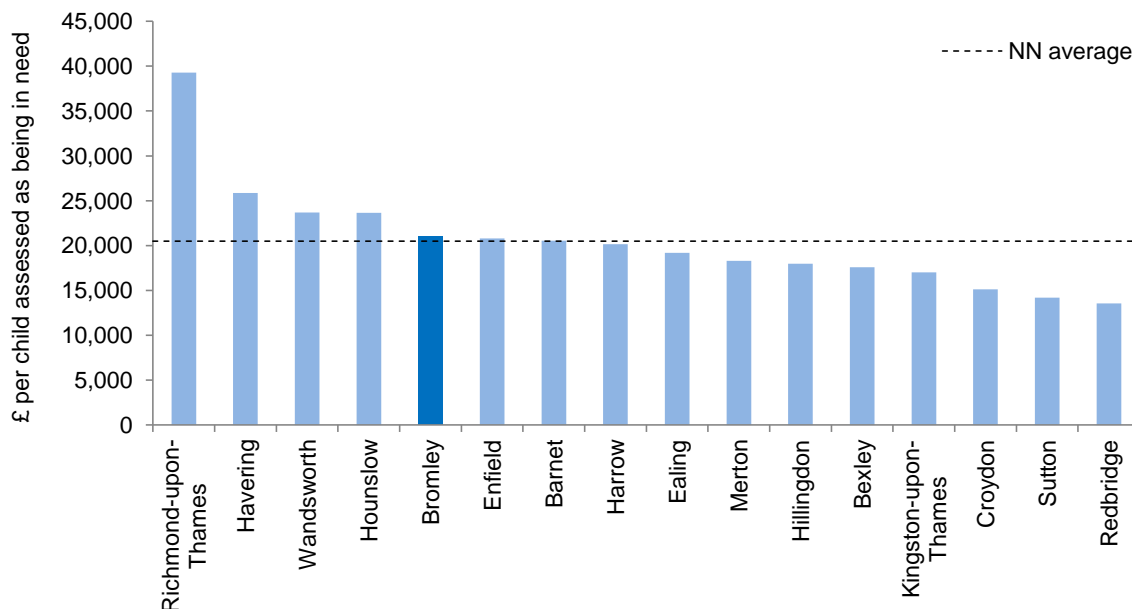


Children's Social Care

Nearest Neighbour Comparison

For Children's Social Care, Bromley's unit costs were 2.6% higher than the nearest neighbour average and were ranked 5th highest in the group.

Chart 9 - Unit Costs for Children's Social Care (NN Group)



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Safeguarding, Commissioning and Strategy, with unit costs that were 45.2% higher than the nearest neighbour average. This is shown in the table below.

Table 9 - Unit Costs for Children's Social Care (NN Group)

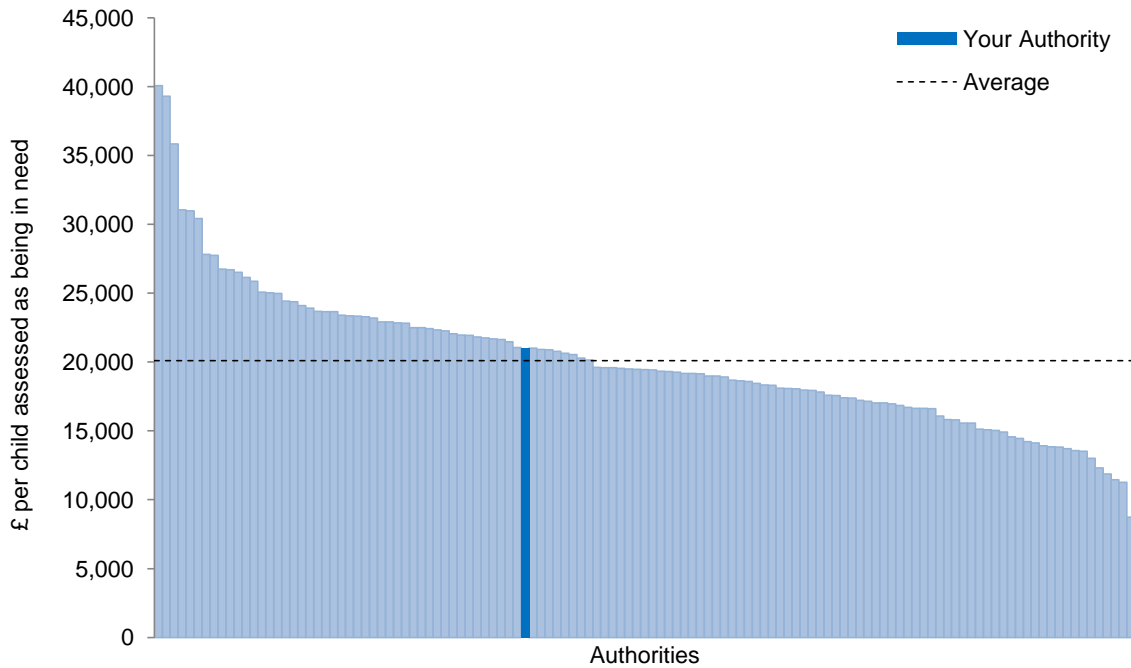
Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit*
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Children Looked After	14.633	49,715.88	55,451.22	-10.3%	-0.36 ●	11th	Looked After Children
Safeguarding, Commissioning & Strategy	13.198	7,305.17	5,031.46	45.2%	+0.88 ●	2nd	Children in Need
Sure Start and Early Years	2.293	100.37	128.87	-22.1%	-0.18 ●	10th	Residents (0-4)
Young People's Services	1.469	55.12	123.45	-55.3%	-0.60 ●	12th	Residents (13-19)
Family Support Services	3.417	1,891.33	2,459.55	-23.1%	-0.40 ●	11th	Children in Need
Youth Justice	1.238	38.97	43.20	-9.8%	-0.26 ●	9th	Residents (10-17)
Other Children's and Families Services	1.771	980.26	1,650.13	-40.6%	-0.32 ●	7th	Children in Need
Total	38.019	21,043.73	20,500.79	2.6%	+0.09 ●	5th	Children in Need

* For Durham and Norfolk, older data on children in need and/or children with a child protection plan is used, given the absence of data in 2013/14 (this may not be applicable to your nearest neighbour group).

England Comparison

Compared to other authorities across England, Bromley's unit costs were 4.6% higher than average. Its unit costs were 47th highest out of 123 comparable authorities, as illustrated below.

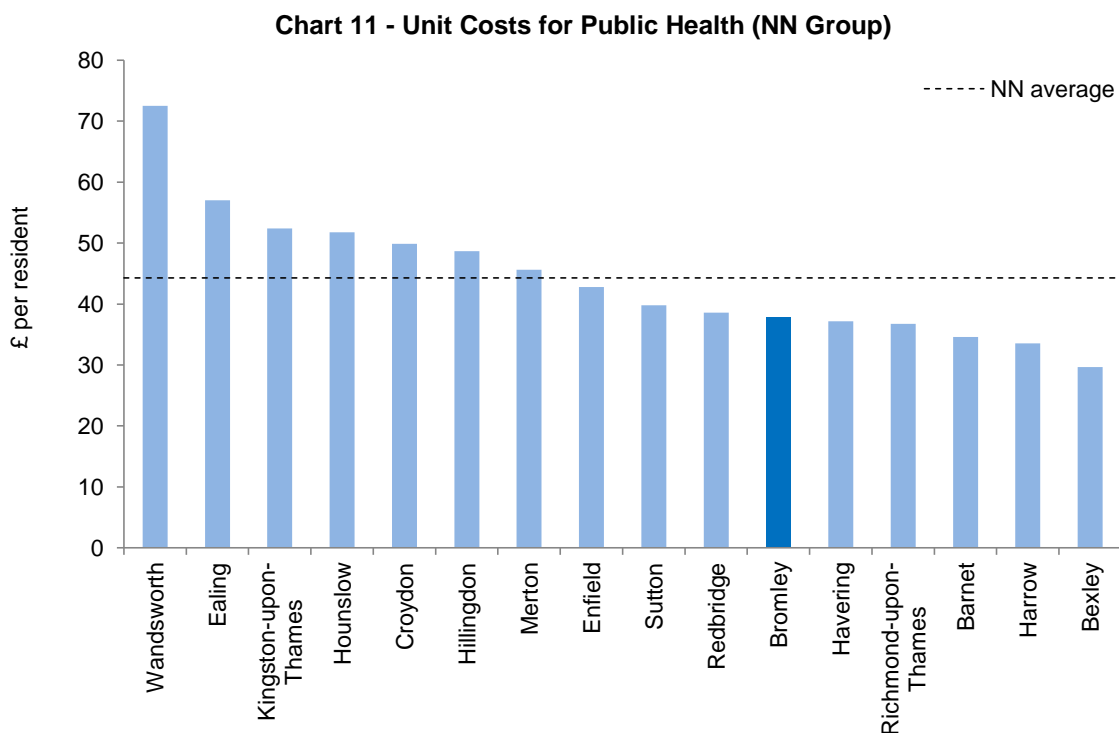
Chart 10 - Unit Costs for Children's Social Care (All Comparable Authorities)



Public Health

Nearest Neighbour Comparison

For Public Health, Bromley's unit costs were 14.7% lower than the nearest neighbour average and were ranked 11th highest in the group.



The most significant difference in Bromley's unit costs (measured in standard deviations) was in NHS Health Check Programme, with unit costs that were 58.0% higher than average. This is shown in the table below.

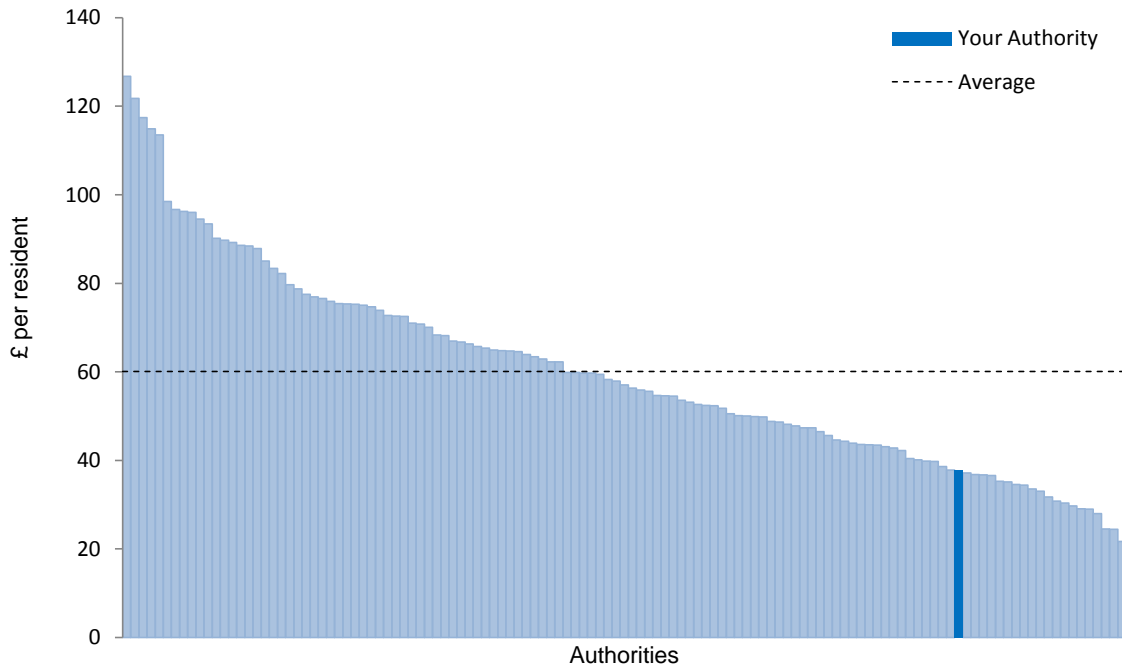
Table 10 - Unit Costs for Public Health (NN Group)

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Children 5-19 Public Health Programmes	1.023	17.09	23.75	-28.0%	-0.54 ●	12th	Residents (5-19)
NHS Health Check Programme	0.987	6.78	4.29	58.0%	+1.68 ●	1st	Residents (40-74)
Obesity	0.115	1.58	5.28	-70.0%	-0.95 ●	13th	Obese persons
Public Health Advice	0.256	0.75	0.39	91.9%	+0.72 ●	4th	Residents (all)
Sexual Health Services	3.692	16.29	19.93	-18.3%	-0.80 ●	13th	Residents (13-64)
Smoking and Tobacco	0.869	18.26	14.73	24.0%	+0.83 ●	4th	Smokers
Substance Misuse	2.294	8.60	14.29	-39.8%	-1.43 ●	16th	Residents (18+)
Other Public Health Services	3.718	10.84	10.43	3.9%	+0.07 ●	9th	Residents (all)
Total	12.954	37.77	44.28	-14.7%	-0.62 ●	11th	Residents (all)

England Comparison

Compared to other authorities across England, Bromley's unit costs were 37.1% lower than average. Overall, its unit costs were 103rd highest out of 123 comparable authorities, as illustrated below.

