



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 1<sup>st</sup> July 2015

To: Members of the

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

Councillor Simon Fawthrop (Chairman)

Councillor Stephen Wells (Vice-Chairman)

Councillors Nicholas Bennett J.P., Ian Dunn, Nicky Dykes, Judi Ellis, Ellie Harmer, William Huntington-Thresher, David Livett, Russell Mellor, Alexa Michael, Keith Onslow, Tony Owen, Ian F. Payne and Angela Wilkins

A meeting of the Executive and Resources Policy Development and Scrutiny Committee will be held at Bromley Civic Centre on **THURSDAY 9 JULY 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 Friday 3<sup>rd</sup> July 2015.

- 4 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 3RD JUNE 2015 (EXCLUDING EXEMPT ITEMS) (To follow)**

- 5 **MATTERS ARISING FROM PREVIOUS MEETINGS** (To Follow)
- 6 **FORWARD PLAN OF KEY AND PRIVATE DECISIONS** (Pages 5 - 10)

#### **HOLDING THE RESOURCES PORTFOLIO HOLDER TO ACCOUNT**

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

In accordance with the Council's Constitution, questions to the Resources Portfolio Holder 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 Friday 3<sup>rd</sup> July 2015.

##### **8 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 **TREASURY MANAGEMENT - ANNUAL REPORT 2014/15** (Pages 11 - 24)
- b **THE LODGE, COWPER ROAD, BROMLEY BR2 9RT** (Pages 25 - 28)  
Bromley Common and Keston ward

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

##### **9 SCRUTINY OF THE CHIEF EXECUTIVE**

##### **10 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS** (Pages 29 - 32)

Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 15<sup>th</sup> July 2015.

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

- 11 **BROMLEY YOUTH EMPLOYMENT PROJECT - PROGRESS UPDATE**  
(Pages 33 - 50)
- 12 **CUSTOMER SERVICE MONITORING REPORT** (Pages 51 - 62)
- 13 **BENEFITS SERVICE MONITORING REPORT** (Pages 63 - 82)
- 14 **EXCHEQUER SERVICE MONITORING REPORT** (Pages 83 - 104)
- 15 **REVENUES SERVICE MONITORING REPORT** (Pages 105 - 122)
- 16 **WORK PROGRAMME 2015/16** (Pages 123 - 126)

## **PART 2 AGENDA**

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

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

#### **Items of Business**

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

- |   |   |
|---|---|
| <b>18 EXEMPT MINUTES OF THE MEETING HELD ON 3RD JUNE 2015</b> | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| <b>19 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS</b>   | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |

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LONDON BOROUGH OF BROMLEY

FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 16<sup>th</sup> June 2015

PERIOD COVERED: 16<sup>th</sup> June 2015 – 31<sup>st</sup> October 2015

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 11<sup>th</sup> August 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?
<b>COUNCIL</b>						
<b>EXECUTIVE</b>						
DIRECT CARE CONTRACT AWARD	Executive	15 July 2015  Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Alicia Munday Tel: 020 8313 4559 <a href="mailto:Alicia.Munday@bromley.gov.uk">Alicia.Munday@bromley.gov.uk</a>	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
GATEWAY REVIEW - LEARNING DISABILITY SUPPORTED LIVING	Executive	15 July 2015  Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Colin Lusted Tel: 0208 461 7650 <a href="mailto:Colin.Lusted@bromley.gov.uk">Colin.Lusted@bromley.gov.uk</a>	<u>Report and relevant background documents</u>	Public meeting

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?
STREET WORKS INSPECTION CONTRACT EXTENSION	Executive	15 July 2015  Environment PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Paul Symonds Tel: 020 8313 4540 <a href="mailto:paul.symonds@bromley.gov.uk">paul.symonds@bromley.gov.uk</a>	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report – confidential
CONTRACT FOR STREET ENVIRONMENT - CONTRACT EXTENSION OPTION	Executive	15 July 2015  Environment PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Peter McCready Tel: 020 8313 4942 <a href="mailto:peter.mccready@bromley.gov.uk">peter.mccready@bromley.gov.uk</a>	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
CHISLEHURST LIBRARY, RED HILL, CHISLEHURST	Executive	15 July 2015  Renewal and Recreation PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Heather Hosking Tel: 020 8313 4421 <a href="mailto:heather.hosking@bromley.gov.uk">heather.hosking@bromley.gov.uk</a>	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential

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AWARD OF CONTRACT FOR CAPITAL WORKS AT EDGEBURY PRIMARY SCHOOL, ST GEORGE'S C.E. PRIMARY SCHOOL AND SCOTTS PARK PRIMARY SCHOOL	Executive	Not before 09 September 2015  Executive and Resources PDS Committee	Meeting	Contact Officer:  Robert Bollen Tel: 020 8313 4697 <a href="mailto:Robert.Bollen@bromley.gov.uk">Robert.Bollen@bromley.gov.uk</a>	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
AWARD OF CONTRACT FOR CAPITAL WORKS AT BEACON HOUSE	Executive	Not before 09 September 2015  Executive and Resources PDS Committee	Meeting	Contact Officer:  Robert Bollen Tel: 020 8313 4697 <a href="mailto:Robert.Bollen@bromley.gov.uk">Robert.Bollen@bromley.gov.uk</a>	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
EXTRA CARE HOUSING SUPPORT	Executive	09 September 2015  Executive and Resources PDS Committee	Meeting	Contact Officer:  Wendy Norman Tel: 020 8313 4212 <a href="mailto:Wendy.Norman@bromley.gov.uk">Wendy.Norman@bromley.gov.uk</a>	<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	Not before 09 September 2015  Executive and Resources PDS Committee	Meeting	Contact Officer:  Colin Brand Tel: 0208 313 4107 <a href="mailto:colin.brand@bromley.gov.uk">colin.brand@bromley.gov.uk</a>	<u>Public meeting</u>	Report and relevant background documents
ADULT EDUCATION	Executive	Date to be confirmed  Education PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer:  Carol Arnfield Tel: 020 8461 8659 <a href="mailto:Carol.Arnfield@bromley.gov.uk">Carol.Arnfield@bromley.gov.uk</a>	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report – confidential
<b>CARE SERVICES PORTFOLIO</b>						
CARE SERVICES PORTFOLIO PLAN 2015/16	Portfolio Holder for Care Services (including Public Health)	Not before 23 June 2015  Care Services PDS Committee	Meeting	Contact Officer:  Angela Buchanan Tel: 0208 313 4199 <a href="mailto:angela.buchanan@bromley.gov.uk">angela.buchanan@bromley.gov.uk</a>	<u>Public meeting</u>	Report and relevant background documents
<b>EDUCATION PORTFOLIO</b>						
<b>ENVIRONMENT PORTFOLIO</b>						



WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
ENVIRONMENT PORTFOLIO PLAN 2015/18	Portfolio Holder for Environment	Not before 07 July 2015  Environment PDS Committee	Meeting	Contact Officer:  Alastair Baillie Tel: 020 8313 4915 <a href="mailto:Alastair.Baillie@bromley.gov.uk">Alastair.Baillie@bromley.gov.uk</a>	<u>Public meeting</u>	Report and relevant background documents
<b>PUBLIC PROTECTION AND SAFETY PORTFOLIO</b>						
<b>RENEWAL AND RECREATION PORTFOLIO</b>						
<b>RESOURCES PORTFOLIO</b>						

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

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

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Report No.  
FSD15044

London Borough of Bromley

Agenda  
Item No.

## PART 1 - PUBLIC

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**Decision Maker:** Resources Portfolio Holder

**Date:** For pre-decision scrutiny by Executive and Resources PDS Committee  
on 9<sup>th</sup> July 2015  
Council 19<sup>th</sup> October 2015

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

**Title:** TREASURY MANAGEMENT - ANNUAL REPORT 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

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### 1. Reason for report

- 1.1 This report summarises treasury management activity during the March quarter and includes the Treasury Management Annual Report for 2014/15, which is required to be reported to full Council. The report ensures that the Council is implementing best practice in accordance with the CIPFA Code of Practice for Treasury Management. The report also includes an update on the Council's investment with Heritable Bank (paragraph 3.14). Investments as at 31<sup>st</sup> March 2015 totalled £254.8m (excluding the balance of the Heritable investment) and there was no outstanding external borrowing. For information and comparison, the balance of investments stood at £262.5m as at 31<sup>st</sup> December 2014 and £247.4m as at 31<sup>st</sup> March 2014 and, at the time of writing this report (25<sup>th</sup> June 2015) it stood at £287.3m.
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## RECOMMENDATION(S)

**2.1 The PDS Committee, the Portfolio Holder and the Council are asked to:**

- (a) Note the Treasury Management Annual Report for 2014/15 and**
- (b) Approve the actual prudential indicators within the report.**

### Corporate Policy

1. Policy Status: Existing policy. To maintain appropriate levels of risk, particularly security and liquidity, whilst seeking to achieve the highest rate of return on investments.
  2. BBB Priority: Excellent Council.
- 

### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: Interest on balances
  4. Total current budget for this head: £1.591m budget (net interest earnings) in 2014/15; surplus of £1.85m achieved in 2014/15. Budget for 2015/16 £2.741m
  5. Source of funding: Net investment income
- 

### Staff

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

### Legal

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

### 3. COMMENTARY

#### General

- 3.1 Under the requirements of the CIPFA Code of Practice on Treasury Management, the Council is required, as a minimum, to approve an annual treasury strategy in advance of the year, a mid-year review report and an annual report following the year comparing actual activity to the strategy. In practice, the Director of Finance has reported quarterly on treasury management activity for many years, as well as reporting the annual strategy before the year and the annual report after the year-end. This report includes details of investment performance in the final quarter of 2014/15 and the annual report for the whole of the financial year 2014/15. The 2014/15 annual treasury strategy, including the MRP (Minimum Revenue Provision) Policy Statement and prudential indicators, was originally approved by Council in February 2014. The mid-year review and amendments to the strategy (comprising an increase in the limits for part-nationalised banks, Lloyds and RBS, a lowering of the minimum credit rating for bond investments and the inclusion of diversified growth funds as permitted investments) were approved by Council in December 2014.
- 3.2 Recent changes in the regulatory environment place a much greater onus on Members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the actual position for treasury activities and highlights compliance with the Council's policies previously approved by Members.

#### Treasury Performance in the quarter and year ended 31<sup>st</sup> March 2015

- 3.3 **Borrowing:** The Council's healthy cashflow position has continued through the whole of 2014/15, as a result of which no borrowing was required in the year.
- 3.4 **Investments:** The following table sets out details of investment activity during the March quarter and during the whole of the financial year 2014/15:-

Main investment portfolio	Qtr ended 31/03/15		1/4/14 to 31/03/15	
	Deposits £m	Ave Rate %	Deposits £m	Ave Rate %
Balance of "core" investments b/f	237.50	1.18	172.00	0.83
New investments made in period	15.00	1.34	226.50	1.22
Investments redeemed in period	-45.00	0.85	-191.00	0.79
"Core" investments at end of period	207.50	1.29	207.50	1.29
Money Market Funds	22.30	para 3.10	22.30	para 3.10
Svenska Handelsbanken instant access	0.00	para 3.11	0.00	para 3.11
Deutsche Bank 95 day notice	0.00	para 3.11	0.00	para 3.11
CCLA Property Fund	15.00	para 3.13	15.00	para 3.13
Diversified Growth Funds	10.00	para 3.13	10.00	para 3.13
Payden Sterling Reserve Fund	0.00	para 3.12	0.00	para 3.12
<b>Total investments at end of period</b>	<b>254.80</b>	<b>n/a</b>	<b>254.80</b>	<b>n/a</b>
Heritable deposit - frozen (para 3.13)			5.00	6.42

- 3.5 The following investments were placed in the March quarter:

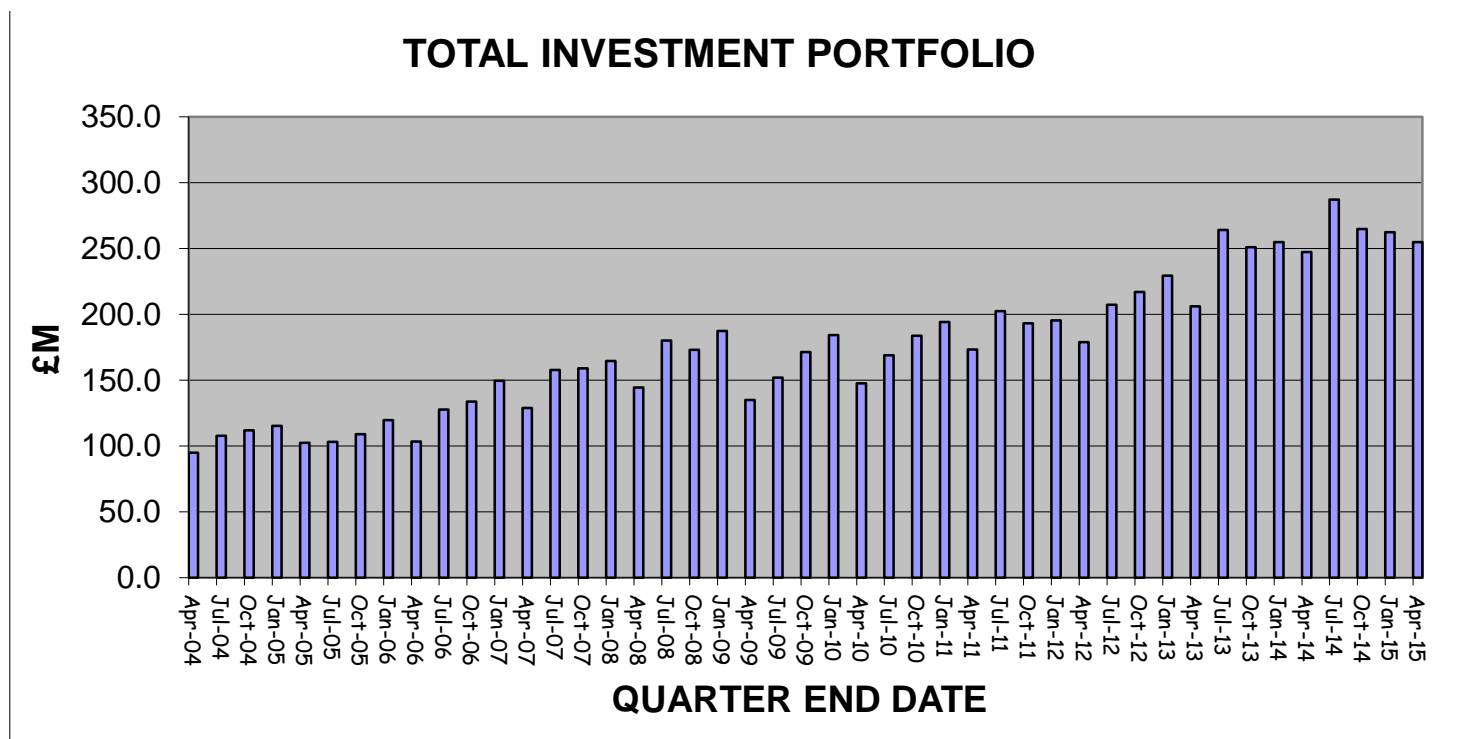
- Lloyds Bank – fixed term deposit £5m for 1 year @ 1.00%
- RBS – CD £10m for 2 years @ 1.34%
- CCLA Property Fund – a further £5m, bringing the total up to £15m

- 3.6 Details of the outstanding investments at 31<sup>st</sup> March 2015 are shown in maturity date order in Appendix 1 and by individual counterparty in Appendix 2. An average return of 1% was included

for new investments in the 2014/15 budget and the average return on the two new “core” investments placed in the March quarter was 1.34%. For comparison, the average LIBID rates for the March quarter were 0.36% for 7 days, 0.44% for 3 months, 0.56% for 6 months and 0.84% for 1 year. The average rate achieved on new investments placed in the period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015 was 1.22%, compared to the average LIBID rates of 0.35% for 7 days, 0.43% for 3 months, 0.56% for 6 months and 0.87% for 1 year. The improved average rate earned on new investments placed in 2014/15 mainly reflects longer-term deposits placed with other local authorities and banks and compares favourably with the budget assumption.

3.7 Reports to previous meetings have highlighted the fact that options with regard to the reinvestment of maturing deposits have become seriously limited in recent years following bank credit rating downgrades. Changes to lending limits and eligibility criteria, most recently in October 2014 (an increase of £40m (from £40m to £80m) in the lending limits of both Lloyds and RBS and an increase in the maximum period from 2 years to 3 years) have alleviated this to some extent, but we have still found ourselves in the position of not having many investment options other than placing money with instant access accounts at relatively low interest rates. Active UK banks on our list now comprise only Lloyds, RBS, HSBC, Barclays, Santander UK and Nationwide and all of these have reduced their interest rates significantly in recent years. The Director of Finance will continue to monitor rates and counterparty quality and take account of external advice prior to any investment decisions.

3.8 The graph below shows total investments at quarter-end dates back to 1<sup>st</sup> April 2004 and shows how available funds have increased steadily over the years. This has been a significant contributor to the over-achievement of investment income against budgeted income in recent years.



**Interest Rate Forecast**

3.9 Base rate has now been 0.5% since March 2009 and the latest forecast by Capita Treasury Solutions (in May 2015) is for it to begin to slowly rise from mid-2016 (around 6 months later than the previous estimate given in January 2015). For comparison, Capita’s latest two interest rate forecasts are shown below.

Date	LATEST FORECAST (May 15)				PREVIOUS FORECAST (Jan 15)			
	Base Rate	3 month Libid	6 month Libid	1 year Libid	Base Rate	3 month Libid	6 month Libid	1 year Libid
Jun-15	0.50%	0.50%	0.70%	1.00%	0.50%	0.50%	0.70%	1.00%
Sep-15	0.50%	0.50%	0.70%	1.00%	0.50%	0.60%	0.80%	1.10%
Dec-15	0.50%	0.60%	0.80%	1.10%	0.75%	0.80%	1.00%	1.30%
Mar-16	0.50%	0.70%	0.90%	1.20%	0.75%	0.90%	1.10%	1.40%
Jun-16	0.75%	0.80%	1.00%	1.30%	1.00%	1.10%	1.20%	1.50%
Sep-16	0.75%	0.90%	1.10%	1.40%	1.00%	1.10%	1.30%	1.60%
Dec-16	1.00%	1.10%	1.30%	1.60%	1.25%	1.30%	1.50%	1.80%
Mar-17	1.00%	1.30%	1.50%	1.80%	1.25%	1.40%	1.60%	1.90%
Jun-17	1.25%	1.40%	1.60%	1.90%	1.50%	1.50%	1.70%	2.00%
Sep-17	1.50%	1.50%	1.70%	2.00%	1.75%	1.80%	2.00%	2.30%
Dec-17	1.50%	1.80%	2.00%	2.30%	1.75%	1.90%	2.10%	2.40%
Mar-18	1.75%	1.90%	2.10%	2.40%	2.00%	2.10%	2.30%	2.60%

## Other accounts

### 3.10 Money Market Funds

The Council currently has 7 AAA-rated Money Market Fund accounts, with Prime Rate, Ignis, Insight, Morgan Stanley, Blackrock, Fidelity and Legal & General, all of which have a maximum investment limit of £15m. In common with market rates for fixed-term investments, interest rates on money market funds have fallen considerably in recent years. The Ignis and Legal & General funds currently offer the best rate (around 0.47%). The total balance held in Money Market Funds has fluctuated considerably during the year, moving from £19.3m as at 1<sup>st</sup> April 2014 to £32.7m as at 30<sup>th</sup> June 2014, £24.4m as at 30<sup>th</sup> September 2014, zero as at 31<sup>st</sup> December 2014 and £22.3m as at 31<sup>st</sup> March 2015. The total peaked at £65.7m in May 2014 and averaged £35.0m over the whole year. The Money Market Funds currently offer the lowest interest of all our eligible investment vehicles with the exception of the Government Debt Management and Deposit Fund (currently 0.25%). During the year, funds have been withdrawn to fund other, more attractive investments, most recently in the December quarter, when we placed investments of £40m with RBS and £10m in Diversified Growth Funds.

Money Market Funds	Date Account Opened	Ave. Rate 2014/15	Ave. Daily balance 2014/15	Actual balance 31/03/15	Latest Balance 25/06/15	Latest Rate 25/06/15
		%	£m	£m	£m	%
Prime Rate	15/06/2009	0.43	8.3	7.3	0.1	0.45
Ignis	25/01/2010	0.46	14.2	15.0	15.0	0.47
Insight	03/07/2009	0.41	6.1	0.0	0.0	0.44
Morgan Stanley	01/11/2012	0.37	0.1	0.0	0.0	0.43
Legal & General	23/08/2012	0.43	6.3	0.0	14.7	0.47
Blackrock	16/09/2009	-	-	0.0	0.0	0.36
Fidelity	20/11/2002	-	-	0.0		0.34
<b>TOTAL</b>			<b>35.0</b>	<b>22.3</b>	<b>29.8</b>	

### 3.11 Notice Accounts

#### Svenska Handelsbanken

In August 2013, the Council placed £15m in an instant access account with the Swedish Bank, Svenska Handelsbanken. The account originally paid 0.60%, but the rate was reduced to 0.50%

in July 2014. As investment options were limited and the rate was better than that we were earning on our Money Market Funds, the account was left open until after the Council approved the increased limits for Lloyds and RBS in October 2014. The account was, however, closed on 22<sup>nd</sup> October 2014 to provide part of the funding for the £40m 3 year CD investment with RBS. The average daily balance in the year was £8.5m and an average rate of 0.55% was achieved.

### RBS

In March 2013, RBS announced a new 95-day notice account paying a rate of 0.80%. The Council made an initial deposit of £12.5m in March and increased this to £15m in April 2013. The rate was reduced to 0.60% in October 2013 and, in April 2014, RBS informed us that the rate would reduce to 0.30% in August, so notice was given to close the account on 25<sup>th</sup> August 2014. The average daily balance in the year was £6.0m and an average rate of 0.55% was achieved.

### Deutsche Bank

In November 2013, the Council opened a 95-day notice account with Deutsche Bank. At that time, Deutsche was an eligible counterparty on our lending list with a maximum investment sum of £5m, although a subsequent credit rating downgrade means it is no longer on the list. Following the downgrade, notice to terminate was given at the end of October 2014 and the principal sum plus interest was returned to us on 2<sup>nd</sup> February 2015. The average daily balance in the year was £4.2m and an average rate of 0.65% was achieved.

## 3.12 Other investments: Corporate Bonds and Payden Sterling Reserve Fund

At its meeting on 12<sup>th</sup> November 2012, the Council approved the addition of corporate bonds (minimum credit rating AA-, maximum period 5 years) and the Payden Sterling Reserve Fund to our lending list. On 27<sup>th</sup> November, following advice from Capita, we made our first investment in a corporate bond, £1.1m with Standard Chartered Bank. The bond matured on 28<sup>th</sup> April 2014 with a coupon value of 0.70%. In October 2014, the Council agreed to a lowering of the minimum credit rating for corporate bonds to A-, which may provide us with more investment opportunities in the future. In November 2012, £15m was invested in the Payden Fund and that sum remained invested until it was withdrawn in December 2014 to part-fund other investments. The average daily balance in the year was £10.8m. Over the lifetime of the investment (November 2012 to December 2014) an average rate of 0.98% was achieved.

## 3.13 Pooled Investment Schemes

In September 2013, the Portfolio Holder and Full Council approved the inclusion of collective (pooled) investment schemes as eligible investment vehicles in the Council's Investment Strategy with an overall limit of £25m and a maximum duration of 5 years. Such investments would require the approval of the Director of Finance in consultation with the Resources Portfolio Holder.

### CCLA Property Fund

Following consultation between the Director of Finance and the Resources Portfolio Holder, an account was opened in January 2014 with the CCLA Local Authorities' Property Fund and an initial deposit of £5m was made. Following more consultation, a further £5m deposit was made at the end of July 2014 and, finally, another £5.0m was deposited in March 2015. This is viewed as a medium to long-term investment. Dividends are paid quarterly and, in 2014/15, the investment returned 5.25% net of fees.



### Diversified Growth Funds

In October 2014, the Council approved the inclusion of investment in diversified growth funds in our strategy and, in December, £5m was invested with both Newton and Standard Life. The Funds both performed very well in just over three months to 31<sup>st</sup> March 2015; the Newton Fund returning 21.5% and the Standard Life Fund returning 21.9%. In accordance with the Council decision, interest equivalent to 27% of the total dividend was transferred to the Parallel Fund, set up in 2014/15 with an opening balance of £2.7m to mitigate the potential revenue impact of future actuarial Pension Fund valuations.

### 3.14 Investment with Heritable Bank

Members will be aware from regular updates to the Resources Portfolio Holder and the Executive that the Council had £5m invested with the Heritable Bank, a UK subsidiary of the Icelandic bank, Landsbanki, when it was placed in administration in early-October 2008 at which time our investment was frozen. An initial dividend was paid to the Council in July 2009 and, since then, a further 13 dividends have been received (most recently in August 2013). To date, a total of £4,783k has been received (94% of our total claim of £5,087k), leaving a balance of £304k (6.0%). Council officers and our external advisers remain hopeful of a full recovery and, in May 2015, the administrator advised that a further distribution (as yet unspecified) will be made to creditors in August.

