



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 22 November 2017

To: Members of the
EXECUTIVE

Councillor Colin Smith (Chairman)

Councillors Graham Arthur, Peter Fortune, William Huntington-Thresher, Kate Lymer,
Peter Morgan and Diane Smith

A meeting of the Executive will be held at Bromley Civic Centre on **WEDNESDAY 6
DECEMBER 2017 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/>

A G E N D A

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

In accordance with the Council's Constitution, questions to this Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5pm on Thursday 30th November 2017.

**4 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 7TH NOVEMBER 2017
AND CONSIDER MATTERS ARISING FROM PREVIOUS MEETINGS**

(Pages 5 - 16)

**5 PROGRESS IN IMPLEMENTING CHILDREN'S SERVICES IMPROVEMENTS
(ORAL UPDATE)**

- 6 BUDGET MONITORING 2017/18**
(Pages 17 - 60)
- 7 CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2017/18**
(Pages 61 - 72)
- 8 COUNCIL TAX SUPPORT/REDUCTION SCHEME 2018/19**
(Pages 73 - 110)
- 9 REVIEW OF CORPORATE CUSTOMER SERVICES IT SYSTEMS** (To follow)
- 10 THE GENERAL DATA PROTECTION REGULATIONS 2016** (To follow)
- 11 BROMLEY YOUTH EMPLOYMENT SCHEME PROJECT EXTENSION**
(Pages 111 - 144)
- 12 ENVIRONMENT SERVICES COMMISSIONING PROGRAMME UPDATE**
(Pages 145 - 192)
- 13 HOMELESSNESS STRATEGY**
(Pages 193 - 268)
- 14 LONDON BOROUGH OF BROMLEY'S COMMUNITY INFRASTRUCTURE LEVY,
PROPOSED PRELIMINARY DRAFT CHARGING SCHEDULE CONSULTATION**
(Pages 269 - 298)
- 15 DISPOSAL OF OLD TOWN HALL AND SOUTH STREET CAR PARK AND IMPACT
ON CIVIC CENTRE DEVELOPMENT STRATEGY**
(Pages 299 - 304)
Bromley Town ward
- 16 CONTRACT AWARD FOR NURSING CARE BEDS (PART 1)**
(Pages 305 - 308)
- 17 CONSIDERATION OF ANY OTHER ISSUES REFERRED FROM THE EXECUTIVE
AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

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

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

<u>Items of Business</u>	<u>Schedule 12A Description</u>
19 EXEMPT MINUTES OF THE MEETING HELD ON 7TH NOVEMBER 2017 (Pages 309 - 312)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
20 CONTRACT AWARD FOR NURSING CARE BEDS (PART 2) (Pages 313 - 318)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
21 CRYSTAL PALACE PARK CAFE (Pages 319 - 324) Crystal Palace ward	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
22 CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2017/18 - APPENDIX E (Pages 325 - 326)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
23 REVIEW OF CORPORATE CUSTOMER SERVICES IT SYSTEMS - PART 2 APPENDIX (To follow)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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EXECUTIVE

Minutes of the meeting held on 7 November 2017 starting at 7.00 pm

Present:

Councillor Colin Smith (Chairman)
Councillors Graham Arthur, Peter Fortune,
William Huntington-Thresher, Kate Lymer, Peter Morgan
and Diane Smith

Also Present:

Councillor Simon Fawthrop and Councillor Keith Onslow

331 APOLOGIES FOR ABSENCE

There were no apologies for absence.

332 DECLARATIONS OF INTEREST

Councillors Colin Smith and Diane Smith declared an interest in the report on the Beckenham BID (Minute 338) in that family members lived within the proposed BID area. Councillor William Huntington-Thresher also declared an interest in this item as he was an advisor to the Orpington BID Board.

333 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received.

334 TO CONFIRM THE MINUTES OF THE MEETINGS HELD ON 13TH SEPTEMBER AND 10TH OCTOBER 2017 AND CONSIDER MATTERS ARISING Report CSD17151

RESOLVED that the minutes of the meetings held on 13th September and 10th October 2017 be confirmed.

335 PROGRESS IN IMPLEMENTING CHILDREN'S SERVICES IMPROVEMENTS - ORAL UPDATE

The Executive received an oral update on Children's Services from Janet Bailey, Director of Safeguarding and Children's Social Care.

The fifth Ofsted monitoring visit had just taken place on 30th/31st October, focusing on Fostering and Adoption and looking at the experiences of children, the quality of work and management oversight. The inspectors had found no inadequate practice and some pockets of good practice. They had

spoken to foster carers who now felt more valued and more closely linked to the authority. Recruitment of permanent staff had been impressive and social workers understood their cases extremely well. Management, governance and leadership were also good. It was recognised that caseloads were reducing, that appropriate training was taking place and significant progress was being made in implementing the Improvement Plan. Ofsted had also commented that the merging of Fostering and Adoption Panels was appropriate and well timed.

The draft letter from Ofsted was to be published on 29th November, with a first draft due to be received on 13th November.

The next monitoring visit was scheduled for 13th/14th March 2018 and would focus on Early Intervention Services.

Members thanked Mrs Bailey for achievements in improving the service.

336 TACKLING TROUBLED FAMILIES PROJECT - UPDATE ON OUTCOMES AND GRANT DRAWDOWN
Report ED18031

The Council was now in year three of five in the second phase of the Tackling Troubled Families programme, and the report provided a summary of expenditure on the Programme being delivered in Bromley, requesting agreement to drawdown grant funding from central contingency. The programme was funded by the Department of Communities and Local Government (DCLG) on a payment by results basis and there was a rigorous process of checks by Internal Audit, the DCLG and Ofsted. 75% of families only presented to the programme once, with a further 19% having no more than two presentations.

The report had been scrutinised by the Executive and Resources PDS Committee on 31st October 2017.

RESOLVED that the drawdown from contingency of a sum of £796k for Tackling Troubled Families for 2017/18 be approved.

337 BROMLEY TOWN CENTRE MARKET REPORT AND IMPROVEMENT UPDATE
Report DRR17/058

At its meeting on 22 March 2017 the Executive had approved the detailed designs and costing for the next phase of the Bromley Town Centre improvements, which were currently being implemented. Officers were requested to bring back for Executive approval the detailed designs and costing for the proposed market kiosks. The Executive had also approved plans to re-organise, rebrand and relocate the existing market as part of the improvement works. The report provided an update on progress to date.

The report had been scrutinised by the Renewal and Recreation PDS Committee on 1st November 2017. The Committee had not been satisfied with the level of consultation, suggesting some changes to the terms of reference of the Bromley Market Consultative Panel and requiring a further report to their Committee in January, and proposed some changes to the recommendations, which the Executive accepted. The Portfolio Holder for Renewal and Recreation reported that to ensure that shoppers were aware of the shops he would ensure that the stalls were set out in a single line, rather than in two lines. He also confirmed that the Council would be applying for planning consent for the newly located market with the same number of stalls as the present market.

It was confirmed that the market stalls had a lifecycle of 25 years and were intended to be clad with wood. A fire retardant treatment would be applied - the Portfolio Holder assured members that he would check this. The kiosks were anticipated to generate an annual income of £100k, based on full occupancy. They would be let on a full repairing and insurance basis, and to reduce risk the Council's specialist market advisors Quarterbridge had suggested that they be prelet. Discussions were on-going about street cleaning and any potential additional costs. Questioned about why the Council was investing its own money rather than leaving it to private investors, the Portfolio Holder confirmed that a return on investment of around 20% could be anticipated, and the Council could keep control of the units which would be in a prime location for the town centre.

RESOLVED that

(1) It is agreed that £580k is allocated from the Growth Fund to meet the costs and is added to the Bromley High Street Improvement capital scheme.

(2) Authority be delegated to the Director of Regeneration and the Portfolio Holder for Renewal & Recreation to approve any minor amendments to the kiosk design and market layout.

(3) Authority be given to submit a planning application(s) for the development of the relocated market and market infrastructure, including kiosks.

(4) The allocation of additional S106 funding of £152k for a programme of architectural lighting improvements be authorised and added to the Bromley High Street Improvement capital scheme.

(5) It is noted that there will be an overall increase of £732k for the Bromley High Street Improvement scheme within the Capital Programme, resulting in a total scheme cost of £3.576m.

(6) The progress to date on implementing the agreed option for relocating, reorganising and relaunching the weekly market in Bromley, as outlined in paragraphs 3.11 - 3.17 of the report, be noted.

338 BECKENHAM AND PENGE BUSINESS IMPROVEMENT DISTRICT (BID) PROPOSAL FOR 2018-2023 (PART 1)
Report DRR17/051

The report updated Members on the progress to date on the development of a proposed Business Improvement District (BID) in Beckenham and Penge Town Centres and its potential implications for the Council. In particular, it introduced the outline Beckenham and Penge BID Proposal 2018 – 2023 which had been presented to the Council by the BID Steering Groups in each town and requested delegated authority for the Portfolio Holder for Renewal and Recreation to review the final versions of the BID Proposals in order to authorise a Ballot to be held of the establishment of the Beckenham and Penge BIDs in February 2018. It was confirmed that any changes to parking arrangements, including parking charges, would need to be approved by the Portfolio Holder for Environment.

The report had been scrutinised by the Renewal and Recreation PDS Committee on 1st November 2017 – the Committee had supported the proposals. A revised plan of the Beckenham BID area, minimising the residential areas included, was tabled.

RESOLVED that

(1) The draft Beckenham and Penge BID Proposals 2018 – 2023 (summarised in paragraph 3.10 of the report but provided in full as part of a report on the Part 2 agenda) and the progress to date on the development of the BIDs, including the level of consultation with businesses, outline BID levy rules and emerging key priorities of the proposed BID, be noted.

(2) On the basis of the draft outline BID Proposals, agree in principle that the Council’s Ballot Holder may be instructed to hold ballots in February 2018, according to the Business Improvement District Regulations (England) 2004, being satisfied that the draft BID Proposals do not conflict with any of the Council’s priorities and plans, and that the geographic scope of each is within the boundaries of the London Borough of Bromley (see maps of draft BID boundaries in Appendix 2A (as amended) and 2B of the report).

(3) Delegated authority be agreed to the Portfolio Holder for Renewal & Recreation to review the final version of the BID Proposals which are expected to be delivered to the Authority by 17 November 2017 and, provided that these still meet the criteria outlined in (2) above, instruct the Ballot Holder to run the BID ballots on behalf of the Executive.

(4) The Portfolio Holder for Renewal and Recreation be authorised to nominate an officer to vote ‘Yes’ on behalf of the Council for eligible

Council-occupied hereditaments which fall within the proposed BID areas (these are listed in paragraph 5.2 of the report).

(5) Subject to a BID 'yes' vote, the Director of Corporate Services be authorised to enter into all legal agreements necessary to operate the BID, and that the agreements ensure that the BID companies formed in both locations act at all times in the best interests of the town centres. (The draft agreements, which are still to be finalised, are included as part of Appendix 1A and 1B to the report.)

(6) It is noted that potential net savings of £44k could result from the establishment of BIDs in Beckenham and Penge Town Centres as outlined in section 5 of the report.

339 GATEWAY REPORT: PROCUREMENT STRATEGY FOR ADULTS AND YOUNG PEOPLE'S SUBSTANCE MISUSE STRATEGY
Report CS18096-1

The report provided a part 1 summary of a part 2 report on the procurement strategy and financial considerations for the Substance Misuse Services contracts for Adults and Young People. The current contracts ended in November 2018 and a Gateway Report had already been considered and approved by the Executive in May 2017. It was now proposed to include Residential Detoxification and Rehabilitation Placement provision and enhanced Community Alcohol Detoxification pathway in the bundle of services in the Substance Misuse tender.

The report had been scrutinised by the Executive and Resources PDS Committee on 31st October 2017. The Committee had supported the recommendation, but had suggested that the part 2 report be made public and the Executive's consideration take part in part 1 of the agenda.

The PDS Committee had also commented on the need for more data on outcomes. This had been provided in the main gateway report in May, but Councillor Morgan requested further data on problem drinkers.

The Executive supported the proposals, although the Leader did note that there was a balance to be found between intervention and personal choice and responsibility, and that efforts to combat substance misuse needed to be consensual to successfully nudge people in the right direction.

RESOLVED that the proposal to include Residential Detoxification and Rehabilitation Placement provision and enhanced Community Alcohol Detoxification pathway within the bundle for the substance misuse tender, that procurement will be a tender formed of two lots as outlined in the report (paragraphs 3.2 to 3.11 and section 7) and for the service to proceed to procurement be approved.

340 CONSIDERATION OF ANY OTHER ISSUES REFERRED FROM THE EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

There were no additional items reported from Executive and Resources PDS Committee.

341 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**

342 BECKENHAM AND PENGE BUSINESS IMPROVEMENT DISTRICT (BID) PROPOSAL FOR 2018-23 (PART 2)
Report DRR17/051

The Executive considered details of the draft proposals and budgets for the proposed BIDs in Beckenham and Penge which were being treated as confidential at the request of the BID Steering Groups who would form the boards of private companies on the basis that the proposals were still in draft form and under consultation with BID levy payers.

343 GATEWAY REPORT: PROCUREMENT STRATEGY FOR ADULTS AND YOUNG PEOPLE'S SUBSTANCE MISUSE SERVICES
Report CS18096-2

The report provided further details of the procurement process for Adults and Young People's Substance Misuse services. In accordance with the recommendation of the Executive and Resources PDS Committee, the report was considered in part 1.

344 AWARD OF CONTRACT FOR PHASE 2 WORKS AT BEACON ACADEMY, ORPINGTON

The Executive awarded a contract for capital works at Beacon Academy, Orpington.

345 OPPORTUNITY SITE G DEVELOPMENT PROGRAMME
Report DRR17/059

The Executive agreed to make recommendations to Council regarding the development programme for Opportunity Site G.

346 DISPOSAL OF 72-76 HIGH STREET, BROMLEY
Report DRR17/061

The Executive approved proposals for the sale of the Council's freehold interest in this property.

The Meeting ended at 8.57 pm

Chairman

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Decision Maker: EXECUTIVE

Date: 6TH December 2017

Decision Type: Non-Urgent Executive Non-Key

Title: MATTERS ARISING FROM PREVIOUS MEETINGS

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

1.1 **Appendix A** updates Members on matters arising from previous meetings.

2. **RECOMMENDATION**

2.1 **The Executive is invited to consider progress on matters arising from previous meetings.**

Non-Applicable Sections:	Impact on Vulnerable Adults and Children/Policy/Financial/Personnel/Legal/Procurement
Background Documents: (Access via Contact Officer)	Minutes of previous Executive meetings

Impact on Vulnerable Adults and Children

1. Summary of Impact: Not applicable
-

Corporate Policy

1. Policy Status: Existing Policy: The Executive receives an update on matters arising from previous meetings at each meeting.
 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: £343,810
 5. Source of funding: 2017/18 Revenue Budget
-

Personnel

1. Number of staff (current and additional): 8 posts (6.87fte)
 2. If from existing staff resources, number of staff hours: Monitoring the Executive's matters arising takes at most a few hours per meeting.
-

Legal

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

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Customer Impact

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

Ward Councillor Views

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

Appendix A

<u>Minute Number/Title</u>	<u>Executive Decision/Request</u>	<u>Update</u>	<u>Action by</u>	<u>Completion Date</u>
11th January 2017				
161 Banbury House, Chislehurst	Report deferred for consideration of use of the property for temporary accommodation for homeless people.	An options appraisal and feasibility study has been carried out and a business case is being put together. A report is being prepared.	Director of Housing/Head of Strategic Property	January 2018
22nd March 2017				
201 Operational Building Maintenance Budgets and Planned Programme 2017/18	Members requested a report on the position with regard to the sale of former public toilet buildings.	This issue will be included in a report on Asset Management.	Head of Strategic Property	January 2018
19th July 2017				
274 Budget Monitoring 2017/18	Members requested that risks be included in budget monitoring reports.	Commentary on risk is incorporated into the current budget monitoring report within the Directors' comments for their service areas.	Director of Finance	December 2017
13th September 2017				
317 Housing Supply	Members requested more detailed information, including comparative data with neighbouring boroughs in the next report.	Improved information will be incorporated into the next report.	Director of Housing	January 2018
7th November 2017				
344/1 Phase 2 Works at Beacon Academy, Orpington	Members requested further investigation and clarification regarding the provision of sprinklers.	Officers are investigating and will report back.	Head of Strategic Place Planning	January 2018

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Report No.
FSD17088

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: Executive
Council

Date: 6th December 2017
11th December 2017

Decision Type: Non-Urgent Executive Non-Key

Title: BUDGET MONITORING 2017/18

Contact Officer: Tracey Pearson, Chief Accountant
Tel: 020 8313 4323 E-mail: tracey.pearson@bromley.gov.uk

Chief Officer: Director of Finance

Ward: Borough Wide

1. Reason for report

1.1 This report provides the second budget monitoring position for 2017/18 based on expenditure and activity levels up to the end of September 2017. The report also highlights any significant variations which will impact on future years as well as any early warnings that could impact on the final year end position.

2. **RECOMMENDATION(S)**

2.1 **Executive are requested to:**

- (a) consider the latest financial position;
- (b) note that a projected net overspend on services of £221k is forecast based on information as at September 2017;
- (c) consider the comments from the Deputy Chief Executive and Director of Education, Care and Health Services, the Executive Director of Environment and Community Services and the Director of Corporate Services as detailed in Appendix 2;
- (d) note a projected variation of £459k credit from investment income as detailed in sections 3.6 and 3.7;
- (e) note a projected reduction to the General Fund balance of £271k as detailed in section 3.4;
- (f) agree the release of £559k from the 2017/18 Central Contingency as detailed in para. 3.2.2;

- (g) recommend to Council the transfer of £3.5m from the Central Contingency to the Investment Fund as detailed in para. 3.2.8;**
- (h) note the full year costs pressures of £3.3m as detailed in section 3.5;**
- (i) identify any issues that should be referred to individual Portfolio Holders for further action.**

2.2 Council are requested to:

- (a) agree that a sum of £3.5m be transferred to the Investment Fund as detailed in para. 3.2.8;**

Corporate Policy

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

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: Recurring cost.
 3. Budget head/performance centre: Council wide
 4. Total current budget for this head: £206.0m
 5. Source of funding: See Appendix 1 for overall funding of Council's budget
-

Staff

1. Number of staff (current and additional): 2,327 (per 2017/18 Budget), which includes 701 for delegated budgets to schools.
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: Statutory requirement. The statutory duties relating to financial reporting are covered within the Local Government Act 1972; the Local Government Finance Act 1998; the Accounts and Audit Regulations 2015; the Local Government Act 2000 and the Local Government Act 2002.
 2. Call-in: Call-in is applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The 2017/18 budget reflects the financial impact of the Council's strategies, service plans etc. which impact on all of the Council's customers (including council tax payers) and users of the services.
-

Ward Councillor Views

3. Have Ward Councillors been asked for comments? N/A.
4. Summary of Ward Councillors comments: Council wide

3. COMMENTARY

3.1 Summary of Projected Variations

3.1.1 The Resources Portfolio Plan included the target that each service department will spend within its own budget. Current projections show an overall net overspend of £221k on portfolio budgets and a £510k credit variation on central items.

3.1.2 A summary of the 2017/18 budget and the projected outturn is shown in the table below:

Portfolio	2017/18	2017/18	2017/18	2017/18
	Original Budget £'000	Latest Budget £'000	Projected Outturn £'000	Variation £'000
Care Services	68,272	70,622	70,683	61
Education & Children's Services (incl. Schools Budget)	37,359	37,835	38,483	648
Environment	29,179	29,560	29,029	Cr 531
Public Protection & Safety	1,963	2,122	2,152	30
Renewal & Recreation	7,693	9,433	9,433	0
Resources	45,265	45,938	45,951	13
Total Controllable Budgets	189,731	195,510	195,731	221
Capital, Insurance & Pension Costs	11,244	11,244	11,244	0
Non General Fund Recharges	Cr 730	Cr 730	Cr 730	0
Total Portfolio Budgets	200,245	206,024	206,245	221
Contingency Provision	14,957	7,493	7,442	Cr 51
Interest on General Fund Balances	Cr 2,891	Cr 2,891	Cr 3,391	Cr 500
Income from Investment Properties	Cr 9,854	Cr 9,854	Cr 9,813	41
Other Central Items	2,629	6,129	6,129	0
General Government Grants & Retained Business Rates	Cr 55,508	Cr 55,837	Cr 55,837	0
Collection Fund Surplus	Cr 6,401	Cr 6,401	Cr 6,401	0
Total Central Items	Cr 57,068	Cr 61,361	Cr 61,871	Cr 510
Total Variation	143,177	144,663	144,374	Cr 289

3.1.3 A detailed breakdown of the latest approved budgets and projected outturn for each Portfolio, together with an analysis of variations, is shown in Appendix 3.

3.1.4 Comments from the Deputy Chief Executive and Executive Director of Education, Care and Health, the Executive Director of Environment and Community Services and the Director of Corporate Services are included in Appendix 2.

3.2 Central Contingency Sum

3.2.1 Details of the allocations from and variations in the 2017/18 Central Contingency are included in Appendix 4.

3.2.2 The Central Contingency includes £350k relating to the estimated financial impact of the business rate revaluation on Council run properties from April 2017. The actual impact of the revaluation exercise has resulted in an increase of £559k and Members are requested to approve the drawdown of this sum from the Central Contingency. These additional costs have been offset by an equivalent reduction of £209k in the provision for unallocated inflation.

- 3.2.3 At the time of writing this report there may be further reports elsewhere on the agenda relating to General Data Protection Regulations and the CRM System, any funding implications in the current year have not been included at this stage.
- 3.2.4 On 16th October 2017 the Council received notification of £255k funding for the Homelessness Reduction Act Grant – New Burdens funding. The Homelessness Reduction Act makes significant changes to the current homelessness legislation by placing duties on local authorities to intervene earlier and prevent a homelessness crisis for all households. This legislation comes into force on the 1st April 2018.
- 3.2.5 The Council received a late notification of £2.1m funding for the Flexible Homelessness Support Grant. The new grant will empower councils with the freedom to support the full range of homelessness services. This could include employing a homelessness prevention or tenancy support officer to work closely with people who are at risk of losing their homes.
- 3.2.6 Bromley recently received the sum of £50,910 from the Royal Borough of Kensington and Chelsea (RBKC) as our share of the residual balance relating to the winding up of the South London Connexions Consortium some years ago. RBKC were holding on to this balance pending possible legal action from CfBT who were the contractors. This legal action is now statute barred and RBKC have distributed the balance it was holding to several London boroughs including Bromley. This sum has been allocated to the Central Contingency.
- 3.2.7 A prudent approach was adopted in considering the 2017/18 Central Contingency sum to reflect any inherent risks, the potential impact of any new burdens, population increases or actions taken by other public bodies which could affect the Council. If the monies are not required then the general policy has been to use these for growth, investment and economic development to generate additional income and provide a more sustainable financial position.
- 3.2.8 Based on the latest financial position, there is a forecast net variation of £3.5m following a review of the remaining contingency provisions and an estimate of likely further drawdown requirements for the remainder of the year. It is therefore proposed to allocate £3.5m not required in the current year from the 2017/18 Central Contingency to provide one-off funding for the Investment Fund. The future use of this funding will be subject to a detailed report to Members for approval. The setting aside of this funding will also require the approval of Council.
- 3.2.9 The position will continue to be closely monitored and the utilisation of any further variations in the Central Contingency will be considered in future budget monitoring reports.

3.3 Carry Forwards from 2016/17 to 2017/18

- 3.3.1 On 20th June 2017 Executive approved the carry forward of 2016/17 underspends totalling £447k (net) subject to the funding being allocated to the Central Contingency to be drawn down on the approval of the relevant Portfolio Holder. In addition, £113k relating to the Council's repairs and maintenance budgets was carried forward as agreed by Executive on 22nd March 2017 bringing the total carried forward to £560k.

3.4 General Fund Balances

- 3.4.1 The level of general reserves is currently projected to reduce by £271k to £19,729k at 31st March 2018 as detailed below:

	2017/18 Projected Outturn £'000
General Fund Balance as at 1st April 2017	Cr 20,000
Net Variations on Services & Central Items (para 3.1)	Cr 289
Adjustments to Balances:	
Carry Forwards (funded from underspends in 2016/17)	560
General Fund Balance as at 31st March 2018	Cr 19,729

3.5 Impact on Future Years

3.5.1 The report identifies expenditure pressures which could have an impact on future years. The main areas to be considered at this stage are summarised in the following table:

	2017/18 Budget £'000	2018/19 Impact £'000
Care Services Portfolio		
Assessment & Care Management - Care Placements	20,810	438
Learning Disabilities - Care Placements, Transport & Care Management	31,138	1,788
Mental Health - Care Placements	5,938	168
Supporting People	1,072	Cr 65
Housing Needs - Temporary Accommodation	7,535	88
Children's Social Care	33,390	718
		3,135
Public Protection & Safety Portfolio		
Mortuary & Coroners Service	403	56
Resources Portfolio		
Legal Services - Legal / Counsel Fees	89	140
TOTAL		3,331

3.5.2 Given the significant financial savings that the Council will need to make over the next four years, it is important that all future cost pressures are contained and that savings are identified early to mitigate these pressures.

3.5.3 Further details, including action to be taken to contain future cost pressures, are included in Appendix 5.

Investment Income

3.6 Interest on Balances

3.6.1 As a result of the anticipated reduction in balances available for investment due to further utilisation of the Investment and Growth Funds and the Highways Investment capital scheme, combined with the anticipated lower rates that will be available on new investments, a reduction of £600k has been included in the 2017/18 budget.

3.6.2 Although the Council has seen a significant reduction in the rates offered for new fixed-term deposits as well as overnight money market funds, a surplus of £500k is currently projected for the year, mainly due to the continued high level of balances available for

investment, as well as the further investment in pooled funds, and high level of interest earned on the pooled funds, housing association deposits and Project Beckenham loan.

3.6.3 The Council's performance on treasury management is in the top 10% among local authorities. Details of the Treasury Management Annual Investment Strategy for 2017/18 were reported to Council on 1st March 2017, and the performance for the second quarter of 2017/18, including a mid-year review of the Strategy, was reported to Executive and Resources PDS Committee on 29th November 2017.

3.7 Income from Investment Properties

3.7.1 There is a total projected net deficit of £41k for income from Investment Properties as summarised in the table below.

3.7.2 There is a projected net surplus of £79k on the Investment Fund properties as a result of the acquisition of Trinity House completed in April 2017.

3.7.3 A deficit of £92k is projected for the rent share from The Glades Shopping Centre based on the minimum rent share of £1.88m. It is difficult to provide a precise forecast as net income is determined by the rental income from the shops offset by contributions to any minor works.

3.7.4 Following the combination of the surrender of leases offset by an increase in rental income following rent reviews, there is an expected net shortfall of £28k from other investment properties.

Summary Variations	£'000	
Surplus Income from Investment Fund Properties	Cr	79
Deficit Income from the Glades Shopping Centre		92
Net Shortfall of Income from Other Investment Properties		28
Total		41

3.8 The Schools Budget

3.8.1 Expenditure on Schools is funded through the Dedicated Schools Grant (DSG) provided for by the Department for Education (DfE). DSG is ring fenced and can only be applied to meet expenditure properly included in the schools budget. Any overspend or underspend must be carried forward to the following years Schools Budget.

3.8.2 There is a total projected underspend of £124k on DSG funded services, which will be added to the £1.623m carried forward from 2016/17. Details of the 2017/18 monitoring of the School's Budget will be reported to the Education & Children's Services Portfolio Holder.

3.9 Investment Fund and Growth Fund

3.9.1 Full details of the current position on the Investment Fund and the Growth Fund are included in the Capital Programme Monitoring report elsewhere on the agenda. The uncommitted balances currently stand at £20.6m on the Investment Fund and £8.2m on the Growth Fund.

4. FINANCIAL CONTEXT

- 4.1 The 2017/18 Council tax report identified the latest financial projections and a future year budget gap due to the impact of inflation, service and cost pressures and ongoing significant reductions in government funding. More details were reported in the “2017/18 Council Tax” report to Executive in February.
- 4.2 As reported as part of the Council’s financial strategy, a prudent approach has been adopted in considering the central contingency sum to reflect any inherent risks, the potential impact of new burdens, population increases or actions taken by other public bodies which could affect the Council. The approach has also been one of “front loading” savings to ensure difficult decisions are taken early in the budgetary cycle, to provide some investment in specific priorities, to fund transformation and to support invest to save opportunities which provide a more sustainable financial position in the longer term.
- 4.3 The 2017/18 Council Tax report identified a budget gap of £23.6m per annum by 2020/21. Additional funding of £5.2m was included in the 2017/18 budget for Children’s Social Care and £2.2m for Education SEN and Adult Social Care to mainly reflect the impact of in-year overspends and additional staffing (Children’s Social Care). The financial forecast and budget will be affected by inflation, changes in government funding and new burdens and realistically any future year overspends will need to be funded from alternative savings. It is therefore important to ensure that action is taken, where possible, to contain costs within budget which also mitigates against the risk of the Council’s budget gap increasing further which would increase the savings required in future years.

5. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 5.1 The 2017/18 budget reflects the financial impact of the Council’s strategies and service plans which impact on all of the Council’s customers and users of our services.

6. POLICY IMPLICATIONS

- 6.1 The “Building a Better Bromley” objective of being an Excellent Council refers to the Council’s intention to provide efficient services and to have a financial strategy that focuses on stewardship and sustainability. Delivering Value for Money is one of the Corporate Operating Principles supporting Building a Better Bromley.
- 6.2 The “2017/18 Council Tax” report highlighted the financial pressures facing the Council. It remains imperative that strict budgetary control continues to be exercised in 2017/18 to minimise the risk of compounding financial pressures in future years.

7. FINANCIAL IMPLICATIONS

- 7.1 These are contained within the body of the report with additional information provided in the appendices.

Non-Applicable Sections:	Legal, Personnel, Procurement
Background Documents: (Access via Contact Officer)	Provisional final Accounts - Executive 20 th June 2017; 2017/18 Council Tax – Executive 8 th February 2017; Draft 2017/18 Budget and Update on Council’s Financial strategy - Executive 11 th January 2017; Capital Programme Monitoring Report – elsewhere on agenda; Treasury Management Annual Report 2016/17 – Council 26 th June 2017; Treasury Management Annual Investment Strategy 2017/18 – Council 1 st March 2017; Financial Management Budget Monitoring files across all Portfolios.

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GENERAL FUND - PROJECTED OUTTURN FOR 2017/18

Portfolio	2017/18 Original Budget £'000	Budget Variations allocated in year # £'000	2017/18 Latest Approved Budget £'000	2017/18 Projected Outturn £'000	Variation £'000	Variation previously reported to Exec 19/07/17 £'000
Care Services	68,272	1,424	69,696	69,757	61	990
Education & Children's Services (incl. Schools' Budget)	37,359	476	37,835	38,483	648	627
Environment	29,179	381	29,560	29,029	Cr 531	Cr 22
Public Protection & Safety	1,963	159	2,122	2,152	30	66
Renewal & Recreation	7,693	1,740	9,433	9,433	0	0
Resources	45,265	673	45,938	45,951	13	Cr 38
Total Controllable Budgets	189,731	4,853	194,584	194,805	221	1,623
Capital, Insurance & Pensions Costs (see note 2)	11,244	0	11,244	11,244	0	0
Non General Fund Recharges	Cr 730	0	Cr 730	Cr 730	0	0
Total Portfolios (see note 1)	200,245	4,853	205,098	205,319	221	1,623
Central Items:						
Income from Investment Properties	Cr 9,854	0	Cr 9,854	Cr 9,813	41	Cr 100
Interest on General Fund Balances	Cr 2,891	0	Cr 2,891	Cr 3,391	Cr 500	Cr 100
Total Investment Income	Cr 12,745	0	Cr 12,745	Cr 13,204	Cr 459	Cr 200
Contingency Provision (see Appendix 3)	14,957	Cr 7,464	7,493	7,442	Cr 51	0
Other central items						
Reversal of net Capital Charges (see note 2)	Cr 9,901	0	Cr 9,901	Cr 9,901	0	0
Contribution to Transition and Other Funds	2,552	0	2,552	2,552	0	0
Contribution to Investment Fund	0	3,500	3,500	3,500	0	0
Utilisation of Prior Year Collection Fund Surplus	6,401	0	6,401	6,401	0	0
New Homes Bonus Support for Revenue	2,256	0	2,256	2,256	0	0
Levies	1,321	0	1,321	1,321	0	0
Total other central items	2,629	3,500	6,129	6,129	0	0
Total all central items	4,841	Cr 3,964	877	367	Cr 510	Cr 200
Bromley's Requirement before balances	205,086	889	205,975	205,686	Cr 289	1,423
Carry Forwards from 2016/17 (see note 3)	0	Cr 447	Cr 447	0	447	447
Carry Forward from 2016/17 (R&M)	0	Cr 113	Cr 113	0	113	113
Adjustment to Balances	0	0	0	Cr 271	Cr 271	Cr 1,983
Revenue Support Grant	Cr 205,086	329	205,415	205,415	0	0
Business Rates Retention Scheme (Retained Income, Top-up and S31 Grants)	Cr 10,855	0	Cr 10,855	Cr 10,855	0	0
New Homes Bonus	Cr 36,505	0	Cr 36,505	Cr 36,505	0	0
New Homes Bonus Topslice	Cr 6,096	0	Cr 6,096	Cr 6,096	0	0
Transition Grant	0	Cr 329	Cr 329	Cr 329	0	0
Transition Grant	Cr 2,052	0	Cr 2,052	Cr 2,052	0	0
Collection Fund Surplus	Cr 6,401	0	Cr 6,401	Cr 6,401	0	0
Bromley's Requirement	143,177	0	143,177	143,177	0	0
GLA Precept	35,989	0	35,989	35,989	0	0
Council Tax Requirement	179,166	0	179,166	179,166	0	0

# Budget Variations allocated to portfolios in year consists of:	£'000
1) Carry forwards from 2016/17 (see note 3)	560
2) Allocations from the central contingency provision (see Appendix 4)	7,793
	<u>8,353</u>

1) **NOTES**

Portfolio Latest Approved Budgets analysed over Departments as follows:

	2017/18 Original Budget £'000	Budget Variations allocated in year # £'000	2017/18 Latest Approved Budget £'000	2017/18 Projected Outturn £'000	Variation £'000	Variation previously reported to Executive £'000
Education Care & Health Services	120,534	1,397	121,931	122,643	712	1,626
Environment & Community Services	54,785	3,022	57,807	57,168	Cr 639	Cr 100
Chief Executive's Department	24,926	434	25,360	25,508	148	97
	200,245	4,853	205,098	205,319	221	1,623

2) **Reversal of Net Capital Charges**

This is to reflect the technical accounting requirements contained in CIPFA's Code of Practice for Local Authority Accounting and has no impact on the Council's General Fund.

3) **Carry Forwards from 2016/17**

Carry forwards from 2016/17 into 2017/18 totalling £560k were approved by the Executive and under the delegated authority of the Director of Finance. Full details were reported to the June meeting of the Executive in the "Provisional Final Accounts 2016/17" report.

1 Comments from the Deputy Chief Executive and Executive Director of Education, Care and Health Services Department

Care Services Portfolio

- 1.1 There continues to be pressures in Adult Social Care mainly due to placements, domiciliary care and direct payments. Management action is addressing savings targets although these are a challenge in most areas where demand for services is increasing. We continue to scrutinise and review all applications for care and support, and have plans in place to review all care packages to ensure our vulnerable residents are appropriately cared for with the best use of resources.
- 1.2 We continue to see much more complexity in users' needs as they come through to us later in their journeys. We have much more work to do in reviewing high cost placements, ceiling rates and assessments whilst working to manage parental expectations within Learning Disabilities. The department will be working to look at other efficiency plans that may require policy change, and have in place member agreement to use the IBCF to develop workforce and provider market initiatives for us to better understand the needs of our population and the impact on care and support.
- 1.3 Commissioning activity continues to secure value for money through contract negotiations making a significant contribution to the savings targets.
- 1.4 In Housing there is continued monitoring to ensure that the Mears property acquisition performs in line with the target numbers set. Approval has been given to progress to tender for a modular homes site. The early intervention team is now up and running to slow down the rate of placements. This work is currently bringing the numbers back down to the level of increase previously predicted. However in light of the continued roll out of universal credit and introduction of the Homeless Reduction Act, as previously reported it is expected that numbers will increase further in the new year. The full impact of the new duties under the Homelessness Act is currently under assessment following the release of the draft code of guidance and will be reported to the executive in December.
- 1.5 On one of the travellers sites further court dates have been set for December as we need to address a number of unauthorised occupants. Work is ongoing via Amey to assess potential refurbishment options to reduce current utility costs.
- 1.6 Work is being undertaken, led by the Deputy Chief Executive and Executive Director of ECH&S and an action plan has been developed working on a multi-agency basis to resolve the issues. However analysis is currently being undertaken regarding options for refurbishment of the site to install metered utilities and address a number of repairing issues to enable full utilisation of all pitches and reduce ongoing maintenance costs. The full business case will be reported back once this work has been completed.

1.7 Analysis of Risks

The risks in the Care Services Portfolio are:-

- i) impact of the National Living Wage across Care Services and the impact on contracts
- ii) increased complexity of clients coming through the system
- iii) increasing number of clients coming through the system
- iv) increased homelessness and the associated costs
- v) introduction of the Homeless Reduction Act
- vi) increased rent arrears arising from the rollout of Universal Credit in 2018/19

Education & Children's Services

- 1.8 In Children's Social care we are continuing to interview permanent staff and the ambition is by December we will have around 10% locum staff in place. A recruitment drive over the spring/ summer period has resulted in permanent staff being appointed and in the pipeline with waiting notice periods being undertaken. In addition we have been successful in converting 15 locum staff to permanent. At the beginning of the year there was only 42% permanent staff and with the work undertaken this should result in a significant increase to around 80%.
- 1.9 In addition we are ensuring that locum staff take 4 weeks leave every year which further reduces the agency cost. We are ensuring that there is a gap in terms of staff leaving and recruiting and this will support the focus on the budget. We have been very determined in Bromley we would only recruit high calibre skilled staff to work with our children and we continue with this ambition. During our Ofsted monitoring visits this has been borne out by the improvement we are making and the quality of staff and improvement in practice and outcomes for children. We are beginning another round of recruitment drives and in addition a further locum conversion event.
- 1.10 In Leaving Care the 18+ panel has been established to consider the cost of placements for this age group, we have seen reductions in the cost of placements in this cohort but equally ensuring that such placements are of good quality and support available. Our colleagues in housing are part of this panel and going forward housing benefit is being claimed. Historically there has not been such rigour around this and we are visiting the legacy cases to ensure we can reduce the historic overspend and housing benefit is claimed as appropriate. The officer in the leaving care team has worked with certain providers and has negotiated a reduction in fees for this cohort of young people. There is a stronger more developed framework around providers through the housing action plan and commissioning; assessing late entrants through the MASH and in cooperation with housing assessments and Family Group Conferencing. The on stream beds with De Paul which can take 16+ for 8 weeks for assessment are preventing some young people going outside the borough.
- 1.11 Staying Put is increasing within the service and this is a very positive outcome for our children but will need to be considered as growth within base budgets going forward, there have been no predictions for this in the past as growth area. In addition with the recent Social Work Act we will be responsible for young people up to the age of 25 and this will add a further unforeseen impact.

- 1.12 We continue to monitor placements through the weekly Placement Panel. The number of complex and challenging young people continues to require specialist placements. In addition there is a lack of secure placements for young people who would meet the threshold but where there is no bed available. We are aware for every bed vacant there is a large number of referrals from across all Local Authorities. This is an area that is being raised at national level. The outcome of this is that young people are therefore requiring not only more specialised placements but required 2 or 3 to 1 staffing which greatly inflates the costs – resulting in being around £1,000 or more per week than a secure bed at the cost of around £6,500. In addition London Care Placements have requested increase in costs of placement by certain provider to around 8.9% and 3.9% for IFA's overall which is an example of market pressure and demand. Some costs are negotiated for less for those providers inside this agreement but other providers primarily outside London are not affiliated. There is likely to be a further rise of around 3% in the forthcoming year – these costs cannot be controlled by the Local Authority.
- 1.13 We have reviewed our children subject to S20 and any rehabilitation plans and 9 children have been returned home this year safely to parents. We continue to review all high cost placements regularly to ensure that they are meeting the needs of the children but that where possible we are returning children to resources within the borough.
- 1.14 We have received some additional CCG funding but also continue to review and concentrate on 'fair' funding with our CCG colleagues around our complex and challenging young people especially the risks and impact on their mental health and wellbeing. . We have reviewed our fostering service and how we improve the number of foster carers; how placements are used and the training that can be given to encourage them to support our young people in Bromley. We have already identified a small number of foster carers who are keen to become mother and baby placements – this carries a high risk factor and training and support is needed. However if this is achieved our children will be local to us; they will be assessed in their community and the cost of residential placements which can be in excess of £50,000 for a 12 week assessment reduced. We are also looking with Bromley College to recruit, train, support and reward those carers who are skilled to support our more challenging young people.
- 1.15 We have reviewed those children with our education colleagues who are now equally funding those children in residential placements receiving education. The majority of Education DSG funded budgets come from the high needs block and overall are showing an underspend. Where overspends have been identified these have been covered off by underspends in other areas where possible. However there are future pressures manifesting themselves in the High Needs Block of the DSG where it is predicted that there will be significant pressures over the next few years due to growing demands without the necessary increases in funding. The current root and branch review of the high needs block should help to mitigate such pressures. However, it must be remembered that some of the budgets, particularly SEN transport and placements, are 'on demand' budgets which cannot always be accurately forecast.

- 1.16 There is a requirement for all existing statement of special educational needs (SEN) plans to be transferred to the new ECHP plan by 31 March 2018. Additional budget of £115,000 is required to enable the SEN Team bring in additional staff to complete these assessments in order to meet our statutory obligations and duties. The Deputy Chief Executive received a formal letter from the Department of Education seeking assurances that we will meet the key target date of 31 March 2018. A formal letter was also received by the Bromley Parents Forum seeking assurances that these plans will be transferred by the stipulated deadline.
- 1.17 Funding to support costs in CAMHS has been identified from the Better Care Fund (BCF) of £125k for both 2017/18 and 2018/19. This will offset costs being incurred in this area. It is recommended that the Executive agree to the transfer of these funds from BCF.

1.18 Analysis of Risks

The risk in the Education and Children's Services Portfolio are:

- i) loss of permanent staff/inability to recruit permanent staff/recruitment and retention of social workers
- ii) limited supply and increasing costs of residential placements
- iii) increased complexity of children
- iv) impact of Social Work Act 2017
- v) income from partners reducing
- vi) school place issues
- vii) introduction of the National Funding Formula and the impact on schools/local authority

2 **Comments from the Director of Corporate Services (Resources Portfolio)**

- 2.1 Caseloads in children's services continue at a higher level than has previously been the case. Normal caseloads have historically been c 48 new cases per annum. In 2016/17, 98 sets of proceedings were issued and for 2017/18 it is projected that 80 sets of proceedings will be issued. Cases issued already this year stand at 37 for the first six months (April- September) and one case was particularly complex, involving a family with 6 children which has to date incurred costs of £26k. A court fee of £2,025 is payable on each case which means that if an additional 32 cases are issued there will be a cost of £64,800. In addition there are fees for instructions of experts (£150 per application) and for placement orders where the care plan is adoption (£455 per family). There has also been a growth of cases where translation services are required (currently representing c20% of cases) and costs are being incurred for translation of documents, and additional hearings.
- 2.2 As part of the Phase 3 additional funding for the implementation of the Children's Service improvements, £60k was agreed by the Executive on 10th January 2017 for an additional Legal post. Childcare cases typically take between 3-9 months to conclude and therefore there is an ongoing cost pressure from cases which were issued in 2016/17 which were not concluded in that year, and this has been exacerbated by the continuing high level of new instructions. As was reported previously, vacancies in the team have been filled with 3 new lawyers with advocacy experience.

They are now in place and are focusing on new instructions as it is often a more efficient use of resources to use Counsel to conclude cases they are already working on. Reverting to the use of in-house staff for advocacy will gradually reduce spend on Counsel costs, however work required to issue the additional proceedings does impact on capacity in this area. As occurred in 2016/17, there may be some additional income to mitigate the overspend (although it is too early to say this with certainty) but there is not presently scope to make savings elsewhere in the service. The reality is that given the significant and ongoing increase in case load it is unrealistic to expect the service to be delivered within budget in the short term.

3 Comments from the Executive Director of Environment and Community Services (Environment Portfolio)

- 3.1 The Environment Portfolio has a net underspend of £531k for 2017/18. This is mainly from two areas - Waste (£272k) and Parking (£171k). Other net variances across the Portfolio total Cr £88k.
- 3.2 The variances in waste are for defaults, waste disposal costs, green garden waste service and recycling material income. Waste tonnages are unpredictable and therefore the variances may not continue in future years.
- 3.3 The net variances in parking are mainly due to a net increase in enforcement contraventions and on street parking offset by a shortfall of income from off street parking. It is expected that the level of compliance will increase and the current level is unlikely to be maintained in future years.

3.4 Analysis of Risks

3.4.1 Environment Portfolio

The main financial risk will be the likely increase in prices for the environment contracts, particularly on the Waste service, which will take effect from 1 April 2019 and is likely to be in excess of £2m. Another potential risk area is recycling paper income. Wet weather could affect the quality of the paper and therefore could lead to an issue with the processing of it as 'paper' and a loss of income.

There is always a risk in Parking from the fluctuations in both Enforcement income and income from On and Off Street Parking, but this is difficult to quantify. Income on street works defaults is currently at a reduced level due to a higher level of compliance and so needs to be monitored going forward.

Although no variation is currently projected for the Tree budget, due to the usual risk around storm damage which impacts on the Trees budget, this is a potential risk area. The actual impact is dependent on the weather and the number of trees affected.

3.4.2 Renewal & Recreation Portfolio

A substantial part of Planning Services' work attracts a fee income for the Council, for example the planning application fees. The fee income and volume of work reflects the wider economic circumstances affecting development pressures in the Borough. There is a risk of income variation beyond the Council's immediate control; however trends are regularly monitored in order that appropriate action can be taken.

Action has been taken to avoid the risk of Government Designation for Special Measures due to performance and quality of decision making, in spite of high volumes of work. This has reduced the risk of Designation and will be monitored.

A recent Audit of Community Infrastructure Levy processes showed a risk in the full collection of CIL contributions. Agreed remedial action is either completed or underway.

There is a risk of substantial planning appeal costs being awarded against the Council by the Planning Inspectorate if the Council is found to have acted unreasonably.

3.4.3 Public Protection & Safety Portfolio

Any high profile inquests or significant increase in volume of cases could further increase the cost of the Coroners service.

Care Services Portfolio Budget Monitoring Summary

2016/17 Actuals £'000	Division Service Areas	2017/18 Original Budget £'000	2017/18 Latest Approved £'000	2017/18 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
EDUCATION CARE & HEALTH SERVICES DEPARTMENT								
Adult Social Care								
22,012	Assessment and Care Management DOLS funding held in contingency Management action	21,477	22,599	23,741 Cr 118	1,142 Cr 118	1	1,515 Cr 118	1,525 Cr 118
1,119	Direct Services	1,073	422	Cr 170 425	Cr 170 3		Cr 500 0	Cr 340 0
1,258	Commissioning & Service Delivery	548	0	0	0		0	0
31,032	Learning Disabilities Planned LD savings from management action	30,875	31,138	31,971 Cr 145	833 Cr 145	2	1,041 Cr 600	2,234 Cr 446
5,588	Mental Health Planned MH savings from management action	6,063	5,938	6,141 Cr 50	203 Cr 50		3	Cr 50 0
Cr 472	Better Care Funding - Protection of Social Care	0	0	Cr 527	Cr 527	4	Cr 310	0
0	Better Care Fund / Improved Better Care Fund	0	0	Cr 935	Cr 935	5		Cr 629
60,537		60,036	60,097	60,333	236		978	2,394
Operational Housing								
0	Enabling Activities	Cr 1	Cr 1	Cr 1	0		0	0
Cr 2,018	Housing Benefits	Cr 1,945	Cr 1,945	Cr 1,945	0		0	0
7,128	Housing Needs	6,299	6,609	6,779	170	6	98	88
1,107	Supporting People	1,072	1,072	986	Cr 86	7	Cr 86	Cr 65
6,217		5,425	5,735	5,819	84		12	23
Programmes								
206	Programmes Team	343	1,383	1,300	Cr 83	8	0	0
2,064	Information & Early Intervention - Net Expenditure	2,960	3,675	3,298	Cr 377		Cr 160	0
Cr 2,064	- Recharge to Better Care Fund Better Care Fund	Cr 2,960	Cr 3,756	Cr 3,379	377		160	0
20,010	- Expenditure	20,428	20,585	20,585	0		0	0
Cr 20,154	- Income	Cr 20,589	Cr 20,746	Cr 20,746	0		0	0
0	Improved Better Care Fund - Expenditure	0	4,184	4,184	0		0	0
0	- Income	0	Cr 4,184	Cr 4,184	0		0	0
320	NHS Support for Social Care - Expenditure	0	1,528	1,528	0		0	0
Cr 320	- Income	0	Cr 1,528	Cr 1,528	0		0	0
62		182	1,141	1,058	Cr 83		0	0
Strategic & Business Support Services								
261	Learning & Development	267	299	299	0	9	0	0
2,000	Strategic & Business Support	2,156	2,218	2,042	Cr 176		0	0
2,261		2,423	2,517	2,341	Cr 176		0	0
Public Health								
15,159	Public Health	15,103	15,103	15,059	Cr 44		0	0
Cr 15,478	Public Health - Grant Income	Cr 15,096	Cr 15,096	Cr 15,052	44		0	0
Cr 319		7	7	7	0		0	0
68,758	TOTAL CONTROLLABLE ECHS DEPT	68,073	69,497	69,558	61		990	2,417
Cr 581	TOTAL NON CONTROLLABLE	360	365	372	7		9	0
6,283	TOTAL EXCLUDED RECHARGES	6,285	6,052	6,052	0		0	0
74,460	TOTAL ECHS DEPARTMENT	74,718	75,914	75,982	68		999	2,417
Environmental Services Dept - Housing								
213	Housing Improvement	199	199	199	0		0	0
213	TOTAL CONTROLLABLE FOR ENV SVCES DEPT	199	199	199	0		0	0
Cr 1,149	TOTAL NON CONTROLLABLE	Cr 828	Cr 828	Cr 828	0		0	0
290	TOTAL EXCLUDED RECHARGES	360	360	360	0		0	0
Cr 646	TOTAL FOR ENVIRONMENTAL SVCES DEPT	Cr 269	Cr 269	Cr 269	0		0	0
73,814	TOTAL CARE SERVICES PORTFOLIO	74,449	75,645	75,713	68		999	2,417

Reconciliation of Latest Approved Budget	£'000
2017/18 Original Budget	74,449
Carry Forwards:	
Social Care Funding via the CCG under s75 agreements	
Integration Funding - Better Care Fund	
- expenditure	28
- income	Cr 28
Better Care Fund - GoodGym	
- expenditure	25
- income	Cr 25
Better Care Fund	
- expenditure	132
- income	Cr 132
Fire Safety Grant	
- expenditure	57
- income	Cr 57
DCLG Preventing Homelessness Grant	
- expenditure	153
- income	Cr 153
Community Housing Fund Grant	
- expenditure	62
- income	Cr 62
Implementing Welfare Reform Changes	
- expenditure	56
- income	Cr 56
Helping People Home Grant	
- expenditure	40
- income	Cr 40
Other:	
National Living Wage	912
Homelessness Early Intervention and Visiting	310
Water treatment works	5
Contract monitoring resources transferred to Resources Portfolio	Cr 31
Improved Better Care Fund	
- expenditure	4,184
- income	Cr 4,184
Latest Approved Budget for 2017/18	<u><u>75,645</u></u>

REASONS FOR VARIATIONS**1. Assessment and Care Management - Dr £854k**

The overspend in Assessment and Care Management can be analysed as follows:

	<u>Current</u> <u>Variation</u> £'000
<u>Physical Support / Sensory Support / Memory & Cognition</u>	
Services for 65 +	
- Placements	382
- Savings included in 17/18 budget	500
- management action to achieve 17/18 savings	Cr 170
- Domiciliary Care / Direct Payments	<u>283</u>
	<u>995</u>
Services for 18 - 64	
- Placements	127
- Domiciliary Care / Direct Payments	<u>30</u>
	<u>157</u>
Other Services	
- Adult Transport	Cr 31
- Day Care	Cr 147
- Other budgets	<u>Cr 120</u>
	<u>Cr 298</u>
	<u>854</u>

The budget for 2017/18 included total savings of £782k in relation to Assessment & Care Management. Overall the service is currently projecting an overspend of £854k, including an assumption that savings of £170k are made during the remainder of the year. If these are not fully achievable then the overspend currently projected will increase. Cost's in this service are extremely volatile, and include significant budgets relating to client contributions which can change significantly during the year.

Services for 65+ - Dr £995k

Services for the 65's and over age group has the biggest budget pressure with both residential and community placements currently projecting an overspend. Numbers in both residential and nursing care are currently 31 above the budget number of 389. This is no overall change to the numbers reported for July. There is currently a projected overspend of £382k on these budgets, an increase of £8k since July. The budget has been profiled to take account of the £500k saving required this year, with a reduction in budgeted placement numbers during the year of 50 from 389 in April to 339 in March required to achieve the saving. As actual numbers are still above the budget level, none of this saving has yet been achieved resulting in the management action of £500k being reduced to £170k for the period from October 2017 to March 2018 and the difference of £330k is now being reported as an overspend.

Budgets for domiciliary care continue to see a pressure, although a reduction in the overspend position by £97k is reported this month . An overspend of £309k is now being projected with actual net expenditure currently running at approximately £7k above the budget provision of £79k per week . Direct payments continue to underspend , although this has reduced from a £47k underspend to a £26k underspend this period.

Services for 18 - 64 year olds - Dr £157k

Placements for the 18 - 64 age group are projected to be overspent by £127k, a reduction of £10k since July. There has been no change to overall client numbers since July and they remain at 7 above the budget number of 42.

Included in the projection is an assumption around income from Lewisham CCG being received for a service user of £40k. At this stage however it should be noted that this income is not certain and should we not be successful in securing this funding then there is a risk of additional expenditure of £40k on this budget.

Domiciliary care and direct payments are currently projecting an overspend of £30k , which is an increase of £62k since May.

Other - Cr £298k

There are projected underspends in adult transport services of £31k and day care of £147k. Other minor projected underspends across various services in the division total of £120k.

There are budget pressures relating to Deprivation of Liberty Safeguards and a projected overspend of £118k is currently anticipated. This is based on the current level of activity continuing and does not allow for any increase in demand or responsibilities. There is £118k set aside in the central contingency for DoLS.

2. Learning Disabilities - Dr £688k Net of Planned Management Action

The full year effect of the 2016/17 overspend was funded in the 2017/18 budget however the 2017/18 LD budget was reduced by £636k (net) for the full year effect of 2016/17 budget savings.

There are significant LD budget pressures this year, including those arising from 2017/18 transition clients and increased, complex client needs. In addition, an 'invest to save' team of staff is employed to work on delivering savings but the cost of this team also adds to the cost pressures.

This set of projections is based on both actual information on current care packages and assumptions regarding clients expected to be placed in the remainder of this financial year, attrition etc. The assumptions include packages that have already been agreed at Panel but where the placement has not yet taken place (where the uncertainty is mainly around start dates) and those clients expected to require new placements or have increased needs this year but for whom costs and start dates are uncertain.

To avoid overstating the assumptions, a 'probability factor' has been applied to reflect experience in previous years which has shown that there tends to be either slippage on planned start dates or clients aren't placed as originally expected. However there is a risk attached to this in that the majority of placements may go ahead as and when planned or there may be clients placed who aren't included in the forecast.

Prior to factoring in planned savings, a projected overspend of £833k is currently anticipated. It has been assumed that savings of £145k can be achieved from management action in the remainder of 2017/18 (£446k in a full year) and this reduces the projected overspend to £688k. Progress on achieving these savings will continue to be monitored closely throughout the year.

A significant amount of the current forecast is based on assumptions and may therefore vary significantly as the year progresses.

3. Mental Health - Dr £153k Net of Planned Management Action

Based on current information, a projected overspend of £153k on Mental Health placements is now anticipated. This figure assumes that £50k of savings can be achieved from management action in the remainder of 2017/18, without which the overspend would be larger.

A degree of mis-classification of new clients' Primary Support Reasons (PSRs) continues from last financial year and this distorts the projections. Current indications are that this is likely to be overstating MH projected spend. Although this may shift the position for Mental Health and other PSRs individually, it won't affect the overall Care Services position as, if the clients are not MH, they will move to another PSR budget but still within Care Services.

4. Better Care Fund - Protection of Social Care - Cr £527k

A number of local authority adult social care services are funded by the element of the Better Care Fund set aside to protect social care services. This includes funding previously received under the former Department of Health Social Care Grant.

These services are currently projected to underspend by £527k in 2017/18 and this will be used to offset other budget pressures within social care in line with the intentions of the funding.

5. Better Care Fund/Improved Better Care Fund - Cr £935k

On the 13th September 2017 the Executive agreed to allocate £495k from the Better care Fund to alleviate cost pressures that LBB have incurred as a result of reduced preventative services as the contract with Bromley Third Sector Enterprises did not start until the 1st October 2017.

On the 10th October 2017 the Executive agreed to set aside £515k of IBCF funding, in the main as a result additional care packages being identified through the work of the Integrated Care Network. Some of this funding will be used for staffing. The remainder (£440k) will be used to offset costs incurred.

6. Housing Needs - Dr £170k

The Travellers budget is overspending by £98k and this is due to one of the sites experiencing high use of utilities (overspend of £73k) due to the site not having meters and loss of income (£25k) due to particular residents rent arrears.

The remaining £72k overspend is due to use of agency staff to backfill permanent posts in their new remodelled staffing structure to include a new Housing Intervention Team (HIT).

7. Supporting People - Cr £86k

There is currently expected to be an underspend of £86k. This was expected following the renegotiations of the contracts over the last few years to achieve the savings made on the budget.

8. Programmes Division - Cr £83k (net)

The total projected underspend for the Division is £460k. Of this, £377k relates to social care services protected by Better Care Funding and included at ref 5 above. This will be used to offset other budget pressures within adult social care in line with the intentions of the funding, leaving an underspend of Cr £83k relating to the Programmes Division. This largely relates to part-year vacancies.

Other than variations on the protection of social care element, it is assumed that any underspends on other BCF budgets will be carried forward for spending in future years under the pooled budget arrangement with Bromley CCG.

9. Strategy Division - Cr £176k

The underspend is, in the main, due to a one off freeze on non essential running expenses across the division. The remaining underspend is due to staff vacancies, etc

Waiver of Financial Regulations:

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempt from the normal requirement to obtain competitive quotations, the Chief Officer has to obtain the agreement of the Director of Resources and Finance Director and (where over £100,000) approval of the Portfolio Holder, and report use of this exemption to Audit Sub-Committee bi-annually.

Since the last report to the Executive there were 18 waivers agreed for care placements in adults social care over £50k but less than £100k and 7 waivers agreed for over £100k. The waivers quoted relate to the annual cost of the placements, although it should be noted that some of these are short term placements where the final cost can be below these amounts.

There were no contract waivers agreed during the period.

Virements Approved to date under Director's Delegated Powers

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" are included in financial monitoring reports to the appropriate Executive meeting.

Since the last report there have been the following virements: £152k from the LD placements budget to extend the team of staff supporting the LD efficiency project to the end of the financial year; £132k to fund staff supporting the delivery of efficiencies in other areas; £31k contract monitoring resources transferred to Resources Portfolio. Some elements of previously approved virements have now been funded from IBCF and this element of those virements has been reversed.

Education & Children's Services Portfolio Budget Monitoring Summary

2016/17 Actuals	Service Areas	2017/18 Original Budget	2017/18 Latest Approved	2017/18 Projected Outturn	Variation	Notes	Variation Last Reported	Full Year Effect
£'000		£'000	£'000	£'000	£'000		£'000	£'000
EDUCATION CARE & HEALTH SERVICES DEPARTMENT								
Education Division								
Cr 141	Adult Education Centres	Cr 506	Cr 501	Cr 495	6		Cr 19	0
6	Alternative Education and Welfare Service	0	0	0	0		0	0
432	Schools and Early Years Commissioning & QA	372	372	497	125	1	6	0
5,481	SEN and Inclusion	5,864	5,859	5,805	Cr 54	2	0	0
38	Strategic Place Planning	0	93	93	0		0	0
26	Workforce Development & Governor Services	4	4	7	3		0	0
Cr 1,274	Education Services Grant	Cr 181	Cr 181	Cr 166	15	3	0	0
0	Contingency Drawdown for ESG	0	0	Cr 15	Cr 15	3		
425	Access & Inclusion	139	46	48	2		1	0
Cr 1,134	Schools Budgets	Cr 1,282	Cr 1,282	Cr 1,282	0	4	0	0
245	Other Strategic Functions	127	35	198	163	5	98	0
4,104		4,537	4,445	4,690	245		86	0
Children's Social Care								
1,516	Bromley Youth Support Programme	1,454	1,459	1,513	54	6	50	0
1,147	Early Intervention and Family Support	1,042	1,044	957	Cr 87	7	0	0
4,041	CLA and Care Leavers	4,227	4,315	4,860	545	8	496	780
0	Management action	0	0	Cr 100	Cr 100		0	Cr 200
12,974	Fostering, Adoption and Resources	12,818	12,774	13,640	866	9	415	1,026
0	Additional contribution from the CCG	0	0	Cr 300	Cr 300		0	0
0	Management action	0	0	Cr 365	Cr 365		0	Cr 888
3,757	Referral and Assessment Service	2,981	3,002	3,159	157	10	33	0
3,056	Safeguarding and Care Planning East	2,405	2,416	2,187	Cr 229	11	Cr 315	0
4,020	Safeguarding and Care Planning West	3,645	3,645	3,714	69	12	123	0
2,825	Safeguarding and Quality Improvement	4,250	4,735	4,528	Cr 207	13	Cr 261	0
33,336		32,822	33,390	33,793	403		541	718
37,440	TOTAL CONTROLLABLE FOR EDUCATION & CHILDREN'S SERVICES	37,359	37,835	38,483	648		627	718
Cr 8,263	Total Non-Controllable	2,029	2,044	2,040	Cr 4		0	0
6,911	Total Excluded Recharges	6,428	6,138	6,138	0		0	0
36,088	TOTAL EDUCATION & CHILDREN'S SERVICES PORTFOLIO	45,816	46,017	46,661	644		627	718
Memorandum Item								
Sold Services								
Cr 134	Education Psychology Service (RSG Funded)	Cr 19	Cr 19	23	42	14	Cr 17	0
Cr 16	Education Welfare Service (RSG Funded)	Cr 35	Cr 35	6	41		Cr 0	0
11	Workforce Development (DSG/RSG Funded)	Cr 5	Cr 5	Cr 2	3		Cr 1	0
3	Governor Services (DSG/RSG Funded)	0	0	0	0		0	0
16	Community Vision Nursery (RSG Funded)	Cr 14	Cr 14	64	78		2	0
82	Blenheim Nursery (RSG Funded)	14	14	109	95		20	0
Cr 38	Total Sold Services	Cr 59	Cr 59	200	259		4	0

Reconciliation of Latest Approved Budget		£'000
Original Budget 2017/18		45,816
SEN Implementation Grant 2017/18		
- expenditure		225
- income	Cr	225
SEN Pathfinder Grant 2017/18		
- expenditure		28
- income	Cr	28
Step Up To Social Work Grant		
- expenditure		915
- income	Cr	915
SEN Implementation Grant 2016/17		
- expenditure		21
- income	Cr	21
SEN Pathfinder Grant 2016/17		
- expenditure		14
- income	Cr	14
Early Years Grant		
- expenditure		15
- income	Cr	15
LA Conversion Academies Sponsor Support		
- expenditure		28
- income	Cr	28
High Needs Strategic Planning Fund		
- expenditure		140
- income	Cr	140
Tackling Troubled Families Grant		
- expenditure		796
- income	Cr	796
Support of completing ECHP Plans		
		115
Transfer of Central Placements Team from CE to ECHS		
		60
R&M Water Treatment		
		14
Business Rates revaluation		
		12
Latest Approved Budget for 2017/18		46,017

REASONS FOR VARIATIONS

1. Schools and Early Years Commissioning & QA - Dr £125k

There is a pressure of £172k at the two in-house nurseries. This is due to the loss of the recharge from Children Social Care (CSC) following the change in the methodology used to calculate the CSC charge. There is currently a review being undertaken to look at how the nurseries can be put onto a more stable financial footing and become more self sufficient.

Early Years Support has an underspend of £15k that is due to the collection of income being higher than anticipated.

There is also an underspend in the School Standard area of £32k that is due to the underspend in staffing costs.

2. SEN and Inclusion - Cr £54k

SEN Transport is currently forecasted to underspend by £94k. This is due to underspends in staffing costs (£23k) and the over collection of income (£129k). These underspends are offset by the overspends in transport costs (£37k) and the other running costs (£21k).

The Education Psychologists are currently having issues recruiting to the vacant posts in their team. This is causing the statutory service they are required to provide to be underspent by £57k and Trading Service they offer to the Schools to be overspent by £42k - due to the use of expensive agency staff to provide the service. This is a net underspend of £15k.

The Special Education Needs area is currently forecasting an overspend of £71k. This is due to some posts that had grant funding attached to them to fund some of the post being removed for this financial year.

There are other small variances that total an underspend of £16k. This small variance include an underspend on the cost of the Head of Service that has been reduced due to a change in the management of the service.

3. Education Services Grant - Dr £0k

Final payments of the Education Services Grant (ESG) were £15k lower than the original allocation of £181k . The ESG allocation is recalculated at the end of the grant to take into account any schools converting to academies during the year. It is currently assumed that the shortfall will be drawn-down from contingency to cover this, so no variation is being reported.

4. Schools Budgets (no impact on General Fund)

Expenditure on Schools is funded through the Dedicated Schools Grant (DSG) provided by the Department for Education (DfE). DSG is ring fenced and can only be applied to meet expenditure properly included in the Schools Budget. Any overspend or underspend must be carried forward to the following years Schools Budget.

There is a current projected underspend in DSG of £124k. This will be added to the £1,623k carried forward from 2016/17. The carry forward figure has been adjusted by the Early Year adjustment which has reduced the amount we received in 2016/17 by £475k. This gives an estimated DSG balance of £1,272k at the end of the financial year.

The in-year underspend is broken down as follows:-

Free Early Years Education is forecast to overspend by £147k this year. The budget for the 2 year old children is expected to overspend by £41k and an overspend for 3 & 4 years old children (both normal 15 and the new additional 15 hours) £122k. Additionally there is a £16k underspend in the staffing needed to support this service. There is potential for the DSG to be clawed back by DfE, depending on the take up of early years services in the financial year. Any adjustment will be made retrospectively.

The Primary Support Team are currently projecting a £52k underspend due to the service having vacant posts while the service is re-designed.

There is a pressure of £58k on the DSG due to the increase the maintained schools having an increase in the rate bills that they have received. This was not factored into their original funding.

The Home and Hospital service has a pressure of £169k due to the splitting out of the Nightingale school from the service. The Home and Hospital service is in the process of being reviewed following the split with the Nightingale School.

There is an underspend of £28k in the Pupil Support Services area. This is due to the under use of agency and consultancy costs to provide the service.

The Education Welfare service is currently forecasted an underspend of £26k due to higher than expected income collection.

SEN placements are projected to overspend by a total of £428k. The overspend are being caused by the Maintained Day (£711k), Independent Day (£340k) and Alternative Programmes (£145k). These overspends are then offset with underspends on Independent Boarding Schools (£1,088k), Maintained Boarding Schools (£38k), Behaviour Services (£123k) and the costs of Matrix Funding (£89k). There is also an additional pressure £570k from changes to the Children's Care Plans.

SEN Support for clients in Further Education Colleges is expected to underspend by £663k this year. The reason for this is due to the underspend in the cost of placing clients in colleges. This is being offset by the cost of placements at Independent providers.

The DSG funded element of SEN Transport is projected to overspend by £111k due to the new routes that were established last year. The level of spend in this area has been lower in previous years. Due to the current funding regulations LBB are not permitted to increase this budget from the previous year.

The High Needs Pre-School Service is currently holding a number of vacant posts resulting in a £118k underspend. There are not currently any plans to recruit to these posts as it is expected that the service will be changing during the year with one of the classes currently being offered by this service being moved to the Riverside School. These posts will provide the funding needed to support the new service.

The Sensory Support Service is underspent by £66k. This is due to staffing costs expected to be lower than budget in year.

A number of areas (SIPS, Darrick Wood Hearing Unit, the Complex Needs Team, Early Years Programme and Outreach & Inclusion Services) all are currently projected to underspend. Most of the underspend relates to lower than expected staffing costs, but there is also a small amount that relates to running costs that are not expected to be incurred during the year. The total of all of these underspends is £78k.

There is also a total small balance of underspends of £6k. This consists of £5k under the SEN heading, and £1k from the non-SEN headings.

	Variations	£'000
Free Early Education - 2 year olds		41
Free Early Education - 3 & 4 year olds (inc extra 15 hours)		122
Early Year Support	Cr	16
Primary Support Team	Cr	52
Schools Rates		58
Home & Hospital		169
Pupil Support Services	Cr	28
Education Welfare Officers	Cr	26
Other Small Balances	Cr	1
SEN:		
- Placements		428
- Support in FE colleges	Cr	663
- Transport		111
- High Needs Pre-school Service	Cr	118
- Sensory Support	Cr	66
- SIPS	Cr	34
- Darrick Wood Hearing Unit		33
- Complex Needs Team	Cr	20
- Outreach & Inclusion Service	Cr	45
- Early Support Programme	Cr	12
- Other Small SEN Balances	Cr	5
	<u>Cr</u>	<u>124</u>

5. Other Strategic Functions - Dr £163k

£35k of the overspend relates to the additional cost of the 2017/18 Business Rates for the Widmore Centre prior to the EFA taking over the site. The takeover took longer than anticipated.

There is a pressure of £128k due to a saving allocated to Education at the start of the year that has not been identified.

Children's Social Care - Dr £403k

The main areas of under / overspending are shown below. The May projections include assumptions around increased numbers of placements, as well as controlling expenditure on staffing budgets which overspent by £1.122m in 2016/17. Assumptions made on the level of Agency and pay rates have not all materialised and therefore there has been an increase in staffing costs since the last report. The current overspend has been mitigated in part by management actions due to take place in the remainder of the financial year.

