



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 23 December 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 **WEDNESDAY 6 JANUARY 2016**
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 the Chairman of this Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5pm on Tuesday 29th December 2015.

- 4 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING
HELD ON 26TH NOVEMBER 2015 (EXCLUDING EXEMPT ITEMS)**
(Pages 5 - 12)

5 MATTERS ARISING FROM PREVIOUS MEETINGS

(Pages 13 - 16)

6 FORWARD PLAN OF KEY DECISIONS

(Pages 17 - 22)

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 Tuesday 29th December 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 CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2015/16
(Pages 23 - 28)

b LAND REAR OF 4 - 22 LONGMEADOW CLOSE, WEST WICKHAM
(Pages 29 - 34)

West Wickham Ward

(See also the report in Part 2)

c GARAGE AT GODDINGTON PARK, GODDINGTON LANE, ORPINGTON
(Pages 35 - 38)

Orpington Ward

(See also the report in Part 2)

d FORMER PUBLIC TOILETS, BROMLEY HILL CEMETERY
(Pages 39 - 42)

HOLDING THE EXECUTIVE TO ACCOUNT

9 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS (Pages 43 - 46)

Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 13th January 2016.

10 SCRUTINY OF THE CHIEF EXECUTIVE

POLICY DEVELOPMENT AND OTHER ITEMS

11 CUSTOMER SERVICES MONITORING REPORT
(Pages 47 - 64)

12 EXCHEQUER SERVICE MONITORING REPORT
(Pages 65 - 84)

13 REVENUES SERVICE MONITORING REPORT
(Pages 85 - 104)

(Please note that there are pre-decision scrutiny recommendations in this report.)

14 BENEFITS SERVICE MONITORING REPORT
(Pages 105 - 126)

15 WORK PROGRAMME 2015/16
(Pages 127 - 132)

PART 2 AGENDA

16 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

17 EXEMPT MINUTES OF THE MEETING HELD ON 26TH NOVEMBER 2015 (Pages 133 - 136)

18 PRE-DECISION SCRUTINY OF EXEMPT RESOURCES PORTFOLIO HOLDER REPORTS

a LAND REAR OF 4 - 22 LONG MEADOW CLOSE, WEST WICKHAM (Pages 137 - 140)

West Wickham Ward

(See also the report in Part 1)

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

- | | |
|--|--|
| <p>b GARAGE AT GODDINGTON PARK,
GODDINGTON LANE, ORPINGTON (Pages
141 - 144)</p> <p>Orpington Ward</p> <p>(See also the report in Part 2)</p> | <p>Information relating to the
financial or business affairs
of any particular person
(including the authority
holding that information)</p> |
| <p>c BANBURY HOUSE, BUSHELL WAY,
CHISLEHURST (Pages 145 - 154)</p> <p>Chislehurst Ward</p> | <p>Information relating to the
financial or business affairs
of any particular person
(including the authority
holding that information)</p> |
| <p>d LAND ADJOINING PENGE CLINIC (Pages
155 - 158)</p> <p>Penge & Cator Ward</p> | <p>Information relating to the
financial or business affairs
of any particular person
(including the authority
holding that information)</p> |

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

EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 26 November 2015

Present:

Councillor Simon Fawthrop (Chairman)
Councillor Stephen Wells (Vice-Chairman)
Councillors Nicholas Bennett J.P., Ian Dunn, Nicky Dykes,
Judi Ellis, William Huntington-Thresher, David Livett,
Russell Mellor, Alexa Michael, Ian F. Payne and
Angela Wilkins

Also Present:

Councillor Graham Arthur, Councillor Julian Benington,
Councillor Stephen Carr, Councillor Richard Scoates and
Councillor Melanie Stevens

224 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillors Ellie Harmer, Keith Onslow and Tony Owen. Apologies for lateness were received from Councillor Russell Mellor.

225 DECLARATIONS OF INTEREST

Councillor Simon Fawthrop declared an interest as an employee of British Telecom, and as his wife was an employee of Bromley Adult Education College, as these were mentioned in the Executive's Budget Monitoring report.

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

No questions had been received.

227 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 8TH OCTOBER 2015 (EXCLUDING EXEMPT ITEMS)

RESOLVED that the minutes of the meeting held on 8th October 2015 (excluding exempt information) be confirmed.

228 MATTERS ARISING FROM PREVIOUS MEETINGS
Report CSD15129

The Committee considered matters arising from previous meetings.

Updates from the Renewal and Recreation PDS Committee meeting on 27th October 2015 and the Public Protection and Safety PDS Committee on 3rd November 2015 had been circulated – these are attached as Appendix B to these minutes.

The Chairman of the Education PDS Committee, Cllr Nicholas Bennett, reported on the following issues from his Committee which had met on 24th November 2015 –

- A new interim head of service was in place for the Youth Offending Service following the poor Ofsted report;
- GCSE results had improved in 2015;
- The outsourcing of Education services was not proceeding.

229 FORWARD PLAN OF PRIVATE AND KEY EXECUTIVE DECISIONS

The Committee noted the Forward Plan of key and private executive decisions as published on 3rd November 2015.

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

One question had been received from Councillor Ian Dunn. The question and reply are set out in Appendix 1 to these minutes.

231 SCRUTINY OF THE RESOURCES PORTFOLIO HOLDER

The Resources Portfolio Holder, Cllr Graham Arthur, addressed the Committee, beginning by highlighting some key issues concerning Council staff. He particularly praised the Registrars Service which generated income for the Council and where staff were innovative in improving their service, and also the Attendants Service for their support for Civic functions and major events such as the special Council and Executive meetings held the previous evening. It was important that the efforts of staff were recognised through the Bromley Stars awards and the Merit Payments scheme, and the Council's sickness levels were superior to other Councils and comparable with the private sector. The Council was leading the "Step Up to Social Work" scheme on behalf of six boroughs to train social workers, and twelve new Departmental Representatives were being trained to enhance consultation with staff. A transition manager had recently been appointed by the new IT Support contractor, and a new Contracts lawyer was in post.

The Portfolio holder mentioned other issues affecting his portfolio. On property management, options for repairing the external tiles at the Churchill Theatre were being considered. On the budget, only one portfolio was currently projected to be over budget, and interest income from property investment was rising. However, it was clear that the Council had to take advantage of the New Homes Bonus and move towards self-sufficiency. Lobbying of MPs was on-going for fairer treatment for the borough and the ring-fencing of education and health was leading to budget pressures in other services.

Responding to questions, the Portfolio Holder commented on the following issues –

- The ratio of permanent to agency social workers was improving.
- The 2% precept for social care announced by the Chancellor was in addition to any general increase in Council Tax that would be allowed. However the exact details were not known – it was anticipated that these would be provided in the local government budget settlement which would have to be announced by 17th December when Parliament adjourned.
- With the repairs to the exterior of the Churchill theatre, one of the options was cladding over the tiles, which would be cheaper than replacing them.
- A report was being produced on the Council's retail properties. Cllr Judi Ellis requested a list of vacant shops in her ward – she suggested that the Council could follow the example of Bromley College at its Orpington campus and let office space by the hour to local businesses.
- A Member stated that London's population was forecast to grow to around ten million by 2030, and the Council needed to plan for the increased pressure on services. The Portfolio Holder reminded Members of the "Bromley 2020" vision and suggested that it might be time to prepare a similar vision for 2030.

232 RESOURCES PORTFOLIO - PRE-DECISION SCRUTINY

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

232.1 TREASURY MANAGEMENT - PERFORMANCE Q2 2015/16 & MID-YEAR REVIEW

Report CSD15129

The report summarised treasury management activity during the quarter ended 30th September 2015 and the period 1st April 2015 to 30th September 2015. It also updated Members on the Council's investment with Heritable Bank and included a Mid-Year Review of the Treasury Management Strategy

Statement and Annual Investment Strategy. The report ensured that the Council was implementing best practice in accordance with the CIPFA Code of Practice for Treasury Management. Investments as at 30th September 2015 totalled £282.6m (excluding the balance of the Heritable investment) and there was no outstanding external borrowing. It was still anticipated that the Council would receive all of its investment back from Heritable Bank.

Cllr David Livett suggested that, in view of the difficulty in finding suitable investments, the range of investments considered should be extended to include all investment grade funds. The Director of Finance confirmed that this issue was reviewed every year and would be looked at again. Cllr Livett also asked whether the figures given in the report for external cash management were before fees. This would be confirmed.

RESOLVED that the report be noted and the Portfolio Holder and full Council be recommended to approve the changes to the 2015/16 prudential indicators as set out in Appendix B1 to the report.

233 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS
Report CSD15130

The Committee considered the following reports on the Part 1 agenda for the Executive's meeting on 2nd December 2015.

(5) Budget Monitoring 2015/16
Report FSD15071

The Committee considered the second budget monitoring report for 2015/16 based on general expenditure and activity levels up to the end of August 2015. The current projected outturn was a total net underspend of £2,052k. However, an overspend of £529k was projected for the Education Portfolio due mainly to the Adult Education Service, SEN Transport and the Youth Service. A Member suggested that with a large underspend expected on the Direct Schools Grant (DSG) more should be done to persuade the Schools Forum of the benefit of schemes such as Beacon House.

The Resources Portfolio Holder reported that in difficult and uncertain times it was important to make financial plans well in advance and to take savings early whenever possible. The Committee discussed the role of the Central Contingency in promoting good financial management – it was noted that it was proposed to move £6.5m from underspends and the Central Contingency into the Growth Fund, and some Members questioned whether the contingency should be reduced. Members were assured that the Prior Year Adjustments set out in paragraph 3.10 of the report were carried out in line with CIPFA guidance and did not constitute use of reserves to support revenue spending.

The Leader reported that he and other Executive Members were lobbying central government to secure the removal of ring-fencing restrictions. He was also working with Surrey County Council to explore new ways of working.

RESOLVED that the recommendations be supported.

(6) Capital Programme Monitoring – 2nd Quarter 2015/16
Report 15067

The report summarised the current position on capital expenditure and receipts following the second quarter of 2015/16 and sought approval for a revised Capital Programme.

RESOLVED that the recommendations be supported.

(7) Council Tax Support/Reduction
Report FSD15066

A public consultation exercise had been carried out on proposals for the Council Tax Support/Reduction scheme for 2015/16 – it was proposed that entitlement for working age claimants would be based on 75% of the household's Council Tax liability. The proposals needed to be approved by full Council by the end of January 2016.

The Committee considered whether claimants should be required to pay a higher proportion of their bills and discussed the impact of this. It was pointed out that there had been a reduction in working age claimants which would reduce the cost of the scheme. A Member suggested that the proposal should be reviewed in the light of the Chancellor's Autumn budget statement that week – taking into account the totality of the impact on claimants, and a supplementary paper would be circulated on this.

RESOLVED that the Executive be recommended to consider all options.

(12) Bromley Town Centre Public Realm Improvements Detailed Design
Report DRR15/103

The report presented outline designs for the next phase of the Bromley Town Centre Public Realm Improvement Scheme. Officers emphasised that the scheme took a holistic approach to the High Street and took into account future developments such as Site G, the new restaurants at Intu, the hotel at Bromley North and the Bromley South development.

The Committee scrutinised the need for revenue funding for the scheme which would be for an enhanced street cleaning regime. It was noted that there was potential for contributions from the BID Company, but only for work above the baseline. There was also the possibility of income generation from the proposed kiosks.

Committee members commented on the need to ensure that the scheme overcame the sterile impression given by the pedestrianised area once the shops were closed, and suggested that the consultants needed to give this

more thought. In particular, members mentioned achieving a more even spread of restaurants in the pedestrianised area and the importance of ensuring that the lighting aspect of the scheme was right, eliminating shadows and dark spaces wherever possible. A Member suggested that small office space, available in the evenings, would help. Some members commented that more time was needed to assess the success of the Bromley North Village improvements before the same principles were extended to the central part of the High Street. Members also commented on the need to ensure access for emergency vehicles, which would be accommodated in the design.

RESOLVED that the recommendations be supported subject to further scrutiny by Renewal and Recreation PDS Committee and to the expenditure being funded from the Growth Fund rather than the Investment Fund.

(13) Beckenham Public Realm Improvements
Report DRR15/104

Proposals for the Public Realm Improvements in Beckenham had been scrutinised by Renewal and Recreation PDS Committee on 27th October 2015. It was noted that the overall cost had risen to £4.679m reflecting the increased scope of the scheme.

Councillor Nicholas Bennett reminded Members that there had also been an aspiration to secure improvements for West Wickham High Street.

RESOLVED that the recommendations be supported.

234 BROMLEY YOUTH EMPLOYMENT PROJECT - PROGRESS UPDATE
Report ED15127

The Committee received a progress update on performance against the Bromley Youth Employment Project (Phase 2) Delivery Plan activities and outputs for the period July to September 2015. Since commencing the project, the majority of performance indicators had been met and in most cases exceeded. By the end of September 2015, 54 young people had been placed into contracted employment with, to date, only one young person dropping out within the first six months. Now into the second year of delivery, the Project was well on course to achieve the key outcome of one hundred placements into contracted employment over the two year life of the project.

Members noted that there had also been good progress on other key activities, notably working with Council departments, contractors and suppliers to develop job placements and developing work experience opportunities for Looked after Children. Another aspect of the Project was the programme of door knocking to contact young people who were not known to be in employment or training. It was confirmed that up to three visits were made, in addition to phone calls and correspondence, and cards were left where no

response was made. 156 doors had been knocked, and 45% had been answered.

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

235 WORK PROGRAMME 2015/16
Report CSD15131

The Committee noted its work programme for 2015/16. With regard to Appendix 2 to the report, it was noted that Cllr Nicholas Bennett had replaced Cllr Mary Cooke as chairman of the School Improvement Panel.

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

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

**The following summaries
refer to matters
involving exempt information**

237 EXEMPT MINUTES OF THE MEETING HELD ON 8TH OCTOBER 2015

The Committee confirmed the exempt minutes of the meeting held on 8th October 2015.

238 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS

The Committee scrutinised the following reports on the Executive's agenda for the meeting on 2nd December 2015 –

- (19) Residential Property Acquisitions
- (20) Investment Proposal
- (23) Award of Contract for Capital Works at Edgebury School
- (24) Biggin Hill Memorial Museum
- (25) Bromley North Village Improvements
- (26) Chislehurst library, Red Hill, Chislehurst

The Meeting ended at 10.00 pm

Chairman

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London Borough of Bromley

Report No.
CSD16007

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 6th January 2016

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

Title: MATTERS ARISING FROM PREVIOUS MEETINGS AND
UPDATES FROM OTHER PDS COMMITTEES

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 Appendix 1 to this report updates Members on matters arising from previous meetings which continue to be "live." Three matters are listed concerning the establishment of the Contracts Working Group, clarification of some Treasury Management figures and a request for information about vacant shops.
- 1.2 At its first meeting in the Council year, the Committee agreed that short written updates from PDS Chairmen covering key points only should in future be received alongside matters arising from previous meetings. None of the other PDS Committees has met since this Committee's last meeting on 26th November 2015.
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2. **RECOMMENDATIONS**

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

Corporate Policy

1. Policy Status:
 2. BBB Priority: Excellent Council
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Financial

1. Cost of proposal: No Cost:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £326,980
 5. Source of funding: 2015/16 Revenue Budget
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Staff

1. Number of staff (current and additional): 8 posts (7.27fte)
 2. If from existing staff resources, number of staff hours: Monitoring the Committee's matters arising takes a few hours between each meeting.
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Legal

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

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

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

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

Minute Number/ Title/Date	PDS Request	Update	Action By	Completion Date
174 Matters Arising – Contracts Working Group 9 th July 2015	Committee established a Contracts Working Group comprising Cllrs Wells, Fawthrop, William Huntington-Thresher, Onslow and Wilkins.	The Working Group has met 4 times. Next meetings are: 14 th January 2016 11 th February 2016 (date to be re-arranged) 8 th March 2016 19 th April 2016	Democratic Services Manager	May 2016
231 Scrutiny of the Resources Portfolio Holder – vacant shops 26 th November 2015	Cllr Ellis requested a list of vacant Council owned shops in her ward	Cllr Ellis was informed that there were only two vacant shops across the whole borough, both of which were in Cray Valley West ward: 85/87 Cotmandene Crescent 89 Cotmandene Crescent A review of the Council's retail properties is due to be considered by the Executive on 13 th January 2016.	Principal Valuer – Management	December 2015
232 Treasury Management – performance Q2 and Mid-Year Review 26 th November 2015	Cllr Livett requested confirmation of whether the figures for external cash management in the report were before fees.	It has been confirmed to Cllr Livett that external cash management performance figures in the report were gross (no adjustment for fees).	Principal Accountant	December 2015

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LONDON BOROUGH OF BROMLEY

FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 15th December 2015

PERIOD COVERED: 15th December 2015 – 30th April 2016

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 12th January 2016

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
COUNCIL						
COUNCIL TAX LEVEL 2016/17	Council	22 February 2016 Executive, PDS Committees, Business Community, and Local Residents	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
REVENUE BUDGET 2016/17	Council	22 February 2016 Executive, PDS Committees, Business Community, and Local Residents	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
CAPITAL PROGRAMME 2016/17 ONWARDS	Council	22 February 2016 Executive and Key Stakeholders	Meetings	Contact Officer: Martin Reeves Tel: 020 8313 4291 martin.reeves@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
ANNUAL INVESTMENT STRATEGY 2016/17	Council	22 February 2016 Executive and Executive and Resources PDS Committee	Meetings	Contact Officer: Martin Reeves Tel: 020 8313 4291 martin.reeves@bromley.gov.uk	<u>Public Meeting</u>	Report and relevant background documents
EXECUTIVE						
TEMPORARY ACCOMMODATION GATEWAY REVIEW	Executive	Not before 13 January 2016 Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Sara Bowrey Tel: 020 8313 4013 sara.bowrey@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
SUPPORTED LIVING SCHEME CONTRACT AWARD (THREE PROPERTIES)	Executive	13 January 2016 Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Colin Lusted Tel: 0208 461 7650 Colin.Lusted@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
HOUSING INFORMATION SYSTEMS	Executive	13 January 2016 Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Wendy Norman Tel: 020 8313 4212 Wendy.Norman@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
OUTCOME OF ADULT EDUCATION CONSULTATION	Executive	Not before 13 January 2016 Executive and Resources PDS Committee	Meeting	Contact Officer: Carol Arnfield Tel: 020 8461 8659 Carol.Arnfield@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
CRYSTAL PALACE PARK	Executive	13 January 2016 Executive and Resources PDS Committee	Meeting	Contact Officer: Colin Brand Tel: 0208 313 4107 colin.brand@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents

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?
INVESTMENT PROPERTY REVIEW - ESTATE SHOPS (FREEHOLD AND LEASEHOLD)	Executive	Not before 13 January 2016 Executive and Resources PDS Committee	Meeting	Contact Officer: Neil Thompson Tel: 020 8313 4603 neil.thompson@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
AWARD OF CONTRACT FOR CAPITAL WORKS AT ST GEORGE'S C.E. PRIMARY SCHOOL AND SCOTTS PARK PRIMARY SCHOOL	Executive	Not before 10 February 2016 Education PDS Committee (possibly) and Executive and Resources PDS Committee	Meetings	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
UPDATE ON BASIC NEED PROGRAMME INCLUDING S.106 CONTRIBUTIONS FOR EDUCATION	Executive	10 February 2016 Education PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
SUPPORTED LIVING SCHEME CONTRACT AWARD (FOUR PROPERTIES)	Executive	Not before 23 March 2016 Care Services PDS Committee and Executive and Resources PDS Committee	Meetings	Contact Officer: Andrew Royle Tel: 020 8461 7601 andrew.royle@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
DEMENTIA POST DIAGNOSIS SUPPORT SERVICE	Executive	Not before 23 March 2016 Executive and Resources PDS Committee	Meeting	Contact Officer: Andy Crawford Tel: 020 8461 7446 Andy.Crawford@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
CARE SERVICES PORTFOLIO						
EDUCATION PORTFOLIO						
ENVIRONMENT PORTFOLIO						
HIGHWAYS PLANNED MAINTENANCE PROGRAMME INCLUDING SURFACE TREATMENT OPTIONS	Portfolio Holder for Environment	Not before 02 February 2016 Environment PDS Committee	Meeting	Contact Officer: Garry Warner Tel: 020 8313 4929 garry.warner@bromley.gov.uk	<u>Public meeting</u>	Report and relevant background documents
PUBLIC PROTECTION AND SAFETY PORTFOLIO						

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?
RENEWAL AND RECREATION PORTFOLIO						
RESOURCES PORTFOLIO						
INSURANCE RENEWALS 2016/17 - AWARD OF CONTRACT	Portfolio Holder for Resources	Not before 16 March 2016 Executive and Resources PDS Committee	Meeting	Contact Officer: Martin Reeves Tel: 020 8313 4291 martin.reeves@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential

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

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

Report No.
FSD15073

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RESOURCES PORTFOLIO HOLDER

Date: For pre-decision scrutiny by the Executive & Resources PDS Committee on 6th January 2016

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

Title: CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2015/16

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

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 2nd December 2015, the Executive received the 2nd quarterly capital monitoring report for 2015/16 and agreed a revised Capital Programme for the four year period 2015/16 to 2018/19. This report highlights in paragraphs 3.1 to 3.4 changes agreed by the Executive in respect of the Capital Programme for the Resources Portfolio. The revised programme for this portfolio is set out in Appendix A, and detailed comments on scheme progress as at the end of the first half of 2015/16 are shown in Appendix B.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to note and confirm the changes agreed by the Executive in December 2015.

Corporate Policy

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

Financial

1. Cost of proposal: Reduction of £122k over the 4 years 2015/16 to 2018/19.
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £48.0m for the Resources Portfolio over four years 2015/16 to 2018/19
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
-

Staff

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

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Capital Monitoring – variations agreed by the Executive on 2nd December 2015

3.1 A revised Capital Programme was approved by the Executive in December, following a detailed monitoring exercise carried out after the 2nd quarter of 2015/16. The base position was the revised programme approved by the Executive on 15th July 2015, as amended by variations approved at subsequent Executive meetings. All changes on schemes in the Resources Programme are itemised in the table below and further details are included in paragraphs 3.2 to 3.4. The revised Programme for the Resources Portfolio is attached as Appendix A. Appendix B shows actual spend against budget at the end of the first half of 2015/16, together with detailed comments on individual schemes.