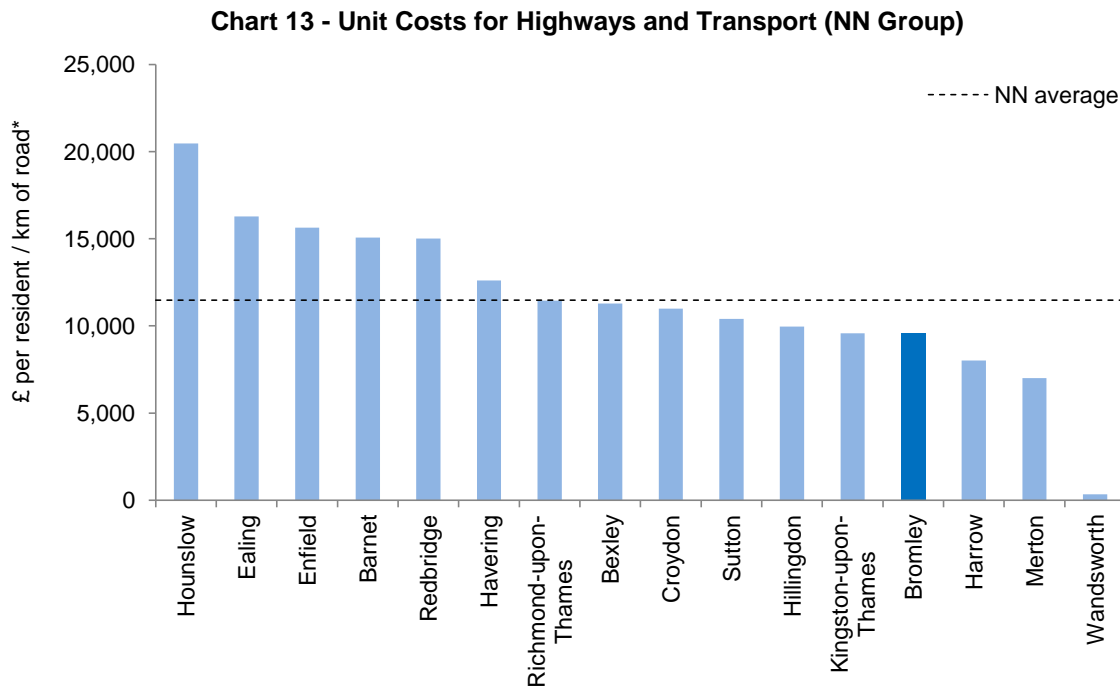
Chart 12 - Unit Costs for Public Health (All Comparable Authorities)



Highways and Transport

Nearest Neighbour Comparison

For Highways and Transport, Bromley's unit costs were 16.6% lower than the nearest neighbour average and were ranked 13th highest in the group. This is illustrated in the chart below.



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Public Transport, with unit costs that were 39.4% lower than average. This is shown in the table below.

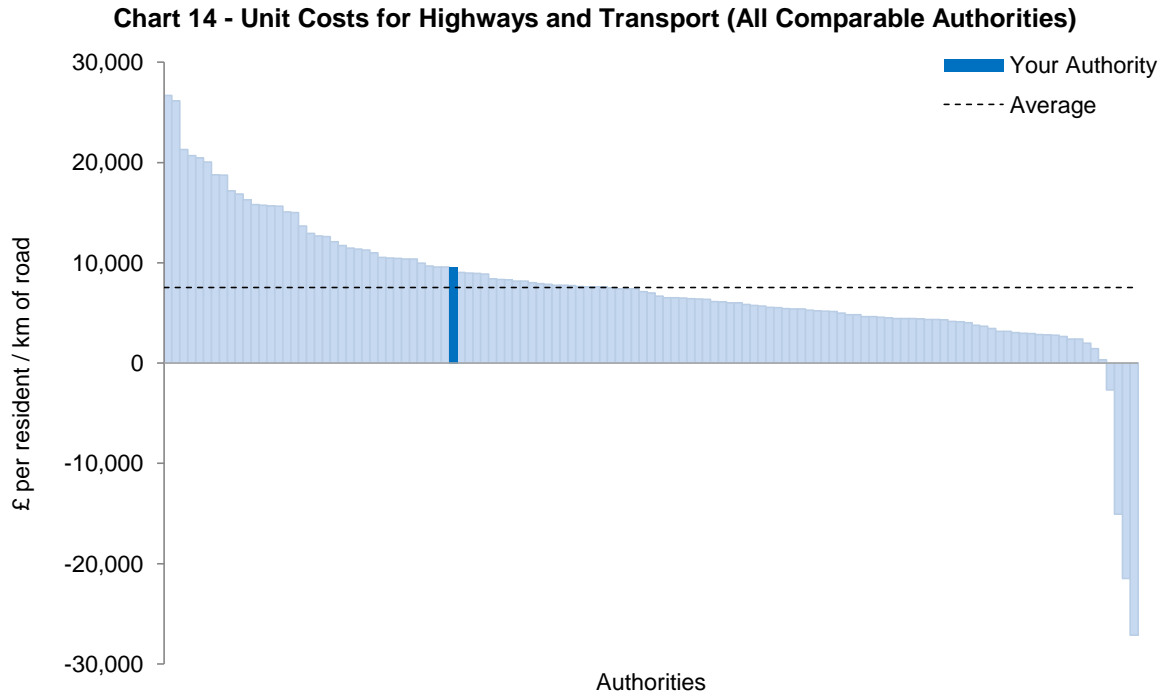
Table 11 - Unit Costs for Highways and Transport (NN Group)

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Environmental, Safety and Routine Maintenance	3.579	1,942.14	2,232.37	-13.0%	-0.13 ●	9th	Road Length
Parking Services	-5.168	-15.51	-18.77	-17.3%	+0.24 ●	9th	Daytime Population
Street Lighting	3.661	1,986.64	2,056.15	-3.4%	-0.07 ●	6th	Road Length
Structural Maintenance	3.886	2,108.73	1,819.95	15.9%	+0.19 ●	6th	Road Length
Transport Planning, Policy and Strategy	0.430	233.34	587.11	-60.3%	-0.53 ●	11th	Road Length
Winter Service	0.429	232.80	275.79	-15.6%	-0.29 ●	8th	Road Length
Traffic Management and Road Safety	0.297	161.17	487.70	-67.0%	-0.52 ●	12th	Road Length
Public Transport	10.524	5,710.84	9,425.59	-39.4%	-1.36 ●	16th	Road Length
Other Highways and Transport Services	0.000	0.00	0.00				Road Length
Total	17.638	9,571.24	11,482.17	-16.6%	-0.43 ●	13th	Road Length

* For shire districts, the denominator is resident population, and for all other authorities the denominator is weighted road length. This is because road length data is not available for shire districts.

England Comparison

Compared to other authorities across England, Bromley's unit costs were 27.0% higher than average. Overall, its unit costs were ranked 37th highest out of 123 comparable authorities, as illustrated below.



It should be noted that national comparisons of unit costs are heavily influenced by the inclusion of three London boroughs (Westminster, Hammersmith & Fulham and Kensington & Chelsea), which generate significant net income from parking, and so have large negative unit costs for this service area.

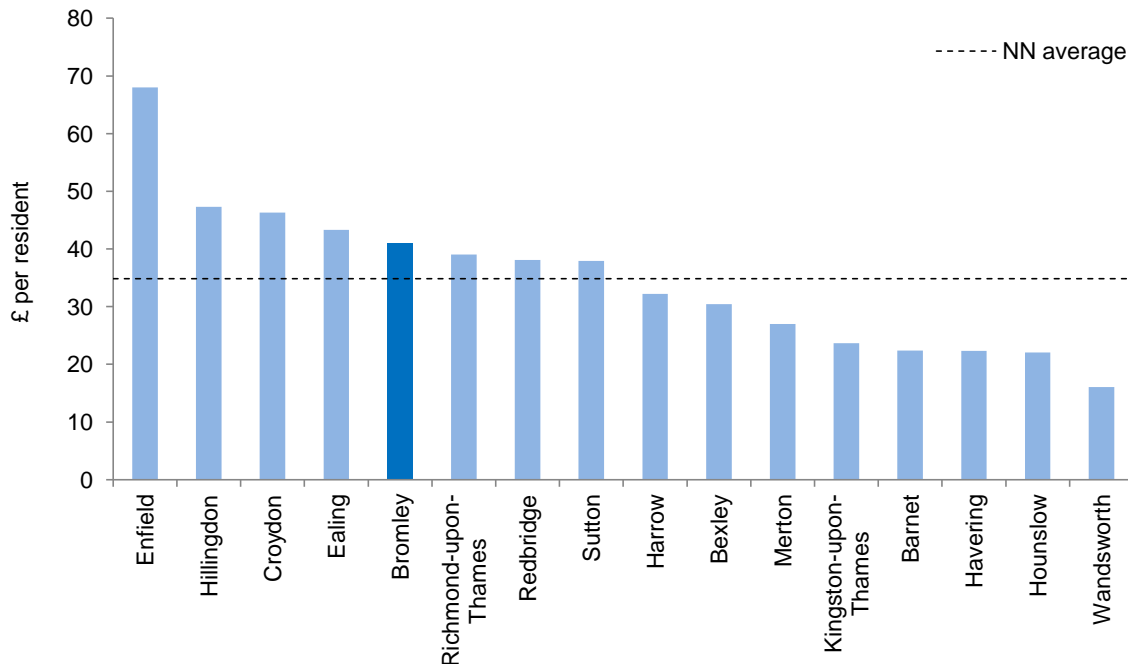
Two caveats relate to Highways and Transport unit costs. First, Net Current Expenditure (which is used to calculate unit costs) excludes local authorities' expenditure on Integrated Transport Authorities. This will affect the relative unit costs of the Metropolitan Districts. Second, expenditure by the Greater London Authority means unit costs for the London boroughs are likely to be lower than the costs for other unitary authorities, all else being equal. These caveats should be borne in mind when interpreting the unit costs presented above.

Housing Services (GFRA Only)

Nearest Neighbour Comparison

For Housing Services, Bromley's unit costs were 18.1% higher than the nearest neighbour average and were ranked 5th highest in the group.

Chart 15 - Unit Costs for Housing Services (NN Group)



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Housing Benefits Administration, with unit costs that were 58.6% higher than the nearest neighbour average. This is shown in the table below.