6. Bromley Youth Support Programme - Dr £54k

The £54k projected overspend in this area is due to agency staff filling vacant posts at a high rate.

7. Early Intervention and Family Support - Cr £87k

There are projected staffing underspends in the Family Support and Contact centres and the Bromley Children's project.

8. CLA and Care Leavers - Dr £445k

The cost in relation to clients leaving care continues to overspend for both the 16-17 age group and the 18+ age group for whom housing benefit contributes towards the costs.

The budget in relation to clients aged 16 or 17 is projected to overspend by £138k. Costs have increased over the past year as children are having to be placed in accommodation with higher levels of support than they previously had.

For the 18 plus client group there continues to be differences between the amount being paid in rent and the amount reclaimable as housing benefit, mainly due to lack of supply of suitable accommodation and the rental price of properties, resulting in a projected overspend of £135k. Some additional one off funding has been identified that has offset some of these costs. This is a significant rise in the overspend reported in May which was £47k, due to both increased numbers and increased cost.

In addition expenditure relating to the 'Staying Put' grant, where care leavers can remain with their foster carers after the age of 18, is currently projecting an overspend of £220k against a grant provision of £113k. This is a reduction of £68k from the May reported figure.

Management action of £100k is also assumed in the projected outturn, with officers reviewing levels of housing benefit being claimed for care leavers.

Staffing - Dr £52k

Staffing costs continue to put pressure on the budgets due to the use of costly agency staff which accounts for 35% of staffing costs across the division. Although there is currently an ongoing campaign to recruit permanent social workers, which has been successful, the results of this will take some time to work through resulting in continued high costs for at least part of the year. Further recruitment efforts need to be successful in order to reduce agency levels and therefore bring spend down to a more manageable level. The current projected overspend for this service is £52k net of any management action.

9. Fostering, Adoption and Resources - Dr 201k

The budget for children's placements is projected to overspend by £140k by year end. This amount includes assumptions for children coming through the system however as these budgets are very volatile and are subject to large fluctuations this figure is likely to change over the course of the year. An analysis of the current projected variations by placement type is shown below.

- Community Home's / Community Home's with Education - Dr £504k
- Boarding Schools - Cr £58k
- Secure Accommodation & Youth on Remand - Dr £186k
- Transport & Outreach services - Cr £72k
- Fostering services (IFA's) - Dr £935k
- Fostering services (In-house, including SGO's and Kinship) - Dr £277k
- Adoption placements - Dr £7k

In addition to the variations above, Bromley CCG have allocated a one off payment of £300k and an additional payment of £500k as a contribution towards the continuing care costs of placements, with an additional £234k also expected to be received. Additional one off funding has been identified of £240k which will offset the overall costs

Additional funding was included in the 2017/18 budget as part of a package of growth within ECHS overall, however placement numbers have increased since the amount required was calculated, resulting in increased expenditure.

Management action of £365k is also assumed in the projected outturn, with officers reviewing costs across the service.

Staffing - Dr £61k

Staffing costs continue to put pressure on the budgets due to the use of costly agency staff which accounts for 35% of staffing costs across the division. Although there is currently an ongoing campaign to recruit permanent social workers, which has been successful, the results of this will take some time to work through resulting in continued high costs for at least part of the year. Further recruitment efforts need to be successful in order to reduce agency levels and therefore spend down to a more manageable level. The current projected overspend for this service is £61k net of any management action.

10. Referral and Assessment - Dr £157k**No Recourse to Public Funds - £0k**

The current projected cost to Bromley for people with no recourse to public funding is a balanced budget. Additional budget was moved into this area in 2015/16 to deal with a previous overspend on the budget, however there continued to be a cost pressure in this area. Officers have worked to reduce the numbers being funded and currently there are approximately 23 families being supported, compared with 35 in May. The projection assumes a further reduction in numbers by the end of the financial year.

Staffing - Dr £157k

Staffing costs continue to put pressure on the budgets due to the use of costly agency staff which accounts for 35% of staffing costs across the division. Although there is currently an ongoing campaign to recruit permanent social workers, which has been successful, the results of this will take some time to work through resulting in continued high costs for at least part of the year. Further recruitment efforts need to be successful in order to reduce agency levels and therefore spend down to a more manageable level. The current projected overspend for this service is £157k net of any management action.

11. Safeguarding and Care Planning East - Cr £229k**Public Law Outline - Court Ordered Care Proceedings - Cr £332k**

Costs in relation to care proceedings are currently expected to be £332k under the budget provision of £798k. The budget for this was increased significantly in 2017/18 as a result of significant costs identified during 2016/17, which outturned with a spend of around £900k. Current year projections identify reduced costs, although the underspend has fallen from the £443k reported in May.

Staffing - Dr £103k

Staffing costs continue to put pressure on the budgets due to the use of costly agency staff which accounts for 35% of staffing costs across the division. Although there is currently an ongoing campaign to recruit permanent social workers, which has been successful, the results of this will take some time to work through resulting in continued high costs for at least part of the year. Further recruitment efforts need to be successful in order to reduce agency levels and therefore spend down to a more manageable level. The current projected overspend for this service is £103k net of any management action.

12. Safeguarding and Care Planning West - Dr £69k**Staffing - Dr £194k**

Staffing costs continue to put pressure on the budgets due to the use of costly agency staff which accounts for 35% of staffing costs across the division. Although there is currently an ongoing campaign to recruit permanent social workers, which has been successful, the results of this will take some time to work through resulting in continued high costs for at least part of the year. Further recruitment efforts need to be successful in order to reduce agency levels and therefore spend down to a more manageable level. The current projected overspend for this service is £194k net of any management action.

Additional funding - Cr £125k

The Safeguarding West division includes areas such as children with disability and CAHMS. Additional funding has been identified from BCF for the CAHMS service for this year of £125k to cover costs incurred by the service.

13. Safeguarding and Quality Improvement - Cr £207k**Staffing - Dr £143k**

Staffing costs continue to put pressure on the budgets due to the use of costly agency staff which accounts for 35% of staffing costs across the division. Although there is currently an ongoing campaign to recruit permanent social workers, which has been successful, the results of this will take some time to work through resulting in continued high costs for at least part of the year. Further recruitment efforts need to be successful in order to reduce agency levels and therefore spend down to a more manageable level. The current projected overspend for this service is £143k net of any management action.

Various Expenditure Budgets - Cr £350k

In November 2016, a freeze was initiated on running expense budgets that were underspending at that time. An amount of budget equal to these underspends was moved to a specific code within Children's Social Care to ensure that they were not spent. Due to the continued overspend in the division it has been decided that this will be replicated for 2017/18, with a sum of £350k being identified this year.

14. Sold Services (net budgets)

Services sold to schools are separately identified in this report to provide clarity in terms of what is being provided. These accounts are shown as memorandum items as the figures are included in the appropriate Service Area in the main report.

Waiver of Financial Regulations

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempted from the normal requirement to obtain competitive quotations, the Chief Officer has to obtain the agreement of the Director of Resources and Finance Director and (where over £100k) approval of the Portfolio Holder, and report use of this exemption to Audit Sub committee bi-annually.

Since the last report to the Executive there were 8 waivers agreed for care placements in childrens social care over £50k but less than £100k and 9 waivers agreed for over £100k. The waivers quoted relate to the annual cost of the placements, although it should be noted that some of these are short term placements where the final cost can be below these amounts.

Additionally since the last report to the Executive, there have been 3 waivers actioned in the Education area and they all have an annual value of less than £15k each.

Virements Approved to date under Director's Delegated Powers

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" will be included in financial monitoring reports to the Portfolio Holder. Since the last report to Executive, 8 virements have been actioned and they are :- £8k additional funding for Commissioning Managers post; £35k deletion of Primary Advisor post; £106k to fund extra resources needed to support SEN children at Academies; £8k to fund Early Years Quality Improvement post; £80k to fund new Schools Standards post; £15k to fund a post to support Early Years Outreach; £55k to fund Head of Access and Inclusion post and £13k to fund an Admin post to support to conversion of SEN Statement to ECHP's.

Environment Portfolio Budget Monitoring Summary

2016/17 Actuals £'000	Service Areas	2017/18 Original Budget £'000	2017/18 Latest Approved £'000	2017/18 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
	ENVIRONMENT PORTFOLIO							
	Street Scene & Green Spaces							
5,177	Parks and Green Spaces	5,194	5,172	5,163	Cr 9	1	0	0
290	Street Regulation and Enforcement incl markets	372	348	302	Cr 46	2	0	0
17,009	Waste Services	17,661	17,762	17,490	Cr 272	3	Cr 22	0
4,206	Street Environment	4,261	4,273	4,243	Cr 30	4	0	0
804	Management and Contract Support	871	999	1,061	62	5	0	0
632	Transport Operations and Depot Management	680	688	671	Cr 17	6	0	0
877	Trees	736	736	736	0		0	0
28,995		29,775	29,978	29,666	Cr 312		Cr 22	
	Parking Services							
Cr 7,425	Parking	Cr 7,468	Cr 7,313	Cr 7,484	Cr 171	7-9	0	0
Cr 7,425		Cr 7,468	Cr 7,313	Cr 7,484	Cr 171		0	0
	Transport & Highways							
245	Traffic & Road Safety	318	318	364	46	10	0	0
8,971	Highways (including London Permit Scheme)	6,554	6,577	6,483	Cr 94	11	0	0
9,216		6,872	6,895	6,847	Cr 48		0	0
30,786	TOTAL CONTROLLABLE	29,179	29,560	29,029	Cr 531		Cr 22	0
8,165	TOTAL NON-CONTROLLABLE	5,468	5,633	5,589	Cr 44	12	Cr 36	0
2,394	TOTAL EXCLUDED RECHARGES	2,244	2,244	2,244	0		0	0
41,345	PORTFOLIO TOTAL	36,891	37,437	36,862	Cr 575		Cr 58	0

Reconciliation of Latest Approved Budget

£'000

Original Budget 2017/18

36,891

Green Garden Waste Direct Debits

120

Non- Controllable R&M - Central Depot

113

Additional resources for staffing (Exec 9.8.17)

79

Non - Controllable R&M - Water Treatment

52

Business Rates revaluation

182

Latest Approved Budget for 2017/18

37,437

REASONS FOR VARIATIONS**1. Parks and Green Spaces Cr £9k**

Overall a net variation of Cr £9k is projected for Parks and Green Spaces. An underspend of £29k on staffing as a result of part year vacancies is partly offset by additional costs of £20k for park strategy development.

2. Street Regulation and Enforcement incl markets Cr 46k

Additional income of £31k is expected from the sale of promotional space within Bromley Town Centre. Other underspends total £15k mainly from part year vacancies.

Summary of variations within Street Regulation and Enforcement:		£'000
Additional advertising income	Cr	31
Underspend on Staffing	Cr	13
Other net income	Cr	2
Total variation for Street Regulation and Enforcement	Cr	46

3. Waste Services Cr £272k

Overall tonnage is expected to be 3,000 tonnes below last year and the current budget, mainly for recycling tonnage. As a result, contract disposal costs are expected to be £190k below budget.

Additional income of £24k is expected from the sale of recycling materials due to an increase in the market price of textiles.

Across the garden waste collection services, there is a projected underspend of £24k. This is made up of an overspend of £65k forecast for the use of a sixth vehicle for the second half of the year due to the increase in customers. Other overspends include £23k for the purchase and delivery of containers and £23k for marketing. Sales of green garden waste stickers have not dropped off as much as in previous years and additional income of £18k is expected and there is a net increase in the number of wheelie bin customers in 2017/18 resulting in extra income of £117k being forecast.

A survey will be undertaken to assess waste collection behavioural changes in residents and the waste strategy needs to be updated as part of the requirements for the Environment contract. These costs total £48k.

The waste collection contract is projected to be underspent by £24k mainly due to a reduction in large scale fly tipping incidents over 3m³.

Following the settlement with Veolia, an extra £50k will be received above the net accrual of £120k made in 2016/17.

It is estimated that approximately 5,400 tonnes will be diverted by landfill and disposed of using Mechanical Biological Treatment. This will provide an additional credit of £18k.

Costs of £15k have been incurred for a depot review carried out by C & W.

Other waste income is expected to generate an additional £5k.

Summary of overall variations within Waste Services		£'000
Waste disposal costs	Cr	190
Recycling Income	Cr	24
Green Garden Waste Service	Cr	24
Waste collection behavioural change survey & waste strategy		48
Waste collection contract	Cr	24
Settlement with Veolia	Cr	50
Additional MBT (Mechanical Biological Treatment) income	Cr	18
Depot review by C & W		15
Other income	Cr	5
Total variation for Waste Services	Cr	272

4. Street Environment Cr £30k

The Street Environment budget is expected to underspend by £30k. This is due to part year vacancies £18k and £12k surplus income mainly from FPNs.

5. Management and Contract Support Dr £62k

There is a net projected overspend of £62k relating to additional support and evaluation expertise for the environment contracts.

6. Transport Operations and Depot Management Cr £17k

Part year vacancies have resulted in an underspend of £17k.

7. Income from Bus Lane Contraventions Cr £390k

There is a net projected surplus of £390k on the redeployable automated cameras in bus lanes for 2017-18. This is based on numbers of contraventions up to 30 September 2017.

8. Off/On Street Car Parking Dr £139k

Overall there is a net variation of Dr £139k for Off and On Street parking.

A deficit of £250k is forecast for Off and On Street Parking income. This was partly due to initial problems with the new Parking contract which started in April. These included issues around car park cleaning, cash collection and counting, which resulted in defaults relating to Off/On Street Car Parking income being issued totalling £21k. These issues now seem to have been resolved.

This is partly offset by additional income of £56k which is expected to be received from cashless parking fees, as the use of this service continues to grow.

With the roll out of additional On Street Parking bays, an extra £34k income will be generated this year.

This projected overspend for off and on Street Car parking within the Parking budget is detailed below: -

	OFF ST	ON ST	Total
	£'000	£'000	£'000
Summary of variations within Off/On Street Car Parking			
Off Street Car Parking income	300 Cr	50	250
Less additional Ring Go fees	Cr 23 Cr	33 Cr	56
Level of Defaults applied to contract April to Sept 17	Cr 11 Cr	10 Cr	21
Additional income from new bays	0 Cr	34 Cr	34
Total variations within Off/On Street Parking	266 Cr	127	139

9. Car Parking Enforcement Dr £80k

From activity levels up to September 2017, there is a projected net deficit of around Dr £180k from PCNs issued by APCOA in the current year due to a reduction in contraventions. During the initial mobilisation period of the contract APCOA experienced problems in recruitment and training Civil Enforcement Officers (CEOs). In September this seems to have stabilised and staff have been recruited with the necessary skills and abilities to carry out the contract. There are defaults on the Enforcement contract of around Cr £100k for April to August 2017 which partly offsets this variation. Data is still awaited for any defaults for September.

	£'000
Summary of variations within Car Parking Enforcement	
PCNs issued by wardens	180
APCOA Enforcement defaults	Cr 100
Total variations within Car Parking Enforcement	80

	£'000
Summary of overall variations within Parking:	
Bus Routes Enforcement	Cr 390
Off Street Car Parking	266
On Street Car Parking	Cr 127
Car Parking Enforcement	80
Total variation for Parking	Cr 171

10. Traffic & Road Safety Dr £46k

There is a projected shortfall of £46k for advertising income due to delays with obtaining planning permission for the digital display units.

11. Highways- Including London Permit Scheme Cr £94k

Within NRSWA income, there is a projected surplus of income of £174k. This is mainly due to an increase in the number of permits issued as well as income from defect notices and coring.

This has been partly offset by additional expected costs of £80k to undertake the project management and specialist support for Lots 5-10 of the environment contracts.

	£'000
Summary of Variations within Highways.	
NRSWA Income	Cr 174
Lot 5-7 project management and specialist support costs	80
Total Projected variations for Highways	Cr 94

12. Non-controllable Cr £44k

There is a projected surplus income of £44k within the property rental income budget. Property division are accountable for these variations.

Waiver of Financial Regulations:

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempted from the normal requirement to obtain competitive quotations, the Chief Officer has to obtain the agreement of the Director of Resources and Finance Director and (where over £100,000) approval of the Portfolio Holder, and report use of this exemption to Audit Sub committee bi-annually. Since the last report to the Executive, the following waiver for contract values over £50k has been actioned:

£69k (12 months contract) relating to a parking design specialist to carry out parking bay reviews.

Virements Approved to date under Director's Delegated Powers

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" will be included in financial monitoring reports to the Portfolio Holder. Since the last report to Executive, no virements have been actioned.

Public Protection & Safety Budget Monitoring Summary

2016/17 Actuals £'000	Service Areas	2017/18 Original Budget £'000	2017/18 Latest Approved £'000	2017/18 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
108	Public Protection Community Safety	142	138	138	0		0	0
77	Emergency Planning	83	102	102	0		0	0
508	Mortuary & Coroners Service	403	403	449	46	1	66	56
1,187	Public Protection	1,335	1,479	1,463	Cr 16	2	0	0
1,880	TOTAL CONTROLLABLE	1,963	2,122	2,152	30		66	56
270	TOTAL NON CONTROLLABLE	3	3	3	0		0	0
262	TOTAL EXCLUDED RECHARGES	374	374	374	0		0	0
2,412	PORTFOLIO TOTAL	2,340	2,499	2,529	30		66	56

Reconciliation of Latest Approved Budget

£'000

Original Budget 2017/18

2,340

Additional resources for staffing (Exec 9.8.17)

159

Latest Approved Budget for 2017/18

2,499

REASONS FOR VARIATIONS**1. Mortuary and Coroners Service Dr £46k**

The Coroner's consortium costs escalated in 2016/17. A total provision of £466k was provided for in 2016/17, which included the estimated costs of £128k for the refurbishment of the new offices for the Coroner's service in Davis House. The final cost for 2016/17 was £426k, which included Bromley's share of the Davis House refurbishment costs of £114k. As a result, £40k of the provision is no longer required.

Following recent meetings with Croydon, who are the lead authority on the Coroner's service, Bromley's share of the revised 2017/18 budget set by Croydon is £326k, an on-going shortfall of £56k against budget. It is likely that there will be a further one-off cost of £65k resulting from the large inquests being undertaken during 2017/18.

The Mortuary contract is anticipated to be at a similar level as 2016/17, and is likely to underspend by £35k. This will help to offset the increase in costs of the coroners service.

Summary of variations within Mortuary and Coroners:	£'000
Release of provision no longer required	Cr 40
Overspend on Coroners service - increased costs	56
Estimated cost of large inquests	65
Potential underspend on Mortuary	Cr 35
Total variations within Mortuary and Coroners	<u>46</u>

2. Public Protection Cr £16k

There is a net underspend of £16k within Public Protection mainly due to staff vacancies.

Waiver of Financial Regulations:

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempted from the normal requirement to obtain competitive quotations, the Chief Officer has to obtain the agreement of the Director of Resources and Finance Director and (where over £100,000) approval of the Portfolio Holder, and report use of this exemption to Audit Sub committee bi-annually. Since the last report to the Executive, no waivers have been actioned:

Virements Approved to date under Director's Delegated Powers

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" will be included in financial monitoring reports to the Portfolio Holder. Since the last report to Executive, no virements have been actioned.

Renewal & Recreation Budget Monitoring Summary

2016/17 Actuals £'000	Division Service Areas	2017/18 Original Budget £'000	2017/18 Latest Approved £'000	2017/18 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
	R&R PORTFOLIO							
	Planning							
Cr 3	Building Control	76	76	15	Cr 61	1	Cr 50	0
Cr 144	Land Charges	Cr 129	Cr 129	Cr 147	Cr 18	2	0	0
812	Planning	703	703	827	124	3	50	0
1,564	Planning appeal funding held in Central Contingency Renewal	785	1,075	Cr 31 1,075	Cr 31 0		0 0	0 0
2,229		1,435	1,725	1,739	14		0	0
	Recreation							
1,732	Culture	1,675	1,695	1,695	0		0	0
4,737	Libraries	4,403	5,752	5,752	0	4	0	0
263	Town Centre Management & Business Support	180	261	247	Cr 14	5	0	0
6,732		6,258	7,708	7,694	Cr 14		0	0
8,961	Total Controllable R&R Portfolio	7,693	9,433	9,433	0		0	0
5,855	TOTAL NON CONTROLLABLE	4,195	4,157	4,116	Cr 41	6	Cr 42	0
2,088	TOTAL EXCLUDED RECHARGES	2,086	2,086	2,086	0		0	0
16,904	PORTFOLIO TOTAL	13,974	15,676	15,635	Cr 41		Cr 42	0

Reconciliation of Latest Approved Budget

£'000

Original budget 2017/18

13,974

New Homes Bonus TCM

23

New Homes Bonus Regeneration

306

Custom Build & New Burdens grant - Expenditure

30

Custom Build & New Burdens grant - Income

Cr 30

Local Plan Implementation

37

Inflation adjustment

15

Business Rates revaluation

60

Non - Controllable R&M - Water Treatment

4

Libraries - saving adjustment

284

Libraries - Decommissioning of I.T service

973

Latest Approved Budget for 2017/18

15,676

REASONS FOR VARIATIONS

1. Building Control Cr £61k

For the chargeable service, an income deficit of £105k is projected based on information to date. This is mostly offset by a projected underspend within salaries of £101k arising from reduced working hours and part year vacancies, as well as running expenses. In accordance with Building Account Regulations, the net deficit of around £4k will be drawn down from the earmarked reserve for the Building Control Charging Account. The net balance will therefore reduce from Cr £182k to Cr £178k.

Within the non-chargeable service, there is a projected net underspend of £61k, this is mainly the result of part year vacancies and reduced hours.

2. Land Charges Cr £18k

There is a projected deficit of £20k for income within the Charging Account due to vacancies which is partly offset by underspends on staffing and running expenses of £13k. The net deficit of £7k will be carried forward as the cumulative balance in the Charging Account. If the income continues to drop, officers will have to consider increasing the current charges.

There is a projected underspend of £18k on the Non-Chargeable budget due to part year vacancies.

3. Planning Dr £124k

Income from non-major planning applications is above budget for the first six months of the year, and a surplus of £100k is projected for 2017/18. For information, actual income received from April to September is at a similar level compared to income received for the same period last year.

For major applications, £102k has been received as at 30th September, which is £52k lower than for the same period in 2016/17. Planning officers within the majors team have advised there is significant activity expected in the coming months, and therefore the income target for 2017/18 is expected to be met.

Currently there is projected surplus income of £60k from pre-application meetings due to higher than budgeted activity levels. For information, £105k has been received for the first six months of the year, which is £8k higher than for the same period in 2016/17.

Additional income of £20k is expected from other miscellaneous income within Planning, mostly from the street naming and numbering service.

Specialist consultancy costs of around £60k are expected to be incurred relating to three planning enquiries to be held in early 2018. There will also be an overspend of £20k for planning staff, due to additional temporary staff in order to assist with the current increase in volumes of planning applications and enforcement. These costs have been funded from the additional income.

Costs of £224k are expected relating to costs awarded against the Council for planning appeals that have been lost. There is a sum of £60k held in the central contingency that could be drawn down to partly offset these costs, however as there may be further appeal costs that may come through later in the year, the total sum to be drawn down will be finalised at the year end. At this moment in time, it is assumed that £31k will be drawn down at year end from the planning appeal funding held in Central Contingency to offset the overspend.

Summary of variations within Planning:	£'000
Surplus of income from non-major applications	Cr 100
Surplus pre-application income	Cr 60
Surplus from miscellaneous income	Cr 20
Specialist consultancy costs	60
Additional temporary planning staff	20
Planning appeals claims	224
Total variation for Planning	<u><u>124</u></u>

4. Libraries £0k

Overall a nil variance is projected for the Library service, however there will be a shortfall of income of £17k from fee & charges which is offset by an underspend of staffing totalling £17k.

5. Town Centre Management & Business Support Cr £14k

A net underspend of £14k is forecast for Town Centre Management & Business Support. This includes £6k on staff vacancies and additional income of £8k from pop-up shop rental and promotional space.

6. Non-controllable Cr £41k

There is a projected surplus income of £41k within the property rental income budget. Property division are accountable for these variations.

Waiver of Financial Regulations:

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempted from the normal requirement to obtain competitive quotations, the Chief Officer has to obtain the agreement of the Director of Resources and Finance Director and (where over £100,000) approval of the Portfolio Holder, and report use of this exemption to Audit Sub committee bi-annually. Since the last report to the Executive, no waivers have been actioned:

Virements Approved to date under Director's Delegated Powers

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" will be included in financial monitoring reports to the Portfolio Holder. Since the last report to Executive, no virements have been actioned.

Resources Portfolio Budget Monitoring Summary

2016/17 Actuals £'000		2017/18 Original Budget £'000	2017/18 Latest Approved £'000	2017/18 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
	CHIEF EXECUTIVE'S DEPARTMENT							
	FINANCIAL SERVICES DIVISION							
456	Director of Finance & Other	212	212	212	0		0	0
6,641	Exchequer - Revenue & Benefits	6,645	6,957	7,011	54	1	0	0
1,545	Exchequer - Payments & Income	1,600	1,582	1,582	0		0	0
606	Financial Accounting	620	620	620	0		0	0
1,423	Management Accounting	1,521	1,522	1,477	Cr 45	2	0	0
632	Audit	679	719	729	10	3	0	0
11,303	Total Financial Services Division	11,277	11,612	11,631	19		0	0
	CORPORATE SERVICES DIVISION							
4,375	Information Systems & Telephony	4,482	4,544	4,544	0		0	0
1,078	Customer Services (inc. Bromley Knowledge)	1,101	998	998	0		0	0
	Legal Services & Democracy							
320	Electoral	345	345	345	0		0	0
1,369	Democratic Services	1,412	1,412	1,412	0		0	0
Cr 123	Registration of Births, Deaths & Marriages	Cr 94	Cr 94	Cr 94	0		0	0
1,776	Legal Services	1,642	1,692	1,842	150	4	97	140
169	Management and Other (Corporate Services)	175	175	175	0		0	0
8,964	Total Corporate Services Division	9,063	9,072	9,222	150		97	140
	HR DIVISION							
1,523	Human Resources	1,929	1,938	1,938	0		0	0
1,523	Total HR Division	1,929	1,938	1,938	0		0	0
	COMMISSIONING AND PROCUREMENT DIVISION							
939	Procurement and Data Management	666	716	716	0		0	0
1,245	Commissioning	1,428	878	857	Cr 21	5	0	0
0	Debt Management System	0	25	25	0		0	0
2,184	Total Commissioning and Procurement Division	2,094	1,619	1,598	Cr 21		0	0
	CHIEF EXECUTIVE'S DIVISION							
125	Comms	125	125	125	0		0	0
652	Management and Other (C. Exec)	712	747	747	0		0	0
168	Mayoral	149	149	149	0		0	0
945	Total Chief Executive's Division	986	1,021	1,021	0		0	0
	CENTRAL ITEMS							
7,500	CDC & Non Distributed Costs (Past Deficit etc.)	3,831	3,831	3,831	0		0	0
11,600	Concessionary Fares	11,210	11,210	11,210	0		0	0
44,019	TOTAL CONTROLLABLE CE DEPT	40,390	40,303	40,451	148		97	140
Cr 8,194	TOTAL NON CONTROLLABLE	337	335	335	0		0	0
Cr 16,351	TOTAL EXCLUDED RECHARGES	Cr 15,801	Cr 15,278	Cr 15,278	0		0	0
19,474	TOTAL CE DEPARTMENT	24,926	25,360	25,508	148		97	140
	ENVIRONMENT & COMMUNITY SERVICES DEPARTMENT							
	Total Facilities Management							
1,938	Admin Buildings & Facilities Support	2,217	2,681	2,684	3	6	0	0
195	Investment & Non-Operational Property	187	187	131	Cr 56	7	Cr 66	0
1,115	Strategic & Operational Property Services	979	1,079	1,079	0		0	0
163	TFM Client Monitoring Team	311	311	311	0		0	0
Cr 866	Other Rental Income - Other Portfolios	Cr 763	Cr 763	Cr 845	Cr 82	8	Cr 69	0
2,117	Repairs & Maintenance (All LBB)	1,944	2,140	2,140	0	9	0	0
4,662	TOTAL CONTROLLABLE ECS DEPT	4,875	5,635	5,500	Cr 135		Cr 135	0
1,778	TOTAL NON CONTROLLABLE	402	402	402	0		0	0
Cr 2,666	TOTAL EXCLUDED RECHARGES	Cr 2,706	Cr 2,706	Cr 2,706	0		0	0
Cr 1,411	Less: R&M allocated across other Portfolios	Cr 1,485	Cr 1,630	Cr 1,630	0		0	0
866	Less: Rent allocated across other Portfolios	763	763	845	82		69	0
3,229	TOTAL ECS DEPARTMENT	1,849	2,464	2,411	Cr 53		Cr 66	0
22,703	TOTAL RESOURCES PORTFOLIO	26,775	27,824	27,919	95		31	140

Reconciliation of Latest Approved Budget	£'000
Original budget 2017/18	26,775
Audit - Additional investigation works	40
Electoral IER - grant related expenditure	47
Electoral IER - grant related income	Cr 47
Debt Management System - grant related expenditure	99
Debt Management System - grant related income	Cr 99
Debt Management System - Aspien Corporate Debt System	25
Contract Register / Summaries Database	50
Legal Counsel Cost	50
Biggin Hill Airport Noise Action Plan	44
Inflation Adjustment	351
Business Rates revaluation	305
TFM - Pension Liabilities	100
	51
Contract monitoring resources transferred to Resources Portfolio	31
IT Mobilisation Fund	62
Transfer of Central Placement Team to Care Services Portfolio 1.6.17	Cr 60
Latest Approved Budget for 2017/18	<u>27,824</u>

REASONS FOR VARIATIONS**CORPORATE SERVICES DIVISION****1. Exchequer - Revenues and Benefits Dr £54k**

Following the extension of the Exchequer Services contract approved by Executive on 13th January 2016, £448k savings were built into the 2017/18 budget. Due to the delays in the implementation of the automated services, the estimated savings of £134k for 2017/18 will not yet be achieved. £34k of the shortfall is related to the Capita Connect system savings and £100k is due to the implementation of the Debt Management system which is projected to be in December 2017, with 6 month lead in time before savings can be achieved. These costs are partly offset by savings on the Liberata contract of £80k due to various one-off in year variations.

2. Management Accounting Cr £45k

Within Management Accounting staffing costs are expected to below budget by £45k due to part year staff vacancies, which have now been filled.

3. Audit Dr £10k

Audit costs are projected to be overspent by around £10k due to an increase in contract related audits.

4. Legal Services Dr £150k

An overspend of £150k is projected for counsel fees and court costs due to the high volume of child care cases. 37 cases were received between April and September, and it is anticipated that the number of child care cases received in 17/18 will be in the region of 80 cases. One case was particularly expensive as it involved six children. Although the number of cases are expected to be lower than last year (99 cases), it far exceeds the average annual number of around 47 cases in the past.

5. Procurement and Commissioning Cr £21k

Part year vacancies have resulted in a projected underspend of £21k.

ENVIRONMENT AND COMMUNITY SERVICES DEPARTMENT**6. Admin Buildings & Facilities Support Dr £3k**

There is a £13k shortfall of income from staff car parking and other minor underspends totalling £10k.

7. Investment & Non-Operational Property (expenditure) Cr £56k

The budget for Surplus Properties is expected to overspend by £18k due to business rates for various surplus properties awaiting disposal, additional security costs of £9k for the Widmore centre and £9k overspend on utilities. This is more than offset by £92k underspend on business rates for Bromley Town Hall (Exchequer House).

8. Other Rental Income - Other Portfolios Cr £82k

There is an overall net surplus of £82k for rental income from various properties in other Portfolios. This is mainly due to £30k from the Depots, £24k from a recent rent review and other minor variations totalling Cr £28k.

9. Repairs & Maintenance (All LBB)

EARLY WARNING: It is likely that most of the carry forward sum of £113k for the central depot wall will need to be carried forward to 2018/19 as the repair works have not yet started.

Waiver of Financial Regulations:

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempted from the normal requirement to obtain competitive quotations, the Chief Officer has to obtain the agreement of the Director of Resources and Finance Director and (where over £100,000) approval of the Portfolio Holder, and report use of this exemption to Audit Sub committee bi-annually. Since the last report to the Executive, the following waivers have been actioned:

TNT UK Ltd. This waiver was for a two year extension to the off- site storage contract at a total cost of £70k. Cumulative value £195k.

Royal Borough of Greenwich for additional one year extension for fraud services £190k (Cumulative value £4,127k).

Virements Approved to date under Director's Delegated Powers

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" will be included in financial monitoring reports to the Portfolio Holder. Since the last report to Executive no virements have been actioned.

Allocation of Contingency Provision for 2017/18

Item	Original Contingency Provision	Allocations				Variation to Original Contingency Provision
		Previously Approved Items	New Items Requested this Cycle	Items Projected for Remainder of Year	Total Allocations/ Projected for Year	
	£	£	£	£	£	£
Renewal and Recreation						
Planning Appeals - change in legislation	60,000			60,000	60,000	0
General						
Provision for unallocated inflation	2,274,000	366,000		1,198,600	1,564,600	Cr 709,400
Impact of Chancellor's Summer Budget 2015 on future costs	2,260,000	912,000		348,000	1,260,000	(4)&(2) Cr 1,000,000
Increase in Cost of Homelessness/Impact of Welfare Reforms	2,740,000	310,000		1,930,000	2,240,000	(3) Cr 500,000
General provision for risk/uncertainty	2,219,000			321,560	321,560	Cr 1,897,440
Operational Building Maintenance Programme		125,240		0	125,240	(2) 125,240
SEN assessments - transfer to ECHP plans		115,000		0	115,000	(6) 115,000
Library Services - one off funding & budget variations		1,257,000		0	1,257,000	(6) 1,257,000
Total Facilities Management Contract		100,000		0	100,000	(1) 100,000
Additional Resources for Environment & Community Services		238,000		0	238,000	(7) 238,000
IT Mobilisation		62,200		0	62,200	(7) 62,200
Provision for risk/uncertainty relating to volume and cost pressures	2,182,000			682,000	682,000	Cr 1,500,000
Impact of conversion of schools to academies	117,000			117,000	117,000	0
Retained Welfare Fund	450,000			450,000	450,000	0
Deprivation of Liberty	118,000			118,000	118,000	0
Growth for Waste Services	424,000			424,000	424,000	0
Grants to Voluntary Organisations - pump priming funding	275,000			275,000	275,000	0
Other Provisions	293,000			293,000	293,000	0
Adult Social Care	700,000			700,000	700,000	0
Provision for impact of NNDR Revaluation	350,000		559,400	0	559,400	209,400
Education SEN	300,000			300,000	300,000	0
Better Care Fund	220,000			220,000	220,000	0
HR/Finance impact of academy conversions	Cr 25,000			Cr 25,000	Cr 25,000	0
Residual share of South London Connexions Consortium balance				Cr 50,910	Cr 50,910	Cr 50,910
Contribution to Investment Fund			3,500,000	0	3,500,000	3,500,000
	14,957,000	3,485,440	4,059,400	7,361,250	14,906,090	Cr 50,910
Grants included within Central Contingency Sum						
SEND Implementation Grant (New Burdens)						
Grant related expenditure	201,000	225,000		0	225,000	(3) 24,000
Grant related income	Cr 201,000	Cr 225,000		0	Cr 225,000	Cr 24,000
Tackling Troubled Families Grant						
Grant related expenditure	781,000	200,600		461,400	662,000	(9) Cr 119,000
Grant related income	Cr 781,000	Cr 200,600		Cr 461,400	Cr 662,000	Cr 119,000
Adult Social Care (IBCF)						
Grant related expenditure	4,184,000	4,184,000		0	4,184,000	(8) 0
Grant related income	Cr 4,184,000	Cr 4,184,000		0	Cr 4,184,000	0
SEN Pathfinder Grant						
Grant related expenditure		27,522		0	27,522	(3) 27,522
Grant related income		Cr 27,522		0	Cr 27,522	Cr 27,522
Step Up To Social Work Grant						
Grant related expenditure		915,000		0	915,000	(5) 915,000
Grant related income		Cr 915,000		0	Cr 915,000	Cr 915,000
Flexible Homelessness Support Grant						
Grant related expenditure				2,106,890	2,106,890	2,106,890
Grant related income				Cr 2,106,890	Cr 2,106,890	Cr 2,106,890
Homelessness Reduction Grant						
Grant related expenditure				254,713	254,713	254,713
Grant related income				Cr 254,713	Cr 254,713	Cr 254,713
Total Grants	0	0	0	0	0	0
TOTAL CARRIED FORWARD	14,957,000	3,485,440	4,059,400	7,361,250	14,906,090	Cr 50,910

Notes:

- (1) Executive 23rd March 2016
- (2) Executive 22nd March 2017
- (3) Executive 24th May 2017
- (4) Executive 6th June 2017
- (5) Executive 20th June 2017
- (6) Executive 19th July 2017
- (7) Executive 9th August 2017
- (8) Executive 10th October 2017
- (9) Executive 7th November 2017

Allocation of Contingency Provision for 2017/18 (continued)

Item	Carried Forward from 2016/17	Allocations				Variation to Original Contingency Provision
		Previously Approved Items	New Items Requested this Cycle	Items Projected for Remainder of Year	Total Allocations/Projected for Year	
	£	£	£	£	£	£
TOTAL BROUGHT FORWARD	14,957,000	3,485,440	4,059,400	7,361,250	14,906,090	Cr 50,910
Items Carried Forward from 2016/17						
Care Services						
Social Care Funding via the CCG under S75 agreements						
Integration Funding - Better Care Fund						
- expenditure	28,170	28,170		0	28,170	(2) 0
- income	Cr 28,170	Cr 28,170		0	Cr 28,170	0
Better Care Fund - GoodGym						
- expenditure	25,000	25,000		0	25,000	(2) 0
- income	Cr 25,000	Cr 25,000		0	Cr 25,000	0
Better Care Fund						
- expenditure	132,190	132,190		0	132,190	(2) 0
- income	Cr 132,190	Cr 132,190		0	Cr 132,190	0
Helping People Home						
- expenditure	40,000	40,000		0	40,000	(8) 0
- income	Cr 40,000	Cr 40,000		0	Cr 40,000	0
DCLG Preventing Homelessness Grant						
- expenditure	152,551	152,551		0	152,551	(2) 0
- income	Cr 152,551	Cr 152,551		0	Cr 152,551	0
Fire Safety Grant						
- expenditure	56,589	56,589		0	56,589	(2) 0
- income	Cr 56,589	Cr 56,589		0	Cr 56,589	0
Community Housing Fund Grant						
- expenditure	62,408	62,408		0	62,408	(2) 0
- income	Cr 62,408	Cr 62,408		0	Cr 62,408	0
Public Health						
- expenditure	623,290			623,290	623,290	0
- income	Cr 623,290			Cr 623,290	Cr 623,290	0
Implementing Welfare Reform Changes						
- expenditure	56,219	56,219		0	56,219	(2) 0
- income	Cr 56,219	Cr 56,219		0	Cr 56,219	0
Renewal & Recreation Portfolio						
New Homes Bonus - Town Centre Management						
- expenditure	23,446	23,446		0	23,446	(3) 0
- income	Cr 23,446	Cr 23,446		0	Cr 23,446	0
New Homes Bonus - Regeneration						
- expenditure	306,126	306,126		0	306,126	(3) 0
- income	Cr 306,126	Cr 306,126		0	Cr 306,126	0
Planning Strategy & Projects - Custom Build Grant						
- expenditure	29,645	29,645		0	29,645	(3) 0
- income	Cr 29,645	Cr 29,645		0	Cr 29,645	0
Resources Portfolio						
Electoral Services - Cabinet Office Funding for IER						
- expenditure	47,117	47,117		0	47,117	(4) 0
- income	Cr 47,117	Cr 47,117		0	Cr 47,117	0
Debt Management System Project - Transformation Grant						
- expenditure	99,267	99,267		0	99,267	(4) 0
- income	Cr 99,267	Cr 99,267		0	Cr 99,267	0
Education and Children's Services Portfolio						
SEN Reform Grant						
- expenditure	20,703	20,703		0	20,703	(1) 0
- income	Cr 20,703	Cr 20,703		0	Cr 20,703	0
SEN Pathfinder Grant						
- expenditure	14,427	14,427		0	14,427	(5) 0
- income	Cr 14,427	Cr 14,427		0	Cr 14,427	0
Early Years Grant						
- expenditure	14,800	14,800		0	14,800	(5) 0
- income	Cr 14,800	Cr 14,800		0	Cr 14,800	0
LA Conversion Academies Sponsor Support						
- expenditure	28,000	28,000		0	28,000	(5) 0
- income	Cr 28,000	Cr 28,000		0	Cr 28,000	0
High Needs Strategic Planning Fund						
- expenditure	139,624	139,624		0	139,624	(5) 0
- income	Cr 139,624	Cr 139,624		0	Cr 139,624	0

Item	Carried Forward from 2016/17	Allocations				Variation to Original Contingency Provision
		Previously Approved Items	New Items Requested this Cycle	Items Projected for Remainder of Year	Total Allocations/Projected for Year	
	£	£	£	£	£	£
Tackling Troubled Families						
- expenditure	675,400	595,400		80,000	675,400	(7)
- income	Cr 675,400	Cr 595,400		Cr 80,000	Cr 675,400	0
General						
Audit - Additional investigation works	40,000	40,000		0	40,000	(4)
Debt Management System	25,000	25,000		0	25,000	(4)
Contracts Register/Summaries Database	50,000	50,000		0	50,000	(4)
Biggin Hill Airport - Noise Action Plan	43,700	43,700		0	43,700	(4)
Legal Counsel Costs	50,000	50,000		0	50,000	(4)
Staff Merit Awards	80,970			80,970	80,970	0
Green Garden Waste - Debt Management System	120,000	120,000		0	120,000	(6)
Local Plan Implementation	37,427	37,427		0	37,427	(3)
	447,097	366,127	0	80,970	447,097	0
Total Carried Forward from 2016/17	447,097	366,127	0	80,970	447,097	0
GRAND TOTAL	15,404,097	3,851,567	4,059,400	7,442,220	15,353,187	Cr 50,910

Notes:

- (1) Executive 24th May 2017
- (2) Care Services PDS 4th July 2017
- (3) Renewal & Recreation PDS 5th July 2017
- (4) Executive & Resources PDS 13th July 2017
- (5) Education, Children & Families Budget & Performance Monitoring Sub-Committee 18th July 2017
- (6) Environment PDS 12th July 2017
- (7) Executive 7th November 2017
- (8) Care Services PDS 14th November 2017

Description	2017/18 Latest Approved Budget £'000	Variation To 2017/18 Budget £'000	Potential Impact in 2018/19
Housing Needs - Temporary Accommodation	7,535	0	The full year effect of Temporary Accommodation is currently estimated to be £88k in 2018/19. This estimate only takes into account the projected activity to the end of this financial year and not any projected growth in client numbers beyond that point. The costs are expected to be covered by a contingency bid during 2018/19 as has been the case for a number of years.
Assessment and Care Management - Care Placements	20,810	1,152	The full year impact of the current overspend is estimated at Dr £1,067k. £873k of this relates to residential and nursing home placements and £194k to domiciliary care / direct payments. This is based on client numbers as at the end of September and given the volatility of these budgets is likely to change during the year. In addition, the fye is reduced by IBCF funding of £629k in 2018/19, reducing the overall fye to Dr £438k.
Learning Disabilities - including Care Placements, Transport and Care Management	31,138	688	The full year effect is estimated at an overspend of £1,788k which is higher than the current year's overspend. This is partly because the forward assumptions are based on a net increase in the number / cost of LD clients (clients expected to be placed in-year in 2017/18 will only have a part year cost in 2017/18 but a full year cost in 2018/19 and new / increased packages exceed savings being planned). The Invest to Save Team is a non-recurrent cost in 2017/18 so this reduced the FYE pressure.
Mental Health - Care Placements	5,938	153	There is currently a full year overspend of £168k anticipated on Mental Health placements. There continues to be a degree of misclassification of clients' Primary Support Reasons (PSRs) and this may result in projections shifting between PSRs in future months.
Supporting People	1,072	Cr 86	The full year effect of Supporting People is currently estimated to be a credit of £65k. This is a result of the estimated savings from retendering of the contracts.
Children's Social Care	33,390	403	The overall full year effect of the Childrens Social Care overspend is £718k, analysed as Residential, Fostering and Adoption £138k and Leaving Care services (inc Staying Put and Housing Benefit clients) £580k. This assumes that management action of £1,088k is achieved in 2018/19
Legal Services - Legal / Counsel Fees	89	150	The projected overspend for counsel fees and court costs due to the high volume of child care cases are expected to be in the region of 80 cases in 2017/18 and this level is likely to continue in 2018/19. At this time an overspend of around £140k is projected for 2018/19. Costs should reduce in future years due to the effect of more cases being dealt with in-house.
Mortuary and Coroners Service	403	46	Based on latest information from Croydon, the projected full year effect of the increased Coroner's costs is £56k in 2018/19. A report is to be submitted to Members by the Head of Environmental Protection to provide further information to justify the substantial increased cost of this service which is administered by Croydon as the lead authority in the South London Consortium.
Parking	Cr 7,313	Cr 171	The downward trend in Off Street parking income is likely to be offset by the FYE of new On Street parking bays, and income from bus lane enforcement assuming a drop off in contraventions. At this stage no overall variance is projected for Parking in 2018/19.
Waste	17,762	Cr 272	The FYE cost on the use of a sixth vehicle on the Green Garden Waste service next year will be met from the extra income generated from additional customers. Waste tonnages will continue to be monitored closely for the rest of the year. At this stage no overall variance is projected for Waste in 2018/19

SECTION 106 RECEIPTS

Section 106 receipts are monies paid to the Council by developers as a result of the grant of planning permission where works are required to be carried out or new facilities provided as a result of that permission (e.g. provision of affordable housing, healthcare facilities & secondary school places). The sums are restricted to being spent only in accordance with the agreement concluded with the developer.

The major balances of Section 106 receipts held by the Council are as follows:

31 March 2017 £'000	Service	Income £'000	Expenditure £'000	Transfers to/(from) Capital £'000	Actual as at 30 Sep 2017 £'000
<u>Revenue</u>					<u>Revenue</u>
542	Highway Improvement Works	5	70	-	477
42	Road Safety Schemes	-	-	-	42
45	Local Economy & Town Centres	-	-	-	45
78	Parking	3	-	-	81
724	Healthcare Services	188	-	-	912
10	Community Facilities (to be transferred to capital)	-	-	-	10
311	Other	-	-	-	311
1,752		196	70	-	1,878
<u>Capital</u>					<u>Capital</u>
2,890	Education	773	1,072	-	2,591
4,911	Housing	-	1,854	-	3,057
97	Local Economy & Town Centres	239	97	-	239
82	Highway Improvement Works	-	-	-	82
7,980		1,012	3,023	-	5,969
9,732		1,208	3,093	-	7,847

Report No.
FSD17092

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive

Date: 6th December 2017

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING – 2ND QUARTER 2017/18

Contact Officer: James Mullender, Principal Accountant
Tel: 020 8313 4292 E-mail: James.mullender@bromley.gov.uk

Chief Officer: Director of Finance

Ward: All

1. Reason for report

This report summarises the current position on capital expenditure and receipts following the 2nd quarter of 2017/18 and seeks the Executive's approval to a revised Capital Programme.

2. **RECOMMENDATION(S)**

2.1 **The Executive is requested to:**

- (a) **Note the report, including a total rephasing of £11,355k from 2017/18 into future years, and agree a revised Capital Programme;**
- (b) **Approve the following amendments to the Capital Programme:**
 - (i) **Addition of £362k to Transport for London (TfL) funded Traffic and Highways schemes as detailed in para 3.3.1;**
 - (ii) **Addition of £680k relating to the annual revenue contribution to Bromley Mytime Investment Fund as detailed in para 3.3.2;**
 - (iii) **Addition of £163k to the Orpington Town Centre - Walnut Centre & New Market infrastructure scheme to reflect funding available from Section 106 receipts as detailed in para 3.3.3;**
 - (iv) **Deletion of £8k residual balance on the Central Library/ Churchill Theatre – Chillers and Control scheme which has reached completion as detailed in para 3.3.4;**
 - (v) **Note that a report elsewhere on the agenda requests the addition of £75k to the Crystal Palace Park Improvement report as detailed in para 3.3.5.**

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. For each of our portfolios and service priorities, the Council reviews its main aims and outcomes through the AMP process and identify those that require the use of capital assets. The 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: Estimated Cost: Total increase of £1,272k over the 4 years 2017/18 to 2020/21, mainly due to £680k increase in Bromley Mytime Investment, £362k increase in TFL funding for Highway & Traffic schemes, and £163k increase in Orpington Town Centre
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: Total £143.9m over 4 years 2017/18 to 2020/21
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
-

Staff

1. Number of staff (current and additional): 1fte
 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? Not Applicable
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

Capital Expenditure

- 3.1 Appendix A sets out proposed changes to the Capital Programme following a detailed monitoring exercise carried out after the 2nd quarter of 2017/18. The base position is the programme approved by the Executive on 19th July 2017, as amended by variations approved at subsequent Executive meetings. If the changes proposed in this report are approved, the total Capital Programme 2017/18 to 2020/21 would increase by £2,031k, mainly due to £680k increase in Bromley Mytime Investment, £362k increase in TFL funding for Highway & Traffic schemes, and £163k increase in Orpington Town Centre.

The variations are summarised in the table below with further detail set out in Appendix A.

	2017/18	2018/19	2019/20	2020/21	TOTAL 2017/18 to 2020/21
	£000	£000	£000	£000	£000
Programme approved by Executive 19/07/17	84,211	35,731	15,337	6,984	142,263
Waste Clearance - Cornwall Drive (Exec 19/07/17)	1,654				1,654
Increase in Bromley High Street Improvement (Exec 07/11/17)	152			Cr 140	12
Approved Programme prior to 2nd Quarter's Monitoring	86,017	35,731	15,337	6,844	143,929
Variations requiring the approval of the Executive	517	755	0	0	1,272
Variations not requiring approval of Executive:					
Increase in Site G project (Subject to Council Approval)	Cr 513	2,980	4,690	13,875	21,032
Net rephasing from 2017/18 into future years	Cr 11,355	10,755	500	100	0
Total Amendment to the Capital Programme	Cr 11,351	14,490	5,190	13,975	22,304
Total Revised Capital Programme	74,666	50,221	20,527	20,819	166,233
Assumed Further Slippage (for financing purposes)	Cr 7,500	5,000	2,500	0	0
Assumed New Schemes (to be agreed)	0	0	3,500	3,500	7,000
	Cr 7,500	5,000	6,000	3,500	7,000
Projected Programme for Capital Financing Forecast	67,166	55,221	26,527	24,319	173,233

3.2 Variation approved at subsequent Executive meetings

- 3.2.1 As detailed in Appendix A, a variation of £12k has been approved since the July meeting of Executive, for the Bromley High Street Improvement scheme.

3.3 Variations requiring the approval of the Executive (£1,272k increase)

- 3.3.1 Transport for London (TfL) – Revised support for Highways and Traffic Schemes (£362k increase in 2017/18)

Provision for transport schemes to be 100% funded by TfL was originally included in the Capital Programme 2017/18 to 2020/21 on the basis of the bid in the Borough Spending Plan (BSP). Notification of an overall increase of £362k in the 2017/18 grant has been received from TfL, of which £197k relates to Maintenance, £120k relates to Borough Transport Priorities, and £45k relates to LIP formula funding. Grant allocations from TfL change frequently and any further variations will be reported in subsequent capital monitoring reports.

- 3.3.2 Bromley Mytime Investment Fund (£680k increase in 2018/19)

There is an annual provision in the revenue budget for a contribution towards capital investment in Council leisure centres managed by Bromley Mytime. The Mytime Active

Annual Review report was submitted to R&R PDS on 1st November 2017 which included Mytime's future proposals for the use of the Mytime Investment Fund for 2018/19 and Members are asked to approve the addition of £680k to this scheme, which will bring the total contribution to £3,194k.

3.3.3 Orpington Town Centre - Walnut Centre & New Market (£163k increase in 2017/18)

A Town Centre Development Update report was submitted to R&R PDS on 1st November 2017, which noted that a total of £163k Section 106 funding has been received from a private developer contribution towards the Orpington Town Centre - Walnuts Centre and New Market project. This constitutes two of the three stages of payment. Members are asked to approve the addition of this £163k to the capital programme.

3.3.4 Deletion of £8k residual balance - Central Library / Churchill Theatre – Chillers and Control (£8k reduction in 2017/18)

Following the completion of the outstanding minor works relating to extra netting protection to pipework, the final payment including retention was paid to the contractors. It is recommended that the residual budget of £8k on the Central Library / Churchill Theatre – Chillers and Control scheme be deleted. A post completion report for this scheme was submitted to R&R PDS on 1st November 2017.

3.3.5 Crystal Palace Park Improvement (£75k increase in 2018/19)

The Crystal Palace Park Café report (DRR17/067) elsewhere on the agenda requests the addition of £75k to the capital programme, funded from capital receipts for delivery of the Crystal Palace Park Café.

3.3.6 Scheme Rephasing

In the quarter 2 monitoring exercise, slippage of £11.4m has been identified and this has been re-phased from 2017/18 into future years to reflect the latest estimates of when expenditure is likely to be incurred. This has no overall impact on the total approved estimate for the capital programme. Further details are provided in Appendix B.

Capital Receipts

- 3.4 Details of the receipts forecast in the years 2017/18 to 2020/21 are included in Appendix E to this report to be considered under part 2 proceedings of the meeting. The latest estimate for 2017/18 has decreased to £8.0m from £8.8m reported in July (excluding "other" capital receipts). The estimate for 2018/19 is £15.9m, a £8.9m increase compared to that reported in July. The estimate for 2019/20 is £5.7m, a £10.3m reduction compared to that reported in July. The estimate for 2020/21 is £18.1m, compared to the £1.0m from reported in July. A total of £1m per annum is assumed for receipts yet to be identified in later years. These projections, as detailed in Appendix E, reflect prudent assumptions for capital receipts, and do not include estimated disposal receipts from the review being undertaken by Cushman and Wakefield.

Financing of the Capital Programme

- 3.5 A capital financing statement is attached at Appendix C and the following table summarises the estimated impact on balances of the revised programme and revised capital receipt projections which, as noted above, reflect prudent assumptions on the level and timing of disposals. Total balances would reduce from £44.1m (General Fund £20.0m and capital receipts £24.1m) at the end of 2016/17 to £10.2m by the end of 2020/21 and increase back to £25.9m by the end of 2024/25. It is therefore likely that any significant future capital

schemes not funded by grants/contributions or revenue, may have to be funded from external borrowing.

	Balance 01/04/17	Estimated Balance 31/03/21	Estimated Balance 31/03/25
	£m	£m	£m
General Fund	20.0	10.2	7.9
Capital Receipts	24.1	0.0	18.0
	44.1	10.2	25.9

Investment Fund and Growth Fund

- 3.6 To help support the achievement of sustainable savings and income, the Council has set aside funding in the Investment Fund earmarked reserve (formerly known as the Economic Development and Investment Fund) to contribute towards the Council's economic development and investment opportunities. To date, total funding of £135.6m has been placed in the Investment Fund and Growth Fund earmarked reserves to contribute towards the Council's economic development and investment opportunities. In November 2014, £10m was set aside in the Growth Fund to support growth initiatives in Biggin Hill, the Cray Valley and Bromley Town Centre. Council approved additional allocations of £6.5m in December 2015, £6m in March 2016, £7m in June 2016, £4m in March 2017, and £3.3m in June 2017 to the Growth Fund.

Appendix D provides a detailed analysis of the Funds dating back to their inception in September 2011. To date schemes totalling £110.2m have been approved (£81.6m on the Investment Fund, and £28.6m on the Growth Fund), and the uncommitted balances as at end of November 2017 stand at £17.1m for the Investment Fund and £8.2m for the Growth Fund.

The Budget Monitoring 2017/18 report elsewhere on the agenda requests that members approve an allocation of £3.5m to the Investment Fund from underspends in the 2017/18 central contingency. If this is approved, the uncommitted balance on Investment Fund will increase to £20.6m.

Feasibility Works – Property Disposals

- 3.7 At its meeting on 24th May 2017, Executive agreed to the creation of a new Earmarked Reserve with an initial allocation of £250k to be funded from the Growth Fund to allow feasibility works to be commissioned against specific sites so as to inform the Executive of sites' viability for disposal or re-development and potential scheme optimisation together with an appraisal as to worth.

Members requested that an update from Strategic Property be included in quarterly capital monitoring report, this is provided in Appendix F. To date the commitment value remains at £250k, and no expenditure has been incurred.

Section 106 Receipts

- 3.8 In addition to capital receipts from asset disposals, the Council is holding a number of Section 106 contributions received from developers. These are made to the Council as a result of the granting of planning permission and are restricted to being spent on capital works in accordance with the terms of agreements reached between the Council and the developers. These receipts are held as a receipt in advance on the Council's Balance Sheet, the balance of which stood at £5,969k as at 30th September 2017, and will be used to finance capital expenditure from 2017/18 onwards. The current position on capital Section 106 receipts (excluding commitments) is shown below:

	Balance 31/03/17	Receipts 2017/18	Expenditure 2017/18	Balance 30/09/17
Specified capital works	£'000	£'000	£'000	£'000
Housing	4,911	-	1,854	3,057
Education	2,890	773	1,072	2,591
Highways	82	-	-	82
Local Economy	97	239	97	239
TOTAL	7,980	1,012	3,023	5,969

The Council's budgets are limited and, where a developer contribution can be secured, this will be required as a contribution towards projects, notwithstanding any other allocation of resources contained in the Council's spending plans.

Post-Completion Reports

3.9 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. 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 due to be submitted to the relevant PDS Committees:

- Office Accommodation Strategy (North Block and St Blaise)
- Digital Print Strategy
- SEELS street lighting project

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 are contained in the main body of the report and in the appendices. Attached as Appendix C is a capital financing statement, which gives a long-term indication of how the revised Programme would be financed if all the proposed changes were approved and if all the planned receipts were achieved. The financing projections assume approval of the revised capital programme recommended in this report, together with an estimated £3.5m per annum for new capital schemes and service developments from 2019/20 onwards.

Non-Applicable Sections:	Legal, Personnel & Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Capital Programme Monitoring Qtr 1 2017/18 (Executive 19/07/17) Opportunity Site G Development Programme (Executive 07/11/17) Bromley Town Centre Market Report & Improvement update (Executive 07/11/17) Town Centres Development Programme update (R&R PDS 01/11/17) Post Completion Review Report – Replacement Chillers At Central Library/Churchill Theatre (R&R PDS 01/11/17) Mytime Active Annual Report (R&R PDS 01/11/17) List of potential capital receipts from Strategic Property as at 21/11/17. List of feasibility works for property disposal from Strategic Property as at 22/11/17.

CAPITAL PROGRAMME MONITORING - DEC 2017 - SUMMARY OF VARIATIONS FROM APPROVED PROGRAMME

	Date of meeting	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL 2017/18 to 2020/21 £000	Comments/reason for variation
Current Approved Capital Programme							
Programme approved by Executive 19/07/17	Exec 19/07/17	84,211	35,731	15,337	6,984	142,263	
Waste clearance - Cornwall Drive	Exec 19/07/17	1,654	0	0	0	1,654	
Increase in Bromley High Street Improvement	Exec 07/11/17	152			Cr 140	12	
Approved Programme prior to 2nd Quarter's Monitoring		86,017	35,731	15,337	6,844	143,929	
Variations in the estimated cost of approved schemes							
(i) Variations requiring the approval of the Executive							
Increase in TFL funding for Highway & Traffic schemes		362				362	See paragraph 3.3.1
Increase in Bromley Mytime Investment Fund			680			680	See paragraph 3.3.2
Increase in Orpington Town Centre - Walnut Centre & New Market (S106 funding)		163				163	See paragraph 3.3.3
Deletion of residual balance - Central Library/Churchill Theatre - chillers and controls		Cr 8				Cr 8	See paragraph 3.3.4
Increase in Crystal Palace Park Improvements scheme			75			75	See paragraph 3.3.5
		517	755	0	0	1,272	
(ii) Variations not requiring approval of Executive							
Net rephasing from 2017/18 into future years		Cr 11,355	10,755	500	100	0	See paragraph 3.3.6 and Appendix B
Increase in Site G project (Subject to Council Approval 11/12/17)	Exec 07/11/17	Cr 513	2,980	4,690	13,875	21,032	
		Cr 11,868	13,735	5,190	13,975	21,032	
TOTAL AMENDMENT TO CAPITAL PROGRAMME		Cr 11,351	14,490	5,190	13,975	22,304	
TOTAL REVISED CAPITAL PROGRAMME		74,666	50,221	20,527	20,819	166,233	
Less: Further slippage projection		Cr 7,500	5,000	2,500	0	0	
Add: Estimate for further new schemes				3,500	3,500	7,000	
TOTAL TO BE FINANCED		67,166	55,221	26,527	24,319	173,233	

CAPITAL PROGRAMME MONITORING -DEC 2017 - SUMMARY OF VARIATIONS FROM APPROVED PROGRAMME - SCHEME REPHASING

		2017/18	2018/19	2019/20	2020/21	TOTAL	Comments/reason for variation
		£000	£000	£000	£000	£000	
Rephasing of schemes							
Upgrade of Core Network Hardware	Cr	576	576	0	0	0	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. The network design part of the project is currently being processed and is anticipated to be completed in FY17/18. £576k has been rephased into FY18/19
Basic Need	Cr	8,000	8,000	0	0	0	A full detailed report on the various projects within the Basic Need Programme was reported to Executive on 19 Jul 17. This includes works at Trinity (now completed), Castlecombe (work started Feb'17), Bishop Justus (work expected to start Summer'18), Edgebury (completed), Poverest (started in Jun'17), Stewart Fleming (now completed), and Leeson's (started in Jul'17), St George (due to complete around Nov'17). £8m has been rephased into FY18/19
Bromley MyTime Investment	Cr	550	550	0	0	0	A report was submitted to R&R PDS on 1 Nov 2017 on Mytime Active Annual Review which will include Mytime's future proposals for the use of Investment Fund for 2018/19. It is anticipated that around £550k of the remaining budget will not be spent this financial year as Mytime are still working up the scheme in respect of the Pavilion Leisure Centre, and £550k has been rephased into FY18/19
Penge Town Centre	Cr	300	300	0	0	0	The New Homes Bonus funded project consisting of public realm improvements, Shopfront improvements, Business Support, and Wayfinding. The scheme is to be implemented alongside planned TfL bus route and carriageway improvements. It would not be practical to implement the public realm scheme until these improvements are finalised. The bulk of the capital spend will take place early 2018 once the final TfL works have commenced. £300k has been rephased into FY18/19
Crystal Palace Park Improvements	Cr	1,000	1,000	0	0	0	Turnstiles work completed, dinosaur and dinosaur landscape conservation works completed, and sphinxes and south terrace steps works completed. Skatepark works currently being undertaken on site and due for completion in December 2017. Café works expected to start in January 2018 depending on December 2017 Executive contract award decision. £1,000k has been rephased in FY18/19
Biggin Hill Memorial Museum	Cr	600	0	500	100	0	Executive approval on 19/07/17, for project to proceed with delivery. The build programme is on schedule and the payment schedule has now been agreed which has allowed the budget to be accurately profiled. The Exhibition and Fit out programme has been postponed to avoid the tender bring out over Christmas which has pushed costs in to the next financial year. A total of £600k has been rephased into FY19/20 and FY20/21
Crystal Palace park - Alternative Management Options	Cr	329	329	0	0	0	Approved by Executive 24/03/15 - to explore and develop a sustainable regeneration plan, and business plan, for the establishment of an alternative management option for the park. The Regeneration Plan strategy was then approved by the Executive in July 2017 and an Outline Planning Application is due to be submitted in February, and an HLF Parks for People bid is due to be submitted in August. £329k has been rephased into FY18/19
TOTAL REPHASING ADJUSTMENTS	Cr	11,355	10,755	500	100	0	

CAPITAL FINANCING STATEMENT Executive DEC 17 - ALL RECEIPTS

(NB. Assumes all capital receipts - see below)

	2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		
	Estimate £000	Actual £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	Estimate £000's	
<u>Summary Financing Statement</u>																			
Capital Grants	8,935	9,913	22,303	23,575	1,035	865	0	0	0	0	0	0	0	0	0	0	0	0	0
Other external contributions	12,515	6,599	16,952	7,593	4,500	4,092	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Usable Capital Receipts	7,502	9,880	24,675	21,110	10,696	18,086	1,607	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900
Revenue Contributions	27,452	26,598	3,236	2,943	1,100	960	100	100	100	100	100	100	100	100	100	100	100	100	100
General Fund	0	0	0	0	9,196	316	2,293	0	0	0	0	0	0	0	0	0	0	0	0
Borrowing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total expenditure	56,405	52,990	67,166	55,221	26,527	24,319	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
<u>Usable Capital Receipts</u>																			
Balance brought forward	29,582	29,582	24,108	7,546	2,416	0	0	0	7,398	11,987									
New usable receipts	8,198	4,406	8,113	15,980	8,280	18,086	1,607	11,298	8,489	9,906									
	37,780	33,988	32,221	23,526	10,696	18,086	1,607	11,298	15,887	21,893									
Capital Financing	Cr 7,502	Cr 9,880	Cr 24,675	Cr 21,110	Cr 10,696	Cr 18,086	Cr 1,607	Cr 3,900	Cr 3,900	Cr 3,900									
Balance carried forward	30,278	24,108	7,546	2,416	0	0	0	7,398	11,987	17,993									
<u>General Fund</u>																			
Balance brought forward	20,000	20,000	20,000	19,729	19,729	10,533	10,217	7,924	7,924	7,924									
Less: Capital Financing	0	0	0	0	Cr 9,196	Cr 316	Cr 2,293	0	0	0									
Less: Use for Revenue Budget	Cr 5,369	0	Cr 271	0	0	0	0	0	0	0									
Balance carried forward	14,631	20,000	19,729	19,729	10,533	10,217	7,924	7,924	7,924	7,924									
TOTAL AVAILABLE RESERVES	44,909	44,108	27,275	22,145	10,533	10,217	7,924	15,322	19,911	25,917									

Assumptions:

New capital schemes - £3.5m p.a. from 2019/20 for future new schemes.

Capital receipts - includes figures reported by Property Division as at 15/11/17 (including Tweedy Road & Town Hall) and £1m pa from 2018/19.

Current approved programme - as recommended to Executive 06/12/17

INVESTMENT FUND & GROWTH FUND - EXECUTIVE December 2017

Investment Fund	£'000
Revenue Funding:	
Approved by Executive 7th September 2011	10,000
Approved by Council 27th February 2013	16,320
Approved by Council 1st July 2013	20,978
Approved by Executive 10th June 2014	13,792
Approved by Executive 15th October 2014	90
Approved by Executive 26th November 2014 (Transfer to Growth Fund)	Cr 10,000
New Home Bonus (2014/15)	5,040
Approved by Executive 11th February 2015 (New Homes Bonus)	4,400
Approved by Executive 10th June 2015	10,165
Approved by Executive 2nd December 2015 (New Homes Bonus)	141
Approved by Executive 10th Feb 2016 (New Homes Bonus)	7,482
	<u>78,408</u>
Capital Funding*:	
Approved by Executive 11th February 2015 (general capital receipts)	15,000
Approved by Executive 2nd December 2015 (sale of Egerton Lodge)	1,216
Approved by Executive 7th November 2017 (Disposal of 72-76 High Street)	4,100
	<u>20,316</u>
Total Funding Approved:	<u>98,724</u>
Property Purchase	
Approved by Executive 7th September 2011 (95 High St)	Cr 1,620
Approved by Executive 6th December 2012 (98 High St)	Cr 2,167
Approved by Executive 5th June 2013 (72-76 High St)	Cr 2,888
Approved by Executive 12th June 2013 (104 - 108 High St)	Cr 3,150
Approved by Executive 12th February 2014 (147 - 153 High St)	Cr 18,755
Approved by Executive 19th December 2014 (27 Homesdale)	Cr 3,938
Approved by Executive 24th March 2015 (Morrisons)	Cr 8,672
Approved by Executive 15th July 2015 (Old Christchurch)	Cr 5,362
Approved by Executive 15th July 2015 (Tilgate)	Cr 6,746
Approved by Executive 15th December 2015 (Newbury House)	Cr 3,307
Approved by Executive 15th December 2015 (Unit G - Hubert Road)	Cr 6,038
Approved by Executive 23rd March 2016 (British Gas Training Centre, Thatcham)	Cr 3,666
Approved by Executive 15th June 2016 (C2 and C3)	Cr 6,451
Approved by Executive 14th March 2017 (Trinity House)	Cr 6,236
	<u>Cr 78,996</u>
Other Schemes	
Approved by Executive 20th November 2013 (Queens's Garden)	Cr 990
Approved by Executive 15th January 2014 (Bromley BID Project)	Cr 110
Approved by Executive 26th November 2014 (BCT Development Strategy)	Cr 135
Approved by Executive 2nd December 2015 (Bromley Centre Town)	Cr 270
Approved by Executive 15th June 2016 (Glades Shopping Centre)	Cr 400
Approved by Executive 11th January 2017 (Disposal of Small Halls site, York Rise)	Cr 46
Valuation for 1 Westmoreland Rd	Cr 5
Valuation for Biggin Hill - West Camp	Cr 10
Growth Fund Study	Cr 170
Crystal Park Development work	Cr 200
Civic Centre for the future	Cr 50
Strategic Property cost	Cr 258
Total further spending approvals	<u>Cr 2,644</u>
Uncommitted Balance on Investment Fund	17,084
*Executive have approved the use of specific and general capital receipts to supplement the Investment Fund	
**Subject to approval a further £3.5m will be allocated to the Investment Fund which will increase the uncommitted balance to £20.6m (see para 3.6)	
Growth Fund:	
£'000	
Funding:	
Approved by Executive 26th November 2014 (Transfer from Investment Fund)	10,000
Approved by Executive 2nd December 2015	6,500
Approved by Executive 23rd March 2016	6,000
Approved by Executive 15th June 2016	7,024
Approved by Executive 22nd March 2017	4,000
Approved by Executive 20th June 2017	3,311
Total funding approved	<u>36,835</u>
Schemes Approved and Committed	
Approved by Executive 24th March 2015 (Site G)	Cr 2,700
Approved by Executive 24th March 2015 (Site G - Specialist)	Cr 200
Approved by Executive 18th May 2016 (Feasibility Studies and Strategic Employment Review)	Cr 180
Approved by Executive 18th May 2016 (Broadband Infrastructure Investment)	Cr 50
Approved by Executive 20th Jul 2016 (BID - Penge & Beckenham)	Cr 110
Approved by Executive 1st Nov 2016 (19-25 Market Square)	Cr 10,705
Approved by Executive 1st Nov 2016 (63 Walnuts)	Cr 3,834
Approved by Executive 22nd March 2017 (Bromley Town Centre Public Realm improvement Scheme)	Cr 2,844
Approved by Executive 7th November 2017 (Bromley Town Centre and Public Realm improvement Scheme)	Cr 580
Approved by Executive 22nd March 2017 (Project Officer cost Bromley Town Centre Public Realm improvement Sc	Cr 40
Approved by Executive 22nd March 2017 (Community Initiative)	Cr 15
Approved by Executive 24th May 2017 (Feasibility Works/Property Disposal)	Cr 250
Renewal Team Cost	Cr 310
Total further spending approvals	<u>Cr 21,818</u>
Schemes Approved, but not committed	
Approved by Executive 26th November 2014 (Biggin Hill and Cray Valley)	Cr 6,790
Uncommitted Balance on Growth Fund	8,227

Variations on individual schemes	Estimated Feasibility / Viability Cost (£'000)	Description	Status for December Capital Monitoring
West Wickham Leisure Centre	35	To fund study to deliver optimal new leisure facilities based on market evidence as to rents from third party operators' together with residential development to generate a capital receipt to fund the cost of re-provision of facilities.	Instruction given to C&W to progress. Ward Members have agreed approach and Executive Report due March 2018.
The Glades Department Store	49	To fund work to progress the business case for the development of a new Department Store at the Glades Shopping Centre utilising the Council's interests at Market Square so as to improve footfall and therefore improve the asset value and return on income derived from the Council's ownership of The Glades.	Instruction given to C&W. Development dependant on buy in from La Salles (Glades Managing Agents) and Boots. Boots Lease renewal which was delaying matters now completed. Meeting to be held with all parties to progress being arranged for Dec 17.
The Walnuts Centre	33	To fund work to progress the business case for the development at the Walnuts utilising the Council's interests at and around the Walnut's Centre including the Leisure Centre so as to provide larger retail opportunities and improve footfall and therefore improve the asset value and return on income derived from the Council's ownership of The Walnuts.	C&W instructed and developing a timeline. Engagement started with Rockspring and emerging Master Plan being developed - anticipate Executive Report in June/July 18.
Old Town Hall/Civic Centre	44	To fund a review of the Council's accommodation strategy at the Civic Centre based on the addition of the former Town Hall becoming available as part of the Council's property portfolio and how that asset could be utilised as a Democratic Centre and associated offices/meeting space.	Instruction given to C&W. Report received - concluded that LBB wont occupy. Report to Executive 6 December 2017.
Depots Review - Disposal Options	45	To fund disposal viability studies as to density and permitted development together with initial planning briefs so as to be in a position to take to market as an outcome of the Depot review.	Instruction given to C&W. Report received and outcome reported to Environment Commissioning Programme Board.
Biggin Hill Aviation College - Alternative	20	To fund potential alternative site viability studies for Biggin Hill should the Council decide not to pursue Area 1 purchase for an Aviation College/Enterprise Zone.	Not being furthered at this time.
Libraries (Chislehurst model roll out)	18	To fund the investigation of viability of renewing other library facilities by redeveloping their sites and using the capital receipt proceeds to develop replacement facilities within said schemes.	To be actioned - estimate instructions January 18.
Lease standardisation	6	To fund legal work to create standard T&C's to Portfolio	
TOTAL	250		

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Report No.
FSD17091

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

Date: Wednesday 6 December 2017

Decision Type: Non-Urgent Executive Key

Title: COUNCIL TAX SUPPORT/REDUCTION SCHEME 2018/19

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

To advise Members of the results of the public consultation exercise and seek approval of the scheme to be forwarded to Full Council for approval.

