



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 30 December 2019

To: Members of the
**EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND
SCRUTINY COMMITTEE**

Councillor Simon Fawthrop (Chairman)
Councillor Christopher Marlow (Vice-Chairman)
Councillors Gareth Allatt, Julian Benington, David Cartwright QFSM, Mary Cooke,
Ian Dunn, Nicky Dykes, Robert Evans, Will Harmer, Russell Mellor,
Michael Rutherford, Michael Tickner, Stephen Wells and Angela Wilkins

A meeting of the Executive, Resources and Contracts Policy Development and
Scrutiny Committee will be held at Bromley Civic Centre on **WEDNESDAY 8
JANUARY 2020 AT 7.00 PM**

MARK BOWEN
Director of Corporate Services

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

PART 1 AGENDA

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

STANDARD ITEMS

- 1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**
- 2 DECLARATIONS OF INTEREST**
- 3 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

In accordance with the Council's Constitution, questions that are not specific to reports on the agenda must have been received in writing 10 working days before the date of the meeting.

Questions specifically on reports on the agenda should be received within two working days of the normal publication date of the agenda. Please ensure that questions specifically on reports on the agenda are received by the Democratic Services Team by **5pm on 2 January 2020.**

- a **QUESTIONS FOR THE RESOURCES, COMMISSIONING AND CONTRACTS MANAGEMENT PORTFOLIO HOLDER**
- b **QUESTIONS FOR THE CHAIRMAN OF EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE**

- 4 **MINUTES OF THE EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE MEETING HELD ON 20 NOVEMBER 2019 (EXCLUDING EXEMPT ITEMS)** (Pages 5 - 14)
- 5 **MATTERS OUTSTANDING AND WORK PROGRAMME** (Pages 15 - 20)
- 6 **FORWARD PLAN OF KEY DECISIONS** (Pages 21 - 26)

HOLDING THE RESOURCES, COMMISSIONING AND CONTRACTS PORTFOLIO HOLDER TO ACCOUNT

- 7 **RESOURCES, COMMISSIONING AND CONTRACTS MANAGEMENT PORTFOLIO - PRE-DECISION SCRUTINY**

Portfolio Holder decisions for pre-decision scrutiny.

- a **CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2019/20** (Pages 27 - 34)
- b **CENTRAL DEPOT WALL RECONSTRUCTION CONTRACT AWARD** (Pages 35 - 40)

HOLDING THE EXECUTIVE TO ACCOUNT

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

Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 15th January 2020.

POLICY DEVELOPMENT AND OTHER ITEMS

- 9 **SCRUTINY OF THE EXECUTIVE ASSISTANT TO THE LEADER**
- 10 **EXCHEQUER SERVICE - CONTRACT PERFORMANCE REPORT** (Pages 41 - 64)
- 11 **BENEFITS SERVICE MONITORING REPORT** (Pages 65 - 86)
- 12 **REVENUES MONITORING REPORT** (Pages 87 - 106)
- 13 **CUSTOMER SERVICES CONTRACT MONITORING REPORT** (Pages 107 - 116)

14 CONTRACTS REGISTER AND DATABASE (Part 1 report and appendix available online only)

PART 2 AGENDA

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

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

Items of Business

Schedule 12A Description

- | | |
|--|--|
| <p>16 EXEMPT MINUTES OF THE MEETING HELD ON 20 NOVEMBER 2019 (Pages 117 - 120)</p> | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |
| <p>17 PRE-DECISION SCRUTINY OF EXEMPT RESOURCES, COMMISSIONING AND CONTRACTS PORTFOLIO HOLDER REPORTS</p> <p>a CENTRAL DEPOT WALL RECONSTRUCTION: CONTRACT AWARD (Pages 121 - 128)</p> | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |
| <p>18 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS (if any)</p> | |
| <p>19 CONTRACTS REGISTER AND DATABASE (Pages 129 - 152)</p> | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |

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EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 20 November 2019

Present:

Councillor Simon Fawthrop (Chairman)
Councillor Christopher Marlow (Vice-Chairman)
Councillors Gareth Allatt, Julian Benington, Mary Cooke,
Ian Dunn, Nicky Dykes, Robert Evans, Russell Mellor,
Keith Onslow, Chris Pierce, Kieran Terry, Michael Tickner,
Stephen Wells and Angela Wilkins

Also Present:

Councillor Graham Arthur, Portfolio Holder for Resources,
Commissioning and Contracts Management
Councillor Peter Morgan, Portfolio Holder for Renewal,
Recreation & Housing
Councillor Colin Smith, Leader of the Council

83 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies were received from Councillors Harmer, Cartwright and Rutherford.
Councillors Terry, Pierce and Onslow attended as their respective substitutes.

84 DECLARATIONS OF INTEREST

Item 13 – Risk Management: Councillor Fawthrop declared an interest as an
employee of British Telecom. He also declared that his wife was an employee
in the Council's HR Department providing training to staff.

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

No questions had been received.

86 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 9 OCTOBER 2019 (EXCLUDING EXEMPT ITEMS)

The third bullet point on page 12 was amended to read:- 'The Chief Executive
was *not* aware of any plans to merge London boroughs and have 5 'Super
Boroughs'.'

**Subject to the addition of the above amendment, the Minutes of the
meeting held on 9th October 2019 were agreed, and signed as a correct
record.**

**87 MATTERS OUTSTANDING AND WORK PROGRAMME
Report CSD19164**

The Committee considered a report setting out matters outstanding from previous meetings and the proposed work plan for 2019/20.

RESOLVED: That

- 1. Progress on matters outstanding from previous meetings be noted; and**
- 2. The Work Programme for 2019/20 be noted.**

88 FORWARD PLAN OF KEY DECISIONS

The Committee noted the Forward Plan of Key Decisions covering the period November 2019-February 2020.

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

In response to a question from Councillor Benington on the Executive's consideration of the Council Tax report, the Director of Finance confirmed that meetings with Local Residents' Associations were scheduled to take place over the next two weeks.

**90 RESOURCES, COMMISSIONING AND CONTRACTS
PORTFOLIO - PRE-DECISION SCRUTINY**

The Committee considered the following report where the Resources, Contracts and Commissioning Portfolio Holder was recommended to take a decision.

**a TREASURY MANAGEMENT - QUARTER 2 PERFORMANCE
2019/20 & MID-YEAR REVIEW
Report FSD19103**

The Committee considered a summary of treasury management activity during the second quarter of 2019/20. The report also included a Mid-Year Review of the Treasury Management Strategy Statement and Annual Investment Strategy and ensured that the Council was implementing best practice in accordance with the CIPFA Code of Practice for Treasury Management. Investments as at 30th September 2019 totalled £346m and there was no outstanding external borrowing. For information and comparison, the balance of investments stood at £331.8m as at 30th June 2019, £311.6m as at 31st March 2019, and, at the time of writing the report (11th November 2019) it stood at £365.7m.

Members were advised that the budgeted income was £3.3m and the report referred to additional income of £500k projected for the current year.

In regard to paragraph 3.4.5, Councillor Mellor congratulated the Director of Finance on the recovery of £4,985k (leaving a balance of just 2%), following the administration of the Heritable Bank.

The Project Beckenham Loan continued to generate income at a rate of 6%. However, the property was now vacant and the developer had repaid £1m with £1.3m still outstanding.

RESOLVED: That the Portfolio Holder be recommended to:-

- 1. note the Treasury Management performance for the second quarter of 2019/20; and**
- 2. recommend that Council approves the 2019/20 prudential indicators as set out in Annex B1.**

91 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

The Committee considered the following reports on the Part 1 agenda for the meeting of the Executive on 27 November 2019

(6) BUDGET MONITORING 2019/20 Report FSD19102

The Committee considered a report which provided the second budget monitoring position for 2019/20 based on expenditure and activity levels up to the end of September 2019.

Referring to the £2m overspend, the Chairman emphasised the need for continuous efforts to be made to stay within budget. The Director of Finance confirmed that the principle to contain costs was ever present and there needed to be justification and management action in place to mitigate against any overspends recognising that in some cases the overspend fell outside the Council's direct control.

The report identified expenditure pressures which could have an impact on future years, particularly in the areas of Adult Care and Children's Social Care. Additional Government funding was expected next year however, these areas would still remain under pressure.

Where an overspend was the result of activity, the Council would need to be satisfied there was still enough value for money in that activity to support any additional spend.

Councillor Tickner queried the request for a further £25k to cover business rate charges, one of which was in a BID area. The Director of Finance agreed to confirm with Councillor Tickner who would be responsible for paying this.

Discussion turned to the impact of the election on the local government settlement for 2020/21. The Director of Finance advised that the statutory deadline for agreeing Council Tax was 11 March. It was not clear when the final settlement would be known which could impact on the dates and arrangements for the final decisions to be made by Members.

RESOLVED: That the Executive be recommended to:-

- 1. consider the latest financial position;**
- 2. note that a projected net overspend on services of £1,578k is forecast based on information as at September 2019;**
- 3. consider the comments from Chief Officers detailed in Appendix 2 of the report;**
- 4. note a projected variation of £281k debit from investment income as detailed in sections 3.5 and 3.6 of the report;**
- 5. note a projected increase to the General Fund balance of £814k as detailed in section 3.3 of the report;**
- 6. note the full year cost pressures of £5.2m as detailed in section 3.4 of the report;**
- 7. note the return of £37k to the 2019/20 Central Contingency relating to the Exchequer contract inflation as detailed in paragraph 3.2.2 of the report;**
- 8. note the return of £40k to the 2019/20 Central Contingency relating to the Mortuary contract as detailed in para. 3.2.2;**
- 9. note the return of £91k to the 2019/20 Central Contingency relating to the Exchequer contract as detailed in paragraph 3.2.2 of the report;**
- 10. agree to the release of £217k credit from the 2019/20 Central Contingency relating to savings allocated to the review of staffing as detailed in paragraph 3.2.3 of the report;**
- 11. agree to the release of £42k from the 2019/20 Central Contingency relating to additional costs of blue badge costs as detailed in paragraph 3.2.4 of the report;**
- 12. agree to the release of £25k from the 2019/20 Central Contingency relating to savings allocated to the review of staffing as detailed in paragraph 3.2.5 of the report;**

- 13. agree to the release of £200k from the 2019/20 Central Contingency relating to savings allocated to the review of staffing as detailed in paragraph 3.2.6 of the report;**
- 14. agree to the release of £659k from the 2019/20 Central Contingency relating to additional allocation of Better care Funding by NHS England as detailed in paragraph 3.2.7 of the report;**
- 15. agree the allocation of £700k from the Better Care Fund to offset pressures in Adult Social Care as detailed in paragraph 3.2.8 of the report;**
- 16. identify any issues that should be referred to individual Portfolio Holders for further action.**

**(7) CAPITAL PROGRAMME 2019/20
Report FSD19096**

The Committee considered a summary of the current position on capital expenditure and receipts following the 2nd quarter of 2019/20. The report also sought the Executive's approval to a revised Capital Programme.

RESOLVED: That the Executive be recommended to:-

- 1. note the report, including a total rephasing of £10,323k from 2019/20 into future years and agree a revised Capital Programme (see paragraph 3.3.7 of the report);**
- 2. approve the following amendments to the Capital Programme:-**
 - a. reduction of £177k on Devolved Formula Capital 2019/20 scheme (see paragraph 3.3.1 of the report);**
 - b. deletion of £2k residual balance on Care Home Improvements to Environment for Older People scheme (see paragraph 3.3.2 of the report);**
 - c. increase of £2k on Carbon Management Programme scheme (see paragraph 3.3.3 of the report);**
 - d. recommend that Council approves an increase of £1,208k SEND Provision Capital funding to the Basic Need scheme (see paragraph 3.3.4 of the report);**
 - e. increase of £499k on London Private Sector Renewal scheme and £117k on Disabled Facilities Grant scheme to reflect the total funding available (see paragraph 3.3.5 of the report); and**

- f. **recommend that Council approves an increase of £1,385k to the Section 106 receipts from developers - as detailed in paragraph 3.3.6 of the report.**

**(8) EMPTY HOMES PREMIUM
Report FSD19094**

The Committee considered a proposal that the Empty Homes Premium be introduced from April 2020 at the rate of 50% for properties empty for longer than 2 years, increasing to 100% where the property had been empty for 5 years.

Councillor Dunn urged officers to ensure that the following year's public consultation exercise set out all options available for consideration.

RESOLVED: That the Executive be recommended to:-

1. **consider the responses to the public consultation exercise at Appendices 1 and 2 of the report;**
2. **consider the Equality Impact Assessment at Appendix 3 of the report; and**
3. **agree that the Authority introduce the Empty Homes Premium from the financial year 2020/21 at the rate of 50% for properties empty longer than 2 years, increasing to 100% where the property has been empty for 5 years.**

**(9) COUNCIL TAX SUPPORT/REDUCTION SCHEME 2020/21
Report FSD19095**

The Committee considered a report setting out the result of the public consultation exercise and seeking approval of the scheme to be forwarded to Full Council.

RESOLVED: That the Executive be recommended to:-

1. **consider the updated Impact Assessment at Appendix 1 of the report;**
2. **consider the responses to the public consultation exercise at Appendices 2 and 3 of the report;**
3. **consider whether the Council Tax Support/Reduction scheme for 2020/21 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; and**

4. **subject to the outcome of recommendations 1-3 above, recommend the Council Tax Support/Reduction scheme for 2020/21 to Council.**

**(10) BECKENHAM LIBRARY AND CULTURAL VENUE – AUTHORITY TO PROCEED TO PROCUREMENT
Report DRR19/051**

The Committee considered procurement processes in relation to a proposal to move Beckenham Library from its current site into Beckenham Public Hall – in Copers Cope Ward - a Grade II listed building with significant potential for community use and situated in a more central town location. Members were also requested to consider the option of making the existing Beckenham Library site available for housing.

Referring to the lifetime of this project, the Chairman considered the procurement process should be looking for the best quality possible. To ensure that 60/40 price/quality weightings were retained, he suggested that Open Tender be used to procure the multi-disciplinary team. In this regard, the Chairman moved that the Executive be recommended to agree to use the above Open Tender process.

Committee Member and Ward Member for Copers Cope Ward, Councillor Tickner, reported concern that a signed petition against the proposed Library relocation was entitled 'Closure of Beckenham Library'. The report considered at the Renewal, Recreation and Housing PDS meeting on 3 November was just a feasibility study for relocation of the library and there were definitely no plans to close the Library. Referring to the 'change.org' website, Councillor Wilkins clarified that the petition was entitled "Save Beckenham Library", with the following text "We call on Bromley Council to retain Beckenham Library on its current site..."

RESOLVED: That the Executive be recommended to agree that Open Tender is used to procure the multi-disciplinary team, rather than ADUP, so that the Council's 60/40 price/quality weightings are retained.

**(12) PROVISION OF HOUSING AT WEST WICKHAM LIBRARY AND STATION ROAD CAR PARK, WEST WICKHAM (PART 1)
Report DRR19/053**

The Committee considered a summary of the initial feasibility work undertaken in relation to the current site of West Wickham Library and Station Road car park in West Wickham to provide approximately 34 residential units and 500sqm of commercial unit.

The report recommended that further feasibility work be undertaken in order to fully assess the viability of the scheme and a procurement exercise be run

concurrently to appoint a multi-disciplinary design team. The results of this further work would be reported to a meeting of the Executive in spring 2020.

Members also considered additional confidential information set out in the accompanying Part 2 (Exempt) report (DRR19/054).

Referring to the lifetime of this project, the Chairman considered the procurement process should be looking for the best quality possible. To ensure that 60/40 price/quality weightings were retained, he suggested that Open Tender be used to procure the multi-disciplinary team. In this regard, the Chairman moved that the Executive be recommended to agree to use the above Open Tender process.

RESOLVED: That the Executive is recommended not to agree recommendation 2.4, but is instead recommended to approve an Open Tender procurement strategy, rather than ADUP, so that the Council's 60/40 price/quality weightings are retained.

92 SCRUTINY OF THE PORTFOLIO HOLDER FOR RESOURCES, COMMISSIONING AND CONTRACTS MANAGEMENT

The Portfolio Holder for Resources, Commissioning and Contracts Management, Councillor Graham Arthur, attended the meeting to respond to questions from the Committee. The Portfolio Holder had circulated a written update for the Committee prior to the meeting. Councillor Arthur responded to questions, making the following comments –

- In regard to the Exchequer Contract, the £12m initial investment made by the contractor related to digitalisation work and technology within customer services. This was an invest to save initiative which would result in some benefit to other boroughs but would ultimately provide Bromley with the wider advantages that come with digitalisation.
- In relation to budget overspend, there was concern that nationally, there appeared to be a significant amount of spare money. As a result, there was a danger that the public may think that the Council had plenty of funds available thereby increasing their expectation. This assumption was wrong; the Council still had financial issues. There was a need for greater awareness on what the Council can do and it was important to keep within spending limits.
- The Bromley Staff Conference took place on 19 November with a second session scheduled for 21 November. The conference centred around transformation, with a repeated theme about driving up services with sufficient finances.
- A meeting between the Portfolio Holder and the Director of Corporate Services regarding additional signage/lighting etc. for polling stations during the coming General Election would shortly take place.