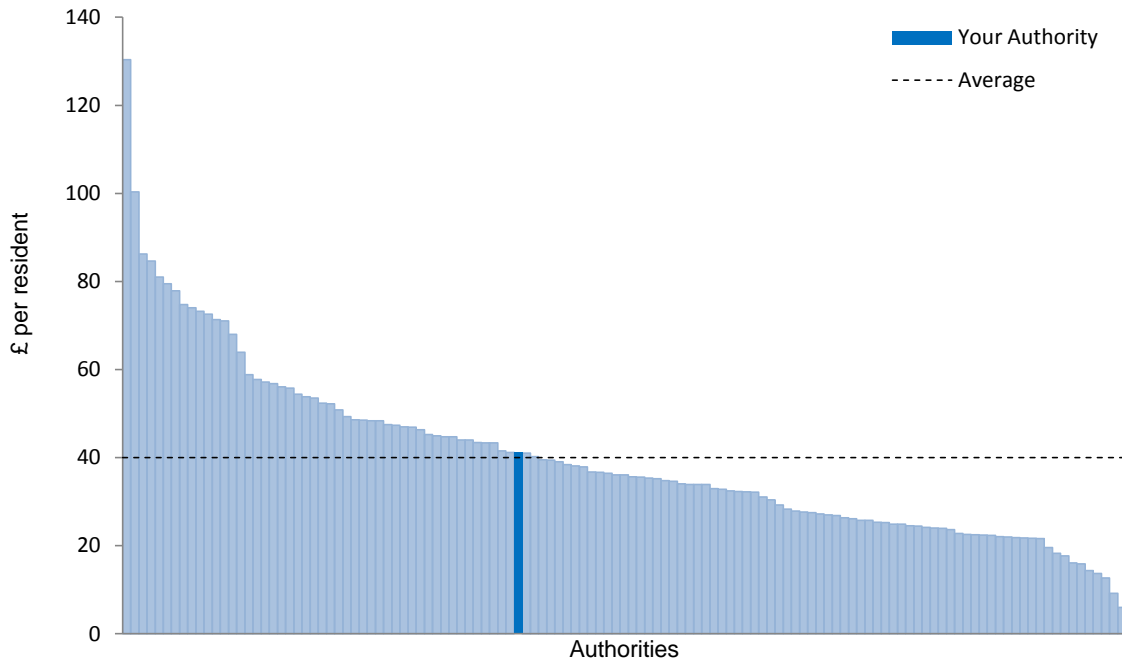
Table 12 - Unit Costs for Housing Services (NN Group)

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Homelessness	6.462	7,359.77	4,468.30	64.7%	+0.88 ●	4th	Homeless Households
Housing Benefits Administration	3.715	179.56	113.21	58.6%	+1.26 ●	2nd	Housing Benefit Claimants
Housing Benefits: Rent Allowances and Rebates	0.747	36.11	30.55	18.2%	+0.19 ●	7th	Housing Benefit Claimants
Housing Strategy, Advice, Advances etc.	1.065	3.09	4.34	-28.9%	-0.43 ●	11th	Residents (all)
Housing Welfare: Supporting People	2.107	6.11	10.29	-40.6%	-0.59 ●	12th	Residents (all)
Other Housing Services	0.080	0.23	0.11	119.6%	+0.31 ●	2nd	Residents (all)
Total	14.176	41.11	34.82	18.1%	+0.50 ●	5th	Residents (all)

England Comparison

Compared to other authorities across England, Bromley's unit costs were 2.7% higher than average. Its unit costs were ranked 49th highest out of 123 comparable authorities, as illustrated below.

Chart 16 - Unit Costs for Housing Services (All Comparable Authorities)

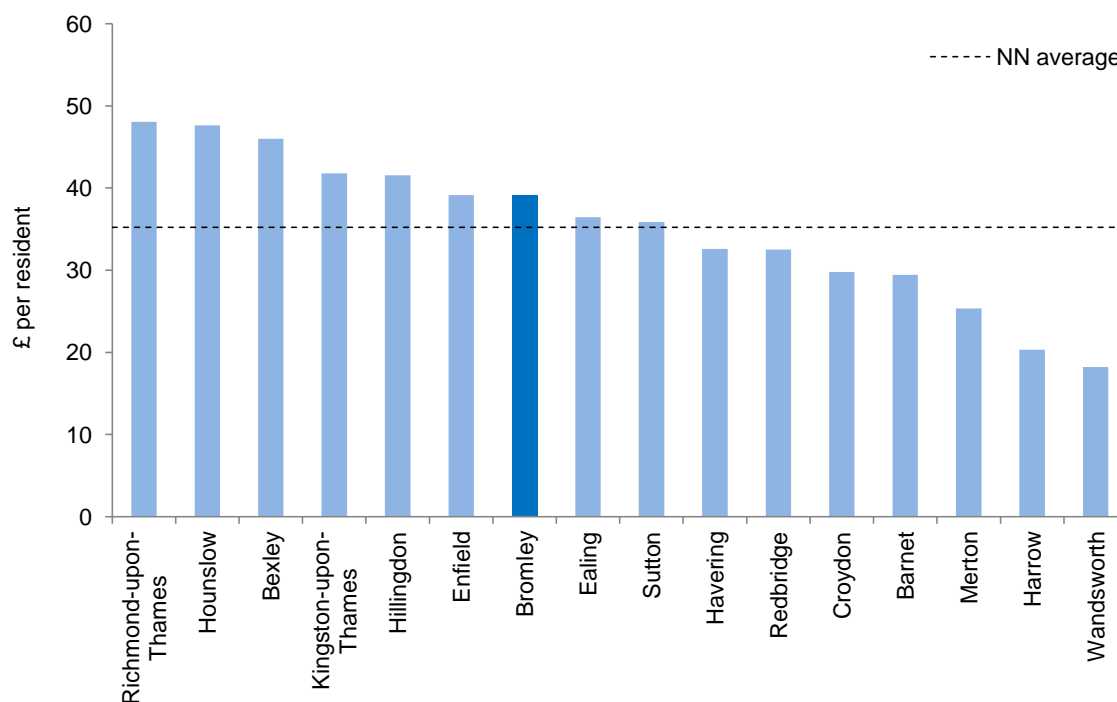


Cultural and Related Services

Nearest Neighbour Comparison

For Cultural and Related Services, Bromley's unit costs were 11.0% higher than the nearest neighbour average and were ranked 7th highest in the group.

Chart 17 - Unit Costs for Cultural and Related Services (NN Group)



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Open Spaces, with unit costs that were 36.7% lower than average. This is shown in the table below.

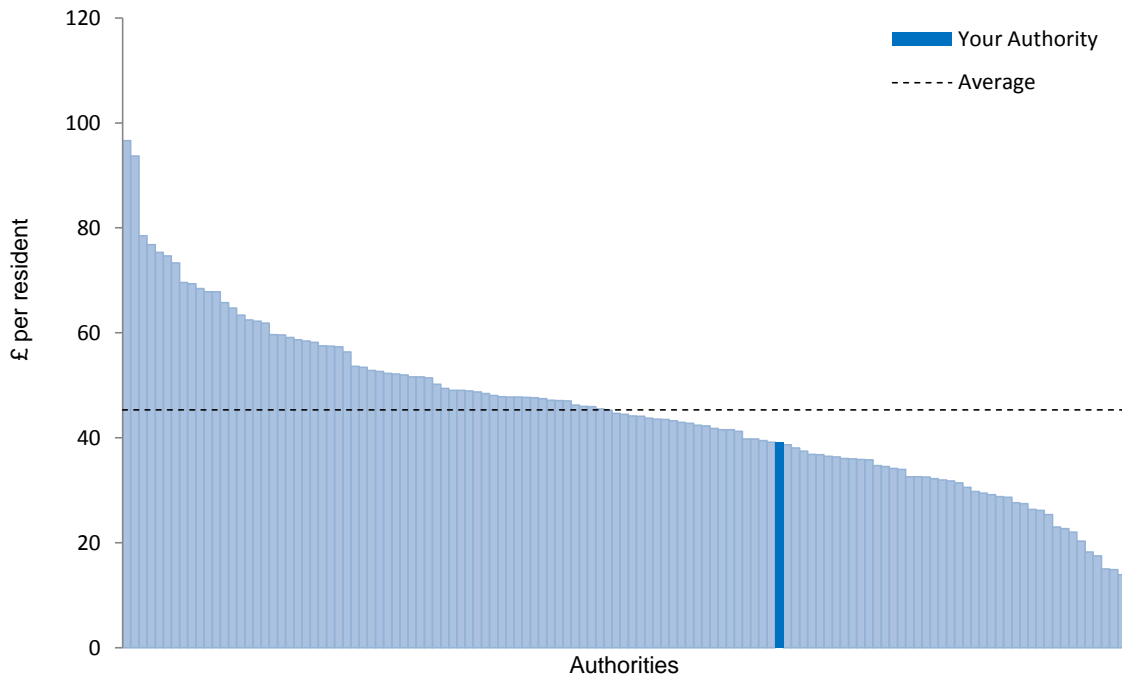
Table 13 - Unit Costs for Cultural and Related Services (NN Group)

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Culture and Heritage	0.593	1.72	3.31	-48.0%	-0.69 ●	12th	Residents (all)
Library Service	5.939	17.22	15.33	12.4%	+0.54 ●	5th	Residents (all)
Open Spaces	5.468	338.48	534.85	-36.7%	-1.00 ●	14th	LA Area (Hectares)
Recreation and Sport	1.484	4.30	4.45	-3.3%	-0.03 ●	8th	Residents (all)
Other Cultural and Related Services	0.000	0.00	0.93	-100.0%	-0.32 ●	8th=	Residents (all)
Total	13.484	39.11	35.24	11.0%	+0.44 ●	7th	Residents (all)

England Comparison

Compared to other authorities across England, Bromley's unit costs were 13.7% lower than average. Overall, its unit costs were ranked 81st highest out of 123 comparable authorities, as shown below.

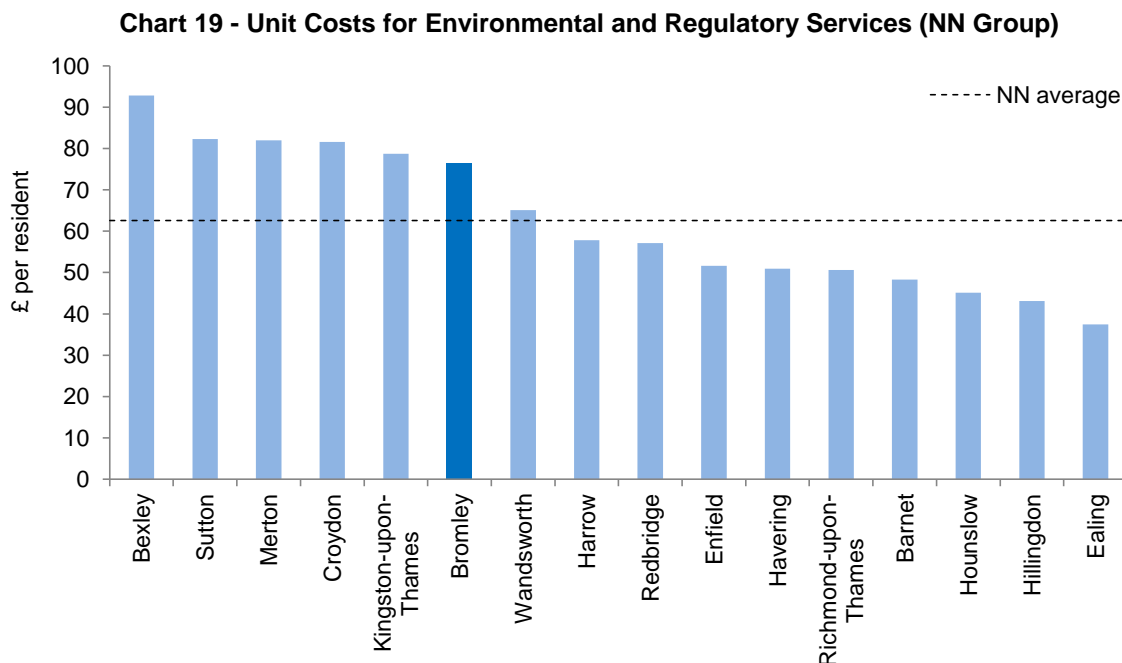
Chart 18 - Unit Costs for Cultural and Related Services (All Comparable Authorities)



Environmental and Regulatory Services

Nearest Neighbour Comparison

For Environmental and Regulatory Services, Bromley's unit costs were 22.2% higher than the nearest neighbour average and were ranked 6th highest in the group.



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Cemetery, Cremation and Mortuary Services, with unit costs that were 3,145.1% higher than average. This is shown in the table below.