2. RECOMMENDATION(S)

Members are asked to:

2.1 a) consider the responses to the public consultation exercise.

2.2 b) consider the updated Impact assessment at Appendix 1.

2.3 c) consider that the Council Tax Support/Reduction scheme for 2018/19 retains the calculation of entitlement for working –age claimants on 75% of the households Council Tax liability. Thereby the maximum assistance provided to a claimant of working-age is 75% of his/her Council Tax liability.

2.4 d) consider a variation to the Council Tax Support/Reduction scheme to incorporate the changes that have been made to the Housing Benefit regulations (see paragraph 3.2.2).

Subject to the outcome of 2.1 to 2.4 above recommend to Council the Council Tax Support/Reduction scheme for 2018/19.

Impact on Vulnerable Adults and Children

1. Summary of Impact: 4611 households with children and 1701 working-age disabled claimants.
-

Corporate Policy

1. Policy Status: New Policy:
 2. BBB Priority: Not Applicable:
-

Financial

1. Cost of proposal: Estimated annual cost of the scheme with minimum 25 % liability is £9,874m
 2. Ongoing costs: Recurring cost
 3. Budget head/performance centre: Revenues, Benefits and Admin
 4. Total current budget for this head: £6.782m
 5. Source of funding: Government funding (although not separately identified in the grant notification)
-

Personnel

1. Number of staff (current and additional): 8 + Liberata staff
 2. If from existing staff resources, number of staff hours: Once the scheme is adopted the work will fall onto Liberata, taken into account in the costings provided.
-

Legal

1. Legal Requirement: Statutory Requirement
 2. Call-in: Applicable
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):15,870 (the current number of households in receipt of Council Tax Support)
-

Ward Councillor Views

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

3. COMMENTARY

3.1 Introduction

From the 01 April 2013 the national scheme for providing assistance with Council Tax (Council Tax benefit) ceased to exist and was replaced by a local authority designed scheme for those claimants of working-age. The scheme is known as Council Tax Support/Reduction (CTS/R). For those of pensionable age, the scheme continued to be based on national rules and regulations.

In the financial year 2013/14, working-age claimants were liable to pay a minimum of 8.5% of their Council Tax liability. For the financial years 2014/15 and 2015/16 working-age claimants were liable for a minimum of 19% of their Council Tax liability, before this increased to 25% in 2016/17.

At the 13th July meeting of the Executive and Resources PDS, Members agreed that a minimum liability of 25% be the Authority's preferred option for inclusion in the public consultation exercise, the results of which are contained later in the report.

Attached as Appendix 1 to this report is an updated Impact Assessment based on the re-adoption of a scheme retaining the minimum contribution for a working-age household at 25% of the Council Tax liability. Members are asked to note the content of the "assessment" when considering the third recommendation contained in this report.

It should be noted that the scheme needs to be adopted at Council by the 31st January prior to the financial year it relates to.

Consultation

3.2.1 At the 13 July 2017 meeting of the Executive & Resources PDS; it was agreed to undertake a consultation exercise, with the recommendation being that CTS/R continue to be based on 75% of the households Council Tax Liability. The consultation exercise closed on the 8 October 2017 by which time 1,125 responses had been received. Included in these were responses from the GLA which is attached as Appendix 2 and the following representative bodies:

- Age UK
- St Christopher's Bromley (Hospice)
- Zacchaeus 2000 Trust

Responses to the questions contained in the consultation exercise are entered as Appendix 1. A full report of the consultation findings can be found on the LBB website, the link for which is: <http://www.bromley.gov.uk/CouncilTaxSupport>

3.2.2 To summarise the main findings were:

- In respect of financial year 2018/19, 68% of respondents confirmed their preference to keep the minimum contribution at 25%. The responses were weighted in favour of maintaining this level of support irrespective of whether the respondent was in receipt of CTS/R
- Of those indicating that the current level of assistance should not be maintained, 43% said the scheme should be more generous and 57% less.
- 91% of respondents said that there should be a hardship fund, with 67% agreeing that it should remain at the current level (£100k)

- On the questions related to aligning the scheme with Housing Benefits, the following results were obtained:
86% agreed that CTS/R should only be paid for a maximum of 4 weeks during a claimant's absence from Great Britain.
77% agreed that CTS/R should only cover the costs of 2 children in families. The following DWP exemptions would apply where the third or subsequent child:
 - were born as part of a multiple birth
 - were adopted from local authority care
 - are in your care (formally or informally) and otherwise would be looked after by the local authority
 - you are responsible for has a child of their own
 - were conceived as a result of a non-consensual sexual act (including rape) or when you were in a controlling or coercive relationship
 77% agreed customers in receipt of ESA should only receive additional assistance if they are in the support group.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN AND INDIVIDUALS WITH PROTECTED CHARACTERISTICS

There are currently 1701 disabled claimants and 4611 households with children affected by the policy. This excludes pensioner claimants whose entitlement continues to be based on 100% of their Council Tax liability.

The impact on vulnerable adults and children is mitigated by building into the scheme disregards and additional assistance contained in the Housing Benefit scheme. In addition a hardship fund is available for those faced with exceptional circumstances.

Summary of Equality Impact assessment (EIA)

The EIA recognizes that the requirement for working-age claimants to contribute a minimum of 25% towards their Council Tax liability disproportionately impacts upon several of the protected characteristic groups. Lone parents (who are predominantly women) and the disabled are both overrepresented in the Council Tax Support caseload. Mitigation of the impact is supplied by the retention of the safeguards included in the Housing Benefit scheme for these client groups, for example the disregard of certain income types for the disabled and allowances for childcare costs. Further mitigation is supplied by the Hardship Fund from which assistance can be granted for those facing exceptional circumstances.

A copy of the Impact Assessment can be found at Appendix 1.

5. POLICY IMPLICATIONS

5.1 A copy of the 2017/18 scheme can be accessed by the following web link:

http://www.bromley.gov.uk/downloads/file/2860/council_tax_support_scheme_2017

This scheme will be revised in light of any changes agreed by Members, required by legislative change and/or resultant of the annual uprating of the benefit system.

The Authority's scheme needs to be adopted on an annual basis following a public consultation exercise.

6. FINANCIAL IMPLICATIONS

6.1 The below table shows the projected expenditure of the scheme based on working-age claimant's having their entitlement based on 75% of the households Council Tax liability: -

Minimum working-age CTS liability	25%
	£'000
LBB estimated annual CTS expenditure costs (79.91%)	£9,874
GLA estimated costs (20.09%)	£2,483
Total Estimated annual CTS expenditure	£12,357

6.2 The sums included in the above table are based on the Council Tax levels for 2017/18 and the current number of households in receipt of CTS/R as at the 30/9/17.

6.3 In addition to the above expenditure figures, the 2017/18 budget includes £100k per annum for the provision of discretionary awards.

7. LEGAL IMPLICATIONS

7.1 Full legal implications were set out in the report considered by members of the Executive on 15th July 2015 and these are not repeated here. Members should however have regard to these and the earlier Equality Impact assessment work undertaken. However, in summary Section 33 (1) (e) of the Welfare Reform Act 2012 abolished the national scheme of Council Tax benefit. Section 10(1) of that Act introduced a new Section 13A (2) into the Local Government Finance Act 1992 which obliged each local authority to make its own scheme for those who it considered to be in financial need.

Schedule 1A of the 1992 Act sets out the procedural steps required to make or revise a scheme. These include an obligation to consider whether or not to change a scheme for any financial year. Where changes are made there is a statutory obligation to publish a draft scheme and to consult with such persons as we deem to have an interest. This will include both individuals who receive benefit and those who don't. Any new scheme must be adopted by 31st of January in the financial year preceding that in which it is to apply. Bromley has undertaken the required consultation exercise and whereas members must have regard to the consultation outcomes, they are not obliged to follow the majority view. Members also have to consider the impact of the scheme and any changes on individuals with protected characteristics in line with the public sector equality duty and an equality impact assessment which identifies appropriate mitigation measures is appended to the report.

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

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Impact Assessment for Council Tax Support **London Borough of Bromley**

Part 1: Description of policy change and its relevance to equality

Category of trigger for Impact Assessment: Re-adoption of existing policy

Background

Council Tax Benefit (CTB) was abolished on the 01 April 2013. The Local Government Act replaced CTB for working age claimants with a scheme to be designed by the local authority – Council Tax Support (CTS). Funding was no longer demand led, but based on an estimate of Borough caseloads, with an initial overall budget 10% lower than that of CTB. Residents meeting the state pension credit age being eligible for a separate national scheme to "leave them no worse off than they are now".

Reason for review

Bromley adopted a 2 year scheme in January 2013 for the financial years 2013/14 and 2014/15. The scheme was based on a minimum liability of 8.5% for 2013/14 and 19% for 2014/15. This scheme was retained for 2015/16 before revision to a 25% minimum contribution for 2016/17. It remained at this level for 2017/18 and it is proposed that the minimum contribution remains at 25% for 2018/19

CTS is a local scheme to assist those who are on a low income to meet their Council Tax liability. Individuals apply for CTS and if their income is below a certain level, which takes account of their circumstances, they are eligible for a reduction on their Council Tax bill.

The "generosity" of the scheme has a direct impact on the Authority's finances. Therefore, the cost of the scheme will influence service provision in other areas, reserves and/or the Council Tax level.

Consultation on the scheme for 2018/19

Views on the retention of the proposed scheme have been sought from the Greater London Authority and a sample of Bromley households. These households included those currently in receipt of CTS as well as those meeting their Council Tax liability from their own means.

Part 2: Collection of Evidence — what do we know?

Description of data used

In order to assess the impact of this policy change, Bromley has used information from a variety of different sources including:

- Data collected from records from the Council Tax and Housing Benefit systems;
- Consultation responses – including equality monitoring data;
- Census 2011 first release data;
- Bromley's Budget Strategy & other financial information about the service
- Office for National Statistics (NOMIS)

Financial Information and Impact

The impact of this proposed scheme will affect all working-age claimants from the 1/4/18. For the financial year 18/19 it is proposed that the maximum amount of assistance available to working-age claimants under the CTS scheme will be unchanged. Calculations have been supplied based on a minimum liability of 25% using the current years (17/18) Council Tax levels.

Table 1 - Financial Impact of Introduction of Local Scheme

	2016/17 Liability	2016/17 Maximum assistance Pensionable Age	2016/17 Maximum assistance under proposed CTS (75%)	2016/17 Minimum weekly amount to pay (25%)
Band A - Full Charge	£929.36	£929.36	£697.02	£4.46
Band A - with 25% discount	£697.02	£697.02	£522.77	£3.34
Band B - Full Charge	£1,084.25	£1,084.25	£813.19	£5.19

Band B - with 25% discount	£813.19	£813.19	£609.89	£3.90
Band C -Full Charge	£1,239.15	£1,239.15	£929.36	£5.94
Band C - with 25% discount	£929.36	£929.36	£697.02	£4.46
Band D - Full Charge	£1,394.04	£1,394.04	£1,045.53	£6.68
Band D - with 25% discount	£1,045.53	£1,045.53	£784.15	£4.84
Band E - Full Charge	£1,703.83	£1,703.83	£1,277.87	£8.17
Band E - with 25% discount	£1,277.87	£1,277.87	£958.40	£6.13
Band F- Full Charge	£1,946.06	£2,013.61	£1,510.21	£9.65
Band F - with 25% discount	£1,459.55	£1,510.21	£1,132.66	£7.24
Band G - Full Charge	£2,245.45	£2,323.40	£1,742.55	£11.14
Band G - with 25% discount	£1,684.09	£1,742.55	£1,306.91	£8.35
Band H - Full Charge	£2,694.54	£2,788.08	£2,091.06	£13.37
Band H - with 25% discount	£2,020.91	£2,091.06	£1,568.29	£10.03

Breakdown of current claimants

In order to understand how the proposed changes will impact on different protected groups Bromley has examined data, where available, based on the current benefit caseload. Data is available on the following: age, gender and disability which are noted in Table 2. There is very limited data available on the ethnic breakdown of current claimants as the appropriate section is seldom completed on the application form.

Table 2 - Breakdown of Current claimants Council Tax Support

Type	Total	Female	Male	Disabled	Disabled female	Disabled male	DLA/PIP Income
Working age - Passported (equalisation definition)							
Single no child dependant	3249	1647	1602	1070	533	537	1522
Single with child dependant	2429	2348	81	206	194	12	636
Couple no child dependant	281	115	166	96	37	59	199
Couple with child dependant	418	226	192	83	29	54	257
Working age - Non Passported							
Single no child dependant	868	463	405	156	75	81	192
Single with child dependant	1209	1166	43	33	32	1	127
Couple no child dependant	91	27	64	32	9	23	49
Couple with child dependant	555	265	290	25	12	13	112
Total Working age	9100	6257	2843	1701	921	780	3094
Pensioner- Passported	4211	2795	1416	1145	834	311	774
Pensioner- Non Passported	2077	1186	891	514	299	215	250
Total Pensioner	6288	3981	2307	1659	1133	526	1024
Overall Total	15388	10238	5150	3360	2054	1306	4118

The table below provides some additional evidence by protected characteristic that has been used to complete this EIA.

Protected Characteristic	Evidence																																																												
Age	<p>Please see table 2 for detailed breakdown</p> <p>9,100 (59.14%) of current claimants are under Pension Credit age and will be affected by the Authority's Council Tax Support policy. <i>Data based on Sep 2017 caseload. Caseload numbers may fluctuate on a daily basis.</i></p> <p>The data demonstrates that 3638 (40%) of current working-age claimants are single parent families with child dependents</p>																																																												
Disability	<p style="text-align: center;">Bromley's population</p> <p>The following table shows the number and percentage of working-age residents in receipt of benefits, including those related to sickness and Disability (latest identified data – November 2016).</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Britain</th> <th style="text-align: center;">Bromley</th> <th style="text-align: center;">Bromley</th> <th style="text-align: center;">London</th> <th style="text-align: center;">Great</th> </tr> <tr> <th></th> <th style="text-align: center;">(numbers)</th> <th style="text-align: center;">(%)</th> <th style="text-align: center;">(%)</th> <th style="text-align: center;">(%)</th> </tr> </thead> <tbody> <tr> <td>Total claimants</td> <td style="text-align: center;">16,520</td> <td style="text-align: center;">8.1</td> <td style="text-align: center;">9.3</td> <td style="text-align: center;">11.0</td> </tr> <tr> <td colspan="5" style="text-align: center;">By statistical group</td> </tr> <tr> <td>Job seekers</td> <td style="text-align: center;">1,740</td> <td style="text-align: center;">0.9</td> <td style="text-align: center;">1.2</td> <td style="text-align: center;">1.1</td> </tr> <tr> <td>ESA and incapacity benefits</td> <td style="text-align: center;">8,270</td> <td style="text-align: center;">4.1</td> <td style="text-align: center;">4.8</td> <td style="text-align: center;">6.1</td> </tr> <tr> <td>Lone parents</td> <td style="text-align: center;">1,920</td> <td style="text-align: center;">0.9</td> <td style="text-align: center;">1.0</td> <td style="text-align: center;">1.0</td> </tr> <tr> <td>Carers</td> <td style="text-align: center;">2,400</td> <td style="text-align: center;">1.2</td> <td style="text-align: center;">1.3</td> <td style="text-align: center;">1.7</td> </tr> <tr> <td>Others on income related benefits</td> <td style="text-align: center;">240</td> <td style="text-align: center;">0.1</td> <td style="text-align: center;">0.2</td> <td style="text-align: center;">0.2</td> </tr> <tr> <td>Disabled</td> <td style="text-align: center;">1,590</td> <td style="text-align: center;">0.8</td> <td style="text-align: center;">0.7</td> <td style="text-align: center;">0.8</td> </tr> <tr> <td>Bereaved</td> <td style="text-align: center;">350</td> <td style="text-align: center;">0.2</td> <td style="text-align: center;">0.1</td> <td style="text-align: center;">0.2</td> </tr> <tr> <td>Key out-of-work benefits'</td> <td style="text-align: center;">12,180</td> <td style="text-align: center;">6.0</td> <td style="text-align: center;">7.2</td> <td style="text-align: center;">8.4</td> </tr> </tbody> </table> <p>Source: DWP benefit claimants - working age client group</p> <p>Key out-of-work benefits include the groups: job seekers, ESA and incapacity benefits parents and others on income related benefits. See the Definitions and Explanations for details</p> <p>Note: % is a proportion of resident population of area aged 16-64. Figures do not yet include Universal Credit</p> <p style="text-align: center;">Breakdown of current claimants</p> <p>Please see table 2 for detailed breakdown of information on our current claimants</p> <ul style="list-style-type: none"> • 2012 (20.85%) of current claimants below pension credit age have declared a disability 	Britain	Bromley	Bromley	London	Great		(numbers)	(%)	(%)	(%)	Total claimants	16,520	8.1	9.3	11.0	By statistical group					Job seekers	1,740	0.9	1.2	1.1	ESA and incapacity benefits	8,270	4.1	4.8	6.1	Lone parents	1,920	0.9	1.0	1.0	Carers	2,400	1.2	1.3	1.7	Others on income related benefits	240	0.1	0.2	0.2	Disabled	1,590	0.8	0.7	0.8	Bereaved	350	0.2	0.1	0.2	Key out-of-work benefits'	12,180	6.0	7.2	8.4
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Sex	<p style="text-align: center;">Bromley population</p> <p>According to nomis official labour market stats Bromley's population (2015) is 51.95% female and 48.05% male</p> <p style="text-align: center;">Breakdown of current claimants</p> <p>Please see table 2 for detailed breakdown of information on our current claimants</p> <p style="text-align: center;">68.75% of current claimants under pensionable age are female</p> <p style="text-align: center;">Indicates that women are over represented amongst our CTS claimants</p>																																																												
Gender reassignment	<p>The Council does not anticipate this policy will have a particular equality impact on this protected group.</p>																																																												
Pregnancy & Maternity	<p>No specific evidence. We do not anticipate this policy will have a particular equality impact on this protected group.</p>																																																												

Race	<p style="text-align: center;">Bromley population - Current claimants</p> <p>As advised earlier, there is very limited data available on the ethnic breakdown of the current claimants as only a few complete the non-mandatory section of the form.</p> <p style="text-align: center;">Borough wide information</p> <p>It was estimated in mid-2016 that 15.7% of its population were "non-white". Bromley has a less ethnically diverse population than most other London boroughs, although a distinctive group within the borough is a settled traveller community in the Crays with an estimated 2,000 members.</p>
Religion & Belief	No specific evidence. We do not anticipate this policy will have a particular equality impact on this protected group.
Civil Partnerships & Marriage	No specific evidence. We do not anticipate this policy will have a particular equality impact on this protected group.
Sexual Orientation	No specific evidence. We do not anticipate this policy will have a particular equality impact on this protected group.

Part 3 - Analyse of evidence and description of the impact

Characteristic	Actual or likely impacts (negative/positive/no impact) and justification	Actions to be taken to mitigate potential negative impacts (include name of lead and estimated date of completion)
Age	<p>Neutral impact for pension age claimants as the Government has stipulated this group must have their claims assessed as they are now.</p> <p>Given the large number of CTS claimants that are single parent families with dependent children increases in the minimum contribution would have a negative impact on levels of child poverty. There is insufficient evidence to be certain what this impact will be.</p>	<p>It is proposed a hardship fund be retained for those faced with exceptional circumstances. It is further planned to retain all aspects of the current CTS scheme that provides assistance by way of disregards of income and increased allowances.</p> <p>The Council will monitor the impact on this Client group through monitoring of communications, complaints, appeals, request for discretionary awards</p> <p>Responsible Officer(s) Welfare Reform Manager & Head of Revenues & Benefits — Monitoring to be ongoing</p>
Disability	Any increased level of 'contribution' will have a negative impact on current and future disabled CTS claimants as working age claimants will have to pay	The proposed Council Tax Support scheme allows for the complete disregard of certain

	<p>more towards their council tax bill.</p> <p>The proposed change in assistance provided to those in the ESA – Work Related Activity Group, will reduce the assistance available to those recipients. The change is in-line with that contained in HB regulations.</p>	<p>income types such as Disability Living Allowance/PIP and the award of Disability premiums in the benefit calculation. These will be retained to mitigate the impact on those who are disabled. The planned continuation of the hardship scheme for those faced with exceptional circumstances will further alleviate any impact on the disabled.</p> <p>Responsible Officer(s) Welfare Reform Manager & Head of Revenues & Benefits — Monitoring to be ongoing</p>
Sex	<p>Females are disproportionately represented amongst current CTS claimants.</p> <p>Any reduction in the level of assistance given would have a negative impact on current and future working age CTS claimants (regardless of gender) as claimants would have to contribute more towards their council tax bill then they have had previously.</p> <p>Although any change in the scheme would be applied universally (i.e. men and women would face the same reduction in CTS) our evidence makes clear that a greater proportion of current CTS claimants are women and therefore as a protected group women would feel the impact of any change in greater numbers.</p>	<p>Monitoring of the impact on women who claim Council Tax Support will continue. In order to mitigate impact it is proposed that the scheme retains the income disregards and allowances that are predominately received by females for example allowances in respect of child care costs. The planned continuation of the hardship scheme will provide a further safeguard for those faced with exceptional circumstances.</p> <p>Responsible Officer(s) Head of Revenues & Benefits — Monitoring to be ongoing</p>
Gender reassignment	No specific impact identified other than all claimants will have to contribute more towards their council tax bill	
Pregnancy & Maternity	The change in rules so that CRS/R only covers the cost of 2 children will impact on those having larger families. The change brings rules in-line with HB	Certain exemptions apply in HB legislation and scheme. Hardship fund in place to safeguard those with exceptional circumstances.

	There is evidence to indicate that BME communities are more likely to be unemployed and, therefore, possibly more reliant on CTS. However, there is insufficient evidence on current claimants to demonstrate this is in fact the case in Bromley.	
Religion & Belief	No specific impact identified other than all claimants will have to contribute more towards their council tax bill	
Civil Partnerships & Marriage ²	No specific impact identified other than all claimants will have to contribute more towards their council tax bill	
Sexual Orientation	No specific impact identified other than all claimants will have to contribute more towards their council tax bill	
Race	Any reduction in the level of assistance provided would have a negative impact on current and future CTS claimants (regardless of race) as some claimants will have to contribute more towards their council tax bill than they have had previously. There is very limited evidence available to quantify if there will be a differential impact on the different ethnicities.	In order to mitigate any adverse impact is proposed that a hardship fund is retained for those faced with exceptional circumstances. Responsible Officer(s) Head of Revenues & Benefits — Monitoring to be ongoing.

Part 5 — Completion and authorisation

Officer completing assessment	John Nightingale, Head of Revenues and Benefits
EIA completed	30/10/2017
Officer responsible for monitoring impact	John Nightingale
Date EIA is scheduled to be reviewed	November 2018

**GREATER LONDON AUTHORITY
RESOURCES GROUP FINANCE**

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Minicom: 020 7983 4458
Web: www.london.gov.uk

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

Our ref: CTS
Your ref:
Date: 29 September 2017

Dear John

LONDON BOROUGH OF BROMLEY COUNCIL TAX SUPPORT SCHEME 2018-19

Thank you for your letter of 2 August setting out the draft council tax support scheme for the London Borough of Bromley for 2018-19. Following publication of the consultation on the Council's website, this letter summarises the draft scheme options and sets out the GLA's response to the consultation.

Introduction

Firstly, the GLA recognises that the determination of council tax support schemes under the provisions of the Local Government Finance Act 2012 are a local matter for each London borough. Individual schemes need to be developed which have regard to specific local circumstances, both in respect of the potential impact of any scheme on working age claimants (particularly vulnerable groups) and more generally the financial impact on the council and local council tax payers – and therefore the final policies adopted may, for legitimate reasons, differ across the capital's 33 billing authorities.

This fact notwithstanding, the GLA also shares in the risks and potential shortfalls arising from the impact of council tax benefit localisation in proportion to its share of the council tax in each London billing authority. It is therefore important that we are engaged in the scheme development process and have an understanding of both the factors which have been taken into account by boroughs in framing their proposals, as well as the data and underlying assumptions used to determine any forecast shortfalls which will inform the final scheme design.

Framing and Publicising Proposals

The Government has expressed a clear intention that in developing their scheme proposals billing authorities should ensure that:

- Pensioners see no change in their current level of awards whether they are existing or new claimants;
- They consider extending support or protection to other vulnerable groups; and
- Local schemes should support work incentives and in particular avoid disincentives to move into work

The GLA concurs with those general broad principles and would encourage all billing authorities in London to have regard to them in framing their schemes.

The 2018-19 Scheme

Under Bromley's current 2017-18 scheme, the maximum amount of CTS available to working age claimants is 75%. All working age claimants are therefore expected to pay at least 25% towards their council tax bill. The Council's preferred option for 2018-19 is to maintain the maximum level of support for CTS claimants at the same percentage.

The Council has a hardship fund, to provide extra help to residents who are experiencing exceptional financial hardship and are unable to pay their council tax. Currently the level of funding available is £100,000.

The following amendments are proposed for the 2018-19 CTS scheme, in order to align the scheme with changes made by the Government to Housing Benefit rules:

1	Introduce a two-child limit for the personal allowance, for claimants with dependant children.	<p>Under current arrangements, applicants with dependant children are given an allowance of £66.90 per week per child. This means for each child this amount is deducted from the household's income in assessing eligibility for council tax support.</p> <p><u>The scheme would only take into account two children in a household, unless child tax credit is received for the additional children.</u></p>
2	Limit period for temporary absence from the UK to 4 weeks.	<p>Under current arrangements, in most cases working age claimants can be temporarily absent from their UK home for a maximum of 13 weeks and continue to claim their entitlement for CTS.</p> <p><u>A limit of 4 weeks ordinarily would be introduced, for exceptional cases this could be 8 or 26 weeks, from April 2017.</u></p>
3	Only those receiving Employment Support Allowance in the Support Group would receive additional assistance	<p>Under current arrangements Employment and Support Allowance claimants who are in either the Work-Related Activity Group or the Support Group are eligible for extended reductions under the CTS scheme.</p> <p><u>Claimants in receipt of Employment Support Allowance would be eligible for extended reductions if they are in the Support Group.</u></p>

The GLA notes that as funding for council tax support has been reduced by Government, many schemes across London – although not exclusively - have become less generous in the support they offer to claimants. The GLA recognises that Boroughs such as Bromley must respond to the reduction in funding and that this may lead Councils to reduce the level of support they offer.

The changes proposed by Bromley bring the support offered through its CTS scheme in line with other national benefits. However, we would encourage the Council to consider how the changes may impact vulnerable groups who may be adversely affected by other changes to the benefits system (which the GLA recognises is often out of your Council's control).

In particular, the changes under proposal 1 would mean families with more than two children may receive less help than they do under the existing scheme. Under the proposals, low income families with more than two children who do not qualify for child tax credit will be adversely impacted. We would encourage the Council to determine how many families such a change would be likely to affect and the cost of continuing to provide support on the basis offered in 2017-18. If the cost is not prohibitive we would urge Bromley to consider continuing providing support to families with more than two children. The GLA would also be covering part of the cost of continuing to provide such support in proportion to the GLA precept element of council tax payable by CTS claimants with more than two children.

Notwithstanding, the above comments and recognising that the proposed scheme is in accordance with the general principles set out by Government (as listed above), the GLA is content to endorse the broad approach taken by Bromley. Similar changes are being proposed by other boroughs for their schemes for 2018-19 and we note the Council's statement that the proposed changes would align the scheme with changes to Housing Benefit. However, we would welcome further information on the number of claimants that are likely to be affected by these changes and clarification over whether they will apply to existing claimants or only new claimants.

It is the GLA's view that the proposed changes should be considered in the whole. If one proposed change results in greater savings for the Council that could be used to reduce the need to apply other proposals, then we would encourage the Council to consider doing this as it would help to reduce the financial burden on individuals and families in Bromley who see their council tax support entitlement reduced.

The GLA also considers that before finalising their 2018-19 schemes all billing authorities should re-examine the challenges which they will face in collecting relatively small sums of money from claimants on low incomes, who may not be in a position to pay by direct debit or other automatic payment mechanisms, based on their experiences in the first five years of the localised system. In some cases, the administrative costs of enforcing such payments may outweigh the cost saved by reducing support.

Financial Implications of the Proposed 2018-19 Scheme

It would be helpful for the GLA's planning purposes if Bromley could provide us with an updated forecast total cost for the 2018-19 council tax support scheme based on its forecast 2017-18 caseload and taking into account any developments since the public consultation was launched – ideally apportioning all elements between the GLA and the Council having regard to 2017-18 council tax shares. This would also allow the GLA to calculate its share of the cost of the scheme proposed by Bromley.

Technical Reforms to Council Tax

The GLA considers that in formulating its council tax support scheme each billing authority should both consider and address the impact of the additional revenue it is expecting to raise from the technical reforms to council tax introduced in the Local Government Finance Act 2012, which provide greater flexibility in relation to discounts, exemptions and premiums for second and empty homes. The additional revenues from the technical reforms could be used to reduce any shortfalls and thus the sums which need to be recovered from working age claimants via any changes to council tax support.

The GLA understands that in 2017-18 Bromley has the following policies in place:

- For properties requiring or undergoing major repairs or structural alterations (former class A): no discount
- For properties unoccupied and substantially unfurnished (former class C): no discount
- Second homes: no discount (furnished properties that are not used as main residences)
- Long-term empty properties: the Borough has chosen not to apply a 50% premium on properties that have been unoccupied and substantially unfurnished for a continuous period of two years.

We would encourage the Council to inform us as soon as possible of any changes to its discount policies in order to assist us in assessing the potential impact on the Mayor's funding and tax base for 2018-19 and future years.

Setting the Council Tax Base for 2018-19 and Assumptions in Relation to Collection Rates

The Council will be required to set a council tax base for 2018-19 taking into account the potential impact of the discounts the Council may introduce in respect of council tax support and any potential changes the Council may implement regarding the changes to the treatment of second and empty homes.

The Council will need to make a judgement as to the forecast collection rates from those claimants and council taxpayers affected by any changes to council tax support, taking into account the experience in the first five years of the council tax support arrangements.

The GLA would encourage the Council to provide it with an indicative council tax base forecast as soon as options are presented to members for approval in order that it can assess the potential implications for the Mayor's budget for police, fire and other services for 2018-19. This should ideally be accompanied by supporting calculations disclosing any assumptions around collection rates and discounts granted having regard to the final council tax support scheme design.

Collection Fund and Precept Payments

By 23 January 2018 the Council is required to notify the GLA of its forecast collection fund surplus or deficit for 2017-18, which will reflect the cumulative impact of the first five years of the localisation of council tax support. The GLA would encourage the Council to provide it with this information as soon as it is available.

I would like to thank you again for consulting the GLA on your proposed council tax support options for 2018-19.

Yours sincerely

Martin Mitchell
Finance Manager

London Borough of Bromley

Council Tax Reduction – Consultation Report

27 October 2017

1. Consultation

A public consultation exercise was undertaken for the 18/19 Council Tax Reduction Scheme during a period from 14th August 2017 until 6th October 2017.

The survey was available through a variety of channels:

- A link was available on the Bromley website
- An e-mail alert was issued to all Portal users advising them of the survey
- A paper copy was issued to 2,000 households comprising of a mix of CTR recipients and non CTR recipients (1,000 households not in receipt of CTR, 500 recipients of working age and 500 recipients of pensionable age)
- A paper flyer enclosed with all Council Tax Bills issued during this period advising of the link on the website.

In total there were 1,125 responses received with the majority, 762, being via the website and 363 by post.

Supplementary questions were asked, for monitoring purposes, to determine whether respondents were currently in receipt of Council Tax Reduction or were completing the consultation on behalf of a representative body.

Of those who chose to respond to these questions, 70% stated that they were not currently in receipt of CTR.

Responses were received from only 3 representative bodies, these were:

- Age UK
- St Christopher's Bromley (Hospice)
- Zacchaeus 2000 Trust

The consultation exercise was based on 7 simple questions to residents of the Borough, 4 of which required specific responses with the remaining 3 being less direct and allowing a degree of free text response.

Of those that were specific, they sought responses in respect of:

Q1: Whether it was agreeable to maintain the level of assistance at 75%

Q2: If LBB were to increase the level of support, how should this be funded?

Q3: Whether there should be a hardship fund available and whether the sum of £100,000 was reasonable.

Q4: To align the Council Tax Support Scheme with changes made to Housing Benefit rules:

- **Whether entitlement to Council Tax Support to customers who leave Great Britain temporarily should be reduced to 4 weeks?**
- **Whether Council Tax Support only covers the costs of 2 children in families rather than unlimited numbers of children?**
- **Whether customers in receipt of Employment Support Allowance should only receive additional assistance if they are in the Support Group?**

Standard Equality and Diversity questions were also asked but it was made clear that providing this information was voluntary.

2. Outcomes.

Details of the full consultation question and analysis responses, both overall and broken down, are detailed below.

Question 1.

Q1 The Council is recommending for 2017/18 the retention of the current maximum level of support for working-age claimants. The maximum level of support being 75% of the households Council Tax liability after any discounts or exemptions have been applied. This would require working age claimants to pay a minimum of 25% of their liability.

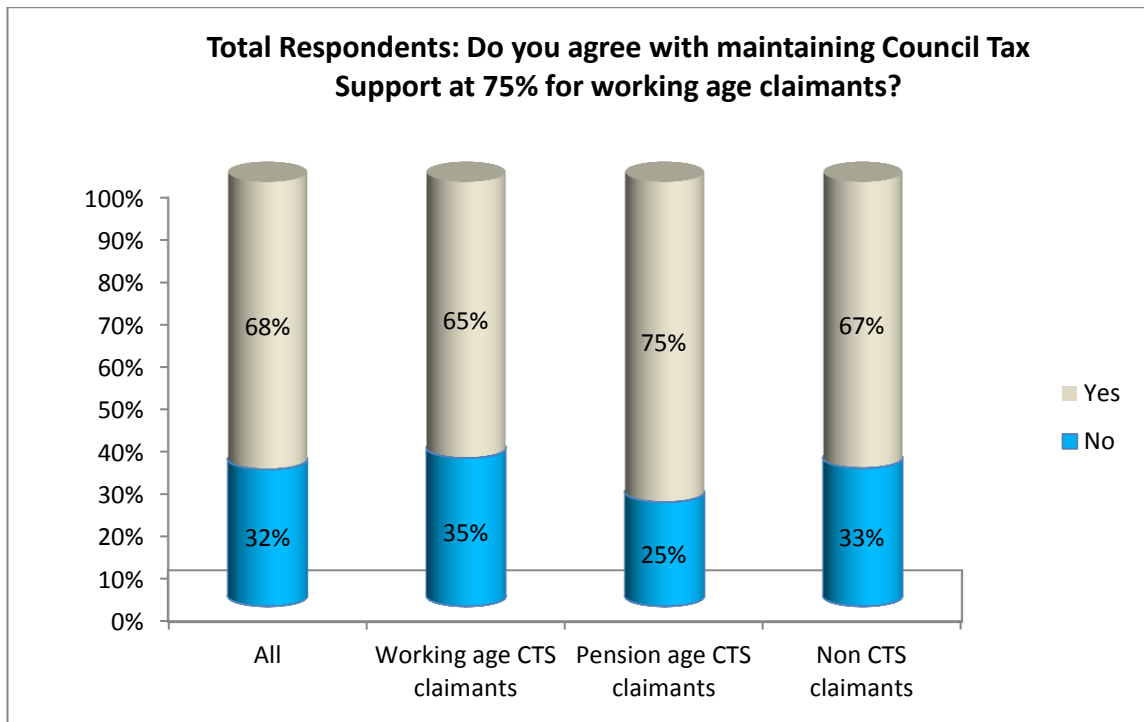
	Yes	No
Please confirm whether you:		
a. Agree with maintaining the assistance at 75%	<input type="checkbox"/>	<input type="checkbox"/>
b. If NO do you think Council Tax Support claimants should;		
Pay more Council Tax e.g. receive less support	<input type="checkbox"/>	<input type="checkbox"/>
Pay less Council Tax e.g. receive more support to	<input type="checkbox"/>	<input type="checkbox"/>

If you disagree with maintaining assistance for working-age claimants at 75%, please state why:

.....

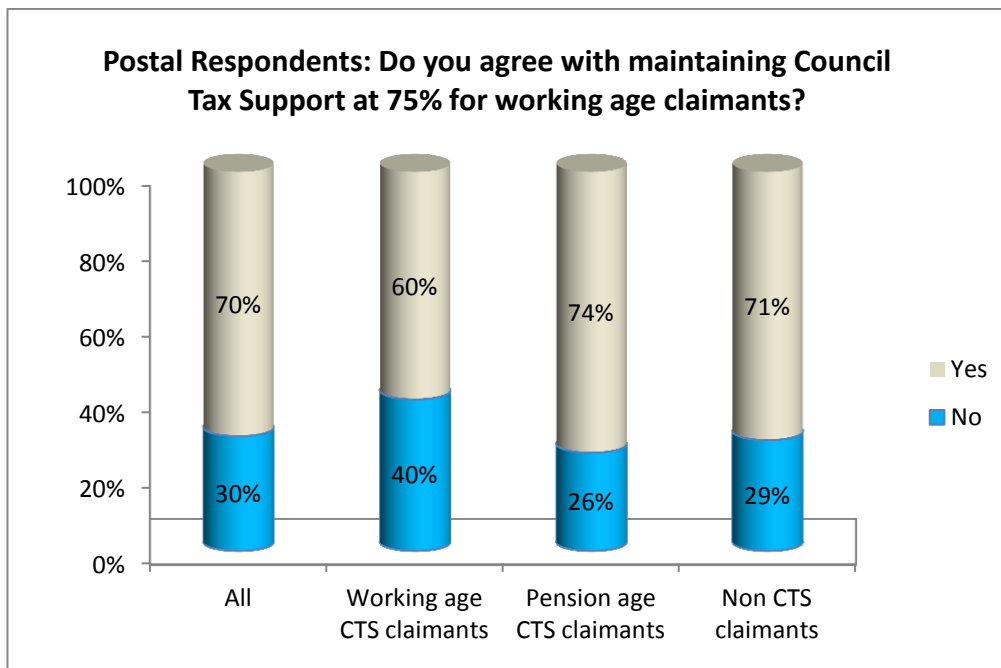
Overall response.

Of those who responded the *overall* outcome was that they wished to keep the scheme the same with 68% confirming this to be their preference. This was the same percentage when this question was asked last year. The responses were weighted in favour of keeping support at this level irrespective of whether the respondent was in receipt of Council Tax Reduction or not.

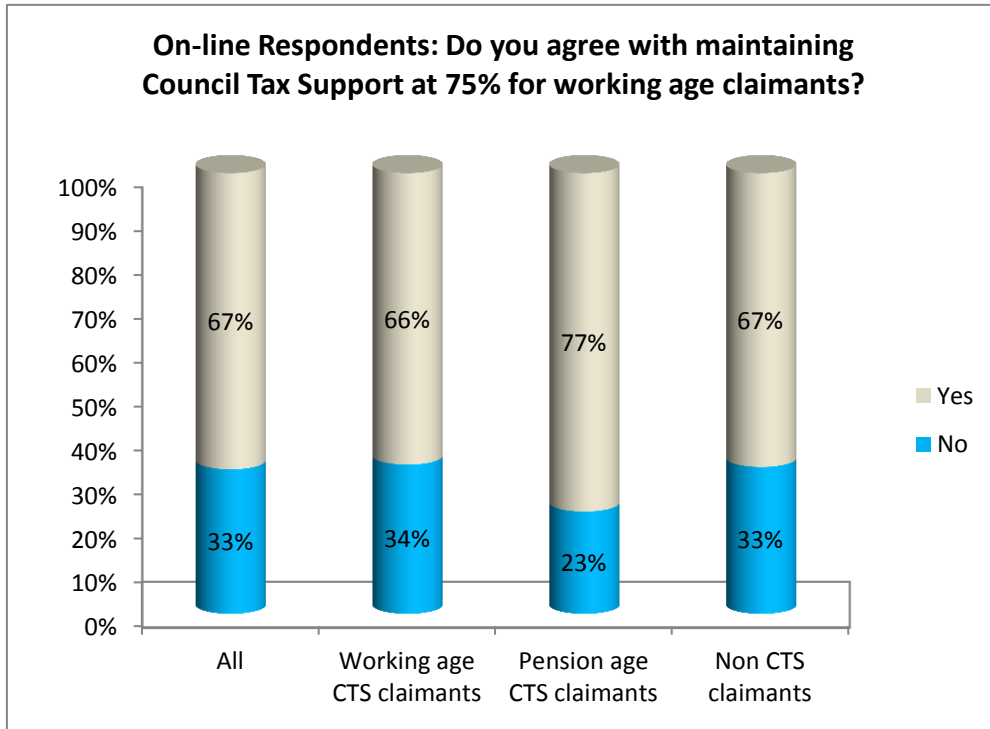


Analysis of Respondents by Survey Type.

Of the postal responses received, overall 70% were in favour of retaining the level of support at a maximum of 75%. Again the result was irrespective of whether they were in receipt of Council Tax Reduction or not.



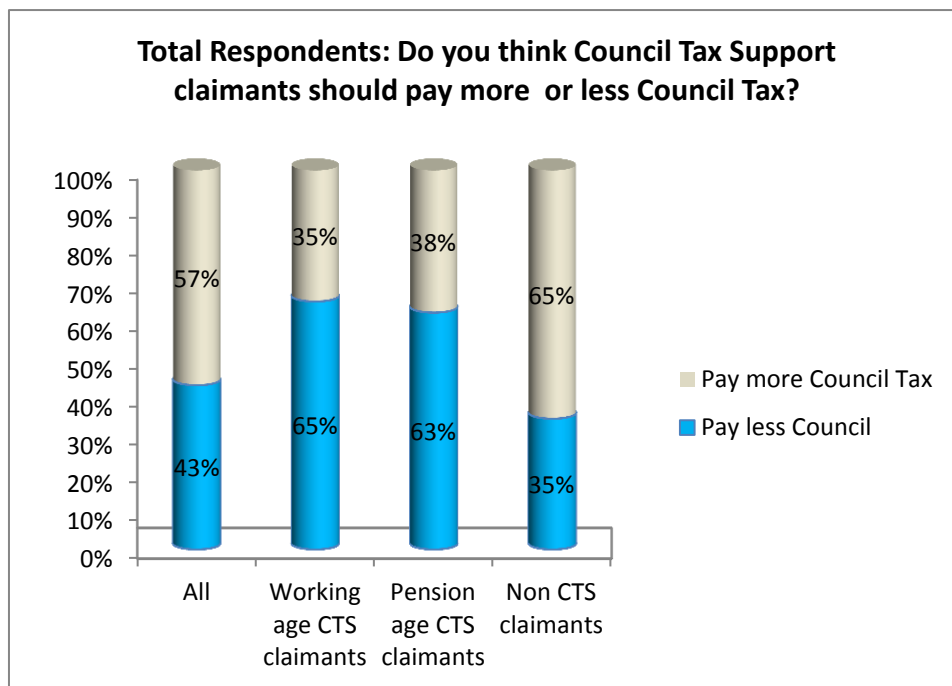
A similar situation was recorded with those who completed the survey on-line despite significantly higher numbers of respondents confirming that they were not in fact in receipt of Council Tax Reduction.



Question 1b.

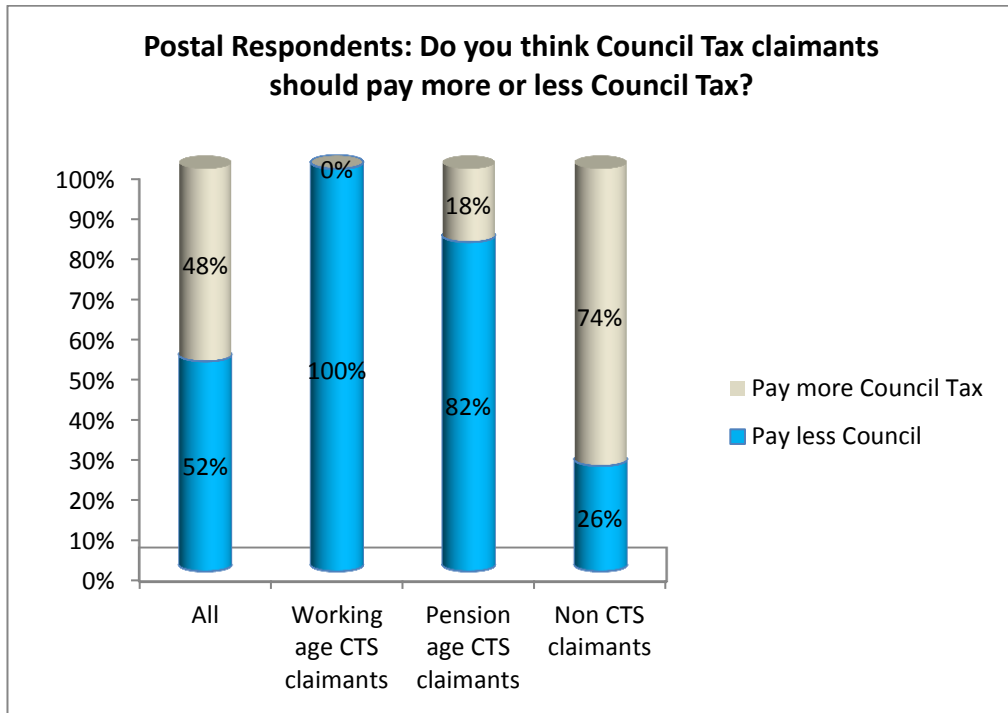
Overall response.

Of those who responded to state that they believe assistance should not be maintained at 75%, the *overall* outcome was that they wished to decrease the level of support thereby increasing the levels of Council Tax which recipients would need to pay.

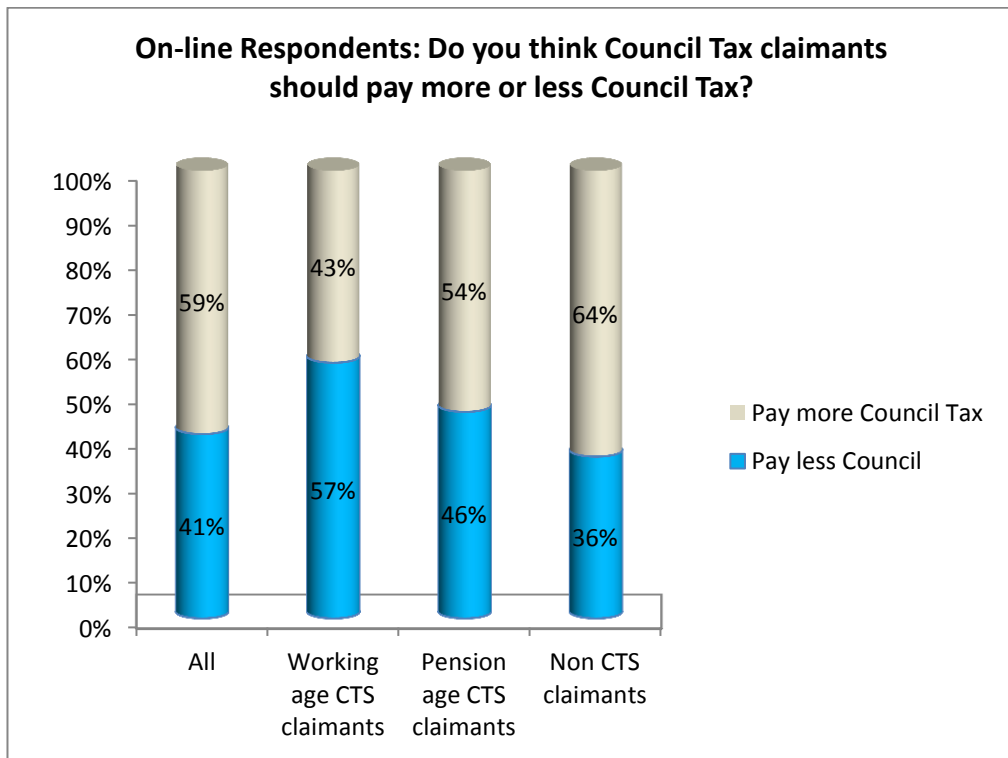


Analysis of Respondents by Survey Type.

Of the postal responses received, overall 52% were in favour of Council Tax Reduction claimants receiving more support and paying less Council Tax. However, this was not supported by the majority of respondents not currently in receipt of support.



Of the on-line responses received, overall 59% were in favour of Council Tax Reduction claimants receiving less support and paying more Council Tax.



Question 2.

Q2 If you think that Council should increase the level of assistance for working-age people from 75%, how do you think this should be funded? In particular, should the Council increase Council Tax or cut other Council services or use the Council reserves, or all three?

Please choose any of these that apply:

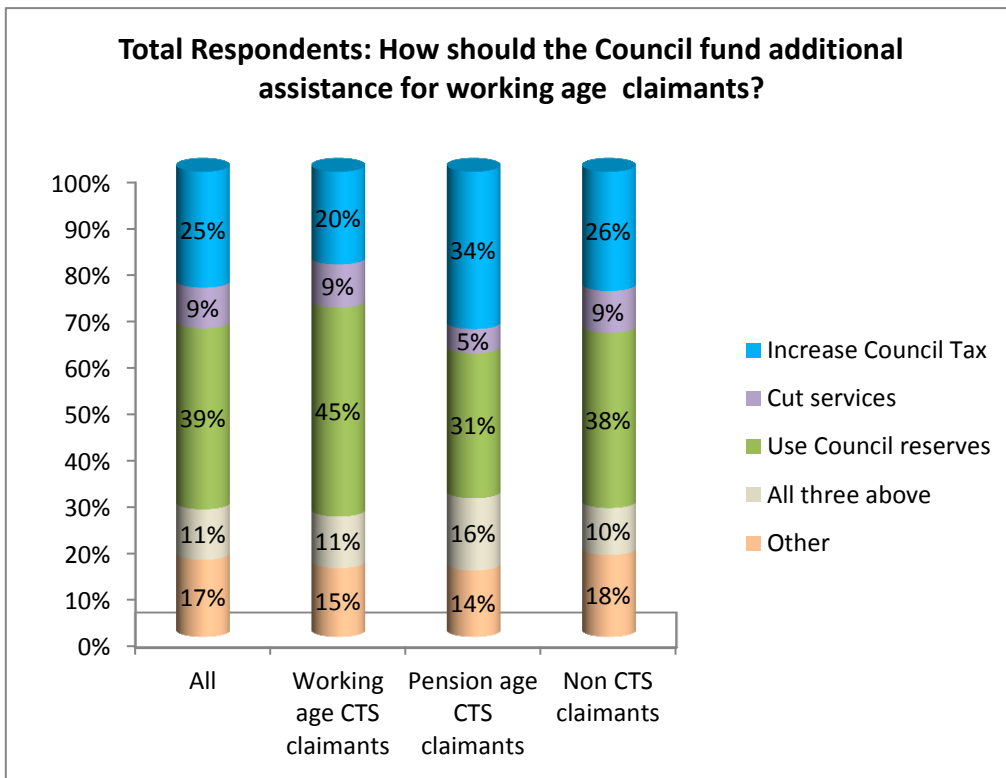
- a. Increase Council Tax
- b. Cut services
- c. Use Council reserves
- d. All three above
- e. Other

If you think services should be cut or have another suggestion, please write your answer here:

.....

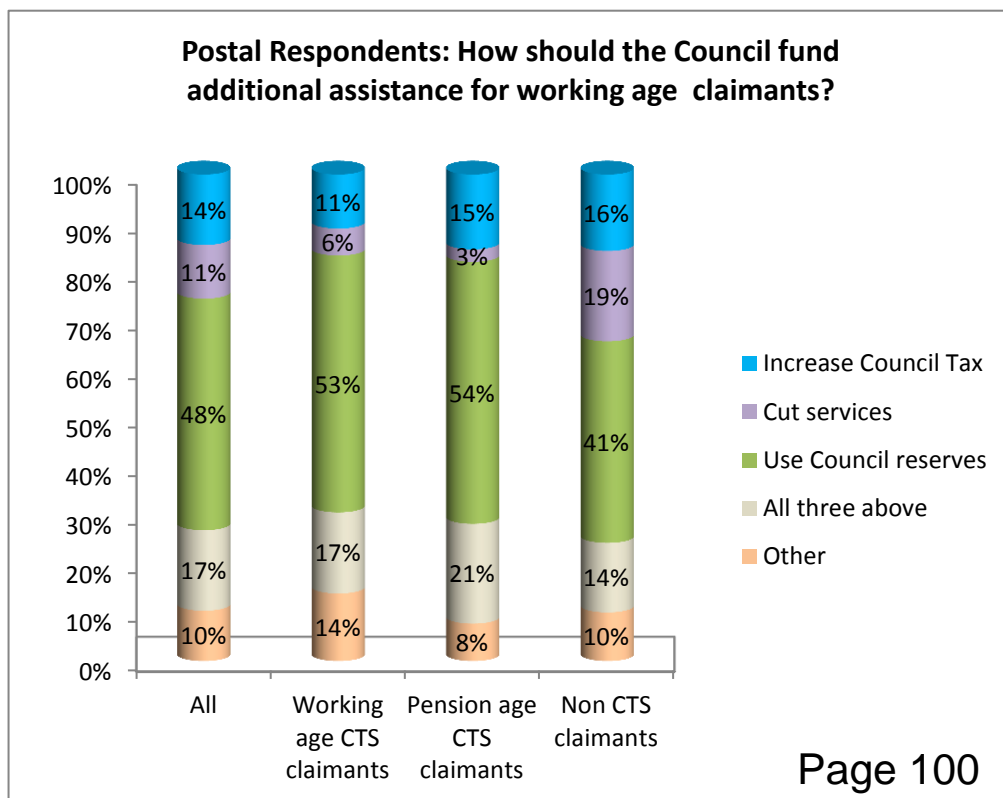
Overall response

The overall response to this question was that the Council should use its reserves to fund any additional contribution to the Council Tax Reduction scheme with 39% stating this to be their preference. The next highest preference at 25% was to increase Council Tax; this was the view of both Council Tax claimants and non-claimants.

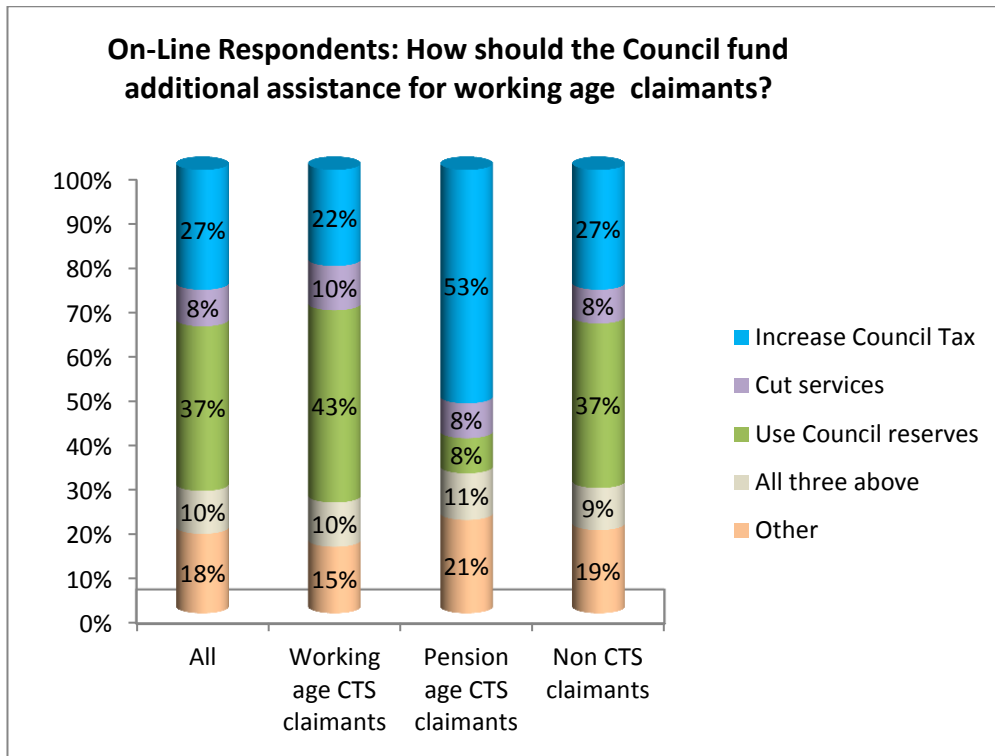


Analysis of Respondents by Survey Type.

Of those who completed the postal survey, 48% confirmed the use of Council's reserves to be their preferred option with the higher percentages from those receiving Council Tax Reduction.



Of those who completed the on-line survey 37% confirmed this to be their preferred option with the highest percentage of respondents choosing this option being those of working age who are currently in receipt of Council Tax Reduction.



Question 3.

Q3 The Council has a hardship fund of £100,000 to protect the most vulnerable. This is to provide extra help to residents who are experiencing exceptional financial hardship and are unable to pay their Council Tax.

	Yes	No
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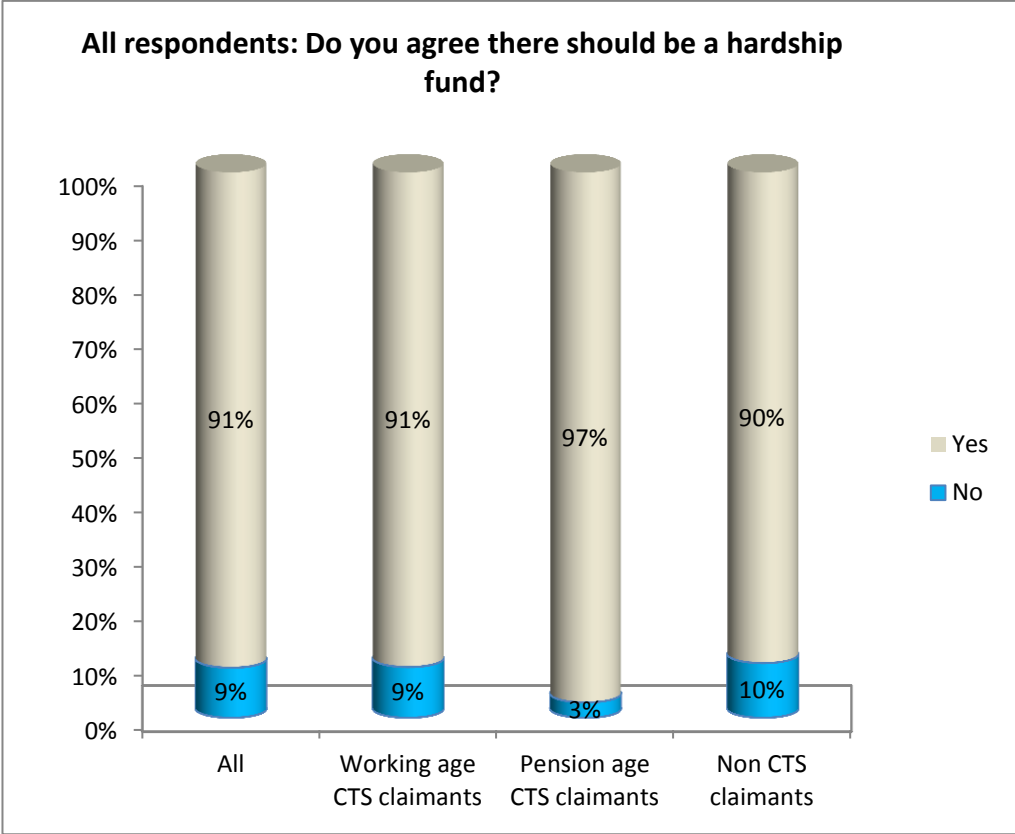
- a. Do you agree that there should be a hardship fund? Yes No
- b. Do you agree the level of funding at £100,000 is correct? Yes No

If you disagree please write your answer here:

.....

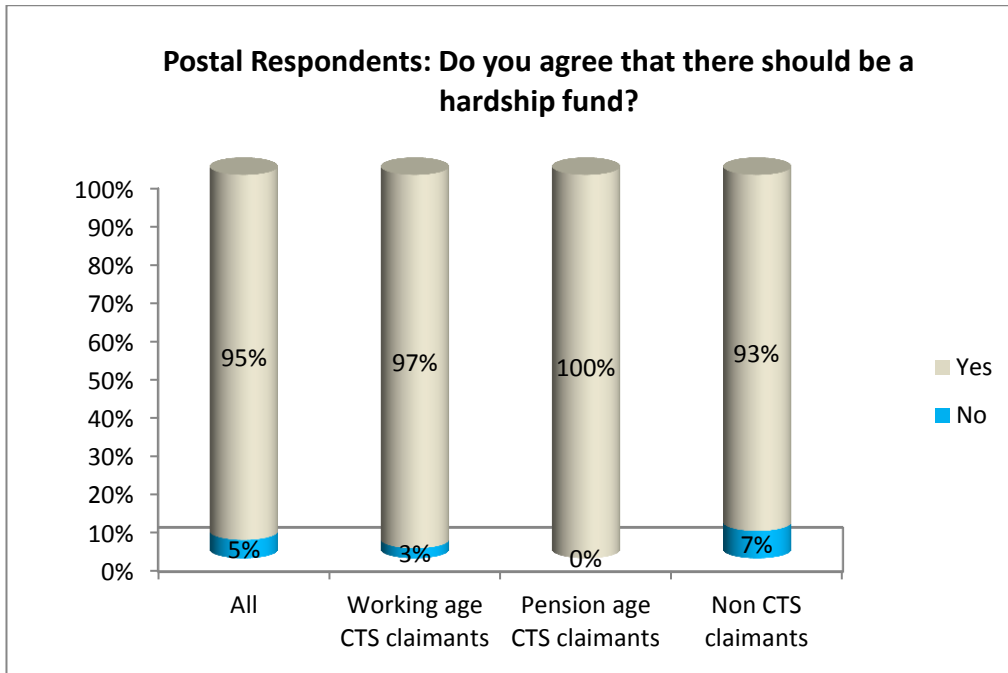
Overall response – part a.

The overall response to part (a) of this question was that, yes, the Council should have a hardship fund with 91% agreeing with this statement.

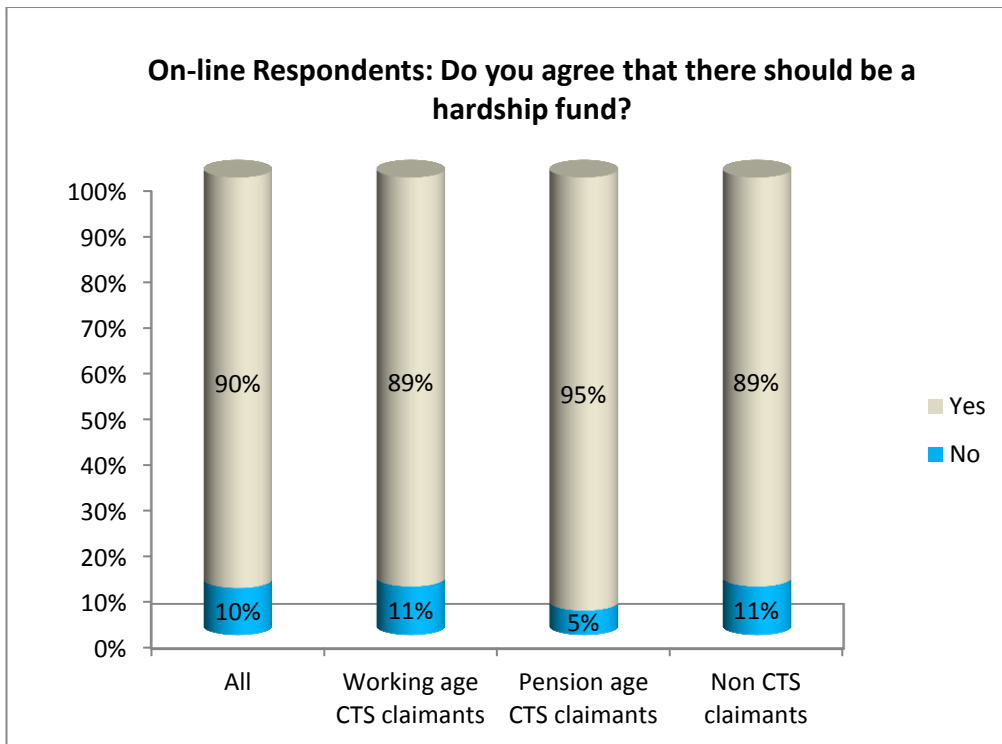


Analysis of Respondents by Survey Type.

Of those who completed the postal survey 95% confirmed that there should be a hardship fund with a 100% of those in receipt of CTR who were pension age agreeing with this statement.



Of those who completed the on-line survey 90% confirmed that there should be a hardship fund with a continued high support at 95% of those at Pensionable Age in receipt of CTR agreeing with this statement. Interestingly, only 89% of those in receipt of CTR who were of working age and therefore most likely to benefit from a hardship fund agreed with the statement, this was a decrease of 4% from this group when the same question was asked last year.



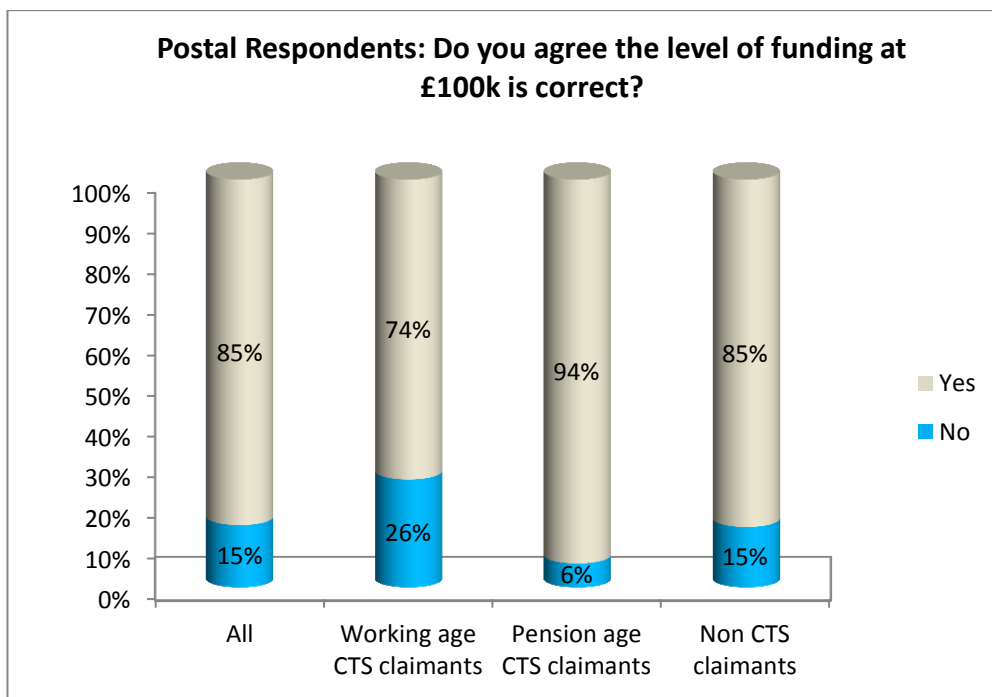
Overall response – part b.