- Options to change and simplify the Council's procurement process would be reviewed in the future.
- The Council's Legal Team had successfully defended a challenge to the London Plan.
- The Assistant Director, Governance and Contracts was taking a more pragmatic and flexible view in the way the procurement system operated, in particular the length of time taken from start to finish. It was hoped that a review of the system would attract more tenders.

The Chairman thanked Councillor Arthur for his contribution.

**93 TFM CONTRACT REPORT
 Report DRR19/061**

The Committee received an update on the Facilities Management offering by Amey Plc in respect of performance from January to September 2019 together with a detailed review of the approach Cushman and Wakefield had applied in relation to their targeted £1m savings from the TFM Contract. The Chairman welcomed Mr Darren Nolan and Mr Mike Alder to the meeting who attended on behalf of Amey Plc and Cushman and Wakefield respectively.

This item was further considered under the accompanying Part 2 report (Item 18).

RESOLVED: That the update be noted.

**94 RISK MANAGEMENT
 Report FSD19099**

The Committee considered the current iteration of the Corporate Risk Register together with those for the Corporate Services, Finance, Human Resources and Customer Services departments.

Councillor Wilkins requested an update on the current position in regard to the Finance Risk Register (Ref 5 on page 65 of the report). The Director of Finance reported that this related to part of the scheduled transformation work and an update on the statutory review would be incorporated within the transformation plans which would be considered early in the new calendar year. He confirmed that scrutiny of the arrangements would be considered by the ERC PDS Committee.

RESOLVED: That the report be noted.

**95 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**

**96 EXEMPT MINUTES OF THE MEETING HELD ON 9 OCTOBER
2019**

The Part 2 (exempt) minutes of the meeting held on 9th October 2019 were agreed, and signed as a correct record.

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

The Committee considered the following reports on the Part 2 agenda for the meeting of the Executive on 27th November 2019:

**(25) PROVISION OF HOUSING AT WEST WICKHAM LIBRARY AND
STATION ROAD CAR PARK, WEST WICKHAM (PART 1)
Report DRR19/054**

Members also considered additional confidential information set out in the Part 2 (Exempt) report and made recommendations to the Committee.

No further comments were made.

98 INVESTMENT PROPERTY PORTFOLIO REVIEW

The Committee considered the Part 2 (exempt from publication) review of the Council's Investment Property Portfolio.

**99 TFM CONTRACT REPORT PART 2 INFORMATION
Report DRR 19/061**

Members considered confidential information accompanying the Part 1 report at Item 12.

RESOLVED that the report be noted.

The meeting ended at 8.20 pm

Chairman

Report No.
CSD20002

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive, Resources & Contracts PDS Committee

Date: 8 January 2020

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

Title: **MATTERS OUTSTANDING & FORWARD WORK PROGRAMME**

Contact Officer: Philippa Gibbs, Democratic Services Officer
Tel: 0208 313 4508 E-mail: Philippa.Gibbs@bromley.gov.uk

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: (All Wards);

1. Reason for report

This report deals with the Committee's business management including:

- Monitoring progress against actions arising from previous meetings;
- Developing the 2019/20 Forward Work Programme; and
- A schedule of Sub-Committees and Working Groups across all PDS Committees

2. **RECOMMENDATION(S)**

That PDS Committee reviews and comments on:

1. Progress on matters arising from previous meetings;
2. The 2019/20 work programme, indicating any changes or particular issues that it wishes to scrutinise for the year ahead.

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: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £358,740
 5. Source of funding: 2018/19 Revenue Budget
-

Personnel

1. Number of staff (current and additional): 8 posts (6.79fte)
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

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

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

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

Ward Councillor Views

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

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

3. COMMENTARY

Matters Arising from Previous Meetings

- 3.1. **Appendix 1** provides a progress update on requests made by the Committee at previous meetings. This list is checked after each meeting so that any outstanding issues can be addressed at an early stage and timely progress made.

Work Programme

- 3.2 Each PDS Committee determines its own work programme, balancing the roles of (i) pre-decision scrutiny and holding the Executive to account, (ii) policy development and review and (iii) external scrutiny. ERC PDS Committee has the additional role of providing a lead on scrutiny issues and co-ordinating PDS work.
- 3.3 PDS Committees need to prioritise their key issues. The work programme also needs to allow room for items that arise through the year, including Member requests, call-ins and referrals from other Committees. Committees need to ensure that their workloads are realistic and balanced, allowing sufficient time for important issues to be properly scrutinised. Members also need to consider the most appropriate means to pursue each issue – the current overview and scrutiny arrangements offer a variety of approaches, whether through a report to a meeting, a time-limited working group review, a presentation, a select committee style meeting focused on a single key issue, or another method.
- 3.4 **Appendix 2** sets out the ERC PDS Committee Work Programme for 2019/20, including: the provisional report title (or activity); the lead division; and Committee's role. Committee is invited to comment on the proposed schedule and suggest any changes it considers appropriate.
- 3.5 Other reports will be added to the 2019/20 Work Programme as items arise. In addition, there may also be references from other committees, the Resources, Contracts and Commissioning Portfolio Holder, or the Executive.

Sub-Committees and Working Groups

- 3.6 The Policy Development and Scrutiny Toolkit suggests that each Committee should aim to carry out no more than two or three full scale reviews each year, and it offers guidance and techniques for prioritising reviews. At a time of pressure on Member and officer resources it is important that any additional work is carefully targeted at priority issues where improvements can be achieved. In recent years, this Committee has examined a number of issues through its Working Groups - part of the Committee's workload may include follow-up work on some of these reviews.
- 3.7 A schedule of Sub-Committees and Working Groups across all PDS Committees is attached as **Appendix 3** to this report. This will be updated for future meetings as other PDS Committees meet and confirm the appointment of Working Groups.

Appendix 1

Minute Number/Title/Date	Action/PDS Request	Update	Action by	Expected Completion Date
91 Budget Monitoring 2019/20 (20 November 2019)	Confirm to Councillor Tickner who would be responsible for paying business rate charges in BID areas		Director of Finance	

**EXECUTIVE, RESOURCES & CONTRACTS PDS COMMITTEE
WORK PROGRAMME 2019/20**

Meeting Date: 5 February 2020		
	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Treasury Management – Annual Investment Strategy and Quarter 3 Performance 2019/20	Finance	PH Decision
Executive Agenda	Various	Pre-decision scrutiny
Scrutiny of the Chief Executive	Chief Execs	PDS Committee
Scrutiny of the Resources, Commissioning and Contract Management Executive Assistant	N/A	PDS Committee
Contracts Register and Contracts Database Update	Procurement	PDS Committee
Risk Register (Red Risks)	Audit & Assurance	PDS Committee
Section 106 Agreements: Update*	Finance/Planning	PDS Committee
Meeting Date: 26 March 2020		
	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Scrutiny of the Leader	N/A	PDS Committee
Annual PDS Report 2019/20	Democratic Services	PDS Committee

*Part 2 (Exempt) Report

PDS SUB-COMMITTEES AND WORKING GROUPS 2018/19

SUBJECT	DATE OF NEXT MEETING	MEMBERSHIP
EXECUTIVE, RESOURCES & CONTRACTS PDS		
Section 106/CIL Task and Finish Group	TBC	Cllr Marlow (Chairman), Cllr Fawthrop, Cllr Wells, Cllr Wilkins, Cllr Evans, Cllr M. Stevens, Cllr Dykes, Cllr Sharma.
ADULT CARE AND HEALTH PDS		
Health Scrutiny Sub-Committee	28 th January 2020	Cllr Cooke (Chairman), Cllr Allatt, Cllr Dunn, Cllr Ellis, Cllr Evans, Cllr Jefferys, Cllr McIlveen, Cllr Onslow.
Any 2018/19 Working Groups of ACH PDS or the Health Scrutiny Sub-Committee to be appointed by the parent bodies.		
Our Healthier South East London Joint Health Overview and Scrutiny Committee (with Bexley, Greenwich, Lambeth, Lewisham & Southwark)		Cllr Ellis, Cllr McIlveen.
CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE		
Youth Engagement Task and Finish Group	TBC	Cllr Dykes, Cllr Ellis, Cllr Gray, Cllr Ahmed, Cllr Harris.
Any 2019/20 Working Groups of the Children, Education & Families PDS Committee to be appointed by the parent bodies.		
ENVIRONMENT & COMMUNITY SERVICES PDS		
Any 2019/20 Working Groups of the Environment & Community Services Committee to be appointed by the parent body.		
PUBLIC PROTECTION AND ENFORCEMENT PDS		
Any 2019/20 Working Groups of the PPE PDS Committee to be appointed by the parent body.		
RENEWAL, RECREATION & HOUSING PDS		
Beckenham Working Group		Cllr Tickner, Cllr Allen, Cllr Dunn, Cllr Mellor, Cllr Wells, Cllr King,

LONDON BOROUGH OF BROMLEY

FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 17TH DECEMBER 2019

PERIOD COVERED: December 2019 - March 2020

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 14 January 2020

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
COUNCIL						
COUNCIL TAX LEVEL 2020/21	Council	24 February 2020 Executive, PDS Committees, business community and local residents.	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
REVENUE BUDGET 2020/21	Council	24 February 2020 Executive, PDS Committees, business community and local residents.	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
CAPITAL STRATEGY 2020 TO 24	Council	24 February 2020 Executive, PDS Committees and key stakeholders	Meetings	Contact Officer: Tracey Pearson Tel: 0208 313 4323 Tracey.Pearson@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
ANNUAL INVESTMENT STRATEGY 2020/21	Council	24 February 2020 Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer: Tracey Pearson Tel: 0208 313 4323 Tracey.Pearson@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
EXECUTIVE						
CENTRAL DEPOT WALL RECONSTRUCTION: CONTRACT AWARD AND REQUEST FOR ADDITIONAL FUNDING	Executive	15 January 2020 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Catherine Pimm Tel: 020 8461 7834 Catherine.Pimm@bromley.gov.uk	<u>Item is expected to be considered during the public part of the Executive meeting with confidential material to be considered during exempt proceedings</u>	Report and relevant background documents
SECTION 106 CARBON OFFSETTING FUND	Executive	12 February 2020 Environment & Community Services PDS Committee	Meetings	Contact Officer: Lee Gullick Tel. 020 8461 7623 lee.gullick@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
TENANCY SUPPORT SERVICES FOR HOMELESS PEOPLE - EXEMPTION REQUEST	Executive	12 February 2020 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Lynnette Chamielec Tel. 020 8313 4009 Lynnette.Chamielec@bromley.gov.uk	<u>Meeting in Public</u>	Report & Relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
CORPORATE PARENTING ANNUAL REPORT	Executive	12 February 2020 Children, Education & Families PDS Committee	Meetings	Contact Officer: Cathy Lloyd Williams Tel. 020 8461 7792 Cathy.Lloydwilliams@bromley.gov.uk	<u>Meeting in Public</u>	Report and relevant background documents
AWARD OF CONTRACT FOR DISCHARGE TO ASSESS (D2A)	Executive	12 February 2020 Adult Care & Health PDS Committee	Meetings	Contact Officer: Deborah Cole Tel. 020 8461 7249 Deborah.Cole2@bromley.gov.uk	<u>Private meeting - Exempt information - Financial/business affairs of a person or body.</u>	Part 2 Report - Confidential
AGREE LOCAL CIL CHARGING RATES AND AUTHORISE THE PUBLIC CONSULTATION ON THE CIL DRAFT CHARGING SCHEDULE	Executive	1 April 2020 Development Control Committee/Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer: Terri Holding Tel: 020 8313 4344 Terri.Holding@bromley.gov.uk	<u>Meeting in Public</u>	Report and relevant background documents
EXTENSION OF SEXUAL HEALTH CONTRACT	Executive	1 April 2020 Adult Care & Health PDS Committee	Meetings	Contact Officer: Mimi Morris-Cotterill Tel: 020 8461 7779 mimi.morris-cotterill@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
TRANSPORT SERVICES REPORT	Executive	1 April 2020 Adult Care & Health PDS Committee and Children, Education & Families PDS Committee	Meetings	Contact Officer: Maya Vadgama Tel: 0208 313 4740 Maya.Vadgama@bromley.gov.uk	<u>Item is expected to be considered during the public part of the Executive meeting, with confidential material to be considered during exempt proceedings</u>	Report and relevant background documents
DEMENTIA POST DIAGNOSIS CONTRACT AWARD	Executive	1 April 2020 Adult Care & Health PDS Committee	Meetings	Contact Officer: Heather Sinclair-Constance Tel. 020 8313 4641 heather.sinclair-constance@bromley.gov.uk	<u>Item is expected to be considered during the public part of the Executive meeting, with confidential material to be considered during exempt proceedings.</u>	Report and relevant background documents
ADULT CARE & HEALTH PORTFOLIO						
PROCEEDING TO PROCUREMENT: SERVICES FOR THE BLIND AND PARTIALLY SIGHTED	Portfolio Holder for Adult Care and Health	Not before 22 January 2020 Adult Care and Health PDS Committee	Meetings	Contact Officer: Jane Campbell Tel. 020 8461 7386 Jane.Campbell@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
GATEWAY REPORT 0/1: DEMENTIA CARERS RESPITE	Portfolio Holder for Adult Care and Health	Not before 24 March 2020 Adult Care & Health PDS Committee	Meetings	Contact Officer: Heather Sinclair-Constance Tel. 020 8313 4641 heather.sinclair-constance@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
CHILDREN, EDUCATION & FAMILIES PORTFOLIO						
FAMILY GROUP CONFERENCING - CONTRACT VARIATION	Children, Education and Families Portfolio	Not before 30 January 2020 Children, Education and Families PDS Committee	Meetings	Contact Officer: Kelly Sylvester Tel. 020 8461 7653 kelly.sylvester@bromley.gov.uk	<u>Private meeting - exempt information - Financial/business affairs of a person or body</u>	Part 2 Report - Confidential
ENVIRONMENT & COMMUNITY SERVICES PORTFOLIO						
AIR QUALITY ACTION PLAN	Portfolio Holder for Environment and Community Services	Not before 29 January 2020 Environment & Community Services PDS Committee	Meetings	Contact Officer: Joanne Stowell Tel: 020 8313 4332 Joanne.Stowell@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
PUBLIC PROTECTION & ENFORCEMENT PORTFOLIO						
PUBLIC SPACE PROTECTION ORDER ADOPTION	Portfolio Holder for Public Protection and Enforcement	Not before 4 February 2020 Environment & Community Services PDS Committee	Meetings	Contact Officer: Toby Smith Tel. 020 8313 4870 toby.smith@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
RENEWAL, RECREATION & HOUSING PORTFOLIO						
GATEWAY REPORT: FRAMEWORK FOR ESSENTIAL HOUSEHOLD GOODS	Portfolio Holder for Renewal, Recreation and Housing	Not before 21 January 2020 Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer: Tracey Wilson Tel. 020 8313 4515 tracey.wilson@bromley.gov.uk	<u>Meeting in Public</u>	Report and relevant background documents
RESOURCES, COMMISSIONING & CONTRACT MANAGEMENT PORTFOLIO						

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

Contact Officer: Graham Walton, Chief Executive's Department: 020 8461 7743, graham.walton@bromley.gov.uk

Report No.
FSD20002

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RESOURCES, COMMISSIONING & CONTRACTS
MANAGEMENT PORTFOLIO HOLDER

Date: For pre-decision scrutiny by the Executive, Resources & Contracts PDS
Committee on 8th January 2020

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2019/20

Contact Officer: Katherine Ball, Principal Accountant
Tel: 020 8313 4792 E-mail: katherine.ball@bromley.gov.uk

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 27th November 2019, the Executive received a report summarising the current position on capital expenditure and receipts following the 2nd quarter of 2019/20, and agreed a revised Capital Programme for the four year period 2019/20 to 2022/23. This report highlights changes agreed by the Executive in respect of the Capital Programme for the Resources, Commissioning & Contracts Management (RC&CM) Portfolio. The revised programme for this portfolio is set out in Appendix A and detailed comments on individual schemes are shown in Appendix B.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to note and confirm the changes agreed by the Executive on 27th November 2019.