	2015/16	2016/17	2017/18	2018/19	TOTAL 2015/16 to 2018/19
	£000	£000	£000	£000	£000
Programme approved by Executive 15/07/15	26,325	15,500	30	30	41,885
Property Investment Fund (Executive 07/08/15)					
- additional acquisition (see para 3.2)	6,270	0	0	0	6,270
Approved Programme prior to Q2 Monitoring	32,595	15,500	30	30	48,155
<u>Variations approved by Executive 02/12/15</u>					
Property Investment Fund (see para 3.2)	-122	0	0	0	-122
Schemes rephased from 2015/16 into 2016/17 (see para 3.3)	-2,486	2,486	0	0	0
Total Amendment to the Capital Programme	-2,608	2,486	0	0	-122
Total Revised Resources Programme	29,987	17,986	30	30	48,033

3.2 Property Acquisitions – approval of additional properties

On 7th August 2015, the Executive agreed a further investment property acquisition at the cost of £6,270k which will be met by a revenue contribution from the Investment Fund.

Since the revised Resources Capital Programme was approved by Executive in December, several issues (related to tenants covenant, planning permission and repairs) have come to light during the due diligence process. Consequently, a decision was taken to withdraw the property acquisition and this will be removed from the programme in the next monitoring report.

3.3 Property Investment Fund (£122k reduction in 2015/16)

In December, the Executive was informed that the associated costs on the property acquisitions were lower than expected. This is mainly due to lower legal costs than expected on the acquisition of 145-153 High Street, 27 Holmesdale Road and Morrisons. The Executive approved a reduction of £122k in 2015/16 on the Property Investment Fund.

3.4 Schemes rephased from 2015/16 into later years

As part of the 2nd quarter monitoring exercise, £2,486k has been rephased from 2015/16 into 2016/17 to reflect revised estimates of when expenditure on Resources schemes is likely to be incurred. This has no overall impact on the total approved estimate for the capital programme. Further details and comments are provided in Appendix B.

Capital Expenditure – Rephasing in Q2 monitoring	2015/16 £000	2016/17 £000
Digital Print Strategy	-25	25
Former Chartwell Business Centre - improvement works	-11	11
Replacement of Storage Area Networks	-1,000	1,000
SharePoint Productivity Platform upgrade/replacement	-500	500
Upgrade of Core Network Hardware	-500	500
Windows Server 2003 replacement program	-450	450
Total Resources Programme rephasing	-2,486	2,486

Post-Completion Reports

3.5 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. After major slippage of expenditure in recent years, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme's non-financial objectives. Post-completion reports on the following schemes are currently due for the Resources Portfolio and will be reported in 2015/16.

- Former Chartwell Business Centre – improvement works
- Increasing Network Security
- Civic Centre Cabling Renewal

This quarterly report will monitor the future position and will highlight any further reports required.

4. POLICY IMPLICATIONS

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

5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 2nd December 2015. Changes agreed by the Executive for the Resources Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	Approved Capital Programme (Executive 15/07/15). Capital Q2 monitoring report (Executive 02/12/15).

Appendix A

RESOURCES PORTFOLIO - APPROVED CAPITAL PROGRAMME 02 DECEMBER 2015									
Code	Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.15	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Responsible Officer	Remarks
		£'000's	£'000's	£'000's	£'000's	£'000's	£'000's		
PROPERTY DIVISION									
939445	Former Chartwell Business Centre, Central Depot - improvement works	870	859	0	11	0	0	Cathy Pimm	Invest to Save (Executive £300k 20/7/11); £418k from planned maintenance in 11/12; addl funding £152k agreed by Executive 07/03/12 (Block Capital) Essential to maximise capital receipts Revenue savings (schemes to be worked up); £250k funded by Salix Approved by Executive 24/03/15 - met from Investment Fund Various High Street property acquisitions - met from Property Investment Fund and Capital Receipts
939320	Emergency Works on Surplus Sites	312	174	48	30	30	30	Heather Hosking	
917246	Carbon Management Programme (Invest to Save funding)	803	664	139	0	0	0	Alastair Ballie	
936408	Civic Centre for the Future	50	0	50	0	0	0	Cathy Pimm	
936407	Property Investment Fund	74,660	32,485	27,175	15,000	0	0	Marc Hume	
TOTAL - PROPERTY DIVISION		76,695	34,182	27,412	15,041	30	30		
RESOURCES DIRECTORATE									
936432	Financial systems upgrade/replacement of unsupported software	982	981	1	0	0	0	Neil Graham	Essential replacement to enable continued financial management Invest to Save - Multi-Functional Devices Invest to Save scheme - £142k agreed by Executive 01/09/10 Approved by Executive 16/06/10 Business continuity - need to keep data secure and accessible Upgrade of all desktops and laptops Essential replacement of switch (installed in 1999) and will not be maintained after 2015 Approved by Executive 11/02/15
936443	Server Virtualisation	300	286	14	0	0	0	Stuart Eley	
936444	Digital Print Strategy	125	75	25	25	0	0	Dave Starling	
936448	Upgrade of Core Network Hardware	1,050	421	129	500	0	0	Stuart Eley	
936451	Joint Web platform	240	235	5	0	0	0	Duncan Bridgewater	
936452	Performance Management/Children's Services - information technology	500	368	132	0	0	0	Kay Weiss	
936454	Replacement of Storage Area Networks	1,780	115	665	1,000	0	0	Stuart Eley	
936455	Rollout of Windows 7 and Office 2010	763	373	390	0	0	0	Stuart Eley	
936456	Replacement of MD110 telephone switch	760	507	253	0	0	0	Stuart Eley	
936457	SharePoint Productivity Platform upgrade/replacement	1,500	19	511	970	0	0	Stuart Eley	
936458	Windows Server 2003 replacement program	900	0	450	450	0	0	Stuart Eley	
TOTAL RESOURCES DIRECTORATE		8,900	3,380	2,575	2,945	0	0		
TOTAL RESOURCES PORTFOLIO		85,595	37,562	29,987	17,986	30	30		

Appendix B

RESOURCES PORTFOLIO - APPROVED CAPITAL PROGRAMME 02 DECEMBER 2015						
Code	Capital Scheme/Project	Actual to 31.03.15	Approved Estimate Jul 2015	Actual 23.11.15	Revised Estimate Dec 2015	Remarks
		£'000's	£'000's	£'000's	£'000's	
PROPERTY DIVISION						
939445	Former Chartwell Business Centre, Central Depot - improvement works	859	11	0	0	Latent defect appears to have been resolved, but situation is still being monitored. Rephased the remaining balance £11k into FY16/17
939320	Emergency Works on Surplus Sites	174	48	0	48	(Block Capital) Essential to maximise capital receipts. £18k was c/fwd from 14/15 to 15/16 as agreed by Executive 10/06/15 to prepare surplus sites for disposal.
917246	Carbon Management Programme (Invest to Save funding)	664	139	-96	139	Canteen lighting project has been commissioned. On the Multi-story car park lighting project, tenders were received in Q2 2015/16 and we aim to commission in Q4 2015/16
936408	Civic Centre for the Future	0	50	49	50	Approved by Executive 24/03/15. The Development Strategy has been completed.
936407	Property Investment Fund	32,485	21,027	20,790	27,175	Purchase to date cost £53.5m which includes the purchases of Old Christchurch and Tilgate. Pending invoices on other associated cost. The actual associated cost for 145-153 High St, 27 Homesdale Rd and Morrisons were lower than budget (mainly due to legal fee). Reduce the budget by £122k to reflect differences between actuals and budget (approved by Executive 02/12/15). Further acquisition was approved in Exe 07/08/15. Since the revised Resources Capital Programme approved by Executive 02/12/15, several issues related to tenants covenant, planning permission and repairs have come to light during the due diligence process and a decision was taken to withdraw the property acquisition. The budget will be adjusted in the next quarterly monitoring to reflect this.
TOTAL - PROPERTY DIVISION		34,182	21,275	20,743	27,412	
RESOURCES DIRECTORATE						
936432	Financial systems upgrade/replacement of unsupported software	981	1	2	1	Executive 15/07/15 approved £43k virement between Financial system upgrade and Window & rollout.
936443	Server Virtualisation	286	14	14	14	The POC (Proof of Concept) with Microsoft proved to be extremely useful and we have built new virtualization platform based on Hyper-V. The remaining balance £14k has been spent.
936444	Digital Print Strategy	75	50	0	25	This scheme relates to the implementation of Multi-Functional Devices. Rephased £25k from FY15/16 to FY16/17, align with the TFM proposals being considered, and to reflect when we anticipate the expenditure to occur.
936448	Upgrade of Core Network Hardware	421	629	-52	129	The additional hardware has been purchased and is being configured to meet the needs of London Public Service Network, Direct access, Citrix and reverse proxy application servers. Due to changes on service provider, we do not anticipate the project to be completed in this financial year and rephased £500k into FY16/17.
936451	Joint Web platform	235	5	2	5	The project is completed and final invoices are pending.
936452	Performance Management/Children's Services - information technology	368	132	-2	132	Work is currently in progress to quantify costs for a platform upgrade of the Children's Care First with OLM System Group, associated training for staff and refresh of LBB materials on the system.
936454	Replacement of Storage Area Networks	115	1,665	254	665	The major SAN replacement project was previously postponed due to conflicts with other major projects. We have proceeded with some parts of the project in preparation and that are required for the replacement Extranet and Hyper-V platform. We intend to spend £150k this year on hardware (14 servers). The SAN contract will be tender via framework and we anticipate £350k-£500k of work to be completed this year. Rephased £1m into FY16/17.
936455	Rollout of Windows 7 and Office 2010	373	390	205	390	Executive 15/07/15 approved £43k virement between Financial system upgrade and Window & rollout - Work is progressing and has been re-baselined. There has been a new plan for the rollout due to the problems experienced at other councils. We are at the final stage of the scheme and works should be completed in FY15/16. However we are holding back payment until the milestones has been achieved.
936456	Replacement of MD110 telephone switch	507	253	-43	253	Certain telephone lines will remain with Damovo until the gateway review of telephony circuits & minutes has been finalised. Works on the Lync voice recorder system, Anerley Business Centre and Yeoman House are completed. The scheme should be completed in this financial year, however due to change to specification and delay in achieving the milestone, we are holding the payment back.
936457	SharePoint Productivity Platform upgrade/replacement	19	1,011	10	511	Initial consultancy work has been awarded and is progressing well. We intend to fund a host to help with the project work. It is difficult at this stage to determine the likely expenditure in FY15/16 until the initial specification has been completed. We will have clearer picture in Qtr 3, however we do not anticipate the works to be completed in FY15/16 and rephased £500k into FY16/17.
936458	Windows Server 2003 replacement program	0	900	8	450	This scheme is linked with various other schemes including Replacement of Storage Area Networks and Upgrade of Core Network Hardware. There are around 230 servers that will be replaced/updated. Due to delays, it is unlikely that the work will be completed in FY15/16 and rephased £450k into FY16/17.
TOTAL RESOURCES DIRECTORATE		3,380	5,050	398	2,575	
TOTAL RESOURCES PORTFOLIO		37,562	26,325	21,141	29,987	

Report No.
DRR16/001

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RESOURCES PORTFOLIO HOLDER

Date: For Pre-decision scrutiny by the Executive and Resources Policy Development and Scrutiny Committee on Wednesday 6th January 2016

Decision Type: Non-Urgent Executive Non-Key

Title: LAND REAR OF NO'S 4-22 LONG MEADOW CLOSE, WEST WICKHAM

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

Chief Officer: Director of Regeneration & Transformation

Ward: West Wickham;

1. Reason for report

Members are asked to consider a request received from the residents of No's 2-22 Long Meadow Close, West Wickham, to purchase land at the rear of their properties, forming part Langley Park Golf Club, to create extensions to their current rear gardens.

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's views are requested whether to declare the parcels of land rear of Long Meadow Close, West Wickham, surplus to Council requirements to enable their sale to the neighbouring householders in Long Meadow Close.

Corporate Policy

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

Financial

1. Cost of proposal: A capital receipt would be generated (detailed in the Part 2 report)
 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:

At the time of writing, only one comment has been received, from Cllr Bennett, who supports the sale to the residents.

Any further comments received will be reported at the meeting.

3. COMMENTARY

- 3.1 The Council owns the freehold interest in Langley Park Golf Course. It is subject to a lease to Langley Park Golf Club Limited (LPGC) dated 1st March 1991, for a term of 50 years.
- 3.2 Ten property owners living in Long Meadow Close, West Wickham, which adjoins the golf course, have approached both LPGC and the Council, requesting to purchase land currently included in land demised to the LPGC.
- 3.3 The properties in Long Meadow Close were built in the late 1980's and comprise four bedroom detached houses, save for a pair of semi-detached properties. The properties currently have relatively small rear gardens, and the residents would like to purchase the land at the rear of their properties to provide extensions to their current gardens.
- 3.4 LPGC have considered the request, and determined that the land in question does not contribute to the operation of their golf course, and can therefore be surrendered from their lease, subject to the receipt of a payment from the Council.
- 3.5 Despite interest also shown by residents in Hayes Chase, West Wickham to purchase land at the rear of their properties also for use as garden extensions, LPGC have confirmed that, for the foreseeable future, they do not wish to pursue this interest further.
- 3.6 Due to the level of resource necessary to complete the surrender of these parcels of land from the demise of LPGC, and to subsequently complete the sale to the various residents, the Council suggested that LPGC reviewed all of its boundaries to determine whether any additional parcels of land might be offered to any other adjoining residents at the same time, but again, LPGC have advised that they only wish to pursue the interest shown by the residents of Long Meadow Close.
- 3.7 The Council proposed that, in order to retain a consistent straight boundary between the Long Meadow Close properties and LPGC (to assist identifying the boundary line and therefore any unauthorised encroachments in the future), a sale could only be considered if a uniform parcel of land was purchased along this boundary. The residents proceeded to identify which neighbours were interested in purchasing, based on a valuation prepared by the Council.
- 3.8 Plan 1 below illustrates the various parcels of land the residents wish to purchase. As can be seen, while the parcels of land form a reasonably uniform boundary, as the residents have been unable to agree to all purchase parcels of land of the same depth, there are two steps in the proposed new boundary.
- 3.9 The parcels of land are designated as Metropolitan Open Land, and on 17th November 2015 the residents obtained planning permission to enclose the parcels of land for use as residential curtilage. As a number of trees will need to be removed to create the garden extensions, a condition has been placed on the permission requiring details of a scheme for replacement trees to be planted within the LPGC site. The prospective purchasers would be responsible for complying with this and any other planning conditions.
- 3.10 Any sale would include a covenant preventing the construction of any buildings or structures on the parcels of land, and an additional covenant would be agreed whereby, in the event that the houses of the purchasers are rebuilt, or further extended to the north east, within the current curtilage, the Council would be entitled to a sum equal to 50% of the increase in value of the purchaser's house, should it be determined that without the additional parcels of land, the rebuild or extension would not have been permitted under either permitted development rights or planning permission.

3.11 It should be brought to Members' attention that, while Heads of Terms have been agreed (subject to obtaining the necessary authority), save for the cost of obtaining planning permission, there has not yet been any financial commitment from the residents. It is therefore possible that some residents might withdraw their interest as the matter progresses to exchange of contracts, which would not only result in a decrease in the capital receipt, but also leave an irregular boundary.

3.12 The residents will pay the Council's costs in the matter, and the professional costs incurred by LPGC in respect of the surrender of the parcels of land from their demise.

4. POLICY IMPLICATIONS

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

5. FINANCIAL IMPLICATIONS

5.1 A capital receipt would be achieved through the sale of this land to the residents.

5.2 The Council's costs and those of the LPGC will be recovered from the purchasers.

5.3 It should be noted that a covenant will be agreed that entitles the Council to receive a sum of 50% of the increase in value of the purchasers house should it be extended or rebuilt within the current curtilage as detailed in 3.10.

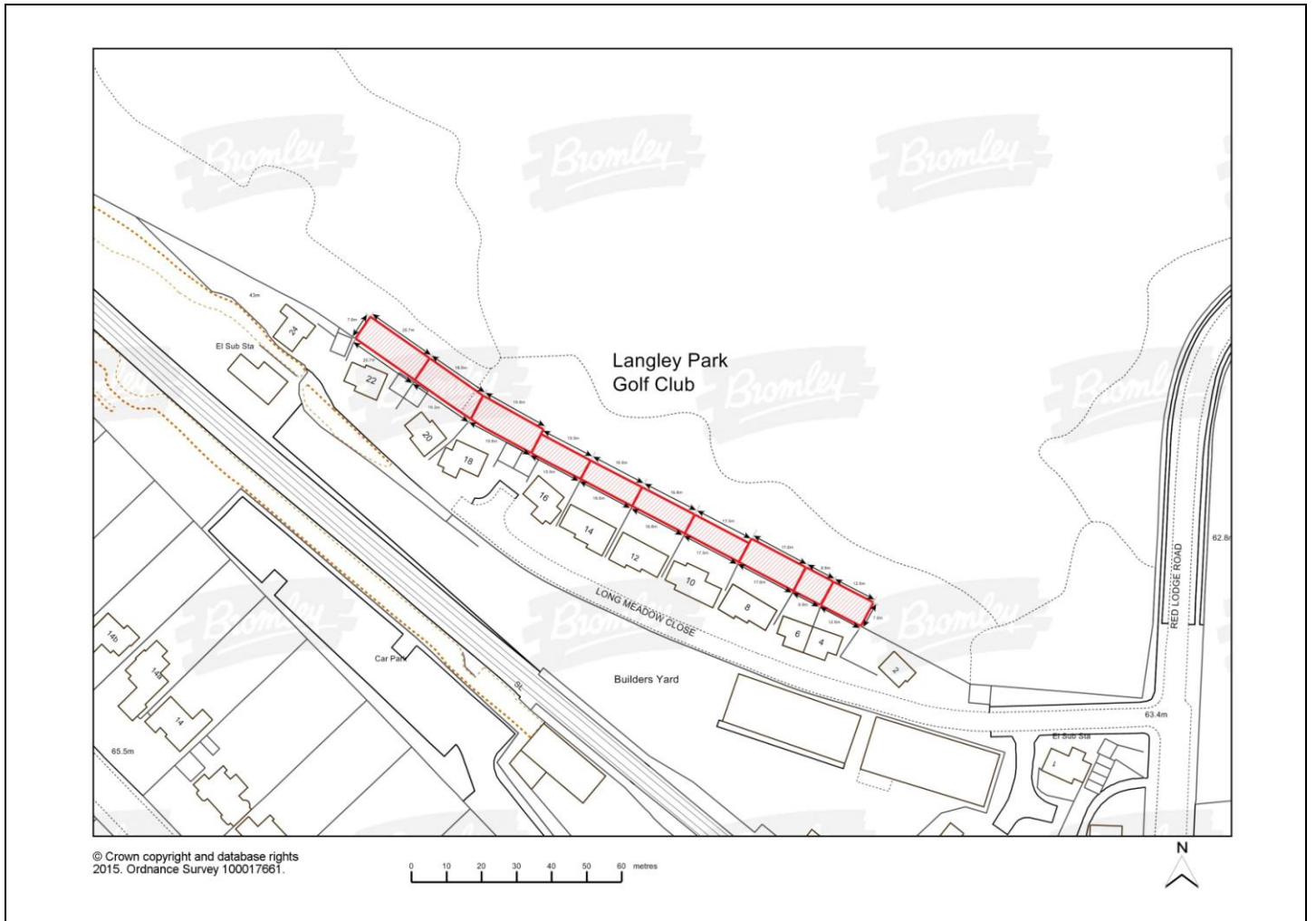
6. LEGAL IMPLICATIONS

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

Non-Applicable Sections:	3. PERSONNEL IMPLICATIONS
Background Documents: (Access via Contact Officer)	Grant of Planning Permission Notice, dated 17 th November 2015 Heads of Terms (LBB/LPGC) Heads of Terms (LBB/Long Meadow Close residents) Part 2 Report

Plan 1

Land Rear of Long Meadow Close, West Wickham



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Report No.
DRR16/004

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 6 January 2016

Decision Type: Non-Urgent Executive Non-Key

Title: GARAGE AT GODDINGTON PARK, GODDINGTON LANE, ORPINGTON

Contact Officer: Paul Cahalan, Valuer
Tel: 020 8313 4308 E-mail: Paul.Cahalan@bromley.gov.uk

Chief Officer: Director of Regeneration & Transformation

Ward: Orpington;

1. Reason for report

This report seeks authority to sell this property.

2. RECOMMENDATION(S)

2.1 The Executive and Resources Policy Development and Scrutiny Committee is requested to consider the proposed decision of the Resources Portfolio Holder and

2.2 The Resources Portfolio Holder is recommended to declare the garage at Goddington Park, Goddington Lane, Orpington surplus to Council requirements and to agree to it being sold to the owner of the adjacent property.

Corporate Policy

1. Policy Status: Existing Policy: Maximising the Council's assets
 2. BBB Priority: Excellent Council:
-

Financial

1. Cost of proposal: No Cost: The sale of this property will generate a capital receipt
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: £
 5. Source of funding:
-

Staff

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

Legal

1. Legal Requirement: Statutory Requirement: S123 of the 1972 Local Government Act
 2. Call-in: Applicable:
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The garage at Goddington Park in Orpington is of a brick construction, with a sloped, corrugated roof, and an up-and-over metal door. Its location can be seen on the attached map.
- 3.2 It was previously used by Orpington Football Club for storage purposes, but since they completed the refurbishment of the nearby pavilion building, and moved their equipment to that facility, it has been empty.
- 3.3 The owner of the Lodge at the park entrance has asked if the garage is for sale. His intention would be to block up the existing out-facing door and create a new opening at the other end so that he may access the garage directly from his own property.
- 3.4 An enquiry was previously received from Orpington Parkrun, who wanted to use the garage for storage purposes, but at the time Orpington FC still had some items inside.
- 3.5 Apart from the Lodge, the garage is not overlooked by nearby properties, and is vulnerable to vandalism. The up-and-over door has been broken, but this has now been secured to prevent unauthorized access.
- 3.6 The Council has no other use for this building and it is anticipated that it will continue to be at risk from vandalism while it remains unused.
- 3.7 It is recommended that the garage be declared surplus and sold to the owner of the Lodge.

4. POLICY IMPLICATIONS

- 4.1 The Council's aims include being an authority which manages its assets well.