The overall response to part (b) of this question was that, yes, the level of £100,000 for a hardship funding was correct with 67% agreeing with this statement.

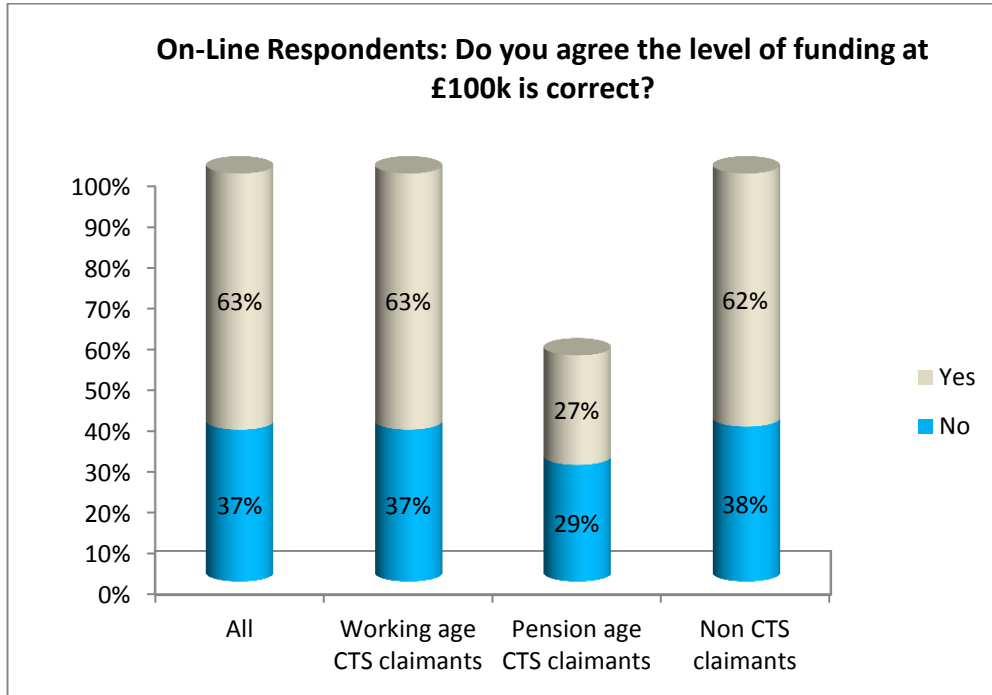
Of those who provided further commentary 38% believed that the sum should be increased and 16% that it should be decreased. Many of the other respondents felt that they were unable to comment without any further facts and figures being provided regarding the potential spend, numbers affected and the criteria qualifying for this fund.

Analysis of Respondents by Survey Type.

Of those who completed the postal survey 85% confirmed that the sum of £100,000 was correct.



Of those who completed the on line survey only 63% confirmed that the sum of £100,000 in respect of a hardship fund was correct.



Question 4.

Q4 The following amendments are proposed in order to align the Council Tax Support Scheme with changes made to Housing Benefit rules.

	Yes	No
--	-----	----

a. Currently, customers who leave Great Britain temporarily may still get Council Tax Support for 13 weeks or, in some cases, 52 weeks. Do you agree that this should be reduced to 4 weeks ordinarily?
In exceptional cases this could be 8 or 26 weeks.

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

b. Do you agree that Council Tax Support should only cover the costs of 2 children in families rather than unlimited numbers of children? Exceptions would apply where Tax Credits are paid for more than 2 children.

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

	Yes	No
--	-----	----

c. Do you agree that customers in receipt of Employment Support Allowance should only receive additional assistance if they are in the Support Group?

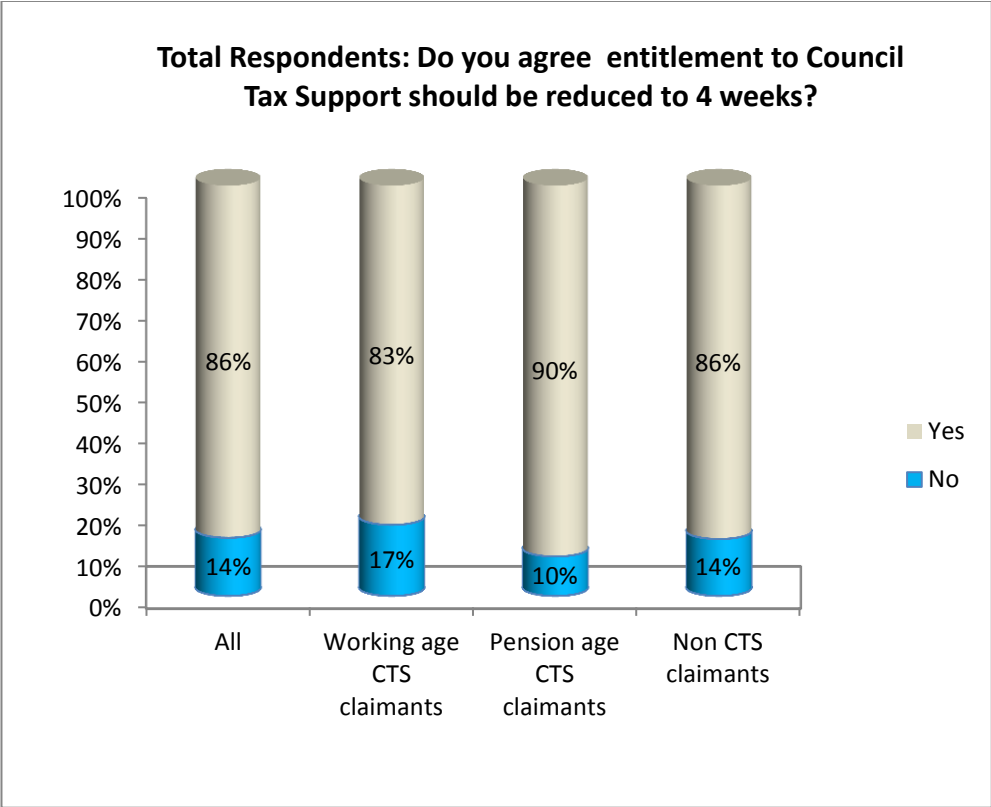
<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

If you disagree please write your answer here:

.....

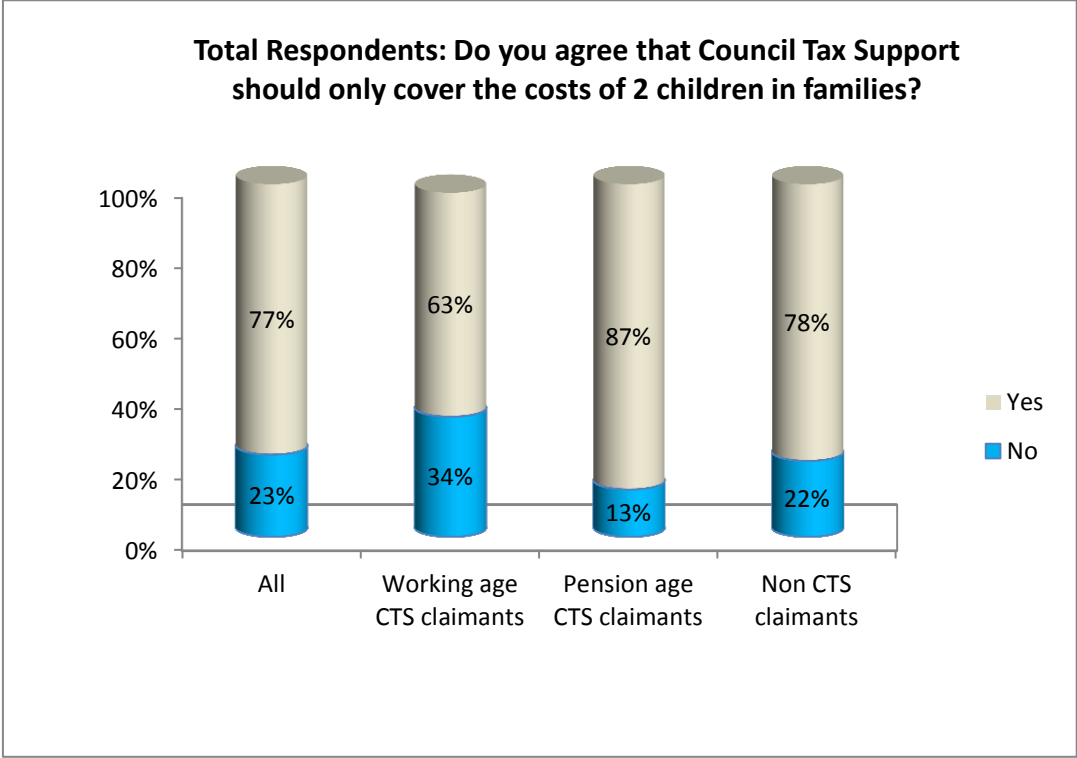
Overall response – part a.

The overall response to part (a) of this question was 86% agreed that claimants who leave Great Britain temporarily that their entitlement to Council Tax Support should be reduced to 4 weeks. Of those who completed the postal survey 87% were in agreement that the entitlement should be limited to 4 weeks and of the on-line responses received, 85% were agreeing to the same reduction.



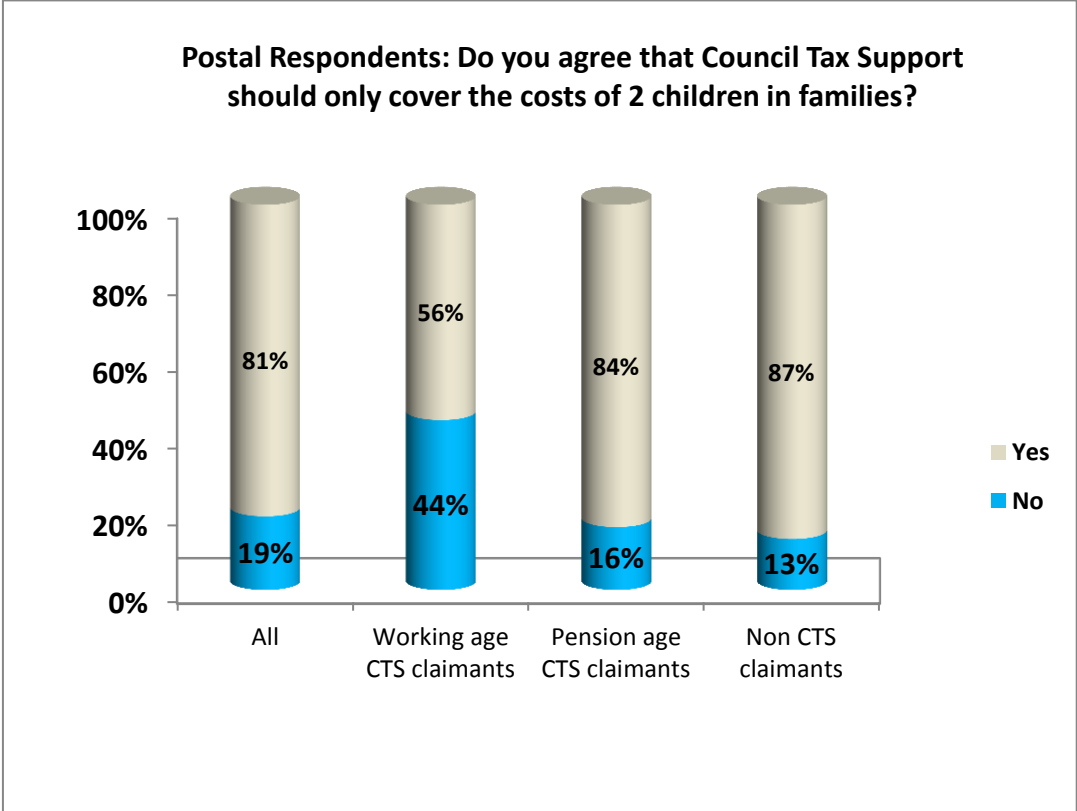
Overall response – part b.

The overall response to part (b) of this question was 77% agreed to a two child limit for personal allowance for claimants with dependent children. This means households with more than 2 children, each additional child's allowance will not be deducted from the household's income in assessing eligibility for Council Tax Support. These households would therefore be receiving less support and paying more Council Tax.

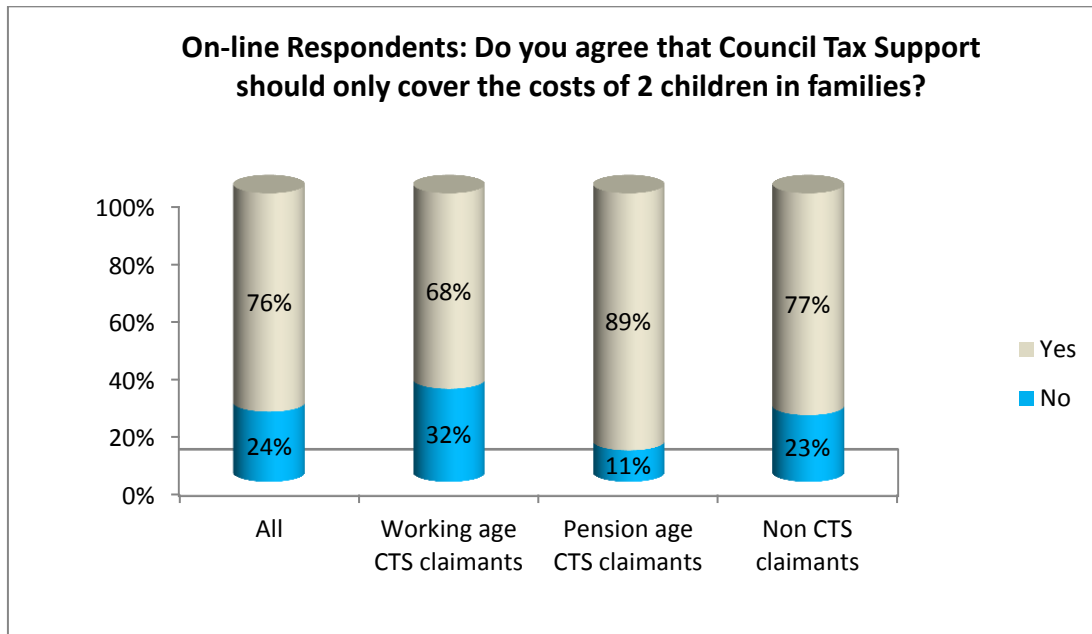


Analysis of Respondents by Survey Type.

Of the postal responses received, overall 81% were in favour of Council Tax Support should be limited to cover the costs of 2 children in families, however the group that would most likely be affected by this change, Working Age claimants, only 56% supported this limit.

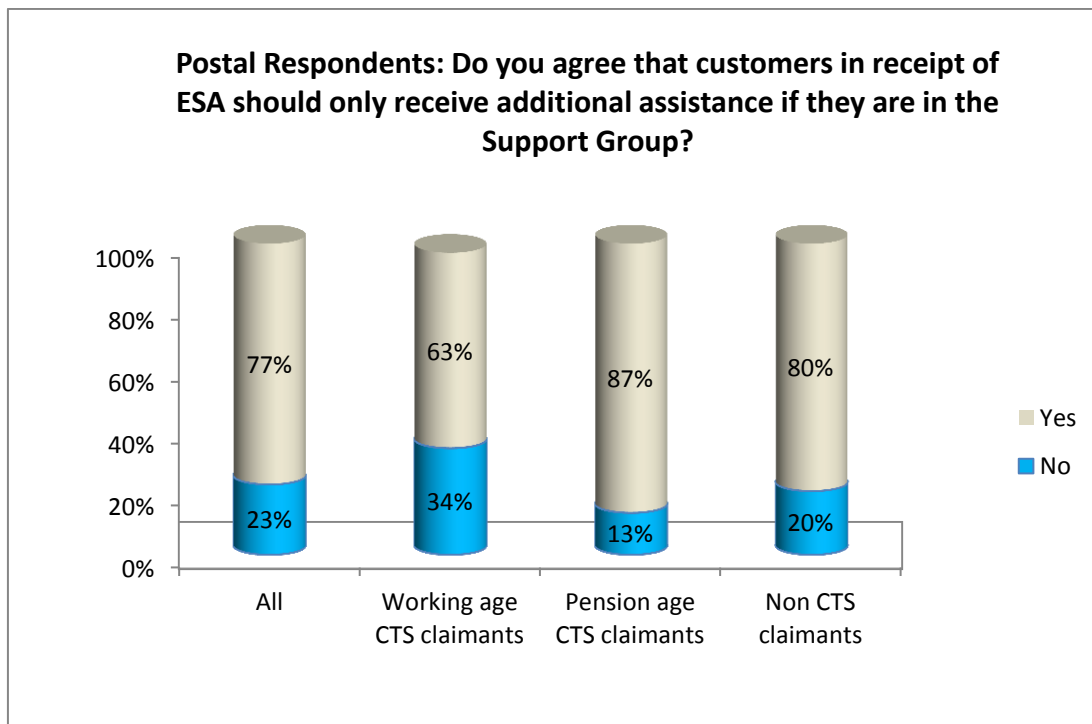


Of the on-line responses received, overall 76% were in favour of only covering the costs of 2 children in families. Again the least support received for this restriction was from Working Age respondents in receipt of Council Tax Support.



Overall response – part c.

The overall response to part (c) of this question, was, yes, claimants on Employment Support Allowance (ESA) should receive additional support if they are in the Support Group with 77% agreeing to this statement. Of those who provided further commentary, a number of respondents felt they were unable to answer the question, as they do not know enough about ESA or the requirements to be in a Support Group.



Question 5 provided the respondents with the opportunity to raise anything else which they believed should alter in respect of the CTR scheme.

Q5 Are there any other changes you would like to see to the Council Tax Support scheme 2018/19 or any further comments you would like to make regarding the scheme?

Please write your answer here:

Where respondents did suggest changes, responses here fell into a number of broad categories with many suggesting the following:

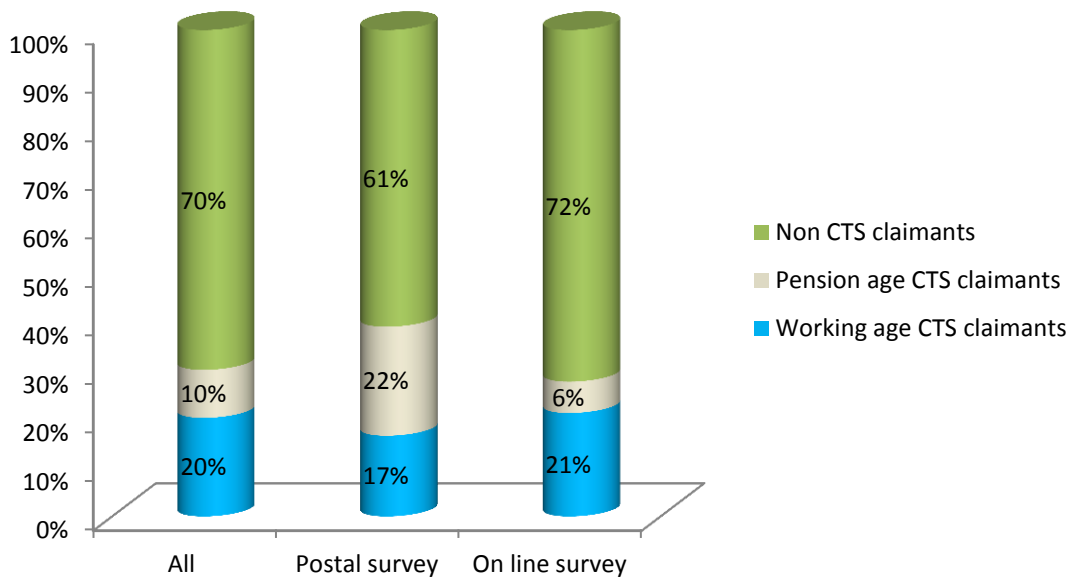
- Undertaking better checks into those receiving CTR
- Increased protection for certain categories of people such as the disabled or single parents
- Employing a sliding scale of assistance
- Limiting the support further e.g. to those living in the lowest CTAX band
- Helping citizens to help themselves through employment opportunities

Q6	Please choose any of these that apply:	Yes	No
	a. Are you currently in receipt of Council Tax Support?	<input type="checkbox"/>	<input type="checkbox"/>
	If you answered yes to (6a) please tick one of the following:		
	bi. Are you a pensioner?	<input type="checkbox"/>	<input type="checkbox"/>
	bii. Are you of working age?	<input type="checkbox"/>	<input type="checkbox"/>

Overall response

Of those who completed the survey, overall 70% were from respondents not in receipt of Council Tax assistance, and 30% confirmed they were either pension age or working age currently receiving Council Tax Support.

Postal and on line respondents to survey



Report No.

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

Date: Wednesday 6 December 2017

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

Title: BROMLEY YOUTH EMPLOYMENT SCHEME PROJECT
EXTENSION

Contact Officer: Betty McDonald, Head of Youth Offending and Youth Services:
E-mail: betty.mcdonald@bromley.gov.uk
Linda King, Youth Support Programme Manager
E-mail: linda.king@bromley.gov.uk
Lesley Holland, Operations Manager
E-mail: lesley.holland@bromley.gov.uk

Chief Officer: Janet Bailey, Director of Children's Social Care:
E-mail: janet.bailey@bromley.gov.uk

Ward: (All Wards);

1. Reason for report

This report provides information in relation to the work of the Youth Employment Scheme and to seek funding for the continuation of the Project which is a scheme to help tackle youth unemployment in the Borough through supporting the creation of sustainable job opportunities.

On 26th March 2012, Council approved the setting aside of £2.26m in an earmarked reserve for Member Priority Initiatives. £500k was approved for a scheme.

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

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

- a) To terminate the contract with the college for the delivery of the Bromley Youth Employment Project due to the College's inability to deliver the tendered number of outcomes
- b) To reallocate the residual earmarked reserve to continue to support the objectives of the Project.

On the 14th July 2014 the Resources Portfolio Holder gave approval for the Bromley Education Business Partnership to commence delivery of the two year Bromley Youth Employment project (Phase 2).

On the 12th October 2016 the Resources Portfolio Holder gave approval for £128,590. This being the amount of funds available following the deadline passing for residual claims from the Bromley College STAR project. Funding was to be utilised to secure an initial one year extension (phase 3) of the Bromley Youth Employment Project, with a recommendation that a further two years funding be identified.

This report clarifies the work and outcomes of the Youth Employment Scheme and requests one further year funding of £137.5k plus Members consideration for funding for a second year and subsequent years funding in due course. This would enable the project to have some stability and a longer term commitment to delivering this service.

2. **RECOMMENDATION(S)**

The Executive are asked to note and comment on:

- **'The proposal is for the Executive to agree to the drawdown of £137.5K for one year's funding of the YES Project and also Members consideration for funding for a second year and subsequent funding in due course. This would enable the project to have some stability and a longer term commitment to delivering this service.'**

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Children and Young People Vibrant, Thriving Town Centres Not Applicable:
-

Financial

1. Cost of proposal: £137.500
 2. Ongoing costs: Non-Recurring Cost
 3. Budget head/performance centre: Earmarked reserves for Member Priority Initiatives
 4. Total current budget for this head: £137.500
 5. Source of funding: Earmarked reserves for Member Priority Initiatives
-

Staff

1. Number of staff (current and additional): Bromley Education Business Partnership (existing staff) 0.7 Operations Manager, 0.6 Business admin worker, 1 work experience placement coordinator, 0.1 Finance officer, 0.50 Business Link Coordinators (employed on a casual basis). Staff support from 0.6 FTE of Bromley Youth Support Programme staff.
 2. If from existing staff resources, number of staff hours: 3.50 FTE
-

Legal

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

Customer Impact

1. Estimated number of users/beneficiaries per year:

Contacts with 1,500 employer organisations,
200 employers involved in direct work with young people,
15 mentors recruited,
450 students,
25 NEET young people placed into contracted employment,
50 work related learning opportunities to be created (to be prioritised to vulnerable groups including CLA, YOS, SEND and entrenched NEET)
20 work experience placements sourced and facilitated for targeted CLA/LC young people,
20 Work experience placements confirmed for vulnerable and disadvantaged young people.
70 young people (16-18) from local Bromley schools to undertake a work experience placement within the Council,
15 Mentors matched to young people referred from CLA/LC and SEND for mentoring support.
Support for 10 young people to access accredited courses valued by employers e.g. CSCS Card, Food Hygiene Certificate

Throughout the project - 140 young people (16-24) have sustained employment within a range of sectors for a minimum of 6 months (See Appendix 1)

Ward Councillor Views

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

3. COMMENTARY

Following the decision on 12th October 2016 by the E & R PDS Committee to allow the Youth Employment Scheme (YES) to utilise the remaining £128,590 funding from the previous “STAR” project to fund an initial year of a recommended three year Youth Employment Scheme programme, the YES Project refined focus in October 2016. It capitalised on the alignment of the Education Business Partnership and Youth Support Programme agendas to meet the LA statutory responsibilities for young people Not in Education Employment and Training (NEET) and Raising the Participation Age (RPA) (Sections 10, 12 and 68 of the Education and Skills Act 2008); making available to young people under 19 support that will encourage, enable or assist them to participate in EET. Since then YES has been developing and delivering the following key initiatives:

- Supporting the ‘corporate parent’ role in assisting Children Looked after/Leaving care (and Youth Offenders, Young Carers or those with Special Educational Needs and Disabilities,) to access work related learning opportunities (WRL) to improve their employment opportunities in line with the recommendations of the Post 16 Skills Plan: *“WRL is important in encouraging those from disadvantaged backgrounds to raise their aspirations and consider professions that they may not previously have thought of. At a strategic level we should ensure that excluded groups, including looked after children, children with disabilities and young people in contact with the youth justice system have access to WRL and other appropriate education, training and employment opportunities.”* In addition the OFSTED improvement plan identified: *“Developing a working protocol with the YES Project to increase opportunities and engagement of care leavers, including apprenticeship opportunities.”* We aim to consistently increase the offer of work experience placements and work related learning opportunities and create a direct link with the apprenticeship development across LBB departments, partners and the community/voluntary sector.
- The management and safeguarding checks of all Borough work experience placements; in addition EBP is best placed to support the development of young people’s opportunities and will have a role to play in the implementation of the OFSTED improvement plan: *“Writing a policy that sets out a requirement for all newly commissioned services to offer, where appropriate, work experience, work placements and/or apprenticeships to care leavers.”*
- Implementing a borough wide Employer Engagement Programme to support the generation of Work Related Learning (WRL) and employment opportunities and increase the local employer commitment to supporting local vulnerable young people. The Ofsted report ‘Getting ready for work (Nov 2016) recommended opportunities for young people to take part in meaningful work related learning. In addition a recent report by London Council’s identified *“Although there is little disagreement from London employers that providing work experience is a good thing they are in strong agreement that it is important that young people have opportunities to experience other aspects of the world of work”*. (Report by London Councils – YouGov).
- Deliver a borough-wide Employability Support Programme which supports the wider participation of young people in the EET agenda. We currently operate a triage system

whereby young people close to the labour market are supported by the YES programme and those needing additional support, work with Targeted Youth Support.

- Deliver Next Steps Employability Conferences to young people not aiming for higher education to encourage interaction with employers and understand the need for the development of employability skills for their transition to the workplace. Over 1,000 young people from Bromley sixth forms will have benefitted from this valuable resource offered through the project as well as the annual Jobs Fair supported by employers held in July. The follow up process feeds into the NEET tracking.

Achievements by the Youth Employment Scheme have included:

Employer Engagement/Employability Support: Vulnerable Young People in Bromley

With over 20 years' experience, Bromley EBP has built strong links with employers who can help to boost young people's motivation, attitude and employability skills. The team develop and sustain relationships with employers from a wide range of sectors both local and national who support the delivery of high quality activities providing advice on options, apprenticeships and to help develop a smoother transition for young people into the world of work. Employers have engaged and supported young people in the Youth Employment Scheme through a number of ways:

Young people supported into employment

BEPP has a consistent record of supporting young people into employment. Details of their achievements each year in relation to young people who have gained and sustained employment with local and national employers following engagement with the Youth Employment Scheme are identified at (*Appendix 1*).

Work Experience - Children Looked After/Care Leavers

BEPP has worked closely with the Children Looked After, Leaving Care team, Virtual School and colleagues within the Bromley Youth Support Programme to identify young people who would benefit from a work placement either to support their course or as a platform to employment.

Young people are interviewed to identify their particular career choice and the team engage with local and national employers to source a suitable work experience placement. All young people involved, their schools and their social worker/carer are kept informed throughout the process.

2015/16: 15 CLA young people were offered a one/two week placement which took place during the summer of 2016 with the following employers:

- The Cray Wanderers Football Club
- The Walnuts Leisure Centre, Orpington
- Nuffield Health (Bromley)
- Andersons Vets (Orpington)
- Plumbase (Orpington)
- Capita Asset Services (Beckenham)
- One Garden Court Chambers (Temple, London),
- Hillyfields Nursery (Brockley)
- A & A Law

- *St Christopher's Hospice
- Busy Bees Nursery
- Green Men Gardening
- *Churchill Theatre

2016/17: 6 work placements were secured for this cohort and took place during the summer of 2017 as follows:

- 8 week work placement at Clarion Housing Group, Bromley to support his electrical installation course at LSEC.
- Nursery placement to support her Health & Social care course at Croydon College
- Placement in Environmental Services at LBB to support her career choices
- 2 week placement secured at Kesar solicitors in Bromley supporting one of her career choices
- *One week placement at Penge Community pre-school to support career ideas
- *Placement secured at Capita Asset Services, Beckenham

(* denotes an active LinCC member or engaged with Active Involvement at LBB)

The current **Children's Services Care Leavers strategy** includes a commitment by LBB as follows "*Increase the number of work-related learning opportunities available for care leavers in Bromley within our departments and across partner agencies and commissioned providers*".

Work Experience - Young people from Bromley Beacon and Bromley Trust Academy:

During this funding year a revised focus was made to offer employability support for a wider group of vulnerable young people. The project support was then extended to young people at Bromley Beacon and Bromley Trust Academy, with work experience placements sourced, vetted and secured during academic year 2016/17 with the following employers:

- Second Chance Animal Rescue
- British Heart Foundation
- Sparrows Den Pitch & Putt
- Mosslea MOT Garage
- Trim Dogs
- Bromley Children Project
- ID Verde (High Elms Country Park)
- Zippy Stitch
- Chislehurst Road Garage

BEBP are again working with the two establishments to provide bespoke placements for 2017/18 and one week placement during November 2017 have been organised for Year 11 students from Bromley Beacon Academy as follows:

- Mosslea MOT Garage
- Chislehurst Road Garage
- Trim Dogs
- Dean's Garage
- PJ Supplies
- Bromley Vehicle Test Centre
- Bryen & Langley (Carpentry)
- Waitrose plc
- Bell Group (Painting & Decorating)

Work Related Learning Menu of Activities

Bromley EBP has experience of delivering other activities/events to help develop work related learning and has created a Menu of these opportunities which may be more appropriate for certain young people prior to a work placement. (See *Appendix 2.*)

Workplace visits can be a powerful way for young people to see and experience what working in particular sectors really involves. As part of the YES project, such a visit was arranged in association with BAM Construction.

YES Case Study 1: BAM Construction Open Their Doors

Construction apprenticeship starts are at a record high, according to figures released by the construction Industry Training Board (CITB). Almost 25 000 people started a construction apprenticeship in 2015/16 across England, Scotland and Wales which represents a 25% increase over the past two years. The industry offers a huge variety of roles, and plenty of room for careers growth. Opportunities are available for work in a construction site or in an office – or a combination of the two.

As part of the industry's Open Doors Programme, large construction sites have encouraged visits by students and young people to help them find out more about the range of opportunities. BAM construction hosted such a visit on 31st March 2017 at the old Coal and Gas site at Kings Cross and vulnerable young people from Bromley interested in a career in construction went along to find out more. The group were all given the opportunity to have a tour of the redevelopment which will eventually be a restaurant/shopping centre as well as residential.

One of the young people on the visit (JF) was inspired to undertake a plumbing course as a direct result of the visit. He then passed his CSCS examination and is now working full time in a construction related job. JF was connected with the Youth Offending Service and was helped into a positive outcome as a direct result of the visit organised through the Youth Employment Scheme.

What's in it for the employers?

Bromley EBP develops and sustains relationships with employers and offer opportunities that fit their Corporate Social Responsibility agenda to offer support to young people in the community.

Over 20 employer representatives attend each student conference in the series of Next Steps employability events delivered to over 350 sixth form students each year. This provides valuable 'real-life' contact with professionals for the young people who are helped to understand and be better prepared for their future.

The feedback from employers who attend the events is very positive as it also provides an opportunity for them to network with representatives from other organisations. They are invariably impressed with the attitude and engagement of the young people and often make direct contact with individuals about potential employment once they finish school.

Bromley EBP is able to build up a good network of employers and organisations including Job Centre Plus, National Challenge Network (See Case Study 2 and 3). We also provide a platform for LBB to advertise and promote apprenticeship vacancies within the Council created as a direct result of the Apprenticeship Levy.

YES Case Study 2: Flying to Success

Bromley Education Business Partnership (BEBP), a part of the London Borough of Bromley, has been delivering a Youth Employment Scheme to help young people (16-24) to access confirmed employment. The programme provides employability support to young Bromley residents in the form of CV advice and interview practice to help them make a successful transition to permanent employment. Over 100 young people have benefited since 2015 and been placed in a range of local and national apprenticeship and employment opportunities.

Charlotte left sixth form last year and was referred to us through a colleague. Despite having good qualifications, she had been unable to find her 'dream job' but was working hard in local restaurants. We met with her and gave her some advice to improve her CV as well as offering her a mock interview. It was obvious she had great customer service skills and could develop these further into a future career. Bromley EBP were made aware of an apprenticeship opportunity at London Biggin Hill Airport and suggested she apply. The rest is history as they say!

Sally Powell, FBO Manager at London Biggin Hill Airport said "We are delighted that the Bromley Youth Employment Scheme has given us Charlotte! Charlotte produced an excellent application form and CV and performed exceptionally at interview. She is a bright new addition to our team and her enthusiasm to develop her existing skills and adapt them to the unique world of business aviation is outstanding. Employing a young, fresh individual to enhance an experienced team is something all employers should give consideration to'.

Charlotte started her job as Executive Passenger Handling Agent on 18th April 2017 and we wish her every success in the role.

YES Case Study 3: Challenge Network (Step Forward)

Step Forward is a one-year programme for young people, aged 17-20 in London delivered as part of the National Citizen Service. Through Step Forward, young people build networks by connecting themselves directly with employers and equipping themselves with the skills they need to shine at university or work and beyond.

In early spring 2016, Bromley EBP was approached by Step Forward as they were having difficulty getting the opportunity to talk to young people in Bromley schools about their exciting offer. The representative, Robyn John-Tennuchi had in fact, attended a local school and was delighted to find out that through the Youth Employment Scheme, we were offering regular employability events to young people. The Next Steps conferences are aimed at sixth form students not planning to go onto higher education. With between 45 and 70 young people attending each event, this provided an excellent platform for Robyn to promote the Step Forward apprenticeship opportunity.

As a direct result of this valuable partnership, 12 young people from Bromley who attended the events were offered apprenticeships with a range of high profile organisations including Bloomberg, Global Data UK Limited and the RC Archdiocese of Southwark.

The positive results of long term partnerships cannot be under-estimated and this is a clear example of this type of investment with employers and partners.

Young people gain soft outcomes from their involvement with the Youth Employment Scheme. These outcomes are identifiable from young people and are discussed with them during their Work related learning to ensure they are able to recognise their achievements.

Examples of these soft outcomes include:

- Confidence about the future

- Relationship with peers and authority
- Pride in what she/he has achieved
- Preparedness to show respect to others
- Being positive / hopeful about the future
- Higher personal and career aspirations
- Realistic understanding of employers
- Better team-working skills
- Better awareness of information sources
- Trusting other people
- Motivation
- Perception that they can still 'compete' in the labour market
- Capability to make choices
- An interest in life and work
- Timekeeping and Better attendance
- Communication skills
- Team working
- Sense of belonging and having a role in the society
- Dressing appropriately

Future funding:

The draft proposal for continuation of the YES programme is attached (*Appendix 3*). Accountability and progress have been previously monitored through a Project Board made up of key stakeholders, chaired by Jane Bailey, Director of Education. Regular reports highlighting achievements have been provided to the E & R PDS throughout the lifetime of the project. Should the project continue, we would seek to continue the management board, chaired in future by Janet Bailey, Director of Children's Services. Unfortunately, some confusion between the Project Board and its previous chair prior to her departure has created a delay in this request for additional funding, which has meant that funding is urgent to prevent the cessation of the work from the start of February 2018.

We believe that to be successful, funding needs to be established for a two year period; however we recognise the need for an effective sustainment plan that identifies options other than Member Priority Initiative funding. We have just begun to work with Paul Feven, Interim Director of Programmes to explore the possibilities for developing Bromley Education Business Partnership into a Social Enterprise.

During the life of the scheme two impact assessments have been undertaken which look at achievements and identify the range of key employer partnerships that have made the scheme a success. The latest of these Impact Assessment Reports is attached, (*Appendix 4*)

4. POLICY IMPLICATIONS

The project supports the Council's Building a Better Bromley priorities for 2016/18 linked to Regeneration, Supporting Children and Young People and Vibrant Thriving Town Centres.

5. FINANCIAL IMPLICATIONS

Funding sought from member initiative is £137,500 for the year January 2018 to December 2018.

6. LEGAL IMPLICATIONS

7. PERSONNEL IMPLICATIONS

The project is delivered a) through the permanent staff resource within the BEBP, YES programme funding maintains staffing levels within the permanent staff team.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	<ul style="list-style-type: none"> • Bromley Youth Employment Project – Funding approval, E & R PDS 12 October 2016 • Bromley Youth Employment Project – Progress Update, E & R PDS 26 November 2015 • Bromley Youth Employment Project – Progress Update. E & R PDS 9 July 2015 • Bromley Youth Employment Project – Progress Update. E & R PDS 12 March 2015 • Bromley Youth Employment Project – Executive and Resources PDS on 19 November 2014 • ED15075 Bromley Youth Employment Project – Executive and Resources PDS on 5th June 2014 • DFR 14/015 Bromley Youth Employment Project: Performance Update for Quarter 2 • DRR13/133 Bromley Youth Employment Project = Update (November 2013) • Bromley Youth Employment Project – Renewal & Recreation PDS on 10th July 2012, Executive & Resources PDS on 14th June 2012 • Full Council meeting held on 26th March 2012

Youth Employment Scheme - Employers offering permanent job opportunities 2014 - 2017

Young person initials	Sector	Employer	Start Date 2014
FD	Import/Export	Produce Plus	Aug-14
PD	Meida	Haymarket Media	Oct-14
RD	Wholesaler	Seymour Valentine	Oct-14
SB	Local Authority	LBB (CEX)	Oct-14
KW	Estate Agents	Kenton Homes	Nov-14
TD	Voluntary Bureau	Community Links	Nov-14
GS	Local Authority	London Borough of Bromley	Nov-14
DM	Local Authority	London Borough of Bromley	Nov-14
WF	Construction	Plumbwiser	Nov-14
AP	Vehicle Maintenance	Clarks of London	Dec-14
SW	Voluntary Bureau	Community Links	Dec-14
SA	Financial Services	MetroBank	Dec-14
		12 confirmed during 2014	
			2015
JH	Engineering	European Springs & Pressings	Jan-15
MT	Electrical	The ECA	Jan-15
JS	Hairdressers	Diamante	Feb-15
MK	Financial Services	Baker Tilly	Feb-15
HM	Legal/Solicitors	Winkworth Sherwood	Mar-15
TH	Legal/Solicitors	Winkworth Sherwood	Mar-15
LG	Property Management	Acorn Group	Mar-15
MFG	Financial Services	Capita	Apr-15
JB	Shipping	Ifleet Systems	Apr-15
JH	Management Solutions	Rico Resourcing	Apr-15
JC	Horticulture	Landscape Group	Apr-15
ES	Media	William Reed Business Media	May-15
KM	Local Authority	London Borough of Bromley	May-15
SJ	Local Authority	Envirocomms	May-15
OG	IT Provider	London Systems	May-15
BM	Telecommunications	FLR Spectron	Jun-15
MR	Hospitality & catering	Goldsmiths Arms	Jun-15
AM	Engineering	Future Engineering Recruitment	Jun-15
JD	Training Provider	Hawk Management Ltd	Jun-15
RA	Local Authority	LBB (Via Adecco)	Jun-15
SB	Local Authority	Croydon Council (JCP)	Jun-15
VH	Catering	Gordan Ramsey Group	Jul-15
MR	Telecommunications	FLR Spectron	Jul-15
BJG	Child Care	The Hospital Day Nursery	Jul-15
EE	Child Cate	Chatterbox Nursery	Jul-15
BC	Construction	HBEBS Ltd	Aug-15

Youth Employment Scheme - Employers offering permanent job opportunities 2014 - 2017

IH	Engineering	Hill Engineering	Aug-15
SD	Retail	WH Smiths	Aug-15
KD	Health & Social Care	LMC	Aug-15
CD	Legal/Solicitors	Judge & Priestley	Aug-15
AD	Landscaping/Retail	Coolings Nurseries Ltd.	Sep-15
CG	Financial Services	Capita	Sep-15
JM	Financial Services	Capita	Sep-15
TD	Local Authority	Surrey County Council	Sep-15
SR	Financial Services	Capita	Sep-15
LL	Central Government	The House of Commons	Oct-15
JE	Voluntary Bureau	Community Links	Oct-15
NK	Sports Centre	Virgin Active	Oct-15
CA	Retail	Wilkinsons	Oct-15
JE	Health & Social Care	Princess Royal University Hospital	Oct-15
DB	Health & Social Care	Princess Royal University Hospital	Nov-15
FB	Child Care	Avalon Pre-School	Nov-15
JB	Retail	Frankie and Bennies	Nov-15
DM	Telecommunications	Google	Nov-15
JR	Local Authority	LBBromley	Nov-15
LG	Travel & Tourism	Infinity Travel	Dec-15
AM	Local Authority	LBBromley	Dec-15
CA	Travel Company	Noord-Group	Dec-15
SB	Local Authority	LBB (Waste Management)	Dec-15
TC	Insurance Services	Allianz 50 confirmed during 2015	Dec-15
			2016
JJ	Construction	Kier Group	Jan-16
KW	Sport & Leisure	MyTime	Jan-16
DC	Retail	WH Smiths	Jan-16
MP	Retail	Next	Jan-16
CC	Retail	Superdry Bluewater	Jan-16
DM	Event Management	Ibiza Rocks	Feb-16
VD	Local Authority	London Borough of Bromley	Feb-16
JB	Construction	P & R Roofing (Kent) Ltd	Mar-16
IK	Health & Social Care	Summer Croft Surgery	Mar-16
SL	Travel & Tourism	The London Bridge Experience (now working in Scotland)	Mar-16
EC	Cleaning Services	CAM Specialist Support	Mar-16
HG	Financial Services	JNF Capital	Mar-16
VH	Central Government	Serious Fraud Office	Apr-16
JT	Training Provider	Elmhouse Training - Frequency 1 Media	Apr-16
SK	Engineering	AECOM	Apr-16
CD	Legal/Solicitors	Judge & Priestley	May-16
TA	Sales & Marketing	AJG Direct (now Emico)	May-16

Youth Employment Scheme - Employers offering permanent job opportunities 2014 - 2017

CH	Local Authority	LBBromley IT	May-16
GS	Travel & Tourism	TTM World	May-16
LS	Retail	Gant Bluewater	May-16
AM	Telecommunications	FLR Spectron	Jun-16
JG	Aviation Management	Total AOC	Jun-16
TC	Horticulture Retail	Coolings Nursery	Jun-16
TA	Retail	Vibe	Jun-16
MB	Legal	Fenwick Elliot	Jun-16
ET	Voluntary Bureau	Community Links	Jul-16
LF	Hospitality &Catering	Ed's Diner	Jul-16
AD	Lift Engineer	Otis	Jul-16
HM	Wholesaler	Parallel Pharma	Jul-16
SH	Insurance	Platinum Assist	Aug-16
GC	Financial Services	Capita Asset Services	Aug-16
MS	Financial Services	Capita Asset Services	Aug-16
AP	Retail	Costa Coffee (Hayes)	Aug-16
EH	Health & Social Care	Health & Care Professions	Sep-16
AP	Local Authority	LBB Chief Execs Office	Sep-16
BD	Sports & Leisure	Ski Instructor - Switzerland	Sep-16
SB	TV and Media	Warner Bros	Oct-16
MJ	Media	Digital Marketing	Sep-16
EC	Insurance	Allianz	Oct-16
DM	Local Authority	LBB Business Admin Apprentice L3	Oct-16
JO	Training Provider	TLT academy (marketing)	Oct-16
JG	Legal/Solicitors	7 King's Bench Walk	Nov-16
JM	Retail	Ritual, The Glades	Nov-16
		43 confirmed during 2016	
			2017
CH	Training Provider	Apprenticeship Connect - Business Admin	Jan-17
FP	Trade Association	Federation of Communication Services	Jan-17
IRF	Legal/Solicitors	Maple and Black Law Limited	Jan-17
SA	Child Care	Gaggle Nursery Pre-School	Apr-17
CB +	Terminal Staff	Biggin Hill Airport	Apr-17
HR	Roofing Contractor	Boss Metals	May-17
SB	Shipping	South American Agency	Jul-17
DL	Legal/Solicitors	Bolt Burden Solicitors	Jul-17
BM	Media	90 Min Media	Jul-17
KC	Health & SocialCare	Bears Ambulance	Aug-17
NF	Training Provider	Discovery Learning	Aug-17
HW	Engineering	Thames Water	Aug-17
DW	Shopfitting	Howell Doyle Contracts Ltd	Aug-17
AH	Central Government	National Audit Office	Sep-17
ML	Training Provider	The NCS	Sep-17

Youth Employment Scheme - Employers offering permanent job opportunities 2014 - 2017

JB	Financial Services	Barclays Bank	Sep-17
IL	Hotel Services	De Vere Selsdon Estate	Sep-17
EH	Health & Safety	Blues Agency Ltd	Sep-17
HN	Media	Fremantle Media	Sep-17
KK	Retail	Harrods Food Hall	Aug-17
CH	Construction	SELCO	Aug-17
MB	Insurance Services	Insurance R8k Speciality	Oct-17
RL *	Healthcare Recruitment	Atlantis Medical	Oct-17
GC *	Telecommunications	Sabio Limited	Oct-17
AG *	Child Care	Natterbox	Oct-17
JK *	Training Provider	National Challenge Network	Oct-17
SG *	Travel Management	CIBT UK Visas	Oct-17
HN *	Media	Fremantle Media	Oct-17
BT *	Management Cons	Global Data UK Limited	Oct-17
AD *	Management Cons	Global Data UK Limited	Oct-17
TK *	Financial Services	Bloomberg LP	Oct-17
SS *	Management Cons	Global Data UK Limited	Oct-17
SS *	Religious Sector	Roman Catholic Archdiocese of Southwark	Oct-17
ALS	Health & Social Care	Guy's and St Thomas' NHS Foundation Trust	Nov-17
EAO	Careers Organisation	Prospects 35 confirmed during 2017	Nov-17

Total Number of young people placed in confirmed employment = 140

+See Case Study 2 – Biggin Hill Airport

*See Case Study 3 – National Citizen Service

Some key organisations who have provided employment to the young people

**London Borough of Bromley
Capita Asset Services, Beckenham
Winkworth Sherwood
Community Links
Global Data UK Limited
Princess Royal University Hospital**

Ofsted report 'Getting ready for work' (Nov 2016) recommended opportunities for young people to take part in meaningful WRL

Type of WRL Activity	Aim and description of the activity	Learning Outcome	Who is the activity aimed at?	
<p>Work Experience (In 2012, the government removed the statutory duty on schools to provide KS4 pupils with compulsory work related learning.</p>	<p>A meaningful placement with an employer in which a young person carries out a range of tasks and duties in the same way as an employee.</p> <p>Placements can be one day per week (9 – 5) or shorter days if more appropriate.</p> <p>Placements can also be for one or two week blocks.</p> <p>Participants benefit from exposure to real life examples of careers and can help with choices. Even not enjoying a particular role can be important in forming career management.</p>	<p>Learning by doing about the skills and personal qualities, careers and roles that exist within a workplace or organisation.</p> <p>The aim is to raise the aspiration and broaden the horizons of young people by giving them a real experience of the world of work.</p>	<p>A young person (15-19) who has a career intention in a particular sector or would benefit from finding out the realities of working.</p> <p>Employers approached for a placement will need to:</p> <ul style="list-style-type: none"> • Know proposed dates • Have a clear objective • Be provided with relevant background details • Interview the young person 	<p>Young person must demonstrate a commitment and the maturity to undertake the opportunity. If the young person is not prepared and fails to understand the commitment – it can be demotivating.</p> <p>If not planned, it can damage the reputation of the organiser and may</p> <p>Lead professional and BEBP team to make an assessment based on any associated risks to the success of the placement.</p>
<p>Speakers from the world of work</p>	<p>One or more employers deliver sector-specific information or details about employer expectations to groups of young people in a setting or on their premises.</p> <p>Sessions can be 1 – 2 hours – depending on the group and subject matter.</p> <p>Sessions should be made as inter-active as possible with resources to help maintain interest.</p>	<p>A more realistic understanding of what is involved in different job roles.</p> <p>A more realistic understanding of what is required in the workplace.</p>	<p>Groups of young people who have an interest in a specific work area.</p> <p>Could also be for young people to find out more about areas of work they may know little about and might be interested in.</p>	<p>Employers need to be prepared with clear aims and objectives and have information on the level of the group/their understanding.</p> <p>Groups must be accompanied by an adult/teacher who can support and facilitate the visit and advise in advance on any potential risks to the success of the session.</p>

Ofsted report 'Getting ready for work' (Nov 2016) recommended opportunities for young people to take part in meaningful WRL

Type of WRL Activity	Aim and description of the activity	Learning Outcome	Who is the activity aimed at?	
Motivational speakers/ Coaching	<p>As above with more focus on the benefits of employment to the young person.</p> <p>The speaker could be a young role model to help motivate a positive approach to work.</p> <p>Could also be a type of coaching session with a small group or 1:1.</p>	<p>An understanding of what motivates people to work – not just financial!</p> <p>Can help to improve an individual's performance, targets and goals.</p> <p>Can also help develop more self-awareness and the ability to identify solutions to specific work related issues.</p>	<p>Young people who are disengaged with education and are not participating.</p>	<p>The session should be well planned and led by a professional who has the skills to manage a small group of young people.</p> <p>There should always be an accompanying lead professional who knows the group at the session and can provide details on any associated potential risks.</p>
An insight from JC+ into the labour market and needs of employers	<p>A representative from JC+ delivers a one hour session on information about their service.</p> <p>They provide up to date information on employment opportunities within the local area and how to access them.</p> <p>Could provide access to JC+ Disability Employment Advisers to support those with SEND</p>	<p>Helps young people to make an effective transition from school to work.</p> <p>Provides young people with information on the current employment opportunities available and the needs of employers</p>	<p>Young people prior to 18 who may need help and motivation to seek employment.</p>	<p>Visits to the Job Centre should be well planned and include some inter-active session.</p> <p>The group must be accompanied by an adult/lead professional who is aware of the young people and any associated risks.</p>
Workplace visits	<p>Young people visit an employer's premise in small groups to find out about the range of roles and opportunities within a particular sector.</p> <p>Visits need to be planned in advance and can be from an hour upwards.</p>	<p>Help boost young people's attitudes and employability skills.</p> <p>Help broaden horizons and challenge stereotypical</p>	<p>Young people who have an interest in a specific sector and would benefit from the opportunity of talking to employers.</p>	<p>All visits must be accompanied by an adult/lead professional who is aware of the young person and any associated risks. The person who has organised</p>

Ofsted report 'Getting ready for work' (Nov 2016) recommended opportunities for young people to take part in meaningful WRL

Type of WRL Activity	Aim and description of the activity	Learning Outcome	Who is the activity aimed at?	
	Key organisations have a commitment to these type of visits including McDonalds, Coca Cola.	thinking	Visits can be offered by employers or organised bespoke	or facilitated the session.
Access to College Open Days/Careers Fairs	Visits to college open days and careers fairs These can be undertaken in a group or individual basis.-	To help young people make informed decisions about their progressions routes. They can also help with crucial decision making	Young people in KS4 or KS5 or who are NEET.	Visits should be well planned and as inter-active as possible. Groups must be accompanied by the lead professional who knows them and is aware of any risks associated with visit.
CV writing, job search and interview skills	Sessions can be arranged for individuals or in small groups and aim to help with career management skills. Employer volunteers can be engaged to provide the realistic aspect.	A better understanding of the value of an updated CV and the importance of practice interviews	Any young person seriously keen to access the employment market.	All sessions must be planned with as much prior knowledge of the students as possible. Young people should be accompanied by a lead professional who can advise on any associated risk to the success of the session.
Mentoring	Mentors are individuals from business and the local community who can provide 1:1 encouragement. They can support young people with their career management in practical ways such as research, help with CVs etc.	Young people gain confidence from meeting their Mentor on a regular basis that can help with transition to work or participation	Young people who lack confidence or may not have the support from family at home.	Referrals must be made through the Bromley Mentoring Initiative process by the lead professional A focus on transition to work can be highlighted on the referral form.

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Bromley Youth Employment Project3 – Proposal November 2017 – October 2019

Objective 1: Work closely with Partners in the private and public sector to increase employment opportunities to support young people in Bromley

	Identified Need / Recommendation	Programme Activities	Target Group	Aim	To include	FUNDING (2 years)	Outcomes Over <u>Two Year</u> Period
A	Deliver a Borough-wide employer /community engagement programme to support the generation of employability opportunities	<ul style="list-style-type: none"> Engage with local and national employers through a range of activities including business breakfast information sessions, networking events, conferences etc. Build and sustain strong links with employers and members of the local community to help boost young people's attitudes and employability skills Identify and work with representatives from employment sectors relevant to the needs and aspirations of targeted groups 	<ul style="list-style-type: none"> Local and national employer organisations Volunteers from the business and local community Skill Sector organisations eg Springboard for Hospitality & Catering, CITB Construction 	<ul style="list-style-type: none"> To help local and national businesses seeking to employ/support young people in Bromley – particularly the Borough's most vulnerable residents To help inspire young people and help develop the confidence and motivation needed to build a successful career/future To help generate good quality employment opportunities including apprenticeships , work experience placements and work related learning opportunities 	<ul style="list-style-type: none"> Continued marketing and recruitment campaign A planned programme of Mentoring recruitment, screening and training Facilitation of 1:1 meetings with employers and volunteers from the community 		<ul style="list-style-type: none"> Social media marketing to over 3,000 employer organisations 400 employers participating in awareness raising events or involved in 1:1 support 25 Mentors recruited from local community to support young people identified through YES especially those relationships to support young people referred from CLA and LC 6-monthly analysis undertaken to ensure sector representation meets current needs of young people. Relationships developed with 5 key Skill Sector organisations to support work related learning opportunities for young people in sectors relevant to their career intentions.
B	Build and sustain strong links with local and national employer organisations to ensure 'real-world' connections and appropriate work related learning interventions	<p>We will work with employers to facilitate:</p> <ul style="list-style-type: none"> increasing the offer of work related learning opportunities and placements especially those aimed at vulnerable groups of young people including CLA , Leaving Care, YOS, SEND, NEET supporting a caseload of young people in need of targeted employability support at risk of not participating post-16 offering employability opportunities and work experience for young people with SEN and disabilities and those with EHC plans 	<ul style="list-style-type: none"> Local and national employer organisations/Job Centre Plus Training Providers , LSEC and NAS Schools, LBB Virtual School, BYSP, YOS, SEND Vulnerable and disadvantaged young people at risk of not participating 	<ul style="list-style-type: none"> To support Bromley's 'corporate parent' role in helping and assisting Children Looked After and Care Leavers to improve their readiness for the workplace through appropriate employability opportunities To identify appropriate support for young people in need of targeted employability support to aid successful transition and avoid them becoming NEET Convince the young people 	<ul style="list-style-type: none"> Developing a programme of work related learning opportunities (See Appendix 1) Working with the Virtual School to offer support to CLA Working closely with employers and education professionals to provide support and 		<ul style="list-style-type: none"> 100 work related learning opportunities (to be prioritised to vulnerable groups including CLA ,LC, YOS, SEND and entrenched NEET) from a menu including: <ul style="list-style-type: none"> 1:1 Mentoring Workplace visits Employability workshops(CV, Research and I/V) Volunteering opportunities Vocational taster sessions Employer talks/career ideas 20 work experience placements sourced and facilitated for targeted CLA/CL group 20 Work experience placements confirmed for vulnerable and

	Identified Need / Recommendation	Programme Activities	Target Group	Aim	To include	FUNDING (2 years)	Outcomes Over <u>Two Year</u> Period
		<ul style="list-style-type: none"> their support at Next Steps employability events for students close to the labour market not intending to go onto FE/HE 	post-16	<p>that, having aspirations for a successful career is a positive and attainable option.</p> <ul style="list-style-type: none"> Facilitate good quality employability support specifically work experience placements 	manage expectations		<p>disadvantaged young people.</p> <ul style="list-style-type: none"> Produce fortnightly listings of relevant apprenticeship opportunities both within 5 miles of Bromley and Central London for use and dissemination to the wider youth support team.
C	<p>Support the Building a Better Bromley 2016-2018 principles in relation to supporting Bromley residents into work.</p> <p>Support LBB with strategic approach to implementing the Apprenticeship Levy by promoting the benefits of working with young people to Departments within the Council</p>	<p>Promote and champion the benefits of providing employability support to young Bromley residents to departments throughout the Council.</p> <p>Coordinate the Council's work experience programme for young people from Bromley secondary and special schools.</p> <p>Ensure as far as possible the success of the programme and encourage wider participation with departments and the supply chain across the Council.</p>	<ul style="list-style-type: none"> Young people in KS4 at local secondary schools or Bromley residents Department Managers within LBB 	<p>To ensure LBB is supporting the local community with employability skills through the Council/ school work experience scheme</p> <p>To help HR develop an efficient Apprenticeship programme within LBB that offers a range of qualification standards across departments.</p> <p>To support the succession planning within specific departments providing good value for money.</p>	Providing an effective link between schools/young people and the Council to support the WEX/ Apprenticeship programme		<ul style="list-style-type: none"> 70 young people (16-18) from local Bromley schools to undertake a work experience placement within a range of LBB departments across the Council. Promote and encourage departments and managers within the Council about the benefits of recruiting a young person under the Apprenticeship programme. Work with 8 new departments. Opportunities for LBB Apprenticeship Programme Lead to attend at least 10 BEBP student events to promote the LBB scheme.
D	YES3 Project Management	<ul style="list-style-type: none"> Organise and facilitate monthly project meetings to set objectives and monitor progress Retain appropriate evidence for MIS evidence and accountability Facilitate, organise and provide management reports for YOS Management Board, YES Governance to _____ Ensure compliance with E & R PDS ?by providing regular committee reports 	<ul style="list-style-type: none"> YES Governance – Project Board? YOS Management Board E & R PDS 	<ul style="list-style-type: none"> To ensure transparency and accountability of the project To maintain financial scrutiny of the project 	<p>Effective management and monitoring of the project</p> <p>Effective financial monitoring of the project budget</p> <p>Collecting supporting evidence to support outcomes</p>		<ul style="list-style-type: none"> Robust Management Information and evidence of targets and outcomes disseminated to stake holders Compliance with Governance rules set out at beginning of the project to report to a Project Board and PDS ???

Bromley Youth Employment Project 3 – Proposal November 2017 – October 2019

Objective 2: Improve Work Readiness of Young People in Bromley with particular focus on the Borough’s most vulnerable residents

Identified Need / Recommendation	Programme Activities	Target Group	Aim	To include	Funding	Outcomes Over <u>Two Year</u> Period
<p>E</p> <p>Local authorities should ensure a focus on participation is embedded through the education and children services. These include young people from youth offending, social services and those deemed potentially NEET.</p> <p>Contribution of funding for specialist adviser supporting young care leavers into EET.</p> <p>Contribution of funding for specialist adviser to support young people known to YOS into EET.</p>	<p>We will work with employers to facilitate:</p> <ul style="list-style-type: none"> increasing the offer of work related learning opportunities and placements especially those aimed at vulnerable groups of young people including CLA , YOS, SEND, NEET supporting a caseload of young people in need of targeted employability support at risk of not participating post-16 offering employability opportunities and work experience for young people with SEN and disabilities and those with EHC plans their support at Next Steps employability events for students close to the labour market not intending to go onto FE/HE up to Year 14 	<ul style="list-style-type: none"> Young people identified and referred by: CLA/LC YOS SEND Social Services <p>as requiring support to enhance employability skills and be better prepared to enter the labour market</p> <ul style="list-style-type: none"> Young people (16-18) who are in LBB NEET and not known category Agencies referring young people with the specialised knowledge to help make a success of any opportunity 	<ul style="list-style-type: none"> To ensure identified vulnerable young people are provided with support to remain in education and avoid becoming NEET To support the ‘corporate parent’ role in helping and assisting Children Looked after and Care Leavers to improve their readiness for the workplace through appropriate employability opportunities. To identify appropriate support for young people in need of targeted employability support to help with successful transition and avoid them becoming NEET. 	<ul style="list-style-type: none"> Developing and updating a termly programme of work related learning opportunities Working with the virtual school to offer employability support to Children Looked After Matching trained Mentors to young people referred. Working with colleagues within Bromley Educational Trust to support disadvantaged young people 		<p>100 relevant work related learning opportunities delivered to young people from vulnerable groups including:</p> <ul style="list-style-type: none"> 1:1 Mentoring Workplace visits Employability workshops (CV, Research and I/V) Volunteering opportunities Vocational taster sessions Employer talks <p>Support for 10 young people to access accredited courses valued by employers e.g. CSCS Card</p> <p>20 work experience placements sourced and facilitated for targeted CLA group of young people</p> <p>20 Mentors matched to young people referred from CLA/LC and SEND for mentoring support.</p> <p>20 work experience placements confirmed for vulnerable and disadvantaged young people at risk of not participating post-16. Target group to be referred from an alternative provision setting.</p>

Identified Need / Recommendation	Programme Activities	Target Client Group	Aim	To include	Funding	Outcomes Over Two Year Period
<p>F Local authorities have a range of duties to support young people to participate in education or training.</p> <p>Schools should make sure students can find out about the range of options available including alternatives to HE.</p> <p>Local authority has statutory responsibility to track and support NEET and Not Known young people</p>	<p>Next Steps Employability Conferences supported by local/national employers to include sessions on:</p> <ul style="list-style-type: none"> Researching current work opportunities Psychometric testing/skills analysis Speed networking group work with business representatives from a range of employment sectors <p>CV/Interview support (See Appendix 2 for outline flyer)</p> <p>Supporting LBBs statutory responsibility with regard to prevention of young people Year 14 becoming NEET.</p>	<p>School/college students (16-18 yrs) not going on to FE/Higher Education</p> <p>All Bromley Schools, with particular focus on those with poor performance on the participation of their school leavers</p> <p>Heads of School Sixth Forms within Bromley</p>	<ul style="list-style-type: none"> To provide updated impartial information on range of career opportunities, how to access them as well as the importance of being work ready. Update contact details of young people to support the LBB statutory NEET tracking role. Identify young people from local 6th forms potentially NEET for referral into YES project Expose young people to employers with 'live' vacancies to help reduce NEET 	<p>5 student conferences per year (10 schools with approx.. 35 students from each school)</p> <p>1 conference each year supported by employers targeted at vulnerable young people</p> <p>1 Jobs Fair in July each year supported by employers with 'live' vacancies</p>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Support with transition to the workplace and Improved employability skills for up to 700 local young people LBB improved links with secondary schools Support the reduction of potential NEET and NEET not knows. Updated contact Information to support the tracking of NEET and Not Known young people. At least 30 vulnerable young people to attend the targeted annual employability conference supported by employers At least 80 young people to attend the annual Jobs Fair Supporting LBB's statutory responsibility for reducing and supporting vulnerable young people who are NEET in Bromley.
<p>Local authority has committed through Building a Better Bromley 2016-18 to support young people into work, offering advice and signposting</p>	<p>Tailored Recruitment and Matching Service</p> <ul style="list-style-type: none"> Assessment process to enable referral to appropriate employment opportunity Pre and post placement support for employer and young person <p>Job search skills and signpost to local vacancies</p> <p>Tracking and Monitoring Service</p> <ul style="list-style-type: none"> To support sustainment in employment for 6 months - the monitoring of progress with employers and young people at regular intervals. (1, 3 and 6 months) 	<ul style="list-style-type: none"> Young people close to the job market (17-24) Employers and young people placed in contracted employment Young people benefitting from the work related learning support to ensure progression 	<p>To provide a bespoke matching service with individual support to aid transition to the workplace</p> <p>To ensure young people placed in contracted employment through the project maintain EET status by monitoring progress with employer and young person</p> <p>To provide work related learning to identified vulnerable young people from target groups</p>	<p>Contact with employers by meetings, telephone, email or face to face</p> <p>Match 50 young people each year with contracted employment (e.g. apprenticeships and jobs with accredited training)</p> <p>Monitor those placed to ensure sustainment for minimum 6 months</p>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 50 young people into sustained employment for a minimum of six months 100 young people benefitting from work related learning opportunities to enhance their employability skills.

Youth Employment Scheme

Impact Assessment

**Report on Period
February 2016 to May 2017**

**Bromley Education
Business Partnership**

Sponsored by FLR Spectron



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1. Next Steps promotional flyer	
2. Jobs Fair 2016 Flyer	
3. Work Related Learning Menu	
4. Schedule of WRL activities (May-September 2017)	

1. Employer Engagement

1.1 Increasing the supply of employment opportunities for young people in Bromley

The Bromley Youth Employment Scheme continues to implement a borough-wide employer engagement programme to help support the generation of employment opportunities. This has been done by engaging with local and national employers through a range of activities including business breakfast information sessions, seminars, networking events and student conferences.

BEBP provides updated advice on changes to the apprenticeship agenda including the Apprenticeship Levy effective May 2017. We work closely to support employers to overcome any perceived barriers to the recruitment of young people and work hard to encourage them to create opportunities where relevant.

Bromley EBP team have worked hard to place 38 young people in confirmed contracted employment in a range of employment sectors from February 2016 to May 2017. Local and national employers in a range of industries generated these opportunities.

1.2 Apprenticeships

A key focus of the project has been to raise awareness with employers and young people of the benefits of considering an apprenticeship and supporting them through the process. The benefits for employers and young people of the apprenticeship route are well documented and new reforms aims to boost these even further.

BEBP have provided support to LBB around the strategic approach by the Council to the Apprenticeship Agenda 2020. We worked closely with HR to help develop the strategic plan for Bromley. In addition we supported the recent Apprenticeship Launch held at the Civic Centre in May 2017 for local schools and helped generate a positive response and attendance at the launch particularly by young people.

The table in 1.3 confirms the employers that have offered an apprenticeship opportunity for a young person during this period. It shows that 21 young people have found an apprenticeship and highlights the employer together with the type of apprenticeship qualification.

Many of these young people have now progressed into full time employees with the companies that offered them apprenticeships.

1.3 Employers who confirmed an apprenticeship opportunity for a young person

Employer	Apprenticeship type	Young person's initials
Summer Croft Surgery	Business Administration	IK
JNF Capital	Business Administration	HG
CAM Specialist Supplies	Business Administration	EC
Serious Fraud Office	Business Administration	VH
Judge & Priestley	Business Administration	CD
London Borough of Bromley	Business Administration	AP and DM
Allianz	Business Administration	EC
Federation of Communication Svcs	Business Administration	FP
Maple & Black Law Limited	Business Administration	IRF
Gaggle Nursery and Pre-School	Child Care	SA
FLR Spectron	Customer Service	AM
Vibe	Customer Service	TA
Biggin Hill Airport	Passenger Handling & Customer Service	CB
Elmhouse Training	Digital Marketing	JT
Otis Lifts	Engineering/Electrical	AD
Thames Water	Electrical Engineering	HW
P & R Roofing	Roofing	JB
Capita Asset Services	Financial Services/Customer Support	GC & MS
Parallel Pharma	Sales & Marketing	HM

1.4 Employer involvement and support

Bromley EBP provide a bespoke matching service with individual support tailored to the young people to aid their transition to the workplace. Once a young person is confirmed in employment, we regularly monitor and keep in touch with employers at 1,3, and 6 month intervals to ensure on-going engagement. It is a requirement of the project that each confirmed placement is sustained for a minimum of six months. Employers who engaged with the project and employed a young person were very positive and below are a sample of their comments.

Federation of Communications Services *“We are delighted that you recommended FP to us. She did very well at interview and also we were really impressed with her when she came to the office for a day. We confirmed we will be taking her on in January 2017. Thanks”*

London Biggin Hill airport *“We are delighted that the Bromley Youth Employment Scheme has given us Charlotte! She produced an excellent application form and CV and performed exceptionally at interview. She is a bright new addition to our team and her enthusiasm to develop her existing skills and adapt them to the unique world of business aviation is outstanding. Employing a young, fresh individual to enhance an experienced team is something all employers should give consideration to’.*

London Borough of Bromley: (Awaiting detail from Chief Executives)

“Alex joined the Mayor’s office with no previous office experience, but because of his ability to learn quickly, his excellent motivation and enthusiasm, he soon became an invaluable part of the team. Alex learned how to prepare and produce the Mayor’s weekly business sheet after only a week of training. He responded to invitations, met with the Mayor to discuss his engagements, and ensured he was prepared for all visits. Alex worked hard in order to understand the protocols and procedures associated with the Mayoralty. Alex is always ready to take on any tasks that he was asked to do and within a few months was able to suggest better and more efficient ways of working. He took a pride in his work, which the Mayor and various colleagues commented on and praised. We will be very sorry to lose Alex who will be going on to Sheffield University to read Politics and International Relations.