### 3.15 External Cash Management

External cash managers, Tradition UK Ltd, currently manage £20m of our cash portfolio and provide useful advice and information on treasury management matters. In 2014/15, Tradition UK achieved a return of 1.28%, which compared with the in-house team rate of 1.55% (including investments with the pooled vehicles). Tradition UK work to the same counterparty list as the Council's in-house team and so have also been constrained by strategy changes approved after the Icelandic Bank crisis and by ratings downgrades in recent years. Details of externally managed funds placed on deposit as at the time of writing this report are shown below. All of their current deposits have been placed for periods of two years or three years.

Bank	Sum	Start Date	Maturity	Period	Rate
Lloyds	£7.5m	18/08/14	18/08/16	2 years	1.28%
RBS	£5.0m	26/08/14	26/08/16	2 years	Min 1.52%; max 2.00% (linked to 3 month Libor)
West Dumbartonshire Council	£2.5m	26/03/14	24/03/17	3 years	1.60%
Perth & Kinross Council	£5m	23/03/14	24/03/17	3 years	1.45%

### **Actual prudential indicators for 2014/15**

3.16 The old capital control system was replaced in April 2004 by a prudential system based largely on self-regulation by local authorities themselves. At the heart of the system is The Prudential Code for Capital Finance in Local Authorities, developed by CIPFA. The Code requires the Council to set a number of prudential indicators designed to monitor and control capital expenditure, financing and borrowing. The indicators for 2014/15 were approved by the Executive and the Council in February 2014 and were revised and updated in December 2014. Appendix 3 sets out the actual performance in 2014/15 against those indicators.

## **Economic Background during 2014/15 (provided by Capita Treasury Solutions)**

- 3.17 The original market expectation at the beginning of 2014/15 was for the first increase in Bank Rate to occur in quarter 1 of 2015 as the unemployment rate had fallen much faster than expected through the Bank of England's initial forward guidance target of 7%. In May, however, the Bank revised its forward guidance. A combination of very weak pay rises and inflation above the rate of pay rises meant that consumer disposable income was still being eroded and, in August, the Bank halved its forecast for pay inflation in 2014 from 2.5% to 1.25%. Expectations for the first increase in Bank Rate therefore started to recede as growth was still heavily dependent on buoyant consumer demand. During the second half of 2014 financial markets were caught out by a halving of the oil price and the collapse of the peg between the Swiss franc and the euro. Fears also increased considerably that the ECB was going to do too little too late to ward off the threat of deflation and recession in the Eurozone. In mid-October, financial markets had a major panic for about a week. By the end of 2014, it was clear that inflation in the UK was going to head towards zero in 2015 and possibly even become negative. In turn, this made it clear that the MPC would have great difficulty in starting to raise Bank Rate in 2015 while inflation was around zero and so market expectations for the first increase moved back to around quarter 3 of 2016.
- 3.18 Gilt yields were on a falling trend for much of the last eight months of 2014/15 but were then pulled in different directions by increasing fears after the anti-austerity parties won power in Greece in January; developments since then have increased fears that Greece could be heading for an exit from the euro. While the direct effects of this would be manageable by the EU and ECB, it is very hard to quantify quite what the potential knock on effects would be on other countries in the Eurozone once the so called impossibility of a country leaving the EZ had been disproved. Another downward pressure on gilt yields was the announcement in January that the ECB would start a major programme of quantitative easing, purchasing EZ government and other debt in March. On the other hand, strong growth in the US caused an increase in confidence that the US was well on the way to making a full recovery from the financial crash and would be the first country to start increasing its central rate, probably by the end of 2015. The UK would be closely following it due to strong growth over both 2013 and 2014 and good prospects for a continuation into 2015 and beyond. However, there was also an increase in concerns around political risk from the general election due in May 2015.

## **Regulatory Framework, Risk and Performance**

- 3.19 The Council's treasury management activities are regulated by a variety of professional codes and statutes and guidance:
- The Local Government Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
  - The Act permits the Secretary of State to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing that may be undertaken (although no restrictions have been made to date);
  - Statutory Instrument (SI) 3146 2003, as amended, develops the controls and powers within the Act;
  - The SI requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities;
  - The SI also requires the Council to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services;

- Under the Act, the CLG has issued Investment Guidance to structure and regulate the Council's investment activities;
- Under section 238(2) of the Local Government and Public Involvement in Health Act 2007, the Secretary of State has taken powers to issue guidance on accounting practices. Guidance on Minimum Revenue Provision was issued under this section on 8<sup>th</sup> November 2007.

3.20 The Council has complied with all of the above relevant statutory and regulatory requirements, which limit the levels of risk associated with its treasury management activities. In particular, its adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means that its capital expenditure is prudent, affordable and sustainable and its treasury practices demonstrate a low risk approach.

#### 4. POLICY IMPLICATIONS

4.1 In line with government guidance, the Council's policy is to seek to achieve the highest rate of return on investments whilst maintaining appropriate levels of risk, particularly security and liquidity.

#### 5. FINANCIAL IMPLICATIONS

5.1 An average rate of interest of 1.32% was achieved in 2014/15, including 1.22% on all new "core" investments placed during the year (compared to the budget assumption of 1%). The final outturn for net interest on investments and borrowing in 2014/15 was £3,441k compared to the budget of £1,591k. This was in no small part due to returns on the pooled investments placed with the CCLA Property Fund and the Newton and Standard Life Diversified Growth Funds during 2014. The other main contributory factor, apart from the higher interest rate earned on new investments, was the fact that average investment balances during the year (£286m) were higher than expected.

5.2 With regard to 2015/16, there is still no sign of interest rates improving and an average rate of 1% has again been prudently assumed for interest on new fixed term deposits in the 2015/16 revenue budget, in line with the estimates provided by the Council's external treasury advisers, Capita, earlier in the year and with officers' views. The Bank of England base rate is still expected to rise, but the expected start of the rise has been put back to mid-2016 and could be even later. There have been no improvements to counterparty credit ratings, as a result of which the restrictions to investment opportunities that followed ratings downgrades in recent years have still been in place. However, the increases in the limits for the two part-nationalised banks (Lloyds and RBS) approved by the Council in October, together with higher rates from longer-term deals placed with other local authorities, higher average balances than anticipated and the strong performance of the CCLA Property Fund and the Diversified Growth Fund investments have enabled the 2015/16 budget to be increased to £2,741k.

<b>Non-Applicable Sections:</b>	Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	CIPFA Code of Practice on Treasury Management CIPFA Prudential Code for Capital Finance in Local Authorities CLG Guidance on Investments External advice from Capita Treasury Solutions

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## APPENDIX 1

### INVESTMENTS HELD AS AT 31st MARCH 2015

Counterparty	Start Date	Maturity Date	Rate of Interest %	Amount £m
<b>FIXED TERM DEPOSITS</b>				
LLOYDS BANK	11/04/14	13/04/15	0.95000	5.0
STANDARD CHARTERED (Certificate of Deposit)	28/04/14	28/04/15	0.83000	5.0
NEWCASTLE CITY COUNCIL	01/07/13	01/07/15	0.70000	5.0
NEWCASTLE CITY COUNCIL	29/07/13	29/07/15	0.70000	10.0
LLOYDS BANK	19/11/14	19/11/15	1.00000	5.0
KINGSTON-UPON-HILL CITY COUNCIL	02/01/14	04/01/16	0.90000	2.0
LLOYDS BANK	31/03/15	31/03/16	1.00000	5.0
GREATER LONDON AUTHORITY	01/04/14	01/04/16	1.14000	15.0
RBS (collar deposit - floor 1.15%; ceiling 1.37%)	21/05/14	23/05/16	1.15000	15.0
LLOYDS BANK	07/07/14	07/07/16	1.25000	2.5
LLOYDS BANK	18/08/14	18/08/16	1.28000	7.5
RBS (collar deposit - floor 1.52%; ceiling 2.00%)	26/08/14	26/08/16	1.52000	15.0
WARRINGTON BOROUGH COUNCIL	31/10/13	31/10/16	1.45000	5.0
LONDON FIRE & EMERGENCY PLANNING AUTHORITY	28/11/13	28/11/16	1.50000	5.0
LLOYDS BANK	04/12/14	05/12/16	1.09000	25.0
RBS (Certificate of Deposit)	13/02/15	13/02/17	1.34000	10.0
WEST DUMBARTONSHIRE COUNCIL	26/03/14	24/03/17	1.60000	2.5
PERTH & KINROSS COUNCIL	23/03/14	24/03/17	1.45000	5.0
NORTHUMBERLAND COUNTY COUNCIL	15/08/14	15/08/17	1.50000	5.0
DONCASTER MBC	15/08/14	15/08/17	1.88000	5.0
LB CROYDON	22/08/14	22/08/17	1.50000	10.0
RBS (Certificate of Deposit)	30/10/14	30/10/17	1.85000	40.0
BLAENAU GWENT CBC	04/12/14	04/12/17	1.90000	3.0
				207.5
<b>OTHER</b>				
Money Market Funds - Ignis		Money Market Fund		15.0
- Prime Rate		Money Market Fund		7.3
CCLA Local Authority Property Fund		Property Fund		15.0
Diversified Growth Fund - Newton		Diversified Growth Fund		5.0
- Standard Life		Diversified Growth Fund		5.0
				254.8
<b>TOTAL INVESTMENTS AS AT 31st MARCH 2015</b>				
<b>ICELANDIC BANK DEPOSIT (not included above)</b>				
Heritable Bank - total claim (principal & interest)	28/06/07	29/06/09	6.42	5,087,065
Less: Dividend received to 31/03/15 (94%)				-4,782,724
Principal sum unrecovered as at 31/03/15				304,341
Provision in 2014/15 accounts for non-recovery (5.9% of total claim)				300,000

## INVESTMENTS HELD AS AT 31st MARCH 2015

	FROM	TO	RATE	£m	TOTAL £m	LIMIT	REMAINING
<b>UK BANKS</b>							
LLOYDS BANK	11/04/14	13/04/15	0.950	5.0			
LLOYDS BANK	19/11/14	19/11/15	1.000	5.0			
LLOYDS BANK	31/03/15	31/03/16	1.000	5.0			
LLOYDS BANK	07/07/14	07/07/16	1.250	2.5			
LLOYDS BANK	18/08/14	18/08/16	1.280	7.5			
LLOYDS BANK	04/12/14	05/12/16	1.090	25.0	50.0	80.0	30.0
ROYAL BANK OF SCOTLAND-CD Investment	28/04/14	28/04/15	0.820	10.0			
ROYAL BANK OF SCOTLAND-Floor 1.15%; ceiling 1.37%	21/05/14	23/05/16	1.150	15.0			
ROYAL BANK OF SCOTLAND-Floor 1.52%; ceiling 2.00%	26/08/14	26/08/16	1.520	15.0			
ROYAL BANK OF SCOTLAND-CD Investment	30/10/14	30/10/17	1.850	40.0	80.0	80.0	0.0
STANDARD CHARTERED BANK-CD Investment	28/04/14	28/04/15	0.830	5.0	5.0	20.0	15.0
<b>OTHER LOCAL AUTHORITIES</b>							
BLAENAU GWENT CBC	04/12/14	04/12/17	1.900	3.0	3.0	15.0	12.0
DONCASTER MBC	15/08/14	15/08/17	1.880	5.0	5.0	15.0	10.0
GREATER LONDON AUTHORITY	01/04/14	01/04/16	1.140	15.0	15.0	15.0	0.0
KINGSTON-UPON-HILL CITY COUNCIL	02/01/14	04/01/16	0.900	2.0	2.0	15.0	13.0
LONDON BOROUGH OF CROYDON	22/08/14	22/08/17	1.500	10.0	10.0	15.0	5.0
LONDON FIRE & EMERGENCY PLANNING AUTHORITY	28/11/13	28/11/16	1.500	5.0	5.0	15.0	10.0
NEWCASTLE CITY COUNCIL	01/07/13	01/07/15	0.700	5.0			
NEWCASTLE CITY COUNCIL	29/07/13	29/07/15	0.700	10.0	15.0	15.0	0.0
NORTHUMBERLAND COUNTY COUNCIL	15/08/14	15/08/17	1.500	5.0	5.0	15.0	10.0
PERTH & KINROSS COUNCIL	23/03/14	24/03/17	1.450	5.0	5.0	15.0	10.0
WARRINGTON BOROUGH COUNCIL	31/10/13	31/10/16	1.450	5.0	5.0	15.0	10.0
WEST DUMBARTONSHIRE COUNCIL	26/03/14	24/03/17	1.600	2.5	2.5	15.0	12.5
<b>OTHER ACCOUNTS</b>							
MONEY MARKET FUNDS - IGNIS		Money Market Fund		15.0	15.0	15.0	0.0
- PRIME RATE		Money Market Fund		7.3	7.3	15.0	7.7
CCLA PROPERTY FUND		Property Fund		15.0	15.0	}	
DIVERSIFIED GROWTH FUND - NEWTON		Diversified Growth Fund		5.0	5.0	25.0	0.0
- STANDARD LIFE		Diversified Growth Fund		5.0	5.0	}	
<b>TOTAL INVESTMENTS AS AT 31st MARCH 2015</b>				<b>254.8</b>	<b>254.8</b>		
<b>ICELANDIC BANK DEPOSIT (not included above)</b>							
Heritable Bank - total claim (principal & interest)	28/06/07	29/06/09	6.420	5087065			
Less: Dividend received to 31/03/15 (94%)				-4782724			
Principal sum unrecovered as at 31/03/15				304341			
Provision in 2014/15 accounts for non-recovery (5.9% of total claim)				300000			

## Prudential and Treasury Indicators – Actual 2014/15

Prudential and Treasury Indicators are relevant for the purposes of setting an integrated treasury management strategy and require the approval of the Council. The table below shows the actual performance in relation to the indicators in 2013/14 and compares the actual in 2014/15 with the original estimates approved in February 2014 and with the revised estimates (“probable”) reported in the mid-year review in November 2014. Further details on capital expenditure outturn were reported to the Executive on 10<sup>th</sup> June 2015.

The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. The revised Code (published in 2009) was adopted by full Council on 15<sup>th</sup> February 2010.

<b>PRUDENTIAL INDICATORS</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2014/15</b>	<b>2014/15</b>
	<b>actual</b>	<b>estimate</b>	<b>probable</b>	<b>actual</b>
<b>Total Capital Expenditure</b>	£25.2m	£45.6m	£54.2m	£50.5m
<b>Ratio of financing costs to net revenue stream</b>	-1.5%	-1.3%	-1.3%	-1.3%
<b>Net borrowing requirement (net investments for Bromley)</b>				
brought forward 1 April	£197.3m	£196.8m	£244.8m	£244.8m
carried forward 31 March	£244.8m	£185.3m	£250.0m	£250.5m
in year borrowing requirement (movement in net investments for Bromley)	£47.5m	-£11.5m	£5.2m	£5.7m
<b>Capital Financing Requirement as at 31 March</b>	£2.6m	£3.2m	£2.3m	£4.3m
<b>Incremental impact of capital investment decisions</b>	<b>£ p</b>	<b>£ p</b>	<b>£ p</b>	<b>£ p</b>
Increase in council tax (band D) per annum	-	-	-	-
<b>TREASURY MANAGEMENT INDICATORS</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2014/15</b>	<b>2014/15</b>
	<b>actual</b>	<b>estimate</b>	<b>probable</b>	<b>actual</b>
<b>Authorised Limit for external debt -</b>				
<b>borrowing</b>	£30.0m	£30.0m	£30.0m	£30.0m
<b>other long term liabilities</b>	£30.0m	£30.0m	£30.0m	£30.0m
<b>TOTAL</b>	£60.0m	£60.0m	£60.0m	£60.0m
<b>Operational Boundary for external debt -</b>				
<b>borrowing</b>	£10.0m	£10.0m	£10.0m	£10.0m
<b>other long term liabilities</b>	£10.0m	£10.0m	£10.0m	£10.0m
<b>TOTAL</b>	£20.0m	£20.0m	£20.0m	£20.0m
<b>Actual external debt</b>	£2.6m	£3.2m	£2.3m	£4.3m
<b>Upper limit for fixed interest rate exposure</b>	100%	100%	100%	100%
<b>Upper limit for variable rate exposure</b>	20%	20%	20%	20%
<b>Upper limit for total principal sums invested for more than 364 days beyond year-end dates</b>	£137.5m	£100.0m	£200.0m	£200.0m

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Report No.  
DDR15/061

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** RESOURCES PORTFOLIO HOLDER

**Date:** For Pre-decision scrutiny by the Executive and Resources Policy Development and Scrutiny Committee on Thursday 9<sup>th</sup> July 2015

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

**Title:** THE LODGE, COWPER ROAD, BROMLEY BR2 9RT

**Contact Officer:** Antony Cooper, Estates Surveyor, Valuation and Estates  
E-mail: Antony.Cooper@bromley.gov.uk

**Chief Officer:** Director of Regeneration & Transformation

**Ward:** Bromley Common and Keston;

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1. Reason for report

This report seeks agreement to the delegation of the decision on the acceptance of an offer for this property to suit the method of marketing adopted.

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2. **RECOMMENDATION(S)**

- 2.1 The Executive and Resources PDS Committee is requested to consider the proposed decision by the Resources Portfolio Holder and:
- 2.2 The Resources Portfolio Holder is requested to agree that the authority to accept an offer for this property should be delegated to the Director of Regeneration and Transformation, in consultation with the Resources Portfolio Holder, to enable the sale to be progressed quickly.

### Corporate Policy

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

### Financial

1. Cost of proposal: A capital receipt in excess of £500k should be generated. The cost of the estate agent will be recovered from the purchaser.
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: Not Applicable
  4. Total current budget for this head: Not Applicable
  5. Source of funding: Not Applicable
- 

### Staff

1. Number of staff (current and additional):
  2. If from existing staff resources, number of staff 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): Not Applicable
- 

### Ward Councillor Views

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

### **3. COMMENTARY**

- 3.1 Whitehall Recreation Ground Lodge is shown outlined in red on the attached plan. It is a three bedroom detached house on a plot which has an area of approximately 0.24 acre (0.1ha). The property has been the subject of several unsuccessful sales, and planning applications have been refused twice and appeals dismissed.
- 3.2 Following the last aborted sale, a local estate agent was appointed to remarket the property by way of an informal tender exercise, which is due to close on 8<sup>th</sup> July 2015, the day preceding the Executive and Resources PDS Committee. Following consultation with the Resources Portfolio Holder, because of the planning history of the site, only unconditional offers are being sought.
- 3.3 As the Council is only seeking unconditional bids, it is likely that the prospective purchasers will wish to be advised of whether their offers are accepted by the Council within a few days of submission, rather than having to wait for the next appropriate PDS Committee meeting and the decision of the Portfolio Holder. It would be desirable to be in a position to accept an offer immediately after expiry of call-in, should the Resources Portfolio Holder be minded to accept the recommendation. While the Director of Regeneration and Transformation has delegated authority to accept offers below £500K, it is anticipated that an offer exceeding this limit may be received. The Portfolio Holder is, therefore, requested to give delegated authority to the Director of Regeneration and Transformation also to agree a sale of the property (in consultation with the Portfolio Holder) in the event that an offer exceeding £500k is received, subject to being satisfied that market value is being achieved.

### **4. POLICY IMPLICATIONS**

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

### **5. FINANCIAL IMPLICATIONS**

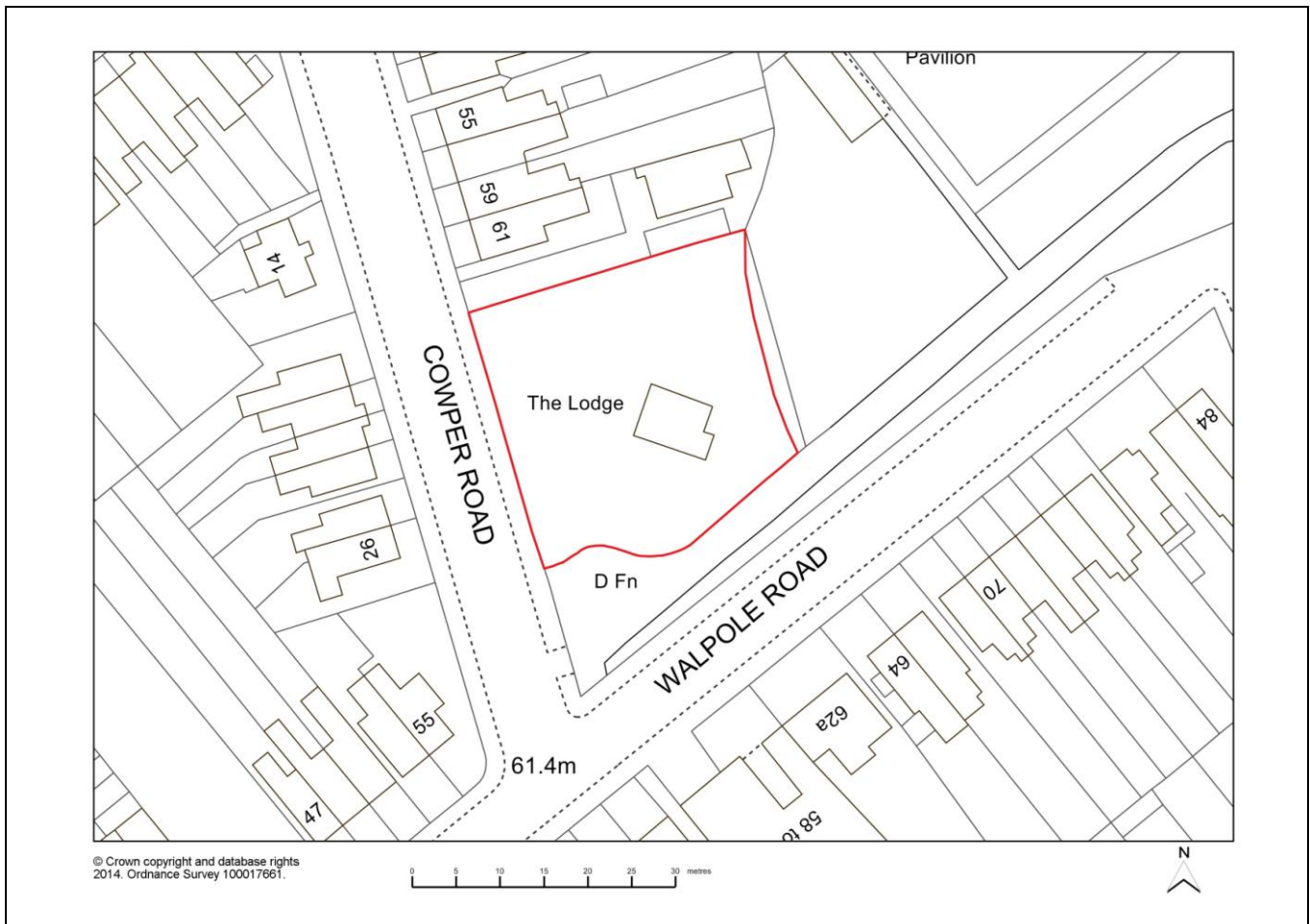
- 5.1 This property is on the market and offers are being sought. It is expected that a capital receipt in excess of £500k will be achieved.
- 5.2 The cost of the estate agent fees will be recovered from the purchaser.

### **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. As this property is being marketed, compliance with this requirement will be achieved.

<b>Non-Applicable Sections:</b>	<b>3. PERSONNEL IMPLICATIONS</b>
Background Documents: (Access via Contact Officer)	Marketing Particulars

The Lodge, Cowper Road, Bromley



Report No.  
CSD150089

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** 9<sup>th</sup> July 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

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1. Reason for report

- 1.1 This report draws the Committee's attention to reports on the draft agenda for the next meeting of the Executive on 15<sup>th</sup> July 2015. Members are requested to bring a copy of their Executive agenda to the PDS Committee's meeting.
- 

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: £326,980
  5. Source of funding: 2015/16 Revenue budget
- 

### Staff

1. Number of staff (current and additional): 8 (7.39 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 15<sup>th</sup> July 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 Thursday 2<sup>nd</sup> July 2015.

#### **Part 1**

Visit by Greg Clark MP

Petition – Bull Lane Allotments, Chislehurst 7

Budget Monitoring 2015/16 1

Capital Programme Monitoring 1

Council Tax Support 2016/17 1

Reorganisation of Bromley Adult Education College 2 3

Social Care Innovation Grant 4

Direct Care (Learning Disabilities) Contract Award 4

Gateway Report – Learning Disability Supported Living Schemes 2 4

Developing Bromley's Local Plan – Draft Allocations for Consultation 7

Bromley North Village Improvements – Contingency Options 1

Lead Local Flood Authority Update and Grant Draw-down 5

#### **Part 2**

Direct Care – Contract Award 2 4

Chislehurst Library, Red Hill 2 6

Bromley Business Improvement District Proposal 2 6

Contract for Street Environment Contract Extension 2 5

Street Works Inspection Contract Extension 2 5

Capital Programme (Appendix D) 1

Key –

1 Reports recommended for pre-decision scrutiny by this PDS Committee;

2 Reports which are key or private decisions;

3 Report scrutinised at Education PDS Committee on 8<sup>th</sup> July 2015;

4 Reports scrutinised at Care Services PDS Committee on 23<sup>rd</sup> June 2015;

5 Reports scrutinised at Environment PDS Committee on 7<sup>th</sup> July 2015;

6 Reports scrutinised at Renewal and Recreation PDS Committee on 24<sup>th</sup> June 2015

7 Reports considered by Development Control Committee on 13<sup>th</sup> July 2015.

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.