Corporate Policy

1. Policy Status: Existing Policy: Capital Programme monitoring 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, we review our main aims and outcomes through the AMP process and identify those that require the use of capital assets. Our primary concern is to ensure that capital investment provides value for money and matches the Council's overall priorities as set out in the Community Plan and in "Building a Better Bromley".
 2. BBB Priority: Excellent Council
-

Financial

1. Cost of proposal: Total increase of £345k over the four years 2019/20 to 2022/23, due to the addition of the Customer Services IT System Review scheme and the deletion of the Carbon Management Programme Scheme.
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £37.2m for the Resources, Commissioning & Contracts Management Portfolio over the four years 2019/20 to 2022/23
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
-

Staff

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

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Applicable
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Capital Monitoring – variations agreed by the Executive on 27th November 2019

3.1 A revised Capital Programme was approved by the Executive on 27th November 2019, following a detailed monitoring exercise carried out after the 2nd quarter of 2019/20. The base position is the programme approved by the Executive on 10th July 2019, as amended by variations approved at subsequent Executive meetings. All changes to schemes in the Resources, Commissioning & Contracts Management Portfolio Programme are itemised in the table below and further details are included in paragraphs 3.2 and 3.3. The revised Programme for the Portfolio is attached as Appendix A whilst Appendix B shows actual spend against budget, in the second quarter of 2019/20, together with detailed comments on individual scheme progress

	2019/20	2020/21	2021/22	2022/23	TOTAL
	£'000	£'000	£'000	£'000	2019/20 to 2022/23 £'000
Programme approved by Executive 10/07/19	6,344	30,182	348	0	36,874
Deletion of Carbon Management Programme Scheme (Council 04/10/19) Cr	500	0	0	0	Cr 500
Write out of I.T. costs to Revenue (Exec 21/05/19)	21	0	0	0	21
Customer Services IT System Review (Exec 16/10/19)	100	790	68	0	958
Deletion of Review Customer Services IT Scheme (Exec 16/10/19) Cr	48	0	0	0	Cr 48
Deletion of Upgrade MS Dynamics CRM System (Exec 16/10/19) Cr	88	0	0	0	Cr 88
Approved Programme prior to 2nd Quarterly monitoring	5,829	30,972	416	0	37,217
<u>Variations approved by Executive 27/11/19</u>					
Carbon Management Programme Scheme (Para 3.2)	2	0	0	0	2
Schemes rephased from 2019/20 into 2020/21 (Para 3.3) Cr	850	Cr 27,110	11,960	16,000	0
Total amendments to the Capital Programme Cr	848	Cr 27,110	11,960	16,000	2
Total Revised RC&CM Programme	4,981	3,862	12,376	16,000	37,219

3.2 Carbon Management Programme Scheme (£2k increase and reallocation of budget in 2019/20)

Members approved the increase of £2k to reflect the funding available and take the total budget of the scheme to £500k which will be used to partly fund the Salix Street Lighting LED Upgrade scheme, as approved by the Full Council approved on 14th October 2019.

3.3 Schemes re-phased from 2019/20 into future years

As part of the 2nd quarter monitoring exercise, a total of £27,960k has been rephased from 2019/20 and 2020/21 into 2021/22 and 2022/23 to reflect revised estimates of when expenditure is likely to be incurred. This included the Property Investment Fund and Civic Centre Development Strategy. This has no overall impact on the total approved estimate for the capital programme. Scheme rephasings are itemised in the table below and comments on scheme progress are provided in Appendix B.

Capital Expenditure - Rephasing in Q2					
Monitoring	2019/20	2020/21	2021/22	2022/23	TOTAL
	£'000	£'000	£'000	£'000	£'000
Civic Centre Development Strategy	Cr 1,000	Cr 11,960	6,960	6,000	0
Property Investment Fund	150	Cr 15,150	5,000	10,000	0
Total RC&CM Portfolio rephasing	Cr 850	Cr 27,110	11,960	16,000	0

Post-Completion Reports

3.5 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. After major slippage of expenditure in prior years, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme's non-financial objectives. Post-completion reports on the following schemes are currently due for the Resources, Commissioning & Contracts Management Portfolio before the end of the 2019/20 monitoring cycle:

- Banbury House Demolition/Site Prep
- Review of Corporate Customer Services IT System
- Upgrade of MS Dynamics CRM System
- Upgrade of Core Network Hardware
- Replacement of Storage Area Network
- Rollout of Windows 7 and Office 2000
- Replacement of MD110 Telephone switch
- Windows Server 2003 Replacement Programme

4. POLICY IMPLICATIONS

4.1 Capital Programme monitoring and review is part of the planning and review process for all services. The capital review process requires Chief Officers to ensure that bids for capital investment provide value for money and match Council plans and priorities.

5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 27th November 2019. Changes agreed by the Executive for the Resources, Commissioning & Contracts Management Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal, Personnel and Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Capital Programme Monitoring Qtr 1 2019/20 (Executive 10/07/19); Capital Programme Monitoring Qtr 2 2019/20 (Executive 27/11/19)

RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO - APPROVED CAPITAL PROGRAMME 27TH NOVEMBER 2019									
Code	Capital Scheme/Project	Total Approved Estimate £'000	Actual to 31.3.19 £'000	Estimate 2019/20 £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Responsible Officer	Remarks
PROPERTY DIVISION									
939320	Emergency Works on Surplus Sites	312	188	124	0	0	0	Colin Brand	Essential to maximise capital receipts
936407	Property Investment Fund	112,553	97,160	150	243	5,000	10,000	Michael Watkins	Various property acquisitions - met from Property Investment Fund, Growth Fund, and Capital Receipts
936409	Civic Centre Development Strategy	14,100	3	137	1,000	6,960	6,000	Cathy Pimm	Approved Executive 18/05/16 and Council 04/07/16
936405	Property Disposal / Feasibility Work (Growth Fund)	250	171	79	0	0	0	Michael Watkins	Approved Executive 24/05/17 - £250k from Growth Fund
TOTAL - PROPERTY DIVISION		127,215	97,522	490	1,243	11,960	16,000		
RESOURCES DIRECTORATE									
936461	IT Transformation	5,381	119	3,585	1,329	348	0	Vinit Shukle	Approved by Executive 28/11/18
936457	SharePoint Productivity Platform upgrade/replacement	1,500	194	806	500	0	0	Vinit Shukle	
936462	Customer Services IT System Review	958	0	100	790	68	0	Duncan Bridgewater	Approved by Executive 16/10/19
936452	Performance Management/Children's Services - information technology	718	718	0	0	0	0	Naheed Chaudhry	Approved by Executive 16/06/10
TOTAL RESOURCES DIRECTORATE		8,557	1,031	4,491	2,619	416	0		
RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO		135,772	98,553	4,981	3,862	12,376	16,000		

RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO - APPROVED CAPITAL PROGRAMME 2019/20 - 2ND QUARTER MONITORING				
Capital Scheme/Project	2ND QUARTER 2019/20			Responsible Officer Comments
	Estimate July 2019	Actual to 28.11.19	Revised Estimate Nov 2019	
	£'000	£'000	£'000	
PROPERTY DIVISION				
Emergency Works on Surplus Sites	124	18	124	(Block Capital) Essential to maximise capital receipts. To prepare surplus sites for disposal and to cover any emergency works.
Carbon Management Programme (Invest to Save funding)	498	0	0	Scheme removed from Programme as reported to 27 November 2019 Executive .
Property Investment Fund	0	Cr 98	150	Additional £15m capital receipts to fund future acquisition (approved Exec 11/02/15). £15.4m requested to be rephased to 2020/21 as per July 2019 Exec.
Civic Centre Development Strategy	1,137	4	137	Currently going through tendering to recruit consultancy services from the ESPO property, building and infrastructure advice and management services framework to carry out a feasibility study for proposed works to the Civic Centre and Central Depot. In process of appointing a consultant who will carry out surveys. New business case - revised case to be presented to Exec later in the year. July 2019 Exec approved rephasing of £12m to future years.
Property Disposal / Feasibility Work (Growth Fund)	79	0	79	Feasibilities being carried out on a number of schemes. These are being progressed until planning approval and on-site development by contractor is underway.
TOTAL PROPERTY DIVISION	1,838	Cr 76	490	

RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO - APPROVED CAPITAL PROGRAMME 2019/20 - 2ND QUARTER MONITORING				
Capital Scheme/Project	2ND QUARTER 2019/20			Responsible Officer Comments
	Estimate	Actual to	Revised	
	July 2019	28.11.19	Estimate	
	£'000	£'000	£'000	
RESOURCES DIRECTORATE				
IT Transformation scheme	3,585	2,768	3,585	LBB Transformation Programme manager now in post. All network hardware has been ordered and delivered, deployment plan to be finalised. Hardware for the W10 upgrade pilot will be ordered in Q2. PIDs for Network refresh, DC Upgrade and Win 10 have been reviewed and signed off. Baseline Plans have also now been signed off. Requested July 2019 Exec to rephase £600k to future years.
SharePoint Productivity Platform upgrade/replacement	806	0	806	Officers are now taking a tactical solution where project will move to Sharepoint 2010 from 2007 version, before finally moving to new platform of Office 365. Ongoing project which is gaining momentum. This scheme will now be delivered in-line with the IT Transformation scheme to ensure there is no duplication. Anticipate spend of £806k this year with request to July 2019 Exec to rephase £500k to FY20/21.
Review of Corporate Customer I.T System	48	0	0	Scheme removed from Programme as reported to 27 November 2019 Executive .
Upgrade of MS Dynamics CRM System	88	0	0	Scheme removed from Programme as reported to 27 November 2019 Executive .
Customer Services IT System Review	0	0	100	New scheme - Tender exercise carried out with CXM the preferred option (as recommended by BT). The system is cloud hosted and the providers have a considerable library of pre-established "off the shelf" business processes to support customer interaction which would speed up deployment and aligns to the corporate IT strategy.
Performance Management/Children's Services - information technology	Cr 21	0	0	This scheme is now complete and has been removed from the capital programme in the second quarter monitoring.
TOTAL RESOURCES DIRECTORATE	4,506	2,768	4,491	
RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO	6,344	2,692	4,981	

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Report No.
CSD20/014

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RESOURCES PORTFOLIO HOLDER

For Pre-Decision Scrutiny by the Executive, Resources and Contracts
PDS on:

Date: Wednesday 8 January 2020

Decision Type: Non-Urgent Executive Key

Title: CENTRAL DEPOT WALL RECONSTRUCTION: CONTRACT
AWARD

Contact Officer: Catherine Pimm, Senior Property Manager
Tel: 020 8461 7834 E-mail: Catherine.Pimm@bromley.gov.uk

Chief Officer: Director of Housing, Planning, Property and Regeneration

Ward: Bromley Town;

1. Reason for report

1.1 The works have now been tendered. This report provides an overview of the tenders received and makes recommendations for the award of contract. Members should note that the award is conditional on the approval of additional funding, which is the subject of a separate report to the Executive on 15 January 2020.

1.2 This report accompanies a Part 2 report also being considered on this agenda.

2. **RECOMMENDATION(S)**

Members are asked to:

2.2 review and provide their comments on the proposal for the award of contract to the Resources Portfolio Holder for his consideration

The Resources Portfolio Holder is asked to:

2.1 award the construction contract in accordance with recommendations made in the Part 2 report, subject to the provision of additional funding as noted above.

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: Included within Part 2 report
 2. Ongoing costs: Non-Recurring Cost
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £716k
 5. Source of funding: Carry forwards from the Planned Maintenance Programme Budgets and Earmarked reserve for Infrastructure Investment
-

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
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

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

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 The Old Stable Block consists of several buildings which back onto a rear wall. The wall forms a support wall to the land behind which is at a higher level and supports a mud track which serves the houses at the rear of the Depot. The wall is cracking and bulging in places and significant repairs are required to ensure the continued stability of the wall.
- 3.2 The works include the demolition of some of the existing buildings, construction of a new concrete retaining wall, formation of a concrete hard standing area to replace the existing ground floor slab and external hardstanding and remedial repairs to the boundary wall.
- 3.3 At its meeting of 28 March 2018, the Executive approved the additional sum of £500k to be added to the £216k already available and to add the scheme with a total estimated cost of £716k to the capital programme.
- 3.4 As this scheme was initiated as a planned maintenance project and much of the initial work was undertaken by Amey's Small Works Team, it was agreed that this team will take the lead client role for the project and as they had initially appointed CTP Consulting Engineers to design and oversee the works and preliminary work has already been undertaken by them, that this appointment should continue.
- 3.5 It is further agreed that Amey would appoint a suitably qualified consultant to undertake Party Wall Services in connection with the scheme.

TENDER EVALUATION

- 3.6 Procurement of the contractor was carried out in accordance with LBB's Contract Procedure Rules and tenders were invited through open advertisement on Contracts Finder using two-stage procurement. Of the nine contractors who expressed an interest, six were invited to tender.
- 3.7 Two compliant tenders were received.
- 3.8 The tenders were evaluated based on 60% price and 40% quality. The qualitative criteria for the 40% score were broken down as follows:

The main contractor must provide details of the proposed team that will deliver this project on site this should include list of labour, plant and any other external resources to ensure successful completion within their agreed programme. 20%

Please provide CV's for key members of the team including Contracts Manager and the full-time site operatives.

Provide a copy of your full company Health and Safety Policy and examples of Risk Assessments and Method Statements relevant to this type of project.

Please provide details on how you proposed to carry out demolition and construction work on restricted site that also operates as a fully operational waste transfer site, in close proximity to local business and private residents' properties. 20%

Describe how your company will comply with its duties under the new Construction (Design and Management) Regulations 2015.

The main contractor must provide indicative programme of the proposed works to be completed on site, in the form of Gantt chart detailing each stage of the works. 20%

Provide details of how you would minimise energy consumption in the production and transportation of construction products; enhance the use of natural resources during the construction phase; minimise the polluting emissions resulting from the construction phase; limit the effects of traffic congestion associated with this project to local residents and businesses. 20%

Provide details on how you would be minimising waste (during the construction period), including recycling, re-use of materials (where appropriate) and for reducing carbon emissions.

Please provide full details on your company's policy on for lines of communications. Please also provide details how you would communicate with local residents and depot users effected by these works? 10%

Explain how your organisation's financial resources and fiscal structure demonstrates adequate financial provision to implement and deliver the service requirements stated in the service specification throughout the life of the contract. 10%

100%

3.9 The tenders were evaluated by a Panel consisting of Council Officers and the Project Manager from Amey's Team.

3.10 Full details of the qualitative and financial evaluation are set out in the Part 2 report.

CONTRACT AWARD RECOMMENDATION

3.11 Please see the Part 2 report for further information.

3.12 Members should note that the award is conditional on the approval of additional funding, which is the subject of a separate request to the Executive on 15 January 2020.

4. STAKEHOLDER ENGAGEMENT

4.1 This work, which could take approximately 6 months to complete will impact on local residents and on the Council's waste contractor. The residents have been informed of the works and were invited to attend a public meeting at the Civic Centre. They will be kept informed before and during construction period.

4.2 The Council's waste contractor has also been consulted about the works and meetings are held with them and Environmental Services officers by the Project Manager.

5. POLICY CONSIDERATIONS

5.1 Central Depot is the Council's main waste transfer station and household waste recycling centre. Maintaining the stability of the wall is essential to ensure the roadway is supported and that the Depot can continue to provide waste services.

6. IT AND GDPR CONSIDERATIONS

6.1 There are no IT or GDPR considerations in relation to this contract

7 IMPACT ON VULNERABLE ADULTS AND CHILDREN

7.1 There is not considered to be an impact on vulnerable children and adults as a consequence of this decision.

8 FINANCIAL IMPLICATIONS

8.1 Financial Considerations are set out in the Part 2 report.

9 LEGAL IMPLICATIONS

- 9.1 The Council has the legal power to hold, maintain and develop its landholdings and buildings in connection with its functions. In furtherance of these powers the Council may provide and commission through a contract the works outlined in this report.
- 9.2 The commissioning of works contract to carry the necessary repairs ,maintenance and ancillary works is a public works contract within the meaning of the Public Contracts Regulations 2015. Due to the value falling below the relevant threshold a full EU procurement is not required. However the award must still comply with the EU treaty principles of equality transparency and non-discrimination which must be applied in a manner proportionate to the subject matter and context of the purchase. The report explains the way in which the market has been engaged which appears to be consistent with the EU Treaty principles.
- 9.3 For contracts of a value between £500k and £1m the Councils Contract Procedure Rules (CPR's) 16.7 gives authority of the Portfolio Holder to approve the award of a contract with the agreement of the Budget holder Chief Officer and the Assistant Director of Governance and Contract by using this Gateway member report.
- 9.4 Officers will need to ensure where applicable, CPR's are followed in relation to any related services or works contracts.
- 9.5 All works will need to be carried out with due regard to the council's statutory obligations, the Councils contractual obligations to contractors performing these obligations for the council and to owners and occupiers of all adjoining and neighbouring land

10. PROCUREMENT IMPLICATIONS

- 10.1 . This process has been carried out in line with the requirements of the Public Contracts Regulations 2015.
- 10.2 This is a works contract and the value of this procurement falls below the thresholds set out in Part 2 of the Public Contracts Regulations 2015, so is only subject to Part 4 of the Regulations. An open process was followed and a competition was undertaken through open advertisement in Contracts Finder. Following the decision, an award notice will need to be published on Contracts Finder. A standstill period will be observed.
- 10.3 The Council's specific requirements for authorising an award of contract are covered in CPR 16 with the need to obtain the Approval of the Portfolio Holder, following Agreement by the Assistant Director of Governance and Contracts, the Chief Officer and the budget holder. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.

10.4 The actions identified in this report are provided for within the Council’s Contract Procedure Rules, and the proposed actions can be completed in compliance with their content.

Non-Applicable Sections:	Personnel Implications
Background Documents: (Access via Contact Officer)	Operational Building Maintenance Budgets and Planned Programme 2018/19

Report No.
FSD20001

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE, RESOURCES AND CONTRACTS POLICY
DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 8 January 2020

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

Title: EXCHEQUER SERVICE - CONTRACT PERFORMANCE
REPORT

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

Chief Officer: Director of Finance

Ward: (All Wards);

1. Reason for report

- 1.1 This report provides information regarding Liberata's performance in the provision of Exchequer Services for the period 1st April 2019 to 30th September 2019, with an updated position as at 30th November 2019.
- 1.2 A letter from Amanda Inwood-Field, Liberata's Contract Director, provides an update on each individual service and is attached at Appendix 1 with statistical data relating to the services shown in subsequent appendices.
-

2. **RECOMMENDATION(S)**

The Committee is requested to note the information contained within the report on Liberata's performance and the action taken to address any performance issues.