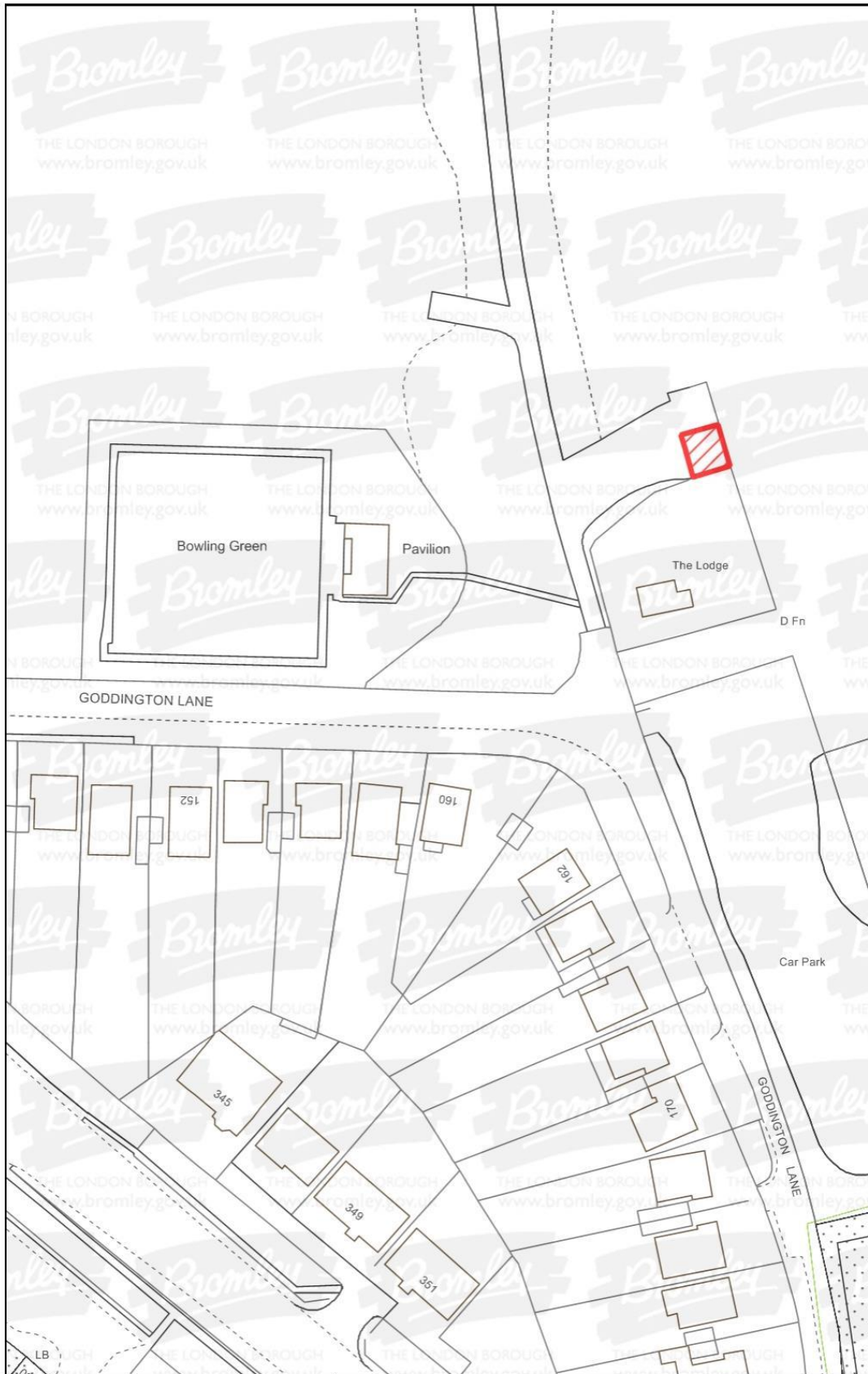
5. FINANCIAL IMPLICATIONS

- 5.1 The sale of this property will generate a capital receipt.

6. LEGAL IMPLICATIONS

- 6.1 If the property is sold, S123 of the 1972 Local Government Act will apply. This requires a local authority to secure the best consideration reasonably obtainable when disposing of land (other than on a lease of 7 years or less) unless it has the benefit of an express or general consent of the Secretary of State.

Non-Applicable Sections:	Personnel Implications
Background Documents: (Access via Contact Officer)	Part 2 report



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2015. Ordnance Survey 100017661.

0 10 20 30 40 50 60 metres



Report No.
DRR16/006

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 6 January 2016

Decision Type: Non-Urgent Executive Non-Key

Title: FORMER PUBLIC TOILETS, BROMLEY HILL CEMETERY

Contact Officer: Paul Cahalan, Valuer
Tel: 020 8313 4308 E-mail: Paul.Cahalan@bromley.gov.uk

Chief Officer: Director of Regeneration & Transformation

Ward:

1. Reason for report

The report seeks authority to sell this property

2. **RECOMMENDATION(S)**

2.1 The Executive and Resources Policy Development and Scrutiny Committee is requested to consider the proposed decision of the Resources Portfolio Holder and

2.2 The Resources Portfolio Holder is recommended to declare the former public toilets at Bromley Hill Cemetery, Bromley Hill, Bromley surplus to Council requirements and to agree to them being sold to the adjacent residents.

Corporate Policy

1. Policy Status: Existing Policy: Maximising the Council's assets
 2. BBB Priority: Excellent Council:
-

Financial

1. Cost of proposal: Generation of a capital receipt from the sale of the property.
 2. Ongoing costs: Recurring Cost: Annual saving of £270
 3. Budget head/performance centre: Repairs and maintenance – unplanned
 4. Total current budget for this head: £18,980
 5. Source of funding: Existing revenue budget 2015/16
-

Staff

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

Legal

1. Legal Requirement: Statutory Requirement: S123 of the 1972 Local Government Act
 2. Call-in: Applicable:
-

Customer Impact

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

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable The site is not within the borough.
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 The London Borough of Bromley sold The Lodge at Bromley Hill Cemetery in 1994. The property is not connected to the mains sewer, and so utilises a cesspool which is located beneath the cemetery. The public toilets (hatched red on the attached map) situated close to the Lodge also discharge into the cesspool.
- 3.2 The Transfer Deed for the sale required the Council to empty, cleanse, repair and maintain the cesspool, and the pipes connecting it to the Lodge and public toilets. The owners of the Lodge were to be responsible for 25% of the cost of this work.
- 3.3 A few years later the public toilets were closed, and so an approach was made to the owners of the Lodge with a view to updating the Transfer such that they would assume full responsibility for the cesspool and the associated costs.
- 3.4 The owners were amenable to this, but sought confirmation that they were now the only party using the cesspool. In particular, they queried whether the surface water drains within the cemetery also used this facility. Records were checked, but unfortunately nothing could be found to verify the position. A cctv survey was considered, but at around £900, when compared with the sum required to empty the cesspool - approximately £360 based upon two visits per year – was postponed while talks continued.
- 3.5 The owners of the Lodge were prepared to organise the survey themselves, but before doing so, enquired whether the Council would be willing to sell them the former public toilets.
- 3.6 The Assistant Director of Street Scene and Greenspace was informed of this request and confirmed his approval.
- 3.7 It is therefore recommended that the former public toilets be declared surplus, and that negotiations then take place with the owners of the Lodge for their sale. Such a transaction would occur at the same time as the amendment to the Transfer Deed in respect of the cesspool.

4. POLICY IMPLICATIONS

- 4.1 The Council's aims include being an authority which manages its assets well.

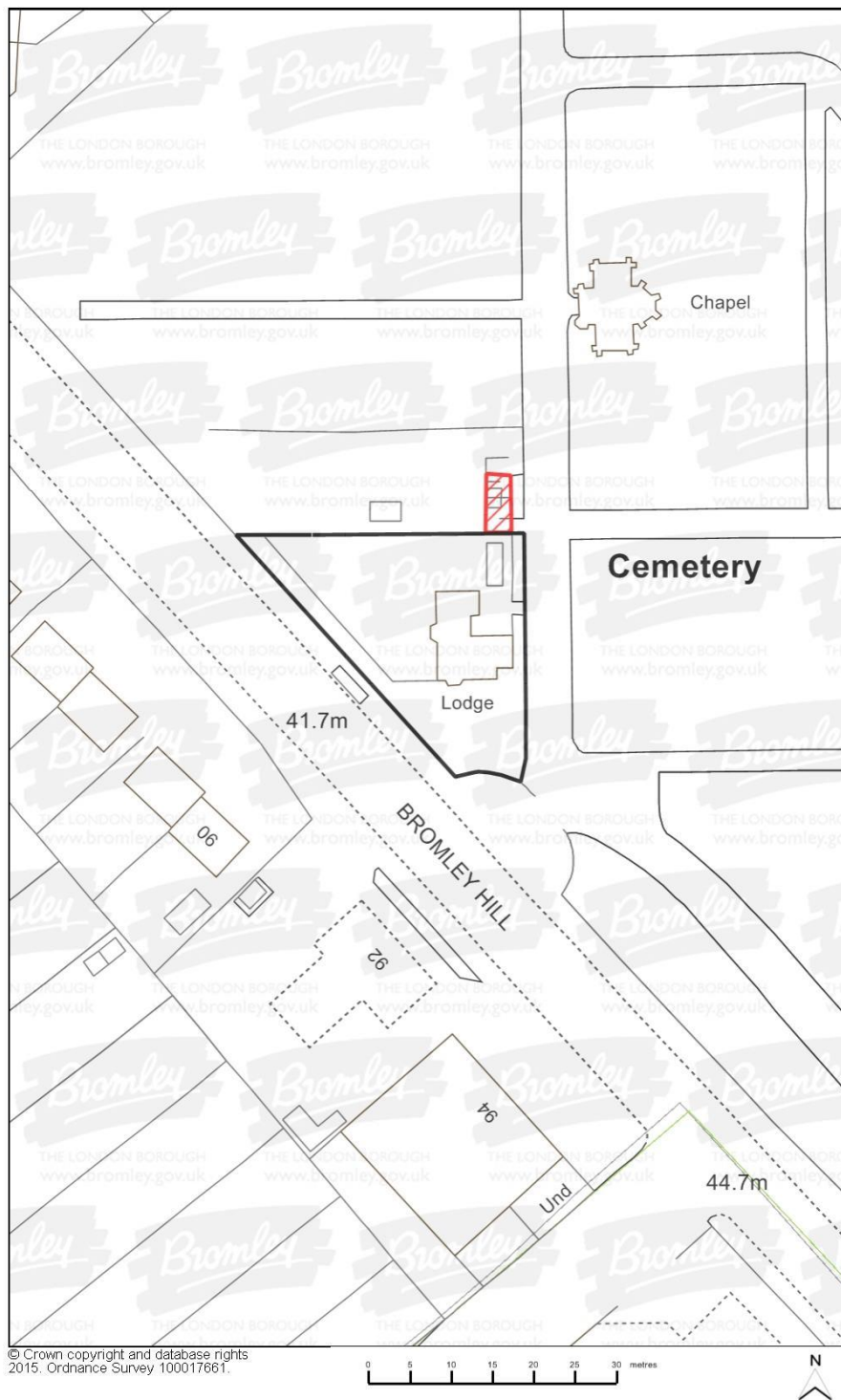
5. FINANCIAL IMPLICATIONS

- 5.1 The sale of the property will generate a capital receipt.
- 5.2 The Council will no longer be responsible for emptying the cesspool, thereby saving approximately £270 per year.

6. LEGAL IMPLICATIONS

- 6.1 If the property is sold, S123 of the 1972 Local Government Act will apply. This requires a local authority to secure the best consideration reasonably obtainable when disposing of land (other than on a lease of 7 years or less) unless it has the benefit of an express or general consent of the Secretary of State.

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



Report No.
CSD16008

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 6th January 2016

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

Title: PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 This report draws the Committee's attention to reports on the draft agenda for the next meeting of the Executive on 13th January 2016. 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 (7.27 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 13th January 2016 to enable the Committee to prioritise which reports should be scrutinised. At the time of writing, this is the draft list of expected reports but it is likely that list may be changed before the agenda is published on Wednesday 23rd December 2015.

Part 1

Draft Budget 2016/17 1 2
Public Health Gateway Review 3
Temporary Accommodation Gateway Review 3
Housing Information Systems 3
Local Green Space 4
Revisions to the Statement of Community Involvement 4
Local Development Scheme 2015/17 4

Part 2

Housing Information Systems 2 3
Investment Property Review – Estate Shops 1 2
Extension of Exchequer Services Contract 1 2
Crystal Palace Park – Regeneration Plan 2

Key –

- 1 Reports recommended for pre-decision scrutiny by this PDS Cttee;
- 2 Reports which are key or private decisions;
- 3 Reports scrutinised at Care Services PDS Cttee on 12th January 2016
- 4 Reports referred from Development Control Committee on 10th December 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.

Non-Applicable Sections:	Policy/Finance/Legal/Personnel
Background Documents: (Access via Contact Officer)	Forward Plan as published 15 th December 2015

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Report No.
CSD16006

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 6 January 2016

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

Title: CUSTOMER SERVICES MONITORING REPORT

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

Chief Officer: Director of Corporate Services

Ward: (All Wards);

1. Reason for report

This report provides information on the performance of the Customer Service Contract provided by Liberata for the period 1 June 2015 to 30 November 2015. A letter from the Contract Director for Liberata, Amanda Inwood-Field provides her update on each individual element and is attached in Appendix 1.

2. **RECOMMENDATION(S)**

The Committee is requested to note and comment on the information contained within the report and the letter provided by Liberata (appendix 1)

The Committee is requested to confirm whether it would like a further report on proposals to identify possible further savings by becoming digital by default on areas where a self-service alternative exists for customers to access services, as detailed in para 3.8

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: Customer Services (437000)
 4. Total current budget for this head: £836,000
 5. Source of funding:
-

Staff

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

Legal

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

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
115,000 visitors, 700,000 phone calls, 30,000 e-mails and 3,800,000 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

The Head of Customer Service monitors the contract with Liberata against the set Key Performance Indicators in appendix 2.

Overall performance of the contract was affected by the changes to the domestic waste collection service in June. As a result, there was an impact on service levels by significantly increased contact volumes throughout July and August.

3.1 Web Site and Bromley Knowledge

The table below shows the volumes of web site activity

	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
Total visits	309,992	314,492	298,871	307,708	309,392	288,191
Pages viewed	1,208,872	1,301,997	1,148,407	1,200,649	1,164,648	1,064,547
From desktop	158,373	160,699	143,130	156,178	152,867	145,009
From mobile	94,143	99,015	101,176	99,745	105,430	96,754
From tablet	51,476	54,778	54,565	51,785	51,095	46,428
% non-desktop	47.0%	48.9%	52.1%	49.2%	50.6%	49.7%
Forms completed	7,376	10,981	8,657	8,848	6,517	6,045

The increased volumes of completed web forms in July, August and September can be attributed to customers reporting missed waste collections.

3.2 Bromley Knowledge

Title	Measure	Monitoring Frequency	Reporting Frequency	Target	Performance
Critical Updates	% completed within 1 working hour	Daily	Monthly	100% within 1 working hour	99.84%*
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	90%**
Regular Updates	% completed within 5 working days	Daily	Monthly	100% within 5 working days	100%

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

E Form Development

Month	New Form Requests	Total Requests
June	5	15
July	7	69
August	5	34
September	4	81
October	3	70
November	3	92

Web Content Requests

Request	JUN	JUL	AUG	SEP	OCT	NOV
Web Page Update	60	76	57	69	61	57
Online Form creation/amendments	9	8	13	7	8	5
Online Payment integration	0	0	0	0	0	0
News Item	6	3	1	4	2	9
Press Release	9	6	4	12	11	17
Carousel Item	2	5	3	2	4	7
Friendly URL Creation	1	1	2	0	4	1
Social Media item	15	3	6	13	8	16
Event promotion	14	19	12	26	35	14
Other	2	20	7	9	9	7
Total	118	141	105	152	142	133

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

* One work request where content update missed target by 2 days, although the work was delivered within the request date for publication.

** Only two 2 meetings, in the month of July, however 1 target missed due to clients availability. As the number of meetings is low any missed targets have a disproportionate impact on the target.

3.3 Contact Centre

The Contact Centre achieved overall performance of 57% over the reporting period against a target of 50%. July and August were extremely challenging months, as call volumes increased significantly because of the changes made to waste collections from 29 June. Despite the deployment of additional staff by Liberata, the service was unable to cope with the increased volume.

	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
Offered	17,606	24,854	15,326	15,818	14,096	13,245
Answered	15,196	17,450	13,143	14,876	13,306	12,224
% of Calls Answered	86.3%	70.2%	85.8%	94.0%	94.4%	92.3%
Abandoned	2,410	7,404	2,183	942	790	1,021
Answered in SL	9,569	4,124	6,486	10,615	10,006	7,966
SL Target	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%
% of Calls Ans. in 60 sec.	63.0%	23.6%	49.3%	71.4%	75.2%	65.2%
Wait Time (secs)	100	337	161	66	55	91
Talk Time (secs)	243	277	279	255	253	263

E-mail volumes peaked across the same period as phone calls and Liberata have implemented processes to measure volumes that take more than 5 days to process.

	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
Emails processed	1,974	2,163	1,803	1,705	1,260	1,581
Emails processed in more than 5 days				88	1	0
% Emails processed in more than 5 days				5.2%	0.1%	0

Liberata has prepared a detailed review report to the Customer Focus Group on lessons learnt on the changes to the waste collection service, which affected a significant proportion of the borough. A number of recommendations were made to mitigate impact of future service changes, all of which have been taken forward.

3.4 Out of Hours Contact Centre

The out of hours emergency contact centre achieved an overall performance of 84% for general council emergencies and 75% for noise emergencies, against a target of 80%.

		Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
OOH (Council)	Offered	964	1,112	1,108	507	512	625
OOH (Council)	% of Calls Ans. in 30 sec	91.8%	96.0%	85.3%	75%	80.0%	76.0%
OOH (Noise)	Offered	130	200	172	214	139	120
OOH (Noise)	% of Calls Ans. in 30 sec	76.0%	76.0%	77.0%	77.0%	70.0%	74.0%

3.5 Reception

Reception achieved overall performance of 69% over the reporting period against a target of 80%. As a result of this shortfall, Liberata have reviewed the service and deployed a number of improvements and performance has now recovered.

	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
Footfall	1,841	1,827	1,572	2,234	2,236	1,573
80% in 5 Minutes	82.4%	71.5%	73.0%	56.2%	66.9%	67.3%

3.6 Customer Satisfaction Surveys

Liberata are required to survey a random sample of customers, and achieve a return of 90% or more of customers of being satisfied or very satisfied with the service, and 10% or less being dissatisfied or very dissatisfied.

Generally negative feedback refers to service team performance in resolving the problem, rather than the initial part of the transaction with Customer Services. This information is being collated and shared with services, to help inform improvements.

	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
Satisfied/Very Satisfied		87.0%	41.7%	45.4%	60.0%	55.6%
Dissatisfied/Very Dissat.		6.5%	40.4%	34.6%	26.6%	26.7%

3.7 Complaints and Compliments

The total number of complaints received throughout the period was 6 and there were 8 compliments.

		Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
Compliments	Compliments	0	0	4	2	2	0

The 6 complaints were about switchboard voice recognition, service requests, the outsourcing of the service and general complaints about staff.

		Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
Complaints	Email Delay	0	0	0	0	0	0
Complaints	Opening hours	0	0	0	0	0	0
Complaints	Service Issue	0	0	0	0	0	0
Complaints	Service Issue / CSC	0	0	0	0	0	0
Complaints	Contact Centre	0	0	0	0	2	0
Complaints	OOH Service	0	0	0	0	0	0
Complaints	Service of CSC	3	0	1	0	0	0

3.8 My Bromley Account

The table below shows the numbers of customers who have registered for a MyBromley Account, over the period of this report:

June	July	August	September	October	November	Total
1058	1311	1262	1106	1126	1041	6904

The total registered accounts since go-live (April 2015) is **14,314**.

Currently customers can view their Council Tax account on-line, which includes viewing their last payment and future demand, register for alerts from the Council, save their personal details to make completing on-line forms easier, as well as viewing their completed forms. This is known as personalisation.

Personalisation is known to appeal to customers and attracts them to use on-line options more frequently. It is also relatively low cost to achieve.

We are continuing to add new services and information including the following;

Personalised waste collection information and street cleaning schedules
Location of protected trees, conservation areas and listed buildings
Interactive maps showing gritting routes, salt bins and the location of 'snow friends' and other friends groups
Interactive maps showing local childminders and pre-school services
Map driven Polling Station look-up

MyBromley Account holders have been surveyed to understand what services they would like to see added to the portal. A summary of their feedback appears in appendix 3.

The areas highlighted include:

'Find my Nearest' which provides information drawn from other sources, such as the NHS – location of dentists/doctors/pharmacies etc.

'Single sign on' that allows customers to sign in to their Library Account via the MyBromley Account, and vice-versa

Displaying the accounts holders allocated polling station at appropriate points in the electoral calendar

Providing account holders with information and contact details of their local councillors.

Delivering alerts and news feeds into the account holders' home page

Additionally, Liberata have proposed the deployment of a 'Capita Connect' product will enable a fully integrated, digital Revenues and Benefits system. This is, however, subject to successful contract extension negotiations with Liberata, which are considered in report FSD16004.

Subject to successful contract extension negotiations, Liberata have suggested a number of channel shift efficiencies, utilising MyBromley Account for Council Tax and Benefit enquiries. Liberata will then drive customers to registering and using their MyBromley Account to answer queries such as:

Council tax account number queries

Previous payments

Single Person Discount Applications/changes in circumstances

Moving house

Council Tax balance enquiries

Setting up and amending direct debits

Benefit claims, tracking progress and change of circumstances

This digital by default approach, has been successfully deployed by Liberata at other contract sites, and resulted in cost reductions, whilst maximising the investment made in self-service alternatives and improving customer satisfaction. This is achieved by actively encouraging those who are able, to self-serve and preserves and protects traditional support for the vulnerable customers who need it. The North Somerset contract for Liberata now delivers 80% of Revenues & Benefits transactions via self-service. This is being considered in report FSD16004. We could make further efficiencies, in addition to this proposal from Liberata, and potentially reduce contract costs in the longer term, by adopting a digital by default position on a number of high volume enquiry types, in addition to Revenues and Benefits.

This supports central government's policy on universal credit.

The table in Appendix 4 shows the key enquiry types handled by Customer Services, and highlights those where a self-service alternative already exists.

However, it is recognised that this is a policy decision for Members to make, and subject to approval, a report could be brought to the group for consideration.

Further MyBromley Account publicity campaigns are planned throughout January and February, ahead of annual billing.

Feedback from the recent public budget consultation is being analysed and categorised, where the public were asked what services they liked about our on-line services and would like to see developed and brought on-line.

3.9 Healthchecks

The output from the review work carried out by Liberata known as Healthchecks, will now deliver a minimum annual repayment of £90K to the invest to save fund used for the contract set up costs, portal design, build and support.

Work is ongoing in some areas to finalise feasibility of the final suggestions, and there may be one or two further projects as a result.

4. POLICY IMPLICATIONS

None

5. FINANCIAL IMPLICATIONS

5.1 The table below provides a summary of the savings achieved to date as part of the Invest to Save scheme.

Customer Services Invest to Save Repayments

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2015/16	2016/17	2017/18	2018/19	2019/20	
	£'000	£'000	£'000	£'000	£'000	
Adult Social Care	10	27	27	27	27	
Registrars	11	13	13	13	13	
Housing	30	50	50	50	50	
	51	90	90	90	90	
Contribution to revenue pressures	-11	-12	-12	-12	-12	
Net repayment to Invest to Save	40	78	78	78	78	352

5.2 As can be seen, full year savings of £90k per annum have been identified to date. This allows the initial investment of £330k, plus 2% interest per annum, to be repaid within 5 years, whilst also contributing £12k per annum towards revenue budget pressure within Customer Services.