<b>Non-Applicable Sections:</b>	Policy/Finance/Legal/Personnel
Background Documents: (Access via Contact Officer)	Forward Plan as published on 16 <sup>th</sup> June 2015

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Report No.  
ED1 5088

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** Thursday 9 July 2015

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

**Title:** BROMLEY YOUTH EMPLOYMENT PROJECT – PROGRESS UPDATE

**Contact Officers:** Kay Weiss, Assistant Director (Safeguarding)  
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**Chief Officer:** Chief Executive

**Ward:** (All Wards);

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1. Reason for report

On the 5<sup>th</sup> June 2014 the Education and Resources Policy Development and Scrutiny Committee (E&R PDS Committee) considered the Bromley Education Business Partnership (BEBP) proposed Delivery Model for the Bromley Youth Employment Project (Phase 2).

On 8<sup>th</sup> July 2014 the Committee received a second report outlining the proposed Bromley Youth Employment Project Performance Management Framework (ED 15075). This framework requires a project progress report to be made to the E & R PDS Committee on a three monthly basis.

On the 14<sup>th</sup> July 2014 the Resources Portfolio Holder gave approval for the BEBP to commence delivery of the Bromley Youth Employment Project (Phase 2).

The E & R PDS Committee received project progress reports in November 2014 and March 2015, outlining the performance against the Bromley Youth Employment Project (Phase 2) Delivery Plan activities for August 2014 to end of January 2015.

This report provides a progress update on performance against the Bromley Youth Employment Project (Phase 2) Delivery Plan activities and outputs for the period February 2015 - end May 2015.

Since commencing the project the majority of the performance indicators have been met and in most cases have been exceeded. The number of vacancies generated continues to exceed the

target and although the number of young people placed into contracted employment is still slightly below target the position has improved since the last progress report.

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## **2. RECOMMENDATION(S)**

**The E & R PDS Committee are asked note and comment on the progress made in delivery of the Bromley Youth Employment Project (Phase 2) for the period February 2015 - end May 2015.**

### Corporate Policy

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

### Financial

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

### Staff

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

### Legal

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

### Customer Impact

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

### Ward Councillor Views

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

### 3. COMMENTARY

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

On 31st January 2013, the Resources Portfolio Holder awarded the contract to deliver the Youth Employment Project to Bromley College of Further and Higher Education for the sum of £500k.

On 5<sup>th</sup> February 2014, the E & R PDS Committee supported the following proposals:

- a) to terminate the contract with the college for the delivery of the Bromley Youth Employment Project due to the College's inability to deliver the tendered number of outcomes
- b) to reallocate the residual earmarked reserve to continue to support the objectives of the project and
- c) to approve a Task and Finish Group, led by the BEBP and overseen by a Member Working Group, to undertake an options appraisal, exploring alternative ways to deliver the project objectives.

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

On 8<sup>th</sup> July the Committee received a second report outlining the proposed Bromley Youth Employment Project Performance Management Framework (ED 15075). This framework requires a project progress report to be made to the E & R PDS Committee on a three monthly basis.

On the 14<sup>th</sup> July the Resources Portfolio Holder gave approval for the BEBP to commence delivery of the Bromley Youth Employment Project (Phase 2).

Project progress update reports were received by the E & R PDS Committee on 19 November 2014 and on 12 March 2015 outlining the performance against the Bromley Youth Employment Project (Phase 2) Delivery Plan activities and outputs.

This report provides a progress update on performance against the Bromley Youth Employment Project (Phase 2) Delivery Plan activities and outputs for the period February 2015 – end May 2015.

#### **Bromley Youth Employment Project Progress against Key Project Activities and Outcomes**

Progress against the key project activities and outcomes for February 2015 to end May 2015 as identified in the BEBP Delivery Plan for the Bromley Youth Employment Project (Phase 2) is as follows:

***Activity: Implement a borough wide Employer Engagement Programme to support the generation of employment opportunities.***

The project continues to be promoted extensively. The project featured in the spring version of the Bromley Update which is circulated to over 100,000 Bromley residents and in the spring edition of The Federation of Small Businesses national newsletter. An article celebrating the successful Next Step Employability Conferences also featured in the Bromley Times on 25<sup>th</sup> March. The BEBP website has received over 1512 hits from February to May 2015 and the BEBP now have 287 twitter followers.

Since the start of the project in September 2014 the project has been promoted to over 462 employers through a variety of events. In this reporting period these include the South London Chamber of Commerce Network meeting on 4<sup>th</sup> February 2015 and a Jobcentre Plus Apprenticeship event on 4<sup>th</sup> March 2015. To date the project has provided 1:1 support to 111 employers (exceeding the target of 93). This has resulted in 72 employment opportunities being notified to the project (exceeding the target of 60). These include vacancies from Capita Asset Services, Eclipse Presentations, Mission Care, FLR Spectron and Winckworth Sherwood

***Activity: Create a LBB graduate internship opportunity to develop an LBB strategy to increase the offer of work experience placements, traineeships and apprenticeship across LBB departments and partners. Work experience opportunities to be targeted to Bromley looked after children (LAC) where appropriate***

The Graduate intern took up post (a fixed term 1 year contract) on 3rd November 2014. Progress against the two components of this strand of the project is as follows:

a) Working with LBB contractors to encourage the offer of job opportunities for local young people

On 23<sup>rd</sup> February 2015 project managers, in conjunction with senior managers from Environment and Community Services, ran a networking meeting with key LBB contractors to encourage and support contractors to offer employment opportunities for young local residents. This has already achieved successful outcomes with job opportunities having been referred to the project from The Landscape Group and O' Rourke. FM Conway has also offered opportunities via their apprenticeship programme.

In addition, vacancies have been notified by Liberata and Affinity Sutton and Adecco.

Project managers plan to undertake further work with the LBB Commissioning Board to explore opportunities to build the requirement to offer employment opportunities for local young people in to any future contracts.

b) Develop the offer of work experience placements from within LBB (and the supply chain) and target those opportunities to Bromley LAC where appropriate.

The aim of this strand of the project is to provide the 'corporate parent' role in supporting and assisting Looked After Children (LAC) to access the workplace and future employment opportunities from within LBB, the LBB supply chain or with local business partners.

The project team has worked closely with both LBB Human Resources (HR) and the LAC team. HR identified LBB departments likely to be able to offer work experience placements with the LAC team identifying 27 Looked After Children that would benefit from a placement.

Following consultation with schools it was agreed that summer would be the best time for the placements to take place, as all of the young people referred were due to sit exams. Having contacted the young people and their carers, the Graduate Intern met with the young people to discuss their career ideas and to explain how the work experience placement will operate. Having identified the young people's career aspirations the Graduate Intern approached

relevant LBB departments for suitable placements. For the young people with career ideas that could not be accommodated within LBB, the BEBP employer work experience provider database was used to identify companies that could offer placements.

Of the 27 young people referred:

- 11 have secured work experience placements. (6 are within LBB departments and the remainder are with local employers)
- 3 completed placements arranged by BEBP last year and were not interested/available this year
- 2 expressed an interest in a placement for next year
- 7 LAC/carers initially expressed interest but decided this opportunity was not for them on this occasion
- 4 could not be contacted/did not respond

All placements will be monitored to ensure the safety of the students, to keep up-to-date with their progress and to retrieve feedback from the supervisor and student. A briefing workshop for all the young people participating will take place on 23<sup>rd</sup> June to ensure that all young people are aware of LBB's basic policies and what will be expected of them in the workplace.

**Activity: Work with Community Links Bromley (CLB) to create a Community/Voluntary Sector based graduate internship to stimulate the creation of apprenticeships, internships and work experience opportunities within the Community and Voluntary sector.**

The Graduate intern took up post (a fixed term 1 year contract) on 3rd November 2014.

Following research into employment opportunities within the community and voluntary sector a number of best practice guides and case study booklets have been produced, for young people who may have an interest in working in the sector, outlining the opportunities available and providing recruitment advice.

CLB has widely promoted the project and has held meetings with a range of voluntary organisations in Bromley to stimulate the interest in offering work placements across the sector.

From February to May 2015, 5 work placements have been secured within the voluntary & community sector. Placements have been offered by Healthwatch Bromley, Turn Around, the Haiti Hospital Appeal and Community Links Bromley. Further work experience placements and employment opportunities are due to commence in late June/early July.

The Graduate Intern attended the Next Step Conference in April 2015 to raise awareness among students of career opportunities in the voluntary and community sector and to promote the value of work experience within this sector for overall career development.

**Activity: Deliver Next Step Employability Conferences to students in Yr 12 on one year courses & Yr 13 not going on to HE.**

3 Next Step Conferences have been delivered in this reporting period with 223 sixth form students attending from Coopers Technology College, Kemnal Technology College, The Priory, Bullerswood, Chislehurst School for Girls and Ravens Wood. Since the start of the project 468 students have participated in these events - exceeding the target by 18. All students participating in these events will be contacted over the summer period to ensure they are offered ongoing support to access employment opportunities where relevant.

Next Step Conferences have already been booked for the next academic year with 11 schools already having reserved places.

**Activity: Deliver monthly employability workshops for young people who are NEET and Not Known (17-19 yr olds) and JSA Claimants (18 -24yr olds) who are close to the labour market**

Employability Workshops take place on a regular basis. These workshops include an initial assessment and focus on CV writing, job search skills and interview techniques. The number of workshops delivered has increased in order to accommodate an increased flow of young people into the project and to ensure that the project is well placed to hit the target for placement of young people into contracted employment. To date 20 workshops have been delivered against the target of 8.

**Activity: Offer a tailored recruitment and matching service placing 100 young people into contracted employment.**

In the project progress report presented to the E &R PDS Committee in 12 March 2015 project managers reported a dip in performance against this target and the remedial actions that would be taken to address this situation were also outlined. Since then, performance has improved and the shortfall in the numbers placed into contracted employment has reduced. By the end of May 2015 34 young people have been placed into contracted employment against a target of 40.

The Next Step Conferences are designed to capture a flow of 17-18 yr olds who want to access employment on completion of sixth form studies. On this basis over 450 students will become eligible and will be referred into the project at the end of the academic year (July onwards). In addition, leaflets promoting the project will be distributed in schools on exam results day.

In anticipation of the increased flow of young people into the project over the summer, the number of employability workshops planned for July and August has been significantly increased with 13 workshops planned against the original target of 2. These will enable effective triage of applicants and better targeting of job placement support.

6 month monitoring activity indicates that so far all young people placed into employment have continued in employment.

**Activity: Provide short intervention mentoring relationships aimed at JSA Claimant (18 - 24yrs)**

Given the very low referral rate, a review of this strand of the project was undertaken with Jobcentre Plus. All partners have agreed for this resource to be redirected to support the increased placement activity that will be required during the summer period.

**Activity: Deliver a programme of door knocking to locate the 'Not Known'**

During this reporting period 107 doors have been knocked. Of those knocked 52% were answered. Of those answered 33% young people were in employment, education or training, 58% were not in employment education or training (NEET) and 9% had moved away. Those identified as being NEET will receive support from the Targeted Youth Support Service and will be referred to the Bromley Youth Employment Project where appropriate.

**Appendix 1: Bromley Youth Employment Project (Phase 2) Delivery Model – progress February 2015 - May 2015**

**Appendix 2:** Bromley Youth Employment Project (Phase 2) Profile of Outcomes and Outputs – targets and actuals to end May 2015.

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

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

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

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

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

Based on the agreement of Members to honour payments for the number of apprenticeships/internships delivered and the number of sustained outputs achieved by the end of the contract's termination period the budget for the second phase of support was anticipated to be between £260K and £300K.

On the 14<sup>th</sup> July the Resources Portfolio Holder gave approval for the BEBP to commence delivery of the Bromley Youth Employment Project (Phase 2). The BEBP Project cost for Phase 2 is £260 K.

#### **6. LEGAL IMPLICATIONS**

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

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

#### **7. PERSONNEL IMPLICATIONS**

The project is delivered a) through the existing staff resource within the BEBP and b) the recruitment of 2 graduate Interns. The Graduate Intern salary is paid as a spot salary of £17,049. The salary plus on-costs for the 2 Interns are included in the total project cost of £260K.



<b>Non-Applicable Sections:</b>	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	<ul style="list-style-type: none"> <li>• Bromley Youth Employment Project –Progress Update. Executive and Resources PDS 12 March 2015</li> <li>• Bromley Youth Employment Project-Executive and Resources PDS on 19 November 2014</li> <li>• ED15075 Bromley Youth Employment Project (Phase 2) Executive and Resources PDS on 8<sup>th</sup> July 2014</li> <li>• Bromley Youth Employment Project – Executive and Resources PDS on 5<sup>th</sup> June 2014</li> <li>• DRR14/015 Bromley Youth Employment Project: : Performance Update for Quarter 2</li> <li>• DRR13/133 Bromley Youth Employment Project – Update (November 2013)</li> <li>• Bromley Youth Employment Project – Award of Contract (31st January 2013)</li> <li>• Bromley Youth Employment Project – Renewal &amp; Recreation PDS on 10th July 2012, Executive &amp; Resources PDS on 14th June 2012</li> <li>• Full Council meeting held on 26th March 2012</li> </ul>

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**Bromley Youth Employment Project (Phase 2) – Bromley EBP Proposed Delivery Model**

**Appendix 1**

**Objective 1: Increase the supply of employment opportunities for young people in Bromley (PDS Report June 2015)**

	Identified Need / Recommendation	Programme Activities	Aim	To include	Profile Sheet Ref	Outcomes Over <u>Two</u> <u>Year</u> Period	Achieved through February, March April and May 2015
A	Implement a Borough-wide Employer Engagement Programme to support the generation of employment opportunities	<ul style="list-style-type: none"> <li>Engage with local employers through a range of activities including business breakfast information sessions, seminars, networking events, conferences etc.</li> <li>Provide updated advice on changes to apprenticeship landscape effective September 2014</li> <li>Work closely to support employers to overcome any perceived barriers to recruitment of young people and encourage them to create opportunities where relevant</li> </ul>	<ul style="list-style-type: none"> <li>To provide support to local businesses seeking to employ young people to support private sector growth</li> <li>To help generate good quality employment opportunities (e.g. apprenticeships/ internships) for local young people</li> </ul>	A strategic marketing campaign	1	Mass direct marketing to 5,000 employer organisations	<ul style="list-style-type: none"> <li>Twitter follows now 287</li> <li>BEBP Website - evidence of over <b>1,512</b> hits over this period</li> <li>Advert for young people in Skills for Life section of NewsShopper 4<sup>th</sup> March</li> <li>Article on Next Steps conference in Bromley Times – 25<sup>th</sup> March</li> <li>Leaflets now on display Central Library</li> <li>Article in Update (Spring 2015) to <b>100,000</b> Bromley Residents</li> <li>Article included in Fed of Small Business national newsletter Your Voice</li> </ul>
				Programme of 3 employer events per year	2	500 employers participating in awareness raising events	<ul style="list-style-type: none"> <li>BEBP promotion to employers at:                             <ul style="list-style-type: none"> <li>LBB Managers meeting and business network event February</li> <li>E &amp; CS Contractors meeting (LBB)</li> <li>Job Centre + Employer Apprenticeship event on 4<sup>th</sup> March 2015</li> <li>217 Pre-placement visits to employers as part of work experience programme included promotion of YES</li> </ul> </li> </ul>
				Facilitation of 100 follow up meetings (1:1) with businesses from range of sectors each year.	3	Focused 1:1 support for 200 employers	<ul style="list-style-type: none"> <li>Currently working closely with <b>111 employers</b></li> </ul>
					5	100 Employment opportunities created over two years (excluding wex placements).	<ul style="list-style-type: none"> <li><b>40</b> employment opportunities with range of local and national employers currently notified to us</li> </ul>
B	Recruit an LBB graduate intern to harness role of LBB as a large local	Develop an LBB strategy to increase the offer of work experience, traineeships and apprenticeships within the	<ul style="list-style-type: none"> <li>To develop a framework within LBB to extend employment opportunities/work experience for young people.</li> </ul>	Salary and overhead cost to employ Intern	8	25 employment/work experience opportunities (to be prioritised to Looked After Children where appropriate)	<ul style="list-style-type: none"> <li>On-going liaison with LAC team to identify young people who would benefit from a work placement</li> <li>11 young people(LAC) were</li> </ul>

	employer and provider of potential employment opportunities	local authority, its partners and supply chain	<ul style="list-style-type: none"> <li>To provide the 'corporate parent' role in supporting and assisting Looked After Children to access the workplace and future employment opportunities</li> </ul>		10	Legacy of a strategic approach, to ensure ongoing provision of employment opportunities for young people within LBB/supply chain	<p>interviewed and met to discuss their career ideas</p> <ul style="list-style-type: none"> <li><b>11 Placements have been secured</b> for summer 2015 with pre visits and paperwork now in place.</li> <li>6 are within LBB departments – remainder with local employers</li> <li>Young people will be attending a workshop on 23<sup>rd</sup> June and visited by BEBP during their placement</li> </ul>
C	Recruit a graduate intern to support access to employment opportunities within the community/voluntary sector	Develop a strategy to increase the offer of work experience, traineeships and possible apprenticeships within the local voluntary and community sector.	Develop a framework to extend employment /work experience opportunities within the voluntary and community sector	Salary and overhead cost to employ intern	11	25 employment/work experience opportunities	<ul style="list-style-type: none"> <li>Community Links have secured 5 work placements</li> </ul>
					12	Legacy of: <ul style="list-style-type: none"> <li>a. capacity build in CVS and;</li> <li>b. a strategic approach to ensure ongoing provision of employment opportunities for young people in CVS.</li> </ul>	<ul style="list-style-type: none"> <li>Greg to provide text/narrative update</li> </ul>

**Bromley Youth Employment Project (Phase 2) – Bromley EBP Proposed Delivery Model**

**Objective 2: Improve Work Readiness of Young People in Bromley**

Identified Need / Recommendation	Programme Activities	Target Client Group	No. of Young People	Aim	To include	Profile Sheet Ref	Outcomes Over Two Year Period	Achieved through February, March, April and May 2015
Deliver a borough-wide 17+ Employability Support Programme	<p><b>Next Steps Employability Conferences</b> supported by local/national employers to include sessions on:</p> <ul style="list-style-type: none"> <li>Researching current work opportunities</li> <li>Psychometric testing/skills analysis</li> <li>Speed networking group work with business representatives from a range of employment sectors</li> <li>CV/Interview support</li> </ul>	<p>School/college students Yr12 (16/17yrs) on one year courses and Yr13 (17/18 yrs) not going on to Higher Education</p> <p>All Bromley Schools with particular focus on those with poor performance on the participation of their school leavers</p>	900 (over two years)	<ul style="list-style-type: none"> <li>To provide updated impartial information on range of career opportunities, how to access them as well as the importance of being work ready.</li> <li>Raise awareness of National Careers Service</li> <li>Identify young people for referral into Bromley EBP Recruitment and Matching Service</li> </ul>	5 Student Conferences per Year (10 schools / approx. 45 students from each school)	13	<ul style="list-style-type: none"> <li>Support with transition to the workplace for 900 young people</li> </ul>	<ul style="list-style-type: none"> <li><b>6<sup>th</sup> February</b> – Coopers/Kemnal (55 students)</li> <li><b>20<sup>th</sup> March</b> – Priory/Bullers Wood (51 students)</li> <li><b>17<sup>th</sup> April</b> – Chislehurst Girls / Ravens Wood (53 students)</li> <li>Promoted opportunity to Heads of sixth form at PD event on 27<sup>th</sup> Feb</li> <li>Over 450 Year 12/13 students will be contacted in mid-June to ascertain destinations and offer YES project support</li> <li>BEBP working closely with LBB TYS Programme to track destinations and identify potential young people</li> <li>YES leaflets for young people will be delivered to schools on results days</li> <li>Next Steps events for 2015/16 have been booked and 11 schools have booked student places</li> </ul>
	<p><b>Programme of monthly employability workshops</b> held in locations across the</p>	<ul style="list-style-type: none"> <li>Young people in Yr13/Yr14 (17/19 yrs) who are in LBB NEET and not known category</li> <li>Young people identified</li> </ul>	240 (over two years)	<ul style="list-style-type: none"> <li>To ensure young people (NEET) are provided with support to enable them to better access the job</li> </ul>	12 targeted group workshops each year supported by	15	<ul style="list-style-type: none"> <li>Vital support for 'hard to reach' group of 17-24 yr olds</li> </ul>	<p>Programme of regular planned employability workshops booked through to end August 2015. Include:</p> <ul style="list-style-type: none"> <li>Initial Assessment</li> </ul>

	<p>Borough supported by Business Ambassadors. To include sessions on:</p> <ul style="list-style-type: none"> <li>• Job research skills/Career planning</li> <li>• Value of employability skills and how to develop these</li> <li>• Support with CV and interview advice</li> </ul>	<p>and referred by Targeted Youth Support Programme as requiring a moderate level of support to enter the labour market</p> <ul style="list-style-type: none"> <li>• Bromley 18-24 yr olds referred from Job Centre + (job seekers close to the labour market)</li> </ul>	<p>market</p> <ul style="list-style-type: none"> <li>• Identify young people for referral into Bromley EBP Recruitment and Matching Service</li> </ul>	<p>employers</p>	<ul style="list-style-type: none"> <li>• Reduction in young people who are NEET in Bromley.</li> </ul>	<ul style="list-style-type: none"> <li>• CV/job search skills</li> <li>• Interview techniques</li> </ul> <p>11 Events held in this period</p>
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**Bromley Youth Employment Project (Phase 2) – Bromley EBP Proposed Delivery Model**

**Objective 2: Improve Work Readiness of Young People in Bromley (Cont.d) (PDS Report June 2015)**

	Identified Need / Recommendation	Programme Activities	Target Client Group	No. of Young People	Aim	To include	Profile Sheet Ref	Outcomes Over Two Year Period	Achieved through February, March, April and May 2015
D	Deliver a borough-wide 17+ Employability Support Programme (Cont.d)	<b>Tailored Recruitment and Matching Service</b> <ul style="list-style-type: none"> <li>Assessment process to enable referral to appropriate employment opportunity</li> <li>Pre and post placement support for employer and young person</li> <li>Job search skills and signpost to local vacancies</li> </ul>	<ul style="list-style-type: none"> <li>Young people referred from groups above</li> <li>LBB Looked after children/Care leavers aged 15-24 yrs who are potentially NEET</li> </ul>	100 (over two years)	To provide a bespoke matching service with individual support to aid transition to the workplace  To regularly monitor client and employer performance and commitment to on-going engagement	Match 50 young people each year with contracted employment (e.g. apprenticeship/ Internships)	6	<ul style="list-style-type: none"> <li>100 young people placed into contracted employment</li> </ul>	Roles and responsibilities within the team re-defined and working more efficiently <ul style="list-style-type: none"> <li><b>3</b> contracted employment opportunities confirmed in <b>Feb</b></li> <li><b>3</b> confirmed in <b>March</b></li> <li><b>4</b> confirmed in <b>April</b></li> <li><b>6</b> confirmed in <b>May</b></li> </ul> The dip in referrals of young people as well as easter holiday period has had an impact on numbers.
							7		There are always a number of placements awaiting confirmation in the pipeline. We anticipate a continued rise during summer to make up this shortfall by capitalising on school leavers.
							10	<ul style="list-style-type: none"> <li>25 Looked After Children/Care Leavers with enhanced employability prospects.</li> </ul>	6 month Monitoring with employers and young people has begun - so far all remain as continuing in employment  This element of the programme has been a great success and 11 young people (LAC) will benefit from a work placement during summer 2015 (as reported above).