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Exchequer Service – Payment, Income and Charging
 4. Total current budget for this head: £1.82m
 5. Source of funding: Existing Budget 2019/20
-

Personnel

1. Number of staff (current and additional): 4fte plus Liberata staff
 2. If from existing staff resources, number of staff hours: Not Applicable
-

Legal

1. Legal Requirement: Statutory Requirement:
Public Health (Control of Disease) Act 1984
Late Payment of Commercial Debts (interest) Act 1998
The County Court Act 1984
The Civil Procedure Rules
Environmental Protection Act 1990
Housing Act 2004
The Care Act 2014
The Public Contracts regulations 2015
 2. Call-in: Not Applicable
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The services covered in this report affect those who owe general income to the Council, all of the Council's suppliers and all adult social care clients. This could amount to an estimated 40,000 people.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 This report provides information regarding the performance of the Exchequer Services provided by Liberata for the period 1st April 2019 to 30th September 2019. Where it is available an updated position as at 30th November 2019 has also been provided.
- 3.2 The Exchequer Client Unit monitor the contractor's compliance against the contract to ensure that services are provided to the required standard, within the agreed timeframe, meeting the agreed targets and performance standards. Where there are areas of concern or underperformance, the Assistant Director, Exchequer Services will agree an action plan with Liberata to address these issues. The team also ensures the services comply with current legislation, financial regulations, contractual obligations and audit requirements.
- 3.3 To maintain the drive for improved service performance, monthly service review meetings are held with operational and senior Liberata management. To further illustrate the commitment to the continuous improvement agenda the Contract Director and Finance Service Delivery Director meets with Bromley regularly to deal with escalated issues, review policies and develop new ideas.
- 3.4 The Exchequer Services covered in this report are:-
- Sundry Debtors, Mortgages and Corporate Debt
 - Accounts Payable
 - Financial Assessment and Management
 - Appointee and Deputyship

4. SERVICE PROFILE/DATA ANALYSIS

4.1 Sundry Debtors, Mortgages & Corporate Debt

4.1.1 The sundry debts performance is measured on the amounts recovered at the end of each reporting period. At the 30th September 2019, there were 3,500 invoices outstanding totalling £7.97m. Of the total amount, £2.87m (36.01%) had been outstanding for less than 30 days.

4.1.2 As at 30th September 2019, the amount recovered in respect of invoices raised between 1st April 2019 and 30th September 2019 was £21.65m or 83.57% against a target of 78%.

4.1.3 The different factors that adversely affected in-year collection are shown in Table 1 below.

Table 1

Description	No. of Invoices	Value of invoices
Quarterly Commercial Rent charges raised on 27th September 2019	208	£1,550,000
Invoices raised during the last 14 days of the month	170	£880,334
Community Infrastructure Levy (CIL) invoices due after 30th September 2019	10	£115,879
Total	388	£2,546,213

4.1.4 Table 2 shows the in-year collection rate however to reflect Liberata's recovery performance it has been adjusted to take account of those debts where Liberata could not pursue payment. This gives a revised collection rate of 93.66% at 30th September 2019 and 89.71% at the 30th November 2019 which remains above target.

Table 2

	As at 30/09/17	As at 30/09/18	As at 30/09/19
Unadjusted Collection Rate	83.71%	81.28%	83.57%
Adjusted Collection Rate	85.06%	90.04%	93.66%

4.1.5 **Appendix 2** shows the comparison between the levels of outstanding debt for each month from April to March for the years 2016-17 through to 2019-20.

4.1.6 **Appendix 3** shows the comparison between the numbers of invoices outstanding each month from April to March for the years 2016-17 through to 2019-20.

Aged Debt as at 30th September 2019

4.1.7 The out-of-year collection rate across all financial years was 99.36% with £4.84m collected in the six month period. The factors which continue to affect out-of-year collection are shown in table 3 below.

Table 3

Description	No. of Invoices	Value of invoices
Invoices in dispute	261	£1,394,197
Invoices recommended for write off	417	£719,115
Total	678	£2,113,312

4.1.8 Table 4 shows the movement in the out-of-year debt outstanding as at 30th September 2019 for the last year along with the overall % reduction from 30th September 2018 to 30th September 2019. This has increased to 67% as at 30th November 2019.

Table 4

	30-Sep-18	30-Sep-19	Reduction since 30/09/18
	£,000	£,000	%
Pre 2016	1,514	1,169	23%
2016/17	606	480	21%
2017/18	3312	845	74%
2018/19	5,432	1,218	78%
Total	10,864	3,712	66%

4.1.9 **Appendix 4** shows the overall recovery position of debts in each financial year up to 30th September 2019.

- 4.1.10 The category with the largest debt is the one relating to debts in dispute or on hold at the request of the service department. Liberata continue to work with LBB officers in order to resolve queries and disputes as quickly as possible so that recovery action can continue.
- 4.1.11 Cases are escalated by Liberata to the Exchequer Client Unit who liaise with senior LBB officers regarding pursuing the debt or writing it off if it is uncollectable. This has resulted in a 49% reduction in the value of disputed debts where recovery action is on hold when compared to the position at 30th September 2018.

Utilities

- 4.1.14 The total debt outstanding for utilities was £166k as at 30th September 2019. This has since decreased to £134k as at 30th November 2019. The outstanding debt for BT is now under £22k and although £9k is in dispute, this remains a much improved position than previously. LBB officers continue to liaise with the service department regarding the disputed sum.
- 4.1.15 **Appendix 5** shows a summary of Utility debts as at 30th September 2019.

Income

- 4.1.16 The Income Team raised 5,549 sundry invoices with a value of £27m from 1st April 2019 to 30th September 2019.
- 4.1.17 During the same period, 631 invoices relating to all financial years with a total value of £1.55m were subsequently cancelled. This includes invoices for charges raised in advance where the service was subsequently cancelled.
- 4.1.18 **Appendix 6** shows the value of invoices raised month by month for the period from 1st April 2019 to 30th November 2019 compared to the same periods in the previous three financial years.
- 4.1.19 **Appendix 7** shows the number of invoices raised month by month for the period from 1st April 2019 to 30th November 2019 compared to the same periods in the previous three financial years.
- 4.1.20 The outstanding debt for Trade Waste was £653k as at 30th September 2019 however the debt has since decreased to £387k as at 30th November 2019. Table 5 provides an analysis of the outstanding debt and compares it to the position as at 30th September 2018 which shows an increase of 7.93%. Following the changes to the administration of commercial waste, Liberata and officers from the service department have arranged to meet early in the New Year to review the current recovery procedures.
- 4.1.21 The percentage of the Trade Waste debt being settled by an agreed payment arrangement has increased by 4% (from 75% to 79%). With the option of paperless Direct Debit facility on Asprien, we expect the take-up of Direct Debit to continue to increase.

Table 5

Age Analysis of Trade Balance	As at 30th September 2018	As at 30th September 2019	Variance	
			£	%
Under 30 days old	£5,050	£3,986	-£1,064	-21.06%
Invoices 31-365 days old	£490,962	£558,722	£67,760	13.80%
Invoices over 1 year old	£109,096	£90,385	-£18,712	-17.15%
Total	£605,107	£653,092	£47,985	7.93%
Recovery Status of Trade Balance				
Payment arrangements/Direct Debits	£451,372	£519,374	£68,002	15.07%
Invoices in dispute	£14,069	£14,756	£687	4.88%
Awaiting write off	£37,087	£54,972	£17,885	48.22%
Active Recovery	£102,579	£63,991	-£38,588	-37.62%
Total	£605,107	£653,092	£47,985	7.93%

Nightly Paid Accommodation Charges

- 4.1.22 The outstanding debt for Nightly Paid Accommodation charges as at 30th September 2019 was £5.97m for current and former occupiers. Table 6 gives a breakdown of the outstanding debt as at 30th September 2018 and 30th September 2019 which shows an increase of £743k.
- 4.1.23 The collectable rent continues to grow albeit at a slower rate, with an increase of £44k (1.04%) since 30th September 2018. Housing Benefit (HB) has increased in the same period by £126k (4.52%), however cash collections have decreased by £154k (13.71%). It should be noted that in previous years the amount classified as 'Cash' would have included payments made by the DWP for tenants on Universal Credit (UC) however a number of these clients now receive HB instead of the housing element of UC.
- 4.1.24 Although the number of clients receiving the housing element of UC has reduced there will still be some clients that are receiving payment in this way. Where they have advised Liberata they have claimed UC and it should be in payment but it is not reaching the rent accounts Liberata will continue with recovery action however it can make recovery more difficult if the delays are due to the DWP processes and not the client.
- 4.1.25 Liberata continue to find that payment arrangements can be agreed with tenants, however, they frequently have issues with affordability and former tenants often pay by small instalments over longer periods of time.
- 4.1.26 Liberata have been actively working with officers in the Housing Department to implement Orchard the new Housing system, and phase one went live on 18th December 2019. The new IT system will offer a clear workflow process which can identify cases at all stages of arrears recovery and effectively flag them for action. This will ensure all cases are actioned quickly and effectively. As well as more robust processes the system will provide improved monitoring tools.
- 4.1.27 Changes are also being made to the ways that payment can be made to ensure we are offering a wide range of options making payment as easy as possible for the clients. This should lead to an increase in income recovery and ultimately a reduction in the arrears.

4.1.28 Alternative methods of debt recovery are also being explored which includes the use of Baker Tilley who currently carries out enforcement work in respect of Council tax and Sundry Debts. They have said they would be willing to undertake the recovery of the debts on a commission only basis.

4.1.29 The possibility of selling the debts has also been considered and although one firm of solicitors who were contacted felt that many councils avoid this course of action due to the possibility of adverse public reaction, initial enquiries have been made with Silicon Credit Management who are interested in exploring this further.

Table 6

	Arrears as at 30 September 2018	Arrears as at 30 September 2019	Variance between September 18 and September 19
Current clients			
Charges raised for current year	£3,555,637	£3,890,945	9%
Charges raised and arrears brought forward from previous years	£1,772,127	£1,452,158	-18%
Payments received from debtors	-£1,037,072	-£898,415	-13%
Housing benefit awards	-£2,717,577	-£2,883,551	6%
Arrears as at 30 September	£1,573,115	£1,561,136	-1%
Former clients			
Charges raised for current year	£696,460	£405,409	-42%
Charges raised and arrears brought forward from previous years	£3,183,153	£4,112,898	29%
Payments received from debtors	-£85,364	-£70,135	-18%
Housing benefit awards	-£63,246	-£22,947	-64%
Arrears as at 30 September	£3,731,003	£4,425,226	19%
Summary of outstanding rent arrears			
Charges raised for current year	£4,252,097	£4,296,354	1%
Charges raised and arrears brought forward from previous years	£4,955,280	£5,565,055	12%
Payments received from debtors	-£1,122,436	-£968,550	-14%
Housing benefit awards	-£2,780,823	-£2,906,498	5%
Sub total	£5,304,118	£5,986,362	13%
Less combined total debts written off/on	-£78,641	-£17,665	-78%
Nett Arrears	£5,225,477	£5,968,697	14%

4.2 Accounts Payable

4.2.1 Under the Public Contracts Regulations 2015 the Council is required to publish prompt payment data showing the percentage of undisputed invoices paid within 30 days.

4.2.2 A BV8 summary covering the period from 1st April 2019 to 30th September 2019 is shown below. This shows that the percentage of undisputed invoices that were paid within 30 days was 99%, against a target of 98%. The percentage of invoices paid within 20 days was 97%.

Table 7

Target: 98%	Invoices Over 30	Invoices Under 30	Total	%	Invoices Over 20	Invoices Under 20	Total	%
Manual	21	9,113	9,134	100%	176	8,958	9,134	98%
I-Proc	175	7,295	7,470	98%	369	7,101	7,470	95%
Carefirst	66	8,635	8,701	99%	182	8,519	8,701	98%
Adults	1	436	437	100%	37	400	437	92%
Cumulative YTD Total	263	25,479	25,742	99%	764	24,978	25,742	97%

4.2.3 Table 8 below shows the percentage split in the method of payments to suppliers. The percentage of suppliers paid by BACS from 1st April 2019 to 30th September 2019 was 92%. The overall percentage for the year has remained at 92% however there has been a 23% decrease in the number of cheques issued since August when compared with last year.

4.2.4 Officers recognise that it is more cost effective to make payments by BACS and are working with Liberata to continue to reduce the number of cheque payments further. Although it will still be necessary to make some cheque payments, arrangements are now in place to adopt a default position of paying all refunds by BACS except in exceptional circumstances, this will significantly reduce the number of cheque payments that are made.

Table 8

Month	2017/18				2018/19			
	BACS		Cheque		BACS		Cheque	
	No.	%	No.	%	No.	%	No.	%
Apr	2,817	94%	190	6%	2,966	93%	214	7%
May	2,607	91%	253	9%	2,440	91%	235	9%
Jun	2,296	91%	235	9%	2,485	89%	297	11%
Jul	2,779	92%	248	8%	2,639	92%	215	8%
Aug	2,277	89%	286	11%	2,114	91%	214	9%
Sep	2,597	93%	209	7%	2,596	92%	227	8%
Oct	2,421	91%	239	9%	2,406	93%	189	7%
Nov	2,377	89%	305	11%	2,248	93%	174	7%
Total	20,171	91%	1,965	9%	19,894	92%	1,765	8%

4.3 Financial Assessment and Charging

4.3.1 The Key Performance Indicator figures for the team covering the period from 1st April 2019 to 30th September 2019 are shown in table 8 below.

Table 9

Indicator	Target	Actual 2016/17	Actual 2017/18	Actual 2018/19	Apr 19 to Sept 19
Complete Financial Assessments within 10 working days	100%	92%	95%	80%	54%
Produce the charging file from CareFirst weekly	100%	100%	97%	100%	100%

- 4.3.3 Due to a number of experienced staff on the team leaving over a short period of time a backlog in workload built up during the recruitment process. This resulted in Liberata being unable to achieve the KPI for completing financial assessments within 10 working days. This caused concern due to the potential risk to future income recovery.
- 4.3.4 Resources have been appointed and a recovery plan was put in place which has been closely monitored by the Exchequer Client Unit with progress against the plan reported on a weekly basis.
- 4.3.5 As at 30th November 2019 the outstanding work volumes had significantly reduced; the letter from Amanda Inwood-field, Regional Contract Director at Appendix 1 provides details of the action taken to ensure the current level of performance is maintained.

Plans for ongoing improvements

- 4.3.6 Information@Work Data Management System (DMS) is currently being tested, with implementation expected in January 2020. This will enable Liberata to manage the work load via DMS and work flow to ensure KPI's are being maintained. The DMS system will also include a suite of reports which enable Liberata management to focus on key areas of the workload and performance outputs of the staff.
- 4.3.7 Liberata's Quality and Appeals (QA) team were made responsible for independently carrying out quality checking of the assessments undertaken by the Financial Assessment team, in April 2019. This was following concerns raised by the Exchequer Client Unit. The results, which are held on a central database, enable Liberata to focus training and development on areas of concern. The QA team also play a pivotal role in quality checking the assessments of the new resources on the team and identifying any training required. This process has significantly improved the service as an independent specialist team within Liberata, ensures that contributions have been correctly calculated. It also provides the operational management with accuracy rates of staff which enables effective performance management of the team members.
- 4.3.8 The online financial assessment form is being piloted by the Financial Assessment Officers who have highlighted a number of issues which are being logged and rectified. Once this process has been completed the forms usage will be extended to include residents within the borough. The aim is for the form to be fully rolled out to residents early in the new financial year. This will significantly streamline the process for providing financial information and improve the overall service for social care customers.

4.4 Appointee and Deputyship

- 4.4.1 The Key Performance Indicator figures for the team, covering the 6 months to 30th September 2019, are shown in table 9 below which shows the service continues to perform well.

Table 10

Indicator	Target	Actual 2016/17	Actual 2017/18	Actual 2018/19	Apr 19 to Sept 19
Referral of applications to the Panel within 14 working days	100%	97%	100%	100%	100%
Raise invoices within 2 months of the anniversary of the court order	100%	100%	100%	99%	100%

5. USER/STAKEHOLDER SATISFACTION

- 5.1 Complaints are treated as free intelligence to drive improvement and learning. Each complaint is used as a tool for improvement, with individual errors seen as an opportunity to put things right not just for the individual complainant but for the wider community.
- 5.2 The table below shows the number of complaints received since April 2016 split between justified and unjustified. For the range of services being provided the numbers of complaints are relatively low. There was an increase in the number of complaints received by the Income and Recovery team in relation social care debts due from deceased clients. These cases are highly sensitive and despite our best efforts, complaints are often received from families and representatives in response to requests for payment.
- 5.3 Liberata strive to deal with such cases with extra care and consideration and will continue to improve processes based on feedback received, where appropriate.