6. LEGAL IMPLICATIONS

None

7. PERSONNEL IMPLICATIONS

None

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

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

Date: 7th December 2015

Our Ref: AIF/TB

Dear Mark,

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

This summary covers performance for the period 1st June 2015 to 30th November 2015.

The Corporate Contact Centre performed well in the period June to November 2015 with an overall service level of 57% of calls answered in 60 seconds against a target of 50%, with some 85% of calls being answered in total. July and August proved to be very challenging months when service level fell below target with the Contact Centre receiving an unprecedented number of calls, the largest proportion of customers calling as a result of changes made to the waste collection rounds. Liberata deployed more resources to help deal with the increase in calls, answering nearly 3,000 more than July 2014, but the team were still unable to cope with the demand.

By the end of the November 12 service lines including the switchboard had been trained to our staff in the Barrow Shared Service Centre (SSC). This has provided the service with a lot of resiliency while also meeting our commitments to reduce costs as agreed in the Baseline Review. By the end of November the SSC team were answering 46% and 83% of corporate and switchboard calls respectively, and are delivering the services along with their colleagues in Bromley to a high standard.

As a result of not achieving performance levels in our face-to-face team Liberata have carried out a full review of how we deliver the service. Following this, a number of improvements were put forward in a paper to LBB in October, with many of those initiatives being implemented during November – these changes reaped immediate improvements for our customers and we evidenced a big improvement in service level performance.

We have continued to work closely with our out-of-hours partner, and they continue to deliver a good service.

The Council website continues to perform well with new forms and functionality being added. While the number of visitors peaked in July and August, due mainly to customers looking for information about their waste collection rounds after being changed, the numbers have since returned to normal averaging approximately 300k visits per month.

New forms are being added as service areas look to improve their website presence, on average there are 6k – 7k forms submitted by customers every month.

The MyBromley Account went live in April to coincide with annual billing and in the 6 months to November almost 15,000 residents have registered for an account and to view their council tax online. The next 6 months should see a number of further developments to the MyBromley Account, with more personalised content based on the customers' postcode ie waste collections, street cleaning schedules, gritting route information, locations of tree preservation orders, conservation areas and Listed Buildings all being added to the list of services available for registered and un-registered customers.

Liberata also carried out a short survey, sent to all registered users of the portal in November 2015, which returned over 150 responses to questions about the registration process, which services they accessed and what future developments they would like to see included.

The programme of healthchecks are completed, however smaller additional pieces of work are still being pursued from some of the earlier recommendations, including the possibility of transferring Planning related calls to the CSC.

Work also continues on a number of channel shift projects to help reduce traditional contact methods, including changes to IVR messaging to Parking and developing an online booking system for Registrars.

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

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

	Measure	Definition		Target
1	Call Management	Number of calls answered by the agents within the specified timescales compared to total number of calls received		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
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
4	Switchboard Management	% of calls bailed to operator or requesting operator 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%

Appendix 3

Summary of feedback from My Bromley Account holders

The survey, sent to all registered users of the portal in November 2015, returned over 150 responses to questions about the registration process, which services they accessed and what future developments they would like to see included.

The pre-launch campaign and annual billing campaign appear to have been very successful with over 65% registering during this time period. More importantly, over 80% found the registration process easy or very easy.

Between 25 – 50% of respondents wanted to see the further developments listed above, with e-billing and e-reminders for council tax being the most popular, followed by single sign on and maps to 'find my nearest' close behind. The only exception was for the portal to have a dedicated business area, however as the survey was not targeted at business users, this may explain the low percentage.

The survey also asked for some demographic information, to ensure that we not only had a cross section of the public, but also to develop marketing campaigns if one group was under represented. From the results the age bands represented follows a traditional Bell curve with every age group represented with the 46 – 55 age band returning the most surveys. Male respondents did however outnumber female respondents 54% vs 32% with 14% preferring not to answer.

How long have you been registered on the MBA

Less than one month	5.00%
One month	5.00%
Two months	7.86%
Three months	8.57%
Four months	7.86%
Five months	18.57%
More than six months	46.43%
No answer	0.71%

How easy was the registration process?

Very easy	25.36%
Easy	56.52%
Difficult	9.42%
Very difficult)	7.97%

Which of the following online service developments would you like to see given a priority?

Allowing access to other Council online accounts	34.35%
Providing interactive maps with the location of local information, facilities, amenities, services and service providers.	37.40%
E-billing and e-reminders for council tax	48.09%
Listing services based on the users postcode e.g. late night pharmacies, walk in health clinic, late opening library etc.	43.51%
Providing an area for business customers to register	6.11%
Ability to print tip permits at home	25.19%
Online consultations, giving feedback on major planning or budget setting consultations as examples	24.43%

Electoral registration services (Voter registration, requesting postal votes)	37.40%
Service alerts and notifications e.g. weather alerts, service changes and updates, service reminders, local events, job vacancies etc.	35.11%

Appendix 4 Customer Communication – Channel Access

Table Summary

Phone	Telephony calls via the contact centre
Emails	received via customerservices@bromley.gov.uk address
Web	received via the Bromley.gov.uk website
F2F	Face to face customers managed via the reception
VR	Voice recognition, automated telephony system

Blue Badges	Phone	Email	Web	F2F	VR
Blue Badge Applications	✓	✓	DEV	✓	X
Blue Badge Renewals	✓	✓	DEV	✓	X
Education	Phone	Email	Web	F2F	VR
School Place Application	✓	✓	✓	✓	X
Free School Meals	✓	✓	✓	✓	X
Electoral	Phone	Email	Web	F2F	VR
Register to Vote	✓	✓	✓	✓	X
Opt in or out of the open register	✓	✓	✓	✓	X
Amend details on the Electoral Register	✓	✓	X	✓	X
Requests for Postal Votes	✓	✓	X	✓	X
Freedom Passes	Phone	Email	Web	F2F	VR
Freedom Pass Request	✓	✓	✓	✓	X
Freedom Pass Renewal	✓	✓	✓	✓	X
Lost or Stolen Freedom Pass	✓	✓	DEV	✓	X
Parking	Phone	Email	Web	F2F	VR
Enforcement Request	✓	✓	✓	✓	X
PCN Appeal	✓	✓	✓	✓	X
Suspension / Dispensation Request	✓	✓	✓	✓	X
Permit Application	✓	✓	✓	✓	X
Visitor Voucher Request	✓	✓	✓	✓	X
Permit Renewal	✓	✓	✓	✓	X
Permit Refunds	✓	✓	X	✓	X
Checking Parking Restriction	✓	✓	✓	✓	X
Amending Registration Details on Permit	✓	✓	X	✓	X
Public Protection	Phone	Email	Web	F2F	VR
Food	Phone	Email	Web	F2F	VR
Food Consumer Advice	✓	✓	✓	✓	X
Food Complaint	✓	✓	✓	✓	X
Food Hygiene	✓	✓	✓	✓	X
Suspected Food Poisoning	✓	✓	✓	✓	X
Food Trader Advice	✓	✓	✓	✓	X
Food Suspected Outbreak	✓	✓	✓	✓	X
Food Proposed Food Premises	✓	✓	✓	✓	X
Health & Safety	Phone	Email	Web	F2F	VR
Health & Safety Advice	✓	✓	X	✓	X
Health & Safety Complaints	✓	✓	X	✓	X
Fatal Accident MOP in a work place	✓	✓	X	✓	X
Fatal Accident to Employee	✓	✓	X	✓	X
Public Reportable Injuries	✓	✓	X	✓	X
Smoke Free	✓	✓	X	✓	X
Licensing Complaint	✓	✓	X	✓	X

Noise	Phone	Email	Web	F2F	VR
Commercial Alarm	✓	✓	✓	✓	X
Vehicle Alarm	✓	✓	✓	✓	X
Domestic Alarm	✓	✓	✓	✓	X
Vehicle Noise	✓	✓	✓	✓	X
Commercial Noise	✓	✓	✓	✓	X
Domestic DIY Noise	✓	✓	✓	✓	X
Domestic Animal	✓	✓	✓	✓	X
Domestic Noise	✓	✓	✓	✓	X
Firework Noise	✓	✓	✓	✓	X
Motorbike Noise	✓	✓	✓	✓	X
Noise in Street	✓	✓	✓	✓	X
Other Noise	✓	✓	✓	✓	X
Nuisance Licensed Premises	✓	✓	✓	✓	X
Music from Concerts	✓	✓	✓	✓	X
Railway Noise	✓	✓	✓	✓	X
Pest Control and Drainage	Phone	Email	Web	F2F	VR
Pest Enquiry	✓	✓	✓	✓	X
Insects Enquiry	✓	✓	✓	✓	X
Mice Enquiry	✓	✓	✓	✓	X
Rats Enquiry	✓	✓	✓	✓	X
Fox Enquiry	✓	✓	✓	✓	X
Drainage Enquiry	✓	✓	✓	✓	X
Public Health	Phone	Email	Web	F2F	VR
Odour Commercial	✓	✓	X	✓	X
Odour Domestic	✓	✓	X	✓	X
Bonfire Commercial	✓	✓	X	✓	X
Bonfire Domestic	✓	✓	X	✓	X
Animal Fouling	✓	✓	X	✓	X
Animal Keeping	✓	✓	X	✓	X
Dirty Premises	✓	✓	X	✓	X
Rubbish Commercial	✓	✓	✓	✓	X
Rubbish Domestic	✓	✓	✓	✓	X
Rubbish Fly Tipping	✓	✓	✓	✓	X
Rubbish Sites	✓	✓	✓	✓	X
Nuisance Other	✓	✓	X	✓	X
Scientific Services	Phone	Email	Web	F2F	VR
General Air Quality	✓	✓	X	✓	X
Asbestos Advice	✓	✓	X	✓	X
Dust Deposit	✓	✓	X	✓	X
Land / Soil Contamination	✓	✓	X	✓	X
Sound Insulation	✓	✓	X	✓	X
Chemical Spillage	✓	✓	X	✓	X
Radiation	✓	✓	X	✓	X
Radon Enquiry	✓	✓	X	✓	X
Drinking Water	✓	✓	X	✓	X
Water Lakes	✓	✓	X	✓	X
Swimming Pool SLA	✓	✓	X	✓	X
Swimming Pool Non SLA	✓	✓	X	✓	X
Aircraft Noise	✓	✓	✓	✓	X
Aircraft Noise – Biggin Hill	✓	✓	✓	✓	X
Lighting Nuisance	✓	✓	X	✓	X
Housing	Phone	Email	Web	F2F	VR
Handyman Scheme	✓	✓	X	✓	X
Housing Broomleigh / Affinity Sutton	✓	✓	X	✓	X

Housing Complaints	✓	✓	X	✓	X
Empty Property	✓	✓	X	✓	X
HMO Complaint	✓	✓	X	✓	X
Housing Initiative Inspection Request	✓	✓	X	✓	X
Housing Licencing Plans	✓	✓	X	✓	X
Housing Nuisance	✓	✓	X	✓	X
Housing Overcrowding	✓	✓	X	✓	X
Planning Consultation Requests	✓	✓	X	✓	X
Housing Energy Efficiency Requests	✓	✓	X	✓	X
Housing Planning	✓	✓	X	✓	X
Gypsy Traveller Site Nuisance	✓	✓	X	✓	X
Other Public Protection	Phone	Email	Web	F2F	VR
Lost Dogs	✓	✓	✓	✓	X
Found Dogs	✓	✓	X	✓	X
Trading Standards Enquiries	✓	✓	✓	✓	X
Rogue Traders	✓	✓	X	✓	X
Registrars	Phone	Email	Web	F2F	VR
Birth Registration	✓	X	✓	✓	X
Birth Re-Registration	✓	X	X	✓	X
Death Registration	✓	X	✓	✓	X
Notice of Marriage / Civil Partnership	✓	X	✓	✓	X
Nationality Checking Service (NCS)	✓	✓	DEV	✓	X
Ceremonies	✓	✓	X	✓	X
Copy Certificates	✓	✓	✓	✓	X
Streetscene & Greenspace					
Waste Services	Phone	Email	Web	F2F	VR
Recycling Containers	✓	✓	✓	✓	X
Missed Collections	✓	✓	✓	✓	✓
Ongoing Collection Problems	✓	✓	DEV	✓	X
On Street Recycling	✓	✓	X	✓	X
Service Complaints	✓	✓	DEV	✓	X
Green Garden Waste Request / Renewals	✓	✓	✓	✓	X
Special Requirements List (SRL)	✓	✓	X	✓	X
Clinical Waste	✓	✓	X	✓	X
Bulky Waste Collection	✓	✓	✓	✓	X
Streetscene	Phone	Email	Web	F2F	VR
Carriageway and Footway Faults	✓	✓	✓	✓	X
Drainage	✓	✓	✓	✓	X
Dumped Rubbish	✓	✓	✓	✓	X
Enforcement	✓	✓	✓	✓	X
Graffiti Removal	✓	✓	✓	✓	X
Nuisance Vehicles	✓	✓	✓	✓	X
Road Traffic Accident	✓	✓	✓	✓	X
Street Cleaning	✓	✓	✓	✓	X
Street Contractor Complaints	✓	✓	✓	✓	X
Snow	✓	✓	X	✓	X
Salt Bins	✓	✓	✓	✓	X
Temporary Highway Licences	✓	✓	✓	✓	X
Keys down a drain	✓	✓	✓	✓	X
Street Insurance Claims	✓	✓	X	✓	X
Greenspace	Phone	Email	Web	F2F	VR
Greenspace Contractor Complaints	✓	✓	X	✓	X
Community Service	✓	✓	✓	✓	X
Infrastructure	✓	✓	✓	✓	X
Grounds Maintenance	✓	✓	✓	✓	X

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London Borough of Bromley

Report No.
FSD16002

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 6 January 2016

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

Title: EXCHEQUER SERVICE MONITORING REPORT

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

Chief Officer: Director of Finance

Ward: (All Wards);

1. Reason for report

This report provides information regarding Liberata's performance in the provision of Exchequer Services up to the 30th September 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.

2. **RECOMMENDATION(S)**

The Committee 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: 400004, 400008, 400022
 4. Total current budget for this head: £1.5m
 5. Source of funding:
-

Staff

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

Legal

1. Legal Requirement: 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: 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? Not Applicable
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 1st April 2015 to 30th September 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

Sundry debts are measured on the unpaid balances at the end of each month. At the 30th September 2015, there were 3,195 invoices outstanding totalling £6.16m. Of the total amount outstanding, 858 invoices, with a value of £2.44m (39.58%), had been outstanding for less than 60 days. Of this amount £1.82m (29.5%) was less than 30 days old.

The collection rate for **in-year debt** as at 30th September 2015 was **88.13%** with income of £22.84m being collected. This showed an improvement of 19.48% on the previous year. The target collection rate for the full year is **90%** and based on the current performance we believe Liberata will meet this target.

The table below shows the collection rate as at 30th September for the last 3 years for comparison.

	2012/13	2013/14	2014/15	2015/16
30 September Performance	76.82%	73.82%	68.55%	88.13%
End of Year Performance	88.74%	73.04%	88.8%	N/K
End of Year Target	87%	88%	89%	90%

Appendix 2 shows the comparison between the level of outstanding debt for each month from April to March for the years 2012-13 through to 2014-15 and for April to September 2015.

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 and for April to September 2015.

As you can see the number of invoices and the value of the debt outstanding has decreased considerably when compared to the same time last year.

4.1 Aged Debt as at 30th September 2015

The combined out-of-year collection was 56.03% as at the end of September 2015 which is lower than as at 30th September 2014. Recovery is impacted by a number of factors such as:

- £386k remains in dispute as at the end of September 2015
- £380k is secured by way of Charging Orders
- £383k has been recommended for write off
- £100k relates to Housing Benefit Admin Penalty debts which are not yet payable

The areas of debt above equate to 40.18% of the outstanding debt and if the collection rate were to be adjusted taking these factors into consideration, it would be 68.06%.

The table below shows the recovery performance for 2014/15 for comparison.

	2014/15	2015/16
31 September Performance	69.77%	56.03%
End of Year Performance	84.4%	N/K
End of Year Target	91%	90%

The profile of the total debt outstanding as at 30th September 2014 and 30th September 2015 is shown in the table below, along with the overall % reduction in 2015/16. This is then further broken down to show the status of the debt.

A recovery plan to improve the collection performance on the older debt has been agreed with Liberata and this will be monitored on a monthly basis.

	Sep-14	Sep-15	Reduction
	£,000	£,000	
Pre 2011/12	1,114	817	27%
2011/12	420	271	35%
2012/13	635	481	24%
2013/14	1,662	592	64%
2014/15	5,000	946	81%
2015/16	N/A	3,050	N/A
Total	8,831	6,157	30%

Overall Recovery Position as at 30th September 2015

Financial Year Original debt raised	Pre 2011	11 - 12	12 - 13	13 - 14	14 - 15	15 - 16	Grand Total
Recovery being pursued	£3K	£3K	£11K	£63K	£140K	£2,483K	£2,703K
In recovery, paid by instalments	£34K	£16K	£25K	£38K	£100K	£243K	£455K
Secured by charge on property	£62K	£69K	£69K	£19K	£97K		£317K
Appointee & Deputyship in place	£3K	£17K	£12K	£40K	£60K	£3K	£135K
Applying for Power of Attorney					£1K		£1K
Awaiting probate				£3K	£53K	£37K	£93K
Standing probate search in place			£16K	£13K	£7K		£36K
Probate granted - recovery being pursued	£2K	£1K	£5K		£1K	£1K	£9K
With LBB for instructions	£84K	£15K	£46K	£44K	£82K	£78K	£348K
Liberata internal hold	£12K		£7K	£5K	£21K	£25K	£70K
Pre debt collector checks	£77K	£41K	£35K	£4K	£65K	£3K	£224K
With debt collector	£10K	£7K	£15K	£28K	£49K	£22K	£130K
Pre legal action review	£7K		£1K	£5K	£19K		£32K
Applying for County Court Claim	£69K	£8K	£16K	£103K	£20K	£2K	£218K
Judgement obtained - Attachment of earnings	£8K						£8K
Judgement obtained - Charging Order	£37K	£1K	£25K			£1K	£64K
Judgement obtained - Enforcement options in review	£111K	£14K	£20K	£8K	£4K	£1K	£158K
Judgement obtained - Order of Information	£2K						£2K
Judgement obtained - Payment arrangement	£13K	£3K	£6K	£3K			£27K
With LBB legal dept for instructions	£4K	£23K	£4K	£4K	£47K	£10K	£92K
Awaiting cancellation			£1K	£22K		£1K	£24K
Recommended for write off	£230K	£19K	£82K	£38K	£14K		£383K
In dispute, with LBB service departments	£11K	£1K	£65K	£146K	£164K	£135K	£522K
Admin penalty - cannot be recovered until HB and/or CTB overpayment is paid	£37K	£34K	£21K	£6K			£100K
Premises Licences - no reminders required					£4K	£4K	£8K
Grand Total	£817K	£271K	£481K	£592K	£946K	£3,049K	£6,157K

4.2 Utility Debt

The total debt for utilities was £359k as at 30th September 2015, this represents a reduction of £772k (68%) on the previous year. British Telecom is the largest debtor with an outstanding debt of £186k. Officers from the service department are currently working through the disputed invoices with British Telecom in order to resolve the issues. All amounts agreed will then be paid. Due to the volume of invoices this is likely to take up till the end of March. Once this has been completed, draft invoicing for all utilities will be out in place which will help to reduce the number of invoices raised and subsequently cancelled.

Appendix 4 shows a summary of Utility debt as at 30th September 2015.

4.3 Invoicing/Income

The Income Team raised 8,301 sundry invoices with a value of £27.17m from 1st April 2015 to 30th September 2015 which was £10.46m more than in the previous year. Of these, 1,112 invoices, with a value of £2.52m, were subsequently cancelled. This includes cancellations where charges are raised in advance and the service is subsequently cancelled.

Appendix 5 shows the value of invoices raised month by month for the period from 1st April 2015 to 30th September 2015 compared to the same periods in the previous three financial years.

Appendix 6 shows the number of invoices raised month by month for the period from 1st April 2015 to 30th September 2015 compared to the same periods in the previous three financial years.

4.4 Trade Waste

The outstanding debt on Trade Waste as at 30th September 2015 was £754k.

Analysis of Trade Balance	£000
Under 30 days old	£63
Invoices 31 - 365 days old	£123
Invoices over 1 year old	£99
Agreed payment arrangements/Direct Debits	£387
Awaiting cancellation	£33
Awaiting write off	£35
TOTAL	£754

4.5 Nightly Paid Accommodation Charges

The outstanding debt for Nightly Paid Accommodation charges as at 30th September 2015 was £2.36m for current and former occupiers.

	Arrears as at 31 March 2015
Charges raised for current year	£3,426,023.24
Arrears brought forward	£2,213,900.77
Payments received from debtors	-£256,396.70
Housing Benefit awards	-£2,945,522.44
Sub total	£2,438,004.87
Less charges written on/off	-£76,180.47
Total	£2,361,818.40

£2.95m was collected from Housing Benefit awards from 1st April 2015 to 30th September 2015, which is an increase of £880k (42%) on the previous year.

£256k was collected in payments from the debtors in the period from 1st April 2015 to 30th September 2015, which is an increase of £110k (74%) on the previous year.

4.6 Innovation and Service Improvements

As part of our continuous improvement process we have reviewed the current recovery systems and have expanded the scope for the Single View system to include a debt management system. 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. The Single View will provide:

- 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. 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

The added benefits from the Debt Management system include:

- Automated direct debit facility
- Ability to set up direct debits to collect current charges and arrears (e.g. for domiciliary care, carelink or commercial rents)

- Powerful instalment arrangement facilities allowing multiple debt types to be incorporated into a single arrangement
- Performance management reporting for monitoring recovery staff
- Online performance and benchmarking analysis for monitoring contractor performance

5. ACCOUNTS PAYABLE

A BV8 summary covering the period from 1st April 2015 to 30th September 2015 is shown below. This shows that the percentage of undisputed invoices that were paid within 30 days was 99%. This is a 1% increase against September 2014 which was 98%. The percentage of invoices paid within 20 days has also increased by 1% from 96% in September 2014 to 97% in September 2015.