	<p><b>Short intervention mentoring relationships</b> delivered by Bromley Mentoring Initiative (part of Bromley EBP), to support Job Centre + Work Coaches</p>	Bromley 18-24 yr old JSA Claimants (close to the labour market)	40 (over two years)	To help reduce the number of young people claiming Job Seeker's Allowance in the Borough	Mentors (from business & the community) to help with <b>practical</b> job seeking skills e.g. job search, interview preparation, accompanying to interview etc.	16	<ul style="list-style-type: none"> <li>Targeted support for 40 JSA claimants to facilitate successful transition into the workplace</li> </ul>	<p>The original idea of supporting JSA claimants through mentoring has not proved to be support now needed by the work coaches.</p> <p>Job Centre + remain an active partner in the YES project and a good working relationship has forged. BEBP attend JC+ sessions for jobseekers (18-24) and also support young unemployed graduates referred to us by them.</p>
	<p><b>Tracking activities:</b> a programme of community based door-knocking by the Targeted Youth Support Programme</p>	17-19 yr olds whose current participation is Not Known and for whom all avenues of written/telephone contact have proven unsuccessful	1,200 (over two years)	To reduce the number of young people whose current participation is Not Known	Programme of enhanced tracking activity (to include door-knocking)	17	<ul style="list-style-type: none"> <li>1,200 doors knocked (on average this will generate a 50% positive response rate).</li> </ul>	107 doors knocked Feb – May 2015



	Activity	Measured By		Running Total at 10/06/15	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Target Year 1 End Total	Target for Project End Total
					Planned delivery (volume or activity)			Planned delivery (volume or activity)			Planned delivery (volume or activity)			Planned delivery (volume or activity)				
					Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15		
1	Mass marketing to employers using social media	Number of employers contacted	Target	2,500			1,000	1,000	500							2,500	5,000	
			Actual	7,113			0	3,395	431	498	654	504	1,000	413	218			
2	Employer awareness raising events	Events delivered	Target	3			1		1		1					3	6	
			Actual	12			2	2	2	0	0	1	3	2				
3	Employers participating in events	Delegate registers	Target	245				80			80			85		245	500	
			Actual	462				50	49	0	0	21	53	72	217			
4	Focused 1:1 employer support	Employer contact log	Target	93				12	12	9	12	12	12	12	12	105	210	
			Actual	111				17	30	17	3	8	15	6	15			
5	Contracted employment opportunities created (apprenticeships/internships/jobs)	Vacancies notified to BEBP	Target	60				7	8	5	10	10	10	8	2	60	120	
			Actual	72				15	10	5	9	7	8	6	12	4		
6	Young people placed into contracted employment	Number of confirmed placement starts	Target	40				5	5	5	5	5	5	5	5	45	120	
			Actual	34			1	1	3	5	3	5	3	3	4	6		
7	Young people in contracted employment at six months follow up	Tracking confirmation at six month follow up point	Target	8										4	4	4	12	100
			Actual	8									2	2	4	2		
8	Recruit LBB Graduate Intern	Intern recruited	Target	1					1							1	2	
			Actual	1					1									
9	LBB intern to create 25 Work Opportunities e.g. work experience	Work Opportunities notified to BEBP	Target	9							1	1	2	3	2	2	11	26
			Actual	10								1	1	2	4	2	3	
10	Work Opportunities offered to LAC	Number of LAC placed in Work Opportunities (including WEX)	Target	2										1	1	2	4	12
			Actual	7											1	1	3	
11	Recruit CVS Graduate Intern	Intern recruited	Target	1					1							1	2	
			Actual	1					1									
12	CVS Intern to create 25 Work Opportunities e.g. work experience	Work Opportunities notified to BEBP	Target	9							1	1	2	3	2	2	11	25
			Actual	6			1				0	2	0	1	2			
13	Next Steps Employability Student Conferences	Conferences delivered	Target	5				1	1			1	1	1		5	10	
			Actual	6					1	2			1	1	1			
14	School sixth form students supported with employability skills	Conference attendance registers	Target	450				90	90			90	90	90		450	900	
			Actual	468				100	145			53	117	53				
15	Deliver monthly employability workshops	Workshops delivered	Target	8				1	1	1	1	1	1	1	1	9	24	
			Actual	20			1	1	4	0	1	3	6	1	3			
16	Short Intervention mentoring relationships for 18 - 24 yr old JSA Claimants	JSA Claimants supported	Target	12							2	3	3	2	2	2	14	40
			Actual	2							0	1	0	1				
17	Tracking young people who's participation is unknown	Evidence through CCIS	Target	450			50	50	50	50	50	50	50	50	50	500	1,200	
			Actual	606			91	91	120	100	97	40	30	13	24			

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Report No.  
CSD15081

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Thursday 9 July 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);

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1. Reason for report

This report provides information on the performance of the Customer Service Contract provided by Liberata for the period 1 December 2014 to 31 May 2015. A letter from Amanda Inwood – Field, Contract Director for Liberata, provides her update on each individual element and is attached at **Appendix 1**.

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2. **RECOMMENDATION(S)**

The Committee is requested to note and comment on the information contained within the report and the letter provided by Liberata detailed in Appendix 1.

### Corporate Policy

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

### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A
  3. Budget head/performance centre: 437000
  4. Total current budget for this head: £846,000
  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):  
104,000 visitors, 860,000 phone calls, 30,000 e-mails and 4,600,000 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.

#### MyBromley Account

MyBromley Account was launched in March 2015. As of 1<sup>st</sup> June, there are over 7000 registered account users.

MyBromley Account users can access their Council Tax account information, subscribe for newsletters and updates, save personal details and partially completed forms.

To inform residents of the new MyBromley Account a range of publicity events and an insert in the Council Tax bill were arranged early in the year. Liberata also sponsored a prize draw for residents of the borough who fully registered with the site to win an I-pad.

A project team is developing a roadmap to expand the range of services, information and options available through the MyBromley Account. A further report will be provided for the September meeting which will outline the development programme for the MyBromley Account.

In the meantime Members are asked to encourage constituents to register for a MyBromley Account.

#### Web

The table below shows the performance of the web team against target for providing updates to web pages within the specified time period.

<b>Title</b>	<b>Measure</b>	<b>Monitoring Frequency</b>	<b>Reporting Frequency</b>	<b>Target</b>	<b>Performance</b>
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	99.7%
Regular Updates	% completed within 5 working days	Daily	Monthly	100% within 5 working days	99.5%

## E Form Development

Month	Form Amendments	New Form Requests	Total Requests
December	11	4	15
January	68	1	69
February	32	2	34
March	76	5	81
April	60	10	70
May	90	2	92

## Web Content Requests

Month	Content Requests	Events	Press Releases	Total Requests
December	134	36	10	180
January	76	32	8	116
February *	64	5	11	80
March	101	28	10	139
April	167	10	3	180
May	85	42	11	138

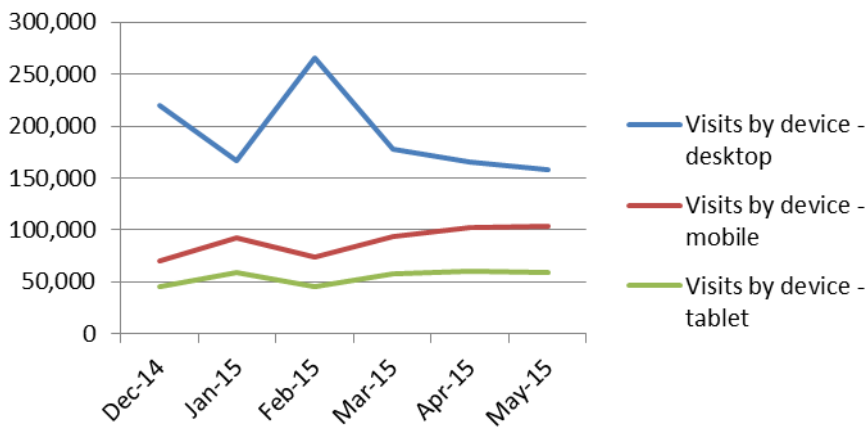
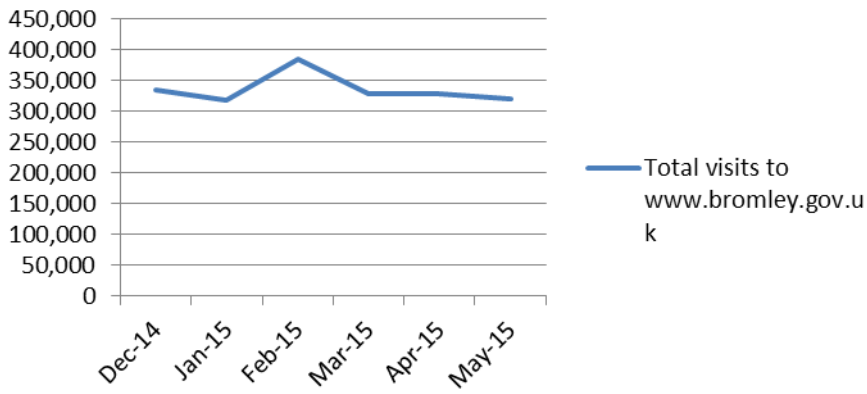
The web team continue to perform well, either meeting their targets, or within acceptable tolerance of the target.

## Web activity

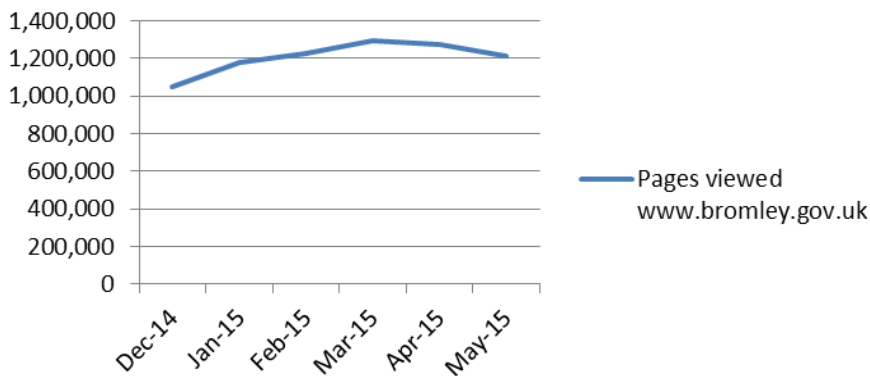
	Dec 14	Jan 15	Feb 15	March 15	April 15	May 15
<b>Total Visits</b>	<b>335,371</b>	<b>317,435</b>	<b>384,272</b>	<b>328,859</b>	<b>327,465</b>	<b>320,006</b>
Pages Viewed	1,045,731	1,180,332	1,224,917	1,294,247	1,271,381	1,210,192
Visits from desktop	219,799	166,112	264,990	177,737	165,613	157,507
Visits from mobile	69,962	91,904	73,381	93,433	102,070	103,607
Visits from tablet	45,610	59,419	45,901	57,689	59,782	58,892
% non-desktop	34.5%	47.7%	31.0%	46.0%	49.4%	50.8%
Forms completed	3970	5,833	4,669	7555	8202	7546

General web volumes are detailed above. It is interesting to note that for the first time in May 2015 more than 50% of visits to [www.bromley.gov.uk](http://www.bromley.gov.uk) were via mobile device.

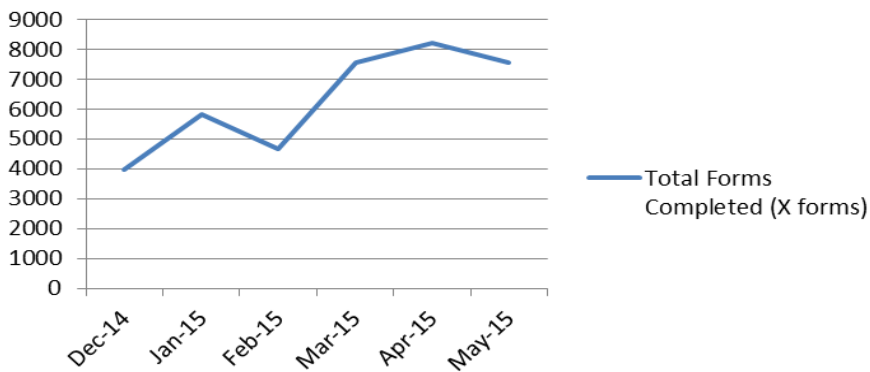
### Total visits to www.bromley.gov.uk



### Pages viewed www.bromley.gov.uk

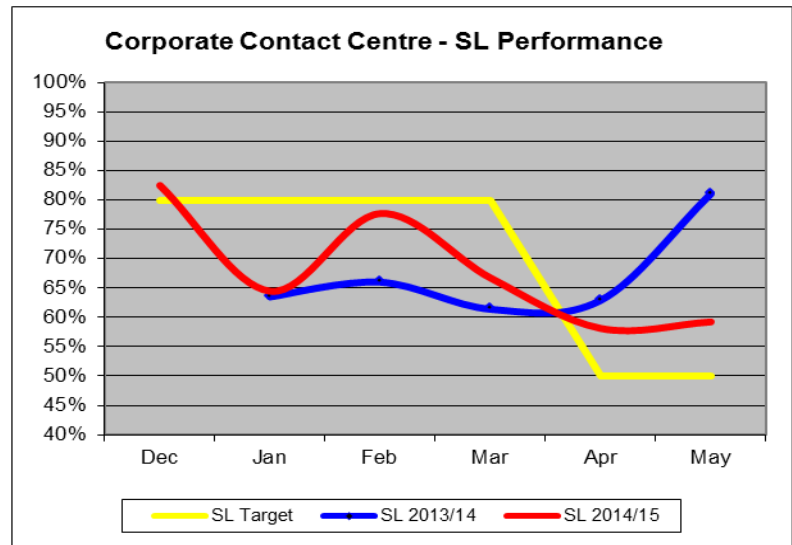
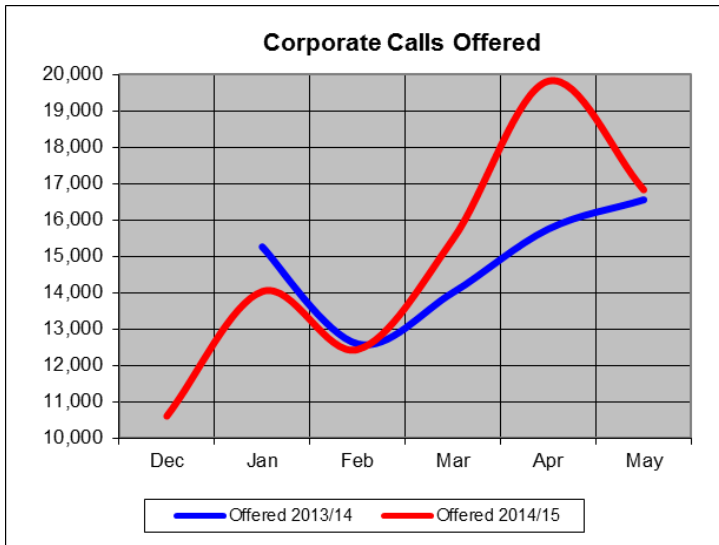


### Total Forms Completed (X forms)



## Contact Centre

The graphs and table below show the Contact Centre performance responding to phone calls, against target. The response to phone calls changed in April 2015. Previously, the target was to respond to 80% of calls within 30 seconds. A baseline saving was offered to the Council, and accepted, which changed the target to 50% calls answered within 1 minute.

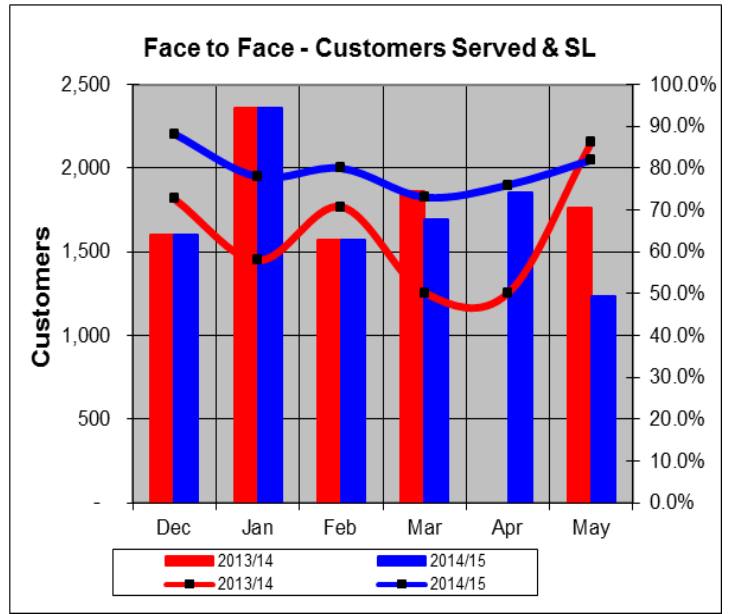
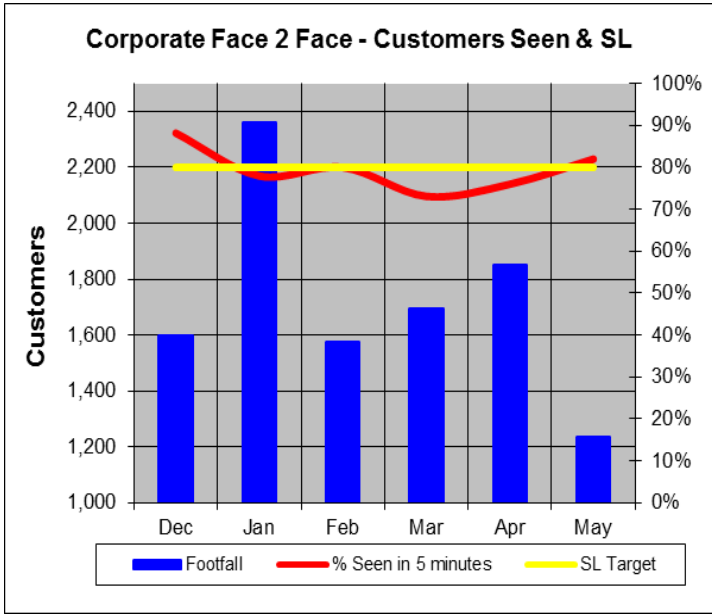


	<b>Dec-14</b>	<b>Jan-15</b>	<b>Feb-15</b>	<b>Mar-15</b>	<b>Apr-15</b>	<b>May-15</b>
Offered	10,605	14,034	12,437	15,478	19,826	16,834
Answered	10,323	12,584	11,875	14,483	15,773	14,760
% of calls answered	97.3%	89.7%	95.5%	93.6%	79.6%	87.7%
Abandoned	282	1,450	562	995	4,053	2,074
Answered within service level	8,514	8,114	9,227	9,665	9,168	8,744
Target	80.0%	80.0%	80.0%	80.0%	50.0%	50.0%
% answered in 30 secs	82.5%	64.5%	77.7%	66.7%	58.1%	59.2%
Average wait in secs	24	74	33	52	143	99



Reception

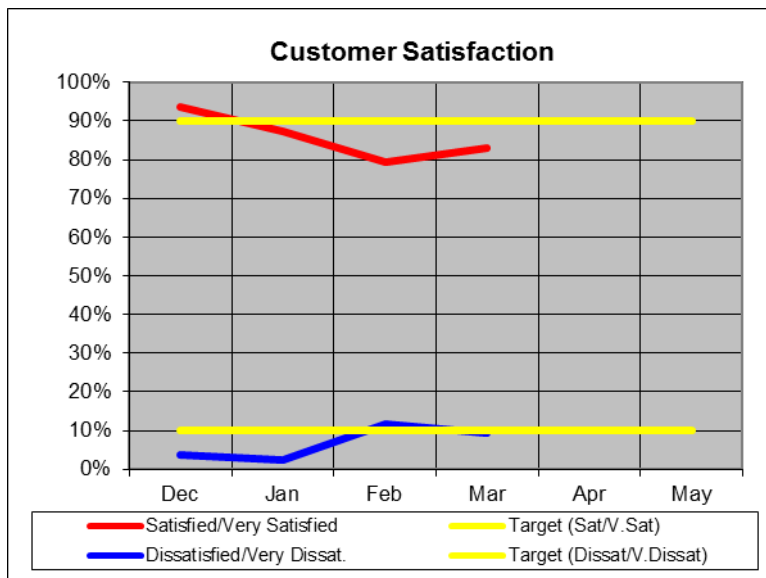
The graphs and table below show Reception’s performance responding to visitors, against target.



	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15
<b>Footfall</b>	1,600	2,361	1,574	1,693	1,853	1,234
<b>Target - 80% in 5 Minutes</b>	88.2%	78.0%	80.0%	73.1%	76.0%	82.0%

Customer Satisfaction Surveys

791 customer satisfaction surveys have been completed in the period of this report. The contractor is required to survey a random sample of customers, and achieve over 90% of customers who are either satisfied or very satisfied, and less than 10% dissatisfied or very dissatisfied. The graph and table below show the performance. Surveys were not completed during April and May due to capacity issues caused by higher call volumes, however they recommenced in June.



	<b>Dec-14</b>	<b>Jan-15</b>	<b>Feb-15</b>	<b>Mar-15</b>	<b>Apr-15</b>	<b>May-15</b>
Satisfied/very satisfied	93.5%	87.5%	79.5%	83.0%		
Dissatisfied/very dissatisfied	3.6%	2.3%	11.6%	9.3%		

### Complaints and Compliments

The total number of complaints received throughout the period was 16.

	<b>Dec-14</b>	<b>Jan-15</b>	<b>Feb-15</b>	<b>Mar-15</b>	<b>Apr-15</b>	<b>May-15</b>
<b>Email Delay</b>						1
<b>Opening hours</b>		1				
<b>Service Issue</b>		1				
<b>Service Issue / CSC</b>		1				
<b>Contact Centre</b>			2			
<b>OOH Service</b>		1	1			
<b>Service of CSC</b>	1				8	

### Customer Contact Health Checks

Work is continuing on the Health Checks, and is almost complete. A full report on this will be brought to the September meeting.

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

None

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

The report in September will highlight the financial savings as a result of the Health Check work.

#### **LEGAL IMPLICATIONS**

None

#### **6. PERSONNEL IMPLICATIONS**

None

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

## Appendix 1

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

Date: 20<sup>th</sup> June 2015

Our Ref: AIF/TB

Dear Mark,

As we approach the July 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 December 2014 to 31<sup>st</sup> May 2015.

In December the Council took the decision to north-shore the Contact Centre services and this resulted in an adverse effect on performance as staff felt unnerved by the announcement.

The service level performance was mixed which was disappointing as we had exceeded our target for 8 months up to and including December. Despite this the Corporate Contact Centre still managed to answer 90% of all calls offered for the period December 2014 to May 2015.

During April we changed the switchboard telephony system onto Liberata's Mitel platform, and in April and May the Contact Centre experienced very high call volumes in the run-up to the General Election and this was evident in the face-to-face team also.

During March we started to implement the plan to transfer calls from Bromley. We trained staff in our Barrow Shared Service Centre (SSC) to handle missed bins calls, and this was later extended to include 3 other related service lines plus calls coming into the switchboard. By the end of May the SSC team were answering 40% and 86% of corporate and switchboard calls respectively. Initial feedback to the migration has been extremely positive and good practice cited as being demonstrated by the Barrow team.

Performance in our face-to-face team was generally good although dips in performance were evident when the footfall significantly increased as stated above and during the school admissions period.

The period to 31<sup>st</sup> May, also saw a big improvement delivered by our out-of-hours partner, Appello – Careline with them achieving a very good service level.

The corporate website goes from strength to strength and now has almost 2 million unique visitors to the site viewing over 14 million pages a year. For the first time in May 2015 we also saw mobile devices and tablets outperforming desktop computers as the preferred method to view the website. We expect this trend to continue, particularly as the site is now responsive.

The programme of Health Checks has now been completed; however some additional work is required with School Admissions, Corporate Telephony and the Financial and Debt Recovery proposals. These will be completed by the end of July. Sitting alongside the health checks, Liberata

have been working with services to design new approaches to service delivery and migrate customers to online channels, helping to reduce costs. In recent months Liberata have worked with Waste services and Parking to look at ways to reduce demand through traditional channels and move customers to online and self-serve options. Liberata are in the process of collating a Channel Management Plan which will incorporate the outcome of the healthchecks, baseline reviews and any channel shift activity.

The Bromley portal which is a secure, robust customer authentication portal that enables channel shift from telephone and face to face services went live in March 2015. As of 2 June 2015 the number of people who have registered an account and signed in at least once to accept the terms and conditions is 5,445.

Experience at North Somerset and other authorities has shown that ultimately the best method to drive channel shift is to provide good online services and then remove the telephony and face to face service. In addition, increasing take up of the portal will be achieved through a number of marketing campaigns. We also intend to develop bespoke campaigns based on geo-demographic profiling techniques. These programme activities will be rolled out over the next 12 months, and this will see the number of residents registered increase significantly.

The Portal and related Liberata developments are already building upon existing capability within the Bromley website. The average number of online forms completed on the Bromley website has increased from an average of 4,000 per month in the Jan –May 2014 period to 6,800 per month in the Jan – May 2015 period. The increase largely driven by the introduction of the garden waste collection form. Customers who are logged into their MyBromley Account benefit from basic contact field details being pre-filled.

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. For some services where there are pre-existing portals such as Housing and Revenues & Benefits the MyBromley Account is proposed as the primary registration system. The guiding principle is to see the MyBromley Account as the account which all households are encouraged to register. Some customers will want more specific functions and information for their particular needs – for example landlords, benefit claimants, social care clients and housing tenants. The more detailed functions and information are better provided by system designed specifically for the purpose. For example Capita Connect is a revenues and benefits portal designed specifically for landlords, benefit claimants and council tax payers requiring detailed information which LB Bromley has already invested in.