Judge & Priestley *“Chloe is a great candidate and I have every faith that she is going to excel in the role. She’s a bright girl who is very reliable and honest and has settled in well. We are looking to create more apprentice roles and would love to speak to you about this soon.”*

FLR Spectron *“We have always been a strong supporter of the YES project and the invaluable service it provides the young people of Bromley. University is not for everyone and in today’s climate it’s getting harder for young people to find work. Bromley EBP and YES Project bring everything (employers and job seekers) together under one roof, offering invaluable advice and support”*

2. Improving the work readiness of young people in Bromley

2.1 Monthly employability workshops

A clear message from employers and other partners in the set-up of the project in 2014 is that young people needed to be better prepared for the transition from school to work. So a key strand was to deliver a Borough wide 17+ employability support programme.

Over 96 young people benefitted from this support during this period of which 38 were placed into confirmed contracted employment. The workshops comprise of a ‘Getting to Know You session to review a CV, explore school/work history and research areas of potential interest. This is then followed by a Mock Interview session which is treated as a real job opportunity and helps provide constructive feedback to help the young person prepare for a real job interview.

There are a range of reasons why some young people we have helped have not secured contracted employment through our programme. These include:

- getting a job before we could help them
- not being eligible for the scheme (e.g. Bromley resident or attended a Bromley School)
- being referred to our partner organisation for support eg. Princes Trust
- lack of engagement with the programme.

2.2 Next Steps Conferences for sixth form students not going to HE

Recommendation from Getting ready for work – Ofsted (November 2016)

“DfE should help ensure that the availability of apprenticeships is communicated well to parents and pupils, and that the potential value of apprenticeships and viable alternatives to traditional university routes is promoted.”

Bromley EBP has a proven track record of delivering employability events supported by local and national employer organisations. A series of 7 Next Steps events for sixth form students (Year 12 and 13) from local schools who had made the decision not to go onto HE when they finish their studies have been delivered during the 2016/17 academic year.

The opportunity for Heads of Sixth form to take up places at these conferences for their students was offered to all Bromley secondary schools during September 2016. There was no cost to the schools as places were fully funded through the YES programme. The conferences helped provide over 350 young people with an insight into employers’ expectations in the workplace, and the sort of job opportunities available to them when they complete their A-levels/sixth form studies. (See *Appendix 1*).

Students from the following schools benefitted from the support on offer:

Bishop Justus CE	Bullers Wood	Charles Darwin
Chislehurst School for Girls	Coopers	Darrick Wood
Hayes	Harris, Orpington	KTC
Langley Park School for Boys	Ravens Wood	LSEC (College)

A bespoke programme was arranged for each event depending on the range of employers and sectors involved. Each session always included:

- Key note speakers from Job Centre Plus on what to include on a CV and use of social media in job seeking
- Information on apprenticeship routes into employment and the breadth of opportunities
- Key note speakers from individual sectors e.g. Hospitality and Catering on what it’s like to work in the area and how to access job opportunities
- Speed networking discussions with a range of employers and young people.

2.3 Employers who have supported Next Steps (2016/17) events

Employer	Sector
Adecco	Recruitment
Brands Hatch Hotel	Hospitality
Bromley College (LSEC)	Education
Caremark	Adult Social Care
Capita Asset Services	Finance
Challenge Network UK	Recruitment
Chicane School of Motoring	Driving Instructors
Clarion Housing Group	Social Housing
Construction Industry Training Board	Construction
Conway	Construction/Civil engineering
Crown Prosecution Service	Legal
Direct Line Group	Insurance Services
FLR Spectron	Telecommunications
FM Conway	Engineering
Frankham Consultancy Group	Chartered Surveyors
Halkin Hotel	Hospitality and Catering
Hook Research	Media
International Leisure	Travel
Jane Cooper Coaching	Career Coaching
Jane Rogers PR	Public Relations
Job Centre Plus	Recruitment
JTL	Electrical training provider
MITIE	Construction and Maintenance
Neilcott Construction	Construction
Parsons & Brinckerhoff	Construction
Skanska	Construction
SOLOMAN	Manufacturing body
Specac	Engineering
Thackray Williams	Legal



A range of local and national employers support these events and enjoy the opportunity to meet with young people and share their knowledge and experience. Many employers have attended all seven events not only to support the young people but also to promote their organisation and employment opportunities to the future potential workforce.

Each young person attending the conference provided personal contact information that is used to update tracking information to support the LBB statutory requirement for NEET and Not Known young people. The information will also be used to contact the young people after their exams to offer further individual support with job seeking.

2.4 Feedback from the Next Steps

Students: “I really enjoyed today. It was interesting talking with different people. And the interviews were really helpful for me”

“I believe that business advisors at this event were extremely helpful and easy to talk to. They offered a wide range of advice that I have taken on board.”

“Really informative, interesting and insightful. Thank you!”

“Very helpful. Given me a better idea of what I would like to do when I leave Sixth Form”

Teachers: “It was a fabulous morning. Thank you so much for giving our students such an exciting opportunity. Each of the business representatives gave the students an insight into a variety of careers they may not have been aware of. *Tutor from London South East Colleges*

“Meeting employers and understanding what is important to them and the variety of advice was invaluable. The students said they learnt things about apprenticeships that they didn’t previously know’. *Teacher from Coopers School*

2.5 Jobs Fair in partnership with Affinity Sutton – July 2016

Over 75 young people (16 – 24) from Bromley Schools and those who were NEET (Not in Education Employment or Training) attended the first YES Jobs Fair held at the Central Library on **Friday 8th July 2016**. Representatives from over 20 local employer organisations, Job Centre Plus and LSEC College were there to support young people. Employers had ‘live’ vacancies for young people and were able to provide more detail on what their company is all about and the type of jobs available for young people. The event was sponsored by Affinity Sutton (now Clarion Group) who were able to bring some of their key contractors along including Bell Group, MITIE and Breyer. (See Appendix 2)

Due to the success of the Jobs Fair and the enthusiasm of both employers and young people, a date has been arranged for this event has been organised for 14th July 2017.

3. Children Looked After/Support for vulnerable young people

A key strand of the Youth Employment Scheme is to provide the 'corporate parent' role in supporting and assisting Children Looked After (CLA) to access the workplace and enhance their employment opportunities. A target of 25 CLA young people to be placed in work experience opportunities within LBB or the supply chain over two years was set.

3.1 Work Experience Placements - BEBP works closely with the Looked after Children, Leaving Care team, Virtual School and colleagues within the Bromley Youth Support Programme to identify young people who would benefit from a work placement either to support their course or as a platform to employment.

2015/16: 14 CLA young people were offered a placement which took place during the summer of 2016 as follows:

TP	The Cray Wanderers Football Club
SY	The Walnuts Leisure Centre, Orpington
SB	The Walnuts Leisure Centre, Orpington
MJ	Nuffield Health (Bromley),
SM	Andersons Vets (Orpington),
AH	Plumbase (Orpington),
GT	Capita Asset Services (Beckenham)
SF	Capita Asset Services
SB	One Garden Court Chambers (Temple),
OC	Hillyfields Nursery (Brockley), in the summer
AO	A & A Law
BL	St Christopher's Hospice
KM	Busy Bees Nursery
KC	Green Men Gardening

2016/17: So far 6 summer work placements have been secured for this cohort as follows:

SB	8 week work placement at Clarion Housing Group to support his electrical installation course.
SG	Nursery placement to support her Health & Social care course at Croydon College
ASH	Placement in Environmental Services at LBB to support her career choices
AW	2 week placement secured at Kesar solicitors in Bromley North supporting one of her career choices
SBW	Confirmed placement at Penge Community pre-school to support career ideas
JC	Placement secured at Capita Asset Services, Beckenham but unfortunately the young person did not complete the week.

3.2 Employability support for vulnerable young people

A development of the project following the recent Children's Service Ofsted report has been to offer a wider menu of work related learning support for vulnerable young people who may not be ready to undertake a work placement.

Bromley EBP has the experience and proven track record of delivering a wider range of work related learning opportunities in addition to work experience. They include:

- speakers from the world of work
- workplace visits
- Mentoring (through the Bromley Mentoring Initiative)
- access to College Open Days/taster sessions
- CV and Mock Interview support sessions

(See Appendix 3).

Visit to BAM Construction – March 2017: As part of the construction industry's Open Doors Programme, large sites have encouraged visits by students and young people to help them find out more about the range of opportunities. On 31st March young people from Bromley Youth Offending Service interested in a career in construction visited the old Coal and Gas site at Kings Cross to find out more. The group were all given the opportunity to have a tour of the redevelopment which will eventually be a restaurant/shopping centre as well as residential.



A schedule of workplace visits, employer talks, employability events and other work related learning opportunities delivered by industry partners is kept updated by BEBP. Young people from vulnerable groups can be referred if the activity is identified as supporting their learning or career development. (See Appendix 4)

4. Community Links

CLB continued to lead the VCSE strand of the YES programme between February and December 2016. The performance during this period was severely restricted by staff issues, primarily health for the period until August when the 2nd intern contract came to an end. This was followed by a gap until the new intern started on 3 November 2016 but due to budget restrictions was only with us for two days per week.

During the period from February 2016, 2 new outcomes took place (Martin O'Shea and Imogen Thomas). From March onwards, there were 2 further outcomes: Dean Hochlaf – joined CLB on an 8-week work placement and left after 5 weeks to take up a full-time role with a Westminster think tank
Eugene Thomas – joined CLB on an 8-week work placement and then secured a role with CLB (which finished in June 2017).

In November 2016, CLB held a Corporate Social Responsibility Expo and provided 28 voluntary and community organisations with advice about the scheme. We had also worked directly with VCOs to establish new opportunities for young people, such as social/media role with a Soccer Leadership charity and roles with the Community House café.

CLB continues to work with a number of local voluntary organisations including:

- Age UK B&G - new South Street Café
- Healthwatch Bromley and Lewisham
- Citizens Advice Bureau, Connect UK, Vibrance, Bromley Community Radio and the Maypole project
- Bromley Mencap, St Hugh's, Keniston Housing Association and Carers Bromley

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Report
ES17088

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE,
FOR PRE-DECISION SCRUTINY BY THE ENVIRONMENT POLICY
DEVELOPMENT AND SCRUTINY COMMITTEE ON:

Date: Wednesday 15 November 2017

Decision Type: Non-Urgent Executive Key

Title: ENVIRONMENT SERVICES COMMISSIONING PROGRAMME
UPDATE

Contact Officer: Dan Jones – Director of Environment
Tel: 020 8313 4211 E-mail: dan.jones@bromley.gov.uk
Lesley Moore – Director of Commissioning
Tel: 020 8313 4633 E-mail: Lesley.moore@bromley.gov.uk

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

Ward: Borough wide

1. Reason for report

- 1.1 This report provides an update on the procurement of a range of environmental services originally due to be tendered in April 2017 and the reasons for delays.
 - 1.2 Reviews the agreed lotting strategy for these services to see if this is still appropriate.
 - 1.3 Considers the impact of the proposed Trust at Crystal Palace Park on Lot 4 – the Parks Management and Grounds Maintenance contract.
 - 1.4 The report also outlines the proposed strategy for depots within the Borough, some of which will be retained by Environmental Services for provision of services, sites to be retained, and others which could potentially be released to generate capital receipts. It also considers any capital investment required at these sites.
-

2. RECOMMENDATIONS

The Executive is asked to:

- 2.1 Note and agree the proposed strategy for depots within the borough as set out in section 4 of this report.
- 2.2 Note and comment on the revised timescale for issuing the Notices for the tendering of Lots 1 -7 as set out in Section 3 of this report.

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Corporate Policy

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

Financial

1. Cost of proposal: Estimated Cost: Between £525m and 632m, depending on whether Lots 5 – 7 are awarded with the option to extend for a further eight years
 2. Ongoing costs: Recurring cost: £39.5m
 3. Budget head/performance centre: Various budgets that cover Lots 1 – 7
 4. Total current budget for this head: £33.6m and £5.9m
 5. Source of funding: Existing controllable budgets for 2017/18 and TfL funding within the capital programme
-

Personnel

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 Local Government Act 1972
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

3.1 On the 8th February 2107 the Executive agreed the lotting structure and procurement route for the main Environmental Services contracts as set out below:-

Competitive Procedure with Negotiations

- Lot 1 - Waste Disposal
- Lot 2 - Waste Collection
- Lot 3 - Street Environment
- Lot 4 - Parks & Grounds Maintenance

Restricted Procedure

- Lot 5 - Arboriculture
- Lot 6 – Highways Major Works, Street Lighting and Professional Services
- Lot 7 – Highways Minor Reactive Works and Winter Services,

3.2 The report set out the proposed procurement timetable, which assumed that the tender documents for Lots 1-4 would be completed and advertised in April 2017 and Lots 5-7 in January 2018.

3.3 Whilst the original timetable for preparing the documentation would normally have been sufficient, due to a number of issues the documentation has not been completed to a point where Notices could be issued.

3.4 The drafting of the required documentation, which is detailed and complex has been impacted on by staff changes and accordingly has taken far longer than originally anticipated. It is important to ensure the accuracy of the service specifications, along with the IT requirements needing to be included within the specifications and the contract monitoring frameworks (KPI's, performance measures) is right to avoid additional and unnecessary costs during the tendering process. The seven specifications also need to be signed off by the relevant Heads of Service, which in reality means one or two key individuals with already demanding workloads. The impact of this means the tender documents will not be published until December 2017 eight months later than planned.

3.5 Officers have also had to consider what assets are made available to the providers for the running of services and therefore what is included within the various specifications. Cushman & Wakefield were commissioned to undertake a review of the Council's assets with a view to advising the Council on which assets needed to be retained and what could potentially be disposed of, saving both on running costs and generating a future capital receipt.

3.6 It is important to spend time upfront getting significant long term contracts such as these right, as poor contracts will have financial implications in the longer term and potentially leave the Council exposed to risks, both in service and financial terms.

3.7 In August 2017 the Mayor of London published his draft Environment Strategy with his vision for London being a zero waste city and 65% of London's municipal waste being recycled. The Mayor has the power to direct a waste authority where he considers waste activity to be detrimental to implementing his strategy (these powers do not apply to businesses or private waste companies). There is therefore, a requirement for the Council, before issuing its tender documents to send to the Mayor's office its waste collection/disposal specifications to confirm these compliment his waste policies and proposals. This additional requirement has again, added a further delay to the tendering process.

- 3.8 Additionally consideration on the condition of the Council depots/sites has identified the need for some significant structural works to be undertaken, which will require Capital funding approval in the near future, to allow key services to be provided and necessary works to be completed.

LOTS 1- 4

- 3.9 Given the 8 month delay in issuing the tender documents for Lots 1 -4 officers have had to produce a new timetable that will seek to meet the original April 2019 award date. This is tight because, in light of Mayor for London requirement, the earliest date on which the Notices may be issued is 20th December 2019.
- 3.10 Assuming the Notice is issued, the tenders will be returned to the Council mid-April and then there will need to be a focus by all officers on ensuring that the first round of negotiations are completed within 6 weeks. Any changes in services levels resulting from negotiations are likely to require consultation with those impacted on, prior to agreement, which could impact on the timetable.
- 3.11 It is proposed, subject to satisfactory completion of early rounds of negotiations, that a final bid is received in June 2017 to complete the tender process. This will then allow sufficient time for the evaluation and award report to be written and agreed by members.
- 3.12 During the 6 month remaining period (prior to the intended contract start 1/4/19) there will be the need for both parties to complete due diligence, and for the service providers to mobile the contract arrangements.
- 3.13 Risks – this timetable is extremely tight, all key officers will need to focus 100% on the evaluation process and service providers may not be able to respond to these tight timetables and decide not to bid. Additionally, the Council may still have to negotiate contract extensions and if the existing contractors are unsuccessful in their bids, may require significant inducements to cover the contract “being at large” (i.e. out of contract).

LOTS 5 – 7

- 3.14 While in the original report to Executive it was envisaged that all of the 7 Lots would go out at the same time to mitigate some of the timetable problems now being experienced it is proposed that Lots 6 -7 are now run on an amended timetable (because the current contract cannot be extended past July 2018). Whilst it is possible that there may be some market interest across all areas it is unlikely that this new proposal will prejudice the original tender strategy but it does reduce some of the risks associated with extending these contracts beyond term, which have now become apparent. Officers therefore recommend Lots 5-7 are viewed as standalone arrangements with the opportunity for any bidders who are successful in procuring more than one lot to offer discounts.
- 3.15 Lots 5 -7 will be completed under the restricted tender process, so any bids received will be evaluated on the information and pricing documents received. This will make these services much easier and quicker to evaluate.

Lot 5

- 3.16 Officers are currently pulling together all the tender documentation for Arboriculture Services which should be very similar to the service specification produced when this service was last tendered back in 2008. Whilst the timetable of April 2019 is tight, officers can see no reason

why this will not be completed in sufficient time, allowing for a lead in period of 3 months for contract mobilisation.

Lots 6 - 7

- 3.17 These contracts include Major & Minor Highways Works which it was proposed to extend to align with the other Lots e.g. a contract start date of April 2019. However, legal advice received suggest that the Council will be exposed to a potential risk of external challenge in extending these contracts beyond their current term, partly due to additional Capital works already being included, as a modification, in the existing contract.
- 3.18 It is therefore proposed that these contracts are separately tendered with a start date of August 2018. This is extremely tight as there will need to be a two month contract mobilisation period, so the award of contract will need to be in place at the latest by May 2018. This gives officers only 7 months to complete the whole tendering process.
- 3.19 Officers that would normally support the tendering of these contracts are already fully utilised on Lots 1- 4 of this tendering process and therefore officers will need to engage external consultants to prepare all the required contract documentation to allow a new contract to be in place within this new timetable. This will be funded from within existing resources.
- 3.20 In light of the tight timescale, it is proposed that the Neighbourhood Officers (that would have been included in these Lots) are initially retained with a view to including them in these contracts post award.

SERVICES WHICH COULD BE INCLUDED IN THE CONTRACT LOTS AT A LATER STAGE

- 3.21 As part of the review of current services carried out, officers have identified opportunities to include other areas of service delivery within the Environmental directorate which could be included at a later stage if it is considered this offers value for money. The OJEU Notice will therefore include provision for the future inclusion of elements of services such as CCTV, Pest Control, Stray and Abandoned Dogs, and Neighbourhood Officers.

CRYSTAL PALACE PARK

- 3.22 Officers are currently considering the benefits of transferring the future management of Crystal Palace Park to a Trust. This is unlikely to be finalised before the commencement of the new Parks Management and Maintenance contract, Officers to allow sufficient scope for this to be included in the tender and award of contract process. As a result a separate price will be obtained for this service within the form of Tender and relevant documents, as longer term any costs may need to be removed if it is deemed to be value for money to transfer these functions to the Trust.

4. DEPOTS/SITES

- 4.1 The Council has a number of depots used or held for the provision of environmental services ranging from waste collection, disposal, fleet use, office use etc. As part of the new contract officers need to take a view about what assets are offered to potential bidders to allow them to provide these services and what if any might be able to be disposed of to generate a capital receipt and save on running costs. The Council therefore engaged Cushman and Wakefield (C&W), the Councils retained property advisors, to undertake a review of all 19 depots/sites held by the Council and take a view of these which should be retained or declared surplus and potentially sold to generate a capital receipt.
- 4.2 In total there are 19 sites (which contain various build assets) made up as follows:-

1. Central
2. Churchfields Road
3. Crystal Palace Park
4. Crystal Palace Anerley Hill
5. Thicket Road
6. Kelsey Park Lower
7. Priory Gardens
8. Beaverwood
9. Church House gardens
10. High Elms Country Park
11. Alligator House
12. Chislehurst Cemetery
13. Church House Gardens Lodge
14. Croydon Road Recreation Ground
15. Den Barn High Elms
16. Kelsey Park Upper
17. London Road Cemetery
18. St Luke's Cemetery
19. Shire Lane

- 4.3 The brief to C&W was that the Council needed to provide sites with sufficient geographical coverage to service the entire borough, but reduce where possible any future financial liabilities and future cost pressures and release site where there would be an opportunity to generate capital receipts.
- 4.4 Officers will need to include within the tender documentation what sites the Council will make available to potential bidders for the provision of services. Ultimately the Council will be looking as part of the tender negotiation process, for bidders to submit innovative solutions on how they will operate the service and it may well be that some bidders will not require access to all of the sites listed. However, now is the ideal opportunity to review the use of these assets with a view to releasing those which are no longer required or which will require investment in the future.

Review by Cushman and Wakefield

- 4.5 C&W reviewed how the current services operates, the locations and size of the different depots, condition and current usage and potential for alternative use. Their detailed report is attached as Appendix 1.
- 4.6 As part of that review C&W have also provided some high level estimated costs of:-
- Putting existing structures into good condition
 - Maintaining structures over a 30 year period
 - Providing more cost-effective and flexible facilities based on a contract structure where the contractor is able to self-provide modular buildings and storage facilities on LBB land.

Proposals

- 4.7 As you will see from the detailed report from Cushman & Wakefield it is proposed that the overall number of depots retained by the Council reduced from 19 to 10 broken down in the table below:-

1. Central (Main Depot, WTS & HWRC)
2. Churchfields Road (Main Depot, WTS, HWRC & GM)
3. Kelsey Park Lower (GM -Main Depot)
4. Priory Gardens (GM -Main Depot)
5. Shire Lane (Special Use Depot)
6. BEECH Centre High Elms (Education Facility)
7. Chislehurst Cemetery (Site Specific GM Depot)
8. St Luke`s Cemetery (Satellite GM Depot)
9. Croydon Road Recreational Ground (Satellite GM Depot)
10. Beaverwood (Satellite GM Depot)

4.8 The Council's two waste transfer sites (the Central Depot and Churchfields), will be retained for the provision of the Waste Management service, Winter services, Street Cleansing and Passenger Transport Service.

4.9 The sites suggested for disposal, due to a combination of poor geographical location, high cost liabilities and potential to generate capital receipts, are as follows :-

- Alligator House (Civic Centre)
- Beaverwood – surplus land
- Church House Gardens – Depot
- Lodge at Church Gardens
- Lodge at High Elms
- Dens Barn at High Elms
- Chapels, London Rd Cemetery (x2)
- Chapel at St Luke`s Cemetery
- Kelsey Park Upper Depot

The disposal of these surplus properties could raise a potential capital receipt in the region of £9.45 million (less the cost of realisation – environmental remediation, abnormal construction and planning), subject to securing planning permission.

4.10 A further 3 depots at Crystal Palace Park are likely to transfer to the Trust at a future date and if this happens the Council will cease to have any involvement in these sites going forward.

4.11 This would then leave 10 sites (including the two central depots) for the provision of environmental services.

4.12 The attached report from C&W also highlights the risks associated with Council depots at Churchfields and Central Depots during the contract term, which will need to be considered by the service in due course. The Council has the option to ask any prospective bidder to include any capital works required in their submission which will spread these costs over the contract period or for the Council to finance any capital works required from the capital programme as and when required. This will be dealt with in the award report and once C&W have finalised their overall report.

5. POLICY IMPLICATIONS

5.1 The “Building a Better Bromley” objective of being an Excellent Council refers to the Council’s intention to provide efficient & effective services and value for money to its residents.

6. PROCUREMENT IMPLICATIONS

- 6.1 The required OJEU Notices cannot be issued until work on the tender documents has been completed. The Notices will also need to be drafted to provide sufficient flexibility to cover the matters raised in this report, the inclusion or not of any additional services identified and resulting management arrangements impacting on the bidding process and future contracts.

7. FINANCIAL IMPLICATIONS

- 7.1 The table below sets out the budgets associated with Lot 1 - 4 and Lots 5 -7:-

	2017/18 £'000
Lots 1 - 4	
Graffiti/Abandon Vehicles etc	228
Enforcement	574
Parks	4,641
Street Cleansing	3,433
Waste	17,300
	<u>26,176</u>
Lots 5 - 7	
Highways - Revenue	6,918
Highways - Capital (TfL) Funding	5,881
Aboricultural Maintenance	513
	<u>13,312</u>
TOTAL	<u>39,488</u>

- 7.2 Any funding implications that may arise from work required to the depots, identified in the feasibility study by Cushman & Wakefield will be considered in a future report
- 7.3 It is anticipated that a report will come back to members in September 2018 with the outcome of the tendering exercise for Lots 1 - 5. This report will also confirm the Client Unit arrangements.
- 7.4 For Lots 6 – 7 the award report should come back to members in April 2018 at the latest.

8. LEGAL

This report requests Members to note the revised timetable and strategy for the procurement of the main environmental services contracts.

In the present circumstances, the Council is advised to revise the timetable and strategy to ensure compliance with the provisions of the Public Contracts Regulations 2015.

Non-Applicable Sections:	Personnel, vulnerable adults & children
Background Documents: (Access via Contact Officer)	N/A

REPORT

Strategy for the Provision of Depots - Environmental Services RFP.

London Borough of Bromley

JULY 2017



EXECUTIVE SUMMARY

London Borough of Bromley (the 'Council') is preparing an RFP for the provision of Environmental Services for the Borough and is keen to offer bidders sound real estate infrastructure to support the service. The Council has engaged Cushman and Wakefield to develop a strategy for the provision of real estate under the new contract. Following a review of existing depot provision we have reached the following conclusions:

- Waste Transfer Stations and Household Waste Recycling should continue to be provided at the 2 existing locations, Central Depot and Churchfield Road Depot.
- It is assumed that the 3 grounds maintenance depots at Crystal Palace Park will transfer to a Trust and that the Council will cease to have any further involvement. Mobile crews currently operating out of these depots will transfer to a new Main Depot comprising Churchfields Road/Kelsey Park Lower depots.
- To secure geographical coverage for the grounds maintenance service 3 Main Depots will be established at Churchfields Road/Kelsey Park Depot (west), Central Depot (central) and Priory Gardens Depot (east).
- Winter Services will continue to be operated from Central Depot, supported by one special purpose depot at Shire Road for the bulk storage of rock salt.
- Four site specific facilities will be located at each of the cemeteries - Chislehurst, London Road and St Luke's - and at Croydon Road Recreation Ground.
- Street Cleansing and Passenger Transport Services will continue to be located at Central depot. In addition, opportunities to increase capacity and improve efficiency at Central Depot will be investigated, including the redevelopment of the client office, which will release space for additional car parking provision.
- On account of a combination of poor geographical location, high cost liabilities and a potential to generate sale receipts, the properties at Alligator House (Civic Centre); Beaverwood Depot; the depot and Lodge at Church House Gardens; the Lodge and Den Barn at High Elms Country Park; the chapels at London Road Cemetery and St Luke's Cemetery; and Kelsey Park Upper Depot become surplus and can be released.
- The total number of depots will be reduced from 20 to 11.
- To reduce the Council's long term financial liability, where depots are beyond economic repair buildings will be re-provided by concrete slabs and hardstanding on which the contractor can self-provide modular offices and sea containers (excepting WTS). This will ensure that provision is matched to need and the risk of surplus provision is minimised.
- The estimated 30 year cost of maintenance will be reduced from £5.34 million to £3.90 million (This figure does not include the cost of upgrading WTS and HWRC facilities to achieve Environment Agency compliance; nor the cost of major structural works at Central Depot which are either currently underway or being procured under the Council's Capital Works Programme).
- The disposal of surplus properties could raise a potential receipt of £9.45 million (less the cost of realisation – environmental remediation, abnormal construction and planning), subject to the Council securing planning permission.
- There is a high risk that the WTS and HWRC at both Central Depot and Churchfield Road Depot will need to be replaced within the term of the contract. The Council might opt to provide these directly through the Capital Works Programme, or, alternatively, may seek to provide them through the contract. In such instance the it may be necessary to award a 25 year contract to provide sufficient time for the contractor to recover his investment plus return on capital. The Council is currently proposing to offer an 8+8 year contract in the RFP.
- We recommend that a further detailed feasibility study be carried out to investigate the options available for the replacement of the two waste transfer stations to establish the likely cost and the best delivery solution.

1.0 BACKGROUND

A number of key frontline environmental service contracts have been aligned to expire in March 2019 and London Borough of Bromley (‘the ‘Council’) is preparing an RFP for the provision of Environmental Services for the Borough. The services will be offered as lots in accordance with procurement regulations and to allow the Council to secure maximum market advantage.

Most of the services are already contracted to external suppliers and the draft tender documentation does not propose significant changes to the current service provision. It is proposed that the services are tendered for eight years with an option to extend for a further eight years. The Council is open as to whether several individual contractors, a joint venture, consortium, or a single main contractor (which may sub-contract) provides the proposed services.

The availability of serviceable local depots is fundamental to the delivery of the core service lots, including waste management, street cleaning and grounds maintenance. A number of strategic property activities have been undertaken to assess the depots’ condition, future use and investment requirements. The service requirements have fed into this review, designed to clarify the anticipated requirement for depot space.

The Borough currently supports existing services through the provision of 19 depot/office sites located across the Borough.

These depots vary in size and composition and operate on a hierarchical basis:-

- A small number of large depots act as a ‘core hubs’ serving a larger geographic area, in many cases the entire Borough;
- Secondary hubs providing localised operations and transport facilities;
- Site specific facilities within cemeteries and parks which are used for the storage of tools for everyday use;
- Depots which have a specific use and are not occupied every day.

Current levels of utilisation indicate that provision is not aligned to need and to support the preparation of the RFP.

Cushman and Wakefield has been engaged to develop a strategy for the provision of depots under the new contract.

2.0 OBJECTIVES

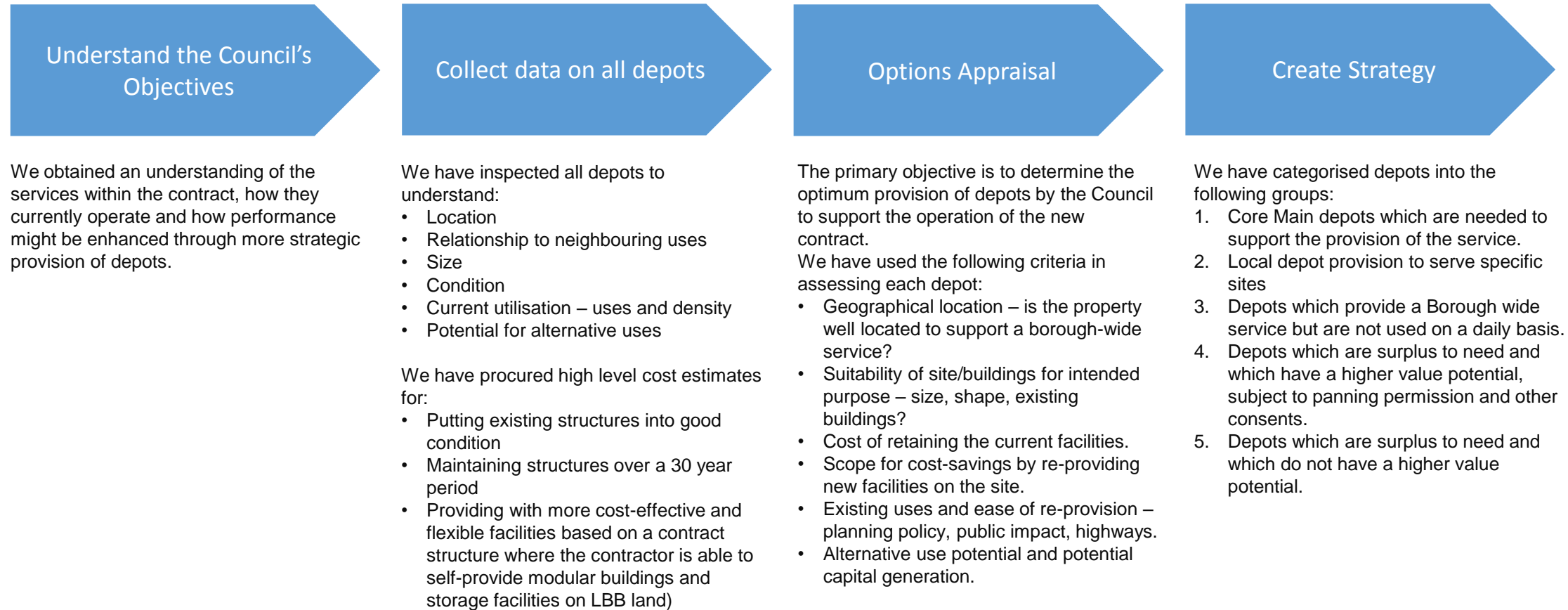
The Council has identified the following objectives:

- The Council will be inviting bidders under the RFP to submit innovative solutions to the operation of the service. It, nevertheless, needs to provide all bidders with access to robust real estate infrastructure that will support the service.
- The real estate infrastructure needs to provide sufficient geographical coverage to service the entire Borough.
- To reduce the Council’s existing financial liabilities.
- To reduce the future cost of provision.
- To release high value sites where there is an opportunity to create and realise capital receipts.

The following are outside the remit of this report:

- **Compliance Assessment** - The existing properties have not been assessed against compliance and the financial estimates do not include any allowance for this.
- **Environmental Investigations** - We have carried out no investigations into the physical condition of the land and buildings and the estimated costs, receipts and recommendations contained in the report are based on the assumption that there is no pollution or contaminative substances in the subject sites or any other land (including any ground water) or any hazardous substances in any buildings.
- **Load Bearing Capacity** - We have assumed that the ground bearing capacity is sufficient for the intended use in each case and that no abnormal foundation or reinforcement works will be required.
- **Legal** - We have assumed that the Council can secure vacant possession of each property at the expiry of the existing contract and that works can be carried out without the need for decanting services to a non-core depot.
- **Planning** – For sites with alternative use potential we have assumed that an unfettered satisfactory planning consent is granted for a scheme of redevelopment in each case. We have not engaged with the Planning Authority.

3.0 APPROACH

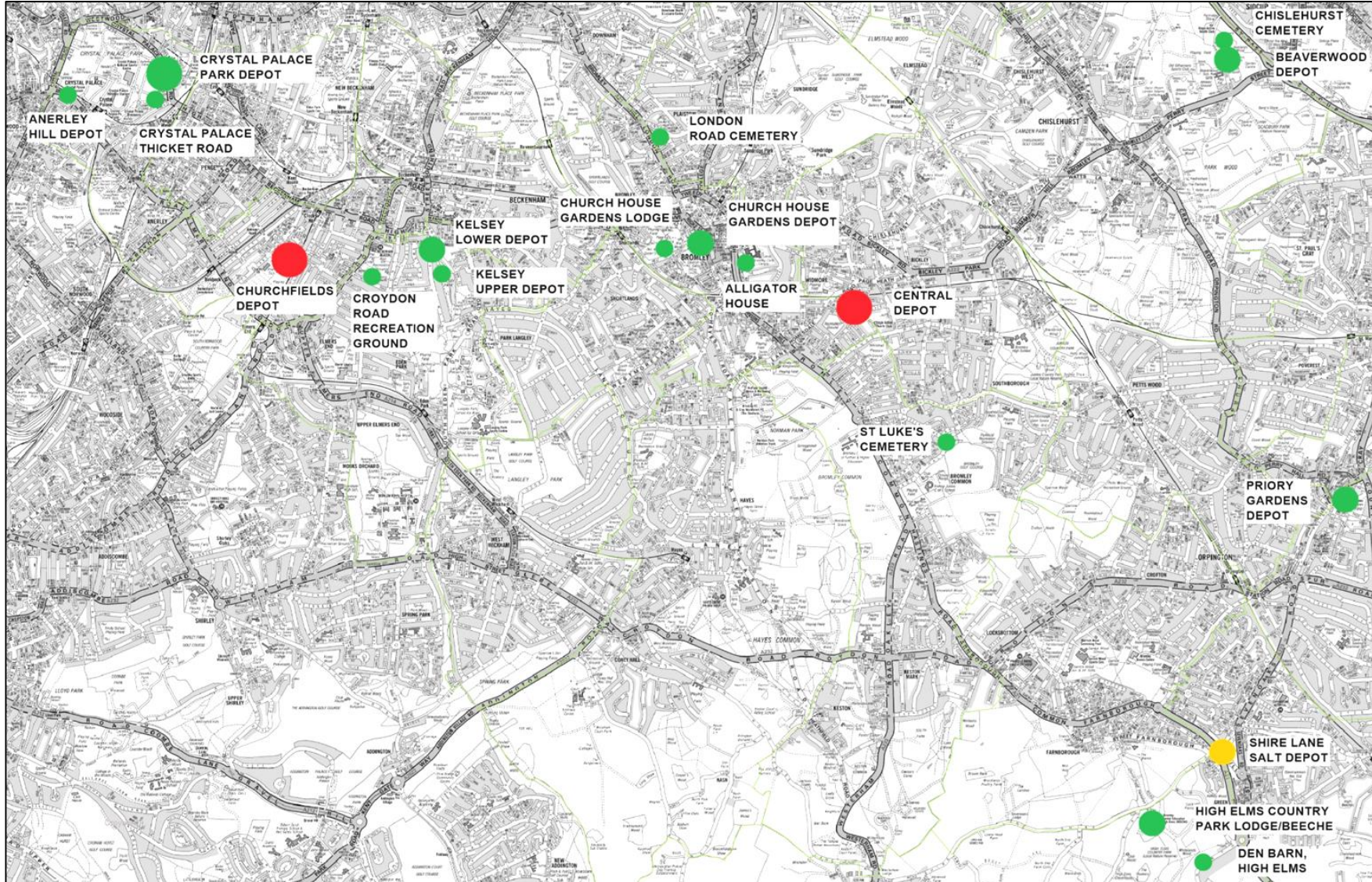


4.0 EXISTING PROVISION

4.1 Summary

DEPOT	Location	CURRENT OPERATIONS
Central Depot	Bromley	WTS. HWRC. Street Cleansing, Winter Services, Passenger transport.
Churchfields Depot	Beckenham	WTS. HWRC.
Crystal Palace Park Depot	Crystal Palace	GM – Core Hub. Serving principally Crystal Palace Park
Anerley Hill Depot, Crystal Palace Park	Crystal Palace	GM – Site Specific provision for green recycling only
Thicket Road, Crystal Palace Park	Crystal Palace	GM – Site Specific as offices
Kelsey Park Lower Depot	Beckenham	GM – Secondary Hub
Priory Gardens Depot	Orpington	GM – Secondary Hub
Beaverwood Depot	Orpington	GM – Secondary Hub
Church House Gardens Depot	Bromley	GM – Secondary Hub providing bi-annual storage for distribution of bedding plants
High Elms Country Park Lodge/BEECHE	Orpington	GM – Secondary Hub
Alligator House, Civic Centre	Bromley	GM – Site Specific
Chislehurst Cemetery	Chislehurst	GM – Site Specific
Church House Gardens Lodge	Bromley	GM – Site Specific
Croydon Road Recreation Ground	Beckenham	GM – Site Specific
Den Barn, High Elms	Orpington	GM – Site Specific
Kelsey Park Upper Depot	Beckenham	GM – Site Specific
London Road Cemetery	Bromley	GM – Site Specific
St Luke's Cemetery	Bromley	GM – Site Specific
Shire Lane, Salt Depot	Orpington	Special Use Hub providing Borough wide rock salt storage.

4.2 Location of existing depots



4.3 Central Depot

Location	Good strategic location, centrally in the Borough.
Site Area	8.91 acres c.
Current Utilisation	<p>WTS - Collection and Transfer. Domestic; Wheelie bin storage; Transport workshop HWRC Street cleansing Passenger Transport Services Winter Services/Gritting. Emergency response</p> <ul style="list-style-type: none"> • There are two blocks of single storey offices. The upper block has been refurbished and houses the Environmental and Community Services. The lower block is in a poor state of repair and used by the waste contractor for mess rooms. • The retaining wall along the western boundary is in need of reconstruction and we understand that this work is in hand. Reconstruction will necessitate the demolition of the sheds along the full length and these will not be replaced. • A survey of the condition of the hardstanding surfaces across the site has recently been commissioned.
Lease	<p>1) Lease of part of Annexe to Greenwich Service Limited for a term expiring 31.08.2021 @ £26,000 per annum plus % of running costs. Contracted outside the 54 LL&T Act. LL break clause 31.08.2019</p> <p>2) Lease of part of Annexe to Kier Services Limited for a term expiring 28.03.2019 @ £147,500 per annum plus % of running costs.</p>
Potential Value Add	<ul style="list-style-type: none"> • This is the Council's principle depot with Waste collection, transfer and street cleansing located together. • It is well located in the centre of the Borough. • There is potential to increase utilization.
Planning	No specific designation.
Current Estimated Maintenance Cost	£2,060,000 excluding compliance and existing Capital Works Programme
CapEx + Maintenance Cost Proposed	£2,060,000 excluding compliance and existing Capital Works Programme
Potential Gross Capital Receipt	N/A



4.4 Churchfields Road Depot

Location	Well located to serve this side of the Borough and to pick up the mobile GM operations that will be displaced if Crystal Palace Park is transferred to a Trust.
Site Area	2.34 acres c.
Current Utilisation	<ul style="list-style-type: none"> • WTS – Risk of EA requiring compliance works (unquantified) • HWRC – Risk of EA requiring compliance works (unquantified) • Parking of 6-8 refuse trucks • Large part of the site is under-utilized. • Buffer zone between the site and the school.
Lease	No agreement seen
Potential Value Add	<ul style="list-style-type: none"> • WTS and HWRC usage can be rationalised to circa 1 acre which will free up to 1.3 acres for other depot uses, offering scope for the creation of a Main Depot for GM. • There are various dilapidated and redundant buildings on the site which will need to be removed to facilitate this. There is a modular office which could be retained and used by the contractor. • The acquisition of the National Grid site to the rear (currently for sale) might enable the relocation of all depot operations including a new GM depot which would release the entirety of the site for residential development. • The release of part of the site for residential development is not a realistic option.
Planning	Planning - No designation.
Current Estimated Maintenance Cost	£310,000
CapEx + Maintenance Cost Proposed	£500,000
Potential Gross Capital Receipt	£4.0 million with implementable full planning permission for residential use. Only realisable if depot use is transferred to NG site, less acquisition and depot relocation costs.



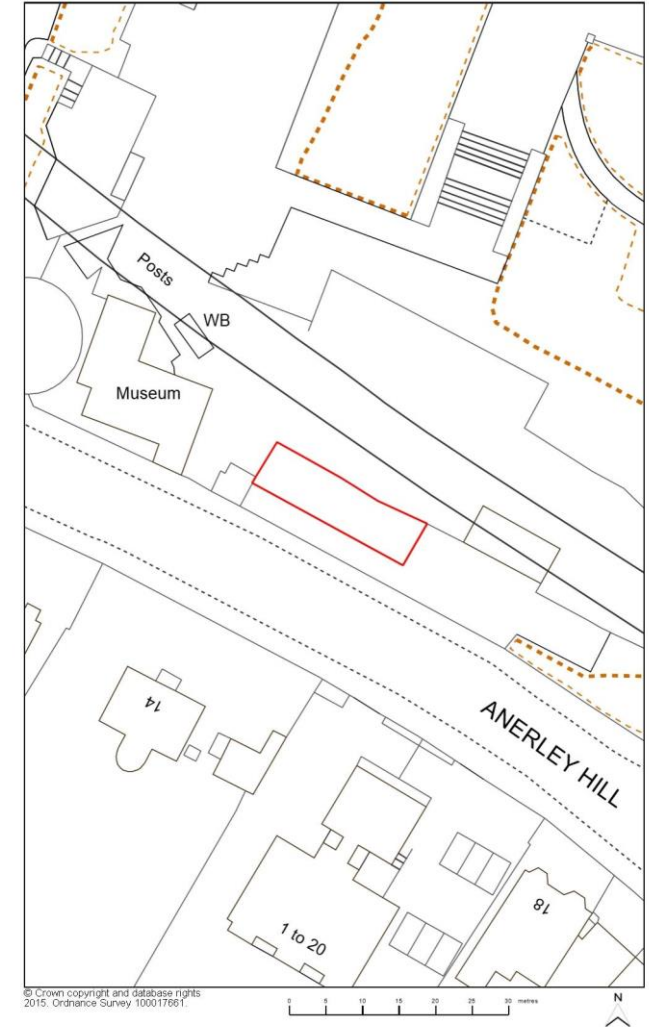
4.5 Crystal Palace Park Depot

Location	Located on the edge of Crystal Palace Park
Site Area	0.37 acres c
Current Utilisation	<ul style="list-style-type: none"> • GM • A purpose built depot comprising an industrial building with offices to the rear and a small yard area to the front and side. • The offices are not occupied and this is reportedly because of poor heat insulation.
Lease	Tenancy at Will to English Landscapes Maintenance Limited at £1,758.33 per month. Only part of the building is included in the tenancy (3rd bay and part of offices excluded. Other rear office and yard areas shared).
Potential Value Add	<ul style="list-style-type: none"> • There is a proposal being considered to transfer the running of the park to a Trust and if this happens this depot will transfer to the Trust and the Council will have no further involvement. • Given its position on the edge of the park the site offers the potential for alternative use as residential.
Planning (Falls into the general designations of the park)	Appendix III Appendix IV Conservation Areas Policy BE11 Ancient Monuments and Archaeology Policy
Current Estimated Maintenance Cost	£40,000
CapEx + Maintenance Cost Proposed	Excluded due to anticipated transfer to Trust
Potential Gross Capital Receipt	N/A



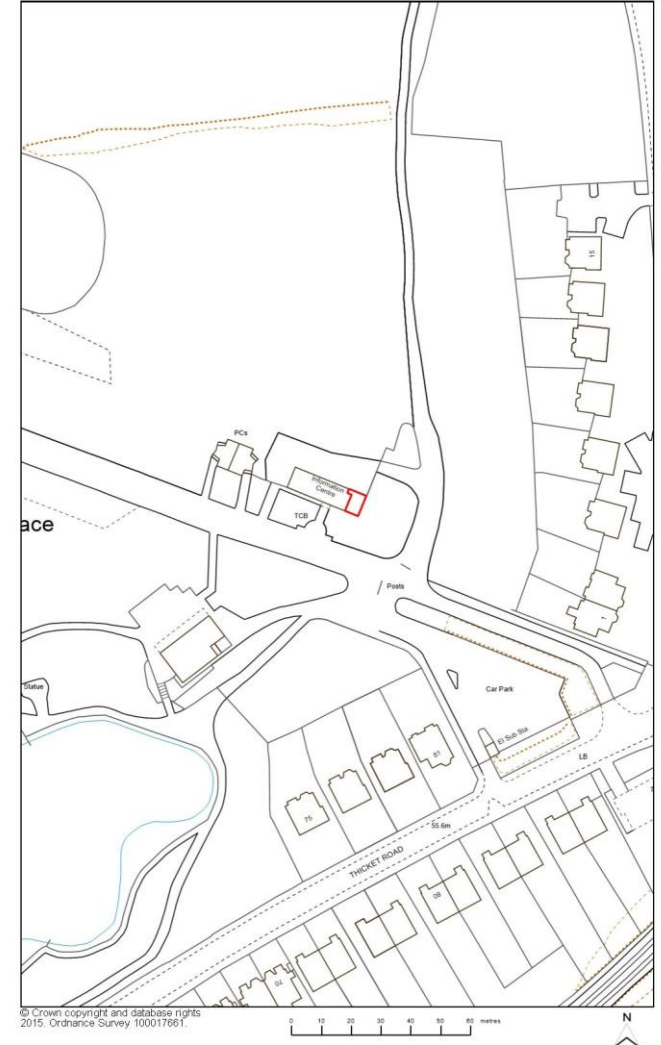
4.6 Anerley Hill Depot, Crystal Palace Park

Location	Located on the edge of Crystal Palace Park
Site Area	0.23 acres c
Current Utilisation	<ul style="list-style-type: none"> • GM – Green recycling only • Located on the western end of the park. • Risk that the depot is not be compliant with EA standards. • There is a disused building at the back of the compost heap, the use of which is not known and there are a number of old sea containers lined up at the side of the site which need removing
Lease	Tenancy at Will to English Landscapes Maintenance Limited at £94.17 per month
Potential Value Add	<ul style="list-style-type: none"> • There is a proposal being considered to transfer the running of the park to a Trust and if this happens this depot will transfer to the Trust and the Council will have no further involvement. • Given its position on the edge of the park the site offers the potential for alternative use as residential.
Planning (Falls into the general designations of the park)	Conservation Areas Policy BE11 Ancient Monuments and Archaeology Policy BE16 Metropolitan Open Land Policy G2
Current Estimated Maintenance Cost	£140,000
CapEx + Maintenance Cost Proposed	Excluded due to anticipated transfer to Trust
Potential Gross Capital Receipt	N/A.



4.7 Thicket Road Offices, Crystal Palace Park

Location	Located within Crystal Palace Park
Site Area	0.19 acres c
Current Utilisation	<ul style="list-style-type: none"> • GM – Site specific use as offices. • Located inside the park. • Temporary type buildings in poor condition and not fit for purpose. No case for substantial reinvestment in the existing structure. Demolition recommended. • Part of the building is occupied by a Friend's of the Park group, which will be displaced if the building is taken out of use/removed. If the building is to be demolished new accommodation will need to be identified for the Friends Group.
Lease	<ul style="list-style-type: none"> • Tenancy at Will to English Landscapes Maintenance Limited at £147.50 per month. • We have not had sight of any agreement with the Friends group
Potential Value Add	<ul style="list-style-type: none"> • There is a proposal being considered to transfer the running of the park to a Trust and if this happens this depot will transfer to the Trust and the Council will have no further involvement. • Given its position within the park the site offers no potential for alternative use.
Planning	<p>Appendix III Appendix IV Conservation Areas Policy BE11 Ancient Monuments and Archaeology Policy BE16 Metropolitan Open Land Policy G2 Development and Nature Conservation Sites Policy NE2</p>
Current Estimated Maintenance Cost	£244,000
CapEx + Maintenance Cost Proposed	Excluded due to anticipated transfer to Trust
Potential Gross Capital Receipt	N/A



4.8 Kelsey Park Lower Depot

Location	Located close to Churchfields Road depot and can be used jointly as a main GM depot.
Site Area	0.4 acres c
Current Utilisation	<ul style="list-style-type: none"> • GM including vehicle storage and green re-cycling. • Maintenance of playground equipment. • Access by heavy goods vehicles and heavy plant is difficult. • Comprises an open yard area which is not made up • Mix of sheds and garages which are used for the storage of plant and equipment. Some can be repaired and some are beyond economic use where it would be prudent for the Council to demolish and replace these with a concrete base to enable The contractor to supply his own modular buildings/storage containers.
Lease	<ul style="list-style-type: none"> • Tenancy at Will to English Landscapes Maintenance Limited at £783.33 per month. Not all buildings included in the demise and access only on yard area. • Part separately leased out to a contractor dealing with the repair of playground equipment.
Potential Value Add	<ul style="list-style-type: none"> • Intensification of depot use • Potential alternative use as residential cul-de-sac - but unlikely to be granted planning permission, on account of its position within the park boundary.
Planning	Appendix III Conservation Areas Policy BE11 Urban Open Space Policy G8 Development and Nature Conservation Sites Policy NE2
Current Estimated Maintenance Cost	£400,000
CapEx + Maintenance Cost Proposed	£500,000 (concrete slab and hardstanding)
Potential Gross Capital Receipt	N/A



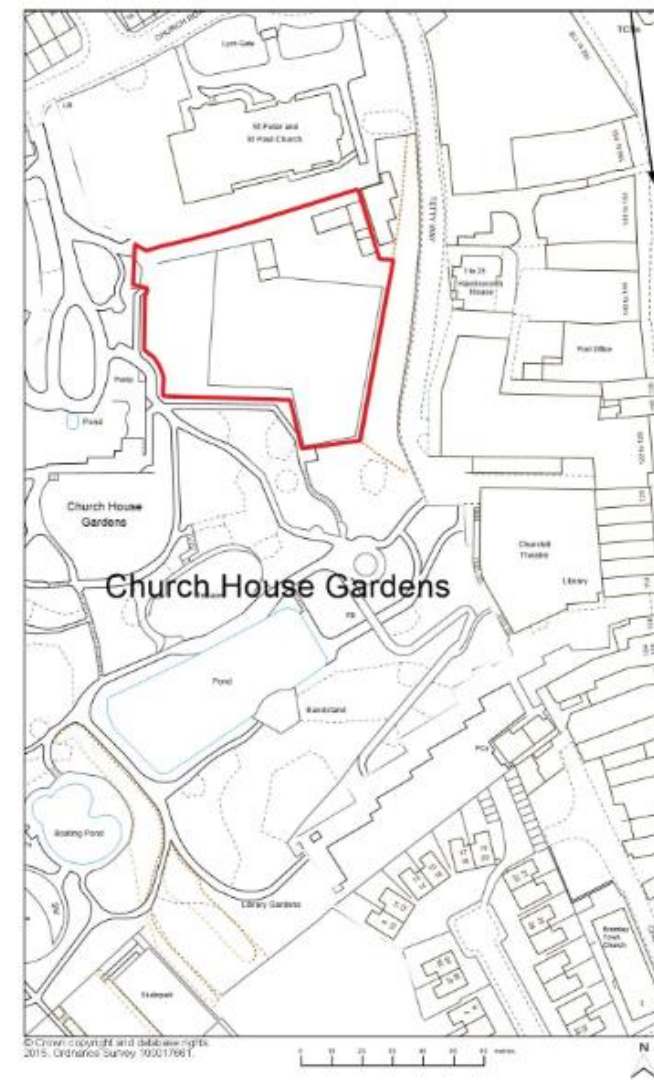
4.10 Beaverwood Depot

Location	Located on the edge of the Borough in the far north-east. In a pleasant location bordered by a cemetery, recreation ground and school.
Site Area	1.77 acres c
Current Utilisation	<ul style="list-style-type: none"> • GM - Secondary site used for tools maintenance and green recycling. • Comprises a former stables buildings (locally listed) together with a short terrace of small industrial units, outbuildings and yards. • The stable buildings were until recently used for the storage of street lights under the contract awarded to Kier and these have recently been vacated. The buildings are in poor condition. • The industrial units and the brick building are used for the storage and maintenance of GM plant and are in poor condition and the sheds that sit between the depot and cemetery are not used. • The rear yard is in a poor state of repair and part used for green recycling and many items of disused plant and equipment have been deposited.
Lease	<ul style="list-style-type: none"> • Tenancy at Will to The Landscape Group Limited. Rent not known.
Potential Value Add	<ul style="list-style-type: none"> • The site has residential development potential. • Removing the locally-listed status should be considered. • There may be an opportunity to incorporate the chapel and depot buildings at Chislehurst Cemetery into a development scheme which should be explored if Beaverwood comes forward for residential. The locally listed buildings are in a very dilapidated state and private investment would help secure their future.
Planning	Conservation Areas Policy BE11 The Green belt Policy G1
Current Estimated Maintenance Cost	£400,000
CapEx + Maintenance Cost Proposed	0 – Released
Potential Gross Capital Receipt	£2 million, subject to planning permission.



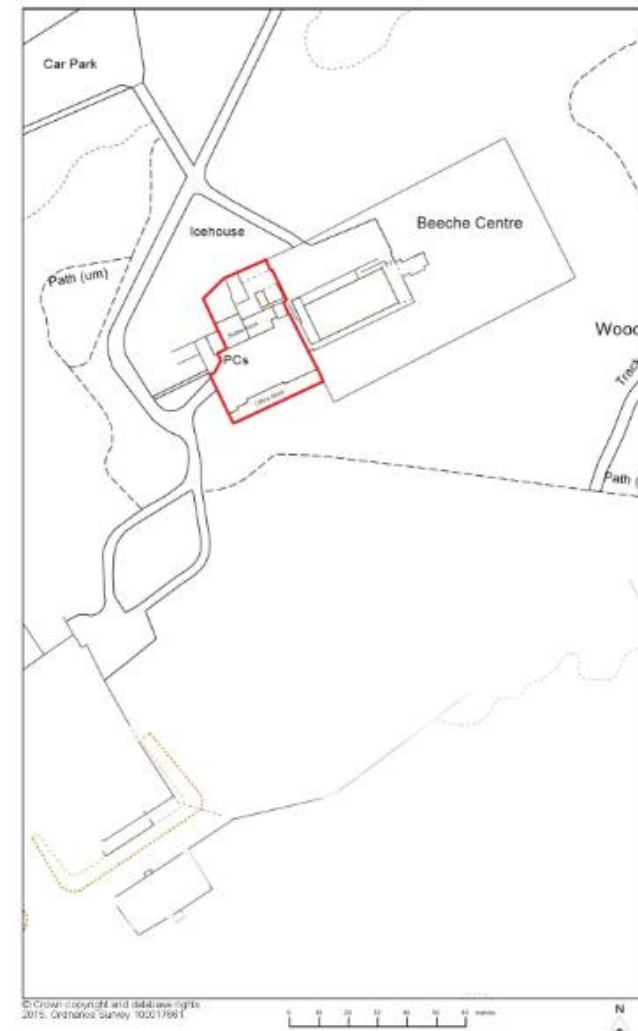
4.11 Church House Gardens Depot

Location	Located in Bromley Town centre within Church House Gardens.
Site Area	1.12 acres c
Current Utilisation	<ul style="list-style-type: none"> • GM – Seasonal use for the bi-annual storage of plants. • The property comprises mainly clear open land, partly laid to tarmac and in poor condition with a 'hosed' irrigation system. • There are a number of buildings which are used for storage and a car park used by library services. • The property is used only twice per year by GM for the storage and distribution of plants around the borough. At other times the depot is vacant. • The need to retain this facility on such a potentially high value site can either be eliminated, by delivering bedding plants direct to the planting sites, or, if retained, it can be relocated to the GM Main Depot at Churchfields Road/Kelsey Park Lower.
Lease	Tenancy at Will to English Landscapes Group Limited at £1,083.33 per month. The tenancy only demises the buildings with access only over open areas.
Potential Value Add	The site has residential development potential.
Planning	Conservation Areas Policy BE11 Ancient Monuments and Archaeology Policy BE16 Urban Open Space Policy G8
Current Estimated Maintenance Cost	£210,000
CapEx + Maintenance Cost Proposed	0 - Released
Potential Gross Capital Receipt	£2.5 million, subject to planning permission.



4.12 High Elms Country Park Lodge

Location	Located within High Elms Country Park
Site Area	0.34 acres c
Current Utilisation	<ul style="list-style-type: none"> • GM – Grass cutting service for the south east of the Borough & the Country Parks Team. • Comprises former lodge buildings arranged around a central courtyard. The park public conveniences are located within the complex of buildings. • The buildings are currently used as offices and the courtyard is used for vehicle parking at night (approximately 12) • The property is in a generally poor state of repair, although works appear to have been carried out to the ground floor of the Country Parks building. • Attached to the building is a Grade 2 listed Eton Fives Court. • Given the age and condition of the building the ongoing maintenance cost to the Council will be high and likely to be disproportionate relative to the number of staff based there. • The Friends of High Elms have a storage area to the rear which would need to be provided. • The Bromley Environmental Education Centre at High Elms (BEECHE) is adjacent.
Lease	No agreement provided.
Potential Value Add	Potential for residential conversion.
Planning	The Green Belt Policy G1 Development and Nature Conservation Sites Policy NE2 World Heritage Site Policy NE6
Current Estimated Maintenance Cost	£415,000
CapEx + Maintenance Cost Proposed	0 – Released The BEECHE Centre should be retained as an Educational facility and the costs associated with this remain the same at £50,000.
Potential Gross Capital Receipt	£1 million, subject to planning permission.



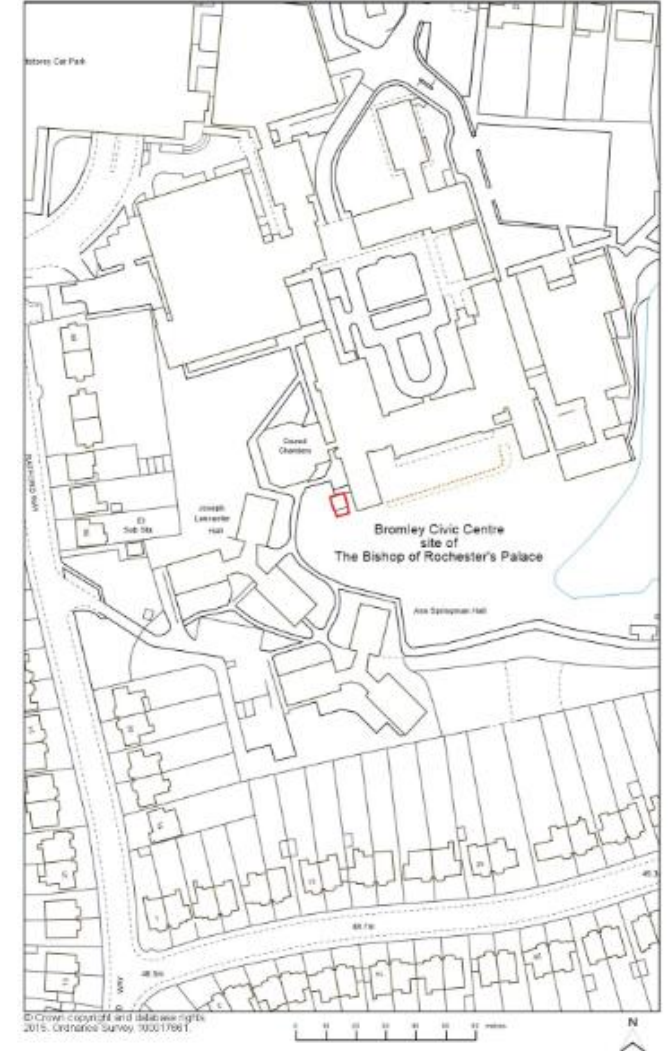
4.13 Shire Lane Depot

Location	Located to the south of the Borough
Site Area	0.7 acres c
Current Utilisation	<ul style="list-style-type: none"> • Winter Services • Open storage depot used for the storage of rock salt as contingency for extreme weather conditions. • This facility will be retained and will operate in conjunction with Central Depot
Lease	No agreement provided.
Potential Value Add	<ul style="list-style-type: none"> • Intensification of use – if it is possible to release space through stacking or volume reduction it may be possible to develop other activities depot/parking facilities. • Residential - The depot is surrounded by housing and if the requirement for salt storage on this scale ceases the site may have potential for change of use to residential or commercial use.
Planning	Urban Space Policy G8
Current Estimated Maintenance Cost	£25,000
CapEx + Maintenance Cost Proposed	£25,000
Potential Gross Capital Receipt	N/A



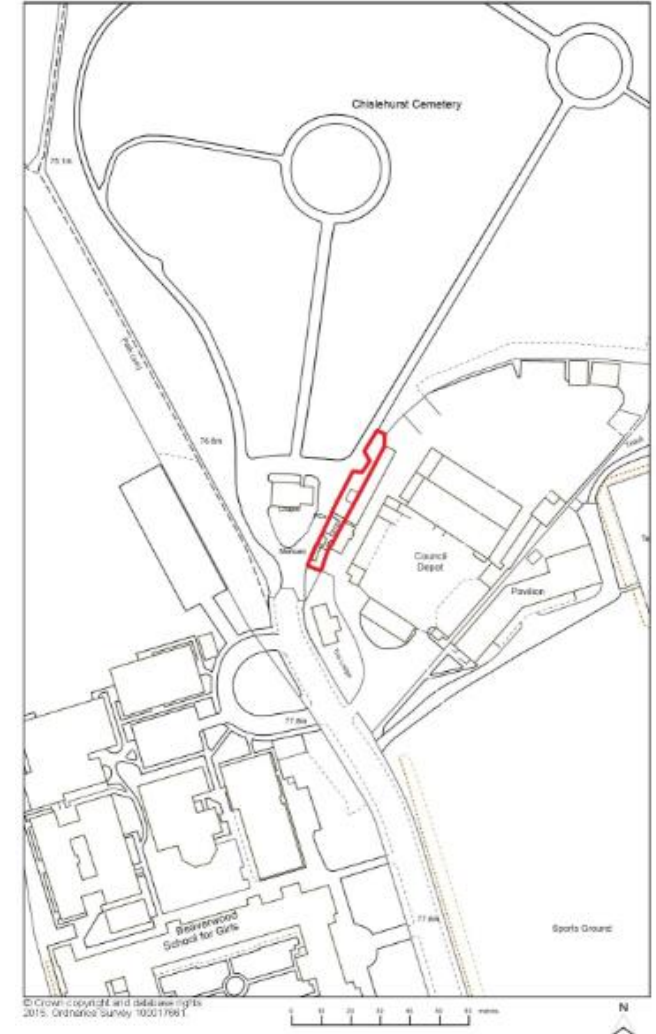
4.14 Alligator House, Civic Centre

Location	Located within the Civic Centre site.
Site Area	Nominal
Current Utilisation	<ul style="list-style-type: none"> • GM - Site specific office exclusively servicing the open land and gardens around the Civic Centre. • Comprises a small brick building and glass conservatory which is attached to the corner of the west wing of the Palace and used as offices.
Lease	None provided
Potential Value Add	<ul style="list-style-type: none"> • In isolation the building has no alternative use potential. • There is a proposal to rationalise the use of the Civic Centre site and release the surplus land as a residential development opportunity. The Palace and this office sits within the part to be sold.
Planning	No specific designation - offices
Current Estimated Maintenance Cost	0
CapEx + Maintenance Cost Proposed	0
Potential Gross Capital Receipt	Not specific. Part of Civic Centre strategy.



4.15 Chislehurst Cemetery Depot

Location	Located on the edge of Chislehurst Cemetery
Site Area	0.14 acres c
Current Utilisation	<ul style="list-style-type: none"> • GM - Site specific depot exclusively servicing the cemetery. • The depot sits within the cemetery on the boundary with Beaverwood Depot. • Comprises two small brick buildings used as an office/mess room and as a tool store together with a small compound for excavations. • There is a separate public WC block. • The nearby chapel is rarely used.
Lease	Tenancy at Will to English Landscapes Maintenance Limited at £183.33 per month.
Potential Value Add	<ul style="list-style-type: none"> • The facilities are generally fit for purpose and retention is required to support the cemetery service • There is no alternative use potential for the buildings in isolation. The buildings sit on the boundary with Beaverwood Depot and in the event that this comes forward as a residential development opportunity the feasibility and viability of including the depot buildings and the WC block. • The sale of the chapel as a residential opportunity should be investigated. • In such event the depot facilities could be re-provided elsewhere in the cemetery as a compound and concrete slab for the contractor to place a sea container.
Planning	Appendix III; Conservation Areas Policy BE11 The Green Belt Policy G1
Current Estimated Maintenance Cost	£100,000
CapEx + Maintenance Cost Proposed	£100,000
Potential Gross Capital Receipt	N/A



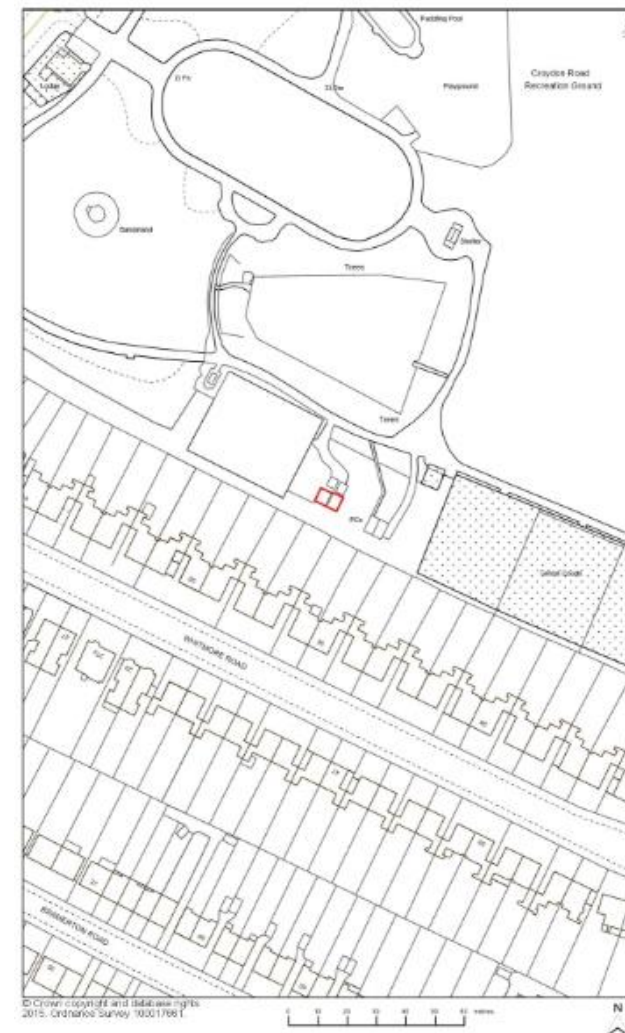
4.16 Church House Gardens Lodge

Location	Located at the northern entrance to Church House Gardens within the park.
Site Area	0.3 acres c
Current Utilisation	<ul style="list-style-type: none"> • GM – Site specific depot used for offices. • Comprises a small security lodge used as an office. • Not fit for purpose as offices. In poor condition internally and comprising a series of very small rooms.
Lease	No agreement provided.
Potential Value Add	<ul style="list-style-type: none"> • Potential to change the use to residential. • As the property is so small a surrounding area would allow a purchaser to extend and would provide some private garden, which would increase the potential receipt. • The property should be considered together with Church House Gardens Depot. The access road leading to the bigger opportunity may need widening to accommodate two car widths, in which case, it might be necessary to demolish the lodge.
Planning	<p>Conservation Areas Policy BE11 Ancient Monuments and Archaeology Policy BE16 Urban Open Space Policy G8 Development and Nature Conservation Sites Policy NE2</p>
Current Estimated Maintenance Cost	£210,000
CapEx + Maintenance Cost Proposed	0 - Released
Potential Gross Capital Receipt	£200,000, subject to planning permission.