			BV8 Summary						1st April 2015 to 30th September 2015					
Manuals	Target:	98%	Invoices Over 30	Invoices Under 30	Total	%	Invoices Over 20	Invoices Under 20	Total	%				
Adult and Community Services *			0	28	28	100%	1	27	28	100%				
Corporate Services			1	242	243	100%	1	242	243	100%				
Children & Young People +			6	372	378	100%	8	370	378	100%				
Environment and Leisure			0	46	46	100%	0	46	46	100%				
R&R (Inc. Libraries & LE/PP)			79	1,076	1,155	91%	219	936	1,155	74%				
Payroll (R05 - R20)			2	197	199	100%	3	196	199	100%				
Utilities			12	764	776	99%	19	757	776	96%				
Confirm (Highways, IS, Property)			26	6,680	6,706	100%	49	6,657	6,706	99%				
			126	9,405	9,531	98%	300	9,231	9,531	95%				
I-Proc	Target:	98%												
Adult and Community Services *			98	5,825	5,923	99%	130	5,793	5,923	99%				
Corporate Services			23	1,369	1,392	97%	66	1,326	1,392	91%				
Children & Young People +			47	2,555	2,602	99%	70	2,532	2,602	98%				
Environment and Leisure			33	1,278	1,311	98%	70	1,241	1,311	97%				
R&R (Inc. Libraries & LE/PP)			31	1,298	1,329	99%	59	1,270	1,329	97%				
			232	12,325	12,557	99%	395	12,162	12,557	98%				
Carefirst	Target:	98%												
T01 Residential			130	8,699	8,829	100%	310	8,519	8,829	99%				
T04 Children & Young People			20	3,058	3,078	99%	27	3,051	3,078	99%				
			150	11,757	11,907	99%	337	11,570	11,907	99%				
Adults	Target:	98%												
T02 Respite & Carers Budget			5	290	295	100%	24	271	295	94%				
			5	290	295	100%	24	271	295	94%				
Cumulative YTD Total			513	33,777	34,290	99%	1,056	33,234	34,290	97%				

The table below shows the percentage split in the method of payments to suppliers. The percentage of suppliers paid by BACS from 1st April 2015 to 30th September 2015 is 88%. This is a 1% increase on the 30th September 2014 position.

Bacs

Year	Month	BACS Count	BACS %	Cheque Count	Cheque %	Year	Month	BACS Count	BACS %	Cheque Count	Cheque %
2014	Apr	3,032	89%	393	11%	2015	Apr	2,798	89%	335	11%
2014	May	2,534	85%	434	15%	2015	May	2,419	87%	359	13%
2014	Jun	2,633	86%	440	14%	2015	Jun	2,646	87%	384	13%
2014	Jul	3,157	89%	404	11%	2015	Jul	3,293	89%	421	11%
2014	Aug	2,451	88%	331	12%	2015	Aug	2,343	89%	292	11%
2014	Sep	2,597	85%	474	15%	2015	Sep	2,447	88%	348	12%
Total for 2014/15		16,404	87%	2,476	13%	Total for 2015/16		15,946	88%	2,139	12%

6. FINANCIAL ASSESSMENTS & CHARGING

The Key Performance Indicator figures for the team covering the period from 1st April 2015 to 30th September 2015 are shown below:

Indicator	Target 2014/15	Actual to 31/3/15	1/4/15 to 30/9/15
Financial Assessments			
Complete Financial Assessments within 10 working days	100%	97%	100%
Produce the charging file from CareFirst weekly	100%	100%	100%

6.1 Innovation and Service Improvements

During the six month period under review Liberata have implemented the following initiatives to improve the team’s performance and productivity and these included the following:

- Visiting Officers now have access to DWP records to allow them to capture and validate customer’s benefits information before their visits.
- A number of reports have been produced that record the status and progress of key activities performed by the team. These are produced from CareFirst and replace the spread sheets that were previously being manually updated to provide the same information. This means that both Liberata Management and LBB will have access to real time information.

7. APPOINTEE & DEPUTYSHIP

The Key Performance Indicator figures for the team covering the period from 1st April 2015 to 30th September 2015 are shown below:

Indicator	Target 2014/15	Actual to 31/3/15	Target 2015/16	1/4/15 to 30/9/15
Appointee & Deputyship				
Referral of applications received to the Panel within 14 working days	100%	100%	100%	100%
Raise invoices for charges within 2 months of the anniversary of the court order	70%	100%	100%	85%

As at 30th September 2015 the team had 241 clients of which 177 were for Appointeeship and 64 were for Deputyship. In the six months to 30th September 2015 they arranged for 15 Community Funerals and sold property for one client. Corrective action has been taken to ensure that future invoices are raised within the set timescales.

7.1 Innovation and Service Improvements

Liberata are working with Lloyds Bank to move from the current manual banking processes to online accounts. Unfortunately due to issues within Lloyds Bank, the project has been placed on hold until the New Year.

8. COMPLAINTS

The table below shows the number of complaints received since April 2011 split between justified and unjustified. For the range of services being provided the numbers of complaints are relatively low. The number of complaints received by the Financial Assessment team increases each time there is a significant change to the charging policy for adult social care such as the introduction of an arrangement fee for full cost clients in May 2015.

	2012/13	2013/14	2014/15	1/4/15-30/9/15
Sundry Debtors/Income				
Justified		13	15	3
Unjustified		1	1	2
Total	4	14	16	5
Accounts Payable				
Justified		2	2	
Unjustified		2	2	1
Total	N/A	4	4	1
Financial Assessment & Management				
Justified		28	24	9
Unjustified		8	3	2
Total	N/A	32	27	11
Appointee & Deputyship				
Justified			3	
Unjustified				2
Total	N/A	N/A	3	2

9. FINANCIAL IMPLICATIONS

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

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

Appendix 1

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

7 December 2015

Our Ref: AIF/RJ

Dear Claudine,

As we approach the January 2016 Executive & Resources PDS meeting where we consider and review the Exchequer service, we take this opportunity to write to you with Liberata's assessment of the performance that we have provided to London Borough of Bromley (LBB) and its citizens.

This summary covers performance for the 6 month period 1st April 2015 to 30th September 2015.

Debtors and Income

The in-year collection figure on Sundry Debts was 88.13% as at 30th September 2015, which was 19.48% above the previous year and generated income of £22.84m. Of the total debt outstanding £1.82m (29.5%) related to debts which were less than 30 days old.

The combined out-of-year collection was 56.03% as at the end of September 2015 which is lower than as at 30th September 2014. However, there are certain categories of debt where we are unable to carry out recovery action and this adversely affected our performance, these debt types include the following:

- Debts in Dispute of £386k
- Debts secured by Charging Orders of £380k
- Debts recommended for Write Off of £383k
- Debts relating to Housing Benefit Admin Penalty debts which are not yet payable of £100k

- Debts covered by payment arrangements of £238k

The above debts total £1.49m and represented 62.27% of the outstanding debt as at 30th September 2015. If our collection figure was adjusted by these debts then we would have achieved 70.97%.

The total debt figure for Utilities as at 30th September 2015 was £359k which was a reduction of £772k (68%) on the previous year. British Telecom is the largest debtor with an outstanding balance of £186k.

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 has continued to rise and this has resulted in an increase in the volume of debts associated with this area. The six month results to 30th September 2015 show that payments received direct from debtors totalled £256k which exceeded the previous year by £110k (74%). In addition the amount collected from Housing Benefit awards was £880k (42%) 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 period to 30th September 2015 the percentage of invoices that were paid within 30 days was 99% which was a 1% increase compared to the previous year. The percentage paid within 20 days during the same period has also increased by 1% from 96% to 97%.

The percentage of suppliers paid by BACS has increased from 87% to 88%.

Financial Assessment and Management Team

During the six month period under review we started a number of initiatives to improve the Financial Assessment team's performance and productivity and these included the following:

- The Visiting Officers in the team now have access to DWP records to allow them to capture and validate customer's benefits information before their visits. This helps to speed up the process for completing a Financial Assessment as we are no longer reliant on the client to provide this information.
- We have produced a number of reports that record the status and progress of key activities that the team perform. These are produced from CareFirst and will replace the spread sheets that were previously being manually updated to provide the same information. This means that both

Liberata Management and LBB have access to real time performance information.

Appointee & Deputyship Team

As at 30th September 2015 the team had 241 clients of which 177 were for Appointeeship and 64 were for Deputyship. In the six months to 30th September 2015 they arranged for 15 Community Funerals and sold property for one client.

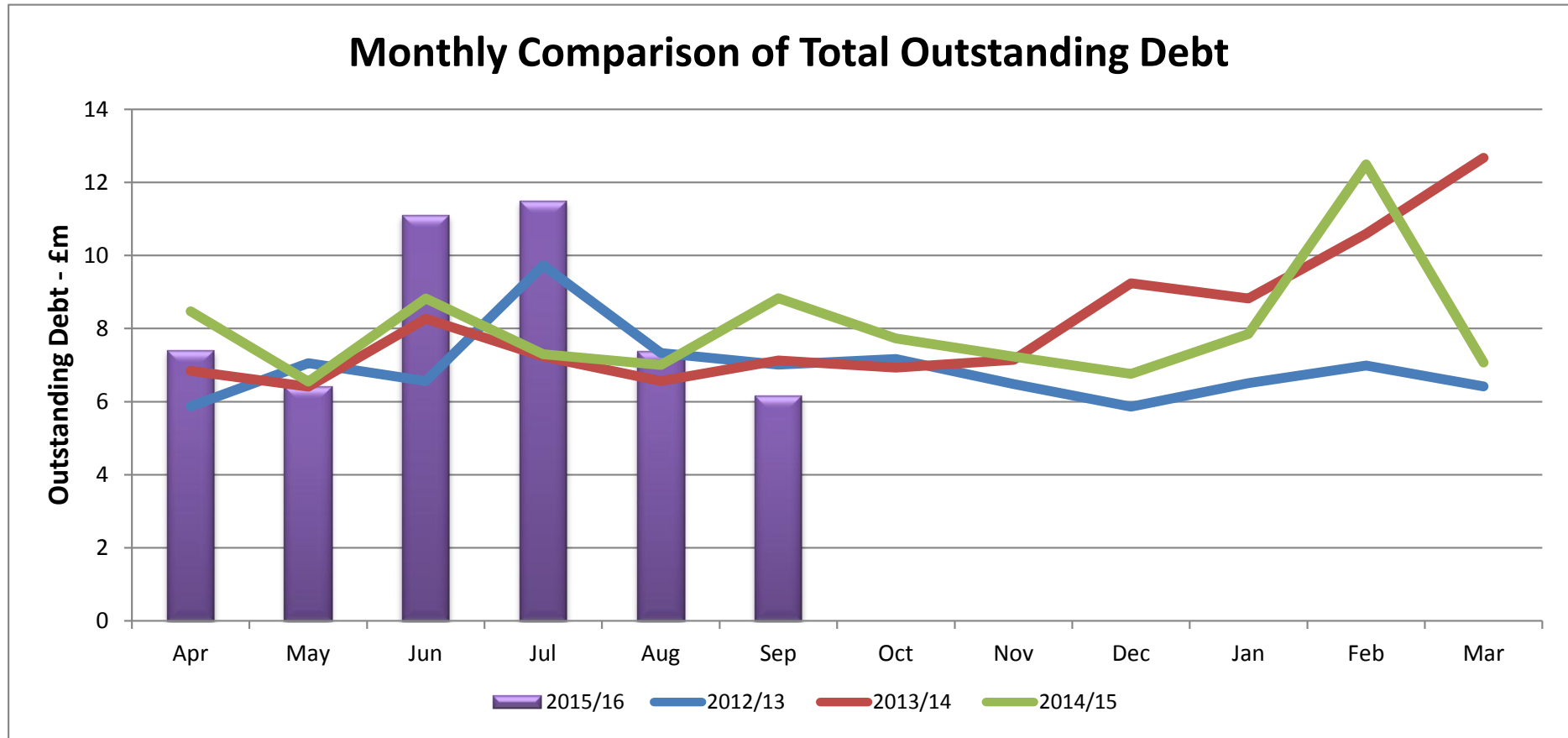
During the period we started a project to move from the current manual banking processes to online bank accounts. Unfortunately due to issues within Lloyds Bank, the project was placed on hold until the New Year. Issues with the type of client bank accounts that we hold have also affected our ability to invest client's surplus funds in ISA's. This should also be resolved in the New Year.

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

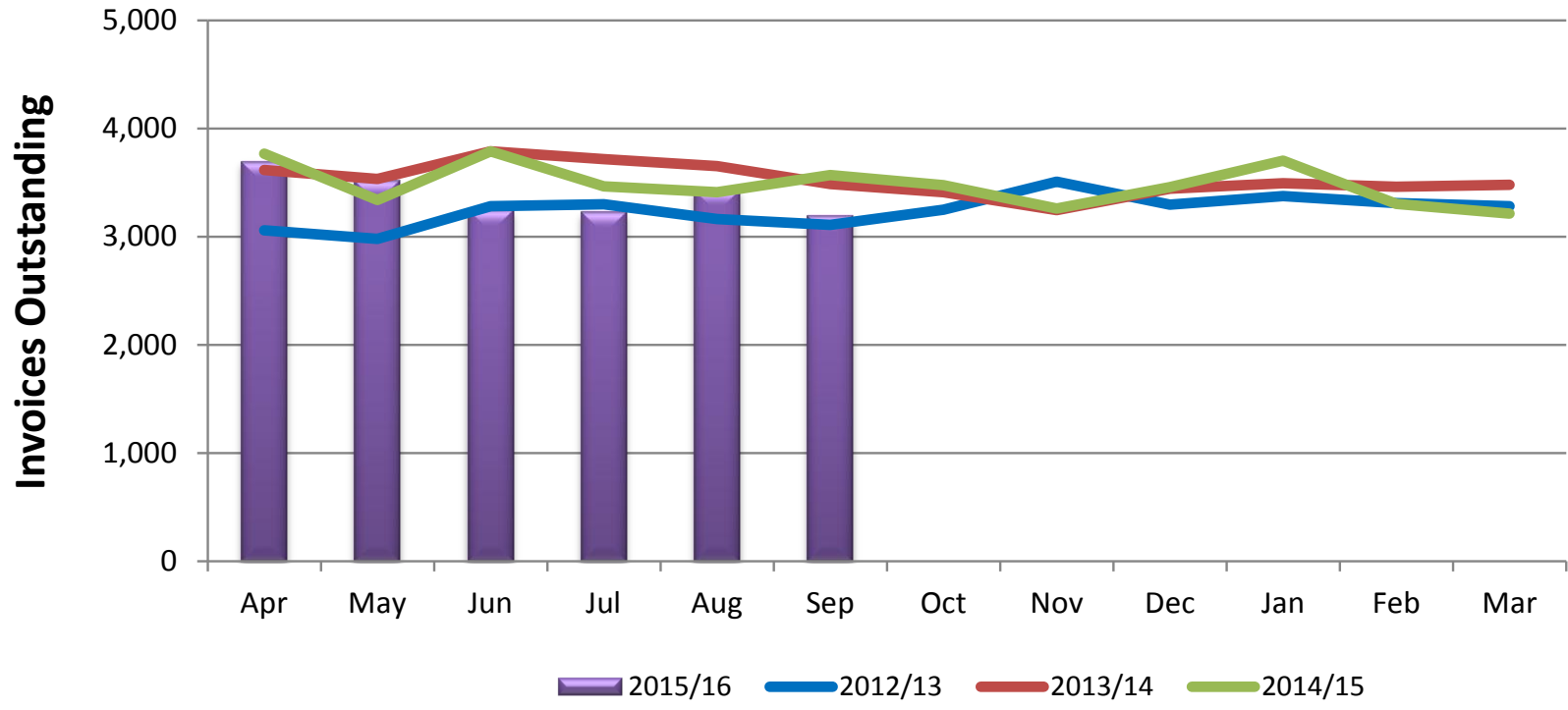
Yours sincerely

Amanda Inwood-Field
Contract Director

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Monthly Comparison of no. of Invoices Outstanding



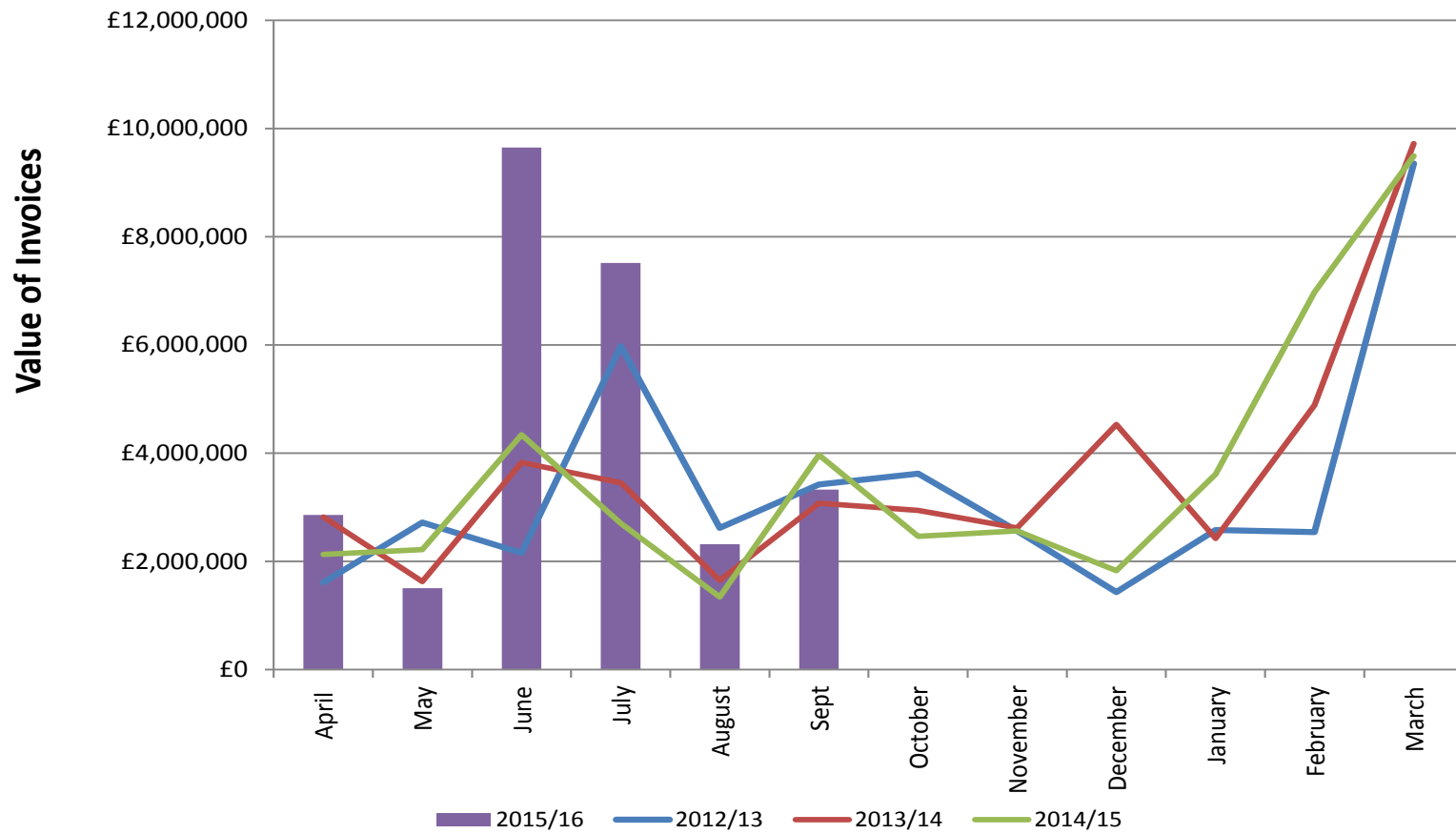
Age Profile of outstanding Utility Debts as at 30th September 2015

Utility	Pre 2012	2012/13	2013/14	2014/15	2015/16	TOTAL BALANCE
Virgin Media	NIL	NIL	NIL	£8,407.50	£88,529.00	£96,936.50
British Telecom	NIL	£5,274.50	£77,614.50	£59,042.50	£44,567.06	£186,498.56
EDF	NIL	NIL	NIL	NIL	NIL	NIL
UK Power Networks Ltd	NIL	NIL	NIL	£207.15	£5,665.00	£5,872.15
Southern Gas	NIL	NIL	NIL	NIL	£19,157.00	£19,157.00
Thames Water	£1,610.00	NIL	NIL	£16,494.79	£31,997.00	£50,101.79
Totals	£1,610.00	£5,274.50	£77,614.50	£84,151.94	£189,915.06	£358,566.00

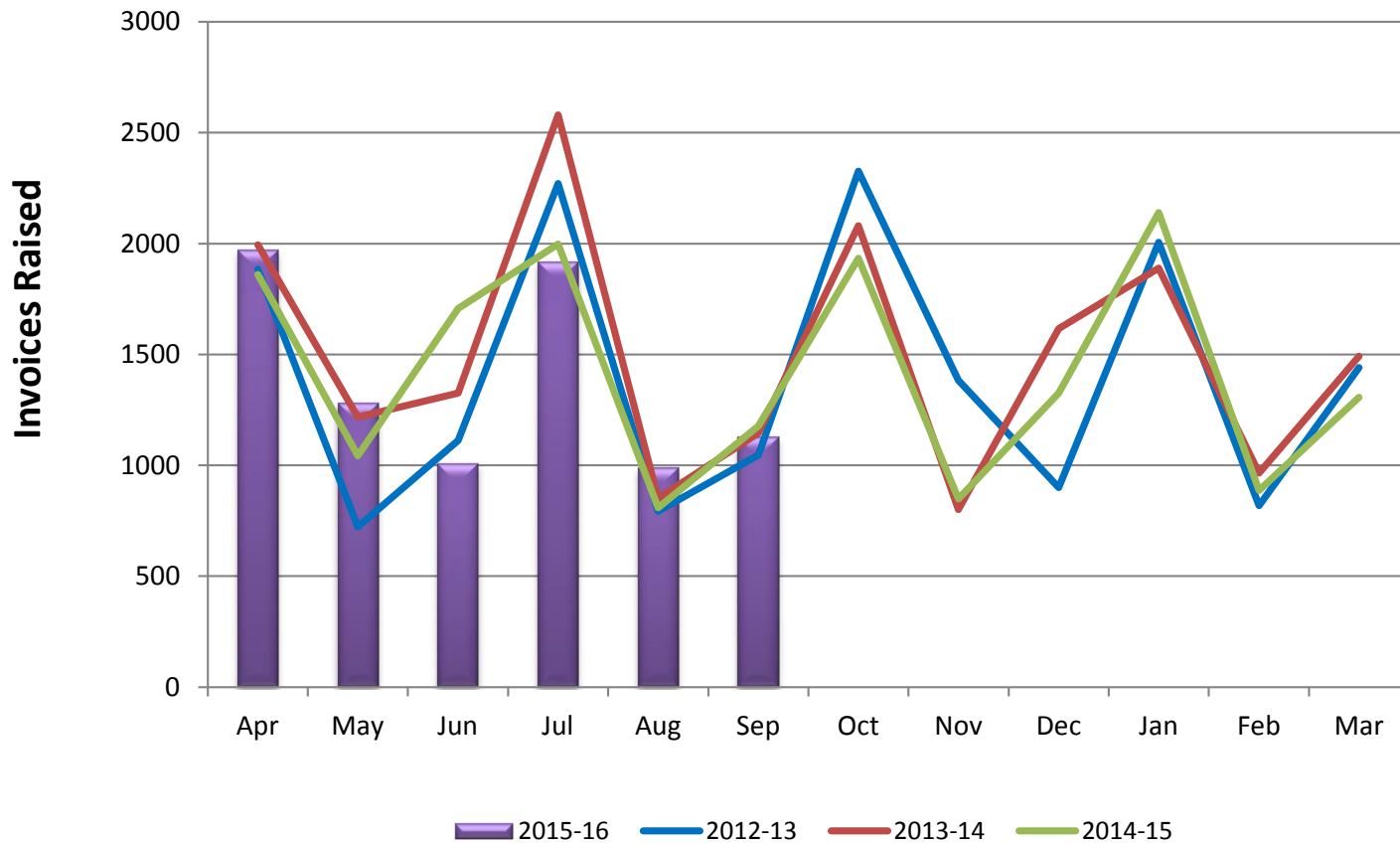
Overall Recovery Position of outstanding Utility Debts as at 30th September 2015

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	£21,591.50	£75,345.00	£96,936.50	NIL	NIL	NIL
British Telecom	£10,820.00	£175,678.56	£186,498.56	10	£44,555.00	NIL
EDF	NIL	NIL	NIL	NIL	NIL	NIL
UK Power Networks Ltd	£5,665.00	£207.15	£5,872.15	1	£4,525.00	NIL
Southern Gas	£16,307.00	£2,850.00	£19,157.00	NIL	NIL	NIL
Thames Water	£25,927.00	£24,174.79	£50,101.79	2	£2,509.00	NIL
Totals	£80,310.50	£278,255.50	£358,566.00	13	£51,589.00	NIL

Monthly Comparison of the Value of invoices Raised



Monthly Comparison of No. of Invoices Raised



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Report No.
FSD16006

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 6 January 2016

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

This report provides information regarding the performance of the Revenues Services provided by Liberata for the 6 months up to 30 September 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 Revenues service shown in subsequent appendices

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.