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

## Appendix 2 - Performance Monitoring

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

	Measure	Definition	Target 1/11/13-31/3/15	Target from 1/4/15
1	Call Management	Number of calls answered by the agents within the specified timescales compared to total number of calls received	80% Calls answered within 30 seconds	50% Calls answered within 1 minute
2	Email Management	Number of emails responded to within 5 working days compared to total number of emails received	100% responded to within 5 working day	100% responded to within 5 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	80% of customers seen within 5 minutes of arrival	80% of customers seen within 5 minutes of arrival
4	Switchboard Management	% of calls bailed to operator or requesting operator answered within 15 seconds	95% answered within 15 seconds	50% Calls answered within 1 minute
5	Customer Satisfaction	% of randomly selected customers, across different channels are either satisfied or very satisfied	90%	90%

### 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

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Report No.  
FSD15036

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Thursday 9 July 2015

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

**Title:** BENEFITS SERVICE MONITORING REPORT

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

**Chief Officer:** Director of Finance

**Ward:** (All Wards);

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1. Reason for report

This report provides information regarding the performance of the benefit service provided by Liberata during the period 1 October 2014 to 31 March 2015. A letter from Amanda Inwood-Field, Liberata's Contract Director, is attached as Appendix 1. This communication provides Liberata's perspective on performance, together with an update on initiatives to be introduced in the coming months.

---

2. **RECOMMENDATION(S)**

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: Not Applicable:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: 400002
  4. Total current budget for this head: £3.4m
  5. Source of funding: Government grants and subsidy
- 

### Staff

1. Number of staff (current and additional): 4 plus Liberata staff
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: Statutory Requirement.

The main pieces of legislation covering these services are:

Housing Benefit Regulations 2006

The Council Tax Reduction Scheme Regulations 2012

Local Government Finance Act 2012

2. Call-in: Applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 22,200 household (approx.).
- 

### Ward Councillor Views

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



### 3. COMMENTARY

- 3.1 The Revenues and Benefits Team monitors the contract, sets targets and performance standards, liaises with partners, progresses the development and improvement of services through leadership on specific improvement initiatives. The team also ensures the services comply with current legislation, financial regulations, contractual obligations and audit requirements. Graphical illustrations as to the level of performance being achieved are attached as appendices to this report.

To maintain the drive for improved service performance, service review meetings are held with operational and senior Liberata management. Weekly meetings take place between senior managers in both organisations to discuss escalated items, technological advances and further development opportunities.

#### **Outstanding Work**

- 3.2 The amount of outstanding work stood at 5,885 items as at the end of March 2015. This includes 2,074 items where the Benefits Section has written requesting information and a response is awaited. Whilst this is an increase in the figure contained in our last report (February 15) there is increased levels of work that comes in at year-end. In the main these relate to annual uprating, rent increases and changes resultant of the revised Council Tax liability.

The specification included in the 2011 contract with Liberata required that the level of outstanding items should not exceed 4000. However, it is acknowledged that DWP's implementation of the Atlas computer system and commencement of "Real Time Information" has resulted in all Authority's experiencing a large increase in incoming work.

The level of outstanding work since April 2013 is illustrated at Appendix 2

#### **Claim Processing**

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

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

April 14	May 14	June 14	July 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
14.82	18.56	22.57	22.05	20.34	22.11	22.33	25.2	19.24	18.27	4.73	3.97

**Average 2013/14 13.6 days**

**Average 2014/15 13.85 days**

Performance under the Right Time Indicator is illustrated as Appendix 3

In the last report we advised as to the disappointing performance in the first six months of the financial year and the steps being taken to reduce the level of outstanding work and improve processing times. The clearance of work did lead to inflated processing times in October and November, but since then performance times have improved greatly. The service has entered the financial year 2015/16 in a much stronger position.

#### **Error Rate**

- 3.4 The Exchequer Services specification requires the contractor to ensure that financial errors are found in less than 5% of the cases checked by the Authority's monitoring team. The level of

tolerance for errors is strict compared to many other authorities; with DWP statistics indicating that the average error rate nationally is in excess of this figure. However, the tolerance was set in the knowledge that errors result in poor customer service and waste of resources through reworking.

The contractor was outside the 5% tolerance level in 6 out of the 12 months in 2014/15. Concern had been raised about the error rate in a previous report, where poor performance in the latter part of 2013/14 had been escalated to Liberata’s Chief Executive. The accuracy level improved in the first part of 2014/15; however this improvement was not maintained in the latter part of the year. However, it should be noted that the annual error rate was just within the 5% tolerance, with the annual output being 4.99% (231 errors in 4627 checks). Whilst, not part of the reporting period I can advise that April 2015 (the latest month available) identified an error rate of 2.28%.

April 14	May 14	June 14	July 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
%	%	%	%	%	%	%	%	%	%	%	%
4.35	4.2	4.07	3.04	3.57	5.62	4.63	8.16	7.62	7.17	5.77	5.08

A graphical illustration of the table is attached as Appendix 4

### **Complaints**

- 3.5 The number of complaints received is a good illustration of the service provided. Given the major changes to the benefit system that have occurred over the past 12 months, with many experiencing a reduction in entitlement, it is not surprising that the number of complaints received has increased since April 2013. However, many of these transpired to be appeals or discontent with the legislation.

A graph showing the number of stage 2 complaints received is attached as Appendix 5

### **Housing Benefit Overpayments**

- 3.6 Unlike Council Tax and Business Rates collection that have proven methods of recovery, supported by case law and statutory regulations, Housing Benefit overpayments are difficult to collect. Payment of Housing Benefit will always include an element of overpayment for various reasons, for example the customer not informing us of a change in their circumstances. The Authority is then required to seek recovery of the overpayment from customers who are likely to be among the most vulnerable members of the community.

Under the specification, the target for overpayment recovery was 83% for the financial year 2014/15. However, this target was made prior to the introduction of “Atlas” and “Real Time Information”. Both of these have had the effect of increasing the number of overpayments created. In respect of “Real Time Information” this commenced in September 2014 providing information on which to create overpayments from 2012. The in-year collection against all year debts was 75.95%.

Appendix 6 shows the monthly recovery rates since April 2013.

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

- 3.7 The graph at Appendix 7 details the performance of the Call centre from April 2014.

The abandonment rate for March 2015 was 9.2%; being higher as a result of the issue of Council Tax demands for 2015/16. The number of calls answered in March was 20,479 bringing the annual total to 198,502

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

**Caseload**

- 3.8 A graph showing the number of claims in payment is attached as Appendix 8. This illustrates that there has been a significant increase in the overall caseload since Liberata first became responsible for the service in 2002. However, in recent years the number of claims has reduced and stood at 22,180 in March 2015 whereas it was 23,856 in April 2012.

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

- 3.9 The July 2013 meeting of the E&R PDS approved the Authority's DHP policy together with the application form for requesting assistance. In the financial year 2014/15, DHP's were made to 1,010 households granting awards to the value of £684,878. This figure is £1,699 above the Government contribution of £683,179.

The section intends to retain the policy agreed last year; however in light of the Governments reduced funding for 2015/16 (£563,127), the section will attempt to reduce the level of awards.

**Council Tax Support (CTS)**

- 3.10 The Council Tax Support scheme for 2014/15 was agreed at Full Council in December 2014. At the time of adoption officers were asked to investigate and report back on the financial saving to the Authority of increasing the minimum council liability for those of working-age. This would then be considered to determine the proposed scheme to be put forward as part of the consultation exercise for 2016/17. A separate report on this issue is being presented for consideration at the meeting of the July Executive.

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

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

Date: 22<sup>nd</sup> June 2015

Our Ref: AIF/GT

Dear John,

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

We are pleased to report that Liberata have made significant improvements in the performance of the Benefits Service. Due to a number of factors, 2014/15 had proved to be an extremely challenging year. During the last six months, Liberata have introduced new processes and initiatives which have had a significant impact on the benefits service. This can be seen in the final outturn performance for the last financial year.

This summary covers performance for the period 1<sup>st</sup> April 2014 to 31st March 2015.

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

The Benefits caseload, which measures all households receiving Housing and/or Council Tax Support, was 22,180 at the end of March 2015. This has reduced from the end of March 2014 when the caseload was 23,195.

In terms of our current position for the nationally recognised Right Time Indicator, our average performance as at 31st March 2015 was 13.85 days against a target of 13 days. Our average performance as at 31st March 2014 was 13.59 days.

For the final quarter of 2014/15 we put in place new processes to improve our processing times for new claims and change in circumstances. This performance will continue throughout 2015/2016 and onwards.

As at 31<sup>st</sup> March 2015, the total amount of outstanding work was 5,885 items which includes 2,074 items pending awaiting information from the claimant and/or third-party. This is a significant improvement over the same period last year when we had a total of 7,255 documents outstanding.

All Benefit Cap cases are ring fenced for assessment by our most experienced Assessors. This is to ensure consistent and accurate entitlements as these assessments require manual calculation and procedural knowledge. This is one of the areas we are looking to automate.

The social rent restrictions which were introduced in 2013 continue to increase the number of Discretionary Housing Payments being requested by customers.

### **1.1 Temporary Accommodation**

The numbers of Temporary Accommodation claims continue to increase reflecting the changes implemented through welfare reform and the shortage of affordable privately rented accommodation.

We acknowledge the need to process temporary accommodation applications in a timely manner and have undertaken a complete review of the processes in place for the assessment of these claims. This area of work is now robustly managed and regular liaison meetings have been set up with the appropriate teams within the Council, as well as the stakeholders. We have introduced automated reporting which will advise of the progress of claims once received by the benefits service.

I am happy to report that we are now seeing significant improvements in the assessment of these claims which is reflected in our processing times.

### **1.2 ATLAS**

As advised in the main report the outstanding items include the increased number of DWP ATLAS files. These are changes which affect entitlement and would not necessarily have been advised by the customer. We are now in phase 3 of ATLAS implementation and are currently testing further automation of DWP benefits which will ultimately provide a better service to our customers and reduce any potential overpayments.

### **1.3 Real Time Information**

Based on the success of the 'Real Time Information' pilot, the HMRC initiative to reduce fraud and error, the DWP have decided to continue with this initiative. Since the launch, the London Borough of Bromley has created overpayments in excess of £800k.

We are investigating the use of automation with the RTI matches we receive which could result in further benefit to the Council and the customer.

### **1.4 Quality**

We have made a significant improvement with the quality of assessments. The average error rate for 2014/15 was 4.99% compared to 7.27% for 2013/14.

We continue to build on the improvements which have been made in this area. The 'Buddy' system we introduced earlier in the year has proven successful so we have widened the scope of this initiative. In addition, pre and post determination checks are carried out on high risk cases.

The 'careless error' workshops which we run have proven to be invaluable and will continue as part of our process.

### **1.5 Overpayment Strategy**

The creation of overpayments is a natural bi-product of the administration of Housing & Council Tax Support, with recovery needing to be sought from some of the most vulnerable members of the community.

The recovery rate for 2014/15 was 75.12%. The final outturn was negatively impacted due to the creation of overpayments as a result of the RTI initiative. Most of this debt was raised in the last four months of the financial year; this reduced the opportunity to recover the overpayment. We continue to use proactive measures to assist in our recovery technique. This includes the use of visiting officers to make contact with debtors at home. The use of a solicitors firm to send out letters which are followed up by phone calls. They are also used to assist in obtaining County Court Judgements on some of our highest debts.

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

### **1.6 Universal Credit**

We have been advised by the DWP that Bromley will form part of the 4th tranche of Universal Credit implementation due for the period December 2015 – March 2016. This will only include single working aged claimants.

Based on our experience on other contracts which have already gone live, we are expecting to see relatively low volumes of cases being transferred to the DWP. This is as because most of the Universal Credit claimants are not currently receiving Housing Benefit.

There are a number of issues which are being raised and escalated to the DWP such as duplicate requests for information being received, information going to the incorrect Local Authorities and customers not receiving Universal Credit award letters.

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

The number of customers seen in Customer Services for the period April 2014 to March 2015 totalled 46,518. During this period 85% of customers were seen within 15 minutes, against a target of 85%.

During the same period the Contact Centre (Help Line) received 231,744 calls with 87% answered.

Throughout the year the team became more customer centric with a focus on first time resolution and trying to ensure customers do not make repeat calls. This practice was helped by us introducing the Resolution Capture Tool which allows our advisers to record the reason for a customer's call. We also carried-out more refresher training and brought-in a new process of coaching and mentoring to supplement the established 360<sup>o</sup> quality monitoring and feedback process.

During the period we have seen the teams promote the forms and information on offer on LBB's website and the My Bromley portal as we work with the Council on the important channel shift agenda.



### **3. Service Developments**

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

Examples of current year new and ongoing initiatives;

- Call recording has been introduced onto the Bromley Call Centre (Help Line)
- Introduction of a Fast Track system to speed up the assessment of new claims
  - Claims forms received at our Customer Services reception with all the required information are processed within 24 hours by assessment staff
  - Claim forms submitted by post are reviewed by staff and if all required information has been submitted the case is scanned into our 'fast track' tray within our system and processed within 24 hours
  - We actively call customers that have submitted claims and have not responded to our information requests after 5 working days
- Academy 'Decisions and Appeals' - Academy software has now been purchased to assist with report running to ensure compliance and minimise delays with processing times.
- We have up-skilled 6 assessors to Level 2. They have received training from a local Bromley Team Leader and their training program is continuing in order to ensure quality of performance.
- The DMS system is now being used for Blue Badges and Freedom Passes.
- The use of an independent solicitor's firm to aid our recovery of overpayments including CCJ's as an option for our high value debts
- Increased our experienced permanent resource to strengthen our local assessment team
- Introduction of a Complaints & Members Liaison Lead Officer
- Introduction of front line Benefit Assessors

#### **Further Developments for 2015/16:**

- E-Bens; we are exploring the possibility of E-forms to be integrated with the Bromley Portal
- Further ATLAS automation is being tested which will assist in minimising errors and provide an overall good customer service
- Currently testing NDL automation for Pension Credits which will enable the automation of Pension Credit changes through the NDL software.

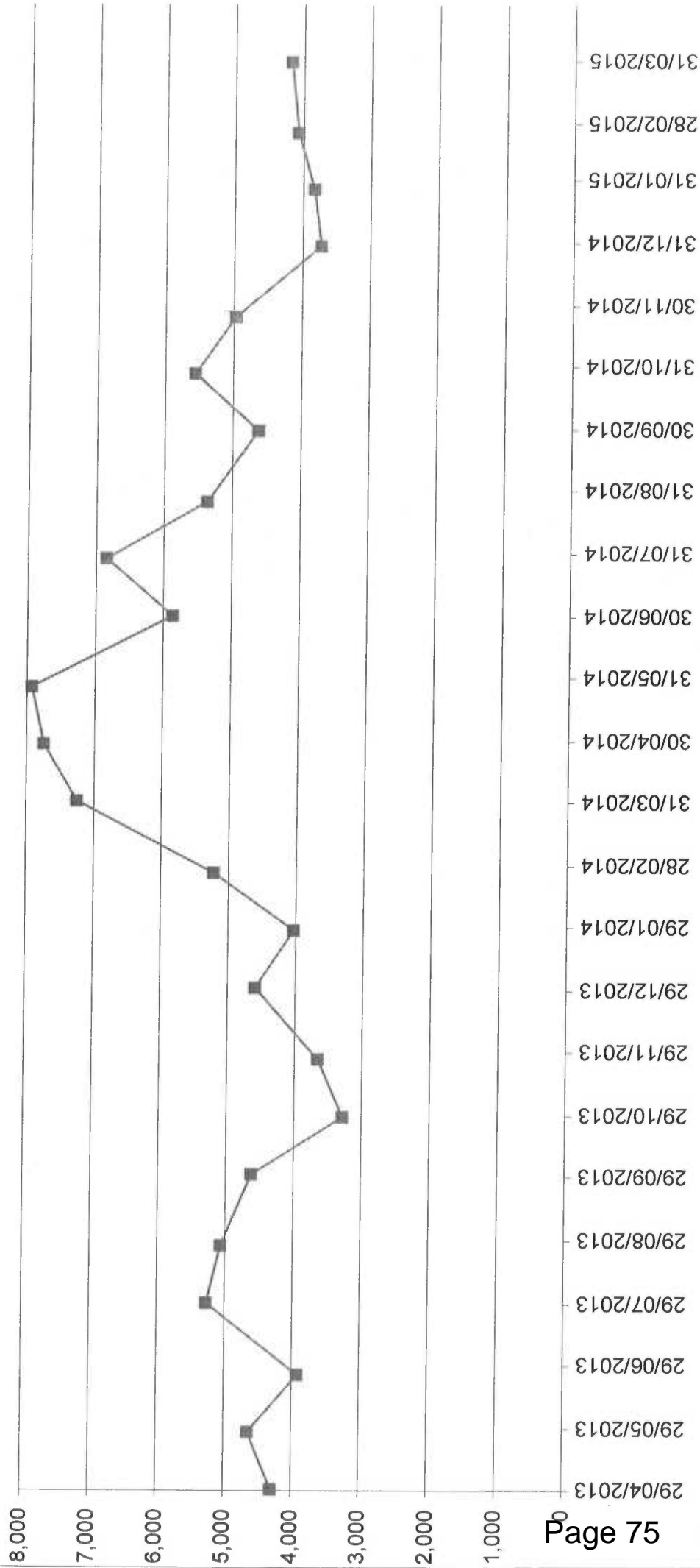
- Introduction of a Pilot Fast Track system which will cover Change in Circumstances.
- Introduction of a Pilot for up-skilling Customer Service/Call Centre staff to carry out basic changes on the Benefits system.
- Introduction of the Fraud and Error Reduction Incentive Scheme (FERRIS) which allows us to upload our Single Housing Benefits Extract (SHBE) to a secure online portal, where the data is analysed by applying a series of pre-defined rules and run campaigns to reduce incorrect benefit entitlements for target groups. This is an effective way to identify, target and detect customer error and fraud within the caseload. Liberata has successfully secured funding to assist the Authority to maximise this opportunity.
- The Council Tax Reduction Review Service (CTRRS) is a fully managed review service that helps the Authority to identify cases where the claimant's entitlement to Council Tax Reduction (also known as Council Tax Support) is incorrect. Liberata formed a consortium with 12 Local Authorities and submitted a successful bid to DCLG for funding a project to find fraud and error within those 12 client's caseloads.