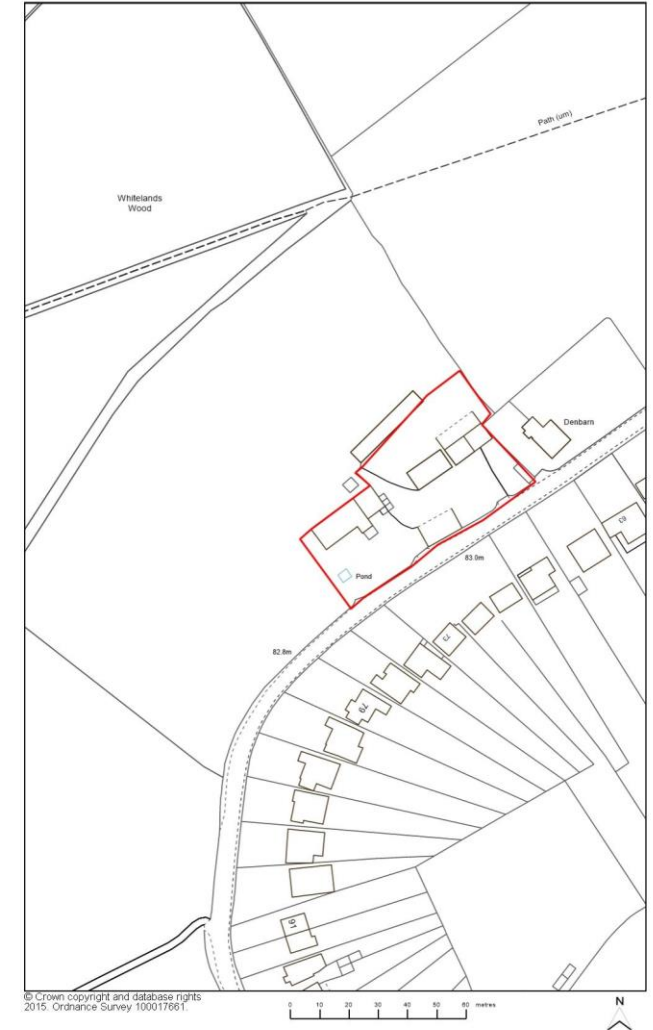
4.17 Croydon Road Recreation Ground

Location	Located within Croydon Road Recreation Ground
Site Area	Nominal
Current Utilisation	<ul style="list-style-type: none"> • GM - Site specific depot exclusively servicing the park. • Comprises two very dilapidated sheds which are used for the storage of small tools and an office. • Both buildings are not fit for purpose and beyond economic repair and should be replaced with a slab to enable the contractor to provide a sea container.
Lease	Tenancy at Will to English Landscapes Maintenance Limited at £141.66 per month. Area used does not exactly align with area leased.
Potential Value Add	None
Planning	Open Space
Current Estimated Maintenance Cost	£55,000
CapEx + Maintenance Cost Proposed	£55,000 – The existing buildings need to be removed and replaced with a concrete slab in both scenarios.
Potential Gross Capital Receipt	N/A



4.18 Denbarn, High Elms Country Park

Location	Located on Cudham Lane North on the east of Elms Park on the edge of open countryside.
Site Area	0.94 acres c.
Current Utilisation	<ul style="list-style-type: none"> • GM – Used for the storage of equipment • Comprises two barns both of which are in poor condition. • Both barn buildings and the smaller building to the front of the site are Statutory Listed Grade 2 under the listing name 'Denbarn Farmhouse'.
Lease	None
Potential Value Add	<ul style="list-style-type: none"> • The site is very well located as a residential opportunity and if it could be released from the Green Belt it would command a high price. • The listed status of the buildings would detract from the sale price and we have assumed that both could be converted to dwellings with 1 or 2 additional houses on the site. • Alternative provision for the storage of equipment will need to be made on a plot of land with no value potential.
Planning	Green Belt
Current Estimated Maintenance Cost	£135,000
CapEx + Maintenance Cost Proposed	£20,000 – Cost of providing alternative storage (concrete slab)
Potential Gross Capital Receipt	£3.5 million subject to planning permission for conversion of the 2 barns to residential plus 2 additional houses on the site.



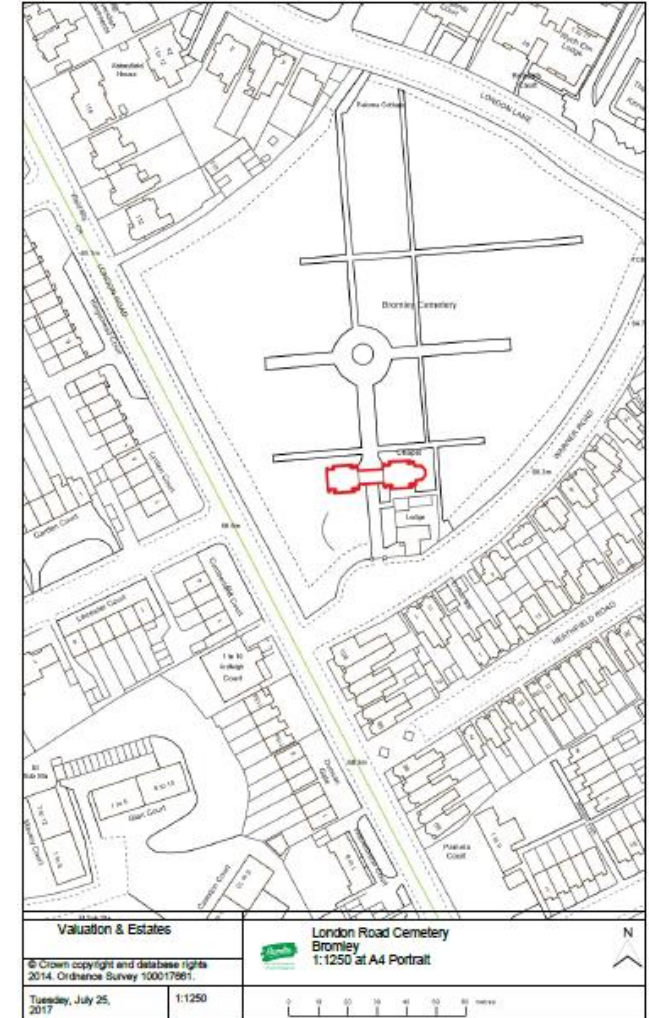
4.19 Kelsey Park Upper Depot

Location	Located within the park and not accessible when the park is closed. Close to Kelsey Park Lower Depot
Site Area	0.2 acres c
Current Utilisation	<ul style="list-style-type: none"> • GM – Site specific use. • Comprises an open yard with a range of very dilapidated timber sheds, buildings and sea containers. The yard which appears to be a dumping ground. • The Friends building is adjacent (converted toilet block) and they also have a portacabin store near entrance. • There is a derelict former children's toilet block to the left of the entrance. • The property is occupied by a GM sub-contractor which appears to be a historical arrangement. • It appears that the sub-contractor is using the site as a base from which to service other customers.
Lease	Tenancy at Will to English Landscapes Maintenance Limited at £987.50 per month. This is not the actual occupier the premises.
Potential Value Add	None. Given its position within the park the most likely alternative is to re-incorporate the land into the public areas of the park.
Planning	Appendix III Appendix IV Conservation Areas Policy BE11 Ancient Monuments and Archaeology Policy BE16 Metropolitan Open Land Policy G2 Development and Nature Conservation Sites Policy NE2
Current Estimated Maintenance Cost	£220,000
CapEx + Maintenance Cost Proposed	£55,000 – demolition of existing structures.
Potential Gross Capital Receipt	N/A



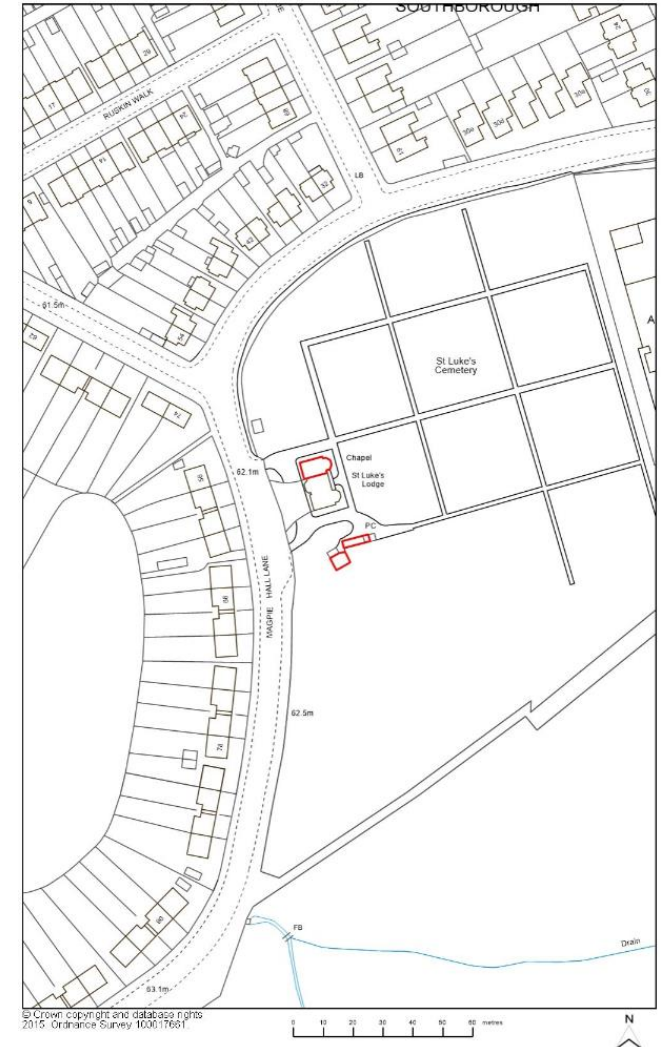
4.20 London Road Cemetery Chapel

Location	Located within London Road Cemetery close to the entrance
Site Area	0.1 acres c.
Current Utilisation	<ul style="list-style-type: none"> • GM - Site specific depot exclusively servicing the cemetery. • Comprises two chapels located near the entrance and connected by an arch. • Located within the cemetery set back from the main gate. • One of the chapels is being used as a store for tools. The size of provision and the maintenance costs associated with using such a building as a tool store is disproportionate and the facilities could more effectively be provided through the installation of a concrete slab for the contractor to site a sea container. • The second chapel, which is still operates as the Cemetery Chapel, is rarely used.
Lease	Tenancy at Will to English Landscapes Maintenance Limited at £312.50 per month.
Potential Value Add	<ul style="list-style-type: none"> • The former chapel has potential for change of use to residential and the Council is forgoing a potential capital receipt from the sale of the property as a residential opportunity. • The former cemetery building on the opposite side of the entrance appears to have been sold for use as a private residence previously. • It would be preferable to provide a small amount of additional land as a garden and the inclusion of the land to the right of the entrance may allow a separate entrance to be created. Scope for this is limited by the close proximity of graves.
Planning	Urban Open Space Policy G8
Current Estimated Maintenance Cost	£500,000 for both chapels
CapEx + Maintenance Cost Proposed	£10,000 for the provision of hardstanding.
Potential Gross Capital Receipt	£500,000 both chapels, subject to planning permission.



4.21 St Luke's Cemetery Depot & Chapel

Location	Located within St Luke's Cemetery close to the entrance
Site Area	Nominal
Current Utilisation	<ul style="list-style-type: none"> • GM - Site specific depot exclusively servicing the cemetery. • Comprises a small brick building used for storage of tools and equipment with a compound for excavations and attached to the cemetery WC block.
Lease	Tenancy at Will to English Landscapes Maintenance Limited at £183.33 per month.
Potential Value Add	<p>The facilities are generally fit for purpose and retention is required to support the cemetery service</p> <p>There is no alternative use potential for the depot buildings.</p> <p>There is a cemetery chapel adjoining another former cemetery building which appears to now be in private ownership and used as a house. It is understood that the building is no longer used as a chapel.</p> <p>This building has the potential for change of use to residential and the receipt would be enhanced by the inclusion of additional area as garden or to enable an extension. An option is to include the adjacent roadway, subject to the other entrance gate being suitable for access by funeral corteges (the angle of approach from the main road may need to be altered).</p>
Planning	The Green Belt Policy G1
Current Estimated Maintenance Cost	£90,000
CapEx + Maintenance Cost Proposed	£90,000
Potential Gross Capital Receipt	£250,000 Former Chapel, subject to planning permission.



5.0 DEPOT STRATEGY

5.1 Waste Transfer

Waste Transfer Stations are located at two depot sites at Central Depot and at Churchfields Road and these satisfactorily serve the entirety of the Borough.

The Council is not required to provide two WTS and it is beyond the remit of this report to assess the implications of either reducing or of increasing the total number of WTS serving the Borough. We have assumed that there is no need for fundamental change. In any case, relocating or procuring new WTS facilities is a complex process involving lengthy public consultations and planning permission and it is highly unlikely that this could be done in advance of the RFP date.

The WTS facilities at both sites are outdated and there is a high risk that significant financial investment will be required at some point during the new 8 + 8 year contract to either upgrade the existing structures or to construct a completely new facility.

A separate condition survey has been commissioned to establish the condition of the depot and this will feed into this report when completed. At this stage, this report does not include any costs associated with the replacement or upgrading of these facilities or major works generally.

Nevertheless, the strategy does take into account the risks associated with the implementation of such works, both in providing sufficient flexibility and in the investment strategy.

At Churchfields Road there is a potential opportunity to acquire the land to the rear of the site, currently in the ownership of National Grid (NG) and which was previously used for power generation. We understand that there have been discussions around this proposal for many years and initial discussions would indicate that achieving a viable solution may be challenging due to the cost of remediation and providing a new WTS and HWRC.

We recommend discussions continue as a separate workstream. We expect negotiations to be protracted and that this will not impact the RFP.

5.2 HWRC

There are two HWRC's at Central Depot and Churchfields Road depot and, operationally, it is logical that these are positioned, alongside the WTS. The facilities satisfactorily serve the entirety of the Borough and these will be retained.

There is no identified need for additional facilities and a reduction in the number of HWRC facilities carries the risk that significant cross-borough traffic will be generated and/or that recycling rates will decline. Both sites already cause significant queuing at peak times.

There is a risk that significant financial investment will be required at both sites during the new 16 year contract to update existing facilities to comply with Environment Agency standards. It is not within the remit of this report to assess the extent or associated cost of the works that would be required to make the sites compliant with current regulations and, again, the strategy takes into account the risks associated with the implementation of such works.

5.3 Grounds Maintenance

a) General

The existing network of GM depots has 'evolved' over time and the grounds maintenance contract is currently over-supplied with a total of 20 depots, comprising 4 main depots, 6 secondary depots and 10 site specific serving parks and cemeteries. The result is that the service has become dissipated with many depots being substantially under-utilised.

Furthermore, there has been a lack of financial investment in the existing stock of buildings and grounds. Very few are purpose built. The majority of buildings were originally constructed for another purpose and include historic buildings, former garages, temporary modular buildings and timber sheds. Many depots are no longer fit for purpose and would require replacement if their use is to continue. Many are poorly located strategically.

The infrastructure required to support the GM service can be rationalised into a two-tier network based on the provision of :

- Main Depots in strategic locations across the Borough to act as Core Hubs, supporting the provision of a the full range of services under the new contract including a base for mobile crews, contract administration, tool maintenance and green recycling.
- Site specific provision where necessary for cemeteries and parks.

A proposal to transfer the running of Crystal Palace Park to a Trust is currently under consideration by the Council and if this goes ahead the Council will have no further involvement with the operation of the depots located in the park which are principally used to service the park itself. The strategy set out in this report is formulated on the assumption that the transfer to the Trust will proceed. In the event the transfer to the Trust does not proceed, provision for mobile crews will be re-assessed.

b) Crystal Palace Park

The GM service operates from 3 properties all of which sit within the park:

- Crystal Palace Road depot is a relatively modern building with some vacant and unused offices and a yard.
- A green recycling area at Anerley Hill.
- Thicket Road offices.

Crystal Palace Road Depot services primarily the park and whilst mobile crews operate from the depot its strength is in servicing the park. Anerley Hill and Thicket Road serve exclusively the depot.

In the event that the transfer takes place the mobile crews which currently operate out of the Crystal Palace Road Depot will transfer to the Churchfields Road/Kelsey Park Lower Main GM Depot.

For completeness we have assessed the park buildings on the same basis as the other depots:

- Crystal Palace Depot is generally fit for purpose, being a purpose-built depot comprising an industrial type building with offices to the rear and a small yard area to the front and side. The offices are not occupied and this is reportedly because of poor heat insulation.
- The recycling centre at Anerley Hill comprises principally a yard area which is used for the storage and transfer of green waste. The site is not fit for purpose in that there is no concrete hardstanding or site drainage and as such is not compliant with Environment Agency regulations.
- Thicket Road (also known as The Information Centre) comprises a lightweight temporary style building structure. The building is under-utilised, in a poor state of repair and in our view, unsustainable. We would see no justification for retaining this property in the Environmental Services Contract, given its lack of suitability, condition and cost of repair. We would recommend that the building be demolished and that the GM office functions be transferred to Crystal Palace Depot where investment in recommissioning the offices would be better justified.

Whilst we would recommend that Thicket Road be demolished, a part of the building is occupied by one of the Park's Friend's Groups, which would be displaced and we would expect that the provision of replacement facilities to be a prerequisite of demolition..

Being located on the edge of the park both Crystal Palace Depot and Anerley Hill offer the potential for residential development and we understand that this is being investigated as part of the ongoing dialogue with the Trust. However, at this stage an appraisal of the development potential sits outside the remit of this report and we have not provided estimated sale receipts.

c) Main Depots

To provide sufficient geographical coverage and capacity, there is a need for 3 Main Depots, in the west, centre and east parts of the Borough.

i. Churchfields Road Depot & Kelsey Park Lower Depot

A dual-site solution serving the west of the Borough and comprising Churchfields Road depot, which is currently under-utilised, and Kelsey Park Lower. The depot will provide a base for mobile crews, contract administration, green recycling and the seasonal storage of bedding plants (currently provided at Church House Gardens) .

Churchfields Road depot is well located in the west of the Borough and in the event that Crystal Palace Park is transferred to the Trust, the mobile crews currently operating from Park Depot can be transfer here. Kelsey Road Depot is close by and being located within the park means that it offers very limited alternative use potential.

Churchfields Road currently operates as the Council's WTS and HWRC in the west of the Borough and it is likely that these facilities will need upgrading or replacing completely during the course of the contract. The extent of these works is presently not known and we recommend that a specific study is carried out to investigate the implications of this.

If GM located to the site it will be fully utilised at the time these works are carried out, meaning that there is a risk that WTC and/or HWRC operations might need to be temporarily suspended. To mitigate this risk and to ensure that the Council can continue to maintain the full range of services under the new contract Churchfields Road and Kelsey Park Lower depot will act as a single Main Depot which will provide the flexibility to shift GM operations around and maintain continuity.

The WTS/HWRC activities have spread out to fill the Churchfields Road site and these need to be rationalised to facilitate the creation of the GM Main Depot.

The creation of the GM depot will require the demolition of the unfit and redundant structures on both sites in order to provide the space and utilities to facilitate the installation of modular offices and storage containers. There is an existing provision in the capital budget 2017/8 to create WC facilities at Kelsey Park (c.£60k).

There is a potential opportunity to acquire the land to the rear of the Churchfields Road site from National Grid. This offers the potential to transfer all operations to this site releasing a potential £4-4.5m residential value in the Churchfields site (minus the costs of acquisition and depot reprovision). The relatively low-cost investment strategy for the creation of the new GM depot is designed so as not to jeopardise the business opportunity attached to the relocation option.

ii. Central Depot

The location of Central Depot and the possibility of releasing Annexe B by relocating Passenger Transport service makes this the obvious choice for a depot serving the centre of the Borough. Annexe B is ideally suited with a combination of offices, parking, storage and workshops.

iii. Priory Gardens Depot

Three properties have been considered to service the east & south-east of the Borough – Beaverwood Depot, High Elms Park Depot and Priory Gardens Depot.

- Beaverwood Depot is poorly located at the far north east corner of the Borough and offers poor quality accommodation, including a locally listed former stable block. The repair and maintenance cost of retaining the site is high and even in good condition the space would not be ideally suited to use as a GM depot. It also offers residential development potential.
- High Elms is located in the extreme south east within the country park and offers limited accommodation which is insufficient for a main GM depot. There is also no green recycling. It also has a high maintenance cost. There is an opportunity to change the use to residential and as an existing building this may be easier to realise than a new development.
- Priory Gardens is the best located option and is of sufficient size to accommodate the full range of GM services including green waste recycling. The buildings currently on the site are mainly temporary and easily cleared away and and the cost of laying a new hardstanding will be relatively low. As, the depot is located within the park it will be difficult to release for sale.

d) **Site Specific Provision**

Whilst the three Main Depots will form the backbone of provision, there are instances where local provision is required, most notably in cemeteries where tool storage and a compound for excavated materials is needed. These facilities can be provided in the form of a sea container.

We have identified 4 cases where local provision is required:

- **Chislehurst Cemetery** where there is suitable existing provision in a small brick store and a compound
- **St Luke's Cemetery** where there is suitable existing provision in a small brick store and a compound
- **London Road Cemetery** where a former chapel is currently being used. This is financially inefficient and facilities should be provided by the installation of a concrete slab to enable the contractor to provide his own container.
- **Croydon Road Recreation Ground** where the existing provision is not fit for purpose and should be replaced by a slab with the contractor providing his own sea container.

5.4 **Street Cleansing**

Currently located in Central Depot Annexe A, no changes are intended as the accommodation is well suited.

5.5 **Winter Services**

No changes are proposed. The service is split between Central Depot, which is well located to provide good speed of response and where the gritting lorries are stored and maintained, and the Council's principal salt storage depot at Shire Lane.

Shire Lane is a large site which may offer the opportunity for intensification of use. We have not carried out a study into the amount of surplus space that might be released through the more efficient use of the site and we recommend that this be investigated.

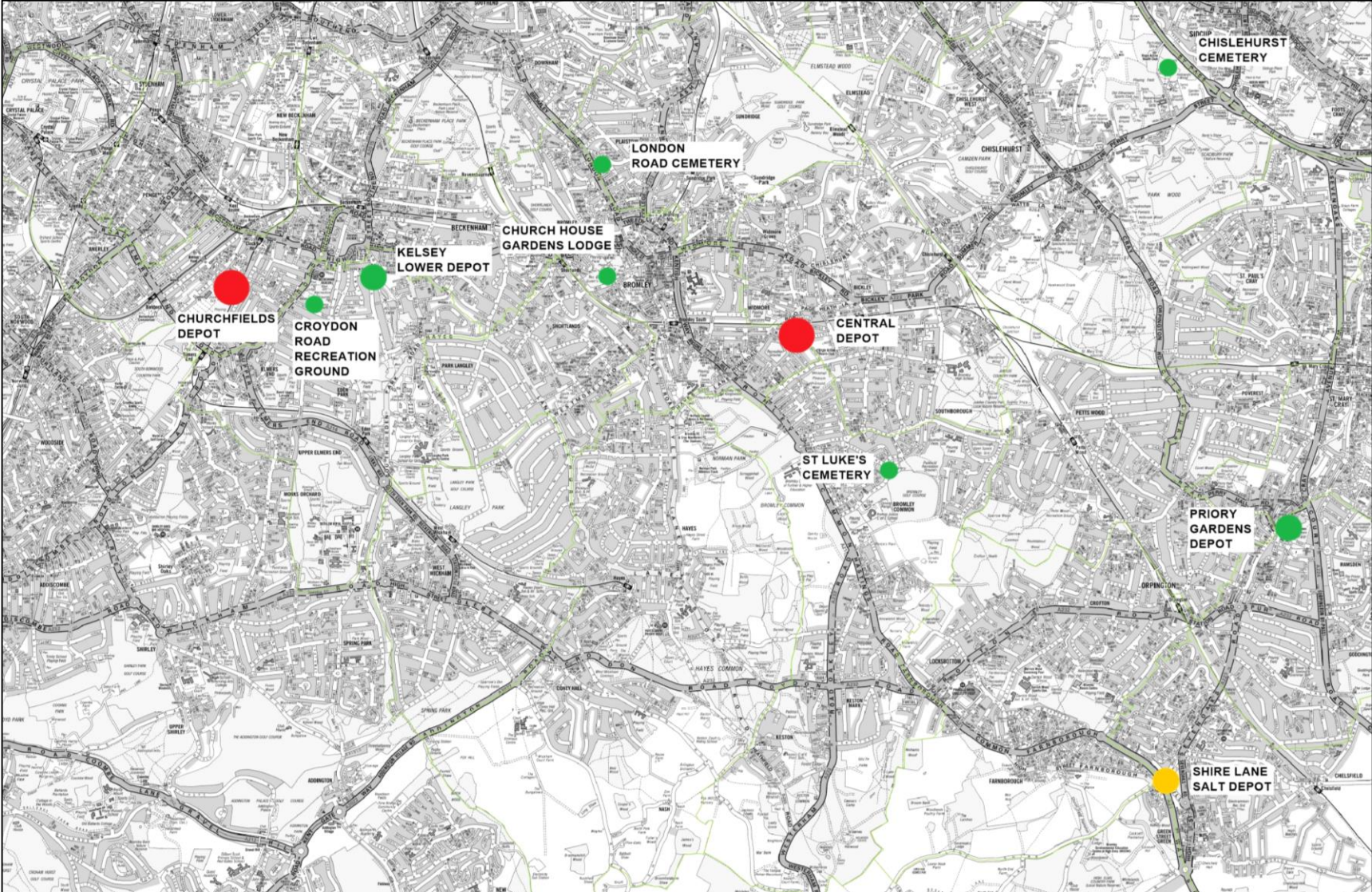
5.6 **Central Depot**

Central depot is used by several other services and there is scope for rationalising and improving space utilisation to improve capacity and efficiency.

- To facilitate the creation of the Central GM Main Depot, Passenger Transport Services will be relocated from the Annex B to the lower existing car park when the existing contract expires in 2019 or 2021.
- The former office/welfare block is not fit for purposes and is hugely under-utilised as mess facilities for the waste contractors. The building sits at a lower level than the existing offices and there is potential to demolish and redevelop this building to provide 2 (possibly 3) storey accommodation to meet future demand for a range of uses including offices for existing staff on site, storage and mess rooms.
- The additional space would contribute to the Council's total space provision, e.g. this would potentially enable the Council to relocate the entirety of the Environmental Services team from the Civic Centre site.
- The existing single storey modular offices can then be demolished to provide space for additional vehicle parking.
- Any development would be subject to planning permission and other consents generally, including restrictions on the number of vehicle movements. For example, the current lease for the Annexe (A) for the street cleaning contract stipulates that all operatives' private vehicles are required to be parked within the depot boundary so as not to adversely impact local residential parking.

5.7

Location of Depots - Proposed



5.8 Summary of Depot Numbers

	EXISTING	PROPOSED
TOTAL NO. OF DEPOTS	19	9
TOTAL WTS	2	2
TOTAL HWRC	2	2
GM TOTAL	16	8
GM MAIN	1	4*
GM SECONDARY	5	0
GM SITE SPECIFIC	10	4
SPECIAL USE	1	1

* Churchfields Road and Kelsey Park Lower will operate as one Main GM Depot.

6.0 PROPERTIES RELEASED

6.1 Properties with the potential to generate capital receipts

There are 8 existing properties which are surplus to the requirements of the strategy which have the potential to generate a capital receipt through a sale for alternative use, primarily residential use.

It should be stressed that releasing a capital receipt and the quantum of the receipt will be subject to a developer securing an implementable planning permission and other consents, including, in some cases, the release of land from parks.

The indications of realisation price we have provided are based on the assumption that a full planning permission has been achieved for an assumed scheme and is not guaranteed. We refer to the general assumptions contained in section 7 of this report.

a) Alligator House, Civic Centre

The offices are attached to the east wing of the Palace at the Civic Centre and are included in the proposed land sale. Any capital receipt will form part of the consideration for the land and is not separately identified in this report. If this does not proceed the depot cannot be disposed of in isolation.

b) Beaverwood Depot

The site is not in a good strategic location being on the north east boundary of the Borough. It has been substantially vacant since the street lighting contractor moved out and only the rear part of the site is now utilised, for the maintenance of equipment and green recycling.

Retention would require a high initial investment in putting the property into good repair and high maintenance costs particularly as the old stable block is locally listed and in poor condition.

The site is located in a high value residential area and has the potential to generate a capital receipt as a residential development if planning consent can be secured. A complete redevelopment is likely to generate a higher receipt than the conversion of the stables and we would recommend that the listed status of the stables be withdrawn.

c) Church House Gardens Depot

Comprising a large open hard-surface area with a small number of depot buildings located in centre of Bromley. The depot is very poorly utilised and is used only for a short period twice a year to store bedding plants for distribution around the borough. This part of the GM operation could be restructured under the new contract or alternatively relocated to the Churchfield Road/Kelsey Park Lower Main Depot.

d) Lodge at Church House Gardens

This small lodge/gatehouse at entrance to gardens is not fit for purpose and in very poor condition and no longer operationally or economically viable. A sale of the building would generate a capital receipt and this would be enhanced if an area of land was included to allow the extension of the building/a garden.

The building needs to be considered in conjunction with Church House Gardens Depot as demolition may be necessary if a wider road access is required to facilitate a larger development.

e) Lodge at High Elms

Two historic buildings used as offices and externally for parking. A capital receipt could be realised through the sale of these buildings as a residential opportunity. Conversely, retention would require a significant capital injection and with only a handful of staff occupying these buildings, this cannot be justified economically. The service would be more economically provided at the Main Depot at Priory Gardens Main Depot.

The Friends of High Elms have a tool storage facility at the rear of the lodge and this would need to be reprovided.

f) Denbarn at High Elms

This site is underutilised and used for the storage of wood and by the Friends of High Elms for tool storage. A sale with the benefit of a residential planning permission would produce a high receipt although the Grade 2 listed status of the existing buildings might detract from this. As the facilities used by the Friends group would be taken away both here and at the Lodge, reprovion would be necessary.

g) Chapel at London Road Cemetery

The use of this former chapel ormer chapel as a tool store represents huge under-utilisation and the need could be satisfied by the installation of a concrete base for the contractor to site a sea container.

The chapel has the potential to convert to residential use and the receipt could be enhanced by the inclusion of additional land for a garden and to provide a separate entrance.

h) Chapel at St Luke's Cemetery

This chapel is no longer used and offers the opportunity to convert to residential. The receipt could be enhanced by the inclusion of additional land for a garden.

6.2 Properties with no potential to release capital receipts

There is one existing properties which is surplus to the requirements of the strategy which has no potential to generate a capital receipt.

a) Kelsey Park Upper Depot

This is a small depot located within Kelsey park and very close to Kelsey Park Lower depot to which all activities will be transferred.

It comprises a mix of very badly dilapidated buildings all of which need to be demolished. On account of its location the site has no alternative use potential.

7.0 FINANCIAL SUMMARY

7.1 Summary

- The estimated cost of maintaining the existing depots over 30 years is £5.34 million
- The estimated cost of maintaining the retained depots over 30 years is £3.91 million
- The saving is £1.43 million
- This saving is realised mainly through the release of depots.
- Both scenarios are cost 'front-ended' with an assumption that the retained properties are put in to good repair at the start of the contract.
- The properties released have a potential sale value of £9,450,000 subject to planning (less realisation costs – environmental, planning, marketing).

DEPOT	CATEGORY	PROPOSALS	CURRENT - ESTIMATED COST	PROPOSED - ESTIMATED COST	POTENTIAL RECEIPTS
TOTAL ALL DEPOTS			£5,340,000	£3,915,000	£9,450,000

Central Depot	Main Depot	Excluding any major upgrade or the replacement of the WTS and HWRC to achieve compliance. Structural works to retaining wall are underway as a Capital Project for 2017/8. A report has been commissioned to investigate the condition of the hardstanding surfaces across the entire site. Fundamentally, the routine maintenance costs will be the same.	1,560,000	1,560,000	N/A
Central Depot - Annexe A& B		No major changes. The routine maintenance costs will be the same.	500,000	500,000	N/A
Churchfields Road	Main depot – WTS, HWRC & GM	Excluding any major upgrade or the replacement of the WTS and HWRC to achieve compliance. Fundamentally, the routine maintenance costs will be the same. For the creation of the GM Main Depot hardstanding surfaces are believed too be sound and the additional costs include the demolition of redundant structures and the making good of hardstanding areas and for the provision of utilities (electricity & water).	310,000	450,000	N/A

Table cont..

DEPOT	CATEGORY	PROPOSALS	CURRENT - ESTIMATED COST	PROPOSED - ESTIMATED COST	POTENTIAL RECEIPTS
Kelsey Park Lower	GM - Main depot	The Proposed Cost assumes that the site is cleared and a hardstanding laid for the contractors modular buildings.	£400,000	£500,000	N/A
Priory Gardens Depot	GM - Main depot	The Proposed Cost assumes that the site is cleared and a hardstanding laid for the contractors modular buildings.	£160,000	£500,000	0
Shire Lane	Special Use depot	Minimal costs associated with repairs to the fence.	£25,000	£25,000	0
BEECHE Centre, High Elms	Educational facility	Continues - No change	£50,000	£50,000	0
Chislehurst Cemetery Depot	Site Specific Depot GM	Retain to service cemetery. No change in cost.	£100,000	£100,000	0
St Luke's Cemetery Depot	Satellite depot GM	The existing buildings are retained. As connected to the WC block. No change in the maintenance cost.	£90,000	£90,000	0
St Luke's Cemetery Chapel	Satellite depot GM	Sale of Chapel as residential opportunity.	Not surveyed	0	250,000
Croydon Road Recreational Ground	Satellite depot GM	The facility is totally unfit for purpose and should be demolished and replaced with a hardstanding.	£55,000	£55,000	0
London Road Cemetery Chapel (x2)	Satellite depot GM	Replace depot provision with slab and sell both chapel buildings as residential opportunities.	£500,000	£10,000	500,000
Beaverwood Depot, Chislehurst	Release as surplus	Disposal Residential. No ongoing liability.	£400,000	0	2,000,000
Church House Gardens Depot	Release as surplus	Sale as residential opportunity.	£210,000	0	2,500,000
Church House Gardens Lodge	Release as surplus	Sale as residential opportunity.	£210,000	0	200,000
High Elms Country Park Lodge	Release as surplus	Sale as residential opportunity.	£415,000	0	1,000,000
Densbarn, Elms Park	Release as surplus	Sale as residential opportunity	£135,000	20,000	3,000,000
Kelsey Park Upper Depot	Release as surplus	Demolished and the land returned to the park..	£220,000	55,000	0
Alligator House, Civic Centre	Release as surplus	Sale - Civic Centre redevelopment.	0	0	N/A
Crystal Palace Road Depot	Excluded	Assumed transfer to Trust	0	0	N/A
Crystal Palace, Anerley Hill Depot	Excluded	Assumed transfer to Trust	0	0	N/A
Crystal Palace, Thicket Road	Excluded	Assumed transfer to Trust	0	0	0

7.2 Capital Risk Transfer – Length of Contract Term

Over the term of the new contract it is likely that the existing depot facilities will require upgrading or complete replacement. The size of the investment required will range from the construction of a modern fit-for-purpose main waste transfer station at Central Depot to the small scale provision of a concrete slab for a portacabin or sea container in a park.

Rather than calling on its Capital Projects Budget the Council has the option of transferring the cost to the market through the contract.

Bidders will look to write down the capital cost over the course of the contract (together with a return on the investment) and the write down period will differ according to the size of the investment.

We have categorised the types of investment that can be anticipated over the term of the contract and commented on the likely contract term a contractor would wish to secure in each case.

We understand that the Council is currently considering offering an 8+8 year contract in the RFP. We are of the view that this would be sufficient to secure investment for the levels of investment required with the exception of the provision of new WTS AT Central Depot and Churchfields where we are of the view that a 25 year contract would be required.

FINANCIAL RISK	COST	REQUIRED TERM
The WTS at both Central Depot and Churchfields Road Depot and not compliant and there is a high risk that during the term of the new contract the Environment Agency will intervene and require the existing facilities to be upgraded and possibly made EA compliant.	VERY HIGH	25 years
The HWRC at both Central Depot and Churchfields Road Depot and not compliant and there is a high risk that during the term of the new contract the Environment Agency will intervene and require the existing facilities to be upgraded and possibly made EA compliant.	HIGH/MEDIUM Many modern facilities operate on the basis that a hardstanding is provided and the contractor provides modular buildings and skips for the collection and sorting.	16 years
Main GM Depots are not fit for purpose and need to be reprovided. This can be done by providing hard standings on which the contractor can site his own modular buildings and sea containers.	MEDIUM The Main GM depots at Churchfields Road, Kelsey Park Lower and Priory Road.	8 -16 years
Site specific GM depots at the Main Depots need to be reprovided. This can be done by providing hard standings on which the contractor can site his own modular buildings and sea containers.	LOW Only a concrete hardstanding capable of accommodating ½ sea containers.	3-5 years

8.0 ASSUMPTIONS AND LIMITATIONS

We have made the following assumptions in carrying out our appraisals and in providing estimates of potential capital receipts on the sale of any property. The assumptions are made on the basis of information made available to us as at the date of this report and by agreement with the Council. If you have any doubts about the accuracy of any of the assumptions please advise us so that this market appraisal can be revised to reflect any change in circumstances. Should further or different information become available we reserve the right to reconsider the assumptions and the appraisal.

1. All appraisals are at today's date.
2. We have not been provided with a Title Report and Local Searches, with full and detailed tenure information. We have assumed a good and marketable freehold legal title, free from onerous restrictions, covenants or other encumbrances that would impact upon value. No allowance has been made for party wall, boundary issues, or rights of light.
3. We have not been provided with full copies of all occupational lease and we have assumed that the Council can secure vacant possession of each property.
4. An unfettered satisfactory planning consent is granted for a scheme of redevelopment. We have not engaged in detailed discussions with the Council as Planning Authority regarding the scope for development on any of the sites.
5. We have not carried out a detailed site or measured survey and all areas are measured from plan or satellite imaging and are approximate.
6. We have made no allowances for the cost of works in connection with achieving compliance with the requirements of the Environment Agency or any other body.
7. No allowances have been made for service diversions or off site works or for the removal/relocation of statutory utilities.
7. We have not carried out any investigations or tests, nor been supplied with any information that determines the presence or otherwise of pollution or contaminative substances in the subject sites or any other land (including any ground water). Our appraisals have been prepared on the basis that there are no such matters that would materially affect the realisation price.
7. We have not carried out or commissioned a site investigation or geographical or geophysical survey and we can give no assurance of the ground bearing capacity of the land.
8. We have not investigated the risk of flooding to the sites.
9. No allowances have been made nor any sums set aside for archaeological investigations.
10. We have not undertaken a structural survey nor tested any services at the sites and we are therefore unable to give any opinion as to the condition of any structures or services. Our appraisals assume that there are no latent defects, wants of repair or other matters which would materially affect our estimates.
11. We have not investigated the presence or absence of high alumina cement, calcium chloride, asbestos and other deleterious materials. In the absence of information to the contrary, our estimates are on the basis that no hazardous or suspect materials and techniques have been used in the construction of any property. No allowances have been made for any grants or incentives to which a purchaser may be entitled.
12. We have assumed that any information provided by the client is correct.
13. No allowances to be made for any expenses of realisation or any taxation liability arising from a sale or development of any property. The estimates are expressly prepared exclusive of Value Added Tax.
14. The advice which will be provided in our Report should only be regarded as providing an indication of potential capital receipts on the basis that all assumptions contained in the report are satisfied. The advice cannot be considered to represent a valuation in accordance with the Appraisal and Valuation Manual published by the Royal Institution of Chartered Surveyors and should not be regarded as a valuation.

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	Phase	Activity	Timetable
Service Review & Options	Phase 1	Research	October 2015 - September 2016
	Phase 2	Development	October 2016 - November 2016
	Phase 3	Procurement Strategy / Documentation Development	December 2016 - December 2017
ITT	Phase 4	Tender Documents Complete	December 2017
		Advert Issued Suitability Questionnaire	January 2018
Tender Evaluation	Phase 5	Tender Submissions	April 2018
		First Evaluation	April 2018 - May 2018
		Negotiation	May 2018 - July 2018
		Final Evaluation	August 2018
Award Process	Phase 6	Award of Contract	September 2018
		Mobilisation	November 2018 - March 2019
		Contract Commencement	1 April 2019

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Report No.
CS18053

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 14th November 2017

Decision Type: Non-Urgent Executive Key

Title: HOMELESSNESS STRATEGY

Contact Officer: Sara Bowrey, Director: Housing
Tel: 020 8313 4013 E-mail: sara.bowrey@bromley.gov.uk

Chief Officer: Director: Housing (ECHS)

Ward: Borough-wide

1. Reason for report

- 1.1 This report presents the draft Homelessness Strategy 2018-2022 and seeks authorisation to commence an 8 week public consultation exercise prior to its finalisation.
- 1.2 The Homelessness Strategy establishes the Council's priorities in order to prevent homelessness and to ensure appropriate accommodation and support is available to people who are or may become homeless. The draft strategy and action plan are appended to this report.
-

2. **RECOMMENDATIONS**

2.1 The Care Services PDS Committee is asked to:

- i) Note and recommend to the Council's Executive that the draft strategy is released for public consultation.

2.2 The Council's Executive is asked to:

- ii) Authorise a final 8 week consultation exercise, upon conclusion of which a finalised Homelessness Strategy 2018-2021 and action plan will be presented back to the Executive for consideration and approval.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The strategy seeks to support vulnerable adults and children through the provision of effective housing advice and support to assist them to secure safe sustainable accommodation and prevent the risk of homelessness.
-

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Operational Housing
 4. Total current budget for this head: £5,735k
 5. Source of funding: EC&HA approved revenue budget. Contingency budget set aside for homelessness and welfare reform pressures. New burdens Homeless Reduction Act grant funding.
-

Personnel

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

Legal

1. Legal Requirement: Statutory Requirement
 2. Call-in: Applicable: Executive decision.
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The Council currently experiences in excess of 5000 approaches from homeless people or facing housing or related difficulties which could result in homelessness. The Homelessness strategy sets out the Council's strategic aims to prevent homelessness and support people to be able to secure sustainable accommodation.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Bromley's Homelessness Strategy 2012-2017 set out 4 key themes: housing advice and homeless prevention, housing options and access to housing, supporting vulnerable people and working in partnership. The Homelessness strategy 2018-2022 sets out achievements against these strategic aims as well as setting out the Council's plans for the prevention of homelessness over the next 5 years.
- 3.2 Some of the achievements arising from the strategic aims of the Homelessness Strategy 2012-2017 include:
- 9,712 households were prevented from becoming homeless between 1st April 2012 and 31st March 2017. 6,555 were helped to remain in their own home and 3,157 were helped to move into alternative accommodation.
 - Meeting the Council's duty to provide temporary accommodation without placing any young people into bed and breakfast accommodation.
 - As of April 2017 achieving zero use of shared-facility bed and breakfast accommodation
 - Development of a new early intervention prevention team to assist households before crisis is reached to increase the effectiveness of homeless prevention initiatives
 - Updated all of the housing department's communications, and including a new housing advice online form to enable people to access advice and assistance more quickly
 - Provision of specialist welfare reform and money advice to assist those households negatively impacted by welfare reform.
 - Completed the refurbishment of two former residential homes to create 83 units of temporary accommodation in the Borough
 - Recommissioning of the Council's young people's accommodation and support services
 - Recommissioning of the Council's tenancy sustainment floating support service
 - Setting up a welfare fund to assist households with essential items when moving into their new home.
 - Entered into a property purchase programme, 'More Homes Bromley' to buy 400 units by the end of 2018
- 3.3 The Council's proposed Homelessness Strategy has been developed in consultation with service users and stakeholders. It details the Council's approach and further planned developments to strengthen homeless prevention and increased access to affordable and sustainable accommodation thus reducing demand for emergency accommodation.
- 3.4 The strategy is based on a review of the levels and likely future levels of homelessness in the Borough and the activities and resources available to prevent homelessness and support homeless people. The homelessness review sets out the background to increasing homelessness and growth in the use of temporary accommodation which is creating a significant budget pressure for the Council and clearly shows the immense challenges ahead in relation to rising pressures surrounding homelessness and accommodation supply.
- 3.5 It must be noted that the Homelessness Reduction Act 2017 which comes into force from April 2018 provides for a significant change in the Council's statutory duties in relation to homelessness and temporary accommodation and the new strategy must address these requirements. Details of the full implications including the cost of implementation and grant funding available are schedule to be reported to Members during December following publication of the draft code of guidance and new burdens grant funding offer.
- 3.6 The Council needs to ensure all opportunities are considered to both prevent homelessness and meet increasing need whilst reducing reliance on temporary accommodation. This presents a real challenge in the context of the local housing market and welfare reform.

- 3.7 The approach set out in the draft strategy, builds upon the achievements of the previous strategy and sets out a comprehensive end to and approach centred upon 3 keys strands, prevention, access to supply and appropriate support.
- 3.8 The proposed strategic priorities within the draft strategy are:
- **Early identification and prevention of homelessness:** To support people wherever possible before crisis and to provide excellent services to those at point of crisis to either prevent homelessness or assist them to secure alternative sustainable accommodation.
 - **Achieving positive outcomes for our young people.** Preventing youth homelessness and ensuring young people are supported to make a positive transition into adulthood.
 - **Increase access to and promote the supply of accommodation:** To make best use of all available housing options to increase access to accommodation that is affordable and sustainable, and to increase through-flow from temporary accommodation.
 - **Achieving positive outcomes: Improving health and wellbeing and supporting people to break the cycle of homelessness:** To ensure services are accessible and tailored to individuals to enable them to secure safe and suitable accommodation and to assist people to develop the necessary skills and resilience to sustain accommodation and avoid repeat homelessness.
- 3.9 Throughout, the draft strategy stresses the importance of working with statutory agencies, voluntary and community groups, registered providers and private sector landlords to address the wide range of issues that can be linked to homelessness.
- 3.10 In line with statutory requirements, it is proposed that the draft Homelessness Strategy 2018-2022, is now published for an 8 week public consultation period prior to the draft being finalised.
- 3.11 Consultation will take the form of an online public survey together with a number of consultation sessions with key stakeholders and service users. The draft strategy is also due to be presented at the Health and Wellbeing Board.
- 3.12 Upon conclusion of the consultation all feedback will be analysed and considered. A finalised homelessness strategy and action plan, together with the outcome of the consultation will be presented back to Executive for consideration and approval.
- 3.13 The finalised Strategy will then be published in spring 2018.
- 3.14 The action plan will be subject to annual review to reflect and changes in pressures, legislative requirements and resulting priorities. Key actions will also feed into and from the Portfolio and departmental business plans.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The strategy recognises the importance of suitable sustainable accommodation to enable vulnerable adults and young people to reach stability and improve their life chances/. The actions contained in the strategy seek to prevent homelessness wherever possible and assist people to access suitable accommodation to meet their needs and achieve independence.

5. POLICY IMPLICATIONS

- 5.1 It is a legal requirement for every local authority to have a published homelessness strategy.
- 5.2 The homeless code of guidance states that local authorities in implementing their strategies must consider the needs of all groups of people in their district who are homeless or likely to become homeless.

5.3 The proposed strategy builds upon approved policy in relation to the focus on preventing homelessness wherever possible and assisting people who are homeless or at risk of homelessness to access sustainable suitable accommodation. The proposals will contribute to the priorities set out in Building a Better Bromley.

6. FINANCIAL IMPLICATIONS

- 6.1 The strategy adopted to manage homelessness is likely to impact on the costs the Council incurs in meeting statutory duties.
- 6.2 Regular reports have been presented setting out the current and growing pressures in relation to homelessness and the provision of temporary accommodation.
- 6.3 The proposed strategy has been developed to ensure the best use of Council resources, in particular the management of costs associated with the use of temporary accommodation.

7. LEGAL IMPLICATIONS

- 7.1 In 2002 the Government amended the homelessness legislation to ensure a more strategic approach to tackling and preventing homelessness. In particular Section 1(4) requires that every housing authority district formulates and publishes a homelessness strategy.
- 7.2 The strategy must be developed in accordance with Section 1(1)(b) and be based on a review of the levels and likely future levels of homelessness in the district and the activities and resources available to prevent homelessness and ensure that accommodation and support is available for people who are or may become homeless.
- 7.3 Section 1 (5) of the Homelessness Act requires the local authority and Section 1(6) the social services authority to take their Homelessness Strategy into account in the exercise of their functions.
- 7.4 The Code of Guidance states that an effective action plan should be developed to ensure that the objectives set out in the Homelessness Strategy are achieved.
- 7.5 The Homelessness Reduction Act 2017 comes into force in April 2018 and extends the current duties in relation to the level of provision local authorities must provide to households who are homeless or at risk of becoming homeless. The proposed strategy has been drafted to meet these new statutory duties.
- 7.6 In line with the duties contained in the Equalities Act 2010, the equalities impact assessment (EIA) of the Homelessness Strategy is being updated during the consultation process to enable any necessary remedial action to be incorporated into the financial strategy. The EIA will be published alongside the final strategy

8. PROCUREMENT IMPLICATIONS

- 8.1 There are no direct implications arising from this report. Where particular actions contained within the action plan contain procurement and commissioning implications these will be reported through due process.

Non-Applicable Sections:	Personnel Implications
Background Documents: (Access via Contact Officer)	Homelessness Strategy 2012-2017 Homelessness contingency reports – Temporary accommodation placement Policy LB Bromley Allocations Scheme

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London Borough of Bromley

Homelessness Strategy

2018-2022



DRAFT

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Foreword

Foreword by Portfolio Holder for Care Services - Cllr Diane Smith



Welcome to the London Borough of Bromley's Homelessness Strategy for 2017-2022.

To follow....

DRAFT

Introduction

About this strategy

The Homelessness Act 2002 requires every local authority to carry out a review of homelessness and develop a new homelessness strategy every five years:

The homelessness review assesses:

- The current and likely future levels of homelessness in the borough
- Activities that are carried out which prevent homelessness, secure accommodation for homeless people and provide support services to people who are or may become homeless
- Resources available to carry out these activities

The Homelessness Strategy must set out how the Council will prevent homelessness and provide support to people who are homeless or may become homeless over the next five years.

The council's previous strategy covered the period 2012 to 2017. The key objectives in the last strategy were:

- Prevent and reduce homelessness and the numbers of households residing in temporary accommodation; support vulnerable people and encourage and empower people to resolve their own housing needs where they can.
- To deliver good quality affordable housing and making the best use of existing housing stock, re-using empty homes and improving the condition of private sector housing.
- To ensure that affordable housing is strategically allocated to best meet identified housing need.

The Homelessness Strategy will feed into Bromley's forthcoming Housing Strategy which will be published later in 2018.

Consultation

We would like to thank the many organisations and members of the public who have worked with us for their contributing to the development of this strategy. This input has been invaluable and has helped us shape our goals. We believe we can only end homelessness and improve people's lives by working together and helping one another. It is therefore critical that the strategy reflects our partners' own strategic homelessness commitments and the specific work they are undertaking in working jointly with the Council to improve outcomes for homeless households.

This strategy is divided into two parts:

Part 1: The Homeless Review looks at both the national and local picture; it contains data on homelessness in the borough and looks at our current and future challenges

Part 2: The Homelessness Strategy gives an overview of our existing services and the initiatives we have in place to prevent homelessness. This section sets out the priorities and objectives that will guide the council's homelessness service from 2017 to 2022.

Part 1 – The Homeless Review

The causes of homelessness are complex, with rarely one single trigger, and as a result there is an array of reasons why individuals and families face the prospect of homelessness.

In order to develop services which effectively tackle homelessness it is necessary to understand the interplay between all the factors, which render a household homeless.

These can be categorised as relating to:

- (i) Individual circumstances
- (ii) Relationships
- (iii) Social policies

Each of these factors needs to be understood in the light of wider national trends.

National Context:

England's homeless population has changed significantly since the start of the current economic cycle.

The housing market was, and still is, pricing out a significant number of people – and not just the most vulnerable. These days, being above the poverty threshold does not necessarily spare individuals or families from potentially being homeless. Furthermore, social factors such as being young, having dependent family members, or having mental health problems makes people more susceptible to the difficulties in accessing housing. As a result, housing affordability and suitability is rapidly emerging as the most challenging issue in the nation.

Since the last strategy was published in 2012 there has been a steady rise nationally, both in the number of households who approached their local authority for homeless assistance and in those subsequently accepted as homeless. The number of housing need decisions made annually by local authorities has gone from 108,720 in 2011/12 to 115,550 in 2016/17. The percentage of these households

considered to be homeless and in priority need has gone from 43% in 2011/12 to 51% in 2016/17.

To address this growing problem the government's latest national housing strategy "Fixing our Broken Housing Market" has set out a clear commitment to tackling homelessness. The approach will be to help households currently priced out of the housing market, support people potentially at risk before they reach crisis point, and reduce the number of rough sleepers on the nation's streets. Bromley's own strategy has, and continues to comply with these objectives.

'Making Every Contact Count: A joint approach to preventing homelessness' is a report which was developed by the ministerial working group on homelessness and was published in August 2012. This followed the previous year's report: *'Vision to end rough sleeping: No second night out nationwide'*.

'Making Every Contact Count' sets out the government's approach to tackling the underlying issues that cause homelessness. It emphasises a coordinated approach across central and local government, health services, the justice system, and third sector organisations. The report introduced a new approach to tackling homelessness. It emphasised the benefits of early intervention in order to prevent households reaching crisis point as a way of reducing the number of homeless approaches.

'Making every contact count' contains five priority areas:

- Tackling troubled childhoods and adolescences
- Improving health
- Reducing involvement in crime
- Improving access to financial advice, skills and employments services
- Pioneering innovative social funding mechanisms for homelessness

The report also includes a list of ten challenges that central government has set local authorities to consider achieving. They can be found in www.npsservice.org.uk/ and home.practitionersupport.org

Localism Act 2011

This act altered profoundly the way local housing authorities deal with homeless households. It ushered in a range of significant changes to national social housing policy including minimising the role central government plays in housing decisions. The policy's objective is to enable local authorities to better manage both housing demand and access to housing within their areas.

The key changes introduced by the localism act are:

- Social housing reform - giving individual landlords new powers to grant tenancies for a fixed term, should they choose to do so
- Allocations reform – giving councils greater authority over who they admit to waiting lists for social housing in their area

- Reform of homelessness legislation - granting local authorities the power to discharge their duties to homeless people by placing them into the private rented sector
- The introduction of a national home-swap scheme to enable greater tenant mobility across the social housing sector

No Second Night out

The government brought together eight departments to tackle the complex causes of homelessness. As well as housing itself they also looked at health, employment, and skills. In 2011 this ministerial working group on homelessness published 'A vision to end rough sleeping: No Second Night Out nationwide'. The report is a strategy aimed at tackling rough sleeping. It sets out the following six commitments¹:

- Helping people off the streets
- Helping people to access healthcare
- Help people into work
- Reducing bureaucratic burdens
- Increasing local control over investment services
- Devolving responsibility to tackling homelessness

Care Act 2014

The act establishes a statutory duty on local authorities to protect people's wellbeing. This can be achieved through the delivery of appropriate housing services and ensuring the suitability of accommodation meets the care and support needs of older and vulnerable people. The act is geared towards preventative services and housing-related support. Below are the key housing elements of the Act:

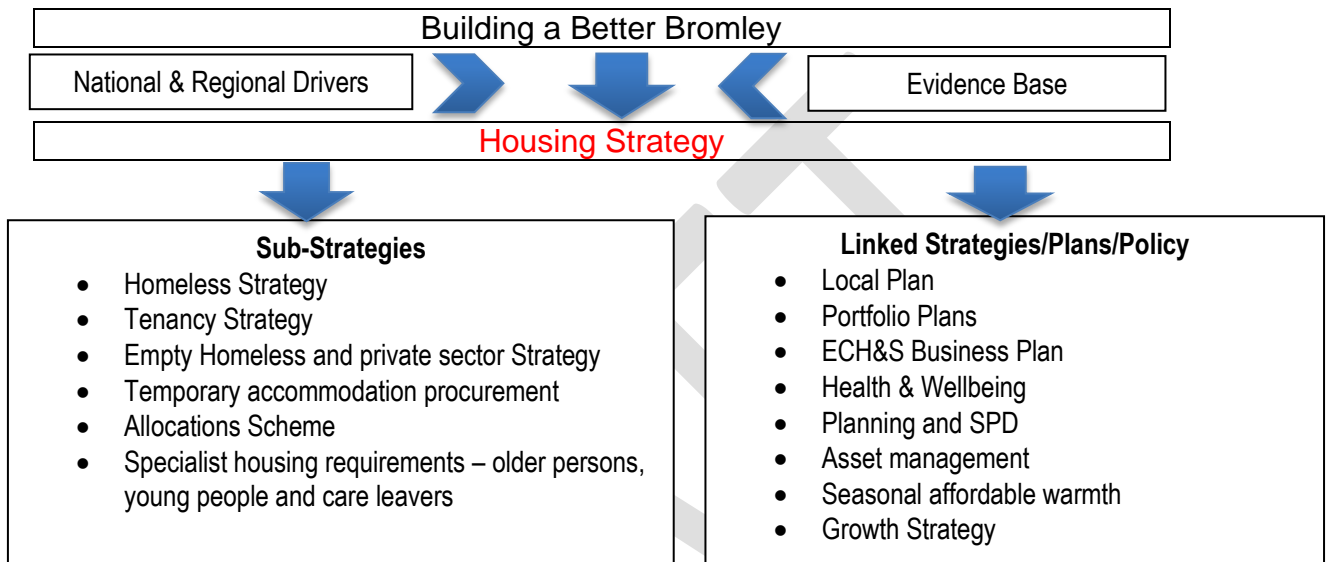
- A general duty to promote wellbeing, making specific reference to suitable accommodation
- Housing is not just the 'bricks and mortar', it also includes housing-related support or services
- Housing must be considered as part of an assessment process that may prevent, reduce or delay an adult social care need
- Information and advice should reflect housing options, as part of a universal service offer
- Care and support should be delivered in an integrated way with cooperation between all partner organisations, including housing.

¹"Vision to end rough sleeping: No Second Night Out" , Department of Communities and Local Government, nationwide https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6261/1939099.pdf, accessed September 11, 2017

Housing & Planning Act 2016

This act brought in the most significant changes to social housing since the Localism Act 2011. The details and implications of this act will be set out full in Bromley's Housing Strategy.

The chart below shows how the Homelessness Strategy fits into the overarching strategic document Housing Strategy and our corporate programme Building a Better Bromley.



Current and Future Challenges

The growing challenges that local authorities face in relation to homelessness can be attributed to both the general economic climate and a variety of issues and policy factors, particularly welfare reform.

Welfare Reform

There has been a plethora of welfare reforms introduced since Bromley's last strategy was published. The changes have had an impact on low income households' weekly incomes and the amount of housing benefit payable towards housing costs. Welfare reforms with the most significant impact on housing and homelessness are:

- **Total Household benefit cap:** Limiting maximum benefits that a family can receive. The cap was further reduced in November 2016 expanding the number of households affected.
- **Removal of the spare room subsidy:** Reducing housing benefit entitlement to social housing tenants considered to be under-occupying their homes.
- **Local Housing Allowance frozen (LHA):** LHA rates are used to work out how much housing benefit a private sector tenant receives. LHA rates are now limited to 30th percentile of market rent (meaning that 30% of rents in an area should be lower than the LHA rate), or the total LHA cap, whichever is lower. The government has also frozen LHA rates for 4 years from April 2016.

- **Universal Credit:** This will replace most existing benefits by providing a single stream-lined benefit. This will include the benefit element towards housing costs which will now be paid directly to residents rather than to their landlords.
- **Shared Accommodation rate:** Most single person households under the age of 35 have the amount of benefit capped to the shared room rate. This restriction currently applies to private sector tenants but from April 2019 will be extended to start to include social housing tenancies.

Homelessness Reduction Act: We are currently facing one of the biggest changes to housing legislation. The government has pledged £550 million to tackle homelessness by 2020. The duty set out in this bill will commence on 1 April 2018. All local authorities will have a new duty to prevent and relieve homelessness for all families and single people, regardless of whether they are in priority need or not. One of the new key measures will be that local authorities have a statutory duty to assist those threatened with homelessness 56 days prior to being evicted (currently 28 days)². Furthermore local authorities need to clarify what actions are taken when someone applies for assistance after being served a Section 8 or 21 notice. Our response to this change emphasises the need for teamwork, because there will be a new duty on other public services to refer people they consider to be homeless or at risk of becoming homeless.

Regional Strategic Context

The Homelessness strategy must also work well alongside regional strategies, initiatives and projects set by the Greater London Authority (**GLA**). Over the last three years our approach had to align with the previous London Housing Strategy, '*Homes for London: The London Housing Strategy*', published in June 2014. This gave local authorities a duty to address statutory homelessness. Local authorities needed to take advantage of the flexibility given to them to use the private rented sector. It was also important for London councils to comply with their statutory obligations in relation to location, quality, and length of tenancy. The strategy set out the Mayor's clear commitment to tackling homelessness and ending rough sleeping in the capital.

The Mayor of London launched consultation on the latest Draft London Housing Strategy on the 6th September 2017. The document outlines a set of commitments for local authorities to consider when tackling homelessness and rough sleeping. The homelessness section of London Draft Housing Strategy focuses on helping rough sleepers, increasing the number of affordable home and improving the private rented sector. The Mayor wants to work with local authorities to support greater focus on prevention and ensure those who lose their accommodation are supported into sustainable accommodation. The key homelessness components of the latest draft Housing Strategy are:

- More collaborative approach to securing private rented accommodation for homeless households
- Enable councils to combine their buying power

² Homelessness Reduction Act 2017, s, 1, (1), (4)

- Increase supply of housing for homeless households
- The mayor will make funding available to councils for affordable accommodation to help Londoners who are homeless

South East London Housing Partnership (SELHP)

SELHP is made up of five boroughs in the South East London sub-region. The five boroughs are Bexley, Bromley, Greenwich, Lewisham and Southwark. The SELHP work together to formulate joint approaches, for homeless prevention and the provision of temporary accommodation. The group's goal is to support families affected by welfare reform, maximise people's access to the private rented sector, deliver a sub-regional single homelessness programme, and produce a revised rough sleeping plan.

Local Strategic Context

Building a Better Bromley (BBB)

Bromley's Corporate Strategy, BBB, describes the Council's priorities for the period 2015-2018. BBB is a shared vision with our partners seeking to create an environment where individuals and communities can thrive and where people can live healthier, more independent, and self-reliant lifestyles. The strategy also provides a clear commitment to supporting the borough's most vulnerable residents.

Housing is one of the Council's seven key priorities. The two key objectives are to: "Promote, where appropriate, high quality housing developments, to meet the Borough housing requirements" and: "Assist people experiencing housing difficulties with advice and support aimed at maintaining or securing a home and avoiding crisis". The [Care Services Portfolio Plan](#) sets out the high level actions and targets which have been put in place to deliver on the above priorities.

The Homelessness Strategy will sit alongside the Allocations Policy and forthcoming Housing Strategy. It will set out the context for Housing and homeless prevention in Bromley and support the overall delivery of the Corporate Plan.

Children's Services Improvement Plan - Roadmap to Excellence

Childhood is arguably the most important period in a person's life. It is when our personal experiences shape the adults we become. A child's health and life prospects are dependent on many factors, housing being one of them. Research has shown that children's current and future wellbeing are significantly affected by the standard of their housing. Inadequate housing or homelessness could potentially have an adverse effect on a child's health, both physical and mental, as well as their educational attainment and life expectancy.

It is imperative that the housing department works with children's social service to meet the commitments outlined in the Children's Service Improvement Plan – 'roadmap to excellence'. The housing department will help lay the foundation towards excellence by:

- Helping young people into supported housing.

- Providing safe and secure accommodation, which will improve safeguarding practice. It will also address the fact that an increasing number of young people are living in temporary accommodation, staying in hostels, or simply travelling between sofas and need to be placed in safe and appropriate housing. .
- Ensuring we have appropriate accommodation options for care leavers that eliminates the need to use bed and breakfast accommodation.
- Assess the risk to care leavers in potential accommodation prior to placing them.

Local Context

Bromley Context

Bromley is the largest London borough by area and occupies 59 square miles. The majority of which is Metropolitan Green Belt land. The borough shares borders with the London Boroughs of Lewisham and Greenwich to the North, Bexley to the North East, Southwark and Lambeth to the North West as well as Croydon to the West.

Population

Bromley ranks as the eighth most populous London borough. There are approximately 330,907 people living in Bromley and an estimated 140,602³ households. The **GLA** predicts that the overall population of Bromley will rise by 62,067 to 392,974 in the next 20 years⁴. The combination of longer life expectancy, increasing birth rate and net migration have all contributed to the steady rise in the borough's population which has had an impact on the availability and cost of housing.

Bromley's population is predominantly white (80%). The second largest ethnic group is Black (9%) followed by Asian (4%), and mixed and Chinese/other with 3% respectively. In recent years Bromley has become more ethnically diverse. The number of Black Asian and Minority Ethnic (BAME) group has gone up by 29% between 2011 and 2015, from 48,000 to 62,000. The trend suggests that the number of BAME will continue to rise.

The population is relatively old in comparison to other London Boroughs. The population aged 65 or over is forecasted to increase by 82,500 (42%) by 2035⁵. Bromley also has the lowest proportion of people in 16-24 and 25-34 age range in London⁶. As the number of people aged over 65 in Bromley grows there will be more pressures on the provision of services for older homeless people, and the need to ensure the appropriateness of their accommodation.

The tenure mix in the borough has not changed much since the last strategy was published. Home ownership in Bromley remains significantly high at 73%, compared

³ "London Borough Profile" , Greater London Authority, <https://data.london.gov.uk/dataset/london-borough-profiles>, accessed July 10, 2017

⁴ "2016 based population projections" , last modified July 18, 2017
<https://data.london.gov.uk/dataset/2016-based-population-projections>

⁵ Population aged 65 and over projected to 2035, POPPI, last accessed September 11, 2017, www.poppi.org.uk version 10.0

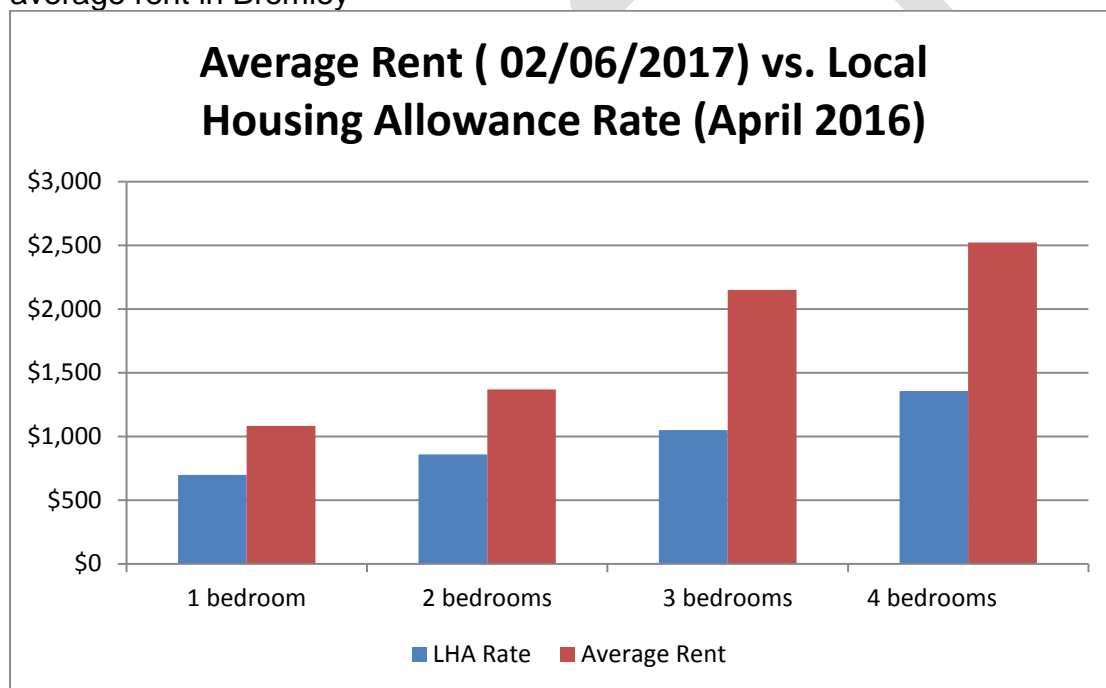
⁶ "GLA Population Projections- Custom Age Tables", Greater London Authority, last accessed June 6, 2017, <https://data.london.gov.uk/dataset/gla-population-projections-custom-age-tables>,

to 51% in the rest of London. Whilst the private rented sector has grown steadily for consecutive years it remains relatively small sector at 14% compared to the London average of 27%. Again the social rented sector is also small, accounting for 13% of the borough's stock compared to the London average of 23%. As with much of London, demand for housing across all tenures outstrips supply.

Buying a home in Bromley is becoming increasingly expensive. House prices have risen by 45 % between 2012 and 2016. The average asking price of a 2-bed flat is £373,584, whilst the median household gross income is an estimated £43,060⁷. Within the South East region average prices are second only to Southwark and prices are greater than the outer-London average.

Private rent levels have also risen sharply and this has subsequently reduced access and security for low income households. Between 2012 and 2016 there has been a 19% increase in private rent prices.

The charts below show the mismatch between the local housing allowance and the average rent in Bromley



Source: Bromley Rentals, Foxtons website & London Housing Allowance (LHA) rate, Bromley Website.

Although rents in the social housing sector are considerably lower than those in the private sector, rents in the social rented sector have also increased. Social housing weekly rents have gone up by 16% over the same period. Demand for Bromley's social housing is high with 4,093 households on the housing register (waiting list) in 2016/17.

⁷ GLA Household income estimates 2001/02 to 2012/13
<https://data.london.gov.uk/dataset/household-income-estimates-small-areas>

Homelessness in Bromley

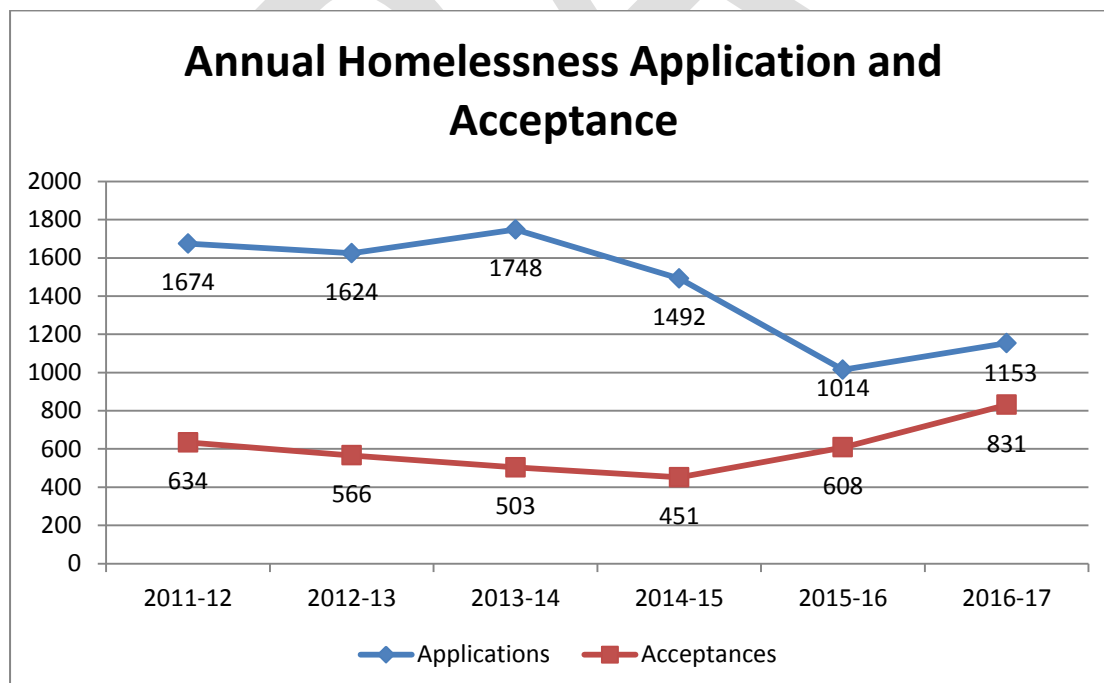
The need for housing options and support services

The Housing Options and Support service is an extremely busy service and there is growing demand for housing advice and assistance for residents in housing need or at risk of homelessness.