Table 11

	2016/17	2017/18	2018/19	Apr-Sept 19
Sundry Debtors/Income				
Justified	7	2	6	2
Unjustified	4	2	8	3
Total	11	4	14	5
Accounts Payable				
Justified	-	-	-	-
Unjustified	1	1	-	-
Total	1	1	-	-
Financial Assessment & Management				
Justified	14	20	6	6
Unjustified	12	5	2	3
Total	26	25	8	9
Appointee & Deputyship				
Justified	-	1	-	-
Unjustified	1	-	-	-
Total	1	1	-	-

6. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 6.1 The Single Financial Assessment Unit are required to carry out timely and accurate financial assessments so that the adults receiving social care and support are informed as early as possible how much they are required to pay towards their care. When there are delays in completing financial assessments or providing information this can cause distress or anxiety for clients and their families.
- 6.2 The Accounts Payable Team are responsible for making direct payments to vulnerable adults, children with disabilities, foster carers and care homes. By ensuring the correct payments are made on time there is no impact on vulnerable adults or children.
- 6.3 The Appointee and Deputyship Team provide services to vulnerable adults who lack the capacity to manage their finances. Prompt submission of court and DWP applications ensures that the risk of financial abuse is removed as early as possible.
- 6.4 The Appointee and Deputyship Team also carries out protection of property in order to prevent or mitigate the loss or damage to property belonging to adults in Bromley who are receiving care an support from the Council or are in hospital and no suitable arrangements have been made.

7. POLICY IMPLICATIONS

- 7.1 Although annual changes to the Council's Personal Budget and Contribution's policy impact on the work undertaken by the contractor these are generally not significant to affect the contract price.

8. FINANCIAL IMPLICATIONS

- 8.1 The services provided through the Exchequer Services Contract deals with significant financial transactions with examples illustrated below:
- Accounts Payable - £500m per annum
 - Sundry debts (income) - £65m per annum
 - Financial Assessments - £14m per annum
 - Appointee and Deputyship - £3m per annum
- 8.2 The contract is expected to within budget for 2019/20.

9. PERSONNEL IMPLICATIONS

None

10. LEGAL IMPLICATIONS

This report is a contract performance report for Exchequer Services and is submitted in compliance with rule 23 of the Contract Procedure Rules which requires an annual update report to be submitted when the value of the contract is in excess of £1 million.

11. PROCUREMENT IMPLICATIONS

None

Non-Applicable Sections:	9 and 11
Background Documents: (Access via Contact Officer)	Appendices 1 - 7

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

6 December 2019

Our Ref: AIF/RJ

Dear Claudine,

As we approach the January 2020 Executive Resources & Contracts PDS meeting where we consider and review the Exchequer service, we take this opportunity to write to you with Liberata's assessment of the performance that we have provided to London Borough of Bromley (LBB) and its citizens.

This summary covers performance for the period from 1st April 2019 to 30th September 2019.

Debtors and Income

The Sundry Debts unadjusted in-year collection figure for the period was 83.57% and represented cash of £21.65m. This represented an upside of 5.57% against the target figure of 78%. The adjusted collection figure, which excludes debts where recovery action is not possible, was 93.66% which was 15.66% above the target. Details of the excluded debts are listed below.

- During the period we issued Community Infrastructure Levy (CIL) invoices totalling £116k. However, none of these invoices were payable until after 30th September, as such no recovery action could take place on these invoices.
- Invoices totalling £2.43m were raised and issued within the last 14 days of the period end. However, active recovery action could not commence on these debts until after 21 days.

In Year Collection	1/4/18 - 30/9/18	1/4/19 - 30/9/19	Variance
	£m	£m	£m
Net Collectable Debt	£25.61	£25.91	£0.30
Amount Collected	£20.82	£21.65	£0.83
Unadjusted Collection Rate	81.28%	83.57%	2.29%
Adjustments to Net Collectable Debt:			
- CIL Debts	-£0.20	-£0.12	
- Disputed Debts	-£0.02	-£0.18	
- With LBB	-£0.01	-£0.04	
- Awaiting write off	-£0.03	-£0.01	
- Invoices less than 14 days old	-£2.22	-£2.43	
Adjusted Net Collectable Debt	£23.12	£23.13	
Adjusted Collection Rate	90.04%	93.66%	3.62%

On the out of year debt we collected £4.84m during the period which resulted in a collection rate of 99.36%. As with the in year debt, there remain a number of factors which adversely affect our recovery work:

- £1.4m of debt was either in dispute or was on hold subject to further instructions from LBB. This represented 22.6% of the remaining debt balance.
- £719k of debt had been either recommended for, or was awaiting, write off. This represented 11.6% of the remaining debt balance.

We have continued to reduce the amount of debt from utility companies. The current period end balance of £166.3k, which is 41.7%, lower than the previous year.

Liberata continues to work in partnership with service departments to improve collection and recovery and look at options and proposals for process changes in order to improve the service to our customers.

As in previous years the value of the Nightly Paid Accommodation collectable debt has continued to rise during the period. The current year debt increased by 1% to £4.3m, while the prior years debt figure increased by 12% to £5.6m. During the period the amounts received from Housing Benefit increased by £126k or 4.52%, however cash collections reduced by £154k or 13.71%, when compared to the previous year. The previous year's cash position would have been inflated as it included payments made by the DWP for tenants on Universal Credit; many of these payments have now been replaced by Housing Benefits.

We have continued to work with LBB's Housing Department to help implement a new system. This went live in early December 2019 and should deliver a more automated recovery process.

Accounts Payable

For the year to 30th September 2019, the percentage of undisputed invoices that were paid within 30 days was 99% which was 1% above the annual target line. The percentage of invoices paid within 20 days was 97%. The percentage of suppliers paid by BACS during the year was 92% which matched the previous years' figure.

Financial Assessment and Management Team

Our client base, as at 30th September 2019, comprised 727 clients receiving residential care and 3,399 clients receiving non-residential care. Liberata have developed the online Financial Assessment form and this is now being used by our Visiting Officers to enable them to complete an assessment whilst interviewing residents in their homes. The next stage will be to have the online form accessible to the public as this will streamline the process of providing financial information for an assessment.

During the period we had a number of experienced employees leave the team, all within a short space of time. As a result of this a backlog of work items was inadvertently created. To address this Liberata produced a clearance plan, which was agreed with LBB, where we committed to clear the outstanding items over a three month period. Replacement resources were appointed locally to fill the vacancies while additional resources were identified, allocated and trained within our Shared Service Centre in order to create resilience. The clearance plan successfully cleared the backlog work items which are back to being within acceptable levels. The newly trained Shared Service resource will ensure that future staff attrition does not adversely affect service delivery.

The Information@Work Data Management System (DMS) project will be live in January 2020 which will allow greater focus on workflow and management of the workloads.

Appointee & Deputyship Team

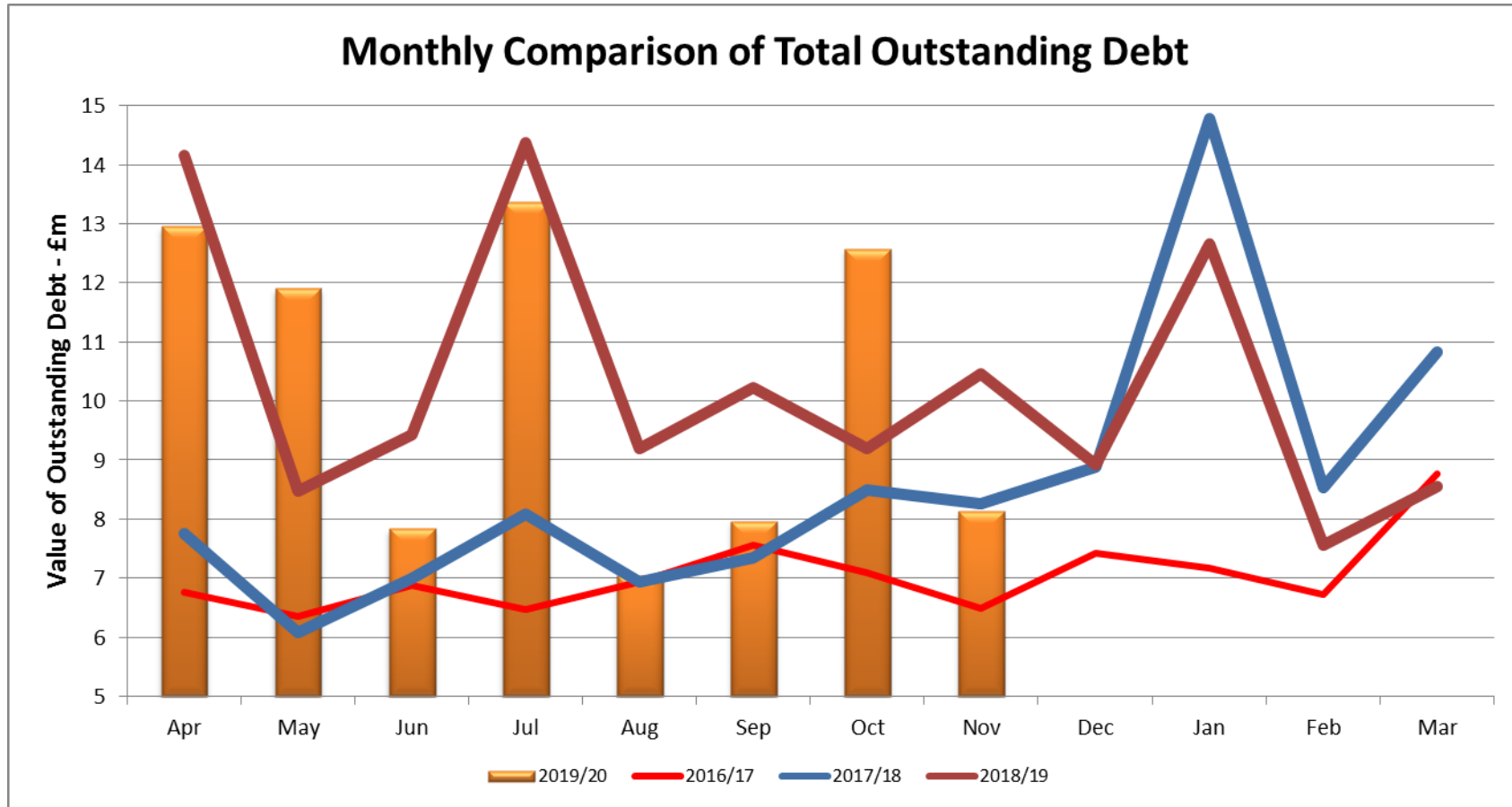
As at 30th September 2019, the team had 257 clients of which 188 were for Appointeeship and 69 were for Deputyship. The arrangements to switch from Lloyds Link to Lloyds Commercial Online Banking was finalised and put into effect from mid-September. This has improved transaction times when processing payments to clients and payment of invoices to LBB.

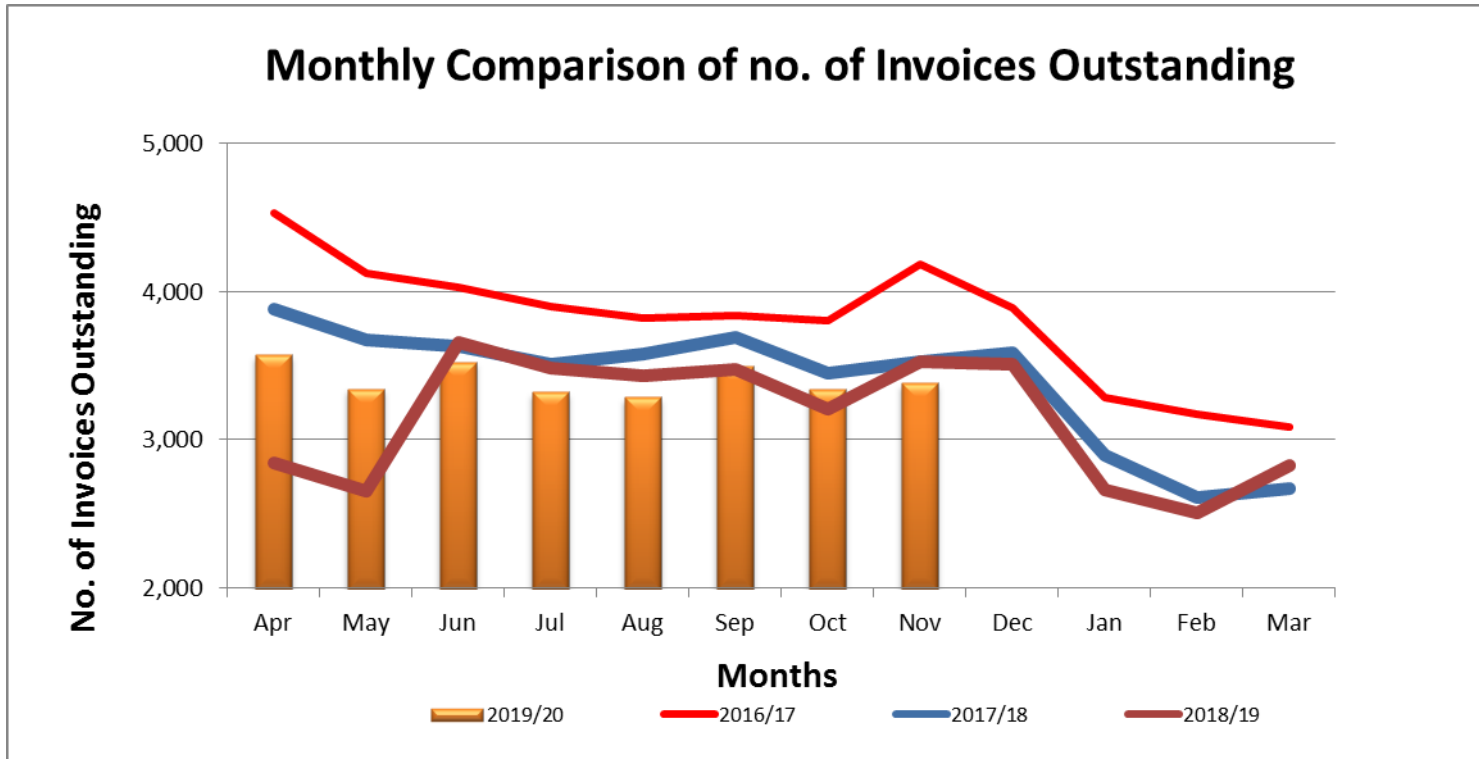
The implementation of Information@Work Data Management System (DMS) across the Adult Social Care services will enable a more robust management of the caseload as well as providing the opportunity to utilise expertise in this area across London contracts. This will improve resilience and allow for the adoption of best practice.

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

Yours sincerely

Amanda Inwood-Field
London Regional Contract Director





Overall Recovery position of Debts raised in the financial years as at 30th September 2019

Outstanding balance and recovery position of debts raised in the years below							
Fin Year in which the original debt was raised	Pre 2015	15-16	16-17	17-18	18-19	19-20	Grand Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000
In reminder letter cycles (no pro-active recovery)						2,932	2,932
Recovery being actively pursued	28	19	71	41	205	574	938
Financial Concerns Referral to ASC			2	6	5	13	27
Assigned to the Visiting Recovery Officer			1			13	14
In Recovery, paid by instalments	42	24	16	10	19	334	446
Appointee & Deputyship in place	6		4	2	7	10	29
Deceased Accounts	5	7	16	57	57	28	170
Searching for probate				9	6	13	29
Probate granted (in recovery)	6	2	14		2		24
With LBB for Instructions	13	2	1	2	51	29	98
Pre Debt Collector checks			2			2	4
With Debt Collector	25	7	15	37	28	13	125
Returned from Debt Collector	4	3	12	7	7		33
Court Action (pre-legal action review & application)	49	21	73	88	125	58	414
Judgement obtained - Enforcement options in review	5	18	44	3	4		75
Judgement obtained - Charging Order	24	1	1		224		249
Judgement obtained - Post CCJ Payment Arrangement	10						10
Judgement obtained - High Court Enforcement	16	1	1				19
With LBB Legal Dept for instructions	68	13	30	2	1		114
Awaiting cancellation							1
Recommended for Write Off	506	29	46	114	24	10	730
In dispute/under query (with LBB service departments)	118	96	131	466	453	221	1,484
Premises Licences - awaiting instruction from department						1	2
Grand Total	925	243	480	845	1,218	4,254	7,965