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

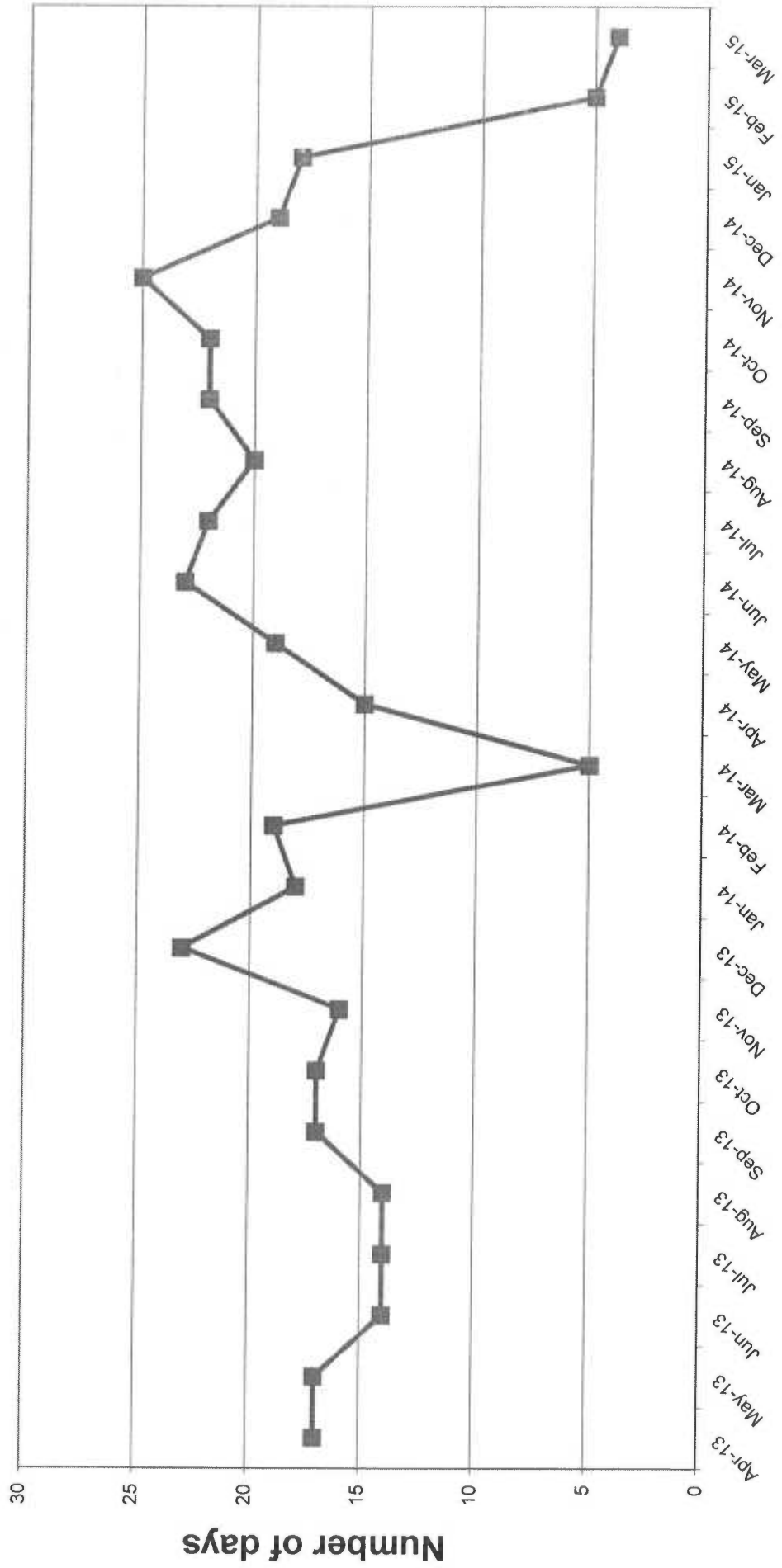
Yours sincerely,

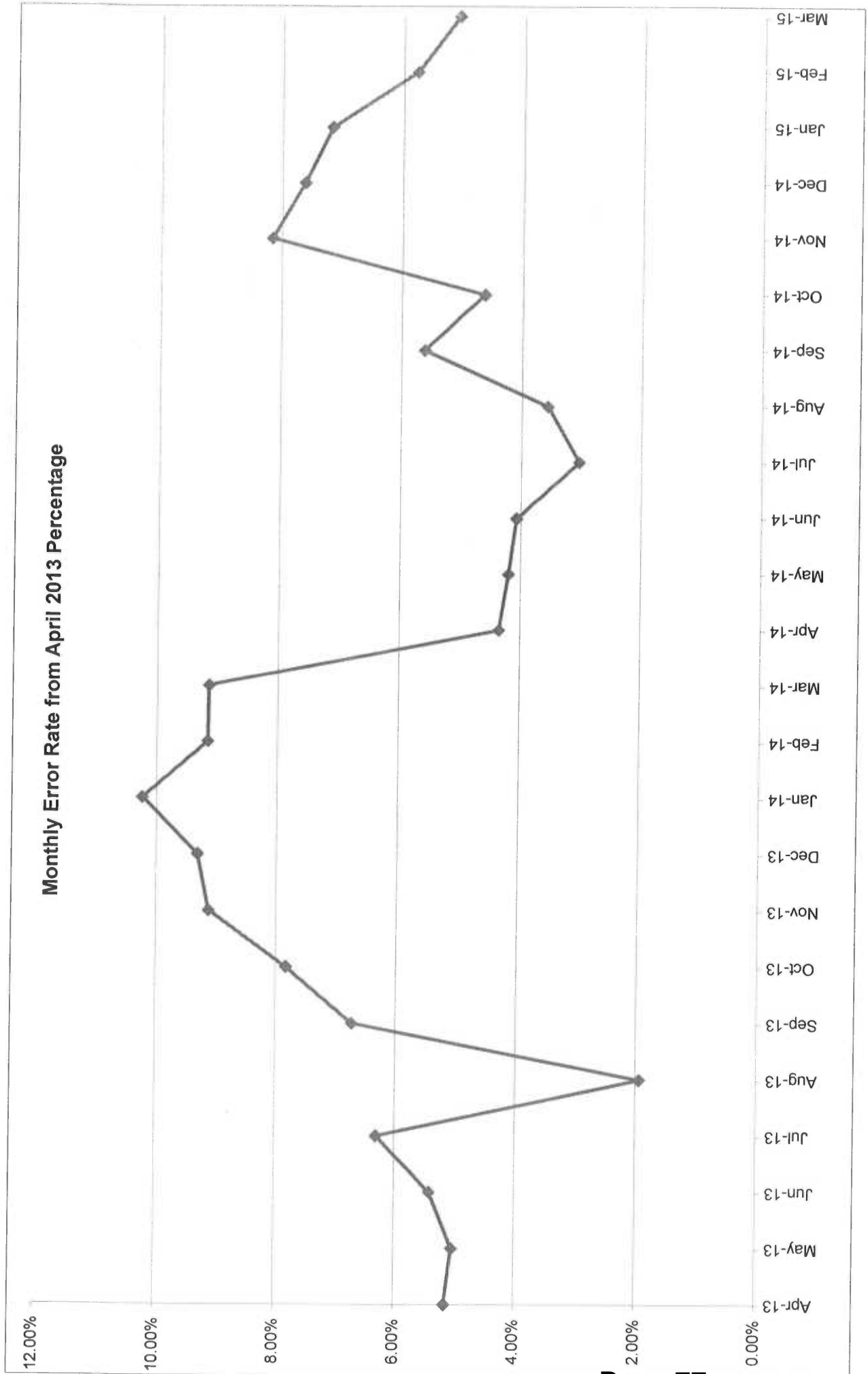
Amanda Inwood-Field  
Contract Director

### Total Pending & Outstanding Work April 2013 to March 2015

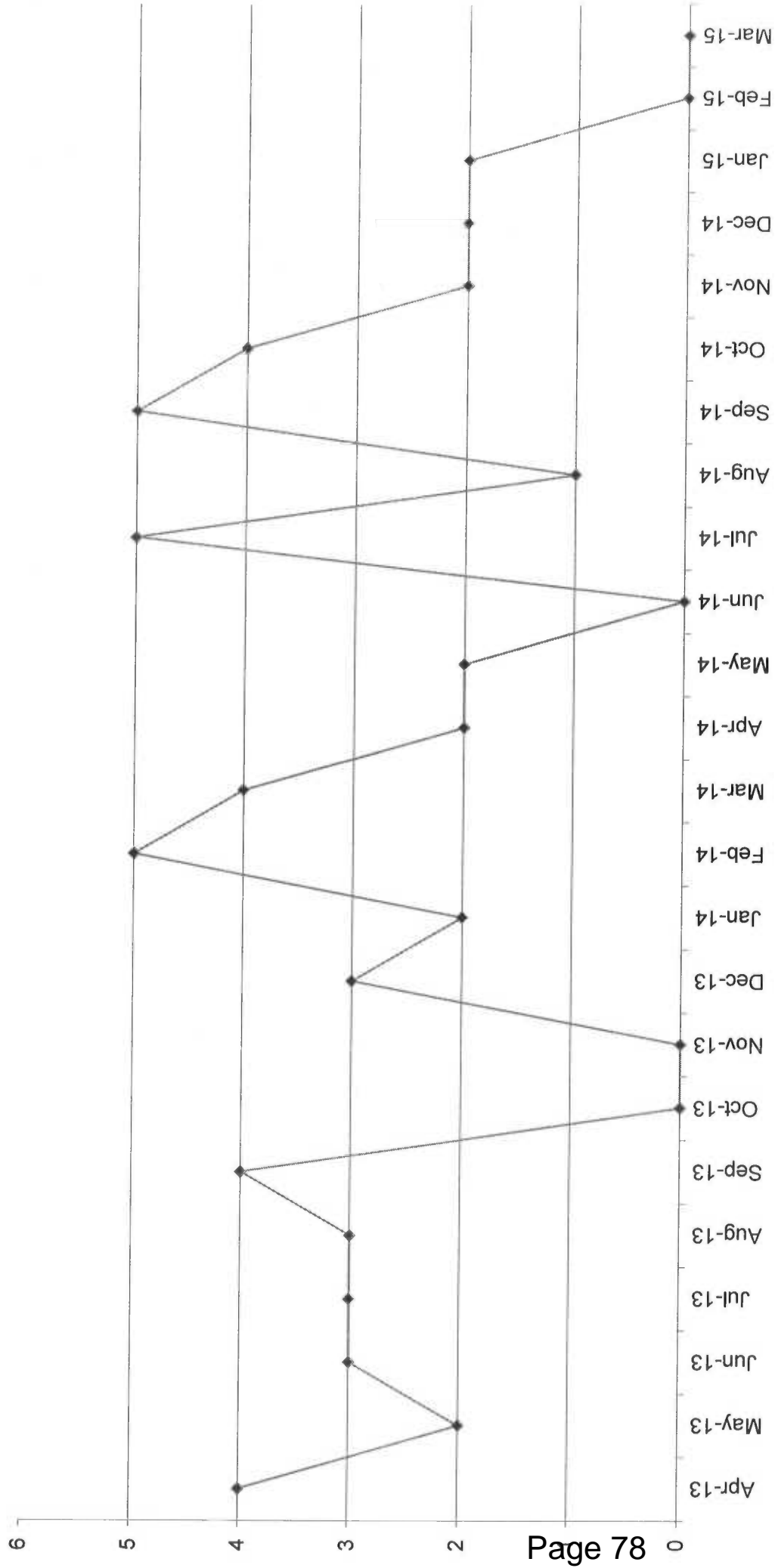


# Right Time Indicator April 2013 - March 2015

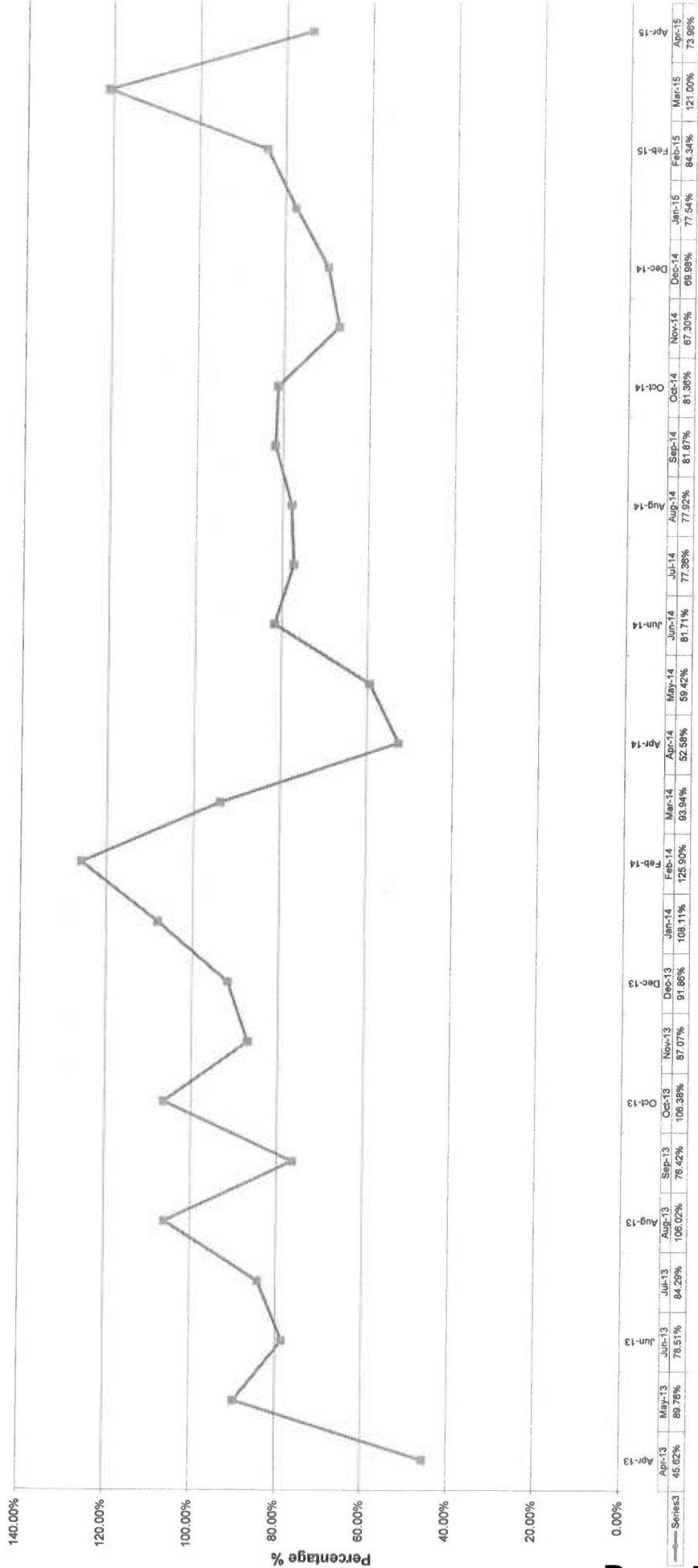


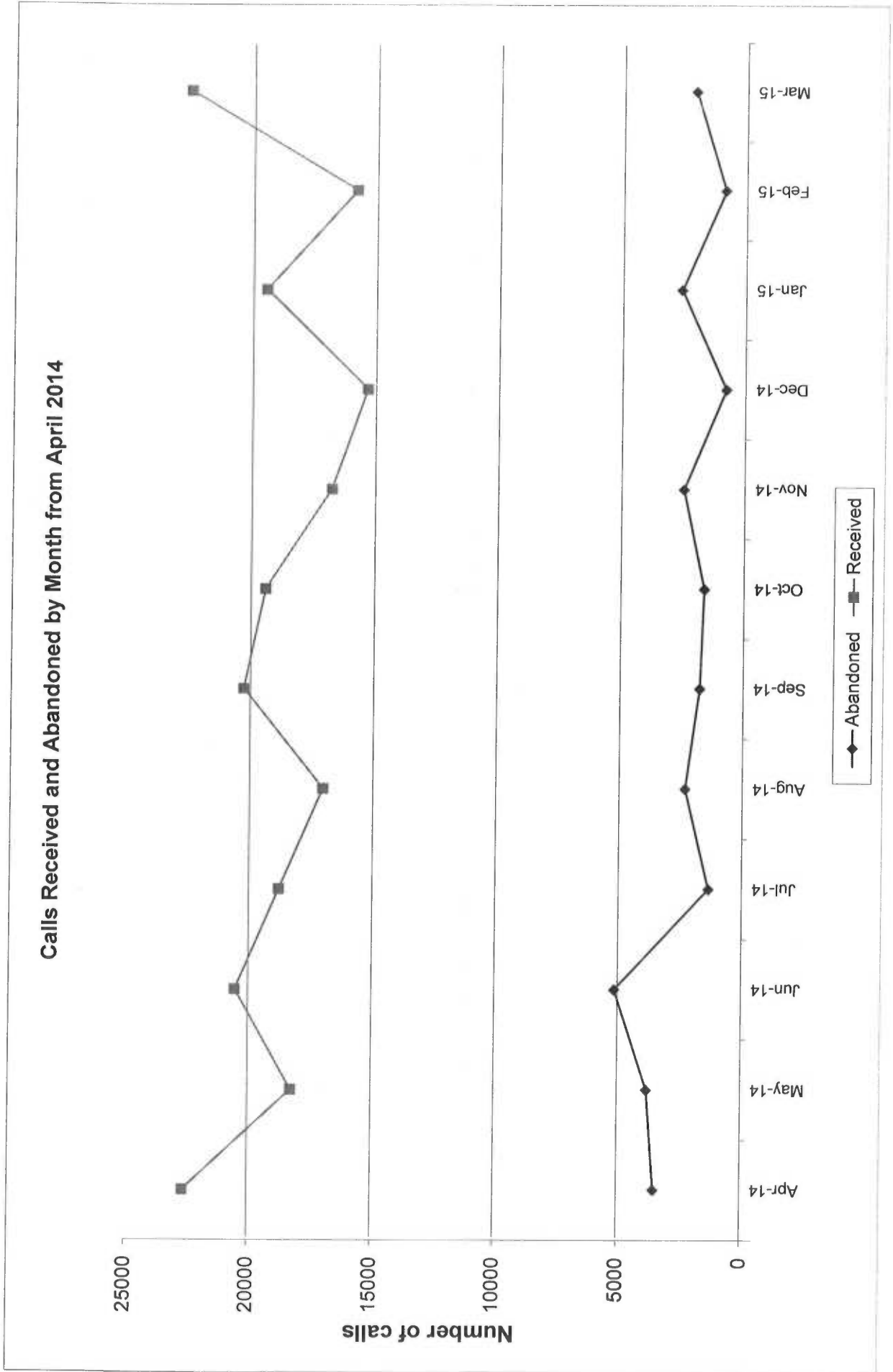


### Housing and Council Tax Benefit Stage 2 Complaints from April 2013

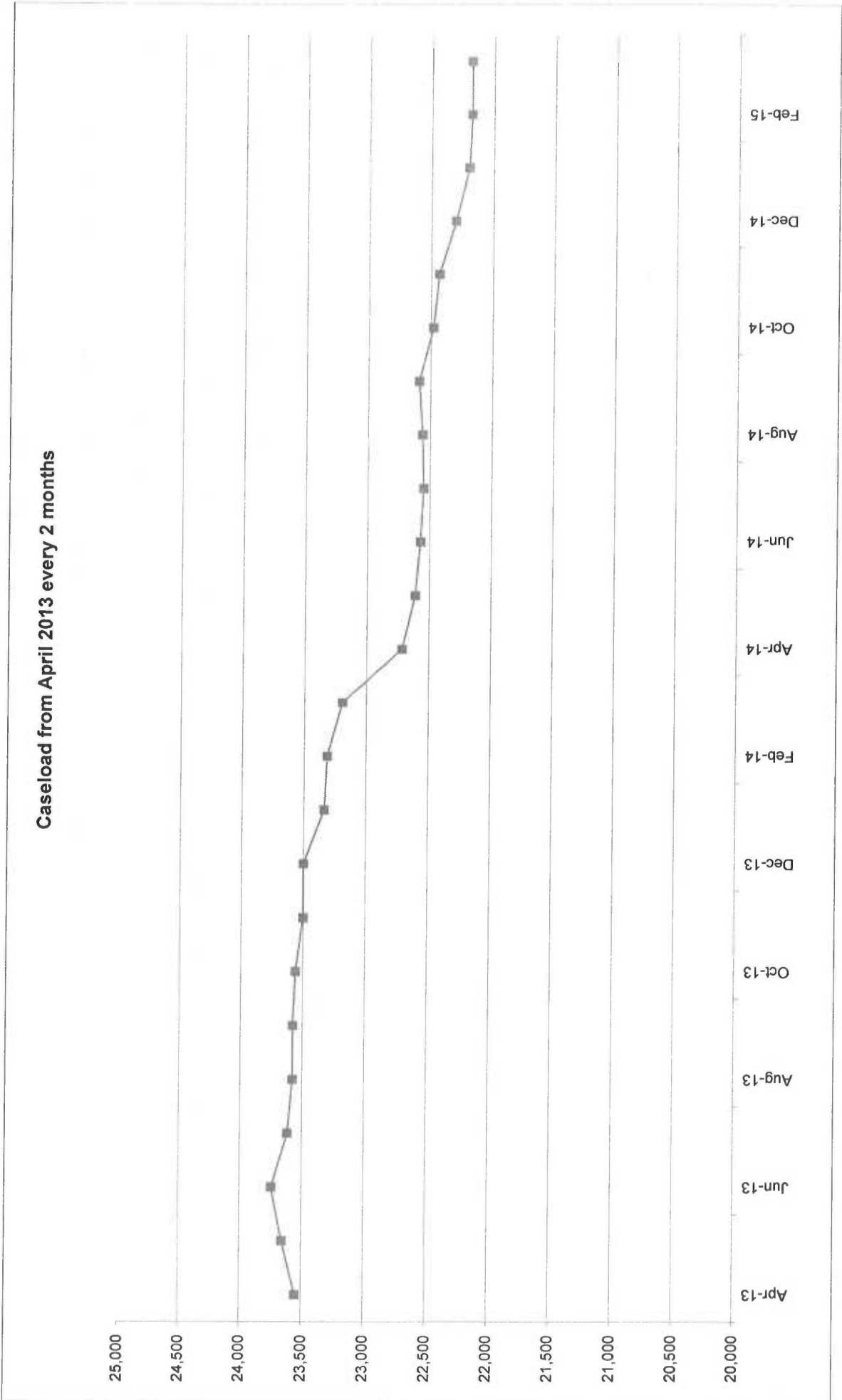


Monthly Overpayment % recovered against that created From April 2013 every 2 months









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Report No.  
FSD15045 )

London Borough of Bromley

Agenda  
Item No.

**PART 1 - PUBLIC**

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**Decision Maker:** Executive & Resources PDS

**Date:** 9 July 2015

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

**Title:** EXCHEQUER SERVICE MONITORING REPORT

**Contact Officer:** Claudine Douglas-Brown, Head of Exchequer Services  
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 Exchequer Services provided by Liberata up to the 31<sup>st</sup> March 2015. 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 services shown in subsequent appendices.

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2. **RECOMMENDATION(S)**

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

### Corporate Policy

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

### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: 400004, 400008, 400022
  4. Total current budget for this head: £1.5m
  5. Source of funding:
- 

### Staff

1. Number of staff (current and additional): 3 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

The Care Act 2014

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, all of the Council's suppliers and all adult social care clients. 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

This report provides information regarding the performance of the Exchequer Services provided by Liberata for the period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015.

The Exchequer Team which consists of 4 members of staff, monitor the compliance of Liberata our contractor for Exchequer Services, against the overall Contract to ensure that services are provided to the required standard, within the agreed timeframe, meeting the agreed targets and performance standards. Where there are areas of concern or underperformance, the Head of Exchequer Services will agree an action plan to address these issues. The team also ensures the services comply with current legislation, financial regulations, contractual obligations and audit requirements.

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.

The Exchequer Services covered in this report are:-

- Sundry Debtors, Mortgages and Corporate Debt
- Accounts Payable
- Financial Assessment and Charging
- Appointee and Deputyship

### 4 SUNDRY DEBTORS, MORTGAGES & CORPORATE DEBT

The collection rate for **in-year debt** as at 31<sup>st</sup> March 2015 was **88.85%** with £35.94m collected against a contractual target of **89%**.

The table below shows the collection rate as at 31<sup>st</sup> March for the last 3 years for comparison.

	2012/13	2013/14	2014/15
<b>31 March Performance</b>	88.7%	73%	88.8%
<b>Target</b>	<b>87%</b>	<b>88%</b>	<b>89%</b>

The adjusted collection rate was 91.08%, after taking into account the following debts that were on hold with the Council:-

- Community Infrastructure Levy (CIL) invoices totalling £395k raised during 2014/15 were not due for payment until 2015/16.
- Disputed debt totalling £575k.

**Appendix 2** shows the comparison between the levels of outstanding debt for each month from April to March for the years 2012/13 through to 2014/15.

**Appendix 3** shows the comparison between the numbers of invoices outstanding each month from April to March for the years 2012/13 through to 2014/15.

As you can see the number of invoices outstanding is comparable however the value of the debt outstanding has decreased considerably.

#### 4.1 Aged Debt as at 31<sup>st</sup> March 2015

The table below shows the reduction of debt for invoices raised prior to April 2014.

	2012/13	2013/14	2014/15
<b>31 March Performance</b>	70%	79%	84.4%
<b>Target</b>	<b>85%</b>	<b>88%</b>	<b>91%</b>

The profile of the total debt outstanding as at 31<sup>st</sup> March 2014 and 31<sup>st</sup> March 2015 is shown in the table below, along with the overall % reduction in 2014/15. This is then further broken down to show the status of the debt.

	Mar -14	Mar -15	Reduction
	£,000	£,000	
<b>Pre</b>			
<b>2011/12</b>	1,198	923	23%
<b>2011/12</b>	539	353	34%
<b>2012/13</b>	759	530	30%
<b>2013/14</b>	10,175	838	92%
<b>2014/15</b>	N/A	4,424	N/A
<b>Total</b>	<b>12,671</b>	<b>7,068</b>	<b>44%</b>

## Overall Recovery Position as at 31<sup>st</sup> March 2015

Fin Year Original debt raised	Pre 2011	11 - 12	12 - 13	13 - 14	14 - 15	Grand Total
Recovery being pursued	£2K	£3K	£14K	£115K	£2,788K	£2,921K
In recovery, paid by instalments	£26K	£17K	£34K	£56K	£312K	£444K
Secured by charge on property	£63K	£98K	£69K	£19K	£205K	£454K
Appointee & Deputyship in place	£3K	£29K	£5K	£67K	£64K	£169K
Applying for Power of Attorney				£3K	£46K	£50K
Awaiting probate	£33K			£87K	£30K	£149K
Standing probate search in place	£3K	£7K	£36K	£9K	£7K	£63K
Probate granted - recovery being pursued	£5K	£15K	£1K			£22K
With LBB for instructions	£187K	£55K	£55K	£21K	£73K	£391K
Pre debt collector checks	£88K	£21K	£23K	£45K	£121K	£298K
With debt collector	£38K	£9K	£26K	£16K	£61K	£150K
Pre legal action review		£2K	£4K	£4K	£3K	£14K
Applying for County Court Claim	£72K	£13K	£46K	£40K	£72K	£244K
Judgement obtained - Attachment of earnings	£8K					£8K
Judgement obtained - Charging Order		£1K	£5K	£1K		£7K
Judgement obtained - Enforcement options in review	£75K	£14K	£35K	£12K		£136K
Judgement obtained - Order of Information	£67K	£5K	£6K			£78K
Judgement obtained - Payment arrangement	£2K		£4K	£1K	£1K	£8K
High Court enforcement	£16K					£16K
With LBB legal dept for instructions		£5K	£3K	£4K	£40K	£52K
Recommended for write off	£174K	£20K	£61K	£32K	£8K	£295K
In dispute, with LBB service depts	£18K	£1K	£77K	£300K	£575K	£971K
Admin penalty - cannot be recovered until HB and/or CTB overpayment is paid	£41K	£38K	£25K	£7K		£110K
Premises Licences - no reminders required					£19K	£19K
<b>Grand Total</b>	<b>£923K</b>	<b>£353K</b>	<b>£530K</b>	<b>£838K</b>	<b>£4,424K</b>	<b>£7,068K</b>

### 4.2 Utility Debt

Utility debt is the largest contributor to the disputed debt total with over £315k in dispute at year end, of which 83% was directly attributable to Thames Water.

Whilst we have been successful in reducing the debt with most of the utility companies, the Thames Water debt remains high. Officers from the service department have been liaising with Thames Water and have now agreed the final amounts payable for all pre 14/15 debt.

**Appendix 4** shows a summary of Utility debt as at 31<sup>st</sup> March 2015.

### 4.3 Invoicing/Income

The Income Team raised 17,034 sundry invoices with a value of £43.64m from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015. Of these 1,848 invoices, with a value of £3.87m, were subsequently cancelled.

**Appendix 5** shows the value of invoices raised month by month for the period from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2015 compared to the previous two financial years.

**Appendix 6** shows the number of invoices raised month by month for the period from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015 compared to the previous two financial years.

### 4.4 Trade Waste

The outstanding debt on Trade Waste as at 31<sup>st</sup> March 2015 was £172k.

<b>Analysis of Trade Balance</b>	<b>£000</b>
Under 30 days old	£27
Invoices 31 - 365 days old	£3
Invoices over 1 year old	£120
Agreed payment arrangements/Direct Debits	£2
Awaiting cancellation	£2
Awaiting write off	£18
<b>TOTAL</b>	<b>£172</b>

### 4.5 Nightly Paid Accommodation Charges

The outstanding debt for Nightly Paid Accommodation charges as at 31<sup>st</sup> March 2015 was £2.31m for current and former occupiers.

	<b>Arrears as at 31 March 2015</b>
Charges raised for current year	£5,451,340.01
Arrears brought forward	£1,482,978.01
Payments received from debtors	-£363,772.60
Housing Benefit awards	-£4,256,520.30
<b>Sub total</b>	<b>£2,314,025.12</b>
Less charges written on/off	-£3,206.45
<b>Total</b>	<b>£2,310,818.67</b>

£4.26m was collected from Housing Benefit awards from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015, which is an increase of £436k (12%) on the previous year.

£364k was collected in payments from the debtors in the period from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015, which is an increase of £124k (51%) on the previous year.

Increased focus has been placed on recovering the debt whilst the client is still in the temporary accommodation as it is always more difficult to recover money from former tenants due to the difficulty in tracing them once they have left the temporary accommodation.



## 4.6 Innovation and Service Improvements

As part of our continuous improvement process we have been reviewing the current recovery systems. During the year Liberata submitted a successful joint application for £344,000 of funding from the Department for Communities and Local Government to develop and implement a Community Debt solution for both Bromley and Pendle Councils. This will allow data concerning an individuals' debt to be extracted from different systems and presented in a single screen to give a consolidated view of their debt position. Debt information will be extracted from the systems covering Sundry Debts, Domiciliary Care Debt, Council Tax, Housing Benefit Overpayments, Trade Waste and Business Rates. This will give a number of benefits which will include:

- Improved debt collection – improving the visibility of a client's debt position will lead to an increase in recoverability.
- Improved debt management – the consolidated view of a customer's debt will aid early intervention in cases where they may be experiencing financial difficulties. The sooner their debt position can be addressed the more likely that a realistic and achievable repayment plan can be put into place to prevent additional costs from being incurred by the customer.
- Improved customer experience – rather than being chased separately by the different debt recovery teams, the customer can be chased once in order to discuss all of their debts.

## 5 ACCOUNTS PAYABLE

A BV8 summary covering the period from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015 is shown below. This shows that in 2014/15 the percentage of undisputed invoices that were paid within 30 days was 98%. This matches the performance for 2013/14. The percentage of invoices paid within 20 days has increased from 95% in 2013/14 to 96% in 2014/15.