Table 14 - Unit Costs for Environmental and Regulatory Services (NN Group)

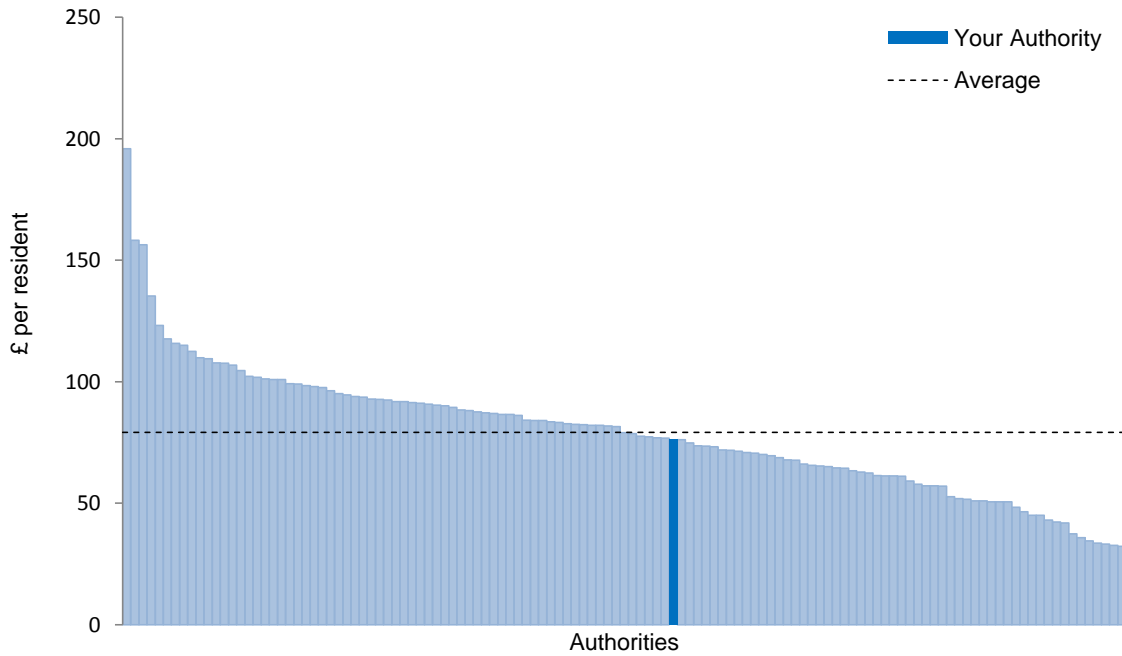
Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Cemetery, Cremation and Mortuary Services	0.684	1.98	-0.07	-3145.1%	+1.57 ●	1st	Residents (all)
Community Safety	1.129	3.27	4.96	-34.0%	-0.86 ●	13th	Residents (all)
Regulatory Services	1.752	5.08	7.47	-32.0%	-0.96 ●	13th	Residents (all)
Street Cleansing	4.344	12.71	14.16	-10.2%	-0.31 ●	12th	Daytime Population
Waste Collection	4.774	32.59	33.58	-2.9%	-0.11 ●	8th	Number of Households
Waste Disposal & Recycling*	14.414	95.92	57.78	66.0%	+0.99 ●	5th	Waste Collected (Tonnes)
Other Environmental and Regulatory Services	-0.733	-2.13	-0.83	154.9%	-0.63 ●	13th	Residents (all)
Total	26.364	76.46	62.56	22.2%	+0.83 ●	6th	Residents (all)

* Net Current Expenditure (used to calculate unit costs) excludes levies paid to Integrated Waste Authorities, which will affect relative unit costs for Waste Disposal and Recycling.

England Comparison

Compared to other authorities across England, Bromley's unit costs were 3.4% lower than average. Overall, its unit costs were 68th highest out of 123 comparable authorities.

Chart 20 - Unit Costs for Environmental and Regulatory Services (All Comparable Authorities)

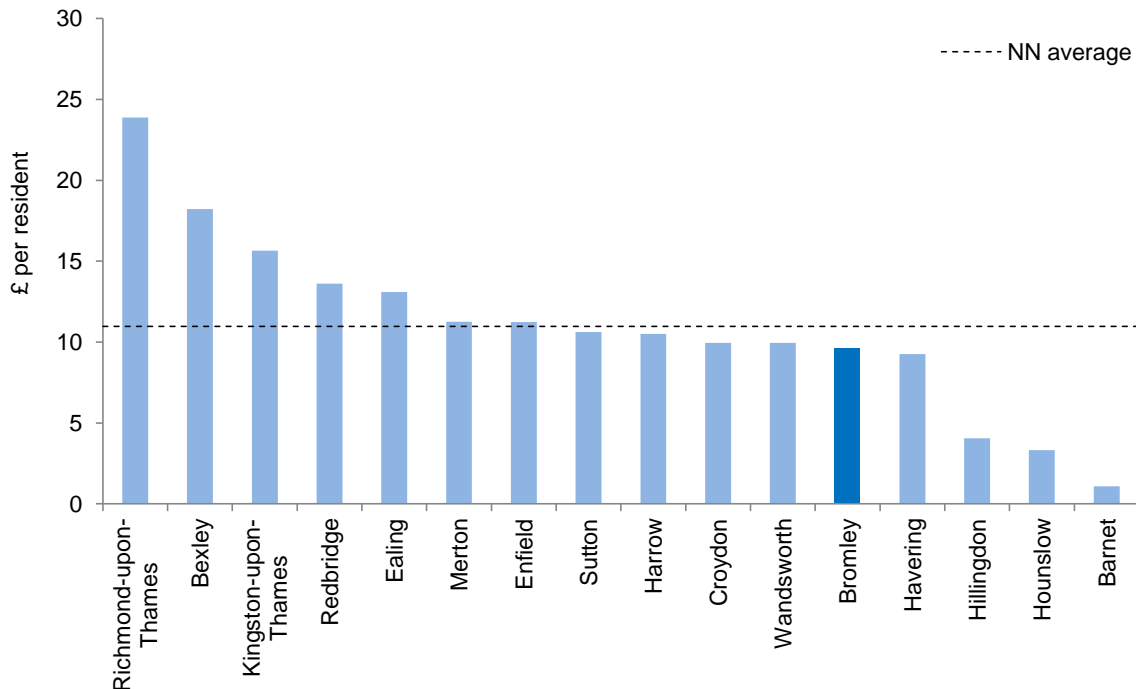


Planning and Development Services

Nearest Neighbour Comparison

For Planning and Development Services, Bromley's unit costs were 12.1% lower than the nearest neighbour average and were ranked 12th highest in the group.

Chart 21 - Unit Costs for Planning and Development Services (NN Group)



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Planning Policy, with unit costs that were 95.8% lower than average. This is shown in the table below.

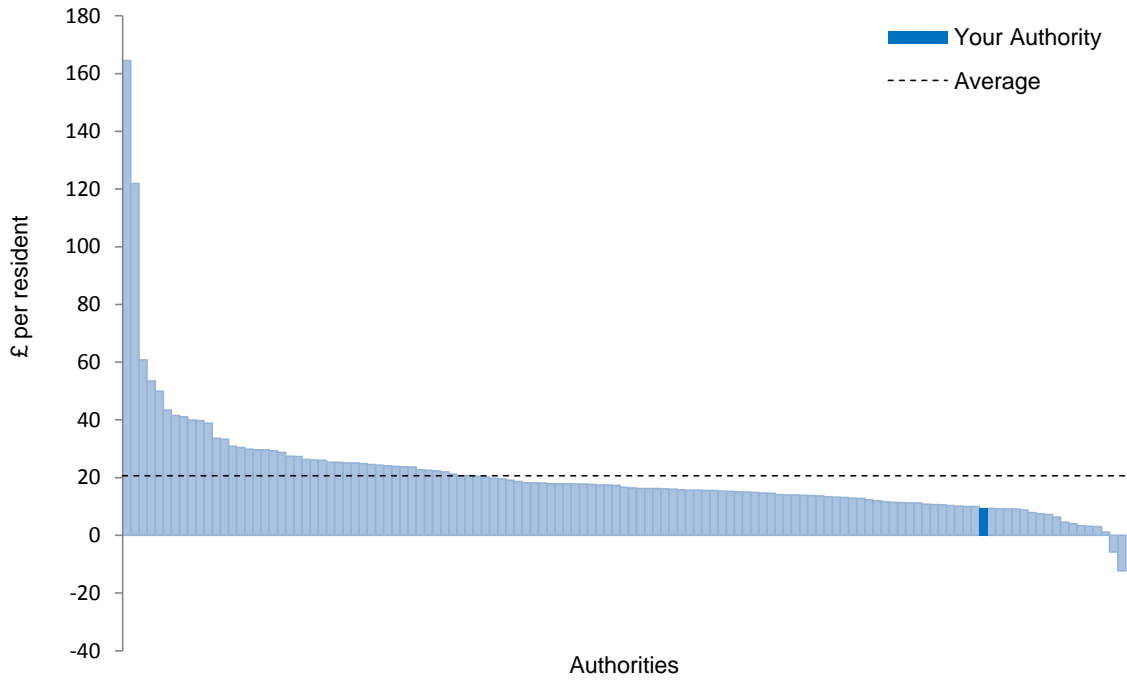
Table 15 - Unit Costs for Planning and Development Services (NN Group)

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Building Control	0.153	46.48	66.53	-30.1%	-0.24 ●	9th	Planning Applications
Business Support	0.083	5.75	-12.90	-144.6%	+0.40 ●	3rd	Number of Businesses
Community Development	0.000	0.00	2.25	-100.0%	-0.90 ●	13th=	Residents (all)
Economic Research and Development	0.665	1.93	2.11	-8.4%	-0.04 ●	8th	Residents (all)
Planning Policy	0.046	0.13	3.18	-95.8%	-1.69 ●	15th	Residents (all)
Environmental Initiatives	0.000	0.00	-0.10	-100.0%	+0.09 ●	6th=	Residents (all)
Development Control	2.375	721.56	363.69	98.4%	+1.62 ●	2nd	Planning Applications
Total	3.322	9.63	10.96	-12.1%	-0.25 ●	12th	Residents (all)

England Comparison

Compared to other authorities across England, Bromley's unit costs were 53.3% lower than average. Its unit costs were ranked 106th highest out of 123 comparable authorities. This shown in the chart below.

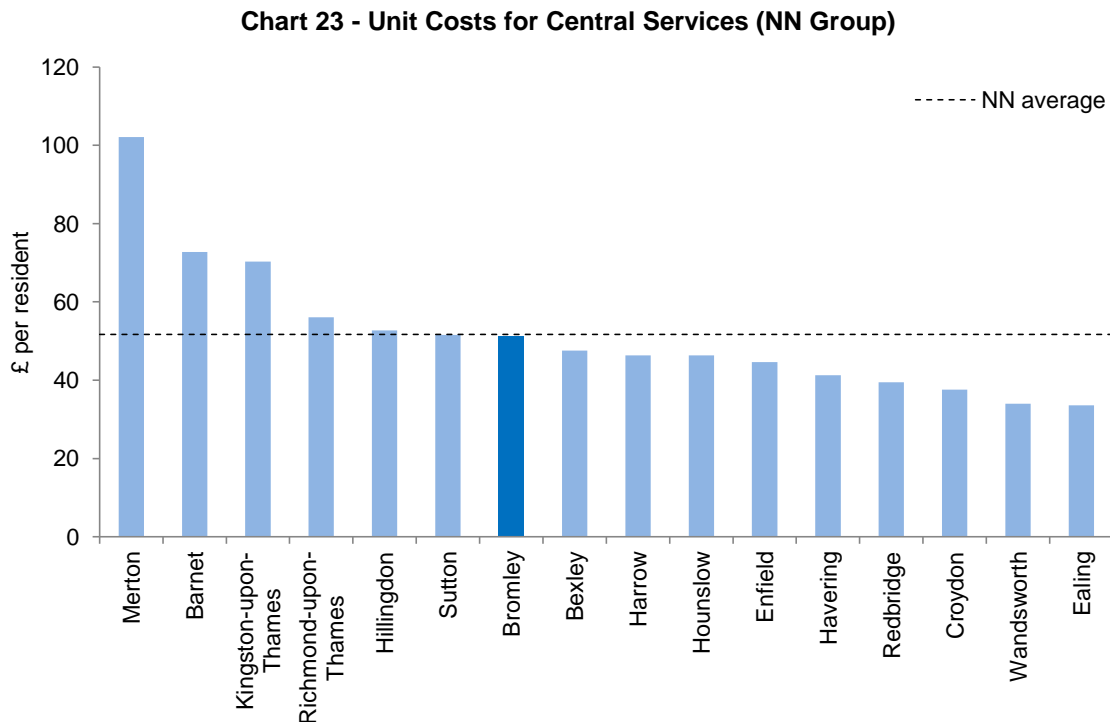
Chart 22 - Unit Costs for Planning and Development Services (All Comparable Authorities)



Central Services

Nearest Neighbour Comparison

Within Central Services, Bromley's unit costs were 1.0% lower than the nearest neighbour average. Its unit costs were ranked 7th highest in the group, as shown in the chart below.



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Coroners Court Services, with unit costs that were 100.0% lower than average. This is shown in the table below.