The Resources Portfolio Holder is requested to agree:

- (i) to introduce charges on payments made corporately via credit card with effect from 1st April 2016, with authority delegated to the Director of Finance to vary the rate from an initial rate of 2.25%, and
- (ii) in principle that charges be introduced on credit card payments made via the Parking and Adult Education systems, with the final decision delegated to the relevant Chief Officers following a cost/benefit appraisal.

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 monitors the contract, sets targets and performance standards, liaises with partners, progresses the development and improvement of services through leadership on specific improvement initiatives. The team also ensures the services comply with current legislation, financial regulations, contractual obligations and audit requirements. A summary of performance by the services is contained in Appendix 2.

To maintain the drive for improved service performance, monthly service review meetings are held with operational and senior Liberata management. The Heads of Service of Liberata and Bromley meet regularly to deal with escalated issues, review policies and develop new ideas.

3.2 Council Tax

The in-year Council Tax collection rate for the first six months of 2015/16 was 58.33%, this was 0.46% higher than achieved in the previous year.

Coincidentally the performance on collection of the current year and arrears was the same as that for in-year at 58.33%, a positive variance of 0.45% on the same time as the previous year.

3.2 Business Rates

The in-year collection performance for the first six months of 2015/16 was 57.73%, this was 0.08% lower than the previous year. However, it should be noted that a significant number of accounts have now opted for 12 monthly instalments. Without this change to payment profile, the collection rate would be improved on that of the same time last year.

In respect of the collection rate for in-year and arrears, the mid-year collection rate was 56.55%, which is down 0.11% on the same time as last year.

3.4 Cashiers

The payment kiosk sited in the Civic Centre central reception continues to take high volume of payment. However, the amount taken has reduced on a month by month basis since April.

Customers continue to be encouraged to transfer to payment by direct debit.

3.5 Payroll

The number of employees paid on the September 2015 payroll was 3909.

During the six months to the end of September, 11 schools converted to Academy status thereby creating additional work for the Payroll Section

The new Teachers' Pension Scheme was successfully implemented in April 2015.

3.6 Pensions

Membership numbers recorded on the pension's administration system as at 30 September 2015 were 5985 actives, 5172 deferreds and 5026 pensioners.

3.7 Council Tax Penalties

The Council Tax Section is currently investigating the merits of imposing of a Council Tax penalty of £70 where a person:

- fails to notify the authority, without reasonable excuse, on any matter which affects entitlement to discount;
- fails to notify that their dwelling is no longer an exempt dwelling;
- fails to notify the Authority that they are jointly liable for the tax;
- fails to supply relevant information requested in order to establish liability;
- fails to supply relevant information requested after the issue.

Where a penalty has already been supplied and further requests for the same information are made additional penalties of £280 can be applied.

The charge payer has the right of appeal against the levying of a penalty to the Valuation Tribunal.

Penalties are recovered in the Magistrates Court.

The Academy Revenues and Benefits computer system is unable to process Council Tax Penalties and an alternative administration procedure would need to be employed. Only 2 other London authorities have been identified as imposing penalties, whilst others have commenced investigations they have not progressed with the proposal.

Reviews of alternative delivery models are being undertaken to identify whether the projected income will exceed the additional costs incurred. Whilst taking into account that the introduction of the scheme would act as an “incentive” for residents to promptly advise of a change in their circumstances.

3.8 Payment by Credit Cards

Credit card commission charges are levied on all payments made via credit card to the Council. The rates vary for the different types of credit card e.g. Visa/Mastercard and system e.g. Corporate Income, Parking, Adult Education. The average rate for Corporate Income, based on usage for the period August-October 2015 and the rates that will come into effect from 1st January 2016 is 2.27%.

A total of around £1.1m income is received corporately per annum via credit card, £160k for Parking (excluding PCNs, as a credit card charge cannot legally be added to a PCN as it materially changes the price of the notice), and £180k for Adult Education.

Further work will need to be undertaken around the possibility/cost of implementing a credit card charge for Parking and Adult Education systems; it is therefore requested that the final decision is delegated to the Director of Environment and Community Services and Chief Executive respectively following an appraisal of the cost of implementing a charge and the likely benefit, with a charge rate to be set in consultation with the Director of Finance.

It is proposed that a charge of 2.25% of the transaction value is introduced on all corporate payments made to the Council via credit card, and to allow Council Tax and Business Rates payments to be made via credit card. As the intention is to recover the commission that is charged to the Council, it is requested that authority be delegated to the Director of Finance to

vary this rate as appropriate e.g. when the commission rates change, or when a change in the mix of card type usage results in a change to the average commission rate.

It is anticipated that those customers who can afford to pay by other means such as debit card, and who only use their credit card for the interest free period or for cashback/reward points, will switch to those other methods. This will therefore reduce the income received from the credit card charge; however the Council will not incur the credit card commission charges. Debit card commission charges are currently 0.434%, so there should be a reduction of around 1.84% relating to those customers who switch to debit card payments. Bank charges for other methods of payment such as cheque or cash are currently lower than that for debit cards, so the savings might be slightly higher.

4. FINANCIAL IMPLICATIONS

It is anticipated that introducing a charge on credit card payments made via the corporate system at a rate of 2.25% would generate net additional income of £21k per annum as shown in the table below.

	£'000
Corporate credit card charge income (on £1.1m)	25
Est reduction for customers switching payment methods	-10
Net income receivable	15
Saving on commission charges for customers switching payment methods	7
Additional support/maintenance cost	-1
Net income/saving per annum	21

The cost of implementing the charge for the corporate system is estimated at £13k, which will be met from underspends within Financial Services, and the ongoing support/maintenance cost is £1k.

If charges are also introduced for Parking and Adult Education, it is estimated that this could result in a further £3k and £4k of income respectively.

These savings will be used to offset the increase in costs that have been evidenced across all three income systems.

In addition, by recovering the commission charges for credit card payments for Council Tax and NNDR, there will be a further minor saving related to the current payment method processing costs.

Non-Applicable Sections:	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: 3 December 2015

Our Ref: AIF/RJ

Dear John

As we approach the January 2016 Executive & Resources PDS meeting where we consider and review the Exchequer service, we take this opportunity to write to you with Liberata's assessment of the performance that we have provided to London Borough of Bromley (LBB) and its citizens.

This summary covers performance for the 6 months from 1st April 2015 to 30th September 2015.

Council Tax

As always we have continued to review our processes and procedure during this period to improve our service to Bromley residents and to ensure our recovery potential is maximised. The in-year collection for the 6 months to 30th September 2015 was 58.33% which showed a favourable variance of 0.46% compared to the previous year. Similarly our collection rate for all years was also 58.33% which again showed a favourable variance, this time of 0.45% when compared to the previous year. Based on the Local Revenues Group performance table our in year collection rate placed us 5th out of the 21 London authorities who had submitted their results.

There has been an increase in the collectable debt compared to the previous year due to the increase in Council Tax together with working-age Council Tax Support claimants still being required to contribute a minimum of 19% of the households' Council Tax liability.

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 35,372 reminders being issued and 13,146 finals. The combination of these initiatives has led to a direct benefit to customers as we have seen a reduction in the number of court summons (3%) and liability orders (6%) issued compared to last year. The

number of tax payers using direct debit has also increased from 65.82% in September 2014 to 66.94% in September 2015.

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

The in-year collection rate for Business Rates up to 30th September 2015 was 57.73% which was 0.08% down on the previous year. The All Year collection rate up to 30th September 2015 was 56.55% which also showed an adverse variance of 0.11% on the previous year.

For the 2nd year now, 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. For the London Borough of Bromley this has meant an 8.5% increase in the number of business now paying over 12 months compared to last year.

Debt chasing continues to play a very important part, ensuring we are maximising the recovery of outstanding revenue. 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 for any defaulters, progressing with static debts at Liability Order stage, monitoring of enforcement agents cases and following up on failed payment arrangements.

We have again this year focused on utilising Retail Relief where possible and have just finished a further campaign focusing on businesses which have yet to apply. This came into effect from 1st 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 £1,500 for 15/16. 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 £1.4million being awarded this financial year. The active promotion of this and the Small Business Rate Relief has helped reduce the number of reminders, final notices, summonses and liability orders issued compared to last year.

Orpington Business Improvement District (BIDs)

Our collection rate as at the end of September 2015 was 77.00%, an increase of 2.68% on last year. This has been achieved through continued focus on the in-year debtors for default payments and also reviewing the prior years' outstanding debts.

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Our collection rate as at the end of September 2015 was 77.00%, an increase of 2.68% on last year. This has been achieved through continued focus on the in-year debtors for default payments and also reviewing the prior years' outstanding debts.

Cashiers

For the 6 months to 30th September 2015, £17.4m was collected which covered 29,788 transactions and included amounts taken via the Kiosk, post, central income and all parking revenue.

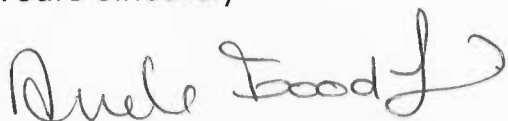
Pensions and Payroll

During the 6 month period 1st April 2015 to 30th September 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 96.4% service level compliance.

During April 2015 the new Teacher's Pension Scheme was successfully implemented together with the changes to the NHS Pension Scheme.

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

Yours sincerely

A handwritten signature in black ink, appearing to read 'Amanda Inwood-Field', written in a cursive style.

Amanda Inwood-Field
Contract Director

The key elements of the Revenues Service includes (2015/16 figures):

- £ 175 million – Annual amount of Council Tax raised
- £ 91 million – Annual amount of Business Rates raised
- £ 13.8 million – Annual payment of Council Tax Support
- £ 127.5 million - Annual payment of Housing Benefit
- £ 44.5 million – Gross payment of staff salaries (through the LBB payroll service, including schools, excluding Academies) for the period April to September 2015
- £ 13.0 million – Payment of pensions for the period April to September 2015
- £ 17.5 million Year to date revenue on 29,788 transactions, this includes Kiosk (1,800 Loomis cash collections during the period April 2015 to September 2015)

Council Tax Data:

In year collection performance by Liberata is shown below:

Best Value PI's	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	Actual 01/04/15 to 30/09/15
BV9:CTAX Collected	97.1%	97.0%	97.0%	97.1%	97.03%	97.28%	97.59%	97.65%	97.76%	97.50%	97.70%	58.33%

Actual 30th September 2015 – 58.33%

The amount of collectable debt raised for the year 2015/16 was **£175m** (net of Benefits) in respect of **137,835** properties.

1,315 Cheque refunds and **2,388** BACs refunds totalling **£1,043,936.03** have been issued from 1st April 2015 to 30th September 2015.

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	1/4/15 to 30/9/15
Reminders	53,371	41,710	39,382	34,892	34,971	51,920	45,816	56,256	54,745	35,372
Summonses	13,757	14,244	13,432	17,061	19,774	16,436	16,168	19,267	13,158	6,384
Liability Orders	10,135	6,270	7,079	10,713	12,956	9,396	10,868	9,999	8,645	4,601
14 day letters – Enforcement Agent warning	11,332	11,276	10,761	13,127	11,823	11,757	12,518	15,816	10,103	5,895
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	All at 14 day stage

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

The 2014/15 debt carried forward at the 1st April 2015 was £4,586,436.66

Council Tax - Summoned Debt	
Summonses / costs	809,385.40
Arrangement	232,955.76
Bailiff /14 DAY	1,842,827.70
Attachment	118,347.22
Bankruptcy	46,464.74
Liability	583,797.75
Un-summomsed Debt	
Finals	288,027.75
Un-summomsed	664,630.34
Total	4,586,436.66

The breakdown analysis of the total 2014/15 debt outstanding at the 1st April 2015 of £4,586,436.66 is shown above.

The balance of the total 2014/15 debt outstanding as at the 30th September 2015 is £3,277,653.35 a reduction of £1,308,783.31

Council Tax Arrears Breakdown as at 30th September 2015

	Arrears B/F 31.03.2015	Arrears carried forward at 30.09.2015	Net reduction	Actual % collection
1993	306.42	323.14	-16.72	
1994	447.58	386.38	61.2	
1995	1,439.33	599.45	839.88	
1996	2,731.69	1,938.89	792.8	
1997	4,826.14	4,001.38	824.76	
1998	12,517.66	9,432.54	3,085.12	
1999	19,381.27	16,208.09	3,173.18	
2000	37,607.52	31,032.76	6,574.76	
2001	66,185.00	56,898.92	9,286.08	
2002	103,114.09	91,081.04	12,033.05	
2003	149,883.88	133,016.80	16,867.08	
2004	195,376.86	172,783.29	22,593.57	
2005	275,054.61	239,171.58	35,883.03	
2006	379,161.83	336,707.52	42,454.31	
2007	497,129.26	439,075.97	58,053.29	
	1,745,163.14	1,532,657.75	212,505.39	12.18
2008	641,395.43	569,817.86	71,577.57	11.16
2009	732,180.99	661,376.00	70,804.99	9.67
2010	899,052.82	813,127.29	85,925.53	9.56
2011	1,214,004.12	1,095,155.52	118,848.60	9.79
2012	1,652,849.39	1,481,470.43	171,378.96	10.37
2013	2,629,316.57	2,263,066.81	366,249.76	13.93
2014	4,586,436.66	3,277,653.35	1,308,783.31	28.54
	12,355,235.98	10,161,667.26	2,193,568.72	

Business Rates Data:

In year collection performance by Liberata is shown below:

Best Value PI's	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	1/4/15 to 30/9/15
BV10: Rates Collected	98.7%	99.6%	99.5%	99.8%	99.1%	99.02%	98.9%	98.81%	98.72%	98.70%	98.80%	57.73%

Actual 30th September 2015 – 57.73%

The amount of collectable debt raised for the year 2015/16 is **£91 million** in respect of **7,364** properties.

There have been **509** refunds actioned from the 1st April 2015 to the 30th September 2015 amounting to **£1,908,673.06** 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	01/04/15 to 30/09/15
Reminders Issued	4,352	3,486	4,972	4,559	3,609	3,977	3,404	2,536	4,023	3,545	4,445	2,952
Final Notices Issued	359	239	585	1,698	1,529	1,892	1,824	1,741	2,014	2,472	2,353	1,007
Summonses Issued	1,024	1,137	980	894	704	903	725	1,156	987	1,091	1,053	353
Liability Orders	706	775	675	602	426	666	672	749	683	771	734	203
7 day letters issued	423	1,021	1,421	605	299	674	367	471	501	No longer used	No longer used	No longer used
Accts passed to Enforce. Agent	200	322	542	331	130	316	430	537	645	650	444	63

The 2014/15 debt carried forward at 1st April 2015 was **£1,016,451.63**

NDR recovery stage	amount
Un-summonsed	£49,321.81
Arrangement	£44,754.95
Enforcement Agent	£83,721.13
Final	£106,645.67
Liability	£572,872.33
Reminders	£107,006.70
Summonsed	£52,129.04
total	£1,016,451.63

Movement in arrears for reporting period –

Arrears total 1990 - 2014/15 as at 01/04/15 **£1,658,312.19**

Arrears total 1990 - 2014/15 as at 30/09/15 **£1,035,390.40**

Reduction Overall arrears £ 622,921.79

1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

Business Rates Arrears breakdown as at 30th September 2015

	Arrears B/F 31.03.2015	Arrears carried forward	Net reduction	Actual % collection
2008	6,250.00	5,822.64	427.36	6.84%
2009	21,980.08	23,584.15	-1,604.07	-7.30%
2010	19,850.84	13,656.61	6,194.23	31.20%
2011	48,257.88	22,329.96	25,927.92	53.73%
2012	217,045.18	164,824.13	52,221.05	24.06%
2013	328,476.58	215,108.55	113,368.03	34.51%
2014	1,016,451.63	590,064.36	426,387.27	41.95%
	1,658,312.19	1,035,390.40	622,921.79	

Cashiers Data

The cashiering service dealt with the following transactions in the period 1st April 2015 to 30th September 2015

Civic Centre Total	Transactions including Kiosk
£17,484,486.41	29,788

Payroll Data:

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

	Monthly	Annually
Non Teaching/Teaching	3,825	45,900
Pensions	4,972	59,664

Complaints Data:

Service	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	1/4/15 to 30/9/15
Council Tax	115	86	109	104	125	118	277 (210 unfounded)	372 (292 unfounded)	540 (446 unfounded)	222 (198 unfounded)
NNDR	3	4	2	0	2	1	7 (7 unfounded)	4 (4 unfounded)	21 (7 unfounded)	4 (4 unfounded)
Pensions	14	24	7	9 (5 unfounded)	7 (4 unfounded)	7 (2 unfounded)	3 (2 unfounded)	4 (2 unfounded)	4 (1 unfounded)	1 (1 unfounded)
Payroll	37	10	5	10 (6 unfounded)	9 (3 unfounded)	4	9 (2 unfounded)	5 (2 unfounded)	9 (7 unfounded)	2 (2 unfounded)
Cashiers	0	0	0	0	0	0	0	0	0	0

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Revenues	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Expenses	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Net Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Assets	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Liabilities	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Equity	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Consolidated Data

Report No.
FSD16005

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 6 January 2016

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);

1. Reason for report

This report provides information regarding the performance of the benefits service provided by Liberata during the period 1 April 2015 to 30 Sep 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: £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 Schemes Regulations 2012

Local Government Finance Act 2012

2. Call-in: Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 21,700 (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.

3.2 Outstanding Work

The amount of outstanding work stood at 6459 items as at the end of September 2015. This included 2303 items where the Benefits Section has written requesting information and a response is awaited.

The specification included in the 2011 contract with Liberata required that the level of outstanding items should not exceed 2000 or 3000 including cases where we are awaiting further information. This figure was based on the number of documents being received over a period of two weeks. As reported previously, implementation of Atlas and Real Time Information has significantly increased the number of documents received by the benefits section. For example, 2188 Atlas cases have been received in the last 2 weeks. The Monitoring Section is therefore undertaking a review as to the number of documents outstanding that would represent the level of service required under the original specification. This is not easy to ascertain given the wide variations in the amount of incoming post and the requirement to request additional information on a significant proportion of the Atlas cases.

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

3.3 Claim Processing

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

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

April 15	May 15	June 15	July 15	Aug 15	Sep 15
11.12	7.91	13.30	10.83	12.36	11.34

Average 2014/15 13.85 days

Average 2015/16 (as at 30/9/15) 11.14 days

Performance under the Right Time Indicator is illustrated as Appendix 3

The average processing days covers a wide variance amongst claims. Appendices 4A and 4B show the "spread" of claims making up that average for new claims and change in circumstances.

3.4 **Error Rate**

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 months in 2014/15 and as previously stated the issue was the subject of escalation. Performance is much improved in this reporting period. Monthly performance figures are provided below.

April 15	May 15	June 15	July 15	Aug 15	Sep 15
%	%	%	%	%	%
2.3	3.0	5.4	4.5	1.6	1.19

A graphical illustration of the table is attached as Appendix 5.

3.5 **Complaints**

Considerable changes have occurred in both Housing Benefit legislation and Council Tax Support since April 2013, with many experiencing a reduction in entitlement. In many cases this has led to a complaint and/or an appeal as a result of the claimant not comprehending the revised entitlement as a result of changes to the scheme. However, the number of "Stage 2" complaints remains a good indication as to the service being provided given that the Benefits Section has previously been given the opportunity to address the customers area of discontent.

A graph showing the number of Stage 2 complaints received is attached as Appendix 6

3.6 **Housing Benefit Overpayments**

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 2015/16 target for overpayment recovery is 83%. However, this target was made prior to the introduction of "Atlas" and "Real Time Information". Both of these have had the effect of significantly increasing the number and value of overpayments created. In respect of "Real Time Information" this commenced in September 2014 and brought about a sharp increase in the level of debt created, leading to an overall reduction in the percentage recovered compared to previous years. This pattern has been experienced and widely publicised by many London Authority's and one would expect Councils all over the country.

Appendix 7 shows the monthly recovery rates since September 2013. It should be noted, that the Authority's officers are currently in discussion with Liberata with regard to revising

the specification and associate penalty/incentive regime. The intention is for overpayment created following receipt of Real Time Information to be accounted for separately to those resultant of other sources.

3.7 **Call Centre (Help Line)**

The graph at Appendix 8 details the performance of the Call Centre from September 2013.

The abandonment rate for September 2015 was 21%. Welfare Reform funding ceased at the beginning of the financial year, leading to the release of additional customer service staff appointed to assist with the extra workload. The reduction in staffing levels had a greater effect than was envisaged and additional resources have now been employed. The additional operatives are currently completing training and are expected to bring the service back to previous levels.