		BV8 Summary				1st April 2014 to 31st March 2015			
Manuals	Target: 98%	Invoices Over 30	Invoices Under 30	Total	%	Invoices Over 20	Invoices Under 20	Total	%
<b>Adult and Community Services *</b>		4	57	5	100%	10	51	61	100%
<b>Corporate Services</b>		28	447	47	100%	77	398	475	40%
<b>Children &amp; Young People</b>		21	92	113	100%	31	82	113	100%
<b>Environment and Leisure</b>		13	115	128	100%	17	111	128	100%
<b>R&amp;R (Inc. Libraries &amp; LE/PP)</b>		451	1,686	2,137	93%	708	1,429	2,137	89%
<b>Payroll (R05 - R20)</b>		41	729	770	98%	44	726	770	96%
<b>Utilities</b>		5	1,819	1,824	100%	76	1,748	1,824	99%
<b>Confirm (Highways, IS, Property)</b>		63	14,969	15,032	100%	95	14,937	15,032	100%
		<b>626</b>	<b>19,914</b>	<b>20,540</b>	<b>99%</b>	<b>1,058</b>	<b>19,482</b>	<b>20,540</b>	<b>97%</b>
<b>I-Proc</b>	<b>Target: 98%</b>								
<b>Adult and Community Services</b>		93	12,025	12,118	99%	166	11,952	12,118	98%
<b>Corporate Services</b>		18	2,561	2,579	99%	83	2,496	2,579	93%
<b>Children &amp; Young People</b>		71	5,709	5,780	100%	122	5,658	5,780	100%
<b>Environment and Leisure</b>		68	2,821	2,889	100%	131	2,758	2,889	98%
<b>R&amp;R (Inc. Libraries &amp; LE/PP)</b>		64	3,346	3,410	99%	127	3,283	3,410	97%
		<b>314</b>	<b>26,462</b>	<b>26,776</b>	<b>99%</b>	<b>629</b>	<b>26,147</b>	<b>26,776</b>	<b>98%</b>
<b>Carefirst</b>	<b>Target: 98%</b>								
<b>T01</b> Residential		416	14,895	15,311	98%	741	14,570	15,311	97%
<b>T04</b> Children & Young People		18	6,536	6,554	100%	59	6,495	6,554	99%
		<b>434</b>	<b>21,431</b>	<b>21,865</b>	<b>99%</b>	<b>800</b>	<b>21,065</b>	<b>21,865</b>	<b>98%</b>
<b>Adults</b>	<b>Target: 98%</b>								
<b>T02</b> Respite & Carers Budget		8	750	758	95%	69	689	758	88%
		<b>8</b>	<b>750</b>	<b>758</b>	<b>95%</b>	<b>69</b>	<b>689</b>	<b>758</b>	<b>88%</b>
<b>Cumulative YTD Total</b>		<b>1,382</b>	<b>68,557</b>	<b>69,939</b>	<b>98%</b>	<b>2,556</b>	<b>67,383</b>	<b>69,939</b>	<b>96%</b>

The table below shows the percentage split in the method of payments for suppliers. The percentage of suppliers paid by BACS from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015 is 87%. This matches the position for the previous year. Liberata continue to change payments over to BACS where bank details are shown on the supplier invoices.

## BACS Payment Statistics

Bacs

Month	BACS Count	BACS %	Cheque Count	Cheque %	BACS Count	BACS %	Cheque Count	Cheque %	
Apr	2,664	85%	454	15%	3,032	89%	393	11%	
May	2,946	88%	411	12%	2,534	85%	434	15%	
Jun	2,507	84%	463	16%	2,633	86%	440	14%	
Jul	3,224	88%	460	12%	3,157	89%	404	11%	
Aug	2,446	85%	418	15%	2,451	88%	331	12%	
Sep	2,661	88%	362	12%	2,597	85%	474	15%	
Oct	2,798	88%	365	12%	2,676	87%	388	13%	
Nov	2,530	88%	347	12%	2,392	84%	447	16%	
Dec	2,772	88%	361	12%	3,036	91%	311	9%	
Jan	2,764	87%	431	13%	2,761	87%	397	13%	
Feb	2,571	87%	382	13%	2,434	87%	361	13%	
Mar	3,085	87%	446	13%	3,501	88%	485	12%	
<b>2013/14</b>	<b>32,968</b>	<b>87%</b>	<b>4,900</b>	<b>13%</b>	<b>2014/15</b>	<b>33,204</b>	<b>87%</b>	<b>4,865</b>	<b>13%</b>

## 6 FINANCIAL ASSESSMENTS & CHARGING

The Financial Assessment & Charging service transferred to Liberata on 1 October 2014. The team are responsible for undertaking financial assessments to calculate how much service users should contribute towards the cost of Residential and Non-Residential care and support provided by the Council.

The team regularly liaise with the adult social care teams, service users and their representatives and are also responsible for the following:-

- Welfare benefit checks to maximise service users' income
- Issuing regular charging statements to service users
- Conducting an annual uplift of the service user's contributions based on changes to welfare benefits and income.
- Undertaking reviews of the service user's finances
- Dealing with day to day enquiries in respect of service users' charges.

### 6.1 Innovation and Service Improvements

Since the transfer of the service the main focus has been to ensure that the standard of service was maintained and all changes in relation to financial assessments and charging required from the Care Act 2014 were implemented on time. Liberata assisted the Exchequer Team to implement the changes ensuring that the Council was compliant with the Act.

Liberata are currently working on the following service improvements:-

- Visiting Officers' access to DWP records to validate customer's benefits information before their visits to reduce the amount of information the service user has to provide and the length of the visit.
- Changes to the booking system for financial assessment visits and the working patterns of the Visiting Officers in order to make the process more efficient and increase the number of visits that are undertaken.
- Liberata have worked with the Exchequer Team to redesign the financial assessment form and improve the quality and clarity of the written communication used by the team. This will enable the Council to gain a greater understanding of the service users finances and reduce the number of queries from service users and their representatives.
- Extending the use of CareFirst to replace existing control spread sheets with automated reports to reduce time spent on manual spreadsheets, provide timely accurate management information on staff productivity and highlight issues on individual cases.
- Introducing a 'risk based' approach for non-residential reviews in order to prioritise the reviews in a more structured way whilst ensuring that every service user receives a full financial review at least every two years.
- Utilising the CareDoc module of CareFirst to produce letters and forms by extracting information directly from the CareFirst system, reducing the need to produce manual letters. Liberata are liaising with the Project Manager in ECHS to progress this and once implemented it will also be used by Care Services and the Exchequer Team.

## **7 APPOINTEE & DEPUTYSHIP**

The Appointee and Deputyship service transferred to Liberata on 5<sup>th</sup> January 2015. The work mainly consists of managing the finances for individuals who lack the mental capacity to manage their own financial affairs and do not have a relative or friend who can do this for them. In addition the team also manage properties for individuals who are placed in residential care as well as organising funerals for residents who die in the borough but lack friends or family to organise the final affairs.

### **7.1 Innovation and Service Improvements**

Liberata are currently working on the following service improvements:-

- The introduction of internet banking to replace the manual banking process currently used for the 240 clients. Once the project has been completed there should be a reduction in the time taken to process transactions and reconcile bank statements.
- Updating the current database to work alongside the internet banking. This is also likely to provide improved functionality that will assist with the charging.

## 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	2014/15
<b>Sundry Debtors/Income</b>				
Justified	-	-	13	15
Unjustified	-	-	1	1
<b>Total</b>	<b>2</b>	<b>4</b>	<b>14</b>	<b>16</b>
<b>Accounts Payable</b>				
Justified	6	1	2	2
Unjustified	-	-	2	-
<b>Total</b>	<b>6</b>	<b>1</b>	<b>4</b>	<b>2</b>
<b>Financial Assessment &amp; Management</b>				
Justified	34	23	24	24
Unjustified	26	14	8	3
<b>Total</b>	<b>60</b>	<b>37</b>	<b>32</b>	<b>27</b>
<b>Appointee &amp; Deputyship</b>				
Justified				3
Unjustified				-
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>3</b>

## 9 FINANCIAL IMPLICATIONS

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

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

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## **Appendix 1**

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

10 June 2015

Our Ref: AIF/RJ

Dear Claudine,

As we approach the July 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 12 month period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015.

### **Debtors and Income**

The in-year collection figure on Sundry Debts was 88.85% as at 31<sup>st</sup> March 2015, which generated income of £35.94m.

Our target collection figure for the year was 89%. However, our actual collection was adversely affected by a number of factors with the major ones being that there was £575k of in year debt in dispute at the year end. This meant that Liberata were unable to take recovery action on this debt. In addition there was Community Infrastructure Levy debt of £395k which was raised during the year but was not payable until after the year end. If we adjusted our year end collection figure for these two items then our collection rate would have been 91.08%. Future year's collection figures will be stated after taking account of these adjustments in order to give a true indication of performance.

The target collection rate for out of year debt was 91.1% while the actual collection achieved was 79.73%. However, once the figures had been adjusted for uncollectable debt e.g. those debts in dispute, secured by charges on property, awaiting write off, etc. the adjusted collection rate was 84.44%. This meant that overall there was a shortfall in cash recovery terms based on the actual collectable debt for all years of £114k.

In order to ensure that future collection targets are met we have been working on a project to improve our debt recovery systems. During the year Liberata submitted a successful joint application for £344,000 of funding from the Department for

Communities and Local Government to develop and implement a Community Debt solution for both Bromley and Pendle Councils. This will allow data concerning an individuals' debt to be extracted from different systems and presented in a single screen to give a consolidated view of their debt position. We will be extracting debt information from the systems covering Sundry Debts, Domiciliary Care Debt, Council Tax, Housing Benefit Overpayments, Trade Waste and Business Rates. This will give a number of benefits which will include:

- Improved debt collection – improving the visibility of a client's debt position will lead to an increase in recoverability.
- Improved customer experience – rather than being chased separately by the different debt recovery teams, the customer can be chased once in order to discuss all of their debts.
- Improved debt management – the consolidated view of a customer's debt will aid early intervention in cases where they may be experiencing financial difficulties. The sooner their debt position can be addressed the more likely that a realistic and achievable repayment plan can be put into place to prevent additional costs from being incurred by the customer.

The total year end debt figure for Utilities was £595k which was a reduction of £372k (35%) on the previous year. Although good progress has been made in this area there were still on-going problems concerning Thames Water. Their year-end debt figure of £303k made up half of our total amount and this is being handled through direct discussion between Thames Water and the Council.

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.

The need for Nightly Paid Accommodation continues to rise and this has resulted in an increase in the volume of debts associated with this area. A target was originally agreed with the Council to increase the amount of payments from debtors by £65k compared to the 2012/13 total. The full year results show that payments received direct from debtors exceeded this target by £161k. In addition the amount collected from Housing Benefit awards was £463k 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.

### **Accounts Payable**

During the year to 31<sup>st</sup> March 2015 the percentage of invoices that were paid within 30 days was 98%; this matched the percentage for previous year. However, the percentage paid within 20 days has increased from 95%, for the previous year, to 96% for the current year.

The percentage of suppliers paid by BACS has remained constant at 87% for both the current and previous year.



## **Financial Assessment and Appointee & Deputyship Teams**

The Financial Assessment & Management Team transferred from the Council to Liberata on 1<sup>st</sup> October 2014. The Appointee & Deputyship Team transferred on 5<sup>th</sup> January 2015.

Whilst it is still too soon to comment on any possible service improvements, we have been able to maintain the pre transfer levels of service whilst delivering the agreed 20% of savings to the Council.

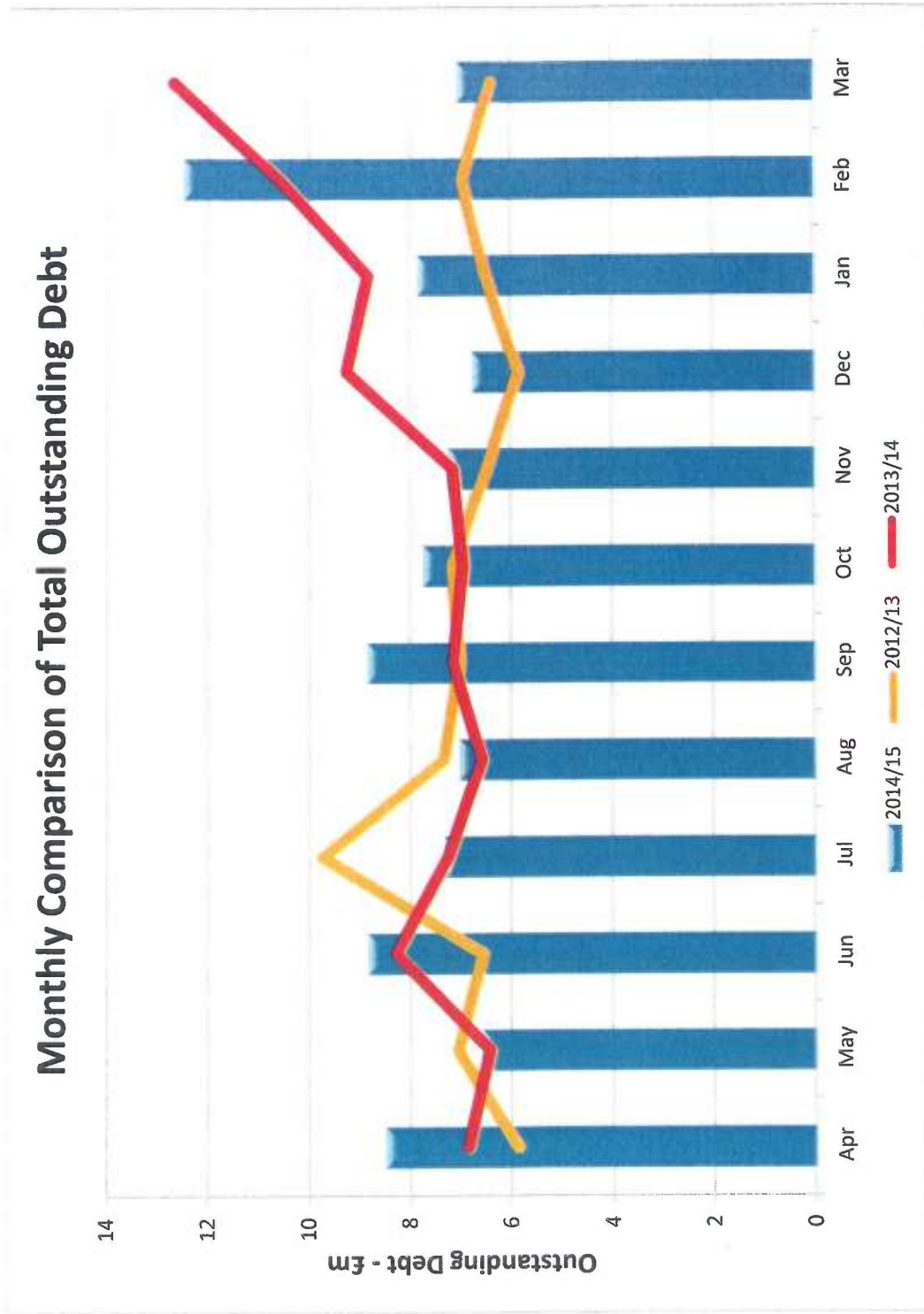
In addition we have a number of transformational projects currently in process which will have a positive impact on the team's performance; these include the introduction of internet banking for the Appointee and Deputyship team. This will free up resources which will allow them to deal with the new tasks that were introduced just before their transfer concerning the Councils new charging and investment policies. For the Financial Assessment & Management Team we are currently working to automate the production of various control reports as well as introducing work flow to improve the monitoring of their activity and individual team members productivity. We have undertaken a review of the written documentation that is issued to clients as part of the reassessment process. The aim is to improve its clarity in order to reduce the number of queries received from clients and improve the quality of information that they return. We are commencing discussions with the Council to implement a new module of the CareFirst system which will allow the team to produce letters and forms directly from the system. We are also working on introducing a 'risk based' approach to the regular reviews for non-residential cases. This will allow us to prioritise the review work in a more structured way.

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

Yours sincerely

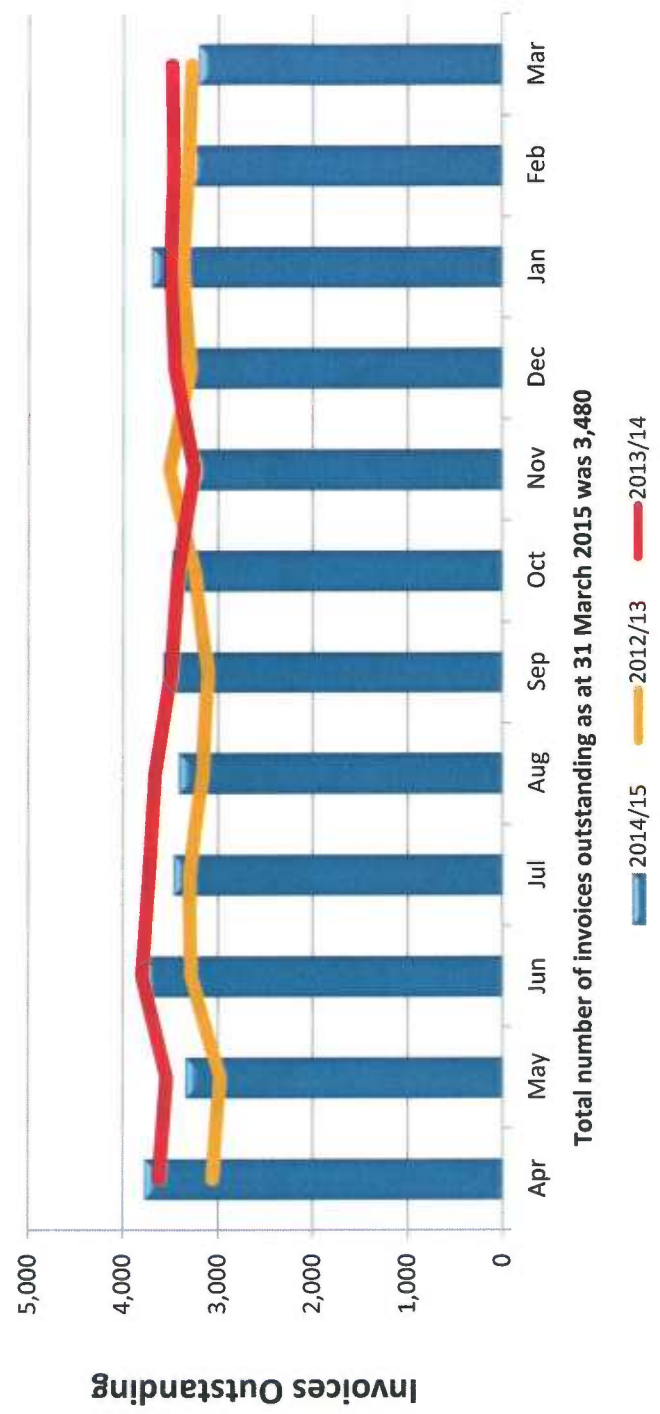
**Amanda Inwood-Field**  
**Contract Director**

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Appendix 3

### Monthly Comparison of no. of Invoices Outstanding



## Appendix 4

### Age Profile of outstanding Utility Debts as at 31<sup>st</sup> March 2015

Utility	Pre 2011	2011/12	2012/13	2013/14	2014/15	TOTAL BALANCE
Virgin Media	NIL	NIL	NIL	£16,856.50	£94,738.75	£111,595.25
British Telecom	NIL	NIL	£2,329.50	£94,097.00	£55,248.35	£151,674.85
EDF	NIL	NIL	NIL	NIL	NIL	NIL
UK Power Networks Ltd	NIL	NIL	£435.01	£105.32	£4,689.70	£5,230.03
Southern Gas	NIL	NIL	NIL	NIL	£12,805.55	£12,805.55
Thames Water	NIL	£1,610.00	£10,735.00	£129,674.83	£160,896.60	£302,916.43

### Overall Recovery Position of outstanding Utility Debts as at 31<sup>st</sup> March 2015

Utility	Total under 30 days old	Total over 30 days old	Total outstanding	No. of invoices in dispute	Amount of invoices in dispute	Amount marked for write off
Virgin Media	£9,196.25	£102,399.00	£111,595.25	2	£4,180.00	£0.00
British Telecom	£4,225.00	£158,496.98	£162,721.98	9	£51,558.92	£0.00
EDF	£0.00	£0.00	£0.00	0	£0.00	£0.00
UK Power Networks Ltd	£3,842.22	£1,387.81	£5,230.03	0	£0.00	£0.00
Southern Gas	£5,183.75	£7,621.80	£12,805.55	0	£0.00	£0.00
Thames Water	£21,051.25	£281,865.18	£302,916.43	102	£264,682.39	£0.00

### Collection and Recovery

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

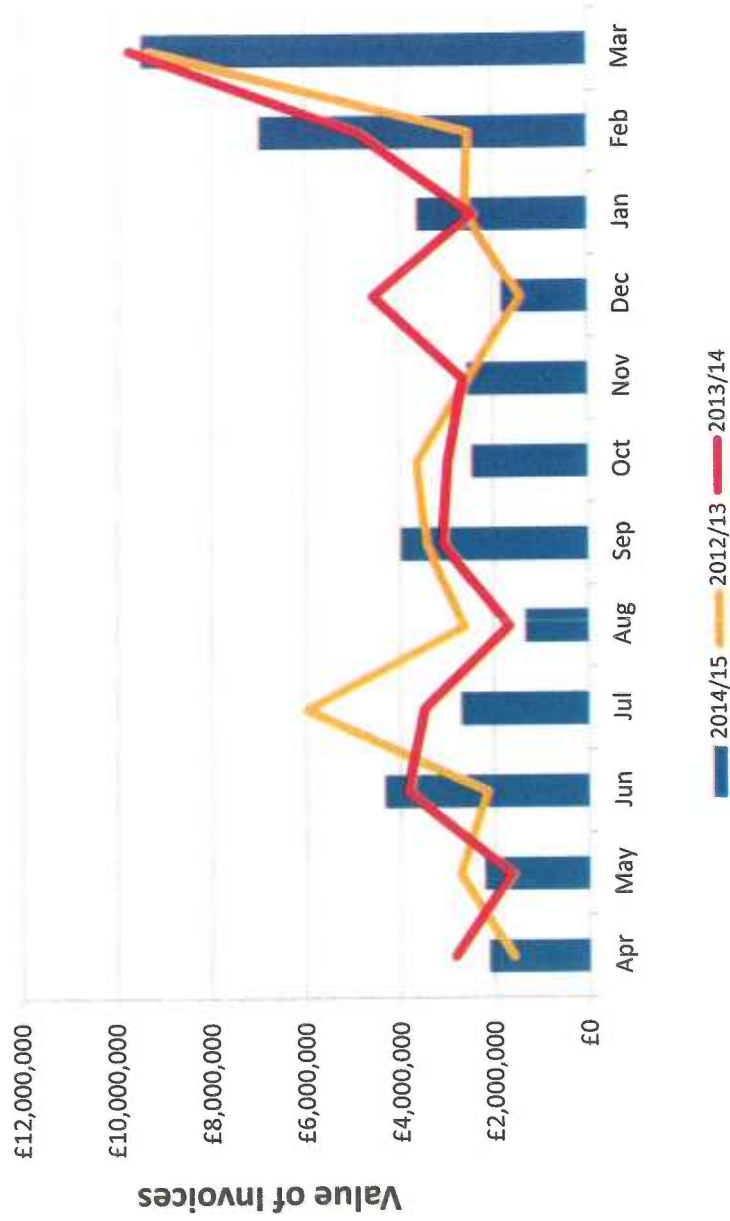
The service department continues to meet with Thames Water to discuss disputes and outstanding invoices.