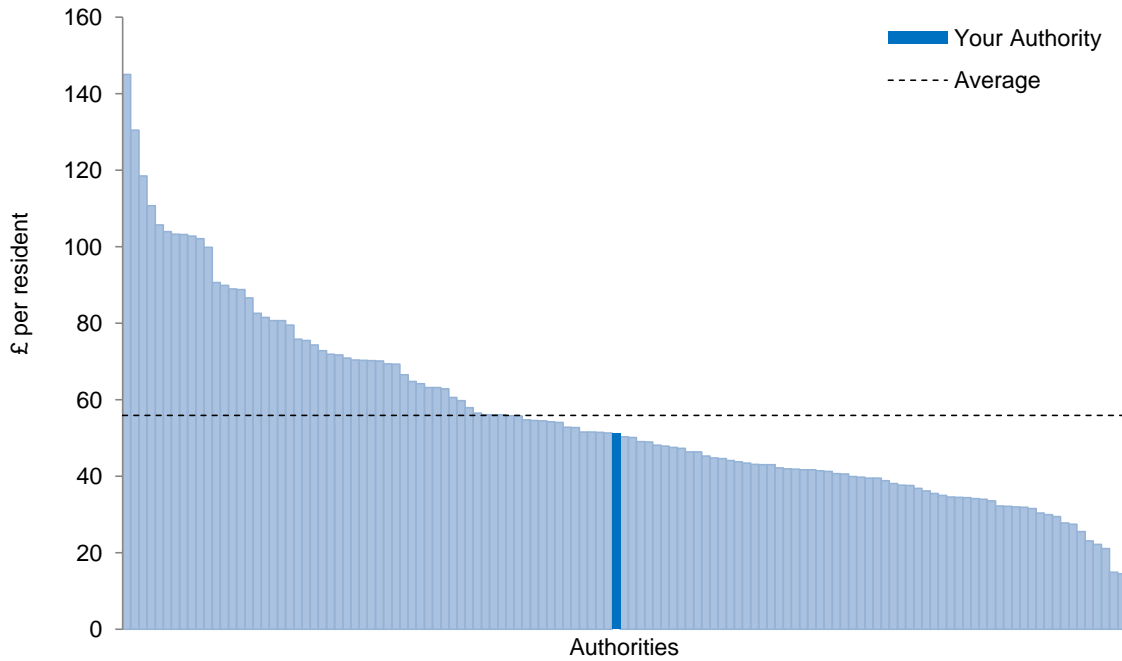
Table 16 - Unit Costs for Central Services (NN Group)

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Coroners Court Services	0.000	0.00	0.46	-100.0%	-1.25 ●	11th=	Residents (all)
Corporate and Democratic Core	5.055	14.66	18.78	-21.9%	-0.64 ●	13th	Residents (all)
Emergency Planning	0.146	0.42	0.61	-30.0%	-0.83 ●	14th	Residents (all)
Local Tax Collection	2.702	17.64	23.61	-25.3%	-0.73 ●	12th	Taxable properties
Non-Distributed Costs	7.450	21.61	13.88	55.6%	+0.50 ●	4th	Residents (all)
Other Central Services	2.299	6.67	8.43	-20.9%	-0.20 ●	7th	Residents (all)
Total	17.652	51.19	51.72	-1.0%	-0.03 ●	7th	Residents (all)

England Comparison

Compared to other authorities across England, Bromley's unit costs were 8.5% below average. Its unit costs were 61st highest out of 123 comparable authorities, as illustrated below.

Chart 24 - Unit Costs for Central Services (All Comparable Authorities)



Annex A - Denominator Data Sources

Then following table provides details on the data used to calculate unit costs in this report (presented in alphabetical order).

Table A1 - Data Sources

Denominator / Unit	Source	Description
Adult Clients (all categories)	NHS NASCIS	Number of clients receiving services during the period (2013/14), provided or commissioned by the local authority (as recorded on the RAP form). PS = Physical & Sensory, LD = Learning Disabilities, and MH = Mental Health Needs, and Older = Older Adults,
Children in Need	DfE	Children in Need are those who have been referred to the local authority and have been assessed to be in need of services, as at 31 March 2013. (Source: Characteristics of Children in Need, DfE).
Day time population	CLG	Projected daytime population, based on the 2012-based SNPP and 2001 Census data (as published by CLG in the calculation of Formula Grant). This data is not published for Shire Districts, for whom resident population is used instead.
Homeless Clients	CLG	Number of households temporarily accommodated by the local authority to 31 March 2014. Average of the four quarters. (Source: Live Tables on Homelessness, CLG)
Housing Benefit Recipients	DWP	Housing benefit caseload by local authority, average for January and February 2014 (DWP Stat-Xplore).
LA Area (hectares)	ONS	Size of the local authority in hectares, from the UK Standard Area Measurement (SAM).
Looked After Children	DfE	All children looked after during the year ending 31 March 2013, excluding those looked after under a series of short term placements (Source: Outcomes for Children Looked After, DfE).
Number of businesses	ONS	Count of active enterprises (Source: Business Demography 2012, Table 3.1).
Number of households	ONS	Projected number of households for 2014. (Source: Live Tables on Household Projections, ONS).
Obese Persons (estimated)	Public Health England	Proportion of obese adults and children in the year to January 2013 (source: Public Health England website), multiplied by the projected resident population in 2014.
Planning Applications	CLG	Number of planning applications decided by the district level planning authority in the year to 31 March 2014. (Source: Live Tables on Planning Application Statistics, CLG).
Pupils (primary, secondary and special)	DfE	Number of pupils in state-funded primary, secondary and special schools as at January 2014. Primary and secondary school pupil numbers exclude those in academies. (Source: School Census).

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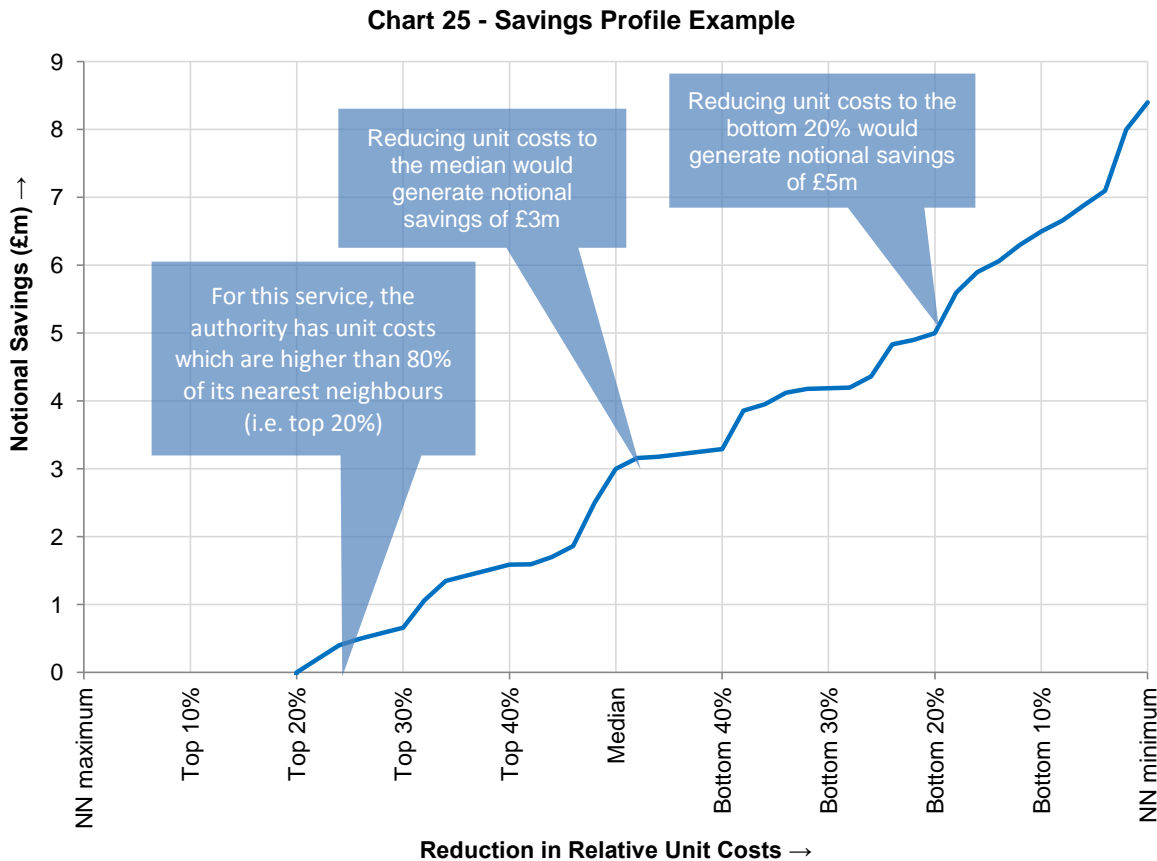
Table A2 - Data Sources (continued)

Denominator / Unit	Source	Description
Residents (all age categories)	ONS	2012-based Sub-national Population Projections (SNPP) for 2014. These take the 2011 census as the baseline.
Road Length	CLG	Index in which built-up roads carry twice as much as non-built up roads (as published by CLG in the calculation of Formula Grant).
Smokers (estimated)	Public Health England	Smoker prevalence rates, based on 2012 survey (source: Public Health England website), multiplied by the projected resident population aged 18 and over in 2014.
Taxable Properties	CLG	The sum of (i) chargeable dwellings for Council Tax purposes in 2013 and (ii) the number of businesses (hereditaments) on the rating list as at September 2012. (Sources: Council Taxbase 2013 in England; NNDR1 2013/14).
Waste collected (tonnes)	DEFRA	Total waste collected (tonnes) in the year to 31 March 2013. (Source: Local Authority Collected Waste Statistics, DEFRA).

Annex B - Detailed Savings Profiles

Savings profiles are used to visualise notional savings that could be achieved by reducing Bromley's unit costs relative to other authorities in its nearest neighbour group.

Each service is presented as a "savings line" which shows the relationship between relative unit costs and notional savings (in £m). An example is provided in the chart below.



The point where the line intersects the horizontal axis indicates your authority's current unit costs. The region to the left of this point represents higher unit costs, where your authority would incur additional expenditure (rather than achieving notional savings). This additional expenditure is not shown on the charts.

For each service, the savings line will reflect three factors:

- The authority's ranking in terms of unit costs (e.g. top 10%, top 20% etc). Where your authority has relatively high unit costs for a service, the savings line will start towards the left of the chart. If it has relatively low unit costs, the line will start towards the right of the chart.
- The percentage variation in unit costs between authorities. The more unit costs change between each authority, the steeper the savings line will appear (all else being equal).
- The level of expenditure on the service. The greater the absolute size of the budget (in £m), the steeper the savings line will appear (all else being equal).

Where your authority already has the lowest ranked unit cost in its nearest group, the service will not appear on the chart (it is assumed that there are no additional notional savings to be achieved).

Note that these savings profiles are calculated at the sub-service level (e.g. Parking Services), rather than the service level (e.g. Highways & Transport). The figures presented here will not necessarily sum to the potential savings presented in Section 2 of this report, which were calculated at the service level.