3.8 **Caseload**

A graph showing the number of claims in payment is attached as Appendix 9. 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 21,564 in September 2015 whereas it was 23,580 in September 2013.

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

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 Government funding for 2015/16 has reduced to £563,127. The section intends to retain the policy previously agreed; however, in light of the Governments reduced funding for 2015/16 (£563,127), the level of certain awards will need to be restricted.

3.10 **Council Tax Support (CTS)**

The Council Tax Support scheme for 2015/16 was agreed at Full Council in December 2014, this retained the maximum level of CTS for working-age claimants at 81%.

Following a public consultation exercise, Full Council adopted the 2016/17 scheme on the 14th December 2015. The 2016/17 scheme reduces the maximum level of assistance available to a claimant of working-age to 75%.

3.11 **Universal Credit**

Universal Credit will start to be rolled-out in Bromley on 18th January 2016 but will only be for new claims from some single people, who would otherwise have been eligible for Jobseeker's Allowance, including those with existing Housing Benefit and Working Tax Credit claims. Those who are not eligible for Universal Credit will continue claiming existing benefits in the same way as before.

Universal Credit is a welfare benefit launched in the United Kingdom in 2013 to replace six means-tested benefits and tax credits: Jobseeker's Allowance, Housing Benefit,

Working Tax Credit, Child Tax Credit, Employment and Support Allowance and Income Support

The DWP and Bromley are negotiating a Partnership Agreement under which Bromley will provide support to claimants who need assistance with the online application and/or help with personal budgeting. The intention is for Bromley to work with its existing partners to ensure that the assistance is available, the libraries will be a key to provide the access to computers but this will also be available at the Jobcentre in Bromley.

The DWP has provided estimates of clients needing support based on their experience in other areas and for Bromley their estimate is that in the region of 10 to 15 claimants needing support per month.

Non-Applicable Sections:	Policy, Financial, 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: 2nd December 2015

Our Ref: AIF/GT

Dear John,

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

We are very pleased to report that Liberata has made significant improvements in the performance of the Benefits Service. Following on from a very challenging year in 2014/15, we have forged closer working relationships with both the Housing and LCT teams which has resulted in claims being processed quickly and queries being resolved in a timely manner.

This summary covers performance for the period 1st April 2015 to 30th September 2015.

1. Current Status of the Benefits Service

The Benefits caseload, which measures all households receiving Housing Benefit and/or Council Tax Support, was 21,564 at the end of September 2015. This has reduced from the end of September 2014 when the caseload was 22,590. Some of the Welfare Reforms such as the Benefit Cap have been a contributory factor in this reduction.

In terms of our current position for the nationally recognised Right Time Indicator, our average performance as at 30th September 2015 was 11.14 days compared to 19.74 for the same period last year. This is against a contractual target of 13 days.

We carried out a major review of all our procedures in relation to the changes driven by the Welfare reforms such as the Benefit Cap and the Social Rent Restrictions. The processes we put in place in the latter part of 2014/15 have proven to be successful and significantly improved our processing times for new claims and change in circumstances. We continue to see sustained month-on-month improvement in these areas.

As at 28th September 2015, the total amount of outstanding work was 6,459 items which included 2,303 items pending awaiting information from the claimant and/or third-party. We have seen a significant increase in ATLAS documents and Real Time Information (RTI) files, which as a consequence inflated our volume of outstanding work. We can confirm that the workload, though high, has been processed within compliance and requests for further information have been sent to customers within 10 working days.

All Benefit Cap cases are ring fenced for assessment by our most experienced assessors. This is to ensure consistent and accurate awards as these assessments require manual calculation and extended procedural knowledge.

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 number of Temporary Accommodation claims continues to increase reflecting the changes implemented through welfare reform and the shortage of affordable privately rented accommodation. The Welfare Reform changes such as the Social Rent Restriction are having a significant impact on customers which are now coming through the Temporary Accommodation channel.

We have made significant improvements in the processing of Temporary Accommodation applications. We hold regular liaison meetings with the appropriate teams within the Council as well as our stakeholders. The introduction of the automated reports produced for the stakeholders has been highly effective and considerably reduced the number of queries which we receive on a daily basis.

We have carried out verification training with our stakeholders to allow them to verify their tenants original documents to the DWP's standard. This enables claims

to be assessed with minimal touch points and has a positive impact for the customer.

The positive changes which have taken place within this area have led to greatly improved processing times and reduced the level of complaints.

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 an entitlement and would not necessarily have been advised by the customer. Three phases of the ATLAS process are now live in Bromley; Phase 1 went live in July 2014 and reported amendments in Tax Credit awards. Phase 2 went live in December 2014 and reported on additional Welfare Benefit variances. In April 2015 we went live with ATLAS Phase 3 and reported changes on the majority of Welfare Benefit entitlements and also removed the production of the Electronic Transfer of Data (ETD) previously supplied by the DWP.

The ATLAS process enables us to automate a higher number of DWP benefits and ultimately provides a better service to our customers.

1.3 Real Time Information

Based on the success of the Real Time Information (RTI) pilot, the HMRC initiative to reduce fraud and error, the DWP have decided to continue with this initiative for 2015/16. In the first 7 months of this financial year we have created in excess of £1m worth of RTI overpayments.

We are investigating the use of automation of the RTI matches we receive which could result in further benefit to the Council and the customer. This would process and automate changes and remove the requirement for manual input thus reducing the potential for error. Processing times would also be greatly improved.

1.4 Quality

We have made significant improvements with the quality of assessments. The average error rate for the period; April 2015 to September 2015 is 2.99% compared to 4.16% for the same period in 2014.

We have a robust quality management framework in operation which ensures that we continue to process claims to a high quality standard. We built on the improvements which have been made in this area and regularly review the compliance procedures which are in place.

1.5 Overpayment Strategy

The creation of overpayments is a natural bi-product of the administration of Housing Benefit & Council Tax Support, with recovery needing to be sought from some of the most vulnerable members of the community. Real Time Information (RTI) data matches have considerably contributed to the increased level of overpayments being created.

The recovery rate as at September 2015 was 70.64%. The outturn was negatively impacted due to the creation of overpayments as a result of the RTI initiative. The recovery rate excluding RTI overpayments at the end of September 2015 was 82.14%. The target for the financial year 2015/16 is 83%. The recovery rate of RTI only overpayments was 24.50% as at the end of September 2015.

The volume and value of the RTI overpayments are significant and continue to be a major factor for the increased level of overpayment being created, this type of debt is extremely difficult to recover, a high valued overpayment takes many years to collect and negatively impacts our in-year recovery performance.

We continue to use proactive measures to assist in our recovery . Use of a solicitors firm to send out letters which are followed up by phone calls, and to assist in obtaining County Court Judgements on some of our highest debts. We regularly review our processes to identify whether we can introduce any further effective initiatives. This includes the use of visiting officers to make contact with debtors at home.

Blameless tenant recovery continues to be a highly effective mechanism in recovering debts from landlords that receive benefit for multiple tenants.

1.6 Universal Credit

It has now been confirmed by the DWP that Bromley will form part of the 4th tranche of Universal Credit with an implementation date of January 2016. At this stage it will only include single working aged claimants.

Based on our experience on other Liberata contracts which have already gone live, we are expecting to see relatively low volumes of cases being transferred to the DWP, however there is likely to be considerably more effort required in dealing with the requests received from the DWP in relation to complex housing costs and rental information which we hold

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 Revenues & Benefits customers seen in Customer Services for the period April 2015 to September 2015 totalled 23,034. During this period 73% of customers were seen within 15 minutes, against a target of 85%.

During the same period the Contact Centre (Help Line) received 104,751 calls with 84% answered.

Throughout the period the team have had to deal with increasingly more involved and complex queries, often from customers drawn into difficulties following the Welfare Reform changes; this led to an overall increase of 12% in transaction times.

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;

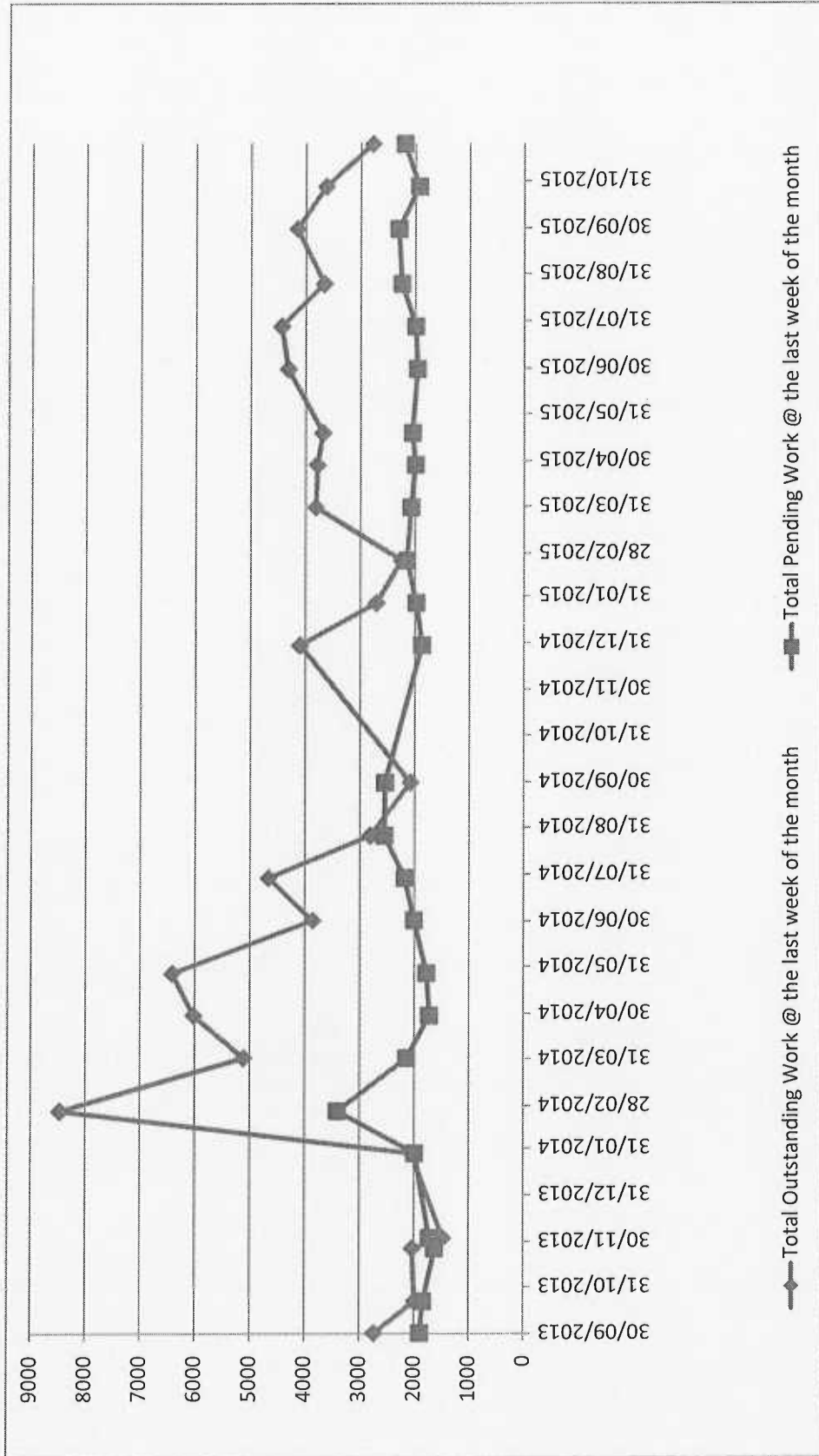
- Continue to actively call customers that have submitted claims and have not responded to our information requests after 5 working days.
- Academy 'Decisions and Appeals' – The Academy software which was purchased last year continues to play a significant role in ensuring process compliance and minimising delays with processing times.
- Recruitment of a new team of assessors specifically for Bromley who will be based at our Pendle office. They are currently undergoing an intense training programme which will be complete by the end of January 2016.
- We have upskilled a further 4 assessment officers who are now able to deal with more complex cases of benefit assessment
- 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 the expertise within the Bromley benefits service
- Investigation relating to the automation of Real Time Information (RTI) HMRC data matches
- Piloting the up-skilling of Customer Service/Call Centre staff to carry out basic changes on the benefits system.

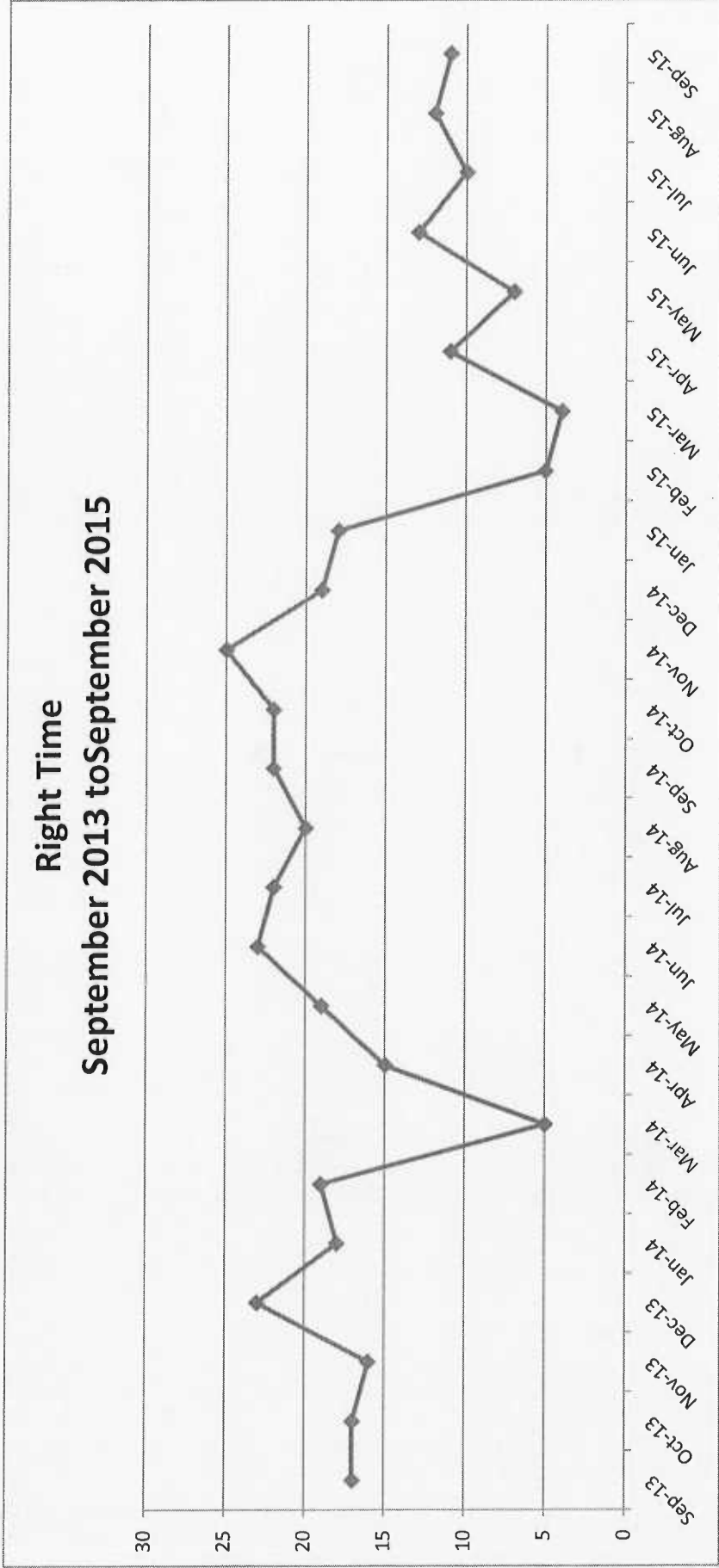
Liberata remains firmly committed to delivering an outstanding service to the London Borough of Bromley and its citizens.