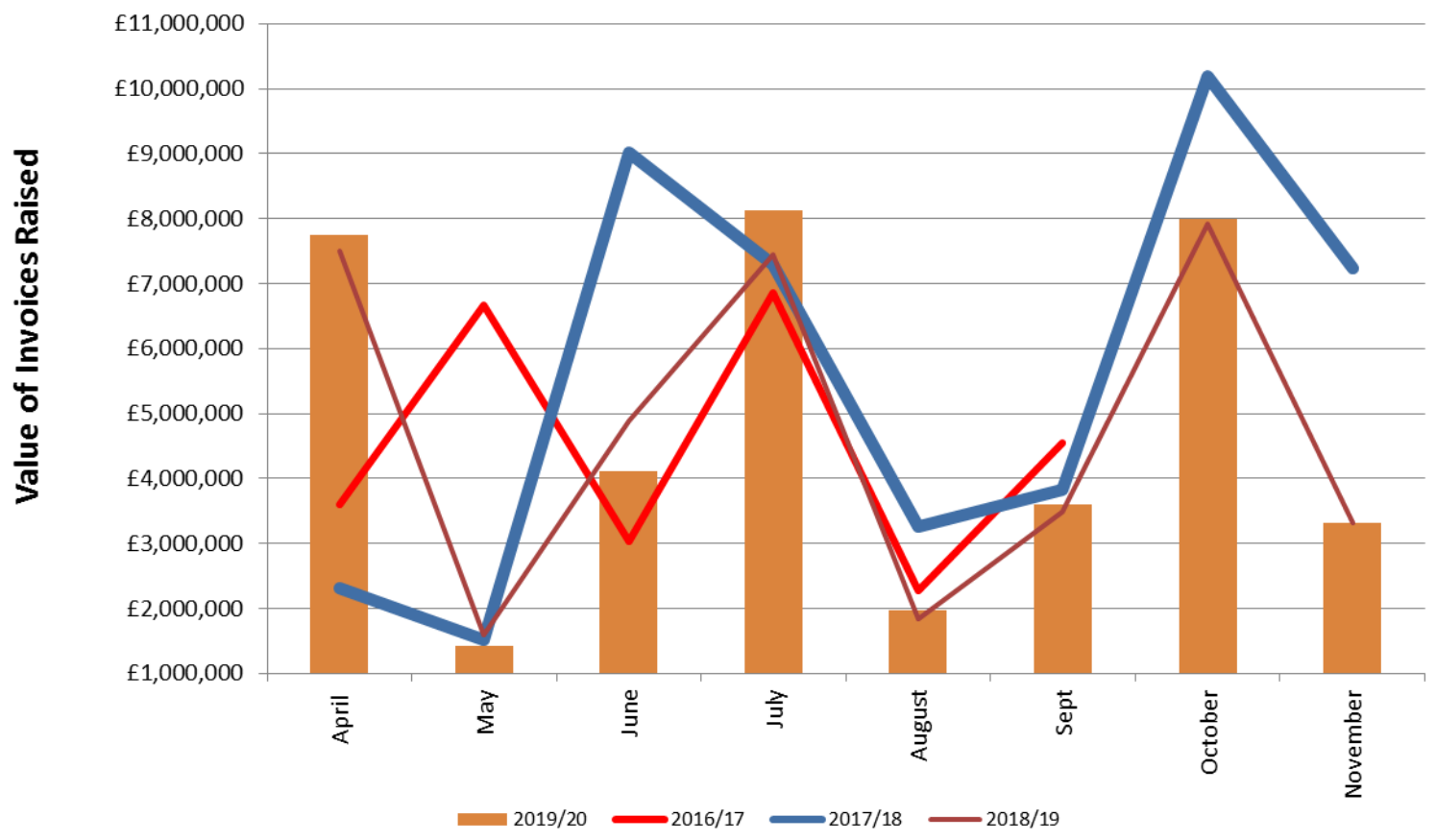
Age Profile of outstanding Utility Debts as at 30th September 2019

Utility	Pre 2015	2015-16	2016-17	2017-18	2018-19	2019-20	TOTAL BALANCE
Virgin Media	£0	£0	£0	£0	£0	£13,618	£13,618
British Telecom	£14,660	£609	£0	£95	£0	£3,866	£19,229
EDF	£0	£0	£0	£0	£0	£0	£0
UK Power Networks Ltd	£2,068	£0	£345	£0	£1,680	£6,034	£10,127
Southern Gas	£0	£0	£0	£0	£1	£18,628	£18,628
Thames Water	£0	£0	£0	£0	£0	£54,594	£54,594
Other Utilities	£4,988	£3,040	£2,804	£3,370	£615	£35,300	£50,117
TOTAL	£21,716	£3,648	£3,149	£3,465	£2,296	£132,038	£166,312

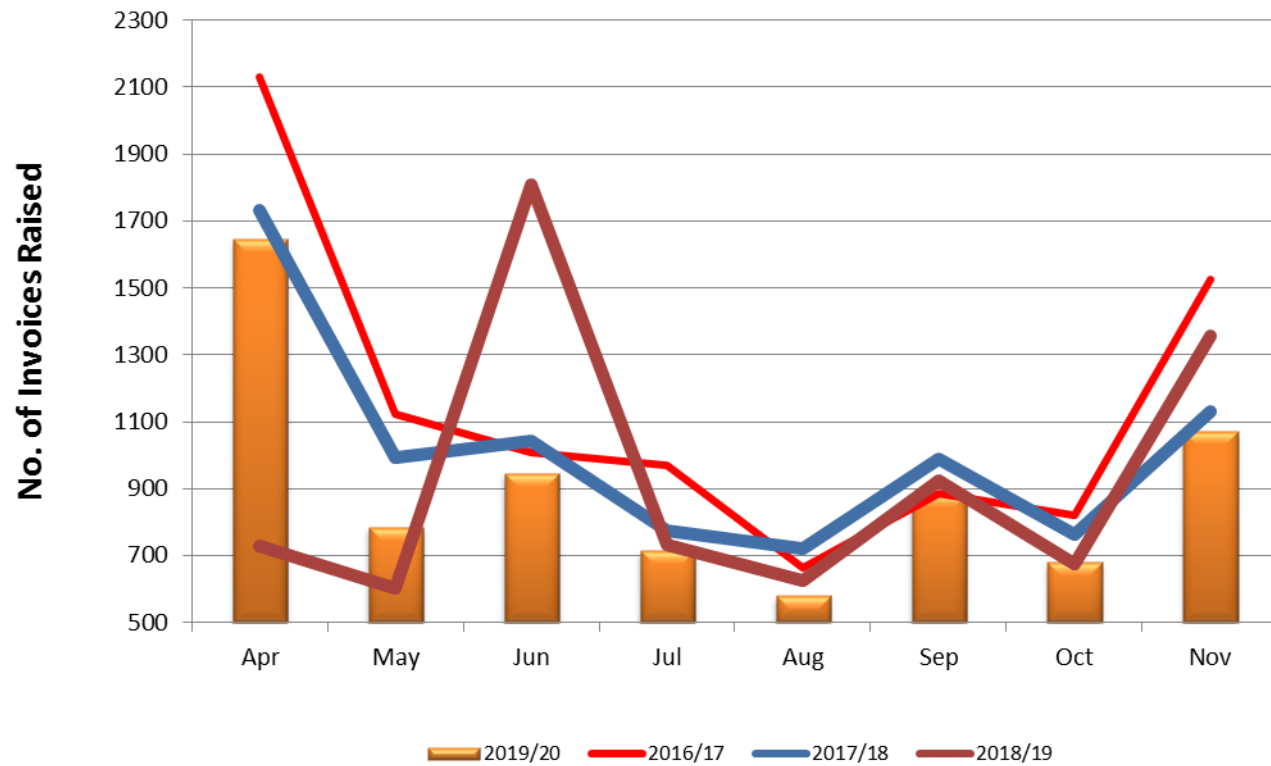
Overall Recovery Position of outstanding Utility Debts as at 30th September 2019

Utility	Total under 30 days old	Total over 30 days old	Total outstanding	No. of invoices in dispute	Amount of invoices in dispute	Amount marked for write off
Virgin Media	£13,618	£0	£13,618	£0	£0	£0
British Telecom	£2,440	£16,789	£19,229	£7	£15,364	£0
EDF	£0	£0	£0	£0	£0	£0
UK Power Networks Ltd	£2,488	£7,639	£10,127	£0	£0	£0
Southern Gas	£18,628	£1	£18,628	£0	£0	£1
Thames Water	£54,594	£0	£54,594	£0	£0	£0
Other Utilities	£25,362	£24,755	£50,117	£3	£1,100	£1,770
TOTAL	£117,128.50	£49,183.30	£166,311.80	10	£16,463.76	£1,770.54

Monthly Comparison of the Value of invoices Raised



Monthly Comparison of No. of Invoices Raised



Report No.
FSD20005

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE, RESOURCES AND CONTRACTS POLICY
DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 8 January 2020

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

Title: BENEFITS SERVICE MONITORING REPORT

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

Chief Officer: Peter Turner, Director of Finance

Ward: (All Wards);

1. Reason for report

- 1.1 This report provides information regarding the performance of the benefit services provided by Liberata during the period 1 April 2019 to 30 September 2019. A letter from Amanda Inwood-Field, Liberata's London Regional Contract Director, is attached as Appendix 1. This communication provides Liberata's perspective on performance, together with an update on initiatives to be introduced in the coming months.

2. **RECOMMENDATION(S)**

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

Impact on Vulnerable Adults and Children

1. Summary of Impact: The Benefits Service impacts on all benefit recipients including vulnerable adults and/or those with children.
-

Corporate Policy

1. Policy Status: Not Applicable
 2. BBB Priority: Excellent Council
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Exchequer - Benefits
 4. Total current budget for this head: £3.92m
 5. Source of funding: Existing revenue budget 2019/20 including Government Grants and Subsidy
-

Personnel

1. Number of staff (current and additional): 4 plus Liberata staff
 2. If from existing staff resources, number of staff hours: Not Applicable
-

Legal

1. Legal Requirement: Statutory Requirement
The main pieces of legislation covering the service are:
Housing Benefit Regulations 2006
The Council Tax Reduction Schemes Regulations 2012
The Local Government Finance Act 2012
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications: The Benefits Service is provided by Liberata as part of the Exchequer Services contract.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 18,200 (approx)
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

- 3.1 The Revenues and Benefits Team monitors the contract, sets targets and performance standards, liaises with partners, progresses the development and improvement of services through leadership on specific improvement initiatives. The team also ensures the services comply with current legislation, financial regulations, contractual obligations and audit requirements. Graphical illustrations as to the level of performance being achieved are attached as appendices to this report.
- 3.2 To maintain the drive for improved service performance, monthly service review meetings are held with operational and senior Liberata management. Regular meetings take place between senior managers in both organisations to discuss escalated items, technological advances and further development opportunities.

3.3 Outstanding work

The target in the specification requires that the level of outstanding work is less than 5,700 documents of which 2,200 are in pending. At the 30 September 2019 there were 2,600 outstanding documents. Of the 2,600 documents, 1,378 were in pending awaiting further information.

- 3.4 The level of outstanding work since October 2016 is illustrated at Appendix 2

3.5 Claim Processing

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

The below table shows the Benefits Sections performance under the Right Time Indicator, the annual target for which is 13 days. For the first 6 months of this financial year the average performance was 9.76 days compared to 10.02 days for the same period last year.

Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19
4.75	6.30	10.16	7.12	6.51	6.93

Average 2014/15	13.85 days
Average 2015/16	11.40 days
Average 2016/17	10.20 days
Average 2017/18	8.53 days
Average 2018/19	9.40 days

Performance under the Right Time Indicator is illustrated as Appendix 3

- 3.6 Tabled below are the performance figures in respect of the 2 components, new claims and change of circumstances.

New claims

Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19
14.09	16.21	14.17	13.34	14.44	12.92

Average 2014/15	44 days
Average 2015/16	19 days
Average 2016/17	19 days
Average 2017/18	20 days
Average 2018/19	20 days

3.7 Change in circumstances

Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19
4.36	5.65	9.54	6.81	6.12	6.51

Average 2014/15	15 days
Average 2015/16	10 days
Average 2016/17	10 days
Average 2017/18	10 days
Average 2018/19	9 days

3.8 The average processing days covers a wide variance amongst claims. Appendix 4 and 4a show the “spread” in respect of new claims and change of circumstances.

As requested at the July 2017 Executive & Resources PDS, detailed below are explanations for those new claims and change of circumstances that are recorded as taking in excess of 100 days to process. For the period 1st April 2019 to 30 September 2019, 1189 new claims were processed, 1 (0.08%) took in excess of 100 days. Of the 20,132 changes in circumstances processed, 24 (0.12%) took in excess of 100 days to process. The reasons why are detailed below:

New claims

Reason why the claim was processed in excess of 100 days	Number of claims
Additional time given for the claimant to provide information (temporary accommodation claim)	1
Total	1

Change in circumstances

Reason why the change was processed in excess of 100 days	Number of claims
Additional time given for the claimant to provide information	6
Incorrect data input	3
Retrospective changes advised by DWP report (Atlas)	15
Total	24

Attached as Appendix 5 is the latest benchmarking figures released by the DWP in respect of new claims and change of circumstances processing. The tables/graphs show performance for the period 1 April to 30 June 2019 (Quarter 1, 2019/20).

3.9 **Error rate**

The Exchequer Services specification requires the contractor to ensure that financial errors are found in less than 5% of the cases checked by the Authority's monitoring team. The level of tolerance for errors is strict compared to many other authorities; with DWP statistics indicating that the average error rate nationally is in excess of this figure. However, the tolerance was set in the knowledge that errors result in poor customer service and waste of resources through reworking.

The contractor remained with 5% tolerance contained in the specification for all months with the exception of September. Accuracy levels have since improved and are back within the 5% contractual target and the 4% "soft target". A graphical illustration is entered as Appendix 6.

Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19
1.1%	0.6%	2.2%	1.3%	1.9%	5.6%

3.10 **Complaints**

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

The table below shows the number of "Stage 2" complaints received from April to September 2019:

Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19
0	0	0	0	0	0

3.11 **Housing Benefit Overpayments**

At the May 2016 meeting of the Executive meeting it was agreed that the recovery target and the corresponding penalty/incentive scheme should be suspended from the 1 September 2014. The level of overpayments being created as a result of Real Time Information and projected under Optional Real Time Information making the terms included in the Exchequer Services specification unobtainable.

Appendix 7 shows the monthly recovery rates since October 2017.

3.12 **Call Centre (Help line)**

The graph at Appendix 8 details the performance of the Call Centre from October 2016.

The number of calls received for the period April to September 2019 was 61,514 has reduced by 8,803 compared to the same period in 2018/19. The reduction is a result of customers moving to the on-line self-service system.

The average abandonment rate for the 1st half of 2019/20 was 5% which is the tolerance allowed for under the specification. However, there was a period in which the abandonment rate was at a higher level, this was raised with senior managers within Liberata who put a recovery action in place.

3.13 **Caseload**

A graph showing the number of claims in payment is attached as Appendix 9. There was a significant increase in the overall caseload following Liberata first becoming responsible for the service in 2002. However, in recent years the number of claims has shown a consistent reduction and was 18,169 on the 30 September 2019.

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

The DWP allocation for 2019/20 is £682,202 as in previous years it is envisaged that the full allocation will be utilised.

3.15 **Council Tax Support/Reduction (CTS)**

The Council Tax scheme for 2019/20 retained the minimum contribution of working-age claimants to 25% of the household's Council Tax liability.

Following a public consultation exercise, it was agreed at the 9 December 2019 meeting of the Council that the current CTS scheme will be retained for 2020/21.

3.16 **Universal Credit (UC)**

Universal Credit (UC) 'Full service' started in Bromley on 25th July 2018. The removal of temporary accommodation Housing Costs from Universal Credit has lessened the financial impact for Bromley Council. The removal of the need for clients in receipt of Severe Disability Premium to claim Universal Credit has also eased the pressure on clients less able to navigate the Universal Credit application process.

The Department of Works and Pensions (DWP) statistics show 6499 households in Bromley are now on Universal Credit (latest figures from August 2019) with 7087 people in total on UC of which 2607 are in employment).

The DWP statistics also show 82.5% of new Universal Credit claims are being paid in full at the initial 1st payment date (5 weeks from application date). Advance payments for clients who cannot manage for the first 5 weeks are available and easy to apply for once the initial application and Identification checks are completed, these are loans that will need to be paid back from future entitlement.

The DWP terminated the partnership with all Local Authorities to deliver support from 1st April 2019 therefore Bromley no longer have a role to assist their residents in applying and assisting with budgeting when having to claim UC. The Citizens Advice Bureau (CAB) have been contracted to deliver this assistance and they provide both assistance in claiming UC and follow that through with Budgeting support. This service is available in person at Bromley Jobcentre Plus and also via telephone.

It is currently planned that the existing working-age Housing Benefit claimants will be transferred over to Universal Credit by 2023.

4. FINANCIAL IMPLICATIONS

Housing Benefit and Council Tax Support present significant “business”. The 2019/20 budget includes payments in excess of £100m for Housing Benefit and £12m (net) for Council Tax Support. Any deterioration in performance could result in, for example:

- Increase in “ Local Authority Error” overpayments, leading to receipt of reduced subsidy from Central Government
- Potential increase in overpayments which may not be recoverable.

5. LEGAL IMPLICATIONS

This is a contract monitoring report pursuant to CPR 23. There are no specific legal implications arising from this report.

Non-Applicable Sections:	Impact on Vulnerable Adults and Children, Policy, Personnel and Procurement
Background Documents: (Access via Contact Officer)	

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

Date: 03 December 2019

Our Ref: AIF/GT

Dear John,

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

This summary covers performance for the period 1 April 2019 to 30 September 2019.

1. Current Status of the Benefits Service

The Benefits caseload, which measures all households receiving Housing Benefit and/or Council Tax Support, was 18,169 as at the end of September 2019. The caseload at the same time last year was 19,434.

In terms of our current position for the nationally recognised Right Time Indicator, our average performance was 6.62 days. This is against an annual contractual target of 13 days. This is a significant improvement from the previous year where the average performance was 9.88 days.

As at the end of September 2019, the amount of outstanding work totalled 2,600 items. This included 1,382 items pended which were awaiting information from the claimant and/or third-party. This is a reduction since the same period in 2018 when the outstanding work was 3,152 and pended items were 1,843.

1.1 Temporary Accommodation

Our monthly Service Review meetings with the LBB Housing teams, Orchard and Shipman and Mears Group continue to be a useful arena to deal with any specific assessment queries and fast track cases. This ensures that delays are minimised and enables housing staff to engage with tenants early on to robustly manage potential rent arrears.