Detailed Savings Profiles

Chart 26 - Savings Profile - Education (Excluding Schools)

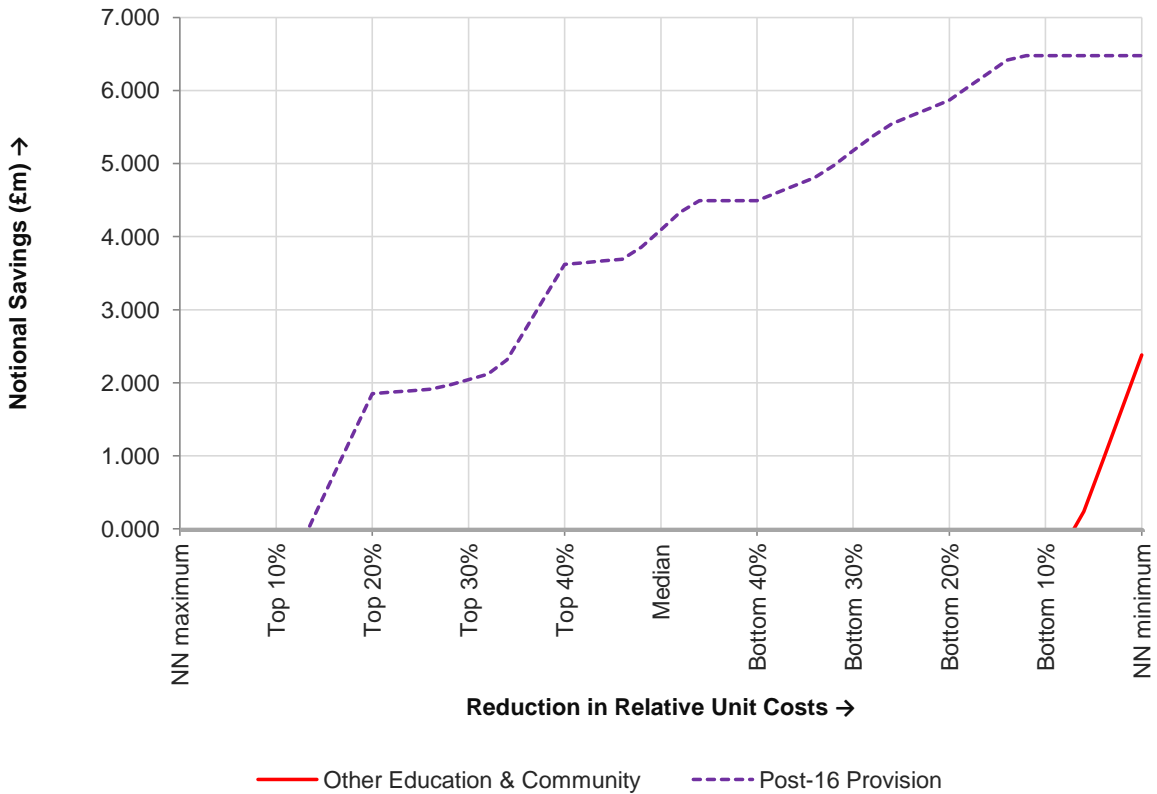


Chart 27 - Savings Profile - Adult Social Care

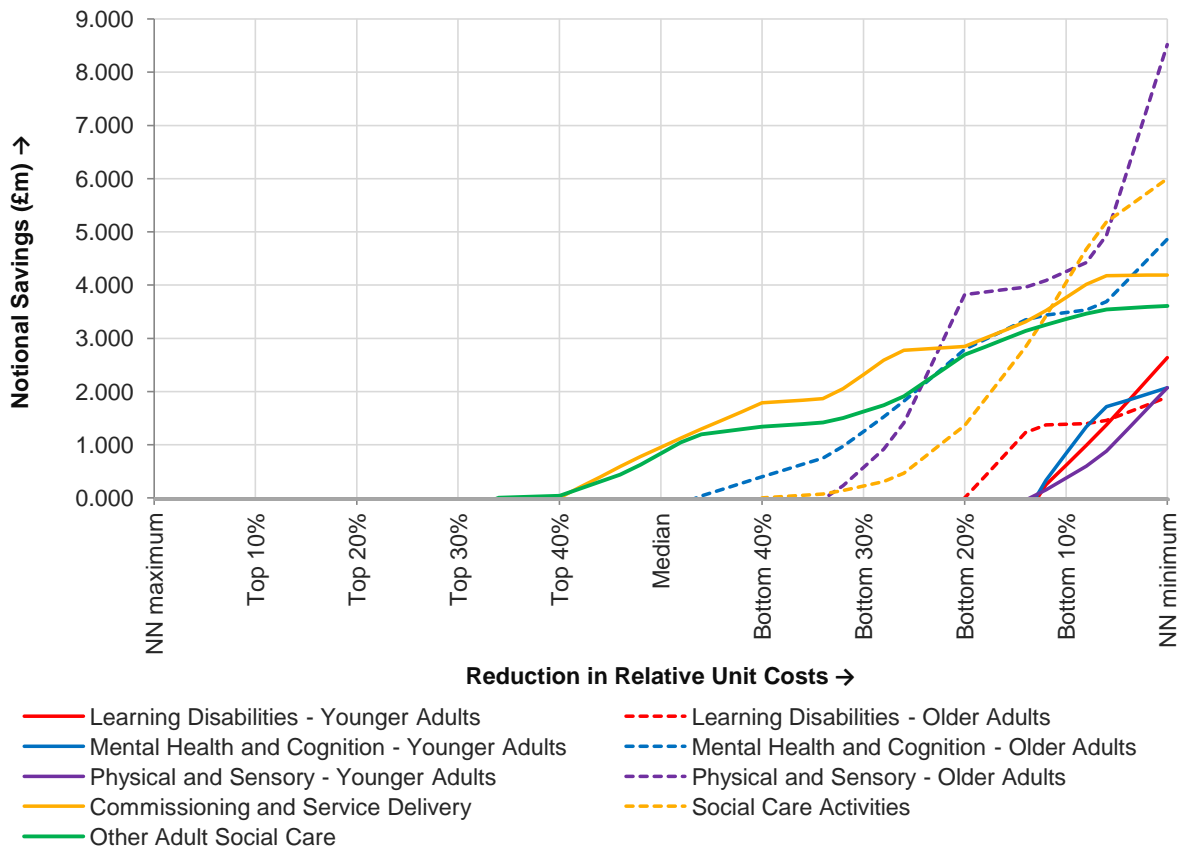


Chart 28 - Savings Profile - Children's Social Care

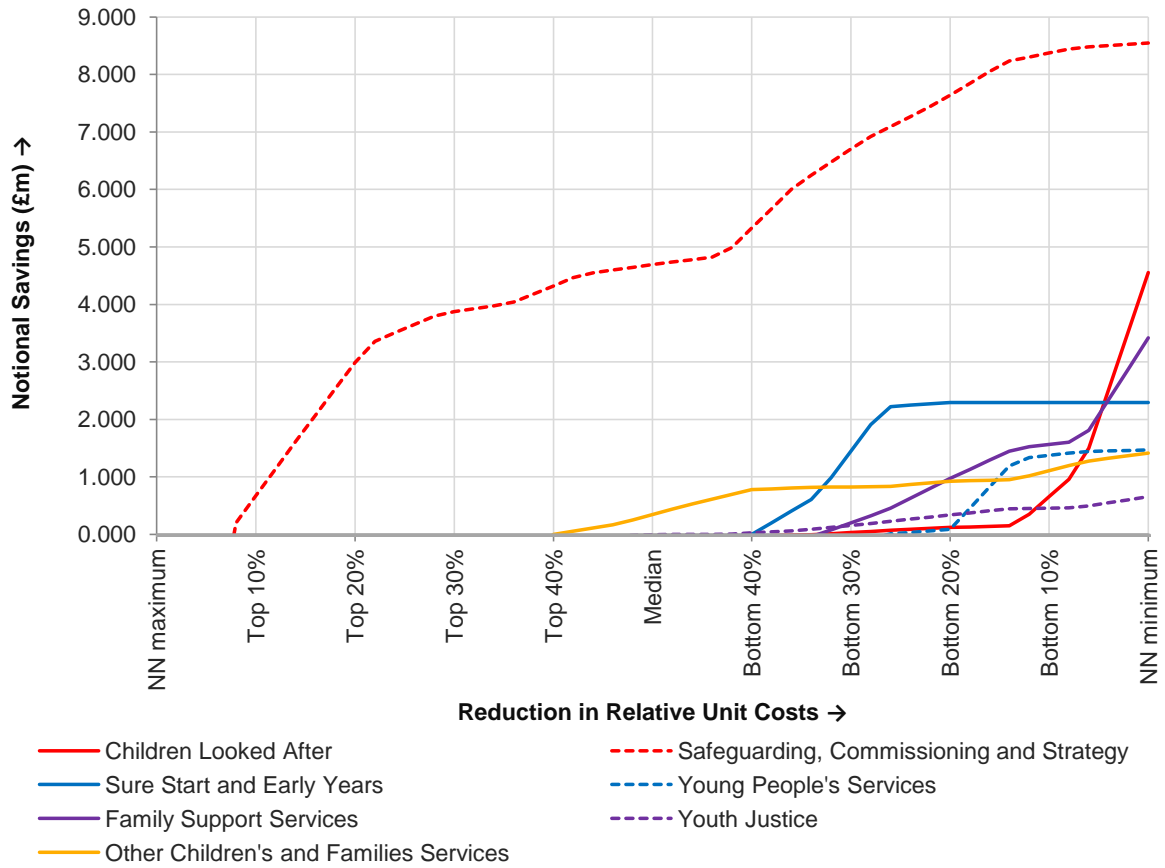


Chart 29 - Savings Profile - Public Health

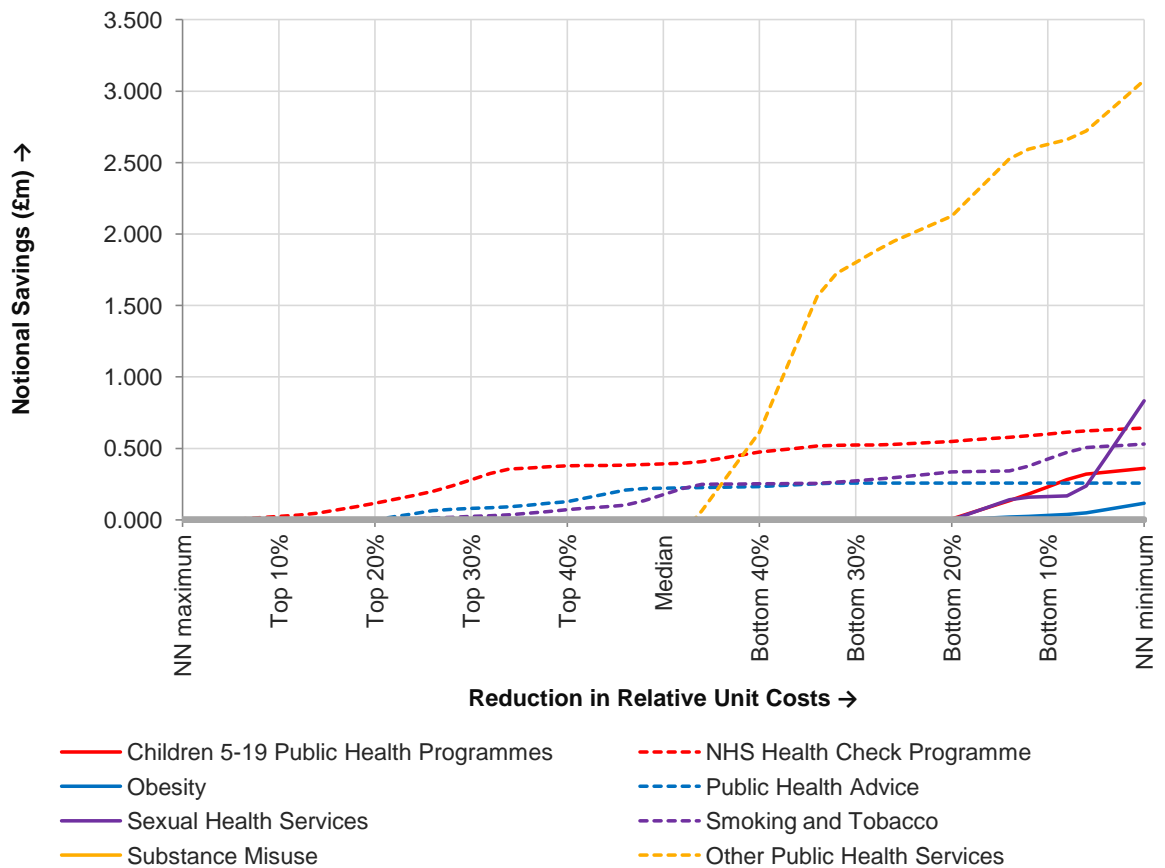


Chart 30 - Savings Profile - Highways and Transport

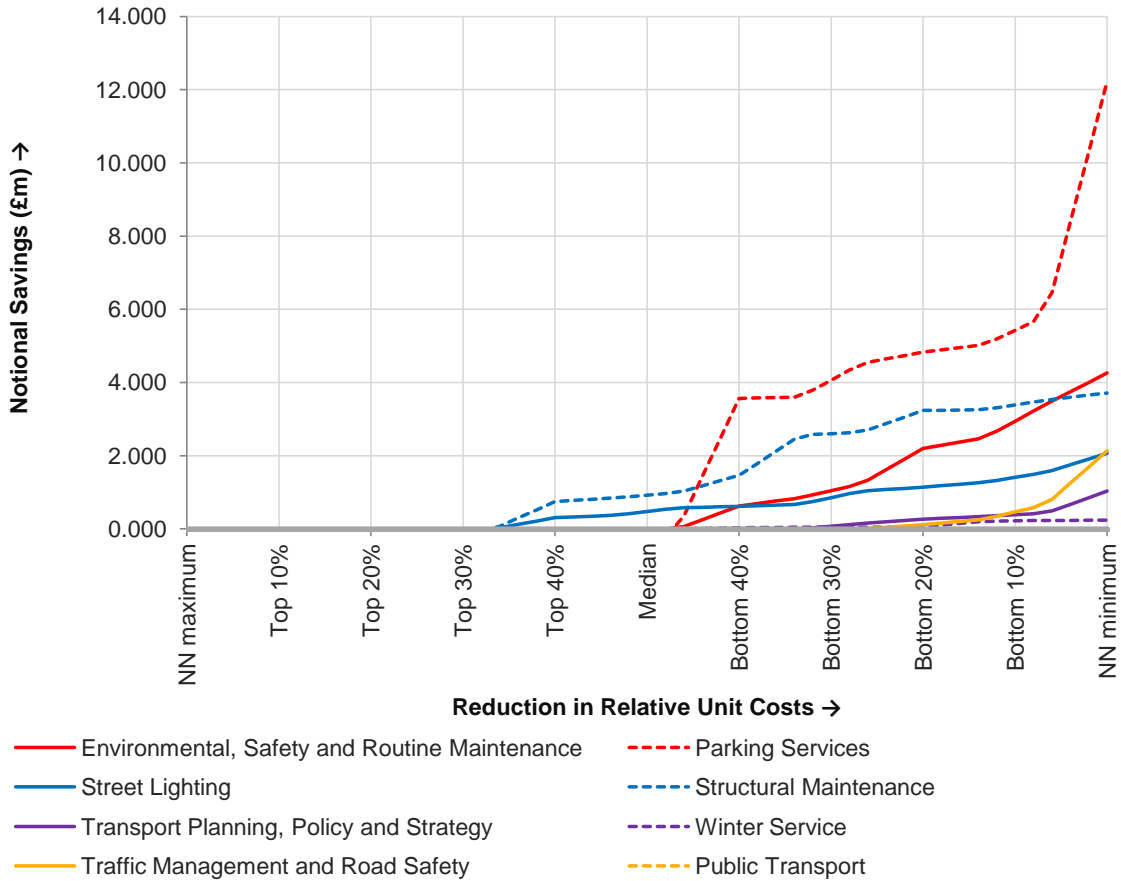


Chart 31 - Savings Profile - Housing Services

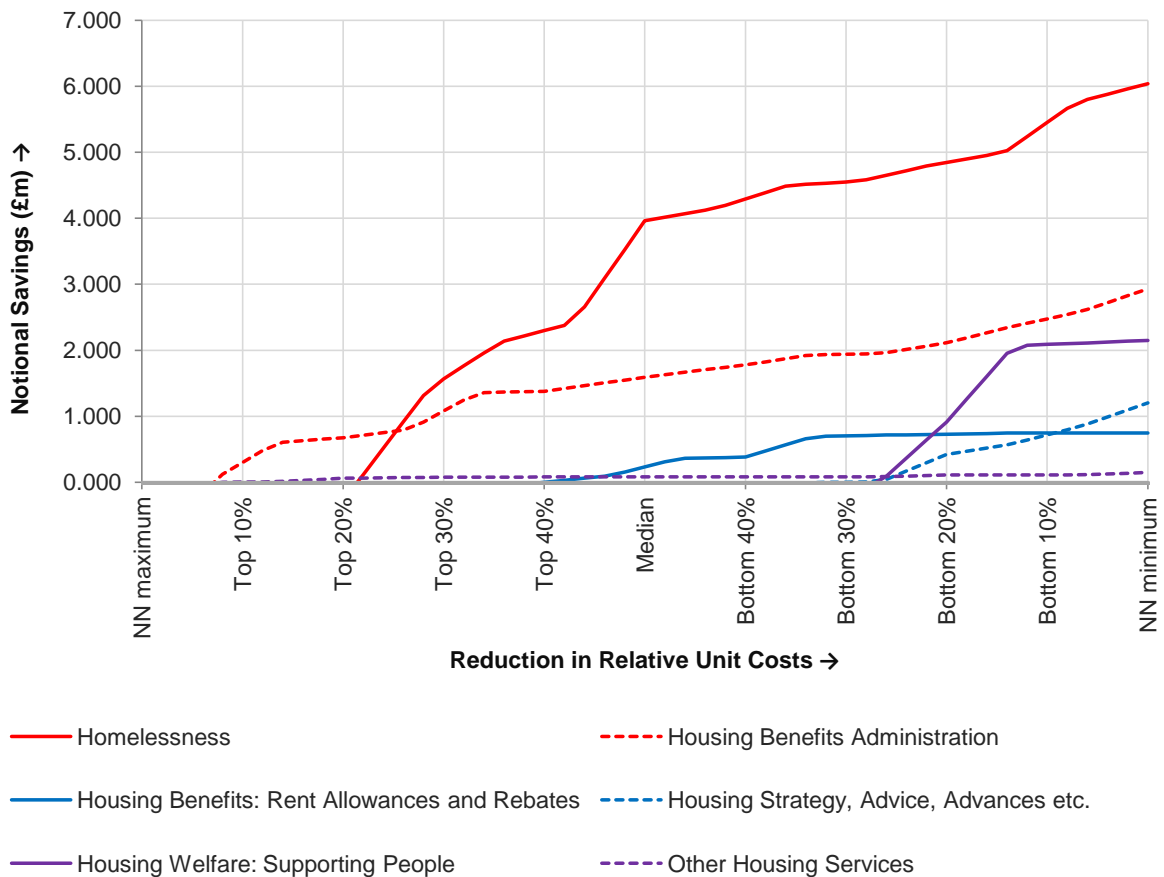


Chart 32 - Savings Profile - Cultural and Related Services

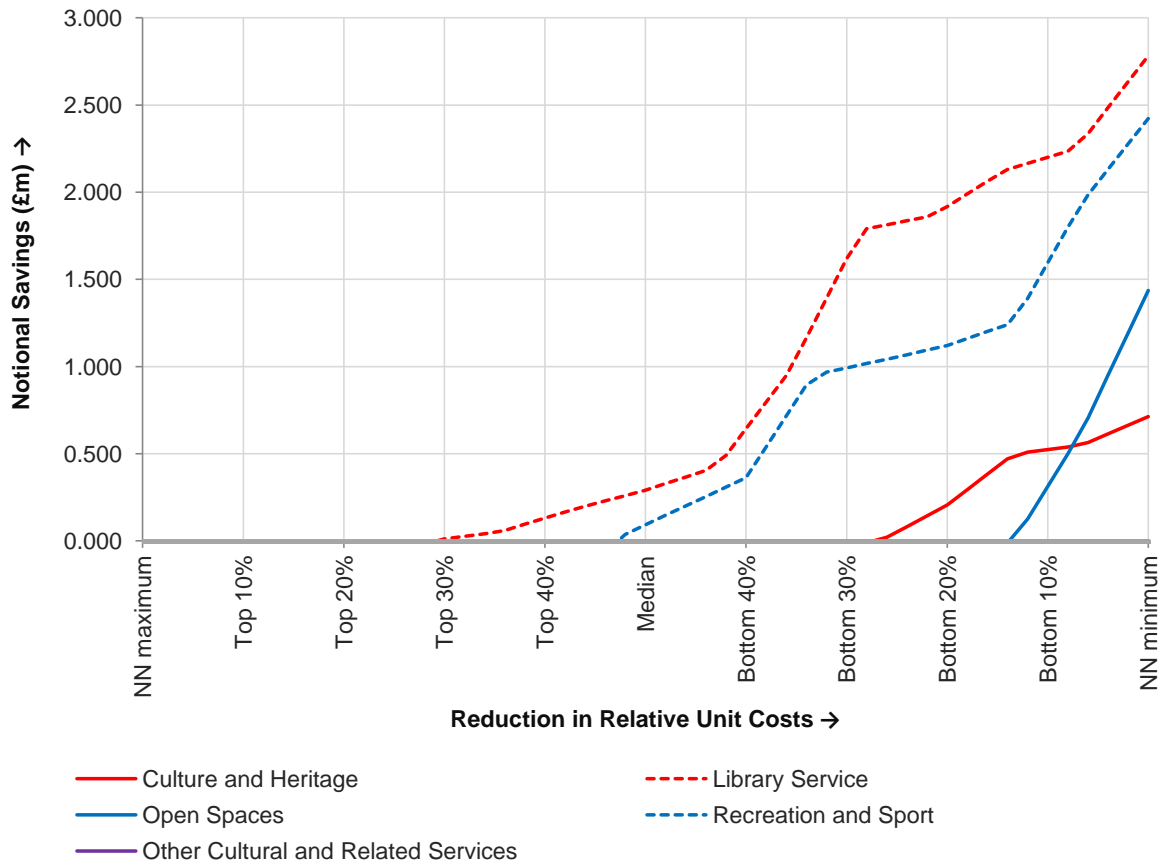


Chart 33 - Savings Profile - Environmental and Regulatory Services

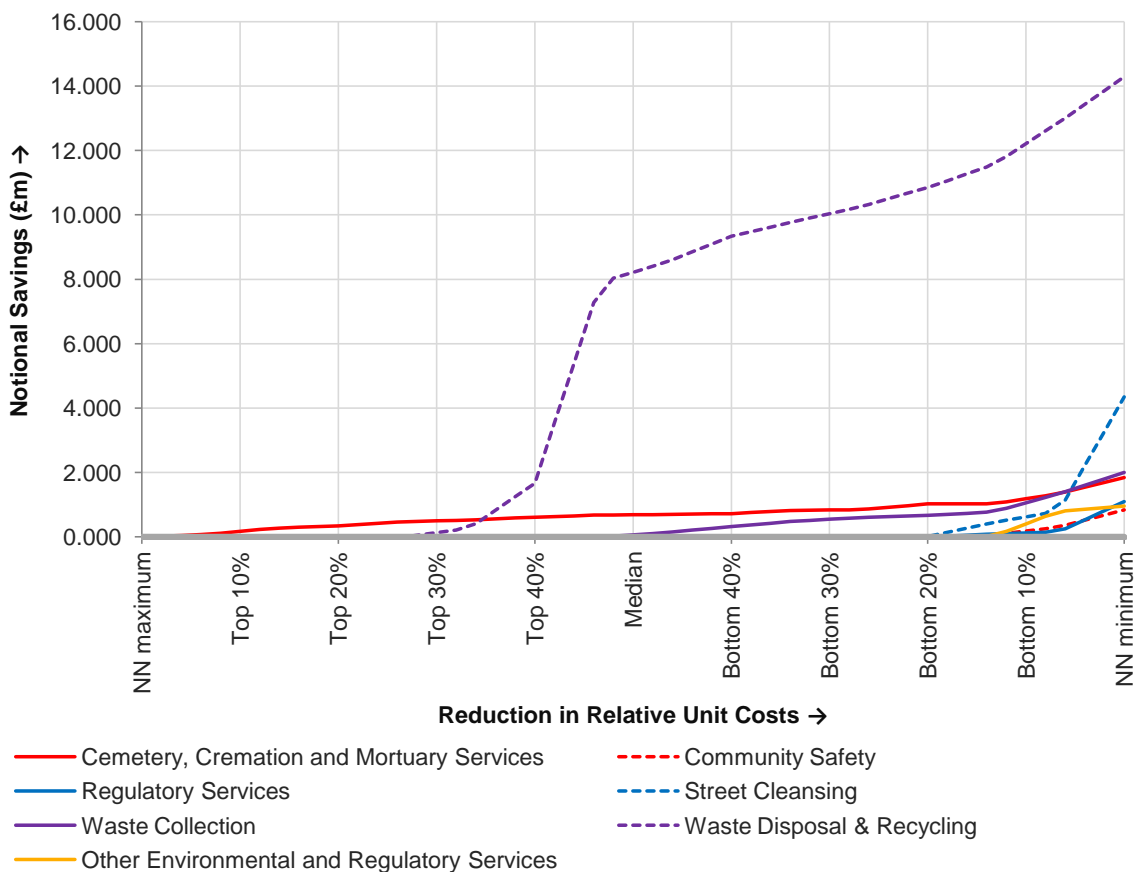


Chart 34 - Savings Profile - Planning and Development Services

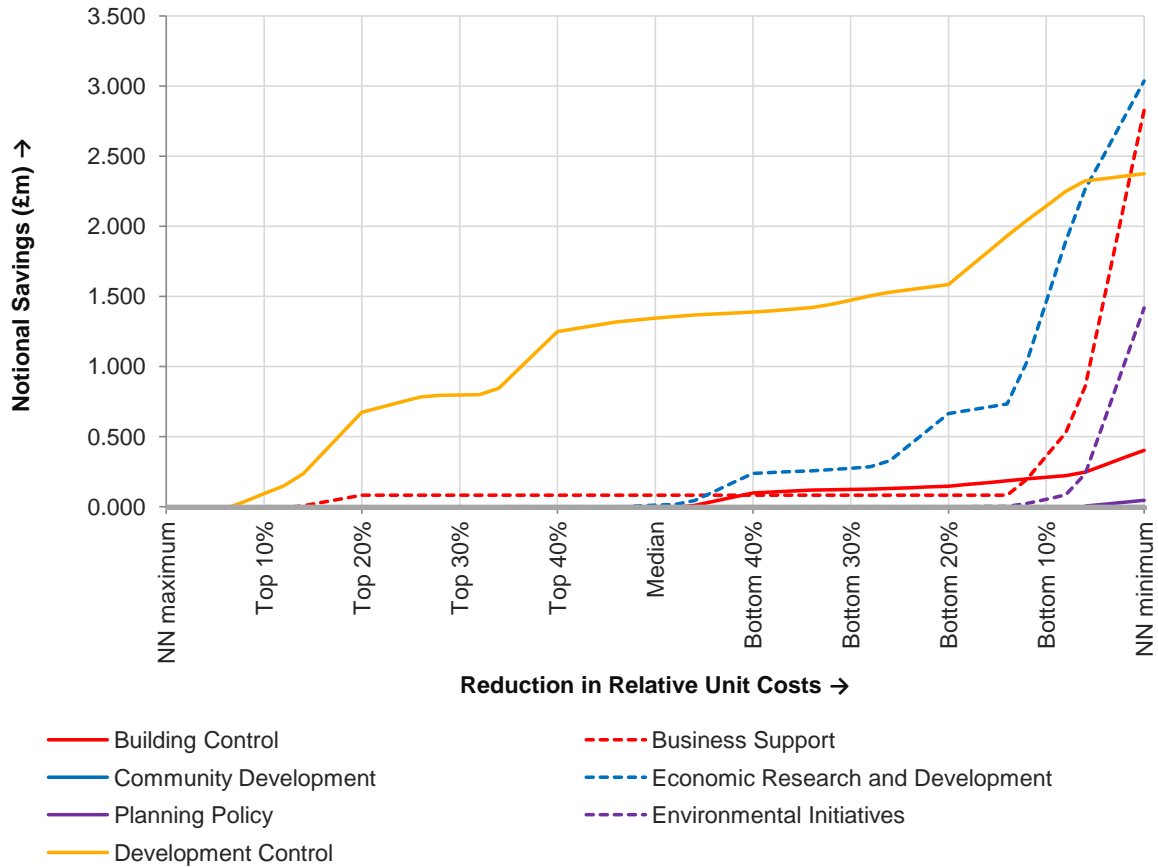
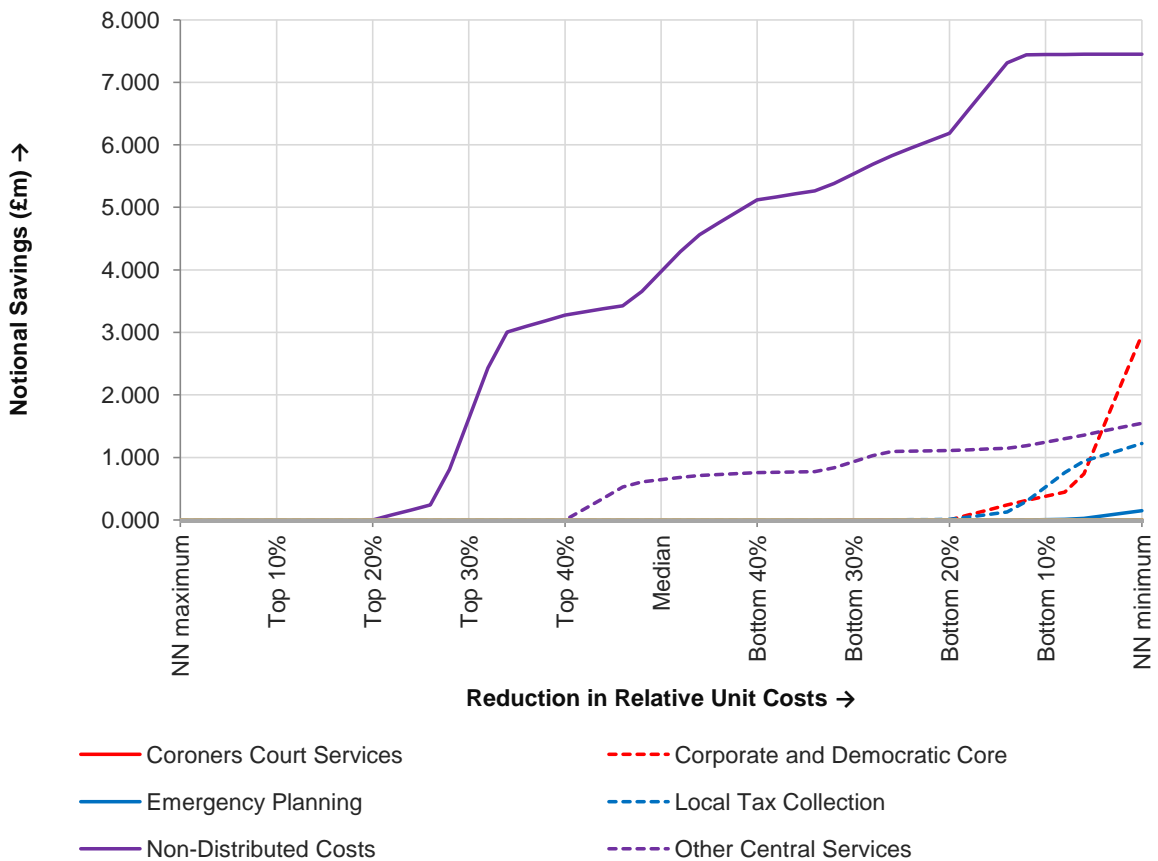


Chart 35 - Savings Profile - Central Services



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Report No.
CSD15003

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive and Resources PDS Committee

Date: 7th January 2015

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 This report provides an opportunity for PDS Committee Chairmen to report on the recent work of their Committees, preferably in a brief written summary. These written summaries will be circulated if possible before the meeting, and in accordance with this Committee's recent decision, will also be attached to the next minutes. The only PDS meeting to have taken place since the Committee last met is the Public Protection & Safety PDS Committee on 2nd December 2014 – the update from this meeting will be circulated as soon as it is available.
-

2. **RECOMMENDATION**

The Committee is asked to note the update provided by the PP&S PDS Committee Chairman.

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 (8.72 fte) in the Democratic Services Team.
 2. If from existing staff resources, number of staff hours: Preparing this report takes less than one hour of staff time per meeting.
-

Legal

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

Customer Impact

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

Ward Councillor Views

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

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

Report No.
CSD15004

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 7th January 2015

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 This report offers the Committee an 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.
-

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
-

Staff

1. Number of staff (current and additional): 10 posts (8.72fte)