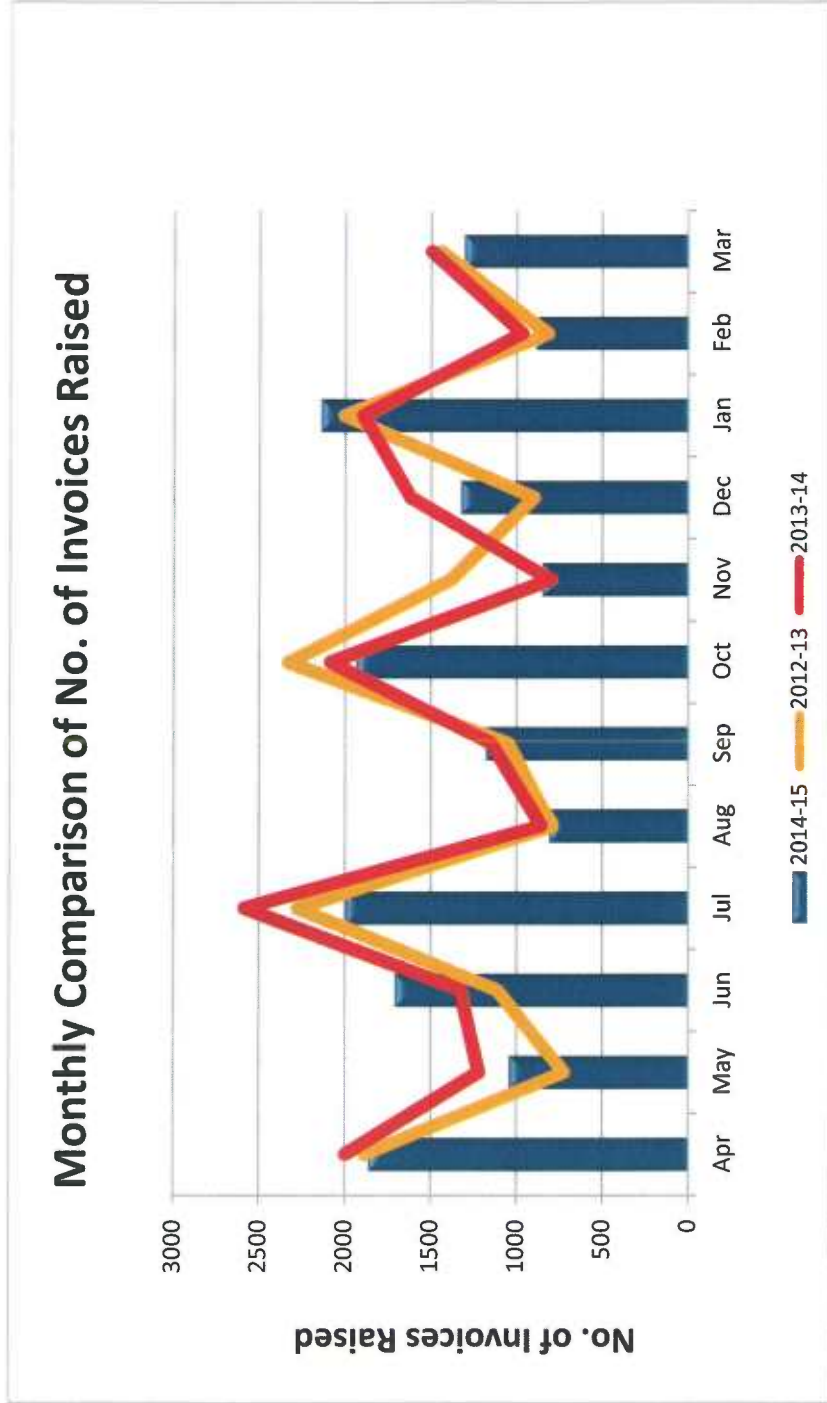
A County Court Claim is an available recovery option but there are two issues which impact on success in respect of debts raised by the New Roads and Street Works department:

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

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### Monthly Comparison of the Value of Invoices Raised







Report No.  
FSD 15035

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Thursday 9 July 2015

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

**Title:** REVENUES SERVICE MONITORING REPORT

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

**Chief Officer:** Director of Finance

**Ward:** (All Wards);

---

## 1. Reason for report

- 1.1 This report provides information regarding the performance of the Revenues Services administered by Liberata in the second half of 2014/15. A letter from Amanda Inwood-Field, Liberata's Contract Director, provides an update on each individual service and is attached at **Appendix 1** with statistical data relating to the Revenues service shown in subsequent appendices.

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## 2. RECOMMENDATION(S)

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

### Corporate Policy

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

### Financial

1. Cost of proposal: Not Applicable:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: 400003
  4. Total current budget for this head: £3.49m
  5. Source of funding:
- 

### Staff

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

### Legal

1. Legal Requirement: Statutory Requirement: The amount of legislation is too extensive to cite in full, below are detailed the major Acts and Regulations covering the services.

Local Government Finance Act 1988

The Council Tax (Administration and Enforcement) Regulations 1992

Local Government Finance Act 2012

Rating Law and Practice: England and Wales

LGPS Regulations 2013

2. Call-in: Applicable:
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The services covered in this report affect all Council Taxpayers, Business Ratepayers, Members and Pensioners, this amounts to an estimated 138,000 households.
- 

### Ward Councillor Views

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

### **3. COMMENTARY**

- 3.1 The Revenues and Benefits Team monitor the contract, sets targets and performance standards, liaises with partners, progresses the development and improvement of services through leadership on specific improvement initiatives. The team also ensures the services comply with current legislation, financial regulations, contractual obligations and audit requirements. A summary of performance by the services is contained in **Appendix 2**.
- 3.2 To maintain the drive for improved service performance, monthly service review meetings are held with operational and senior Liberata management. Bromley's Heads of Service and Liberata's Contract Director meet regularly to deal with escalated issues, review policies and develop new ideas.

#### **Council Tax**

- 3.3 The in-year Council Tax collection rate for 2014/15 was 97.70%, this being an improvement of 0.2% on the previous year. This positive variance was achieved despite the increase in the minimum contribution required from working-age claimants of Council Tax Support.

The 2014/15 performance on collection of current year and arrears was 97.57%, this compares to 97.52%% in 2013/14, a positive variance of 0.05%.

#### **Business Rate**

- 3.4 The in-year Business Rates collection for the financial year 2014/15 was 98.80%, this being a 0.1% improvement on the previous year. In my mid-year report I had raised concern as to the collection rate, which at that time was indicating a reduced level of collection. However, strong second half performance reversed this trend.

However, the current and arrears figure was down on the previous year, with the collection rate being 97.11% compared to 97.98% in 2013/14.

With effect from 1<sup>st</sup> April 2014 Retail Relief became available for certain categories of shops, restaurants, cafes and drinking establishments which had a rateable value of £50,000 or less. The relief entitled them to a reduction in their rates of up to £1,000. Those establishments identified as potentially meeting the criteria for this relief were issued with an application form together with information on the application process. The Retail Relief scheme has been extended into 2015/16 and the discount has been increased from £1,000 to £1,500. This will automatically roll over to businesses that had previously applied and qualified for Retail Relief. The scheme remains open to any other businesses that may qualify.

#### **Cashiers**

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

Payment kiosks are now available at the new Penge library. Marketing exercises have been undertaken as initial usage was low. Usage of this facility is now increasing.

## **Payroll**

- 3.6 The number of employees paid on the 31 March 2015 payroll was 4608.
- 3.7 During the year 15 schools converted to Academy status, with more scheduled to convert during 2015/16

## **Pensions**

- 3.8 Membership numbers recorded on the pensions administration system as at 31 March 2015 were 5,782 actives, 5,066 deferred and 4948 pensioners.
- 3.9 Work has been undertaken in respect of changes to the Teachers' Pension Scheme and NHS Pension Scheme effective from April 2015

## **4. FINANCIAL IMPLICATIONS**

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

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

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

Date: 24 June 2015

Our Ref: AIF/RJ

Dear John

As we approach the July 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 12 months from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015.

### **Council Tax**

This year we continued to review our processes and procedure to improve our service to Bromley residents and to ensure our recovery potential is maximised. The in-year collection for the year to 31<sup>st</sup> March 2015 was 97.70% which showed a favourable variance of 0.20% compared to the previous year. Similarly our collection rate for all years was 97.57% which also showed a favourable variance, this time of 0.07% when compared to the previous year. This year on year improvement has been achieved in an environment of higher collectable debt, reduced Council Tax Support and increased usage of 12 monthly instalments, each of which is explained below. Based on the Local Revenues Group performance table our in year collection rate placed us 7<sup>th</sup> out of the 33 London authorities. Of the 6 authorities who were above Bromley, 2 of them actually saw a reduction in their collection rate compared to 2013/14, and 5 of them have Council Tax Support scheme based on a minimum liability of 8.5% or less, which is considerably lower than Bromley's figure of 19%.

There has been an increase in the collectable debt compared to the previous year, with working-age Council Tax Support claimants being required to contribute a minimum of 19% of the households' Council Tax liability (previously 8.5%). The collection figure for Council Tax Support for the year to 31<sup>st</sup> March 2015 was 87.80% compared to 87.05% for the previous year.

It should be remembered that legislation changed from April 2013 to allow residents to pay over 12 months whereas previously it was 10. There are now 11,998 (£8.8m) accounts taking advantage of the extended payment option, an increased take up of 3% from the previous year. This increase means more collectable debts are now recovered in the last 2 months in February and March

than in previous years. This reduces the opportunity to collect the debt in year if the account is in arrears.

We are continuing with our collection and recovery initiatives which include reviewing the top 100 debtors, proactively chasing older debts, issuing 'pay up' letters on account balances which are below the summons threshold, reviewing cases with an attachment pending for both benefit and earnings, progressing cases held at Liability Order stage and monitoring cases sent to the enforcement agents. In addition we introduced SMS texting as an additional reminder to prompt tax payers to pay before the issuing of the final reminder when they lose the right to pay by instalments. This, together with a continuation of our normal recovery work, has resulted in 54,745 reminders being issued and 25,409 finals. As a result of the successful chasing of this debt there has been a reduction in the number of court summons (32%) and liability orders (14%) issued compared to last year. The number of tax payers using direct debit has also increased from 63.99% in January 2014 to 65.83% in January 2015.

Following a suggestion made during the July 2014 Executive & Resources PDS, a meeting was held with the Revenues team from the London Borough of Sutton to review and discuss how each team organised their collection and recovery processes for Council Tax and Business Rates. Both teams found the meeting useful and as a result we amended the details shown on the back of the annual Council Tax bills with the aim of improving the clarity of the information shown with a greater emphasis being given to the methods of payment.

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

## **Business Rates**

During the year to 31<sup>st</sup> March 2015 most Local Authorities in London experienced a change in the collection profile of their Business Rates. The main reason for this has been the change in legislation which means that with effect from 1st April 2014, ratepayers have been able to pay their rates over 12 months rather the 10 months as in previous years. Consequently, Local Authorities now receive a greater portion of their Business Rates in the last two months of the year than had happened previously.

The in year collection rate for Business Rates was 98.80% which showed a positive variance of 0.10% when compared to the previous year. The current and arrears collection rate for the year was 97.11% which showed an adverse variance of 0.87% compared to the previous year. As with in year collection, debt chasing played a very important part, ensuring we were maximising the recovery of outstanding revenue. Towards the end of the year we brought on board a third Enforcement Agent to ensure any debt which was passed back from previous agents could be re-processed to maximise recovery and ensure we were only submitting debt for write-off after we had tried everything possible to collect. Going forwards the third Enforcement Agent will be used for the full financial year. We will also be using Baker Tilly to help trace debtors and health check companies and sole traders to clarify their financial position.

The team have continued with its targeted collection activities, focusing on checking the Top 100 live and closed debts each month. This is part of the standard recovery work debtors for any defaulters, progressing with static debts at Liability Order stage, monitoring of enforcement agents cases and following up on failed payment arrangements. In addition to this the team have actively promoted Retail Relief. This came into effect from 1<sup>st</sup> April 2014 and became available for certain categories of shops, restaurants, cafes and drinking establishments which had a rateable value of £50,000 or less. The relief entitled them to a reduction in their rates of up to £1,000. Those establishments that we identified as potentially meeting the criteria for this relief were issued with an application form together with information on the application process. The scheme has been very successful, with over £925,000 being awarded during the year. The Retail Relief scheme has been extended into 2015/16 and the discount has been increased from £1,000 to £1,500. This will automatically roll over to businesses that had previously applied and qualified for Retail Relief in 2014/15. The scheme remains open to any other businesses which apply and qualify during 2015/16.

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

Our collection rate for the year was 96.78% which was 1.78% above our agreed target. This has been achieved through the use of reminders and manual intervention. The BID Board also agreed to allow us to issue court summonses during the year in order to assist collection. As a result 61 summonses were issued with 30 liability orders being granted. The team have continued focusing on the in-year debtors for default payments and are also reviewing the 2013/14 outstanding debts.

### **Cashiers**

For the year to 31<sup>st</sup> March 2015, £28.34m was collected which covered 60,943 transactions, this includes amounts taken via the Kiosk, post, central income and all parking revenue.

During the year payment kiosks were installed at the new Penge library. In January 2015 we wrote to all residents who live in the Penge area, and had previously used the kiosk in the Civic Centre, to advise them of the new facility. At the same time we reiterated the benefits of paying by Direct Debit.

### **Pensions and Payroll**

During the year 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015 the Payroll Team continued to provide a valued service with an average accuracy rate of 99.9%; the Pension Team achieved an average of 96.7% service level compliance.

On 1<sup>st</sup> April 2014 Payroll and Pensions successfully implemented the changes to the Local Government Pension Scheme which moved from a defined benefit scheme to a career average scheme. This has necessitated some manual workarounds with additional monitoring and checking being required to ensure that the system is correctly calculating deductions of pay.

Work has started in preparation for changes to both the Teachers' Pension Scheme and the NHS Pension Scheme in April 2015.

Following the introduction in May 2013 of HMRC Real Time Information (RTI) there was a change to the statutory requirements for payroll year-end submissions to HMRC. During the period under review, all year-end reports have been provided and all statutory returns made within the due dates. These have included P60s, P11ds, the annual report of NHS pensions contributions, the Teachers Pensions End of Year Certificate and the Annual Teachers Pensions Return.

During the year some 15 schools converted to Academy status and both Payroll and Pensions worked hard to ensure a smooth transfer.

### **Liberata's commitment to Innovation within Bromley**

During the year 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015 we introduced a number of process improvements and innovations to our service lines, a summary of which is shown below:

- The introduction of SMS messaging to send reminders to Council Tax payers who have missed a payment.
- The introduction of 0300 telephone numbers to replace the 0845 ones as a way of reducing the call costs for local residents who contact us.
- Introduced an online data capture form for the annual Single Persons Discount review which speeded up the process.
- Introduced twice weekly processing for refund requests which replaced the weekly processing and has reduced the number of queries and complaints received concerning refunds.
- Used annual billing as a way of promoting and informing the local residents on the benefits of signing up for 'My Bromley'. This will help the council in their channel shift strategy for increased electronic interaction with local residents rather than via post, telephone or face to face.
- Improving the clarity of the information shown on the back of the annual Council Tax bills with a greater emphasis being given to the methods of payment.
- Temporary extension to opening hours for the Contact Centre during annual billing to deal with the increased volume of queries.
- Submitted a successful joint application for £344,000 of funding from the Department for Communities and Local Government to develop and implement a Community Debt solution for both Bromley and Pendle Councils.
- Instigated a marketing campaign for the residents in Penge to advise them of the availability of the kiosk in their new library whilst also advising of the benefits of paying their Council Tax by direct debit.

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

Yours sincerely



The key elements of the Revenues Service includes (2014/15 figures):

- £ 171 million – Annual amount of Council Tax raised
- £ 90 million – Annual amount of Business Rates raised
- £ 14.8 million – Annual payment of Council Tax Support
- £ 127.5 million - Annual payment of Housing Benefit
- £ 98.2 million – Gross payment of staff salaries (through the LBB payroll service, including schools, excluding Academies) for the period April to March 2015
- £ 25.4 million – Payment of pensions for the period April to March 2015
- £ 28.34 million Year to date revenue on 60,943 transactions, this includes Kiosk (3,600 Loomis cash collections during the period April 2014 to March 2015)

### Council Tax Data:

In year collection performance by Liberata is shown below:

Best Value PI's	Actual 03/04	Actual 04/05	Actual 05/06	Actual 06/07	Actual 07/08	Actual 08/09	Actual 09/10	Actual 10/11	Actual 11/12	Actual 12/13	Actual 13/14	Actual 14/15
BV9:CTAX Collected	96.8%	97.1%	97.0%	97.0%	97.1%	97.03%	97.28%	97.59%	97.65%	97.76%	97.50%	97.70%

### Actual 31<sup>st</sup> March 2015 – 97.70%

The amount of collectable debt raised for the year 2014/15 was £171m (net of Benefits) in respect of 137,323 properties.

3,412 cheque refunds and 5,290 BACs refunds totalling £2,955,928.88 have been issued from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015.

Appendix 2

The following Council Tax recovery notices were issued:

	2006/7	2007/8	2008/09	2009/10	2010/11	31/03/12	31/03/13	31/03/14	31/03/15
Reminders	53,371	41,710	39,382	34,892	34,971	51,920	45,816	56,256	54,745
Summonses	13,757	14,244	13,432	17,061	19,774	16,436	16,168	19,267	13,158
Liability Orders	10,135	6,270	7,079	10,713	12,956	9,396	10,868	9,999	8,645
14 day letters – Enforcement Agent warning	11,332	11,276	10,761	13,127	11,823	11,757	12,518	15,816	10,103
Accounts passed to Enforcement Agent	5,864	6,896	6,882	9,724	9,538	All at 14 day stage	All at 14 day stage	All at 14 day stage	All at 14 day stage

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

The 2013/14 debt carried forward at the 1<sup>st</sup> April 2014 was £4,754,086.76

<b>Council Tax – Summoned Debt</b>	
Summonses/costs	543,015.45
Arrangement	321,195.95
14 day/ Enforcement Agent	1,945,647.14
Attachments / pending	128,817.65
Bankruptcy/ charging orders / committal / Tenons	233,264.29
Liability	514,424.29
<b>Un-summoned Debt</b>	
Final (un-sum)	320,412.69
Un-summoned	739,854.03
On hold	7,455.27
<b>Total</b>	<b>4,754,086.76</b>

The breakdown analysis of the total 2013/14 debt outstanding at the 1<sup>st</sup> April 2014 of £4,754,086.76 is shown above.

The balance of the total 2013/14 debt outstanding as at the 31<sup>st</sup> March 2015 is £2,629,316.57 a reduction of £2,124,770.19

Council Tax Arrears Breakdown as at 31<sup>st</sup> March 2015

	Arrears B/F 31.03.2014	Arrears carried forward	Net reduction	Actual % collection
1993	729.58	306.42	423.16	
1994	1,997.87	447.58	1,550.29	
1995	2,835.72	1,439.33	1,396.39	
1996	4,638.01	2,731.69	1,906.32	
1997	10,892.81	4,826.14	6,066.67	
1998	19,760.45	12,517.66	7,242.79	
1999	29,469.52	19,381.27	10,088.25	
2000	65,601.30	37,607.52	27,993.78	
2001	115,739.10	66,185.00	49,554.10	
2002	155,921.64	103,114.09	52,807.55	
	<b>407,586.00</b>	<b>248,556.70</b>	<b>159,029.30</b>	<b>39.02</b>
2003	214,194.97	149,883.88	64,311.09	30.02
2004	269,162.79	195,376.86	73,785.93	27.41
2005	371,176.91	275,054.61	96,122.30	25.90
2006	490,532.65	379,161.83	111,370.82	22.70
2007	654,320.19	497,129.26	157,190.93	24.02
2008	849,658.53	641,395.43	208,263.10	24.51
2009	970,800.67	731,351.24	239,449.43	24.67
2010	1,131,926.94	899,052.82	232,874.12	20.57
2011	1,551,849.96	1,213,240.52	338,609.44	21.82
2012	2,244,050.18	1,652,849.39	591,200.79	26.35
2013	4,754,086.76	2,629,316.57	2,124,770.19	44.69
	<b>13,501,760.55</b>	<b>9,263,812.41</b>	<b>4,237,948.14</b>	

**Business Rates Data:**

In year collection performance by Liberata is shown below:

Best Value P)'s	Actual 03/04	Actual 04/05	Actual 05/06	Actual 06/07	Actual 07/08	Actual 08/09	Actual 09/10	Actual 10/11	Actual 11/12	Actual 12/13	Actual 13/14	Actual 14/15
BV10: Rates Collected	98.5%	98.7%	99.6%	99.5%	99.8%	99.1%	99.02%	98.9%	98.81%	98.72%	98.70%	98.80%

**Actual 31<sup>st</sup> March 2015 – 98.80%**

The amount of collectable debt raised for the year 2014/15 is **£90 million** in respect of **7,356** properties.

There have been **1,093** refunds actioned from the 1<sup>st</sup> April 2014 to the 31<sup>st</sup> March 2015 amounting to **£4,033,118.23** in respect of vacation and rateable value reductions.

The following recovery notices were issued -

	2004/5	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Reminders Issued	4,352	3,486	4,972	4,559	3,609	3,977	3,404	2,536	4,023	3,545	4,445
Final Notices Issued	359	239	585	1,698	1,529	1,892	1,824	1,741	2,014	2,472	2,353
Summonses Issued	1,024	1,137	980	894	704	903	725	1,156	987	1,091	1,053
Liability Orders	706	775	675	602	426	666	672	749	683	771	734
7 day letters issued	423	1,021	1,421	605	299	674	367	471	501	No longer used	No longer used
Accounts passed to Enforcement Agent	200	322	542	331	130	316	430	537	645	650	444

The 2013/14 debt carried forward at 1<sup>st</sup> April 2014 was **£1,028,998.56**

<b>NNDR – Summoned Debt</b>	
Summons	38,652.08
Arrangement	35,393.76
7 day	283.35
Bailiff	158,813.92
Recovery	302,689.14
Liability	339,465.45
<b>Un-Summoned</b>	
Reminders	26,780.49
Finals	104,812.03
<b>Non Recovery</b>	
Billing	22,108.34
<b>Total</b>	<b>1,028,998.56</b>

Movement in arrears for reporting period –

Arrears total 1990 - 2013/14 as at 01/04/14      £      1,768,682.42

Arrears total 1990 - 2013/14 as at 31/03/15      £      639,136.12

**Reduction Overall arrears                              £      1,129,546.30**

Business Rates Arrears breakdown as at 31<sup>st</sup> March 2015

	Arrears B/F 31.03.2014	Arrears carried forward	Net reduction	Actual % collection
2003	-	-	0.00	0.00%
2004	-	-	0.00	0.00%
2005	-	-	0.00	0.00%
2006	102.75	-	102.75	100.00%
2007	222.00	-	222.00	100.00%
2008	6,944.44	6,250.00	694.44	10.00%
2009	25,847.27	21,980.08	3,867.19	14.96%
2010	31,982.01	19,827.11	12,154.90	38.01%
2011	112,319.02	48,257.88	64,061.14	57.03%
2012	562,266.37	217,045.18	345,221.19	61.40%
2013	1,028,998.56	325,775.87	703,222.69	68.34%
	<b>1,768,682.42</b>	<b>639,136.12</b>	<b>1,129,546.30</b>	

**Cashiers Data**

The cashiering service dealt with the following transactions in the period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015

Civic Centre Total	Transactions including Kiosk
<b>£28,344,411.53</b>	<b>60,943</b>

**Payroll Data:**

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

	Monthly	Annually
Non Teaching/Teaching	<b>4,958</b>	<b>59,507</b>
Pensions	<b>4,908</b>	<b>58,893</b>



Appendix 2

Complaints Data:

Service	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Council Tax	115	86	109	104	125	118	277 (210 unfounded)	372 (292 unfounded)	540 (446 unfounded)
NNDR	3	4	2	0	2	1	7 (7 unfounded)	4 (4 unfounded)	21 (7 unfounded)
Pensions	14	24	7	9 (5 unfounded)	7 (4 unfounded)	7 (2 unfounded)	3 (2 unfounded)	4 (2 unfounded)	4 (1 unfounded)
Payroll	37	10	5	10 (6 unfounded)	9 (3 unfounded)	4	9 (2 unfounded)	5 (2 unfounded)	9 (7 unfounded)
Cashiers	0	0	0	0	0	0	0	0	0

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Report No.  
CSD15090

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** 9<sup>th</sup> July 2015

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

**Title:** WORK PROGRAMME 2015/16

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

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

**Ward:** N/A

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1. Reason for report

- 1.1 This report offers the Committee an opportunity to consider its work programme for 2015/16, including scheduled meetings and PDS working groups. The Committee now has nine meetings scheduled during 2015/16 – 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 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: £326,980
  5. Source of funding: 2015/16 revenue budget
- 

### Staff

1. Number of staff (current and additional): 8 posts (7.39fte)
  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 2015/16 is attached at [Appendix 1](#), along with draft lists of reports. 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 have been included in the programme and dates have now been confirmed with them.

#### 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).
- 3.5 A schedule of Sub-Committees and Working Groups across all PDS Committees is usually attached as Appendix 2 to this report. This will be reinstated for future meetings once this Committee and other PDS Committees have had an opportunity to consider which working groups are needed for 2015/16.

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

**COMMITTEE MEETING SCHEDULE 2015/165**

**Meeting 1: Thursday 14<sup>th</sup> May 2015**

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

**Meeting 2: Wednesday 3<sup>rd</sup> June 2015**

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

Monitoring Report: Section 106

Scrutiny of the Resources Portfolio Holder

**Meeting 3: Thursday 9<sup>th</sup> July 2015**

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

Bromley Youth Employment Project- Quarterly Monitoring

Monitoring Report: Revenues Service

Monitoring Report: Benefits Service

Monitoring Report: Exchequer Services

Monitoring Report: Customer Services

Scrutiny of the Chief Executive

**Meeting 4: Thursday 3<sup>rd</sup> September 2015**

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

Contracts Register (Resources and Corporate)

Bromley Youth Employment Project – Monitoring?

Scrutiny of the Leader

**Meeting 5: Thursday 8<sup>th</sup> October 2015**

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

**Meeting 6: Thursday 26<sup>th</sup> November 2015**

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

Bromley Youth Employment Project – Monitoring?

Scrutiny of the Resources Portfolio Holder

**Meeting 7: Wednesday 6<sup>th</sup> January 2016**

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

Contracts Register (Resources and Corporate)

Monitoring Report: Revenues Service

Monitoring Report: Benefits Service

Monitoring Report: Exchequer Services

Monitoring Report: Customer Services

Monitoring Report: IT Contract

Scrutiny of the Chief Executive

**Meeting 8: Wednesday 3<sup>rd</sup> February 2016**

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

Scrutiny of the Leader

**Meeting 9: Thursday 16<sup>th</sup> March 2016**

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

Annual PDS Report 2015/16

Bromley Youth Employment Project – Monitoring?