Our experienced dedicated Temporary Accommodation Assessment staff have formed strong relationships with LBB Housing staff and stakeholder staff with the focus being to ensure that Benefit claims are paid as quickly as possible.

1.2 Verify Earnings and Pensions (VEP) Alerts Service

The VEP alerts, which we receive from the DWP, have proven to be an effective tool in ensuring the earnings and pension information contained on our systems is accurate. The VEP alerts draw relevant information held by different organisations and provide 'real time' information which is imperative for Benefit Administration. Processing the alerts ensures that we are significantly reducing the potential for overpayments which the customer may have incurred if they had not notified us of any changes in their household income.

1.3 ATLAS

ATLAS is a process of transferring data from the DWP systems to the Local Authority systems. This will include state benefits changes which may not have been previously notified to us by the customer. Processing the ATLAS files ensures that the data we hold on the Authority's Benefits system is accurate and current. Through automation of the ATLAS files we have eliminated the potential for inputting error by assessment officers that would have previously manually handled the alerts.

1.4 Quality

We continue to be firmly focused on quality and strive to eradicate error from the assessment process. The average financial error rate for the period April 2019 to September 2019 was 2.1%. Compared to a contractual target of 5% and a 'soft' target of 4%.

New and upskilled employees undergo an intense training program with significant post completion monitoring to ensure accuracy levels remain at a high level. Regular Refresher training is also undertaken for all staff to ensure that their understanding is consistent with our policies, procedures and current legislation.

1.5 Overpayment Strategy

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

The Housing Benefit recovery rate as at 30 September 2019 was 97.62%. Liberata continues to effectively recover debts by using a variety of techniques including Blameless Tenant recovery, Direct Earnings Attachment and Debt Collection Agencies. These recovery techniques remain highly effective tools in securing the repayment of these debts.

1.6 Universal Credit

Since Universal Credit "Full Service" went live for Bromley we have continued to see significant increases in enquiries from the DWP in regards to housing costs. The number of Universal Credit cases where Council Tax Support has been claimed and put into payment increased from 2,037 in April 2019 to 3,137 in September 2019. These volumes continue to increase on a monthly basis.

Liberata continue to receive Universal Credit notifications on a daily basis and are currently testing an automated solution which will upload the notifications directly into the Authority's Benefits system. This will ensure that assessment errors in re-keying data are significantly reduced and also increase performance in updating customers' claims.

Liberata has a dedicated Single Point of Contact (SPOC) that liaises directly with the DWP to ensure that any requests are dealt with within the agreed 5 days service level with the DWP.

Liberata's Customer Services team play an active role in sign posting customers to the Job Centre Plus if they visit the Civic Centre reception and are unclear as to where to claim assistance with their rental costs.

2. Corporate Visiting Team (CVT)

The CVT Visiting Officers continue supporting all service lines and provide an effective channel for vulnerable customers to access services. This has created resilience for the service lines as back office staff can focus on processing the workloads of their service lines.

3. Call Centre & Customer Services

The number of Revenues & Benefits customers seen in Customer Services for the period 1 April 2019 to 30 September 2019 totalled 14,634. This is a reduction of 20% on the same reporting period for last year. During the period under review 86% of customers were seen within 15 minutes.

The Contact Centre (Help Line) received 61,541 calls with an abandonment rate of 5%. Call volumes have fallen by 16% compared to the same period in 2018, but notably the average talk time per call has increased by 16% to 6 minutes and 10 seconds. Footfall and call volumes have reduced as a result of the continuing success of customers using the self-serve facilities available via the LBB website.

4. Service Developments

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

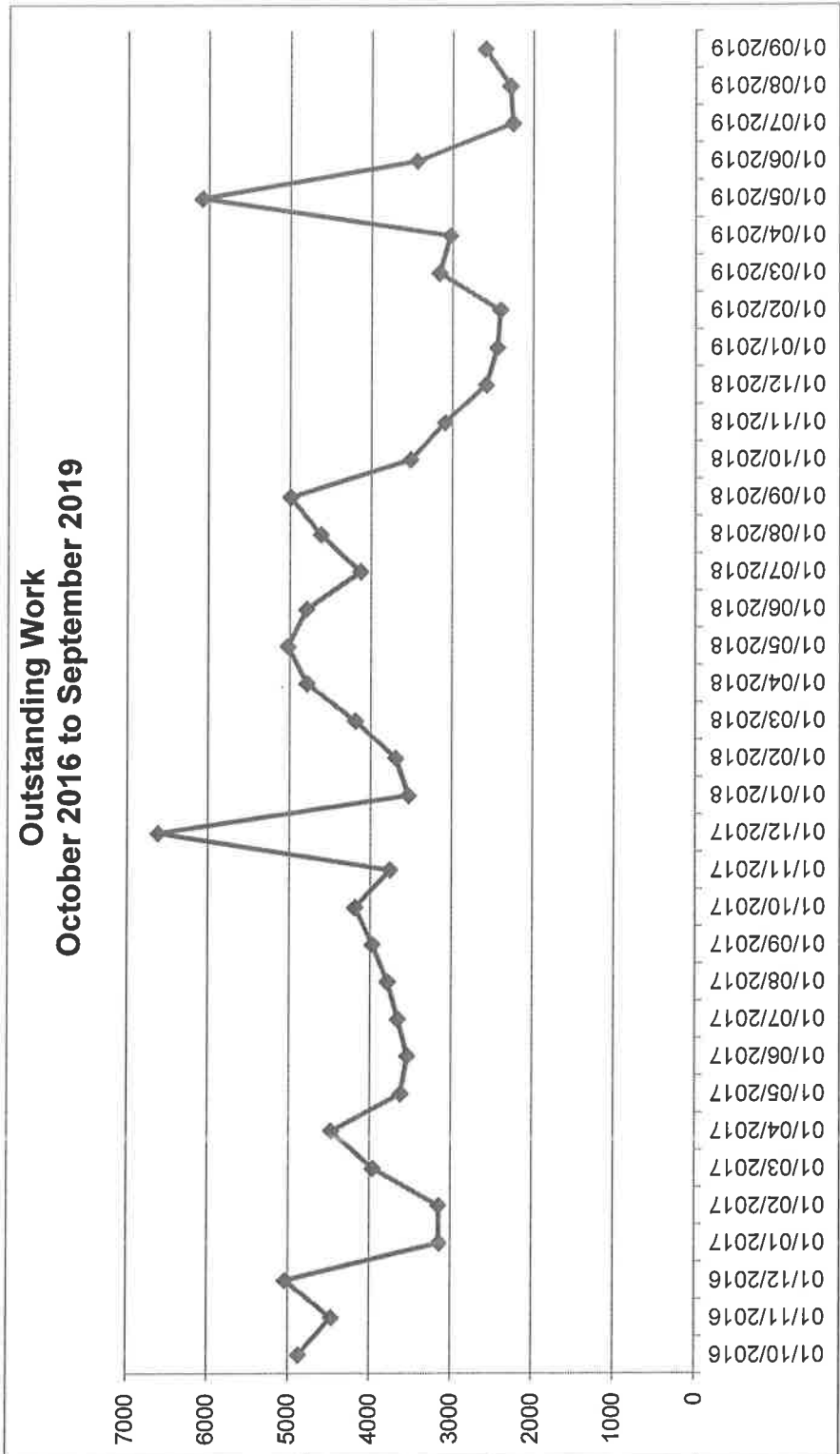
Examples of current year new and ongoing initiatives;

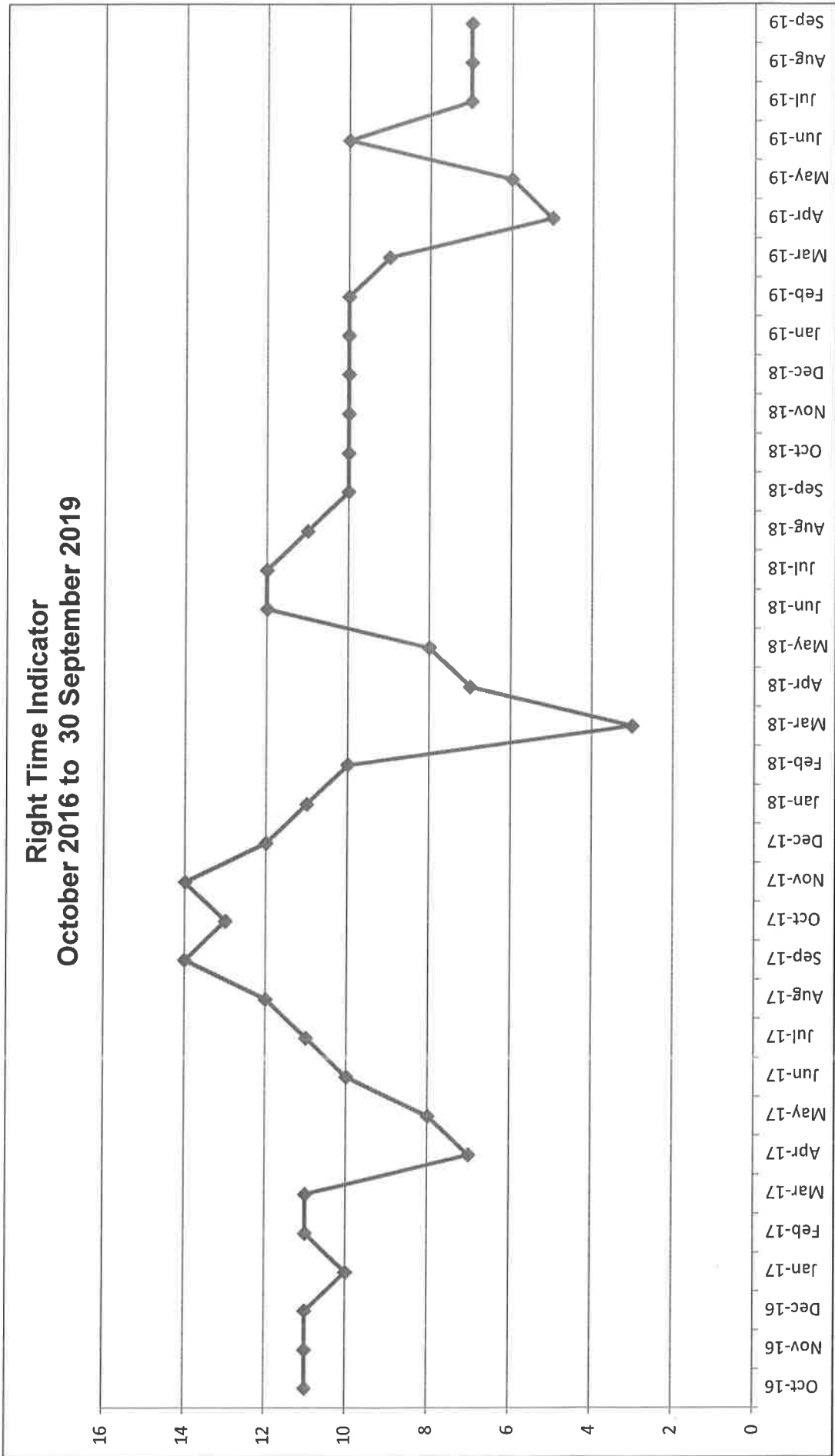
- On-going annual reviews of Self Employed cases to ensure that the Benefits database remains accurate and Benefit entitlements are correct.
- On-going implementation of the Capita Advantage Digital product. This will enable customers to use online forms to make a new claim or report changes to an existing claim. The information on the forms will be integrated with the back office processing system.
- Risk Based Verification (RBV); the policy has been devised and approved at the recent Audit Sub Committee meeting. This can now be used in conjunction with the eClaims and eChanges module of the Capita Advantage Digital product which will provide customers with an enhanced customer experience and improved processing times for both new claims and changes.
- Liberata are reviewing the content of the LBB website and also the letters which are sent out by the Benefit Service. This is planned to drive those customers that are able to use the online functionality as part of our going digital transformation programme.