 2. If from existing staff resources, number of staff hours: Maintaining the work programme takes less than an hour between meetings.
-

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Meeting Schedule

- 3.1 Each PDS Committee determines its own work programme, balancing the roles of (i) holding the Executive to account, (ii) policy development and review and (iii) external scrutiny. This Committee has the additional role of providing a lead on scrutiny issues and coordinating PDS work.
- 3.2 PDS Committees need to prioritise their key issues. The work programme also needs to allow room for items that arise through the year, including Member requests, call-ins and referrals from other Committees. Committees need to ensure that their workloads are realistic and balanced, allowing sufficient time for important issues to be properly scrutinised. Members also need to consider the most appropriate means to pursue each issue – the current overview and scrutiny arrangements offer a variety of approaches, whether through a report to a meeting, a time-limited working group review, a presentation, a meeting focused on a single key issue or any other method.
- 3.3 A schedule of the Committee’s meetings in 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 are included in the programme.

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 first 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. At the September meeting the Chairman suggested a Member Working Group to look at overall strategy for the Council.
- 3.5 A schedule of Sub-Committees and Working Groups across all PDS Committees is attached as [Appendix 2](#) – this will be updated as more details become available.

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

COMMITTEE MEETING SCHEDULE 2014/15

Meeting 1: Thursday 5th June 2014

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

Meeting 2: Thursday 10th 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 3rd September 2014

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

Scrutiny of the Resources Portfolio Holder

Meeting 4: Wednesday 8th October 2014

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

Scrutiny of the Chief Executive

Meeting 5: Wednesday 19th November 2014

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

Bromley Youth Employment Project- Quarterly Monitoring

Monitoring Report: Section 106

Motion from Council – UK Corporation Tax

Scrutiny of the Leader

Meeting 6: Wednesday 7th January 2015

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

Contracts Register (Resources and Corporate)

Monitoring Report: Sundry Debtors and Accounts Payable

Monitoring Report: Customer Services

Unit Costs Report 2014/15

Further Update on Winter Health Programme