Yours sincerely,

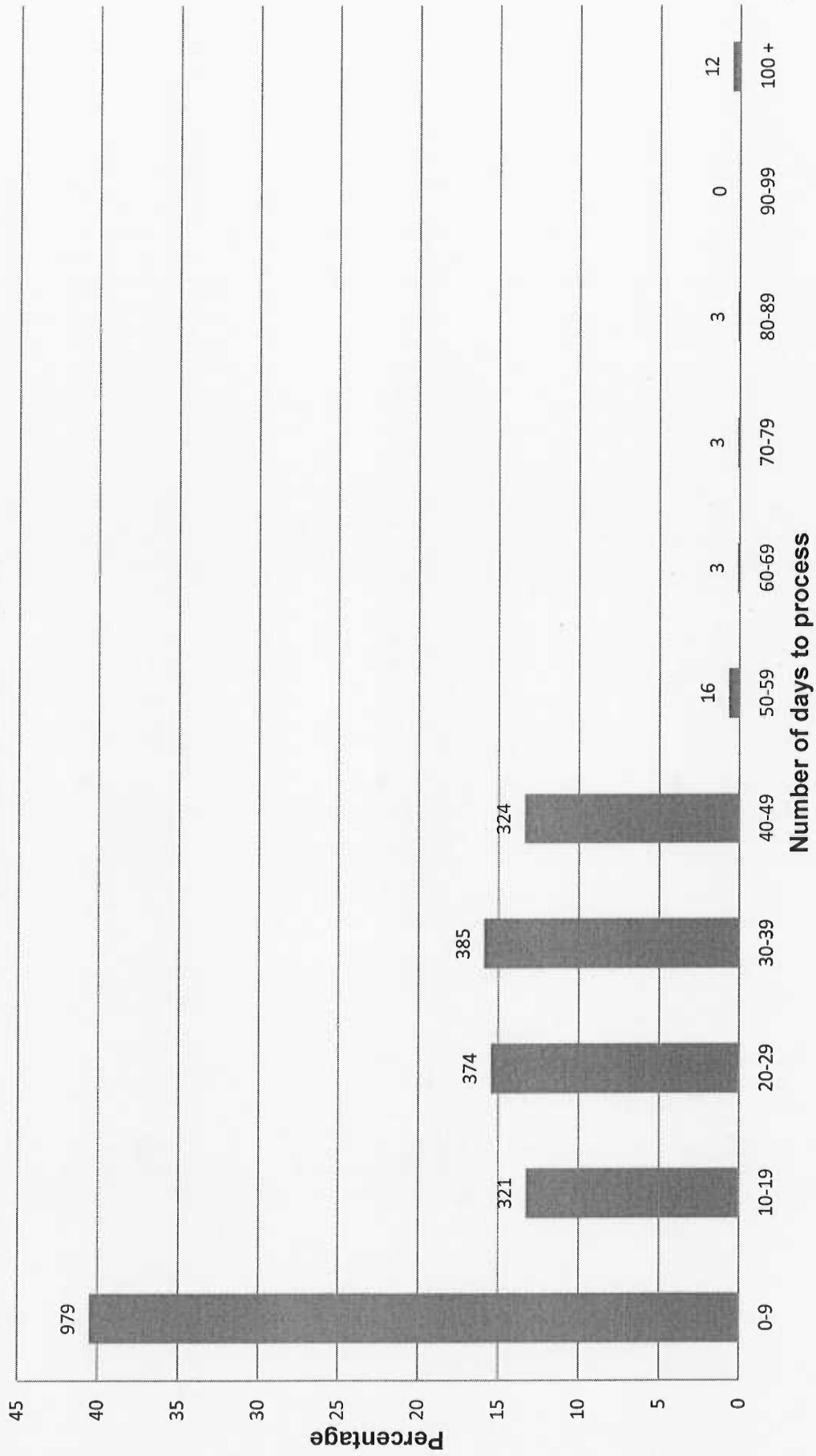
Amanda Inwood-Field
Contract Director

Outstanding Pending Work September 2013 to September 2015

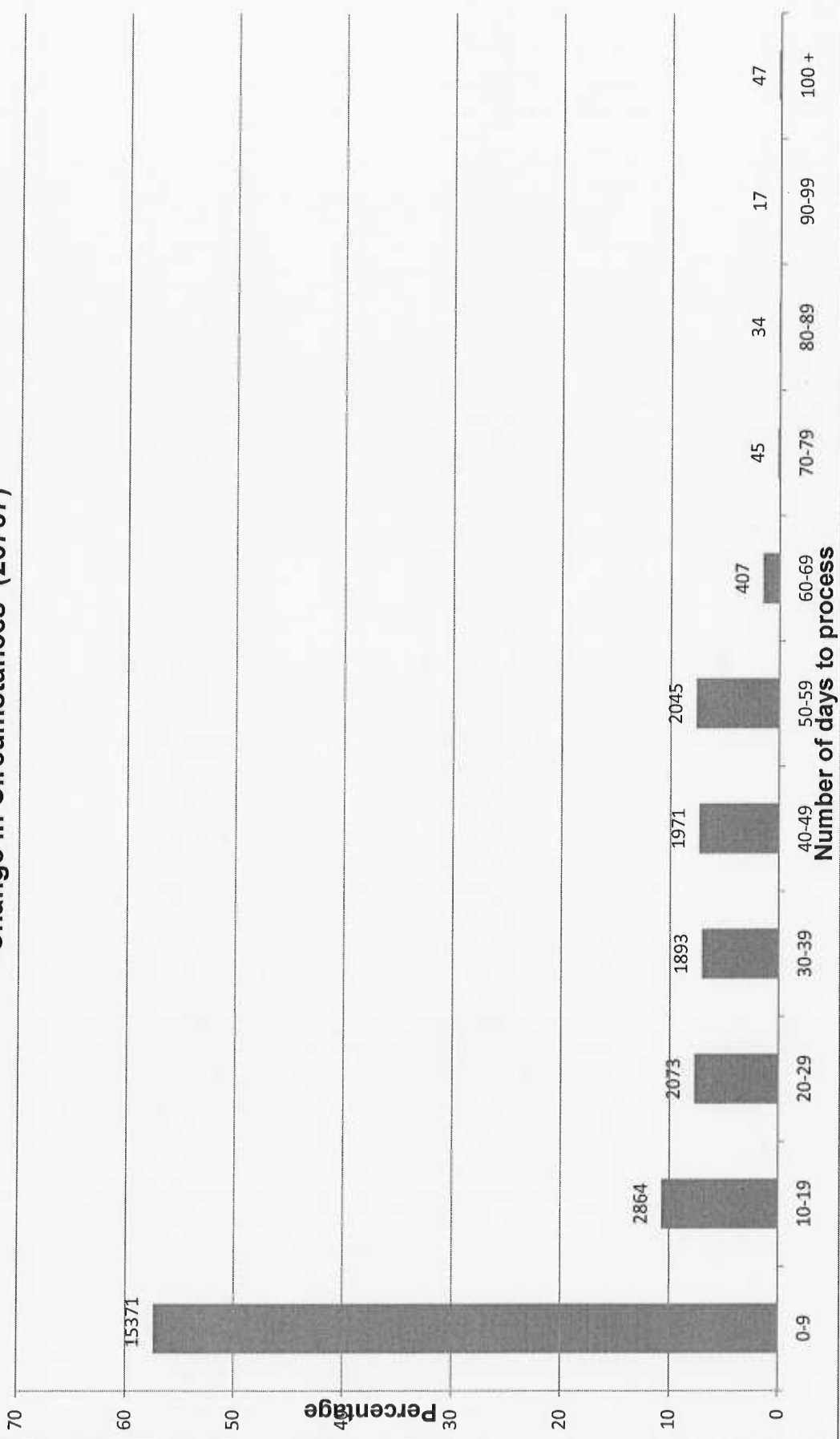




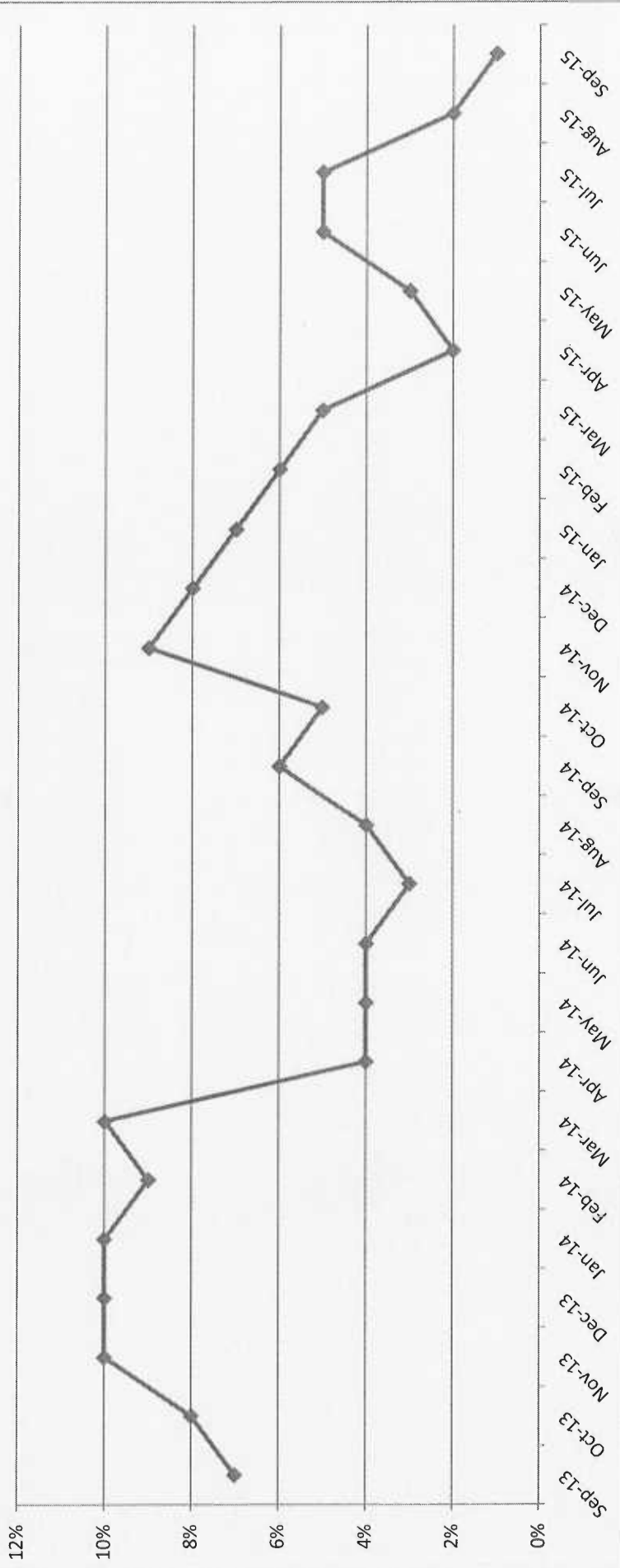
**Housing Benefit - processing time breakdown April to September 2015
New Claims (2420 cases)**



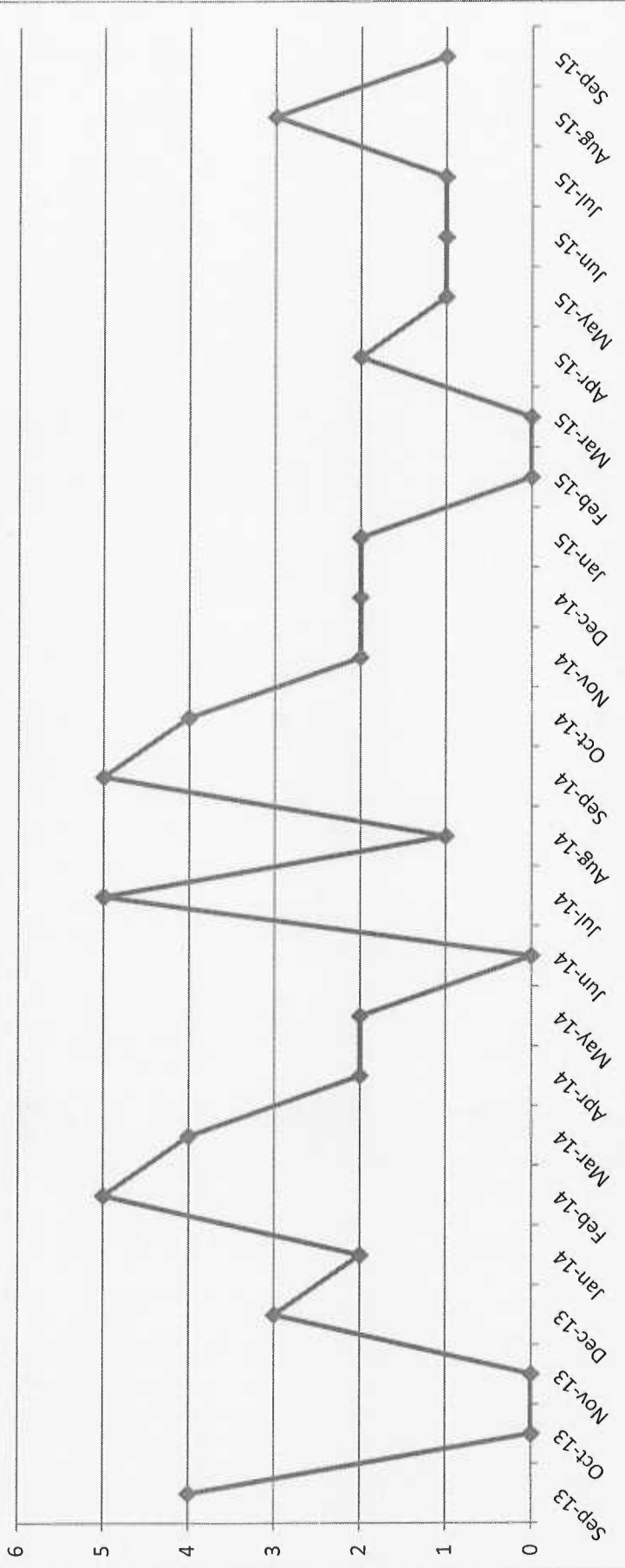
**Housing Benefit - processing time breakdown April to September 2015
Change in Circumstances (26767)**



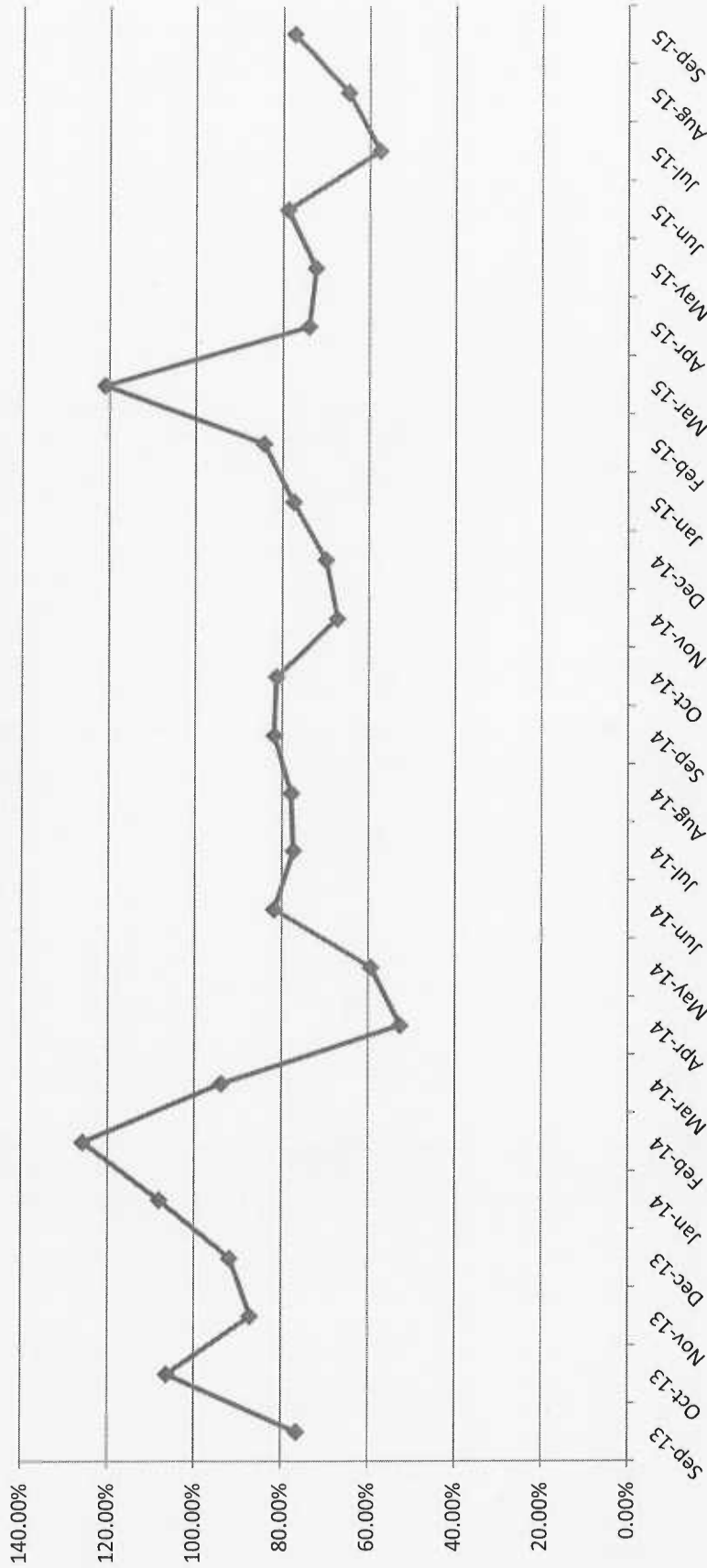
Monthly Error Rate Percentage September 2013 to September 2015



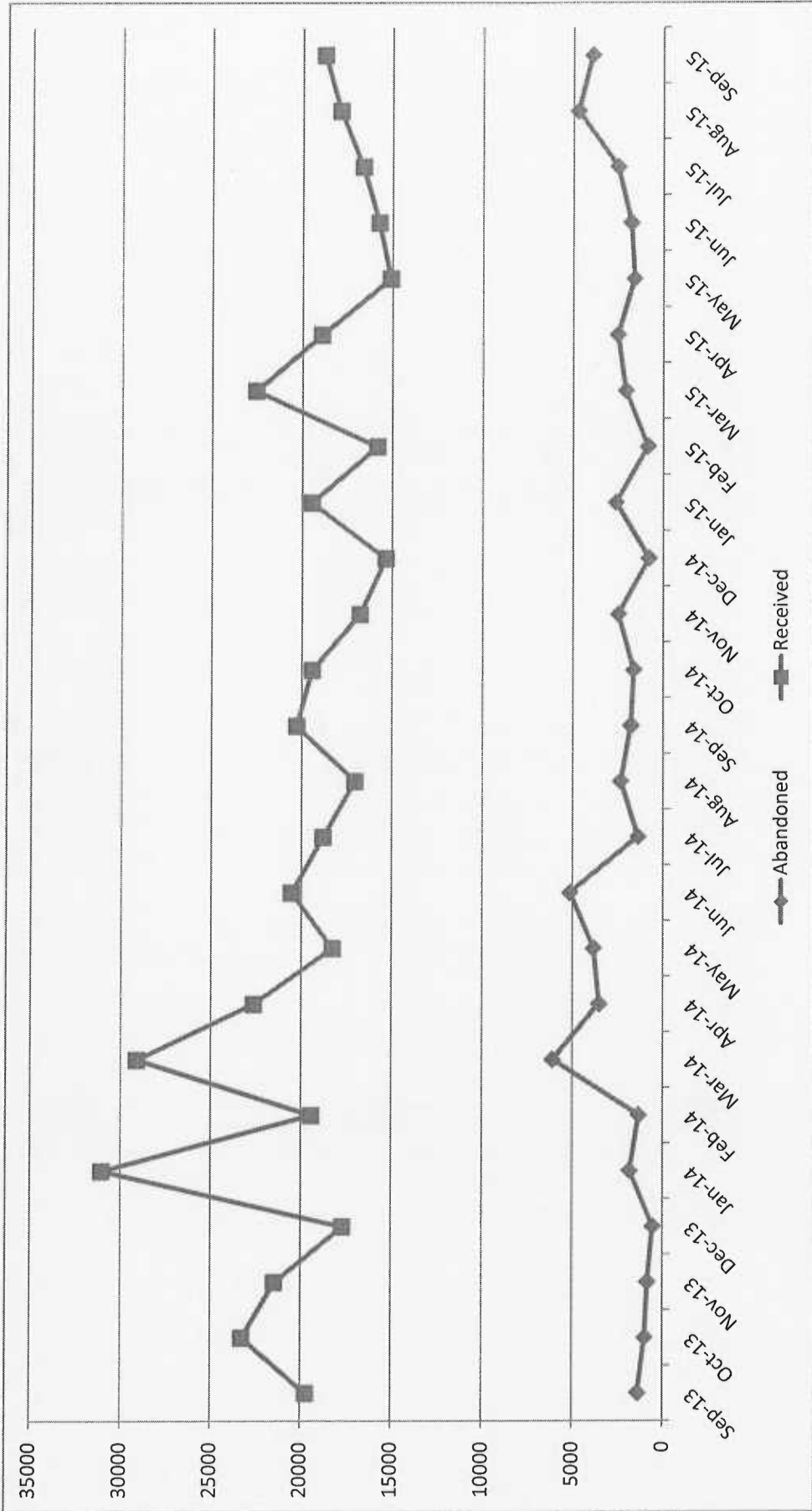
Stage 2 Complaints September 2013 to September 2015

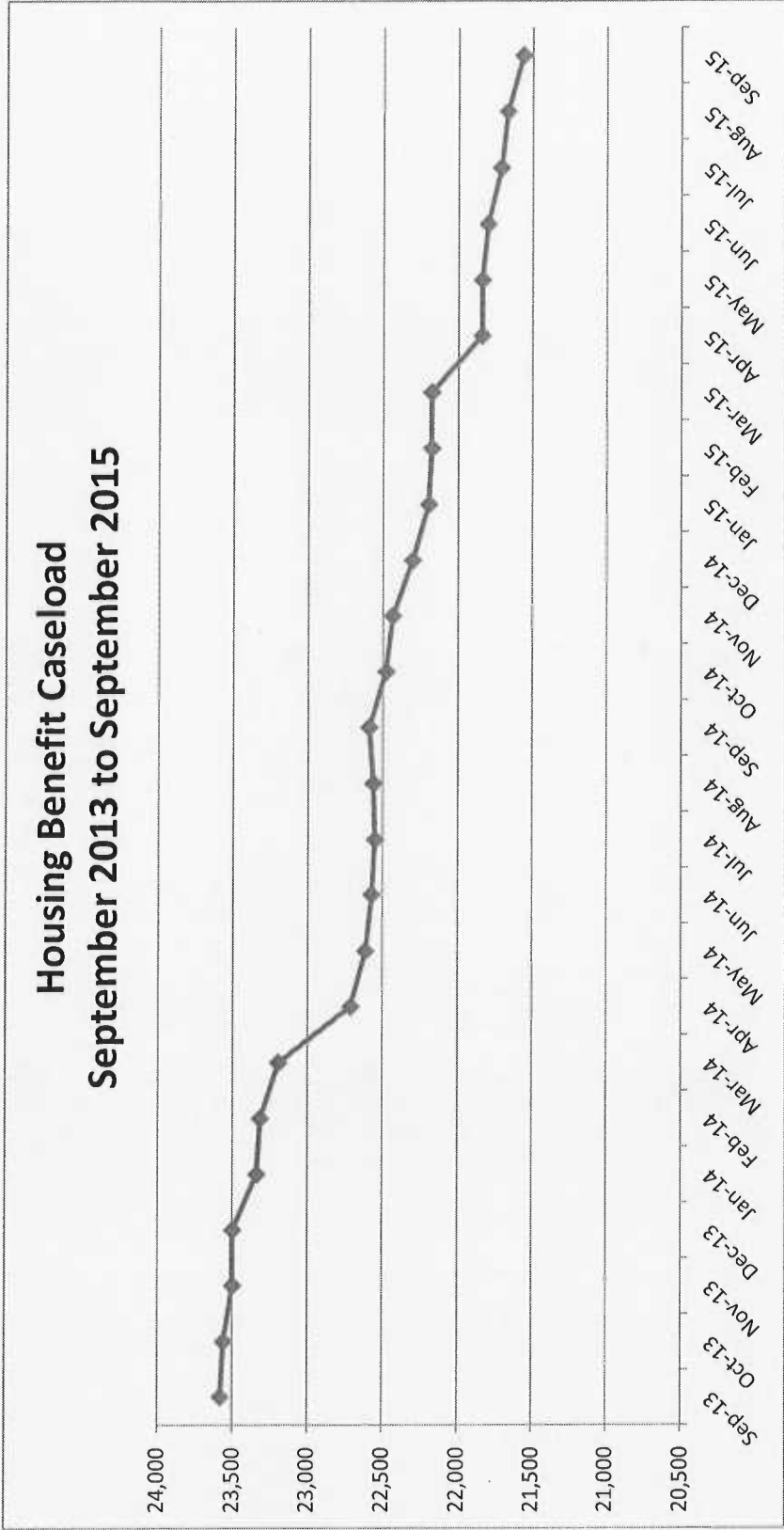


Overpayment % recovered against that created in month September 2013 to September 2015



Received and Abandoned Calls September 2013 to September 2015





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Report No.
CSD16

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 6th January 2016

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 This report offers the Committee an opportunity to consider its work programme for 2015/16, including scheduled meetings and PDS working groups. The Committee now has nine meetings scheduled during 2015/16, plus one special meeting – 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 (7.27fte)
 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 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. The Committee currently has a working group looking at Contracts. 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.
- 3.5 A schedule of Sub-Committees and Working Groups across all PDS Committees is attached as [Appendix 2](#) to this report, updated with details of PDS working groups appointed for 2015/16.

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

COMMITTEE MEETING SCHEDULE 2015/165

Meeting 1: Thursday 14th May 2015

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

Meeting 2: Wednesday 3rd 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 9th 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 3rd September 2015

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

Contracts Register (Resources and Corporate)

Use of Consultants

Acquisition of Investment Properties

Scrutiny of the Leader

Meeting 5: Thursday 8th October 2015

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

Meeting 6: Thursday 26th November 2015

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

Scrutiny of the Resources Portfolio Holder

Bromley Youth Employment Project- Quarterly Monitoring

Special Meeting: 5th January 2016

Call-in: Biggin Hill Airport limited Proposals

Meeting 7: Wednesday 6th January 2016

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

Monitoring Report: Revenues Service

Monitoring Report: Benefits Service

Monitoring Report: Exchequer Services

Monitoring Report: Customer Services

Scrutiny of the Chief Executive

Meeting 8: Wednesday 3rd February 2016

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

Contracts Register (Resources and Corporate)

Scrutiny of the Leader

Meeting 9: Thursday 16th March 2016

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

Annual PDS Report 2015/16

Monitoring Report: IT Contract

PDS SUB-COMMITTEES AND WORKING GROUPS 2015/16

SUBJECT	DURATION	MEMBERSHIP
EXECUTIVE AND RESOURCES PDS		
Contracts Working Group	Appointed at the PDS meeting on 9 th July 2015. Due to meet on 14 th January, 11 th February (?), 8 th March and 19 th April 2016.	Cllrs Stephen Wells (Ch), Simon Fawthrop, William Huntington-Thresher, Keith Onslow and Angela Wilkins
CARE SERVICES PDS		
Health Scrutiny Sub-Committee	Three meetings scheduled each year. Last met on 4 th November 2015. Next meeting on 25 th February 2016.	Cllrs Judi Ellis (Ch), Ruth Bennett, Mary Cooke, Ian Dunn, Hannah Gray, David Jefferys, Terence Nathan, Charles Rideout, Melanie Stevens, Pauline Tunnicliffe and all co-opted Members.
Accommodation with Care Reference Group	Appointed at the PDS meeting on 23 rd June 2015. Met on 22 nd June 2015 and 17 th August 2015.	Cllr Charles Rideout (Ch), Ruth Bennett, Diane Smith, Leslei Marks and Angela Clayton-Turner.
EDUCATION PDS		
Education Budget Sub-Committee	Five meetings scheduled each year. Next meeting on 5 th January 2016.	Cllrs Neil Reddin (Ch), Teresa Ball, Kathy Bance, Nicholas Bennett, Alan Collins and Ellie Harmer.
School Places Working Group	Re-appointed at the PDS meeting on 8 th July 2015. Last met on 9 th December 2015.	Cllrs Judi Ellis (Ch), Kathy Bance, Nicholas Bennett, Mary Cooke, Neil Reddin, Joan McConnell, Tony Wright Jones and Mylene Williams.
School Improvement Panel	Re-appointed at the PDS meeting on 8 th July 2015, and including the remit of the former Progress of Academy Status Panel. Met on 24 th November 2015.	Cllrs Nicholas Bennett (Ch), Mary Cooke, Teresa Ball, Julian Benington, Alan Collins, Neil Reddin and Darren Jenkins.

ENVIRONMENT PDS		
Grounds Maintenance Performance Management Working Group	Appointed at the PDS meetings on 17 th March and 7 th July 2015.	Cllrs William Huntington-Thresher, Sarah Phillips, Catherine Rideout and Melanie Stevens.
Budget Pressures Working Group	Appointed at the PDS meeting on 7 th July 2015.	Cllrs Kevin Brooks, David Jefferys, Angela Page and Sarah Phillips.
PUBLIC PROTECTION AND SAFETY PDS		
RENEWAL AND RECREATION PDS		
Beckenham Town Centre Working Group	Last met on 10 th December 2015	Cllr Michael Tickner (Ch) and Beckenham ward councillors

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