On average around 460 households approach the service each month for advice. Most of these customers receive advice and information to assist them in looking for accommodation or sustain their existing accommodation and some will be passed through for more intensive casework assistance and assessment. The number of customers approaching has increased steadily over the past five years

Applications and Acceptances

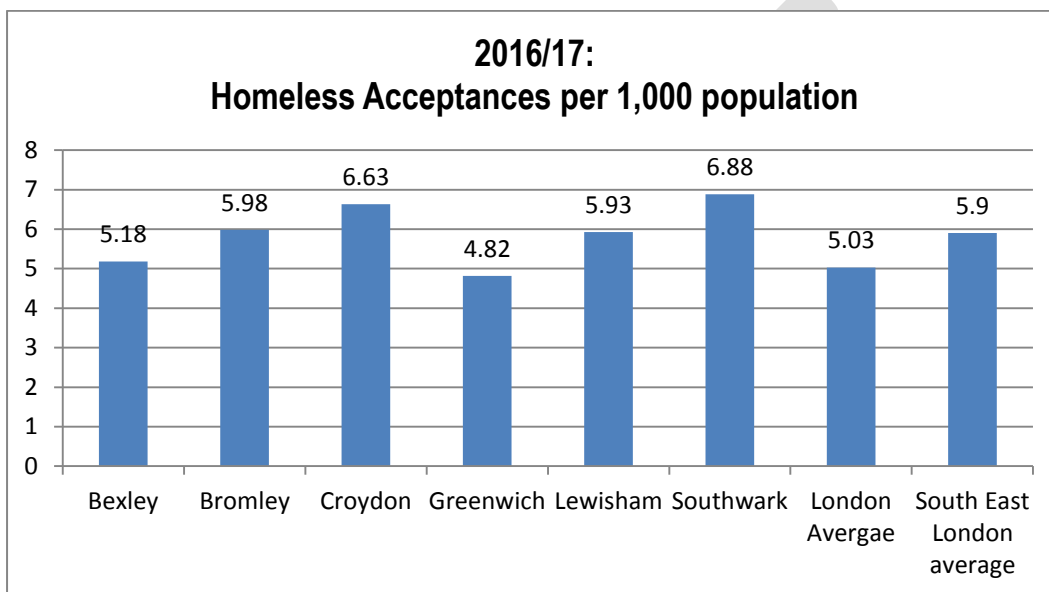
Whilst the overall level of households approaching in housing need has continued to rise, effective signposting and intervention services have meant that the number of formal homeless applications has steadily reduced from its peak in 2013/14, with more than 80% of initial approaches diverted from the need to make a formal homeless application. However, as prevention options become more difficult to obtain, mainly due to the lack of access to affordable accommodation, the proportion of households accepted as homeless increased by 31% over the past 5 years. This upward trend in homeless acceptances is expected to continue, particularly given the current high rental prices and with the full roll out of universal credit in Bromley from 2018.



Reasons for Homelessness

There have been significant changes in the reasons for homelessness with loss of private rented accommodation seeing the biggest increase. In the majority of cases the reason relates to affordability in rents and in particular the shortfall between

rental levels and LHA levels. Whilst parents and relatives no longer able to be accommodated is still the single largest stated reason for homelessness, an increasing number of households have actually previously lost private rented accommodation and have had to return to family or friends for often unsuitable interim accommodation, later approaching the council when they are unable to secure any alternative. It is predominantly this affordability gap and reduced supply of lettings that has impacted upon the level of homelessness and temporary accommodation use in Bromley. With many families effectively priced out of the market, they have little option other than approaching the local authority for assistance.



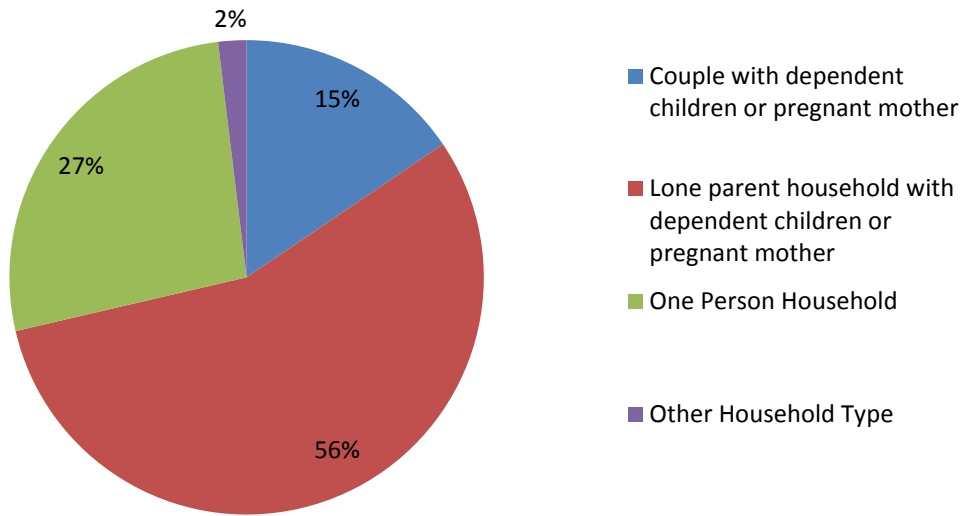
DCLG: Local Authorities' action under the homelessness provision of the 1985 and 1996 Housing Acts (financial year), Local authority, 2016-17

The table above shows that the number of households accepted as being homeless and in priority need in the south East Region against the London Average. The level of homeless acceptances in Bromley is fairly reflective of the South East region as a whole.

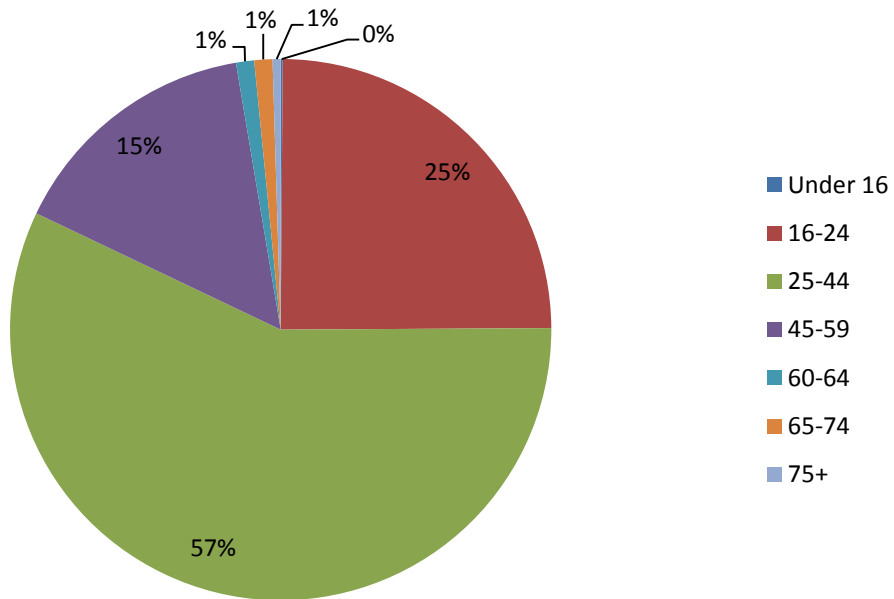
Households Type and Composition

Families account for the majority of accepted homeless households. 56% of accepted homeless households are lone parents. This is slightly higher than the overall London average of 53%. 96% of single parent households were female, whereas 56% of single person households accepted were male.

Acepted Homeless Households 2016-17

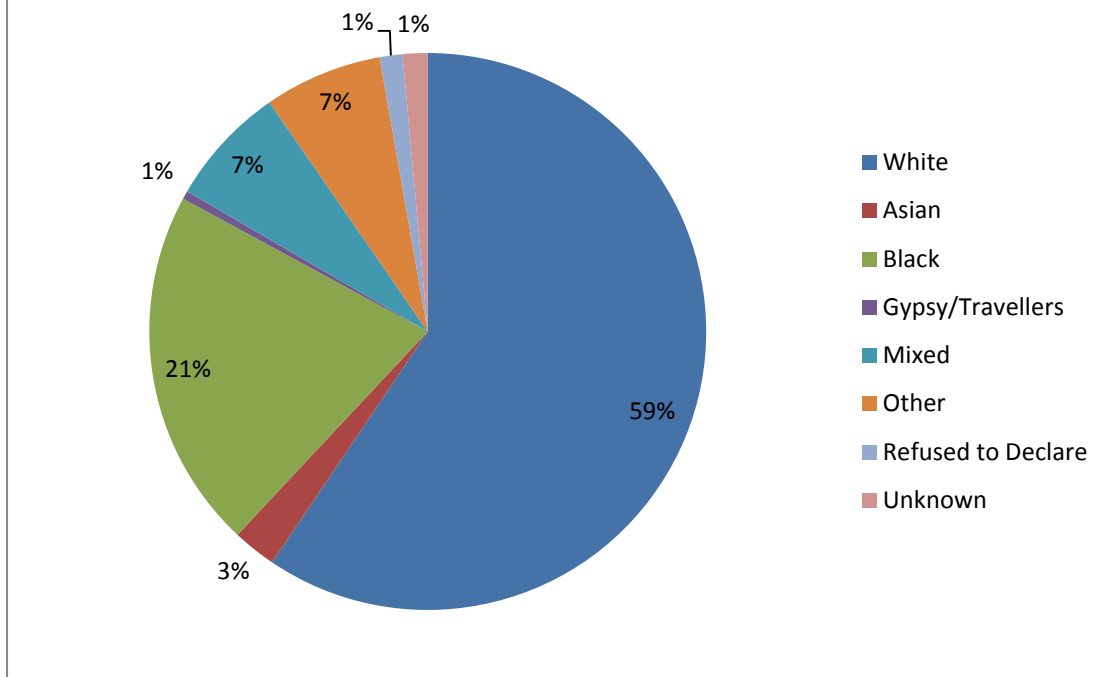


Homeless Acceptances Age 2016-17



57% of accepted homeless households are aged between 25 and 44 years old. This is largely reflective of the main age range of housing benefit claimants in Bromley.

Homeless Acceptance Ethnicity 2016-17



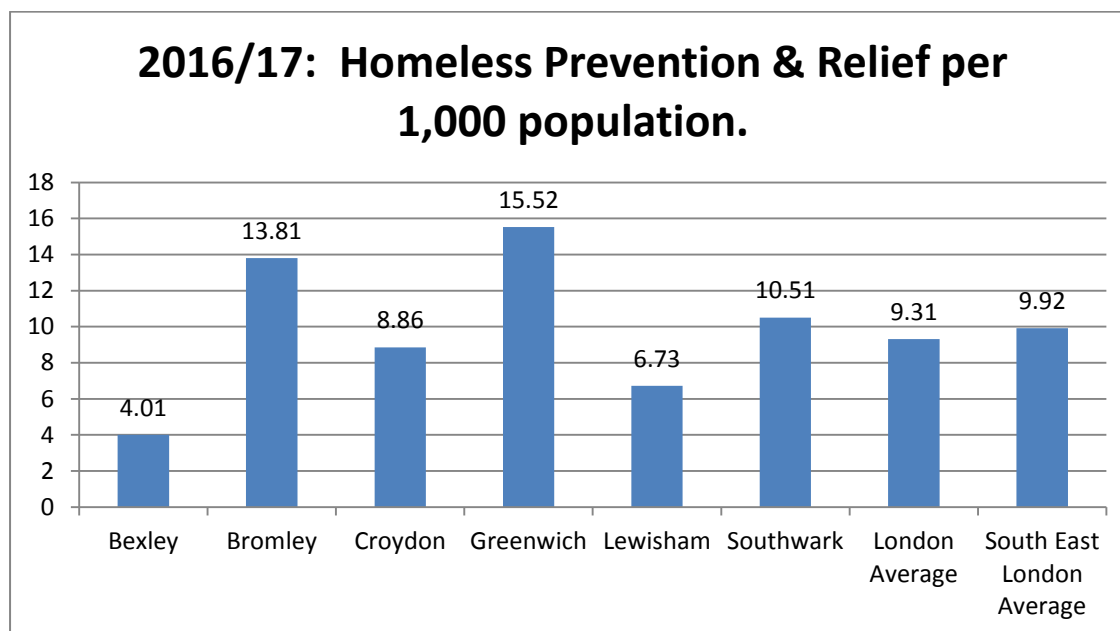
Over the past 4 years the proportion of homelessness acceptances from ethnic groups has increased, this is mainly accounted for by households who identify as Black or Mixed. Since 2012/13 the number of BAME being accepted as homeless and in priority need has gone up by 38%, compared to the 7% of people who identify as 'white'. This shows that BAME are disproportionately likely to suffer from homelessness, despite Bromley being predominately white, BAME are 18.9% of Bromley's population, yet they make up 28% of homelessness applications.

This problem is not confined to Bromley and it is common for BAME populations to be disproportionately homeless, both regionally and nationally. As of 2016/17 BAME made up 39% households accepted as homeless and in priority need nationally, but only 15% of the total population in England.

Non-statutory Homeless

It is important that this strategy highlights non-statutory homeless households. These are individuals and families that are either not found to be eligible, do not fall within the definition of priority need, who are deemed to be 'intentionally homeless' or who have not gone through the legal application for housing. The composition of households and individuals in non-statutory homeless category is varied. However the majority of non-statutory homeless households tend to be single people who do not have dependent children and people who do not fall into the statutory definition of vulnerable. As of March 31st 2017 the outcome of 35% of homelessness decisions were non-statutory. At Bromley we are committed to providing advice and assistance to assist non-statutory homeless households to enable them to secure alternative accommodation for themselves.

Homelessness Prevention and Relief



Source: DCLG P1E: Total reported cases of homelessness prevention and relief 2016-17

The level of homeless prevention in Bromley has been higher than the London and South East London averages for five consecutive years. In the last financial year, the number of cases that have been prevented or relieved has risen by 29% to 1,919 compared to the previous year. We believe that this is in part due to the implementation of the new early intervention prevention team as well as the increased emphasis on early intervention work in the housing needs team in general.

The homelessness intervention team is a new team which has been set up to better identify the triggers that can lead to homelessness. They work with households before a housing crisis strikes and it maximise the chances of successfully sustaining a household's existing accommodation or securing a new home before they become homeless. The team is still in its infancy but has already achieved a lot in relation to preventing homelessness and, when prevention is not possible, delaying homelessness. This allows time for a housing pathway to be developed and alternative suitable accommodation to be secured.

Supporting Vulnerable Homeless

For those that are considered vulnerable, poor housing or homelessness can escalate problems, or exacerbate an existing condition. The pathways in and out of homelessness are multi-faceted. However Bromley Council believe it is important to support vulnerable groups by providing affordable and safe accommodation as it brings stability and security. The benefits are endless as it provides a gateway to access health services particularly for people with ill health, both mental and physical. Furthermore it enhances social and community inclusion and provides the basis for family life. This is also good for those escaping domestic and gang violence.

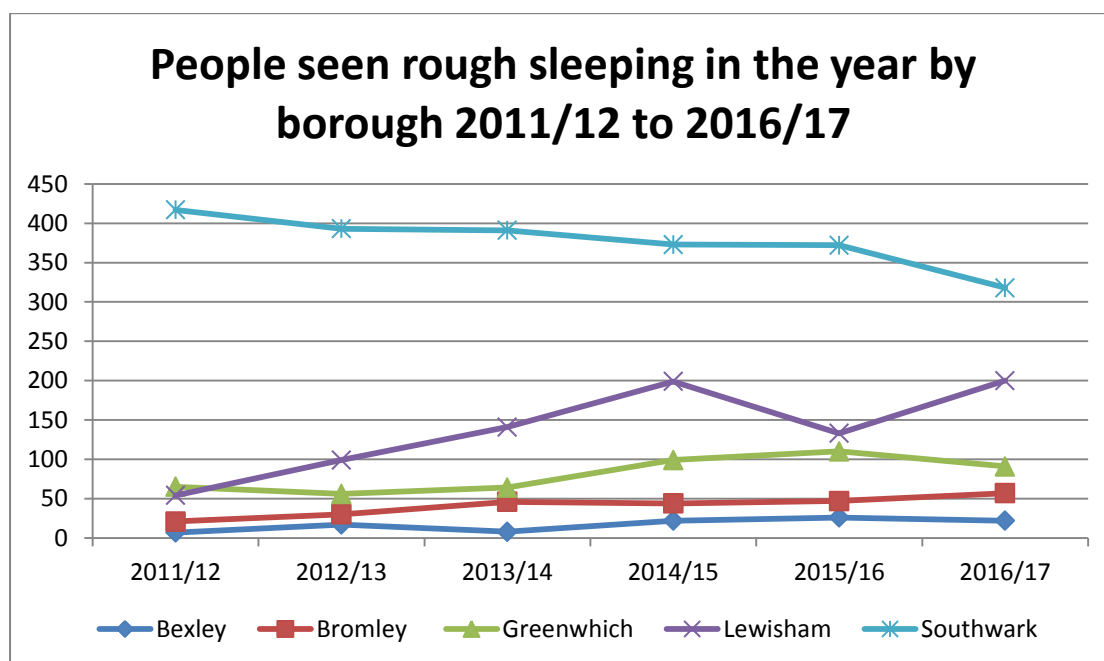
- **Housing Support:** The Housing Support team provides wrapped-around support to vulnerable clients placed across all forms of temporary and permanent accommodation. The team ensures that tenants develop, gain or build upon the skills they already possess to sustain their tenancies.
 - **Gangs and Domestic Violence:** We work to provide advice and support and work with partners like Youth Offending and Bromley & Croydon's women's aid to re-locate victims to different areas to live safer lives.
 - **Welfare Reform:** The Welfare Reform team helps residents understand what options are available to them after their benefits have changed. They create pathway for residents to find work, access training and any other form of support.
- Tenancy sustainment and supported housing units:** It is for residents who may be struggling to sustain their tenancy. It ensures that they have the assistance and support needed to permanently stay in their home.

Challenges

- **Youth Homelessness:** The strategy has already highlighted young people as one of the groups most susceptible to homelessness. There was 125 young people aged 16 to 21 accepted as homeless by Bromley in 2016/17. In comparison to 2015/16 when 88 people aged 16 to 21 were accepted as homeless, and that is a 42% rise.
- **Welfare Reform:** There are a number of people in the London Borough of Bromley that have been affected by recent welfare reforms. In April 2013 approximately 1800 people had their benefit restricted, because of under occupancy. As of the 18th October 2017 Bromley has 300 households who have had their entitlement restricted as a result of the benefit cap.
- **Floating support and accepted as vulnerable:** There are 1583 that have been accepted as vulnerable as of the 19th October 2017. Of the 1583 vulnerable people 48% (752) are female and 52% (831) are male.

Rough Sleepers in Bromley

The number of rough sleepers in the capital has increased significantly over the past five years. Rough sleeping in Bromley is still relatively low in comparison to most other London boroughs. However the recent data from the Combined Homelessness and Information Network **C.H.A.I.N** shows there has been an increase year-on-year in the number of rough sleepers in Bromley since 2011/12.



Source: GLA Rough Sleeping in London (Chain Reports)

During 2016/17, 57 people were seen rough sleeping in Bromley, more than double the number of people identified in 2011/12. Of the 57 people seen rough in 2016/17, 42 of them were new rough sleepers. The majority of rough sleepers were seen just once. 9 were those that had returned to the street after a period away. Of the 57 people seen, 43 engaged to have their support needs assessed, and the assessed issues were mental health (26) drugs issue (22), Alcohol use (20) and only 8 with no alcohol, drugs or mental health support needs. The majority of rough sleepers in Bromley are male (84%) and in the 36-45 age range

Every year Bromley Council participates in carrying out a rough sleepers count in the area. This allows us to monitor and evaluate the extent of rough sleeping in the borough and allocate resources accordingly. The chart below shows the result of the borough's rough sleepers count which is usually carried out on a night in November each year.

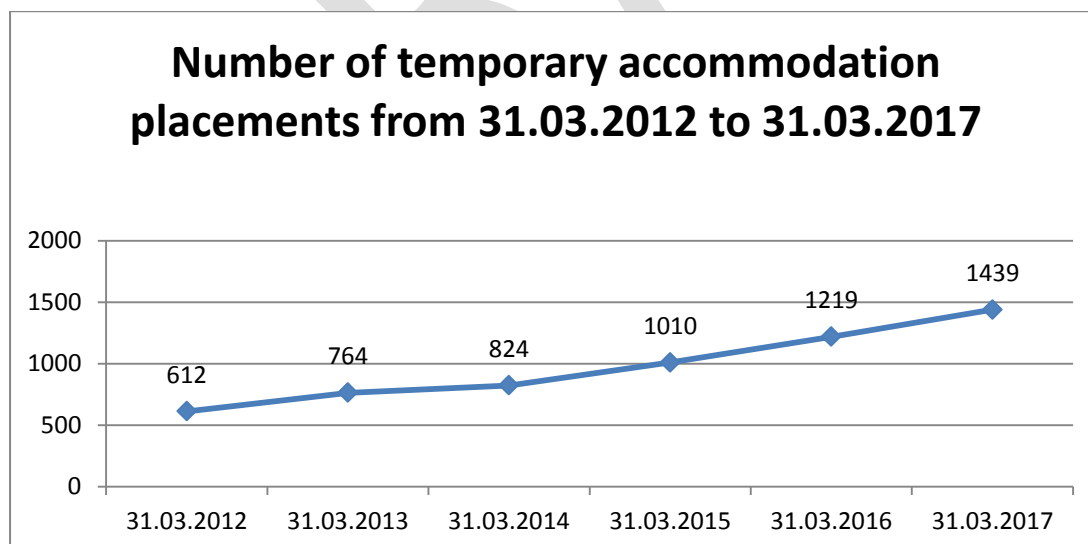
London Borough of Bromley- Annual Rough sleepers count			
	November 2014	November 2015	November 2016
No. of people found to be rough sleeping on the night of the count	2	4	3

The rough sleepers count only provides a one night snapshot count in the borough. The count has been criticised for this exact reason as a one night snapshot does not reflect the true scale of the problem. It is difficult to find and assist rough sleepers, because people are bedded down at different times, move about, and are hidden away in derelict buildings. Regardless, the count is still important as it gives the council a chance to assist rough sleepers and support them through their predicament.

Temporary Accommodation

The number of households in temporary accommodation (TA) has risen significantly in the past five years due to the marked decline in housing association lettings and a reduction in the supply of private sector accommodation that is affordable.

As of 31st March there were 1,439 households in temporary accommodation, a 135% increase since 2012. During this period there has been a marked reduction in the number of households moving on from temporary accommodation meaning that the net inflow into TA is more than those leaving TA.



These households consisted of 3,606 individuals, of which 1420 were children. There were 570 children under the age of 5 and 850 school aged children (5-16) in Temporary Accommodation 2016/17. 81% of households in TA are families (pregnant or with at least one dependent child). The most common household composition in

TA is single-parent households (63%). Only 18% are couples with dependent children, and this is closely followed by single-person households (with 15%). The remaining 4% are all other households groups. The average stay in TA in 2016/17 is 458 days this 142 days longer than the average stay in 2011/12 (314).

Those that identify as black are over represented in TA, making up 25% of all placements. This is considerably larger than the second biggest BAME group in TA, which is those who identify as mixed (7%). It again shows that BAME are over-represented and Bromley will do more to help these communities.

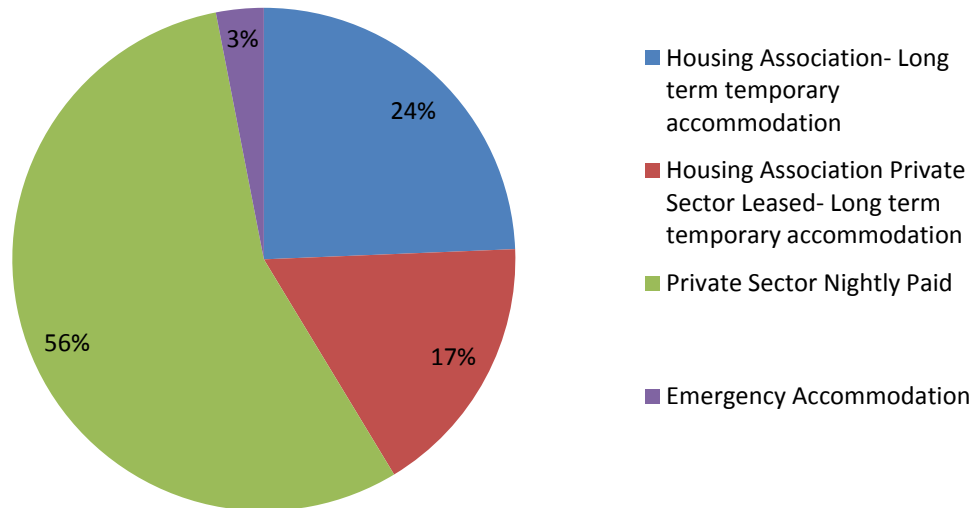
Temporary Accommodation Supply

Like many local authorities, a large proportion of TA, including nightly-paid accommodation is procured within the private rented sector. There is a complex subsidy regime to assist with the cost of TA, however the subsidy arrangements have also become more restricted, and this alongside steep price rises has made it more difficult to secure TA, particularly within the borough.

Homeless households are not the only source of demand for TA and boroughs are also facing increased pressure on this accommodation from 'no recourse to public funds' households and from young people. Across London the demand for TA has increased dramatically with all London authorities effectively chasing the same limited supply. In response, the TA market has moved to nightly paid models of accommodation (essentially private rented accommodation offered on a less secure nightly rate basis) rather than the more traditional longer-term lease opportunities. This has essentially been driven by providers as nightly paid arrangements prove more lucrative.

Households in nightly paid accommodation (NPA) since 31/03/2012 have gone up by 228%, whereas long term temporary accommodation (LTTA) has gone up by 68% in the same period reflecting the change in the offer from providers. The difference in cost of temporary accommodation units and the maximum recoverable rent (set by local housing allowance) is high, averaging £7,252 net cost per unit per annum. This has led to a total net spend of £3,579,659 m in 2016/17.

Types of Temporary Accommodation 31/03/2017



In accordance with the [Homelessness Code of Guidance: Suitability of Accommodation](#). The Council has a policy of zero use of shared facility bed and breakfast accommodation for families with dependent children and young people. Intensive work has achieved and maintained this target.

The Council seeks to accommodate people within their respective area as long as it is reasonably practicable, but if this proves impossible they must try to place people as close as possible to where they were previously living. This does not mean however that homeless households cannot be placed outside of the borough but the decision to place homeless households outside of the borough should be properly evidenced and explained, both in terms of demonstrating available housing supply and in assessing the suitability of any individual placement.

However, there is a serious shortfall of accommodation that can be secured in the borough to meet statutory housing need. It means that it is not reasonably practicable to provide accommodation within Bromley to every household to whom the Council owes a rehousing duty. There is an increasing need to secure accommodation that may be at some distance from the borough. In addition welfare reform has impacted upon the location of placements for some families on the grounds of sustained affordability in relation to the benefits they are now entitled to receive towards their housing costs.

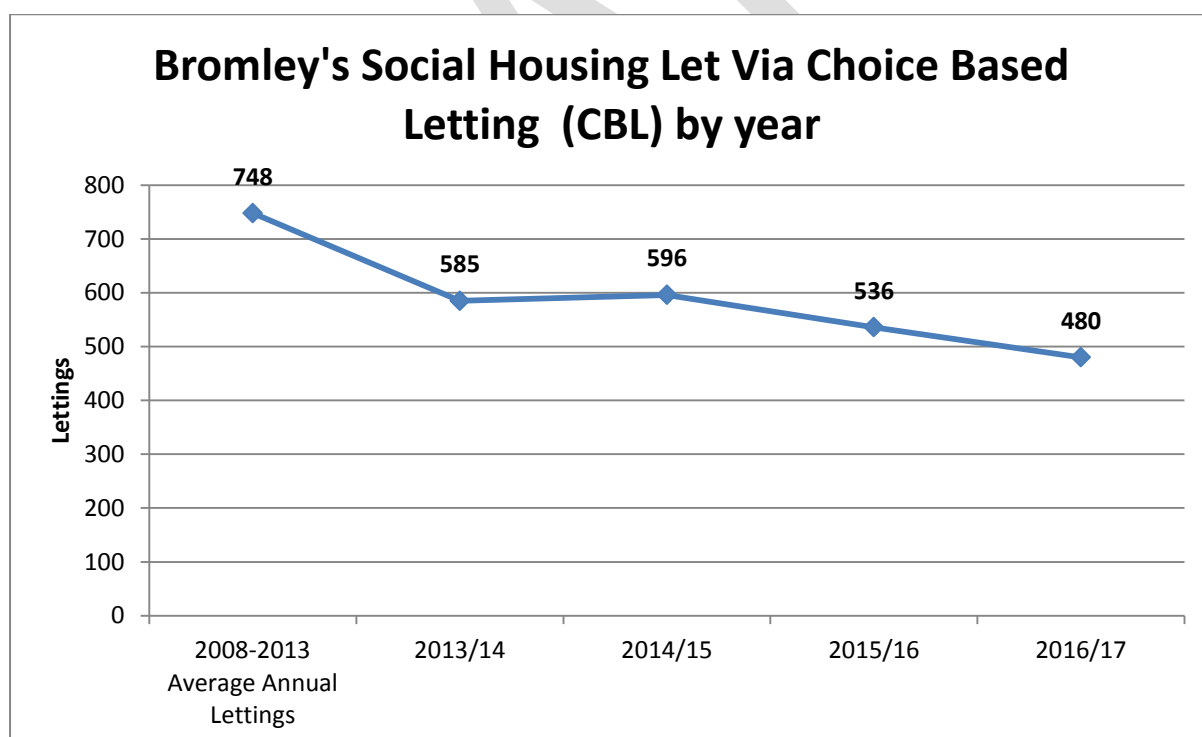
The current TA placement policy sets out how we are prioritising homeless households for temporary accommodation according to its location. This Policy was formally approved by Members in January 2016. The policy and its impact continue to be kept under review and it is reported regularly to the Care Services Portfolio Holder and the Care Services Policy, Development and Scrutiny Committee within the performance and supply and demand monitoring reports.

Traditional models of TA have centred on use of existing social housing stock and leasing of private rented sector accommodation. Whilst work continues to maximise supply through these routes it will no longer provide a sufficient supply of accommodation to meet statutory housing needs, particularly as an increasing number of private landlords will divert their accommodation to the more lucrative nightly paid arrangements.

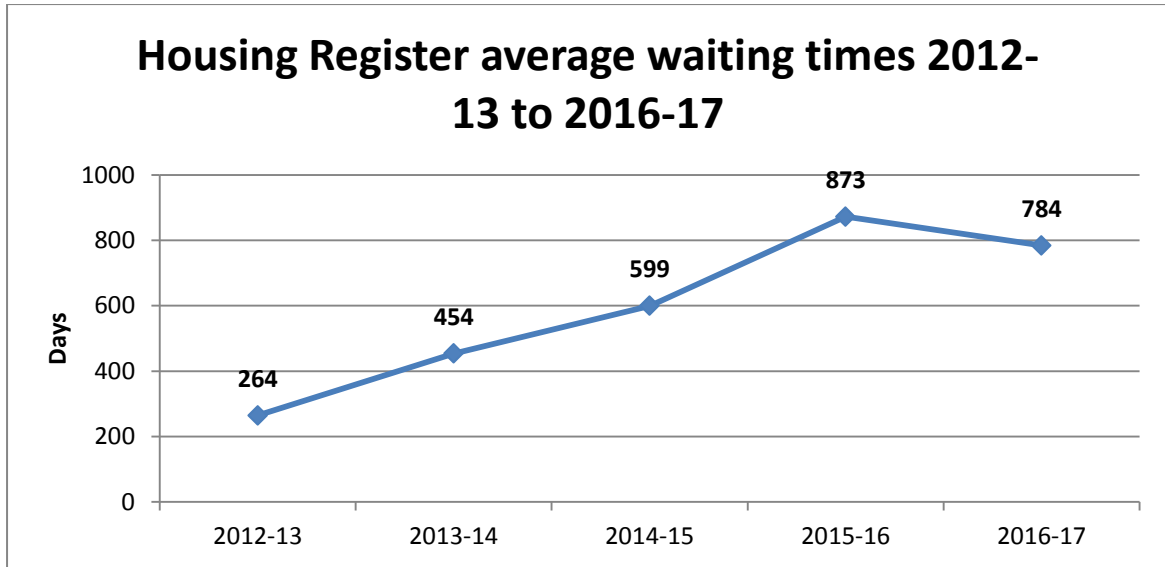
Alternative sources of supply are being sought, for example through use of vacant properties, conversion of former residential units and a property purchase programme. The acute pressures being faced means that, like all boroughs in London, we are having to consider new strategies to tackle growing demand and look to more innovative schemes and also further afield in London and beyond to provide sustainable and suitable housing solutions.

Social/Affordable rented Accommodation

Social housing lettings have reduced both through re-lets and new build accommodation. Developing housing associations have highlighted increasing difficulty in gaining sites and anticipate lower levels of new build developments going forward as a result of recent changes in development and housing association finance frameworks.



The waiting times for social housing have gradually increased over the last 5 years. Currently the average waiting time for a two bedroom property is 26 months.



Private rented Sector:

Historically Bromley has been successful in assisting households to secure private rented accommodation. However the rise in rents against restricted housing benefit levels together with the loss of direct housing benefit payments to landlords' means that the private rented sector in Bromley and across London and the South East is out of reach for an increasing number of households. To demonstrate, the average rental price for a 2-bedroom property in Bromley is around £450 per month more than the maximum housing benefit payable to assist with housing costs. As such the supply of private rented sector properties able to be secured to prevent homelessness has reduced year-on-year.

Progress since the last strategy

Bromley's last homelessness strategy set out the following priorities:

- Prevent and reduce homelessness and the numbers of households residing in temporary accommodation; support vulnerable people and encourage and empower people to resolve their own housing needs where they can.
- To deliver good quality affordable housing making the best use of existing housing stock, re-use of empty homes and improving the condition of private sector housing.
- To ensure that affordable housing is strategically allocated to best meet identified housing need.

Below is a summary of our main achievements in the past 5 years:

- 9,712 households were prevented from becoming homeless between 1st April 2012 and 31st March 2017. 6,555 were helped to remain in own home and 3,157 were helped to move into alternative accommodation.
- Meeting the Council's duty to provide temporary accommodation without placing any young people into bed and breakfast accommodation.
- As of April 2017 achieving zero use of shared-facility bed and breakfast accommodation
- A Debt Advice Officer has been appointed to help achieve prevention work and better outcomes for households residing in temporary accommodation as well as those affected by Welfare Reforms
- Development of a new early intervention prevention team to assist households before crisis is reached to increase the effectiveness of homeless prevention initiatives
- Operated a number of outreach surgeries including the domestic violence one stop shop, welfare reform surgery, green parks housing, and probation and youth offending team housing advice surgeries.
- Updated all of the housing department's communications, and including a new housing advice online form to enable people to access advice and assistance more quickly
- Produced homeless prevention, and housing and benefits videos.
- Implementation of a housing options online form to better triage and identify the needs of our clients as well as dealing with enquiries more efficiently and quickly
- Close work with private landlords and a variety of incentives has secured access to 2093 privately rented units for low-income households, between 2012/13 and 2016/17
- Specialist Housing Options Officers have been recruited to deal with the impact of Welfare Reform
- Completion of the refurbishment of two former residential homes to create 83 units of temporary accommodation in borough
- Recommissioning of our young people's accommodation and support services
- Recommissioning of our tenancy sustainment floating support service

- Setting up of a welfare fund to assist households with essential items when moving into their new home.
- Entered into a property purchase programme, 'More Homes Bromley' to buy 400 units by the end of 2018

Key challenges/pressures

Please refer to the [Appendix 1](#) which is give a summary of the key points from the consultation. It will also provide information on what the stakeholders and wider public believed to be Bromley's main challenges and pressures.

DRAFT

Part 2 – The Homelessness Strategy 2017-2022

The Homelessness Strategy Review highlighted the increasing number of people who find themselves homeless or at risk of homelessness. In the Homelessness Strategy Review we examined the three main causes of homelessness in our Borough which are; loss of privately rented accommodation and parents or friends no longer willing to accommodate and relationship breakdown/domestic violence. This section of the homelessness strategy will look to explain how we will try to eradicate the adverse effects of the main causes of homelessness in Bromley.

Through interaction with our customers and the general public we have learned about what people would like to see change, and the peoples' three main priorities are:

- More accommodation that is affordable
- More support for those considered to be vulnerable for example young and old people, victims of violence and those that suffer from ill health, mental or physical.
- The right advice and support at the right time in the right place.

Tackling homelessness through joint work has become more important than ever. Since 'Making Every Contact Count' was published, joint work has been championed as the most effective homelessness prevention method. Nationally, in 'Fixing our broken housing market' and in the draft London Housing Strategy there has been emphasises on collaboration between those agencies providing housing, social care, health, employment, and training support. It shows that resolving homelessness is more complex than just putting a roof over someone's head. In order to sustain that roof long term, joint work is imperative. We see the Homelessness Strategy and accompanying delivery plan as a great opportunity to build trust and further develop a truly collaborative approach to tackling homelessness.

Our mission statement is:

'To work with our community to ensure everyone has access to a home'

In order to achieve this goal the strategy has been developed following a positive pathway model to tackle and prevent homelessness which has identified following five key priorities

- **Early identification and prevention of homelessness:** To support people wherever possible before crisis and to provide excellent services to

those at point of crisis to either prevent homelessness or assist them to secure alternative sustainable accommodation.

- **Achieving positive outcomes for our young people:** Preventing youth homelessness and ensuring young people are supported to make a positive transition into adulthood.
- **Increase access to and promote the supply of accommodation:** To make best use of all available housing options to increase access to accommodation that is affordable and sustainable, and to increase through-flow from temporary accommodation.
- **Achieving positive outcomes by improving health and wellbeing and supporting people to break the cycle of homelessness:** To ensure services are accessible and tailored to individuals to enable them to secure safe and suitable accommodation and to assist people to develop the necessary skills and resilience to sustain accommodation and avoid repeat homelessness.

1. Early Identification and Prevention of Homelessness

Context:

Over 5,000 households approach the housing service each year for housing-related advice. This number is projected to increase as a result of rising housing costs, the impact of welfare reform and population growth.

The homelessness review demonstrated disproportionate levels of homelessness amongst particular demographic and community groups in Bromley and it is important that we gain an understanding of this in order to tailor services to be as effective as possible.

Early intervention seeks to prevent homelessness by tackling the root causes before they escalate into a housing crisis. In recent years Bromley has increased its focus on early intervention and homeless prevention. Given the challenges faced around increasing homelessness it is critical that we continue to put homeless prevention at the heart of everything we do. We believe this will greatly increase the chances of positive outcomes for people at risk of becoming homeless. We have adopted a person-centred housing and support solution which seeks to ensure effective information and advice is available at every stage to maximise the positive outcomes for those who are or may face homelessness. This requires professionals across agencies to be able to identify the risk of homelessness and know how best to respond.

Challenges

- The number of people at risk of homelessness is increasing. In 2016/17 831 households were accepted as homeless, a 36% increase on the previous year.
- The most common reasons for homelessness are that family or friends are no longer willing or able to accommodate, loss of private rented sector accommodation or relationship breakdown/domestic violence.

- However, homelessness is often not just about accommodation, but also occurs because of a range of complex personal and or wider factors such as the economy.
- 380 households were affected by the benefit cap in 2016/17
- House and rental prices have risen steeply in recent years.
- People who are homeless or at risk of homelessness may approach and seek help from a range of services at the same time.

Our goals:

Maximise the level of homeless prevention by:

- Delivering accessible information services
- Providing effective advice and assistance in the right place at the right time
- Assisting people to stay in their own homes or access alternative accommodation

To achieve these we will:

Deliver accessible services

- Expand phone, internet-based and face-to-face options and housing advice provision.
- Review and expand access routes and referral routes.
- Develop an on-line directory of services to ensure all agencies that may come into contact with an individual who is at risk of homelessness are able to signpost effectively to prevent homelessness occurring.
- Review information provided by the Council and partner agencies to ensure effective and consistent housing advice.
- Review and improve our webpages and develop an on-line customer portal.

Providing the right advice at the right time

- Improving processes, protocols and information-sharing between services to provide a more integrated and consistent approach to tackling homelessness.
- Provide everyone with a personal plan setting out all steps to be taken to either prevent homelessness or secure a suitable new home.
- Develop an early intervention and training programme for agencies to ensure a consistency in advice and referral routes.
- Ensure timely assessments to maximise the effectiveness of homeless prevention and relief interventions.
- Review and expand upon outreach surgery provision.

Maximising positive outcomes to assist people to stay in their own homes or secure suitable alternative accommodation:

- Through joint working and analysis of routes into homelessness better identify people at risk of homelessness to offer advice and assistance at an earlier stage to prevent crisis.
- Work with households to sustain their tenancy no matter who their landlord is.

- Review our protocols with housing associations to ensure referrals are made at an earlier stage for those at risk of eviction.
- Adopt a more collaborative approach to ensure agencies are able to provide effective information on prevention services and adhere to the new duty to refer those who may be at risk of homelessness.
- Adopt an approach that encourages people to take an active role in helping to prevent their homelessness.
- Promote the homeless prevention fund to ensure agencies are able to refer individuals at risk of homelessness.
- Update the housing options toolkit and continue to identify and disseminate good practice in homeless prevention and relief and ensure that prevention continues to target those most at risk.

2. Achieving positive outcomes for our Young People

Context

As a local authority we have a responsibility to safeguard children and young people, and preventing youth homelessness underpins this obligation. It is critical that we support young people at risk of, or experiencing homelessness and ensure they are placed in suitable accommodation that meets their needs and helps them to achieve their aspirations and potential.

Over the last five years young people have become increasingly susceptible to homelessness. They are more likely to live in poverty, because of youth unemployment, welfare reform changes and limited access to affordable housing. It is important for Bromley to take a strategic approach to tackling and preventing youth homelessness.

Bromley has developed an integrated service for young people at risk of homelessness with the overarching aim to ensure that homelessness is prevented wherever possible and that all young people approaching are supported with a pathway to independence which assists them not only to secure suitable housing but to develop the necessary skills and knowledge to sustain accommodation. Without adequate support or preventing youth homelessness it can have a negative impact on education, employment, health and wellbeing. These factors would subsequently make them more prone to homelessness in the latter stages of their life.

Preventative work is important to minimise the number of young people experiencing housing crisis in the first place. Where young people do approach in crisis there is a need to ensure appropriate support and accommodation is available to ensure young people are able to make a successful transition into adulthood and independent living in a planned way.

Key Challenges:

- Number of young people at risk of homelessness has steadily increased in recent years

- The number of 16-24 year-olds accepted has gone up by 60 between 2015/16 and 2016/17
- The number of children open to the leaving care team as of 31/03/2017 is 239.
- Reference HB/WR changes & impact

Our goals:

- Deliver better outcomes for children and families by reducing the level of youth homelessness
- Enable young people to access appropriate accommodation and support service that meet their needs
- Provide coordinated services that tackle the wider causes of homelessness and enable young people to transition into adulthood in a planned and sustained way.

To achieve these we will:

Reducing youth homelessness:

- Expand on the range of initiatives to prevent youth homelessness
- Ensure all young people receive appropriate assessments to determine their future housing options
- Fix broken family relationship and help young people stay at home with parents, relatives, or friends

Access to appropriate accommodation and support services:

- Ensure no young people are placed into shared facility bed and breakfast accommodation and all young people are placed into accommodation that meets their needs
- Work with the leaving care team to ensure young people leaving care are given appropriate accommodation and support to lead independent lives
- Complete a comprehensive review of young people's supported accommodation and seek to develop a framework to expand the accommodation options for young people.
- Work with colleges and Children's services to deliver a placements panel to ensure that accommodation and support is tailored to the individual young person's needs.

Successful transition to independence

- Increase the number of young people in training and employment related activities.
- Ensure that all commissioned housings services for young people assist in access to education, training and employment opportunities.
- Develop a life skills training programme to build the skills and confidence to live independently.

3. Increase access to and the supply of accommodation.

Context

Accessing accommodation is the key to both preventing and resolving homelessness, whether through providing a long-term home, or through providing interim or specialist accommodation pending a move to longer term settled accommodation. However access to accommodation that is affordable, particularly within the borough has become increasingly difficult as demand is high, costs are rising and social housing stock supply is limited.

The demand from homeless households across London is rising. This means that the Council must look to ensure best use of all available stock while assisting to increase access to a range of accommodation across all sectors of the housing market. Increasingly this also means looking outside its boundaries to meet the current levels of need and identify accommodation that people will be able to sustain.

The Council's first priority is to prevent homelessness occurring. Where homelessness cannot be prevented, we will provide temporary accommodation whilst assisting households to find a settled housing solution.

Securing good quality affordable temporary accommodation has become increasingly difficult. Rental prices have risen and local housing allowance has not kept pace. Homeless households are spending longer in temporary accommodation, and this has all placed a significant financial burden on the Council.

The Council has an approved temporary accommodation placement policy. This means that placing households out of borough and in some cases outside of London in more affordable places. This will always be done subject to agreed criteria and an individual risk/suitability assessment for each placement made. We have to take these steps in order to secure a sufficient supply of accommodation to meet our statutory housing duties, but it must be done in a fair and sensitive manner.

In recent years the Council has undertaken a number of new initiatives to increase supply and will continue to consider new strategies to tackle growing demand and look to more innovative schemes and also further afield in London and beyond to provide sustainable and suitable housing solutions. This includes making as much use as possible of the private rented sector to discharge our homelessness duty.

Challenges

- A reducing supply of housing association properties becoming available to let.
- Limited number of PRS housing available in the borough
- Increasing private sector rents and limits on local housing allowance payable have resulted in many areas becoming unaffordable to those on

benefits. Universal credit is also reducing the number of private landlords willing to let to benefit dependent households.

- Competition for housing in London is great across all tenures and areas. Scarcity is also driving up costs.
- Limited land for new build due to high levels of greenbelt.
- Limited move-on supply means households are remaining for longer periods in temporary accommodation.
- Whilst we try to address this issue, we must ensure that, particularly for the households placed outside of Bromley, they have appropriate support and access to services.

Our goals:

Increasing access to and supply of accommodation by:

- Making greater use of PRS for homeless households and those at risk of becoming homeless.
- Increasing our portfolio of temporary accommodation properties.
- Working with housing partners to develop more affordable homes
- Make best use of existing stock to meet housing needs

To achieve these we will:

Increasing access to PRS accommodation

- Introduce an incentive scheme tailored to each individual's household needs to encourage and promote access to PRS accommodation.
- Promotion of out-of-London schemes for households who cannot afford Bromley or London.
- Review incentives offered to private landlords and agents to increase the number of landlords willing to take referrals.
- Hold regular private landlords' forums.

Increasing Temporary Accommodation

- Undertake a review of temporary accommodation provision to model requirements going forward under the homeless reduction act.
- Deliver 400 units under the More Homes property purchase scheme.
- Review leasing and block-booking schemes with landlords to ensure packages are attractive and flexible.
- Continue to work with housing providers and developers to explore all potential schemes for additional provision.
- Explore all potential for conversion of vacant properties for use as temporary or settled provision.

Working with partners to develop more affordable homes

- Produce a new housing strategy to set out the strategic aims of new supply.

- Explore opportunities to develop existing Council or housing association-owned land for conversion and use for modular homes or new build affordable housing.
- Align procurement to source housing for children's, adults and housing services.
- Work with planning colleagues to ensure that the affordable housing provision is secured on new developments and to maximise the use of s106 payment in lieu contributions for new supply.

Making best use of existing stock

- Review methods of communicating the lettings plan, outcomes and waiting times to help people make informed decisions
- Review the allocations scheme to ensure it supports the delivery of the Homeless Reduction Act and focuses on homeless prevention.
- Ensure take-up of quota queues for care leavers and move-on from supported accommodation to increase through-flow
- Continue to free up existing stock through tackling fraud, addressing under-occupation and promoting alternative housing options
- Work with households who have been in TA the longest to facilitate move on to settled housing solutions

4. Achieving Positive Outcomes by improving health and wellbeing and supporting vulnerable people.

Context

The threat of, or actual homelessness, is traumatic and can impact on the wellbeing of individuals and families and can contribute to poor physical and mental health. Many who face homelessness have complex needs, whether in terms of their housing, personal circumstances or health. Whilst many who approach for help are able to be guided to help themselves, others will require far more intensive support to resolve their housing difficulties. We understand that without the necessary support tailored for each individual, outcomes may not be positive and tenancies not sustained.

Homelessness can also disconnect people from support networks and services and the longer a household remains in unsettled accommodation the harder it is to protect vulnerable adults and children. We believe a move into temporary accommodation should only be one part of a journey for a client. Where possible we want to avoid the use of nightly paid accommodation. However, when we do place a household into temporary accommodation, be it short or long term, we aim to have a clear pathway for each household, based on the family's needs longer term. Whilst we try to address this issue, we must ensure that for the households placed outside of Bromley, they have appropriate support and access to services.

In recent years there has been an increase in rough sleeping. Rough Sleepers may experience a range of multiple and complex needs which are

rarely able to be addressed by one service. In addition to the risks faced by rough sleepers, rough sleeping can also have a negative impact on the wider community. Tackling rough sleeping requires effective collaboration between partners to ensure a comprehensive programme is in place to offer proactive outreach

Education is important not just in schools, but in the wider community. It is important that people know how to recognise when they need to seek help and what help they may need. We believe that our advice and assistance cannot just be limited to housing; we need to address the family's needs as a whole and help households to develop the skills and resilience to manage in the long term.

Key Challenges:

- The number of rough sleepers has more than doubled since 2011/12. 57 rough sleepers were identified in Bromley in 2016/17.
- The recent JSNA health needs audit highlighted the high proportion of single homeless people with complex needs relating to physical and mental health.
- The time spent in temporary accommodation is increasing
- Due to high and rising need the Council has to place households into temporary accommodation outside of the borough in order to meet its statutory housing duties. This is often at some distance from existing support services.
- The number of homeless application, because of domestic and gang violence went up by 50 between 2015/16 and 2016/17. Between July 2015 and June 2016 there was 4800 reported domestic abuse and sexual violence incident in Bromley. Of the 4800 2480 were domestic violence victims.
- Welfare reform has increased the number of people facing homelessness because they cannot afford their accommodation costs.
- More people are accessing food banks in Bromley

Our goals:

- Minimise the impact of welfare reform
- Provide tailored support to prevent homelessness and sustain accommodation
- Build resilience
- Reduce the risk of rough sleeping

To achieve these we will:

Minimise the impact of welfare reform and financial exclusion

- Benefits Advisor to assist with uptake of benefits and the legislative changes in relation to Welfare Reform

- Ensure housing services participate in the development of local support arrangements for implementation of universal credit to minimise the risk of homelessness arising from benefit change
- Provide access to money and debt advice to resolve homelessness and ensure households are able to sustain future living expenses.

Provide tailored support to prevent homelessness and sustain accommodation

- Ensure the wider needs of all households are considered as an integral part of their pathway plan and that appropriate support is provided to access and sustain accommodation.
- Review existing floating support and supported accommodation and ensure future commissioning meets identified needs.
- Work with Bromley & Croydon Women's Aid to improve pathways for domestic abuse victims leaving refuges
- Promote more joined up working with health, prison and probation services to prevent homelessness on discharge or release.
- Work closely with partners in the criminal justice sector through [Multi-agency Risk Assessment Conference](#) (MARAC) and [Multi-agency public protection arrangement](#) (MAPPA) arrangement to provide appropriate support, including housing.
- Complete [Joint Strategic Needs Assessment](#) (JSNA) health needs audit to improve links with health to better understand and address health needs of homeless people.
- Ensure good communications with local authorities in which temporary accommodation placements are made.
- Ensure those placed outside of the borough are able to access local services.
- Undertake a review of supported accommodation

Build resilience

- Develop a financial inclusion approach to minimise the risk of future homelessness
- Increase access to employment support for families and vulnerable adults who are at risk of homelessness.
- Encourage savings and enable low cost finance by promoting the credit union.

Reduce rough sleeping

- Deliver on the 'no first night out project' in partnership with south east London housing partnership to secure private rented accommodation and provide the necessary support to ensure tenancies are sustained.
- Undertake the annual headcount to monitor levels of rough sleeping
- Work closely with London Street Rescue to identify and support rough sleepers away from the street.
- Promote the no second night out helpline and streetlink reporting tool.

- Work with No Second Night out (NSNO) and London Street Rescue (LSR) to create a forum or task group to enable professionals both in the sector and the local authority to have a clear plan of action for rough sleepers in the borough.

Cost and Resources

Homelessness can have a long-lasting negative impact on the health and wellbeing of people. There is also a large financial cost arising through homelessness.

The Council faces increasing costs in providing services to homeless people. Direct costs incurred in relation to homelessness and temporary accommodation have been increasing year-on-year and it is forecasted to amount to £13,768,020 of which approximately £9,686,593 is met through government grants and housing benefit receipt.

Investing in services which prevent homelessness and support people to sustain accommodation in the longer term can help to stem these costs and improve the health and wellbeing of individuals and families.

The Council will continue to invest in services during this strategy to reduce the level of homelessness in Bromley. In the process we seek to minimise the wider costs which may include welfare benefits, health, social care, and criminal justice.

Delivering the Homelessness Strategy

An action plan has been developed from workshops involving a range of agencies and stakeholders to support delivery of the commitments set out in the Homelessness Strategy.

Monitoring our action plan in a timely manner will make it easier to update in light of other potential changes to national, regional or local policy and means we will be able to respond appropriately. We will review our action plan annually and each quarter we will monitor the actions and measures that have been set out in it. Progress will be regularly presented to Members and key external stakeholders

Homelessness Strategy Action Plan

Early Identification and Prevention and Prevention of Homelessness				
Action	Outcome/ Success Measures	Responsibility	Resources	Timescales
1. Accessible Information				
Expand phone, internet based and face to face options and housing advice provision.	Increased take up of advice before crisis Reduction in approaches and homeless acceptances. Reduced proportion of households requiring emergency temporary accommodation placements. Reduced timescales to access advice	Head of Housing Options and Support	Mainstream staffing resources. IT system capital funding	
Review and expand access and referral routes	Increased take up for advice pre crisis and reduced homeless acceptances	Head of Housing Options & Support	Mainstream staffing resources	
Develop an on-line directory of services to ensure all agencies who may come into contact with an individual who is at risk of homelessness are able to sign post effectively to prevent homelessness occurring.	Comprehensive directory of services and resources rolled out to all agencies Customers will be signposted to the right service at the right time	Head of Housing Compliance & Strategy	New burdens funding	
Review information provided by the Council and partner agencies to private tenants and landlords to identify	Reduced homeless applications & acceptances from those facing eviction from the private rented sector.	Head of Housing Options & Support	Existing revenue budget	

opportunities to better inform them about homeless prevention services.				
Ensure all communications deliver consistent messages on the Council's approach to homeless prevention and housing solutions available. Review and update as required all leaflets and website.	Website reviewed and updated. All leaflets reviewed at least annually and updated as required. Reduced approaches as homeless	Director of Housing		
Develop a web based interactive housing advice module	Increased take up of self-help service to prevent crisis	Director of housing	Housing IT system approved capital funding	
2. The right advice and assistance at the right time				
Review current frontline access arrangements to offer increased duty arrangements to reduce appointment times.	Reduced waiting times for appointments leading to reduced homeless acceptances.	Director Housing Head of Housing options & Support		
Develop early intervention and homeless prevention programme for voluntary and community sector partners.	Training programme developed and delivered. Reduced applications and acceptances Consistent advice provided to anyone at risk of homelessness.	Head of Housing Compliance & Strategy		
Improving processes, protocols and information sharing between services to provide a more integrated and consistent approach to tackling homelessness.	Increased action before crisis to reduce homelessness. People receive consistent advice regardless of where they approach	Director of Housing. Head of Options & Support and head of		

		Allocations and Accommodation.		
Develop personal plans setting out signposting advice and assistance to homeless people	Everyone has a clear plan setting out the steps to prevent or relieve homelessness and who is responsible for this. Increased take up of self-help options Reduced homeless acceptances	Head of Housing options & Support	To be costed	By march 2018
Reduce assessment times	Assessments times reduced – new targets to be established for HRA	Head of Housing Options & Support	Mainstream revenue funding	
Introduce housing advice at court.		Head of Housing Options & Support	To be costed	May 20018
Review the effectiveness of current outreach surgeries and undertake a scoping exercise to assess the potential benefits of expanding outreach provision as a method of early intervention including community shops, children's centre. Following review identify the best locations for the provision of early advice	Regular network of advice surgeries in place. Clients actively utilising for advice and support	Head of housing Options & Support Head of Housing Compliance & Strategy		
Provide regular briefings for frontline staff across agencies who come into contact with vulnerable households and develop referral protocols to ensure referrals are made effective and comply with the new duty to refer	Consistent advice provided Reduction in homeless acceptances	Director of Housing		
Working alongside Bromley Children's	Families referred before crisis to	Head of Housing		

Project to identify those at risk. Develop a clear analysis protocol and referral process	increase the number of successful prevention and reduced acceptances	Compliance and strategy		
3. Support to remain in the home of access alternative accommodation				
To work with landlords no matter who their landlord is. Develop specialist tenancy relations capacity	Reduced homelessness as a result of eviction.	Head of Housing Options & Support		
Through joint working better identify people at risk of homelessness to offer advice and assistance at earlier stage to prevent crisis. Develop identification tools for partners.	Increased access to early intervention services to reduce homeless acceptances	Head of Housing Options & Support		
Ensure that the new integrated health networks are able to identify issues which could lead to homelessness and provide effective sign posting to intervention services.	Increased access to early intervention services to reduce homeless acceptances	Head of Programme Design Head of Housing Options & Support		
Review our protocols with housing associations to ensure referrals are made at an earlier stage for those at risk of eviction	Decrease in evictions from housing associations, increase in planned move on	Homeless Intervention Manager	Mainstream staff resources	
Promote the homeless prevention fund to ensure that agencies are able to refer individuals at risk of homelessness.	Increased take up of homeless prevention fund Reduced homelessness	Head of Housing Options & Support		

Pilot the use of mediation services for those at risk of homeless and review effectiveness to determine future commissioning of mediation services alongside social care.	Reduced homelessness through family/friend evictions	Support & Resettlement Group Manager Children's commissioner		
Analyse prevention work for good practice to share amongst frontline staff	Increased homeless prevention reduced homeless acceptances	Head of Housing Compliance & Strategy		
Analyse routes into homelessness to target resources at early intervention	Increased homeless prevention reduced homeless acceptances	Director of Housing		
Refresh hospital discharge procedures	Reduced homelessness and increased planned move on. Reduction on delayed discharges	Head of Housing options & Support Support and resettlement Team Manager		
Work closely with partners in the criminal; justice sector through MARAC and MAPPA arrangement to provide appropriate support, including housing.	Agencies are provided with the best help options to reduce the level of homelessness and inappropriate housing	Head of housing options and support		
Continue to work closely with colleagues in safeguarding to respond to referrals and work according to protocols to assist in rehousing solutions	Increase in planned moves to reduced homeless acceptances	Head of housing options and support	Mainstream revenue funding	Ongoing. Annual review of protocol
Update housing options toolkit in line with HRA and good practice guidance	Compliance with HRA and reduced homeless acceptances	Director Housing Head of Housing		

		Compliance & Strategy Head of Housing Options & Support		
Identify and work with the top families with housing, social and health needs to improve their own lives and become self-reliant	Reduced repeat homelessness	DLT		
Achieving positive outcomes for our young people				
1. Reducing Youth Homelessness				
Continue the integrated 16/17 year old service and expand on the range of initiatives to prevent youth homelessness	Reduced homeless approaches	Group Manager housing support & resettlement	Mains stream staff resources Homeless prevention fund	Immediate on ongoing throughout strategy
Continue to monitor and review where necessary the 16/17 joint protocol between housing and children's services	Improved joint working between services and reduced homelessness	Director Housing Director children's social care		

Ensure all young people receive appropriate assessments to determine their future housing options	Improved move on to independence. Young people in suitable accommodation Reduced failed tenancies	Group Manager Housing Support & Resettlement Head of Referral and Assessment		
Fix broken family relationship and help young people stay at home with parents, relative friends	Increased number of young people returning home	Group Manager Support & resettlement		
Develop a programme of homelessness awareness in secondary schools	Young people will know how to identify if they are at risk of homelessness Young people will know where to go for support and advice	Head of Housing Compliance & Strategy Group Manager support & Resettlement		
Provide housing advice outreach surgeries in the MASH and Youth hub	More young people assisted to remain in their home	Group manager support and resettlement		
2. Access to appropriate accommodation & support services				

Ensure the provision of emergency and assessment units within supported housing	Young people have appropriate accommodation whilst a longer term option is identified	Group manager support & resettlement	Existing approved supported accommodation budget	
Ensure no young people are placed into shared facility bed and breakfast accommodation and all young people are placed into accommodation that meets their needs	All young people are placed into suitable accommodation with a move on pathway	Head of Housing Allocations & Accommodation		
Work with the leaving care team to ensure young people leaving care are given appropriate accommodation and support to lead independent lives	All young people are placed into suitable accommodation with a move on pathway	Head of Housing options and Support. Head of CLA and care leavers		
Complete a comprehensive review of young people's supported accommodation and seek to develop a framework to expand the accommodation options for young people.	All young people are placed into suitable accommodation with a move on pathway. Reduced tenancy failure	Director Housing Director Children's Social Care Children's Commissioner		
Continue to contribute to the placements panel to ensure that accommodation and support is tailored to the individual young persons needs.	Reduction in young people failing tenancies or entering inappropriate accommodation	Head of CLA and care leavers Homeless Intervention Manager	Mainstream staffing resources	ongoing

To provide use of emergency beds as an alternative to remand for young offenders	Reduced number of young people held on remand	Group Manager Support and resettlement Head of YOS		
3. Successful transition to independence				
Work with colleagues in education and youth services to increase the number of young people in training and employment related activities.	More young people in training and employment. Reduced tenancy breakdown	Group Manager Support & Resettlement.		
Ensure that all commissioned housings services for young people assist in access to education, training and employment opportunities.	More young people in training and employment. Reduced tenancy breakdown	Commissioner Children Group Manager Support & Resettlement Group Manager CLA		
Develop/commission a life skills training programme	Reduced tenancy failures and repeat homelessness	Children's Commissioner Group manager support & resettlement Group manager leaving care		
Housing attendance at Moving On workshops to present information on acquiring housing and sustainability	Reduced tenancy failures and repeat homelessness	Group manager housing support & resettlement		
Develop agreements with young people to commit to certain standards and	Reduced tenancy failures and repeat homelessness	Group manager housing support		

training.		& resettlement		
Ensuring young people have access to health services and that health promotion activities are delivered across all supported accommodation.	All young people are accessing the appropriate health services	Group manager support & resettlement		
Increasing the supply of accommodation				
1. Greater use of PRS				
Identifying need and creation of a bespoke incentive package to support and encourage clients to take up private sector accommodation	Reduced number of households entering temporary accommodation	Group manager housing management & Acquisitions Homeless Intervention Manager		
Further develop links with the private rented sector: Support and develop a single homes initiative. Explore the potential to develop a lodging scheme Hold regular landlords forum Undertake a regular publicity campaign to attract landlords and agents Continue to work with the empty homes project	Improved access to the prs to prevent/relieve homelessness	Group manager housing management & acquisitions		
Promotion of out of London schemes for households who cannot afford Bromley or London	Increased take up of out of borough options	Group Manager housing management && Acquisitions		

Review incentives offered to private landlords and agents to increase take up	Increased access to prs to prevent/relieve homelessness	Group manager housing management & Acquisitions		
2. Increase temporary accommodation supply				
Deliver 400 units under the More homes property purchase scheme and explore options for us in discharge for the homelessness duty	Reduced number of households entering NPA accommodation and remain in TA	Director Housing Director Commissioning		
Review leasing and block booking schemes with landlords to ensure packages are flexible	Reduced number of households entering NPA accommodation and reduced average cost of placements	Director Housing		
Increase range of temporary accommodation- review all potential schemes and options for the procurement of new supply.	Reduced reliance on costly NPA accommodation Reduction in costs Zero use of shared facility B&B accommodation	Director Housing	Mainstream revenue budget Homeless contingency TAMF grant	
To review use of the TAMF to increase the range of TA options available	Appropriate accommodation Reduced length of stay Reduced use of NOA and associated costs	Director Housing	TAMF	
Review TA to ensure it supports the principles of new legislation to reduce length of stays and facilitate conversion to settled accommodation wherever	Reduced length of stay in temporary accommodation	Director Housing	TAMF. Revenue Budget	

possible				
3. Working with Partners to develop more affordable homes				
Produce a new housing strategy to set out the strategic aims of new supply	Reduced numbers and time in TA	Director Housing		
We are exploring opportunities to develop existing Council owned land for conversion and use for modular homes.	Reduced numbers on TA	Director Housing		
Align procurement to source housing for children's, adults and housing services	Reduced costs and inappropriate placements	DLT		
4. Make best use of existing stock to meet housing needs				
Review the methods used to communicate the lettings plan, outcomes and waiting times to improve transparency and understanding	Annual report and regular publication of the lettings plan	Group manager housing allocations		
Review the allocations scheme to ensure that it supports the delivery of the Homeless Reduction Act and focuses on homeless prevention	Increased allocations under homeless prevention reducing numbers in TA	Director Housing Head of Allocations & accommodation		
Ensure take up of quota queues for care leavers and move on from supported accommodation to increase through flow	Reduced use of temporary accommodation for these client groups	Group Manager housing allocations		
Continue to free up existing stock through tackling fraud, and promoting alternative housing options. Implementation of visiting officers	Improved through flow from temporary accommodation	Head of Allocations & Accommodation		

Continue to free up stock by addressing under occupation including maximising use of extra care housing	Improved through flow form temporary accommodation Full utilisation of extra care housing	Head of Allocations & Accommodation Head of Assessment & Care Management		
Work with households who have been in TA the longest to facilitate move on to settled housing solutions	Increased move on in discharge of duty from TA into settled housing solutions	Group Manager Allocations		

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Achieving Positive Outcomes: Improving Health and Wellbeing and supporting Vulnerable people.

1. Minimise the impact of welfare reform				
Benefits Advisor to assist with uptake of benefits and the legislative changes in relation to Welfare Reform	Reduced homeless acceptance	Head of Housing Compliance and Strategy		
Access to computers in a range of locations Access to support Communication about Universal Credit Co-locate at JCP with JCP/BCP – additional post to cover this work	Reduced homelessness arising from welfare reform. Reduced rent arrears	Head of Compliance & Strategy Welfare reform manager		
Ensure housing services participate in the development of local support arrangements for implementation of universal credit to minimise the risk of homelessness arising from benefit change	Reduced homelessness	Head of Housing compliance & Strategy		
Increase employment opportunities through working with JCP and other partners	Reduced homelessness and reduction in benefit cap cases	Head of Compliance & Strategy Welfare reform manager		
Work with internal and external partners to monitor the impact of welfare reform.	Understanding of impact. Resources are targeted to reduce homelessness	Head of housing compliance and strategy Head of revenue and		

		benefits		
Develop awareness around the following tools to assist residents: Digital inclusion Credit union Debt and welfare advice Access to employment and training Transfers and home swap Access to out of borough and out of borough accommodation	Awareness raised with internal and external partners People affected signposted to the correct agency for support Reduced homeless approaches	Head of housing compliance and strategy Head of revenue and benefits		
Review the use and access to discretionary housing payments to ensure these are able to be deployed quickly and support homelessness prevention and the duties contained in the homeless reduction act	Reduced homelessness, failed tenancies and repeat homelessness	Director housing Head of revenue and benefits		
2. Provide tailored support to prevent homelessness and sustain accommodation				
Outreach support for distant/out of Borough placements	Decrease in rent arrears Households being able to contact our service with ease when required and be provided with timely support and/or advice	Head of allocations & Accommodation Group manager housing support and resettlement		
Provide tenancy support to establish and sustain tenancies in the private sector	Reduction in failed tenancies and repeat homelessness	Group manager support and resettlement		

In-depth assessment to ensure the right household is matched to the right property				
Provision of support to meet the households needs in order to sustain their tenancies	Fewer review requests Decrease in complaints/contacts regarding temporary accommodation			
Work with health services to adopt a preventative, joined up approach				
Continue to develop links with mental health providers and to assess the impact of changes in the delivery of services to clients	Effective referral pathways developed to reduced homelessness or extended stays in residential settings	GM support and resettlement		
Ensure that all personal plans fully assess support needs and that applicants are signposted or referred to the appropriate services		Head of housing options and support		
Explore the potential to commission a housing first model		Director Housing		

Specialist accommodation and floating support				
Work with Bromley & Croydon Women's Aid to improve pathways for domestic abuse victims leaving refuges		Group Manager Housing options		
Promote more joined up working with health, prison and probation services to prevent homelessness on discharge or release.		Head of Housing options & Support		
Complete JSNA health needs audit to improve links with health to better understand and address health needs of homeless people.		Group manager Housing resettlement & Support		
Ensure those placed outside of the borough are able to access local services and are provided with a temporary accommodation information pack		Group Manager Housing Allocations		
Ensure good communications with local authorities in which temporary accommodation placements are made and that notifications are provided for all out of borough placements		Group Manager Housing Allocations		

Maintain refuge provision				
3. Build resilience				
<p>Consider a client's strengths as well as support needs and risks</p> <p>Provision of appropriate supporting services during stay in temporary accommodation and ensure support services remain in place in the early start of new tenancies</p>	Reduced failed tenancies	Head of housing options and support	Mainstream staffing resources	ongoing
Commission pre tenancy training programme	Reduction in failed tenancies and repeat homelessness	Head of Options and Support		

Encourage savings and enable low cost finance by promoting the credit union.	Reduction in failed tenancies and repeat homelessness	Head of housing options & Support		
Develop a financial inclusion approach to ensure that they minimise the risk of future homelessness	Reduction in failed tenancies and repeat homelessness	Head of Housing Compliance and strategy		
Increase access to employment support for families and vulnerable adults who are at risk of homelessness.				
Financial Resilience - Debt Advice to be given as early as possible				
Monitor the number of enquiries from domestic abuse victims Specialist Training for staff Staff are able to recognise and respond appropriately to victims of domestic abuse				

4. Reduce the risk of rough sleeping				
Deliver on the no first night out project in partnership with south east London housing partnership to secure private rented accommodation and provide the necessary support to ensure tenancies are sustained.	Reduced rough sleeping	Group manager housing options		
Undertake the annual headcount to monitor levels of rough sleeping		Head of housing compliance & Strategy		
Work closely with London street rescue to identify and support rough sleepers away from the street.	Reduce the number of entrenched rough sleepers returning to the streets.	Head of Housing options & support		
Promote the no second night out helpline and streetlink reporting tool.	Reduced rough sleeping	Head of Compliance & Strategy		
Work with No Second Night out (NSNO) and London Street Rescue (LSR) to create a forum or task group to enable professionals both in the sector and the	Reduced length of rough sleeping	Head of Housing options and support		

local authority to have a clear plan of action for rough sleepers in the borough.				