Scrutiny of the Resources Portfolio Holder

Meeting 7: Wednesday 4th February 2015

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

Monitoring Report: Section 106

Monitoring Report: Revenues Service

Monitoring Report: Benefits Service

Scrutiny of the Chief Executive

Meeting 8: Thursday 12th March 2015

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

Annual PDS Report 2014/15

Bromley Youth Employment Project – Quarterly Monitoring

Scrutiny of the Leader

PDS SUB-COMMITTEES AND WORKING GROUPS 2014/15

SUBJECT	DURATION	MEMBERSHIP
EXECUTIVE AND RESOURCES PDS		
New Technology Working Group	Re-appointed 5 th June 2014	Cllrs Will Harmer, Nicholas Bennett, Judi Ellis and Kate Lymer
CARE SERVICES PDS		
Health Scrutiny Sub-Committee	Three meetings scheduled each year. Next meeting on 15 th October 2014	Cllrs Ruth Bennett, Mary Cooke, Ian Dunn, Judi Ellis, Hannah Gray, David Jefferys, Terence Nathan, Charles Rideout, Melanie Stevens, Pauline Tunncliffe.
Care Services Budget Sub-Committee	Proposed at the meeting on 26 th June 2014	
EDUCATION PDS		
Education Budget Sub-Committee	Five meetings scheduled each year. Next meeting on 6 th January 2015.	Cllrs Teresa Ball, Kathy Bance, Nicholas Bennett, Judi Ellis and Neil Reddin.
School Places Working Group	Re-appointed at the PDS meeting on 2 nd July 2014 – last met on 13 th November 2014.	Cllrs Judi Ellis, Kathy Bance and any 4 Conservative members of the PDS Committee
School Improvement Panel	Re-appointed at the PDS meeting on 2 nd July 2014	Cllrs Mary Cooke, Kathy Bance and any 3 Conservative members of the PDS Committee
Progress of Academy Status Panel	Appointed at the PDS meeting on 2 nd July 2014	Cllr Keith Onslow (or, in his absence, Cllr Alexa Michael), Cllrs Stephen Wells, Nicholas Bennett, Cllr Neil Reddin and 1 other Conservative member of the PDS Committee
Effectiveness of Children's Centres	Appointed at the PDS meeting on 4 th November 2014 - met on 1 st December 2014.	Cllrs Nicholas Bennett JP, Alan Collins, Mary Cooke and Judi Ellis, Mrs Joan McConnell and Mr Tony Wright-Jones

ENVIRONMENT PDS		
Waste Working Group	Appointed at the PDS meeting on 1st July 2014 -met on 28 th October 2014.	Cllrs Kevin Brooks, Lydia Buttinger, Samaris Hyntington-Thresher & William Huntington-Thresher
Parking Working Group	Appointed at the PDS meeting on 1 st July 2014 – met on 18 th December 2014.	Cllrs William Huntington-Thresher, Angela Page, Catherine Rideout & Melanie Stevens
PUBLIC PROTECTION AND SAFETY PDS		
RENEWAL AND RECREATION PDS		
Beckenham Town Centre Working Group	Last met on 11 th December 2014.	Cllr Michael Tickner and Beckenham ward councillors

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

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