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Appendix 1- Key points from Bromley's Consultation

Bromley's Homelessness Strategy was developed with the help of organisations from the public, third and housing sector. The engagement with residents also helped us form the homelessness strategy.

Consultation workshops took place in February and March 2017 with Housing Advice Teams, stakeholders and service providers to better understand the needs of homeless households or those at risk of homelessness in our community.

The strategy takes into account the views of our community and its partners; we have ensured that their voices are reflected in this strategy.

For the results of the Consultation you can visit: (insert web address)

The key messages that came from the consultation are:

The current housing situation is mostly affecting people's ability to afford their rent and housing

- Having housing related issues is causing stress and ill health
- Very little access to private sector accommodation because Landlords are reluctant to let to clients that are in receipt of benefits
- It was felt that the best way to manage this and identify those at risk is through partnerships, joint working and advice
- The top two initiatives put forward to prevent homelessness are, housing stock/development and education
- Greater communication to deliver prevention work
- It was felt that the best way that Bromley Council assist agencies is to work with Agencies and increase our stock

- There needs to be greater awareness of our Housing Needs service and the Options available to people
- The public felt that the best way to reduce homelessness is to reduce cuts and increase housing

The keys messages that came from the questionnaires are:

- More affordable homes need to be built in the borough
- More night shelters and drop in centres
- There needs to be more of an holistic approach in the public sector
- Prioritise people with mental health and drug and alcohol problems.
- There needs to be more research on the specific needs of minority groups like the LGB, BME and etc.
- Invest more in drug, alcohol and probation.
- Support existing organisation committed to helping homeless people.

Members of the Homelessness Strategy Working Group 2017 - 2022

- **LBB- Housing Department**
- **LBB- Leaving Care**
- **LBB-Bromley Childrens Project**
- **LBB- Early Intervention and Support**
- **The Links Medical Practice**
- **Community Links**
- **MOAT Homes**
- **Radcliffe Housing Society**
- **Job Centre Plus**
- **Hestia**
- **Bromley Shelter**
- **Mayflower**
- **Living Well**
- **Bromley Citizen Advice Bureau**
- **Affinity Sutton**
- **Health Watch Bromley**
- **Bromley and Croydon's Women's Aid**
- **Penge Churches Housing Association**
- **No Second Night Out**
- **Keniston Housing Association**
- **Centrepoint**
- **Homeless Link**
- **Crystal Palace Community Trust (CPCT)**
- **Latch Project**
- **Thames Reach**

Appendix 2- Glossary (Draft)

A

Affordable homes: They are homes that are no more than 80% of the average local market rent.

Arrears: It is sum of money that is owed and should have been paid earlier.

B

Bed and Breakfast Accommodation (B&B): Households are placed in B&B accommodation, because of a lack of suitable accommodation. Most B&BS used by the council are not like hotel accommodation, and are often run specifically for homeless households. Residents placed in B&B may have to share facilities with other households/residents.

C

Choice Based Letting: It is an online system that shows what properties are available to rent. It is for people accepted onto the housing register, and it can be accessed via various mediums.

Combined Homelessness and Information Network (CHAIN): It is a multi-agency database that gathers information about rough sleeping in London.

Consultation: It is a meeting where people/groups discuss a subject/topic and share advice.

D

Discretionary Housing Payment (DHP): It is a short term payment from a local authority to help cover some housing costs. DHP does not have to be repaid by the resident.

Domestic Abuse: Women's aid has defined it has an incident or pattern of incidents of controlling, coercive, threatening, degrading and violent behaviour. It includes sexual violence, by partner, family member or carer.

F

Forums: It is a meeting/ medium where ideas and views on a particular issue can be exchanged. People can talk about a problem or matter especially of public interest.

G

Greater London Assembly (GLA): It is strategic city wide government for the city of London. The GLA holds the mayor accountable, investigates issues and influences policy development.

H

Homeless: You may be homeless if you live in unsuitable housing, do not have the right to stay where you are, or if you are sleeping rough.

Homelessness Strategy: Homelessness Act 2002 states that local authorities must have a strategy for preventing homelessness in their district. The strategy applies to anyone at risk of being homeless. Council's must also relieve homelessness where someone has been found to be homeless but is not owed a duty to secure accommodation under the homelessness act.

Homelessness prevention: It has been defined by the Department for Communities and Local Government (DCLG) as a local authority "providing people with the ways and means to address their and other needs to avoid homelessness".

Homelessness Relief: It is when a local authority is unable to prevent homelessness, but helps someone to secure accommodation, despite not being obligated to do so.

Housing Association/ Registered Social Landlord (RSL): It is a non-profit organisation, and they rent properties to low incomes households with particular needs. Their portfolio consists of social and affordable rented properties, and they provide options for low cost home ownership.

Housing Tenure: is the legal status under which someone has the right to live in a property. The two most common forms of tenure are home ownership and renting. Home-ownership is when a property is owned outright or bought with mortgage or loan. The second type of tenure is renting, and it has two forms, and they are social and private renting.

J

Joint Strategic Needs Assessment (JSNA): It is process by which local authorities, clinical commissioning groups and other public sector partners jointly describe the current and future health and wellbeing needs of its local population and identifying priorities for action.

L

Landlord- It is an owner of a property, and the landlord leases their property to an individual or business, and they are called tenants.

Leaving Care: It is a service for young people aged 16 plus to 21. It ensures that young people do not leave care until they are ready, and that they receive effective support once they have left.

Local Housing Allowance: It is a housing benefit that helps people renting from private landlords. The LHA is administered by the local council.

Lodge: It is a specialist accommodation project for long term rough sleepers.

M

Multi Agency Risk Assessment Conference (MARAC): It is where information is shared on the highest risk domestic abuse cases between representative of local police, probation, health child protection, housing practitioner, Independent Domestic Violence Advisors (IDVAs) and other specialist from the statutory and voluntary sectors.

Multi-agency Public Protection Arrangement (MAPPA): Multi-agency public protection arrangement ensures the successful management of violent and sexual offenders.

Mortgage: It is a legal agreement by which a bank/ building society, lends money at interest, and in exchange they take the title of the borrower's property. Over a set period of time, the borrower must repay the loan in order to outright own the property. If the borrower fails to meet the condition of the agreement, the mortgage provider can repossess the property.

N

Nightly Paid Accommodation (NPA): It is used as an interim accommodation while an individual's application for housing is being assessed. Councils only pay for the accommodation the night it is used.

No Second Night Out: It is a London-wide project aimed at ensuring that people sleeping rough do not spend a second night out on the streets.

Not for profit- It means that any surplus generated is reinvested in the pursuit of a social goal. In this context profit would be reinvested into building more affordable home for low income households.

O

One stop shop: It offers a multitude of services for people, and it provides a convenient and efficient service.

P

Private Rented Sector (PRS): The PRS is a property that is owned and rented out by a private landlord. It is the fastest growing tenure in the country, and 14% of Bromley residents live in private rented housing.

Public Sector: It is controlled by the state, owned and operated by the government. The public sector provides services for citizen and does not seek to generate a profit.

R

Rough sleeping: It is the most visible form of homelessness. Rough sleeping has been defined as people sleeping or bedded down in open air, building or other places not designed for habitation.

S

Social services: It is a government service that provides and promotes the welfare of vulnerable people. Social service better the wellbeing of children, adults and the elderly.

South East London Housing Partnership: It is partnership made up of the 5 boroughs in the South East London sub-region. They are Bexley, Bromley, Greenwich, Lewisham and Southwark

Stakeholder: It is person or group that has an interest in an organisation. Stakeholders can affect or be affected by an organisation's actions, objectives and policies.

Statutory homelessness: Homelessness defined within the terms of the homelessness legislation and it determines when local authorities will have a duty to offer accommodation.

T

Temporary Accommodation: Local authorities place households in an interim accommodation, when permanent housing is not available, or when households are awaiting a decision on their homelessness application.

Third Sector: Encompasses registered charities and other organisations such as associations, self-help groups and community groups, and they are 'value-driven'. This means they are motivated by social goal and not profit.

W

Welfare Reform: It is when government changes or amends social welfare policies. The goal is to reduce number of individuals/ families dependent on government assistant, so claimants of benefits can be self-sufficient. It affects how much monetary support people are entitled to.

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Report No.
DRR17/053

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: **DEVELOPMENT CONTROL COMMITTEE EXECUTIVE**

Dates: 16th November 2017
6th December 2017

Decision Type: Non-Urgent Executive Non-Key

Title: **London Borough of Bromley's Community Infrastructure Levy, Proposed Preliminary Draft Charging Schedule Consultation**

Contact Officer: Terri Holding, Planner
Tel: 020 8313 4344 E-mail: terri.holding@bromley.gov.uk

Chief Officer: Jim Kehoe, Chief Planner

Ward: N/A

1. Reason for report

To explain the process of The Community Infrastructure Levy (CIL); to recommend an appropriate level of CIL charge for consultation purposes and to undertake a consultation on the Preliminary Draft Charging Schedule for a 6 week period.

The Community Infrastructure Levy (CIL) allows local authorities in England and Wales to raise funds from developers undertaking new building projects. It effectively replaces much of the existing process of planning obligations commonly known as 'Section106' agreements.

2. **RECOMMENDATION(S)**

That Development Control Committee

- 2.1 Endorses the attached Appendix 1 Preliminary Draft Charging Schedule (PDCS), summarised in Table 1 below, and recommends that Executive approve the PDCS and authorises the consultation process to begin.

That the Executive

- 2.2 Approves the Preliminary Draft Charging Schedule summarised in Table 1 (para 3.1) and detailed in Appendix 1.
- 2.3 Approves and authorises the PDCS consultation process.

Impact on Vulnerable Adults and Children

1. Summary of Impact:

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Quality Environment:
-

Financial

1. Cost of proposal: £26k for public consultation & Public Examination
 2. Ongoing costs: N/A
 3. Budget head/performance centre: Local Plan Implementation
 4. Total current budget for this head: £32k
 5. Source of funding: Existing revenue budget for 2017/18 and potential future CIL monies
-

Personnel

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

Legal

1. Legal Requirement: Community Infrastructure Levy Regulation 2010 as amended
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

3.1 The Community Infrastructure Levy (CIL) allows local authorities in England and Wales (defined as Charging Authorities) to raise funds from developers undertaking new building projects. It effectively replaces much of the existing process of planning obligations commonly known as ‘Section106’ agreements. The primary use of CIL is to gain financial contributions from certain types of viable development to help fund new or improve strategic infrastructure required to support the growth identified in the Local Plan. CIL places a charge per square metre on development. It will not be the sole funding source for all infrastructures delivered, but will supplement other public sector revenue streams. In summary, the recommendation is to consult on the proposed charges shown in Table 1.

Table 1. Proposed CIL Charging Rate

Proposed LB Bromley CIL Charges	
Use*	CIL Rate
Residential C3	£100 per sq m
Retail Warehousing** over 1000m ²	£100 per sq m
Supermarket/ foodstore*** over 280m ² (3,000 sq.ft)	£100 per sq m
Other forms of development****	£0 per sq m
These rates apply in addition to the rates set out in the Mayor of London’s Community Infrastructure Levy Charging Schedule (currently £35 per sq m for Bromley)	

- * Development types based on The Town and Country Planning (Use Classes) Order 1987 as amended
- ** Retail warehouse are large stores specialising in the sale of household goods (such as carpets, furniture and electrical goods), DIY items and other ranges of goods, catering mainly for car-borne customers.
- *** Convenience retailing is the provision of everyday essential items, including food, drinks, newspapers/magazines and confectionery.
- **** Infrastructure contributions from C2 development will be sought via section106 (or other) agreement where viable, and not via CIL.

3.2 CIL has a number of significant advantages over the current system of Section 106 agreements, including:

- Payment is non-negotiable, which helps speed up the planning process and offers more certainty for the Council;
- The CIL charge is transparent and predictable, meaning that applicants will know their CIL liability prior to submitting a planning application;
- A wider range of liable development will contribute to the cost of infrastructure provision, not just large scale development;
- CIL will be available to spend on local infrastructure priorities with more flexibility than s106’s;

- CIL will be the main mechanism for securing developer contributions for infrastructure to support growth. Section 106 agreements will be significantly scaled back.

3.3 The following are subject to reliefs (if applied for) or are exempt from the levy:-

Development of less than 100 square metres (CIL reg 42)) – unless this is a whole house, in which case the levy is payable

Houses, flats, residential annexes and residential extensions which are built by ‘self builders’ (CIL reg 42A, 42B, 54A, and 54B as amended 2014)

Social housing that meets the relief criteria set out in CIL reg 49 or 49A (as amended 2014)

Charitable development that meets the relief criteria set out in CIL reg 43 to 48

Buildings into which people do not normally go (CIL reg 6 (2))

Buildings into which people go only intermittently for the purpose of inspecting or maintaining fixed plant or machinery (CIL reg 6 (2))

Structures which are not buildings, such as pylons and wind turbines

Specified types of development which local authorities have decided should be subject to a ‘zero’ rate and specified as such in their charging schedules

Vacant buildings brought back into the same use (CIL reg 40 as amended 2014)

Where the levy liability is calculated to be less than £50, the chargeable amount is deemed to be zero so no levy is due.

Mezzanine floors, inserted into an existing building, are not liable for the levy unless they form part of a wider planning permission that seeks to provide other works as well.

3.4 CIL is a part replacement for the use of Section 106 planning obligations in securing infrastructure to support development on anything wider than a site-specific basis. Certain infrastructure, for example affordable housing, site specific mitigation, and infrastructure required by C2 development will continue to be negotiated through Section 106 in the same manner. In due course the existing Planning Obligations Supplementary Planning Document (SPD) will be revised to reflect changes made as a result of introduction of a Local CIL charge.

Evidence of funding collected through s106 and estimated CIL receipt

3.5 The National Planning Practice Guidance (NPPG) requires, as part of the background evidence needed to support the setting of a CIL charge, evidence (at Appendix 3) of the amount of funding collected in recent years and also the level of affordable housing achieved.

3.6 Over the last 3 financial years (between April 2014 and March 2017) a total of £3.2m of Section 106 pooled monies has been received for Education, Health,

Public Realm, and Highways projects, as set out in Appendix 3. This equates to an average of £1,067,770 per annum that has been generated towards the delivery of infrastructure from pooled contributions.

- 3.7 Looking ahead to a time when a local CIL is adopted, it is estimated there is a potential receipt for £3.5m towards infrastructure projects per year that would otherwise have been funded by pooled s106 in whole or part. This estimation of a local CIL receipt was calculated by using the average size property size taken from the South East London Strategic Housing Market Assessment (SHMA) 2014. The SHMA highlights the level of need within the Borough up to 2031 is for 1 bed (53%), 2 bed (21%) and 3 bed (20%) units (Draft Local Plan para 2.1.6, 2016). Using the potential CIL rate of £100 for residential (C3) use, the Borough's housing target of 641, allowing for an affordable housing level (in practice around 20% of units), and taking the average sized 2 bed property of approximately 70 sq.m, (using GLA minimum space standards), this would then equate to £3,591,000 per annum.
- 3.8 However there is a significant level of self-builders in the borough and over the last few years whilst collecting Mayoral CIL, we have seen that self-builders by meeting the regulation criteria and claiming that relief, has an impact on the potential amount collected on behalf of the Mayor for the Mayoral CIL. Recent analysis showed a potential loss of 22% of revenue via residential applications, but if the property is then sold (currently the most common reason is relocation) or rented within a time limit the owner is disqualified from relief and the CIL charge is collected (up to 3 years after the new dwelling has been completed).

Liability to pay Community Infrastructure Levy

- 3.9 CIL liability is triggered by most development comprising buildings that includes an increase of new build floorspace of 100 sq metres, or more, of gross internal floorspace (GIA). For developments that comprise a residential dwelling the amount of new build floorspace is irrelevant; CIL is triggered on any scheme involving a dwelling whether this is from new build or existing floorspace (para 3.3 the Regulations provide exemptions or reliefs for self-built housing, for residential extensions or annexes and for affordable housing). Provided that a building has not been left vacant the GIA of any existing building on the site which is due to be demolished, or which will form part of the new development, would normally be deducted from the chargeable area.
- 3.10 The CIL Regulations provide exemptions and reliefs from payment of the levy for certain forms of development. In some cases these are mandatory forms of relief, which must be applied by the authority and in other cases they are discretionary where the Council must decide whether to make them available. In summary the different forms of relief relate to development that comprises social housing, charitable development, self-build homes, residential extensions and residential annexes.
- 3.11 A chargeable development, for the purposes of determining a CIL liability, is the development for which planning permission is granted. This includes development where planning permission is granted by way of a "general consent" (such as permitted development) if it is of a sufficient scale or type which would trigger liability to pay CIL. CIL is a mandatory payment that becomes payable on commencement of development by the party who has

assumed liability and each person known to the authority as an owner of the relevant land.

What will the local CIL used for?

- 3.12 The money raised from CIL can be used to pay for infrastructure to support development, ensuring that new development bears a proportion of the cost of delivering the new infrastructure required. CIL can be spent on any community infrastructure required to support growth, provided the infrastructure is on a Council published 'Regulation 123' list. CIL infrastructure does not include Affordable Housing. The 'Regulation 123 list is a list of community infrastructure projects prepared and agreed by the Council. The Local Plan which the Council has agreed contains an Infrastructure Delivery Plan (IDP) Schedule; that is a list of all known or potential infrastructure projects/schemes from which the specific Regulation 123 list should be devised. Topic areas from the IDP Schedule focus on Transport, Education, Health, Open Space, Parks and Gardens, Leisure, Public Realm, Low Carbon, Energy, Waste, and Flood Mitigation. The emerging scope for the CIL Reg 123 list is at Appendix 2. Once CIL is adopted the Reg 123 list will be reviewed annually.
- 3.13 As footnoted in the Preliminary Draft Charging Schedule table, infrastructure contributions from C2 development will be sought via s.106 (or other) agreement rather than CIL. This is because the current viability evidence does not support a generalised CIL charge for such development. Instead, viability will be assessed on a case-by-case basis via s.106 (or other) agreement. In order to avoid any "double-dipping" – where developers pay twice for the same infrastructure – (which is prohibited by regulation 123), the Regulation 123 list is drafted to exclude relevant infrastructure where the need for it specifically arises from C2 development.
- 3.14 In addition following an amendment of the CIL Regs in April 2013 there came into force regulations concerning the 'neighbourhood proportion'. This allows for when Neighbourhood Plans are developed in the future, and where there is a Neighbourhood Development Plan in place, the neighbourhood will be able to receive 25% of the revenues from CIL arising from the development that they have chosen to accept within their neighbourhood boundary. The Council must agree with the local community how to spend the money. Neighbourhoods without a Neighbourhood Development Plan, but where the CIL is charged will receive a capped share of 15% of the levy arising from development in their area.
- 3.15 The regulations provide that the Neighbourhood proportion can be spent on:
- The provision, improvement, replacement, operation or maintenance of infrastructure; or
 - Anything else that is concerned with addressing the demands that development places on an area.
- 3.16 The Council will need to consider further how the CIL and neighbourhood proportion is to be managed. A separate report will be made on that matter in the future. There are currently no Neighbourhood Plans in place within the Borough.

Setting a Community Infrastructure Levy

- 3.17 To charge a CIL the local authority must produce and adopt a charging schedule which sets out the levy rates for the area. Rates can be differentiated by location, land use and size of development – but only on the impacts on development viability. The charging schedule must be based on evidence of:
- An up to date Infrastructure Delivery Plan identifying demand across service areas, funding, and any known funding gaps. Web link: [Infrastructure Delivery Plan 2016](#)
 - Viability evidence based on different development scenarios: [DSP Viability Assessment Report Nov 2016](#)
- 3.18 Using this evidence the authority must strike an appropriate balance in setting the levy rates between desirability of funding from CIL (in whole or in part) the actual and expected cost of infrastructure required to support development of its area, taking into account other actual or expected sources of funding, and the potential effects (taken as a whole) of the imposition of CIL on the economic viability of development across its area.
- 3.19 The Charging Schedule should support the delivery of growth, and be consistent with the Draft Local Plan and London Plan (2016) policies. The process for preparing a charging schedule is similar to that which applies to relevant Plans including stages of public consultation and finally a public examination of the charging schedule by an independent person (usually a Planning Inspector).

The Charging Schedule

- 3.20 The Council has prepared a Community Infrastructure Levy (CIL) Preliminary Draft Charging Schedule (PDSC) document at Appendix 1. This provides the first step in setting the CIL rates, which are supported by evidence on development viability compiled by external consultants Dixon Searle Partnership (DSP) over the period 2015-2016. The PDSC sets out the general explanation of CIL, the background to its preparation and methodology used to determine the CIL rates.
- 3.21 The PDSC is supported by the evidence base which included a detailed viability assessment, which examines the levels of CIL that can be achieved across the borough without affecting the overall viability of development identified in the Local Plan. Only developments that are shown to be viable will be charged CIL.
- 3.22 The PDSC is also supported by the Infrastructure Delivery Plan (IDP), to demonstrate that there is a funding deficit between the total cost of required infrastructure and the infrastructure already agreed for delivery and to be financed by the Council, external partners and agencies. The deficit justifies the position of the Council to move forward with CIL. The IDP was prepared as part of the Local Plan and specifically the IDP Schedule table forms Appendix 10.3 of the Local Plan Submission document.
- 3.23 The proposed rates have been tested based on the affordable housing policy requirements, by market value area and by standards for sustainable homes, and with provision made for the Mayoral CIL which is already collected at the rate of £35 per sq metre plus index linking (since 2012) and consequently the

rate stands at £44.10 per sq m) from range of development types typical in the Borough, over all use classes have been tested within the viability assessment. The recommended CIL rates are reasonable and have not been set at or near the maximum level assessed in the viability evidence, and set at an appropriate amount that is viable in the current economic climate.

Proposed CIL Charges

Residential

3.24 The viability assessment has concluded that for residential development (s) in most development circumstances in the Borough a local CIL charging rate not exceeding £100 per sq. m would be suitable. The consultants had stated that there may be a differential rate for town centre or similar development, if on balance that included a higher charge elsewhere. However following discussion with the LDFAP the setting of a more modest rate applied area-wide, so as not unduly impact on town centre redevelopment scenarios, was preferred. Whilst a higher rate could be justified in some circumstances (for simpler sites in high value locations) the added the complexity using a differential rate would not prove to be worthwhile in terms of overall clarity and operation of the Council's approach.

Commercial

3.25 The consultants found that the only commercial/non-residential development likely to show a level of viability sufficient to support the fixed nature of CIL charging beyond that already in place of Mayoral CIL is retail development.

3.26 This could support CIL charging at a similar rate to residential in some areas. Town centre development scenarios tests (envisaging comparison development primarily) produce strong looking values but the consultants expect these to be needed to support the release of sites and development costs are likely to be high, compared with those for equivalent types of units located away from main shopping areas. In addition, any Local Plan relevant new town centre shopping or local centres provision in the small shop units for convenience store use and similar could potentially be prejudiced at that rate. The consultants therefore suggested a low or nil rate. In discussion with the LDFAP the preferred option was for a Nil rate overall for both comparison and convenience shop development.

3.27 Retail warehousing development appears to have amongst the strongest viability prospects of all in the Borough, should this format come forward. Depending on type and strength of investment, these may not support yields at quite such positive levels as foodstore developments. Bearing in mind the London Mayoral CIL and other collective costs, the consultants view is that a CIL charge of £100 sq. m would be appropriate.

3.28 Large Supermarket/ foodstore development showed positive yields but these did fade in the testing. With likely relatively high land values in most parts of the Borough the ability to compete for sites may not be as strong. In lower value locations other uses will often be less competitive for sites. Combined with higher development costs associated with town centre rather than edge of centre, suburban or fringe sites, the consultants view would be a rate not exceeding £100 for any new schemes, without going to the margins of viability.

3.29 Town centre retail in the form of restaurant use shows a highly variable picture of viability, dependent on the assumed rental and yield combination. On the whole owing mainly to the higher build costs assumptions in the DSP report, these are indicated to have reduced viability compared with A1 retail use. On the whole these are usually part of a wider offer that creates a sense of place and potentially groupings of them.

Other Uses

3.30 At this moment in time the consultants, whilst noting that CIL Charging Schedules are expected to be reviewed after a short timescale of just a few years, consider no other forms of development other than as shown in Table One will clearly support CIL charging.

3.31 Other uses may be best assessed on a site by site basis using the existing s106 mechanism where appropriate.

3.32 The proposed CIL Charges are shown at paragraph 3.1 in **Table 1**.

Consultation and Next Steps

3.33 In line with CIL Regulations, the Council is required to undertake consultation on the PDCS. This is a technical consultation, and will be go to all persons registered on the LB Bromley database including statutory consultees, stakeholders and infrastructure providers. The consultation is timetabled for 6 weeks January/February 2018. Responses can be received through the consultation portal electronically or alternatively by email and letter.

3.34 The Council will consider all representations received during this consultation and report back later in the spring with the final draft version of the Charging Schedule for publication in the spring when further representations are sought. At this stage the document is submitted to an independent examiner and any representations are forwarded to the examiner for consideration at Public Examination. It is expected the Public Examination (subject to progress of the Local Plan Examination) could take place next Summer with adoption Winter 2018. The Council would then publish the date that the Local CIL would become effective, and would start charging from that date.

Conclusion

3.35 The PDCS has been prepared based on a comprehensive assessment of development viability across the Borough. The proposed rates are justified by evidence and ensure that they do not compromise the ability for the Council to deliver the Local Plan.

3.36 The CIL PDSC is a technical planning document and an Equalities Impact Assessment (EqIA) will be undertaken following the PDCS consultation to ensure there are no direct impacts arising from the proposals.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 There are no specific impacts. The CIL PDCS is a technical planning document (see para 3.35).

5 POLICY IMPLICATIONS

5.1 The PDSC has been prepared in accordance with CIL Regulations 2010 (as amended).

6. FINANCIAL IMPLICATIONS

6.1 The estimated cost of the public consultation for the PDCs (and subsequent DCS) of £1k can be met from within the existing service budget.

6.2 There will be a cost for the examination of the CIL charging schedule, which is estimated to be up to £25k. These costs could include support by planning consultants in the preparation of viability evidence and attendance at the Public Examination. Should the charging schedule be approved and the Council adopt a local CIL, then the costs incurred can be set against future CIL income.

6.3 As detailed in 3.7 above, it is anticipated that £3.6m per annum could be generated by Bromley's CIL towards infrastructure.

6.4 It should be noted that 5% of any CIL monies received can be set aside to meet the additional cost to the Council of the administration of the scheme.

6.5 Affordable housing cannot be funded from CIL, and therefore the S106 contributions will primarily be for this purpose. Any additional S106 contributions will be specifically negotiated wherever possible.

7. LEGAL IMPLICATIONS

7.1 The CIL PDCS has been prepared in accordance with CIL Regulations 2010 (as amended).

Non-Applicable Sections:	Personnel Financial
Background Documents: (Access via Contact Officer)	National Planning Policy Framework (March 2012) Adopted Supplementary Planning Document Planning Obligations (December 2010) Community Infrastructure Levy Regulation 2010 (as amended) Infrastructure Delivery Plan – web link Infrastructure Delivery Plan 2016 Dixon Searle Partnership Viability Report – web link DSP Viability Assessment Report Nov 2016

Appendices

Appendix 1 Preliminary Draft Charging Schedule

Appendix 2 Indicative scoping for Reg 123 list and s106 priorities

Appendix 3 Background Evidence Paper s106/Affordable Housing

LONDON BOROUGH OF BROMLEY



COMMUNITY INFRASTRUCTURE LEVY

PRELIMINARY DRAFT CHARGING SCHEDULE 2017

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7. FURTHER INFORMATION

How to Give Your Views

The Preliminary Draft Charging Schedule consultation document is available for comment from 3rd January until 16th February 2018.

Your comments and views are welcomed on the proposed CIL rates and other elements of the proposed approach contained in this document.

Responding Online

If you are not reading this document online, please consider using our online Consultation Portal to make your comments. You should find this the quickest way to tell us what you think.

Online Consultation Portal: <http://bromley.objective.co.uk/portal>

If you have not already used the Portal, we encourage you to do so. It is a very simple process and once registered you will automatically be informed when we publish other planning consultation documents.

Other Ways to Comment

While the consultation is designed for online responses, the Council wishes to ensure that everyone has the opportunity to respond. Therefore there are printed copies of this document available to be viewed in **all Bromley Libraries**, the Cotmandene and Mottingham Community and Learning Shops, and at the Bromley Civic Centre, (addresses below). There is a comments response form available when viewing the document which can be completed.

If you, or someone you know needs the document in a particular language or format, please contact us.

If you are not using the Portal, please email or send your response form to us using the following details.

Postal Address:

**CIL Preliminary Draft Charging Schedule
Planning Strategy Team
London Borough of Bromley
Civic Centre
Stockwell Close
Bromley
BR1 3UH**

Email: LCIL@bromley.gov.uk

Phone: 020 8313 4344

This is not the only opportunity to be involved in the development of Bromley's Community Infrastructure Levy, but it is a key stage and your views are important.

Civic Centre
Stockwell Close
Bromley BR1 3UH

Open 8:30am - 5pm Monday - Friday

Cotmandene Community Resource Centre
64 Cotmandene Crescent
St Pauls Cray
Orpington BR5 2RG

9:30am to 1pm, 2pm to 4pm Monday - Thursday

Mottingham Community and Learning Shop
1-2 Cranley Parade
Beaconfield Road
Mottingham SE9 4DZ

Monday - closed. Tuesday - Friday 9:30am - 1pm, 2pm to 4pm

All responses (online, emails and letters) must be received by 5pm on 16th February 2018.

Please note that all responses may be made available for public inspection.

INTRODUCTION

1.1 The Preliminary Draft Charging Schedule (PDSC) is a consultation document issued as the first step in setting the London Borough of Bromley Community Infrastructure Levy. It contains the proposed CIL preliminary charging schedule and explains the general principles of CIL, and the background evidence used to arrive at the proposed charging rates, in compliance with CIL Regulation 2010 (as amended) and the DCLG Planning Practice Guidance on the Community Infrastructure Levy. In brief the PDSC is shown here:-

Table (1) London Borough of Bromley Preliminary Draft Charging Schedule

Use*	Charge £ per sqm
Residential C3	£100 per sq m
Retail Warehousing** over 1000m ²	£100 per sq m
Supermarkets/foodstore*** over 280m ² (3,000 sq ft)	£100 per sq m
Other forms of development****	£0 per sq m
These rates apply in addition to the rates set out in the Mayor of London's Community Infrastructure Levy Charging Schedule (currently £35 per sq m for Bromley).	

*Development types based on The Town and Country Planning (Use Classes) Order 1987 as amended

**Retail warehouse are large stores specialising in the sale of household goods (such as carpets, furniture and electrical goods), DIY items and other ranges of goods, catering mainly for car-borne customers.

**Convenience retailing is the provision of everyday essential items, including food, drinks, newspapers/magazines and confectionery.

****Infrastructure contributions from C2 development will be sought via section 106 (or other) agreement where viable, and not CIL.

What is the CIL?

1.2 The CIL is a levy that allows local authorities to raise funds from new development in order to make a financial contribution towards the infrastructure needed because of that development. Infrastructure as defined in the Planning Act 2008 (amended by the Localism Act 2011) includes roads and other transport facilities; flood defences; schools and other educational facilities; medical facilities; sporting and recreational facilities; and open spaces. The CIL will supplement rather than replace other sources of funding. The Council will use CIL alongside a range of other funding sources, Local

Government Grants, Council Growth Fund and Council Capital Funding, to continue to invest in infrastructure projects that are vital to the delivery of the Local Plan.

Why do we need a CIL?

1.3 Most new development will have an impact on the local infrastructure within the Borough. The CIL income will assist the funding of the necessary infrastructure that the Council, local community/neighbourhoods need.

1.4 The implementation of a CIL will also have other benefits. It will provide developers with more certainty up front. They will know how much they will need to contribute before they submit a planning application and can factor this in when they are budgeting to decide if a development is viable. The CIL will also provide local communities with greater transparency and understanding of the planning process by seeing how new development is contributing to their community/ward through publication of annual monitoring.

CIL and Section 106

1.5 The CIL will provide infrastructure to support the development of an area rather than making an individual planning application acceptable in planning terms, which is the purpose of Section 106 (S106) Legal Agreements. The CIL will work in tandem with S106 rather than replacing it altogether.

1.6 The introduction of CIL is also important as the CIL legislation made changes to s106, which came into force in April 2015. The ability to pool planning obligations through legal agreements under S106 is restricted. Larger infrastructure projects such as transport schemes and education or health facilities require pooling of many individual planning contributions in order to be delivered. Therefore, CIL will be able to deliver the projects that are no longer possible through S106. The S106 will continue to be used to deliver some infrastructure, but this will largely be restricted to site-specific mitigation, infrastructure needs arising from C2 development (see para 1.7), affordable housing, and may also include public realm. The Council will not have a CIL in place until 2018; therefore, in the short-term the SPD on Planning Obligations will remain live until the local CIL is implemented. The SPD will be reviewed and revised to ensure it is consistent with the CIL charging schedule and that there is no duplication of charges.

1.7 The CIL Regulations restrict the use of planning obligations to ensure that developments are not charged for the same items through both S106 Agreements and the CIL. The Council is required to publish a list of infrastructure it intends to fund via the levy. It will not be possible to seek planning obligations towards items on the infrastructure list. Furthermore, the Council will only be able to pool a maximum of five S106 contributions towards a particular infrastructure project. The list will expressly exclude infrastructure where the need arises specifically from C2 development, because the Council seeks contributions for such infrastructure via section 106, where viable. This avoids any double-dipping which is prohibited by regulation 123.

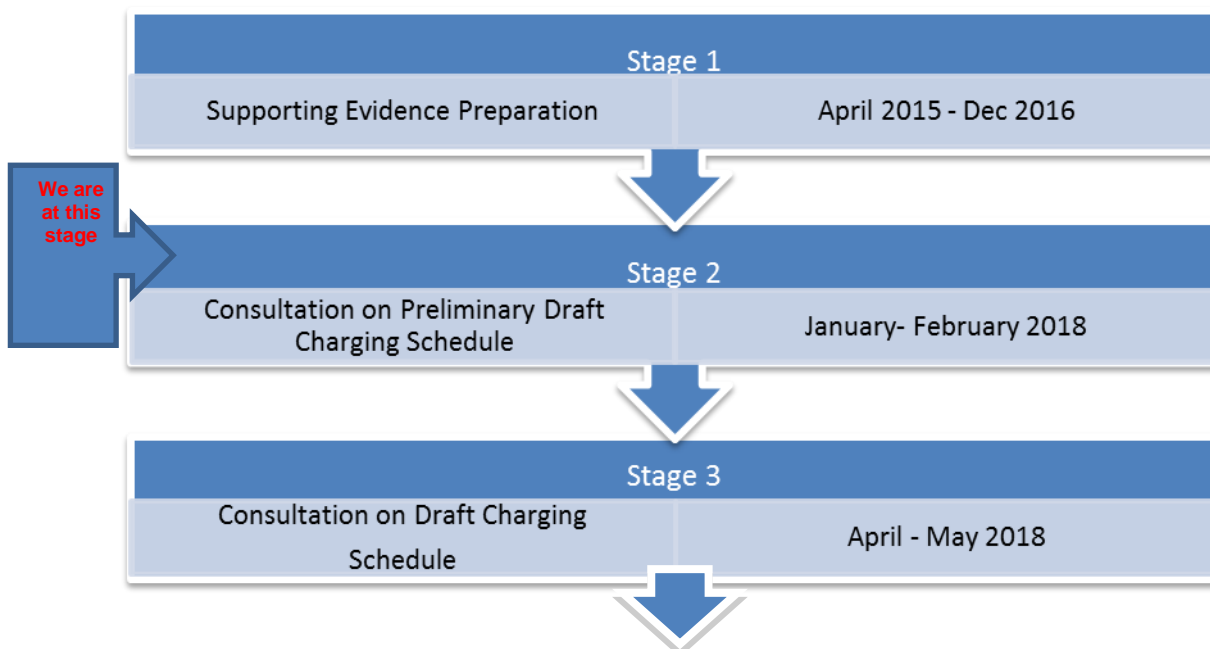
Next Steps

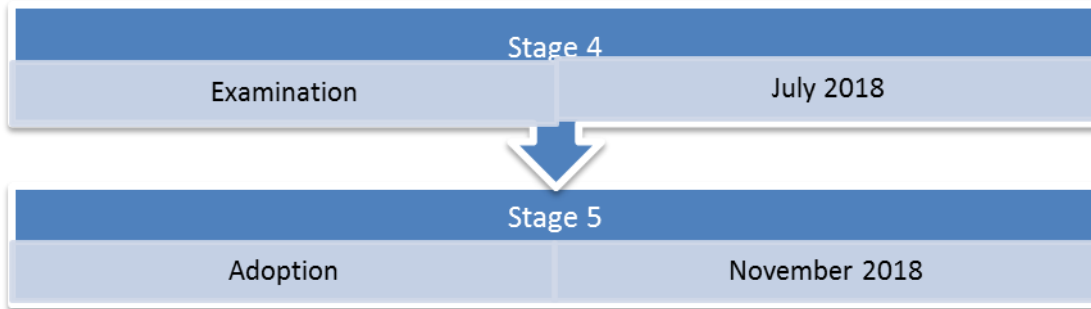
1.8 Once the council has considered all the representations received, it will produce a Draft Charging Schedule, which will be subject to a further round of consultation. This next consultation on the Draft Charging Schedule is expected to take place in the late Spring of 2018. It is anticipated that the Council will adopt the CIL in Winter 2018/19.

Timetable

1.9 The following diagram below shows the main stages in the production of the CIL:

Main stages in the production of the Bromley CIL.





VIABILITY

2.1 The Council is required to demonstrate that the introduction of CIL supports the delivery of the Local Plan and does not put it at risk. In setting the levy rate, the Council must strike a balance between the desirability of generating additional funds toward the cost of infrastructure from the levy and the impact the levy might have on the economic viability of development itself. By introducing a CIL it may mean that a small, but acceptable number of development schemes are rendered unviable. However, this will not affect overall delivery of the Local Plan as the levy has been set at a rate that allows the majority of development to be viable.

2.2 In March 2015, the Council appointed Dixon Searle Partnership (DSP) to undertake an independent viability analysis of the Borough for the development of a Borough CIL, including Local Plan viability as a whole, and an update of the Affordable Housing viability assessment previously undertaken by DSP in 2012.

2.3 DSP were required to provide recommendations to the Council in relation to introducing a CIL, having regard to the nature of the economic conditions of the Borough and the emerging Local Plan and taking into account that there is a Mayoral CIL charge made on new development at £35 per sq m in the Borough. The key driver of development viability is local values (property values) within the Borough and what funds are available to meet the development costs including planning policy obligations and / or any CIL. These are the main influences in the relationship between values and costs, since the development costs are usually variable from one local authority area to another.

Residential

2.4 Whilst the CIL regulations enable charging authorities to implement a variety of charging zones, national guidance also recommends implementing the most simple and transparent charging schedule.

2.5 The CIL viability assessment was prepared over a period of time 2015 to 2016, and highlighted that, whilst there is a degree of varying residential values across the Borough, for example it was found that a higher rate could be justified in some circumstances at simpler sites in high value areas, the Council has had to consider whether the added complexity would be worthwhile in terms of overall clarity and operation of the Council's approach.

2.6 The Bromley Town Centre sites in the Area Action Plan (2010); and the more complex previously developed land (PDL) sites were considered for a lower CIL charge but that had to be balanced with higher CIL charges elsewhere, or the setting of a more modest rate applied area-wide and not to unduly impact on the town centre development.

2.7 Hence, while the evidence suggested that the Council could set a residential rate of between £100 and £125 per square metre, guidance recommends appropriate buffers should be factored into the CIL rates to accommodate any fluctuations in the housing market. The Council has therefore decided not to operate a differential/varying system across the borough but to consult on a rate of £100 per square metre.

Local Plan - Site Allocations

2.8 A broad assessment of the viability of these sites has been undertaken. The Viability Assessment shows that based on current stage assumptions and review, and considered alongside the Council's developing information on infrastructure needs that the Local Plan residential allocated sites offer a realistic prospect for viable development.

Retail

2.11 The independent viability assessment demonstrated that supermarkets and retail warehousing developments will maintain viability with a CIL rate of £100.

2.12 The viability evidence demonstrates that this level of CIL could not be applied across all retail development.

B Use classes (office /industrial) and C1/C2 Use Classes (care homes and hotels)

2.15 The DSP study suggests that viability outcomes would not be sufficient to support CIL charging from this range of 'B' class (offices and industrial) uses and also for C1/C2 classes (care home and hotels) at the present time. In DSP's wide experience of undertaking viability assessments this is not unusual. It does not necessarily mean that development will not be achieved, but that the resulting outcomes for this sector are unlikely to improve sufficiently in the short term to enable a clear evidencing CIL charging schedule.

2.16 This however, does not prevent the Council securing contributions through S106 agreements towards the infrastructure needs created by these developments, subject to regulation 123. The CIL will also be subject to a regular review. Therefore a CIL may be applied to this use in future if it is considered to be viable at that point in time.

Other uses

2.17 Throughout their assessment of the Borough, DSP have identified that other forms of development are insufficiently viable to support a CIL charge at the current time.

3. PRELIMINARY DRAFT CHARGING SCHEDULE

3.1 The table below indicates the proposed preliminary charging schedule for CIL, there will be no differentiation by area, the charges are Boroughwide.

Table (1) London Borough of Bromley Preliminary Draft Charging Schedule

Use*	Charge £ per sqm
Residential C3	£100 per sq m
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*Development types based on The Town and Country Planning (Use Classes) Order 1987 as amended

**Retail warehouse are large stores specialising in the sale of household goods (such as carpets, furniture and electrical goods), DIY items and other ranges of goods, catering mainly for car-borne customers.

***Convenience retailing is the provision of everyday essential items, including food, drinks, newspapers/magazines and confectionery.

****Infrastructure contributions from C2 development will be sought via section 106 (or other) agreement where viable, and not CIL.

4. PAYMENT OF CIL

4.1 The CIL Regulations, state that CIL must be payable in full within 60 days of the development commencing unless the Council introduces an instalment policy. The Mayor of London already has an instalment policy (effective since 1 April 2013) used across London. This policy has been revised as of 1st January 2018 to help tackle housing delivery and assist the small housing developer. The Council recognises that development often relies on finance to fund construction before returns can be achieved. Cash flow is an important factor in development viability. Therefore using the same instalment policy for consistency, when required, can assist the viability of development projects.

- For developments where the contribution to the CIL is between £50 - £100,000, the amount should be paid in full no more than 60 days after development has begun.
- For developments where the contribution is £100,001 or more, developers have the option to make two instalment payments:
The greater of £100,000 or half of the amount owed – to be paid 60 days after development has begun
- The remainder 240 days after development has begun.

4.2 The levy is charged on new development and is not negotiable. Normally, development requires planning permission from the local planning, the Planning Inspectorate, or the Secretary of State on appeal. However, some developments not requiring planning permission (permitted development) will also be liable for CIL if they do not fall into the exemption criteria listed below in paragraph 4.4. It will be the responsibility of the applicant to send the Council a Notice of Chargeable Development prior to commencement of any development. The Council must be informed as to who is liable to pay CIL. Therefore, an Assumption of Liability form should be submitted to the Council. The default liability of CIL falls on the landowner if no notice is received. Upon granting planning permission, the Council will issue a Liability Notice advising of the CIL liability for the development.

4.3 Where a planning permission is phased, each phase of the development is treated as if it were a separate chargeable development for levy purposes.

CIL Exemptions

4.4 The CIL Regulations exempt the following from paying the CIL:

- Development by registered charities for the delivery of their charitable purposes;
- Those parts of a development which are to be used as social housing;
- The conversion of any building previously used as a dwelling house to two or more dwellings;
- Development of less than 100 sqm of new build floorspace, provided that it does not result in the creation of a new dwelling;
- The conversion of, or works to, a building in lawful use that affects only the interior of the building; and
- Development of buildings and structures into which people do not normally go (e.g. pylons, wind turbines, electricity substations).
- Self-build-homes built or commissioned by individuals for their own use. Community group self-build projects also qualify for the exemption where they meet the required criteria.

Discretionary Relief and Exceptional Circumstances Relief

4.5 The CIL Regulations allow for the Council to provide further relief, at their discretion. The Council does not have to offer this relief, but if they choose to do so, they must adopt a discretionary relief policy. This is not part of the charging schedule and may be published at a later date. The Council has not made a formal decision on whether it will offer discretionary relief in accordance with the CIL Regulations. Further information may be published in due course.

5 NEIGHBOURHOOD PLANS

5.1 There are currently no Neighbourhood Plans in place within the Borough. There are also no formally designated Neighbourhood Planning Areas or Neighbourhood Forums.

5.2 If Neighbourhood Plans are developed in the future, then where there is a Neighbourhood Development Plan in place, the neighbourhood will be able to receive 25% of the revenues from CIL arising from the development that they have

chosen to accept within their neighbourhood boundary. The Council must agree with the local community how to spend the money. This could be used for community projects i.e. refurbishing a community hall, or play space.

5.3 Neighbourhoods without a Neighbourhood Development Plan, but where the CIL is charged will receive a capped share of 15% of the levy arising from development in their area. The Council must agree with the local community how to spend the money.

ANNUAL MONITORING

6.1 Once the CIL is adopted the Council will report annually through the Authority Monitoring Report on:

- The amount of CIL collected;
- The amount of CIL that has been spent;
- Information how CIL funds have been spent (i.e. which infrastructure projects, and how much has been used to cover administrative costs);
- The amount of CIL retained at the end of the reporting year.

Review

Annual reporting on the CIL will help the Council to monitor the levels of CIL. The Council will keep the charging schedule under review in response to monitoring.

7. FURTHER INFORMATION AND FAQs

7.1 The following web links may be helpful if you require further information about CIL and the CIL process. In due course the Council is preparing a set of FAQs that will be available on the website www.bromley.gov.uk .

Source	Website Address
National Planning Policy Framework	https://www.gov.uk/guidance/national-planning-policy-framework
National Planning Policy Guidance	https://www.gov.uk/guidance/community-infrastructure-levy
Planning Portal	www.planningportal.gov.uk/planning/applications/howtoapply/whattosubmit/cil
Community Infrastructure Levy	

Community Infrastructure Levy

Background Evidence

Emerging Scope of Regulation 123 list and Section 106 priorities for the emerging revised Planning Obligations SPD.

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Emerging Scope of Regulation 123 list and Section 106 priorities for the emerging revised Planning Obligations SPD.

Planning Obligations will still be sought for site specific infrastructure when CIL is adopted. To ensure clarity and compliance with Regulation 123, the Council will publish a list of infrastructure items which CIL can be used to fund or part-fund. This is known as the Regulation 123 (Reg123) list and a draft version is below. Funding for infrastructure items or types on this Regulation 123 list cannot be sought through Section 106 agreement. The Reg123 list can be updated and republished by the charging authority without revising the CIL rates.

Table 1. Indicative Scope of Regulation 123 list and Section 106 priorities for the emerging revised Planning Obligations SPD

Key Local Plan Objectives relating to CIL and s106	Emerging scope of Regulation 123 List	Priorities for Section 106 and Section 278 (Financial and non-financial)
Manage, protect, enhance natural environments and biodiversity, improve quality of Open Space and provision in areas of deficiency, Leisure, and Heritage Assets	Improved Open Space, Leisure and Heritage provision.	Site specific matters
Health and Well being , ensuring new community facilities are appropriately located, produce healthier environment and infrastructure to support people in living fuller, longer, healthier, and more sustainable lives.	Health facilities, leisure and cultural facilities, except where the need for such infrastructure arises from C2 development.	Site specific matters. Infrastructure relating to the objective of health and well-being where the need arises from C2 development.
Ensuring an appropriate supply of Homes to meet varied needs and incomes		Affordable Housing
Support appropriate provision of facilities for employment, education and training, Business and Employment and Local Economy .	Education and employment facilities	Site mitigation. Training.
Ensuring vitality of Bromley Town Centre and encourage diverse offer of Town Centres Ensure high quality design Public Realm and appropriate well planned private and public space, and that they are safe and accessible.	Public Realm improvements especially in town centres.	Site mitigation matters
Reducing congestion, supporting Transport improvements, ensuring investment in infrastructure to improve connectivity.	Transport and connectivity excluding site specific matters.	Highways, site specific mitigation, Bus route agreements, Travel Plans, Car free agreements, Car Club spaces
Environmental Challenges , reducing environmental impacts, improving resilience of buildings and places, reducing waste and reducing air pollution.		Site mitigation matters Energy efficiency measures (including carbon off-setting)

For reference see the Local Plan, Appendix 10.3, and the Infrastructure Delivery Plan Schedule (web link [Infrastructure Delivery Plan 2016](#))

Community Infrastructure Levy

Background Evidence

Section 106 Monies Raised and Affordable Housing Provision

November 2017
London Borough of Bromley
Planning Strategy and Projects

T: 0208 313 4344
E: LCIL@bromley.gov.uk



Introduction

This document has been prepared in accordance with the DCLG Community Infrastructure Levy (CIL) Guidance June 2014¹. Paragraph 18 on the preparation of evidence to support a levy charge states that “as background evidence, the charging authority should also provide information about the amount of funding collected in recent years through section 106 (s106) agreements. This should include information on the extent to which their affordable housing and other targets have been met.” In line with guidance, this paper sets out the amount of funding collected in recent years, and the Council’s record of achieving affordable housing over the last five years. Further information relating to s106 agreements can be found within Bromley’s Authority Monitoring Reports².

Section 106 Financial Obligations

The tables below provide a record of s106 agreements receipts (excluding any housing monies) over the last three financial years. Further guidance can be found in Bromley’s Planning Obligations Supplementary Planning Document (SPD) (2010).³

Table 1: Value of Planning Obligation Receipts between 01/04/2014-31/03/2015

Plannin g Ref	Site Address	Value of s106 Agreement	Payment Made (£)
06/00749	Ravensbourne College (instalment 5 of 5)	Education contribution £550k	110,000.00
03/02319	Blue Circle	Education contribution £500k	122,000.00
12/01838	47 Homesdale Road	Education contribution £53.59k & Healthcare contribution £16k	69,590.45
12/03634	2 Betts Way	Education contribution £83.826k & Healthcare contribution £24.871k	108,696.77
14/02410	Hayes Court, West Common Road	Education contribution £550k	207,654.88
Total for 2014/15			617,942.10

¹ Community Infrastructure Levy Guidance - <https://www.gov.uk/guidance/community-infrastructure-levy>

² Annual Monitoring Reports -

http://www.bromley.gov.uk/downloads/download/73/annual_monitoring_reports_and_five_year_housing_supply

³ Bromley’s Planning Obligations Supplementary Planning Document -

http://www.bromley.gov.uk/downloads/file/199/adopted_spd_on_planning_obligations

Table 2: Value of Planning Obligations Receipts between 01/04/2015-31/03/2016

Planning Ref	Site Address	Value of s106 Agreement	Payment Made (£)
15/05003	Orpington Police Station	Public Realm contribution £81.513k & £2k for disabled parking	83,512.50
14/02667	Kingswood House	£21k parking restriction contribution	21,000.00
11/02140	Kent County Cricket Ground	£300k contribution towards sports	300,000.00
11/02100	Land at rear of 86-94 High St Beckenham	Education contribution £182.389k	182,389.38
12/03385	Sheila Stead House	Education contribution £168.738k & Health contribution £35.953k	204,690.54
12/02658	Day Centre, Chipperfield Rd	Education contribution £335.511k	335,511.48
12/03606	Sundridge Park Management Centre Ltd (instalment 1 of 2)	Education contribution £50k	25,000.00
13/01670	1 Chilham Way	Education contribution £283.047k & Health contribution £52.315k	335,361.92
13/01872	Oakfield Centre	Education contribution £211.618k & Health contribution £37.742k	249,359.82
12/00304	76 High St Orpington	Health contribution of £44k	44,000.00
12/00102	Graham Chiesman House	Health contribution of £119.04k	119,040.00
07/03632	Land at south side Ringers Road	Health contribution of £42k	42,000.00
14/04452	The Walnuts	Health contribution £24.5k	24,500.00
Total for 2015/16			1,966,365.64

Table 3: Value of Planning Obligations Receipts between 01/04/2016-31/03/2017

Planning Ref	Site Address	Value of s106 Agreement	Payment Made (£)
03/02319	Blue Circle Sports Ground	£80k bus stop contributions & £25k towards Oakley Road junction	105,000.00
13/03889	The Rising Sun	Highways contribution £22.232k, Education contribution £44.36k & Health contribution £16.096k	82,687.50
15/00909	Harris Academy, Beckenham	Towards the cost of resurfacing Manor Way Beckenham £40.0k	40,000.00
12/00976	GlaxoSmithKline	Road Safety improvements £10k	10,000.00
15/00696	Broadway House	£2.5k for a car club parking space	2,500.00
16/01091	45 Ancaster Rd, Beckenham	£0.5765k to be paid for tree removal costs	576.67
12/03606	Sundridge Park Management Centre Ltd (instalment 2 of 2)	Education contribution £50k	25,000.00
14/01873	Isard House, Glebe House Drive	Education contribution £112,881.95 & Health contribution £27.93k	140,811.95
15/01616	Summit House, Glebe Way	Education contribution £154.432k & Health contribution £57.996k	212,427.62
Total for 2016/17			619,003.74
Total for all planning obligations paid between 01/04/2014-31/03/2017:			3,203,311.48
Average amount of contributions paid from section 106 agreements over three years:			1,067,770.49

The total s106 income on an annual basis varies, and the average is £1,067,770 per annum.

Affordable Housing Provision

Information on affordable housing provision has been taken from the Greater London Authority's London Development Database (LDD) which informs the Borough's Authority Monitoring Reports.

Affordable housing provision is often the key to Section 106 in terms of planning obligations, on a site by site basis, and overall value. Table 4 below gives the net affordable housing delivery in the Borough over the last five years.

The Unitary Development Plan sets out the policy requirements for affordable housing. In developments of 10 or more units, developers are required to include a minimum of 35% affordable housing.

Table 4: Net Affordable Housing Delivery in Bromley

Year	Total Net Unit Completion	Net Affordable Housing Completions	Affordable % of Total Units	London Plan Target Total	Total Dwelling Completions as % of Target
2012/2013	527	-68	-12%	500	105%
2013/2014	695	140	20%	500	139%
2014/2015	426	-62	-14%	500	85%
2015/2016	748	10	1%	641	116%
2016/2017	858	45	5%	641	133%
Total	3254	65	2%	2782	116%
Average per Annum	650	13	0%	n/a	n/a
UDP Policy Requirement:			35%		

The affordable housing delivery performance over the last five years of 2% against the total number of completions is significantly below where the Council would expect to be in terms of the policy objectives contained in the Unitary Development Plan Policy H2 - Affordable Housing, from major development schemes of 10 or more units.

Total dwelling completions are above the London Planned annual dwelling delivery targets. Borough performance has increased over the last two years. The current London Plan target is made up of 6,413 conventional supply units.

Table 5 below provides a breakdown of the number of gross affordable homes built by type over the last five years, taking into account the planning policy requirement for affordable housing to comprise by tenure 70% social/affordable rented and 30% shared ownership (Unitary Development Plan Policy H2) and 60% social/affordable rented and 40% shared ownership (London Plan Policy 3.11).

Table 5: Number of Gross Affordable Homes Built, by Type

Year	Number Units Built	Affordable/Social Rented		Intermediate	
		Number	%	Number	%
2012/2013	144	130	90	14	10
2013/2014	140	110	79	30	21
2014/2015	51	28	55	23	45
2015/2016	20	7	35	13	65
2016/2017	91	50	55	41	45
Total	446	325	73	121	27
5 Year Average	89	65	73	24	27
UDP Policy Requirement:			70%		30%
London Plan Policy Requirement:			60%		40%

Table 6 sets out the percentage of affordable housing (AH) completions in private developments over the last five years.

Table 6: Affordable Housing (AH) Completions in Private Developments

Year	Completed Schemes	Net Total Number of Homes	Total AH Units	Total AH Units (10+ Schemes)	% of Affordable Homes
2012/2013	6	369	164	159	44%
2013/2014	6	447	75	59	16%
2014/2015	7	500	133	100	26%
2015/2016	2	1871	186	186	10%
2016/2017	5	867	90	76	10%
Totals	26	4054	648	580	16%
Five Year Average:					21%

Report No.
DRR17/067

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: **EXECUTIVE**
For Pre-decision scrutiny by the E&R PDS on 29 November 2017

Date: **Wednesday 6 December 2017**

Decision Type: Non Urgent Executive Non-Key

Title: **DISPOSAL OF OLD TOWN HALL AND SOUTH STREET CAR
PARK AND IMPACT ON CIVIC CENTRE DEVELOPMENT
STRATEGY**

Contact Officer: Michael Watkins, Manager - Head of Asset and Investment Management
Tel: 020 8313 4178 E-mail: Michael.Watkins@bromley.gov.uk

Chief Officer: Colin Brand, Director of Regeneration

Ward: Bromley Town

1. Reason for report

Following the Executive decision of 22 March 2017, to terminate the Development Agreement for the disposal of the Old Town Hall it was agreed to seek alternative uses for the site. Cushman and Wakefield were instructed to advise as to how the Old Town Hall site could be utilised as part of the Civic Centre Development Strategy.

Members were advised that the impact of this utilisation would be reported to the Executive together with recommendations as to the future of both sites which would include disposal/capital receipt generation appraisals.

2. RECOMMENDATION(S)

- 2.1 **To note that the Old Town Hall Complex and South Street Car Park freeholds cannot be utilised for the Council's own purposes and therefore to agree that both sites should be marketed for disposal on the open market on an unconditional basis.**
- 2.2 **To note that annual revenue savings of £110k will result if the Old Town Hall and car park are sold.**
- 2.3 **To note that a new option for the Development Strategy of the Civic Centre has been identified which will require further appraisal which is estimated to cost between £40-45k and that once the cost has been clarified (within the aforementioned range) that the Resources Portfolio Holder be authorised to approve this work.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: There is not considered to be an impact on Vulnerable Adults and Children as a consequence of this decision.
-

Corporate Policy

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

Financial

1. Cost of proposal: Estimated Cost A capital receipt of circa £8-10M is anticipated from the freehold disposal of the Old Town Hall and the adjoining South Street Car Park and annual revenue savings of £110k.
 2. Ongoing costs: Recurring Cost annual revenue savings of £110k if sold
 3. Budget head/performance centre: Exchequer House and South Street Car Park
 4. Total current budget for this head: £126k and Cr £16k
 5. Source of funding: Existing revenue budget 2017/18
-

Personnel

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: Local Government Act 1972 Section 123
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

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

Ward Councillor Views

1. A meeting is due to be held with Ward Councillor's on 16 November.

3. COMMENTARY

- 3.1 Members will be aware that on 22 March 2017 the Executive agreed to terminate the Development Agreement for the disposal of the Old Town Hall and the adjoining South Street Car Park.
- 3.2 The Executive agreed that alternative uses for the site should be considered and further recommended that non-residential uses should be considered for the Old Town Hall site but not the South Street Car Park site.
- 3.3 Members will be aware that the Executive approved the Development Strategy for the Civic Centre site on 18 May 2016. At that time the possibility of the Old Town Hall being available for Council use was not a consideration. Following the Executive decision in March 2017, the Civic Centre Programme Board decided to re-evaluate the Civic Centre site development strategy.
- 3.4 The Programme Board instructed Cushman and Wakefield to advise whether the Old Town Hall site could be utilised as part of the Civic Centre Development Strategy. Members were advised that the impact of this utilisation would be reported to the Executive together with recommendations as to the future of both sites which would include disposal/capital receipt generation appraisals.
- 3.5 Cushman and Wakefield have now reported and a concluded that the creation of space within the Old Town Hall complex either as a Democratic Hub or to house staff was not viable due to the associated costs of refurbishment and inflexibility of space utilisation – noting that the Old Town Hall Buildings are Grade 2 Listed.
- 3.6 Cushman & Wakefield have provided estimated Capital receipts from the disposal of the component parts of both the Old Town Complex and the Civic Centre which are tabulated below:

Old Town Hall Complex	
Entire complex (Old Town Hall, Exchequer House and South Street Car Park) Old Town Hall/Exchequer House (£4M) South Street Car Park (£5M)	£9M
Civic Centre	
Scheme of 61 Townhouses and 14 Apartments (Original Scheme)	£13.25M

- 3.7 The Council has already received an unsolicited and unconditional offer of circa £9M for the Old Town Hall complex and South Street Car Park which substantiates the Cushman & Wakefield estimate. The market is actively aware that these assets are likely to be marketed shortly. Interest has come from numerous parties ranging from Apart-Hotels, Offices and various mixed use schemes.
- 3.8 Consequently it is recommended that the freehold interests in the Old Town Hall Complex and South Street Car Park be disposed of on the open market – seeking unconditional offers for each. The outcome of the marketing exercise would be subject to Executive Approval.
- 3.9 Should the Executive approve the above recommendation then work will commence immediately to be prepare a marketing campaign with a view to receiving initial offers by 1 April 2018 with best and final offers by 1 June 2018. The costs of this work are covered in the TFM

Contract Schedule of Services and as such are already paid for by the Council to Cushman and Wakefield.

- 3.10 Officers have reviewed in detail the findings of the Cushman and Wakefield report and have concluded that a further option should be considered in respect of the Civic Centre site.
- 3.11 Members will be aware that the Executive approved the Development Strategy for the Civic Centre site on 18 May 2016 with a budget of £14.1M predicated on the retention of North Block, Stockwell Building and the demolition of the Adventure Kingdom and Great Hall Buildings and the development of a new Democratic Hub on those sites. The remainder of the site, excluding a designated area of park land, would then be sold.
- 3.12 This new option would retain the Council Chamber, The Place and East and West Wings but sees the disposal of the Adventure Kingdom together with the Great Hall which may result in a higher capital receipt. This would create three distinct development zones for the Civic Centre site;
- 1) Anne Springman House and Joseph Lancaster House
 - 2) Adventure Kingdom and Great Hall
 - 3) St Blaise Building
- 3.13 Whilst this is a do minimum Option (taking into account some refurbishment, in particular to the Stockwell Building, together with maintenance backlog works and some works to site connectivity) it is believed that this could be achieved via a phased development plan. However, more work would need to be done to fully evaluate this new option against the original scheme.
- 3.14 Cushman and Wakefield have advised that in order to progress this effectively, further appraisal works should be undertaken to assess the viability of this new option – taking into account changes to assumptions made as to staff growth in the original Development Strategy approved in May 2016 which need to be clarified, planning matters and the outcomes the Council is seeking for its work force and work place. In essence a Master Plan for the site and how it will be occupied would need to be created.
- 3.15 A specification for this further appraisal work is currently being prepared and will be costed by Cushman and Wakefield using the TFM Contract Schedule of Rates. It is anticipated that this work will cost between £40-45k.
- 3.16 Subject to the Executives approval it is recommended that once the cost has been clarified (within the aforementioned range) that resources Portfolio Holder be authorised to approve this work.
- 3.17 The sum will be met from the Professional Fees element of the £14.1m Civic Centre Development Strategy allocation from the Capital Programme.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 There is not considered to be an impact on Vulnerable Adults and Children as a consequence of this decision.

5. POLICY IMPLICATIONS

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

6. FINANCIAL IMPLICATIONS

- 6.1 A capital receipt of circa £8-10M is anticipated from the freehold disposal of the Old Town Hall and the adjoining South Street Car Park.
- 6.2 Once the sale goes through, there will be net annual revenue savings of £110k.
- 6.3 Should the additional appraisal work for the Civic Centre site be undertaken, the estimated cost of £40k to £45k will be funded from the £14.1m held in the Capital Programme.

7. LEGAL IMPLICATIONS

- 7.1 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.
- 7.2 By openly marketing the freehold of these assets the Council will be able to discharge its Section 123 obligations in a transparent manner.

Non-Applicable Sections:	Personnel Implications Procurement Implications
Background Documents: (Access via Contact Officer)	Cushman & Wakefield – Democratic Hub Options Appraisal dated 25 th October 2017

Report No.
CS18070-1

London Borough of Bromley

PART ONE

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 14th November 2017

Decision Type: Non-Urgent Executive Key

Title: CONTRACT AWARD FOR NURSING CARE BEDS PART 1
(PUBLIC) INFORMATION

Contact Officer: Josepha Reynolds, Strategic Commissioner
Tel: 020 8461 7395 E-mail: josepha.reynolds@bromley.gov.uk

Chief Officer: Paul Feven, Director of Programmes, ECHS

Ward: Borough-wide

1. Reason for report

- 1.1. This report requests approval to award a contract for a block contract of 70 nursing care beds for 7 years, from the 2nd January 2018, with a 3 year extension option.
- 1.2. The report should be read in conjunction with the Part Two report "Contract Award for Nursing Care Beds".

2. **RECOMMENDATIONS**

- 2.1. The Care Services PDS Committee is asked to note and comment on the contents on this report.
- 2.2. The Council's Executive is requested to:
 - 1) Approve the contract award for 70 block nursing care beds for a period of 7 years from 2nd January 2018, with the potential to extend for a further period of up to 3 years, and;
 - 2) Approve the increase in supporting budget, as detailed in the corresponding Part Two report, arising from the impact of the National Living Wage.
 - 3) Delegate to the Executive Director of Education, Care & Health Services in consultation with the Portfolio Holder for Care Services, the Director of Finance, the Director of Corporate Services and the Director of Commissioning, the authorisation to extend the Contract for a period of up to 3 years.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The contract award will ensure that there are services in the community to support vulnerable adults.
-

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Healthy Bromley:
-

Procurement

1. Summary of Procurement Implications: The Tender process has been undertaken in accordance with the Council's Financial Regulations and Contract Procedure Rules and completed in compliance with the requirements of the Public Contract Regulations 2015 'Light Touch Regime'.
-

Personnel

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: Yes
 2. Call-in: Applicable: Executive decision
-

Financial

1. Cost of proposal: £2.482k in a full year
 2. Ongoing costs: Recurring Cost: Up to £2,482k
 3. Budget head/performance centre: Various across Adult Social Care
 4. Total current budget for this head: £1,959k for the block contract. £5,505k for all spot.
 5. Source of funding: Core Funding.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 70 beds per year
-

Ward Councillor Views

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

3. COMMENTARY

BACKGROUND

- 3.1. In June 2016 the Executive approved (report no. CS17012) extending the Council's current nursing care beds contract for a year to 1 January 2018. This was for 48 block beds and 12 first refusal beds with Mission Care. The contract had been in place since 2012 and offered good value for money but had no extension options beyond the 1 January 2018.
- 3.2. It was agreed that during this contract extension period the Council would commission a new nursing care beds contract for 60 block beds and 10 first refusal beds over a 7+3 potential contract period. The contract award is for 70 block beds in line with the successful submission. This is explained in further detail in the part 2 report.
- 3.3. Although the Council's strategy for care for older people is to enable people to retain their independence and remain living in the community with appropriate support for as long as possible, not all service users can be served by these community initiatives.
- 3.4. Purchasing nursing home beds via a block contract is a cost effective strategy as it provides beds at a guaranteed price and reduces the administration associated with making placements. The Council is maximising the use of the current block contract – and is currently achieving 100% usage of block and first refusal beds at very competitive prices. The 60 beds can be used flexibly according to the need for physically frail or dementia specialism.
- 3.5. The outcomes of the nursing care bed contract are:
 - The Contractor will make informed and timely assessments of prospective Service Users;
 - The Contractor will ensure Service Users receive safe, appropriate and person centred care and the necessary equipment that meets their assessed need and enables the best outcomes possible;
 - The Contractor will ensure all Service Users receive a consistent quality and continuity of care;
 - The Contractor will support all Service Users and their representatives to proactively plan for the end of life period through providing the opportunity to discuss end of life decisions;
 - The Contractor will draw on the appropriate health and social care support to ensure that Service Users' receive appropriate care and treatment;
 - The Contractor will support Service Users to avoid unnecessary hospital admissions and promote timely hospital discharge.

THE TENDER PROCESS AND PROCUREMENT IMPLICATIONS

- 3.6. Please see Part 2 (Exempt) report for further detail on the tender process and procurement implications.

JUSTIFICATION FOR AWARD

- 3.7. Please see Part 2 (Exempt) report for further detail on the justification for award.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1. The contract will ensure that vulnerable adults who require residential nursing care are able to receive this in a safe and competent environment.

5. POLICY IMPLICATIONS

- 5.1. Block contracts for nursing home care enables the Council to achieve value for money in line with Building a Better Bromley, through ensuring accessible and cost effective services.

6. FINANCIAL IMPLICATIONS

- 6.1. Please see Part 2 (Exempt) report for further detail on the financial implications.

7. LEGAL IMPLICATIONS

- 7.1. The tender process has been undertaken in accordance with the Council's Financial Regulations and Contract Procedure Rules and completed in compliance with the requirements of the Public Contracts Regulations 2015. Once the Contract award is approved the report author will need to consult with Legal Services with regards to the preparation and execution of the Contract.

Non-Applicable Sections:	Personnel Implications
Background Documents: (Access via Contact Officer)	Formal Consultation on Outline Service Proposals and Procurement Strategy – Nursing Care Beds, June 2016, report no. CS17012

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