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

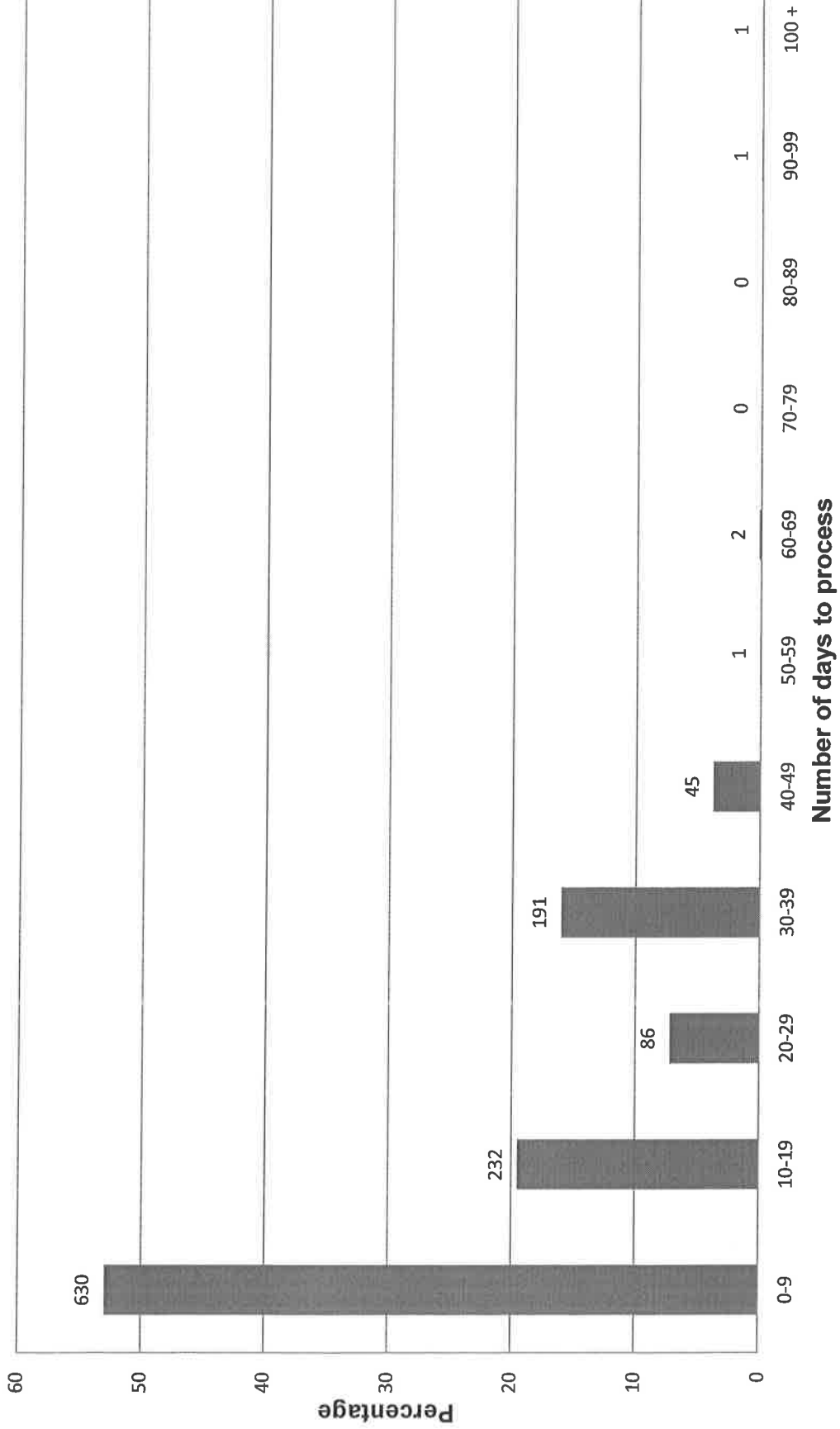
Yours sincerely,

Amanda Inwood-Field
London Regional Contract Director

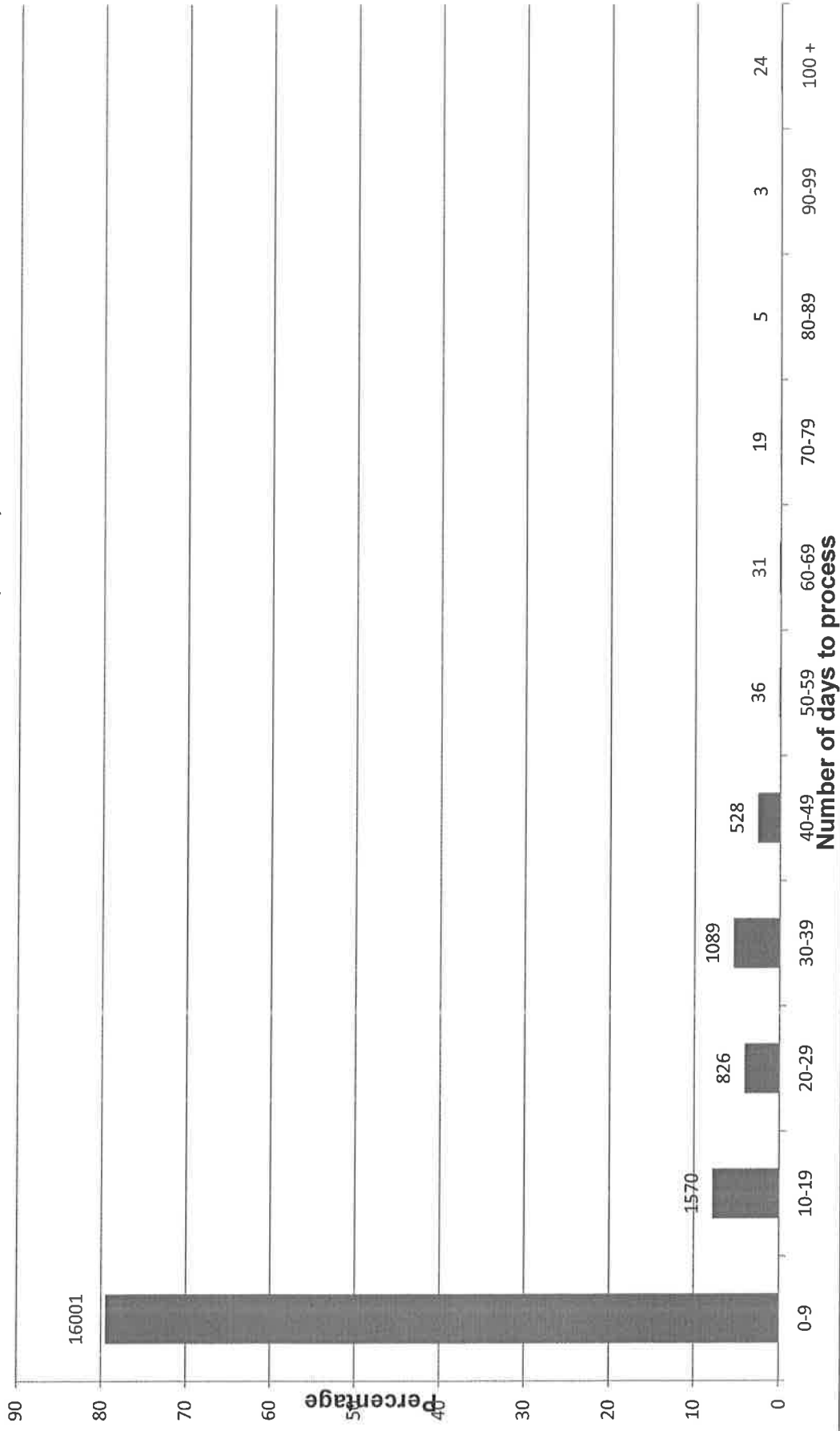




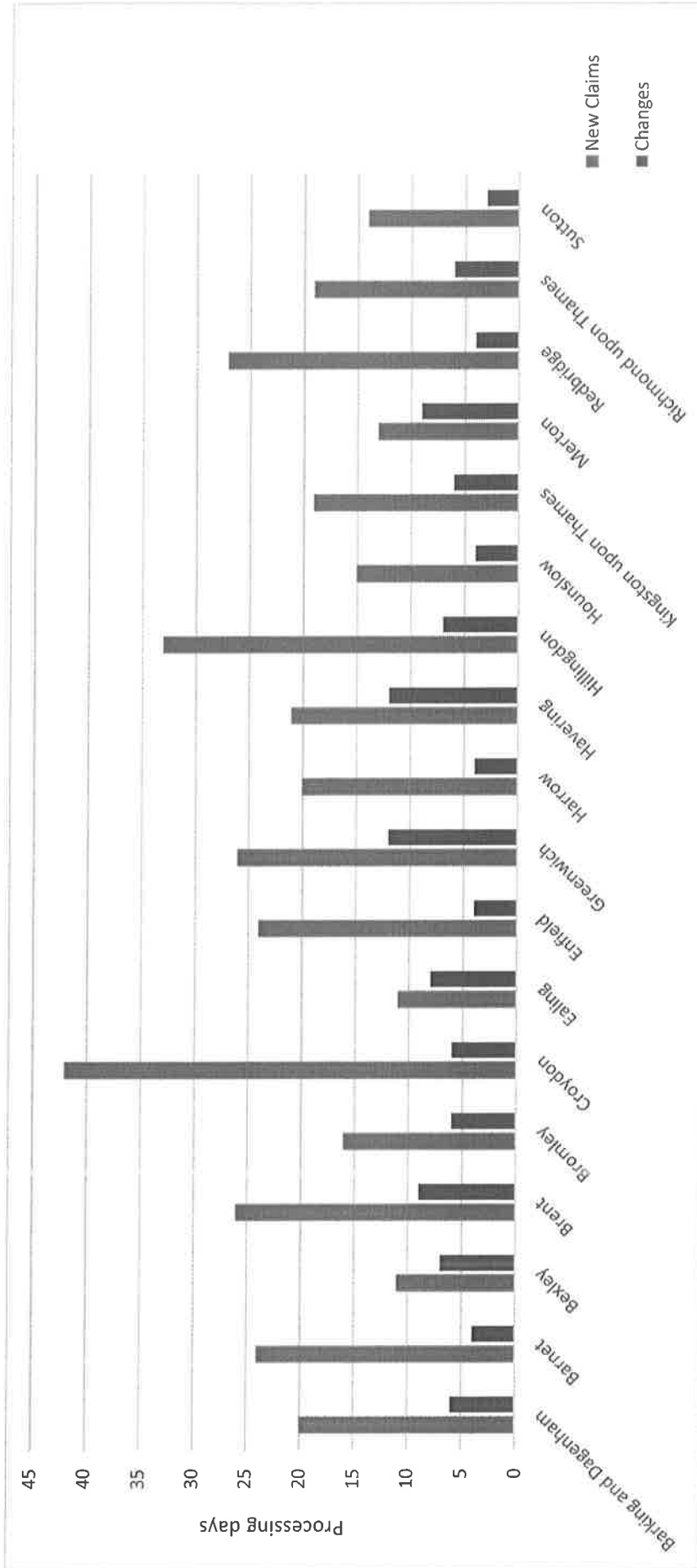
**Housing Benefit - processing time breakdown April to September 2019
New Claims (1189 cases)**



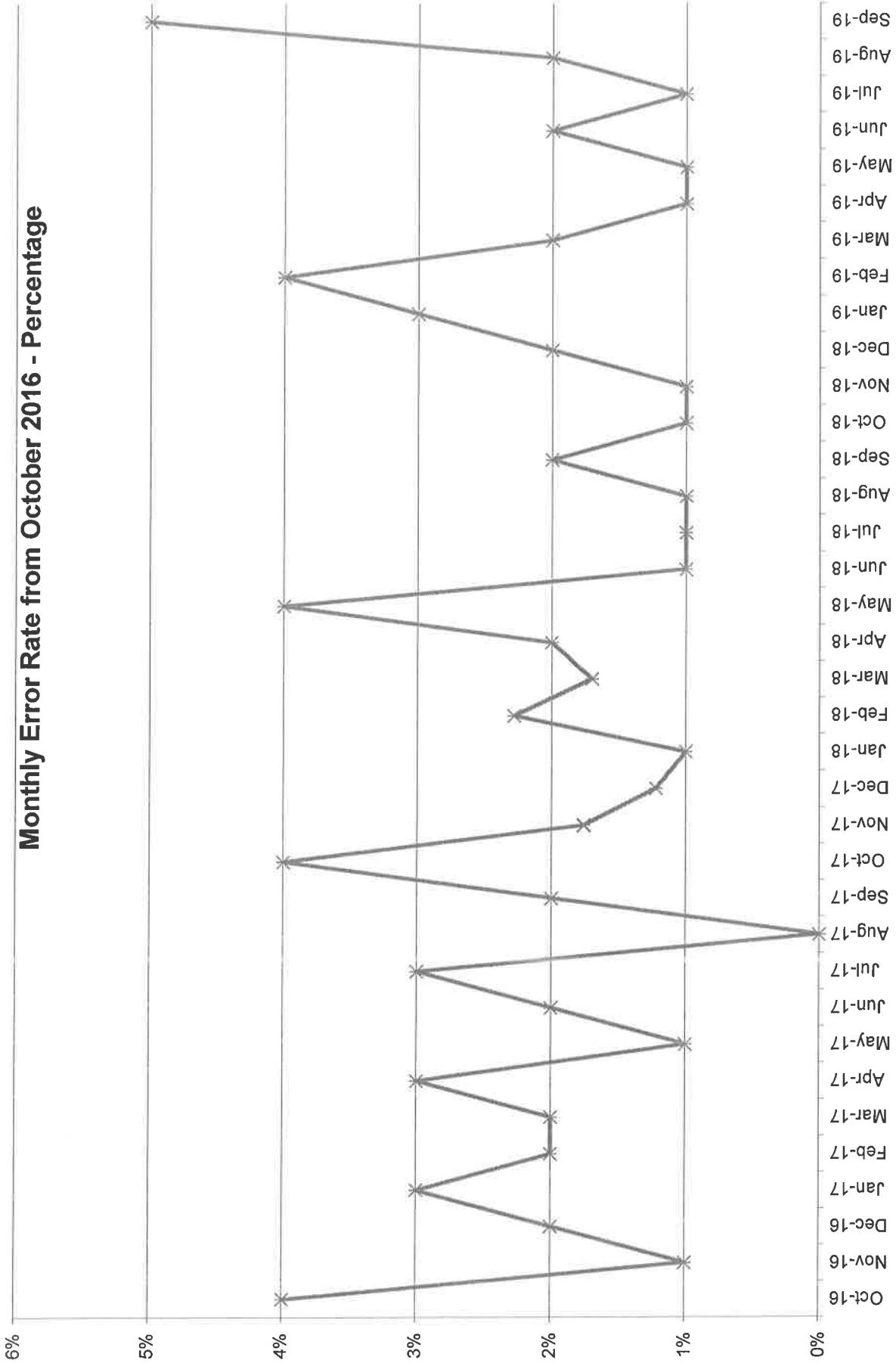
Housing Benefit - processing time breakdown - April to September 2019
Change in Circumstances (20,132)



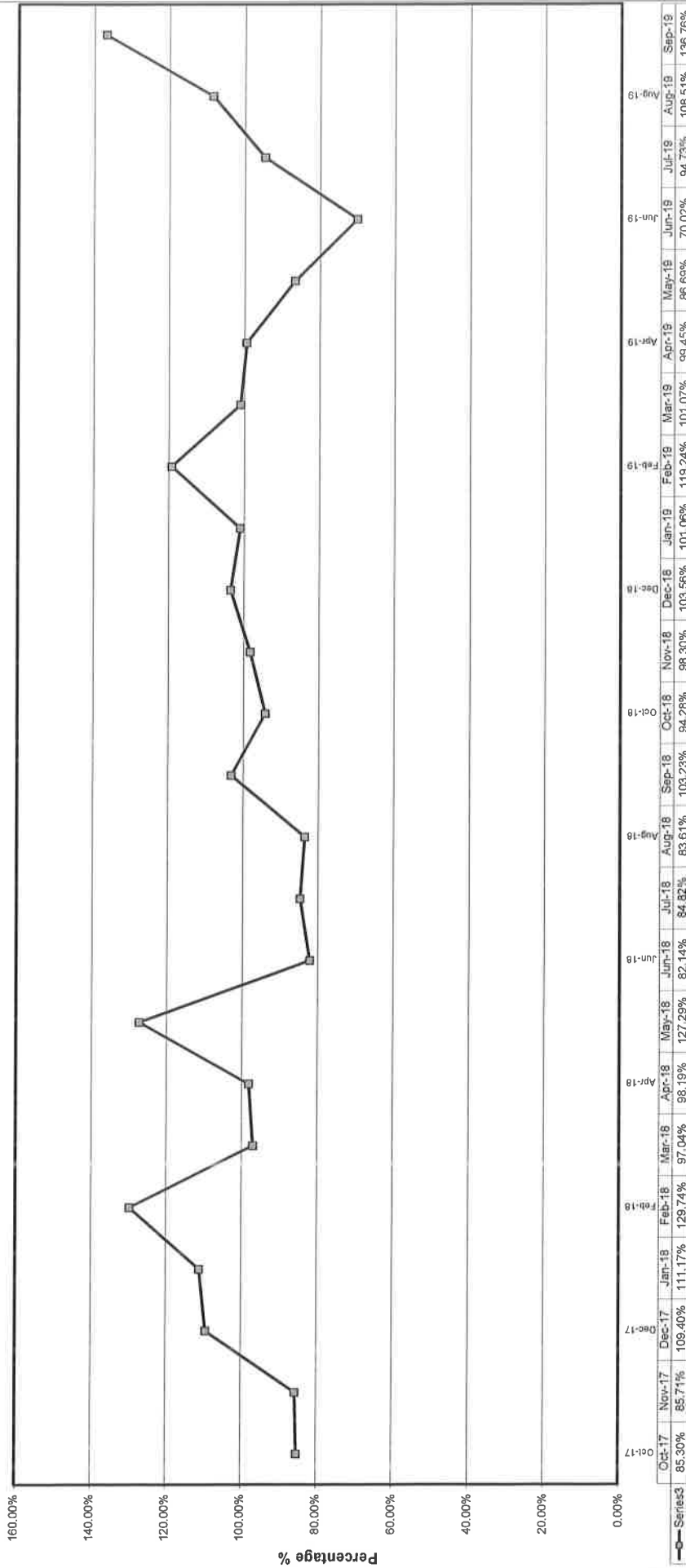
DWP benchmarking – Outer London – 2019/20 Quarter 1



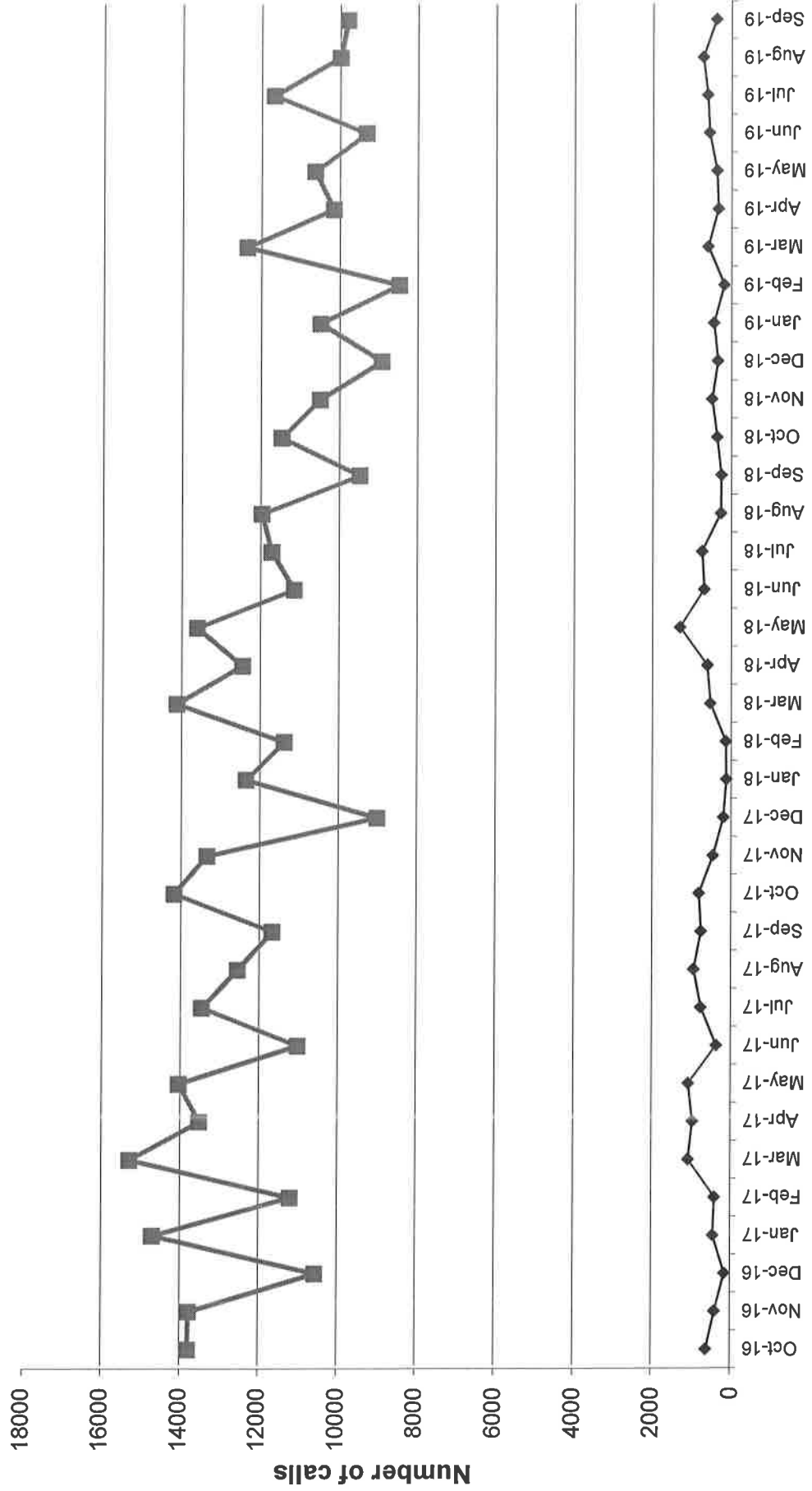
Monthly Error Rate from October 2016 - Percentage



Monthly Overpayment % recovered against that created from October 2017

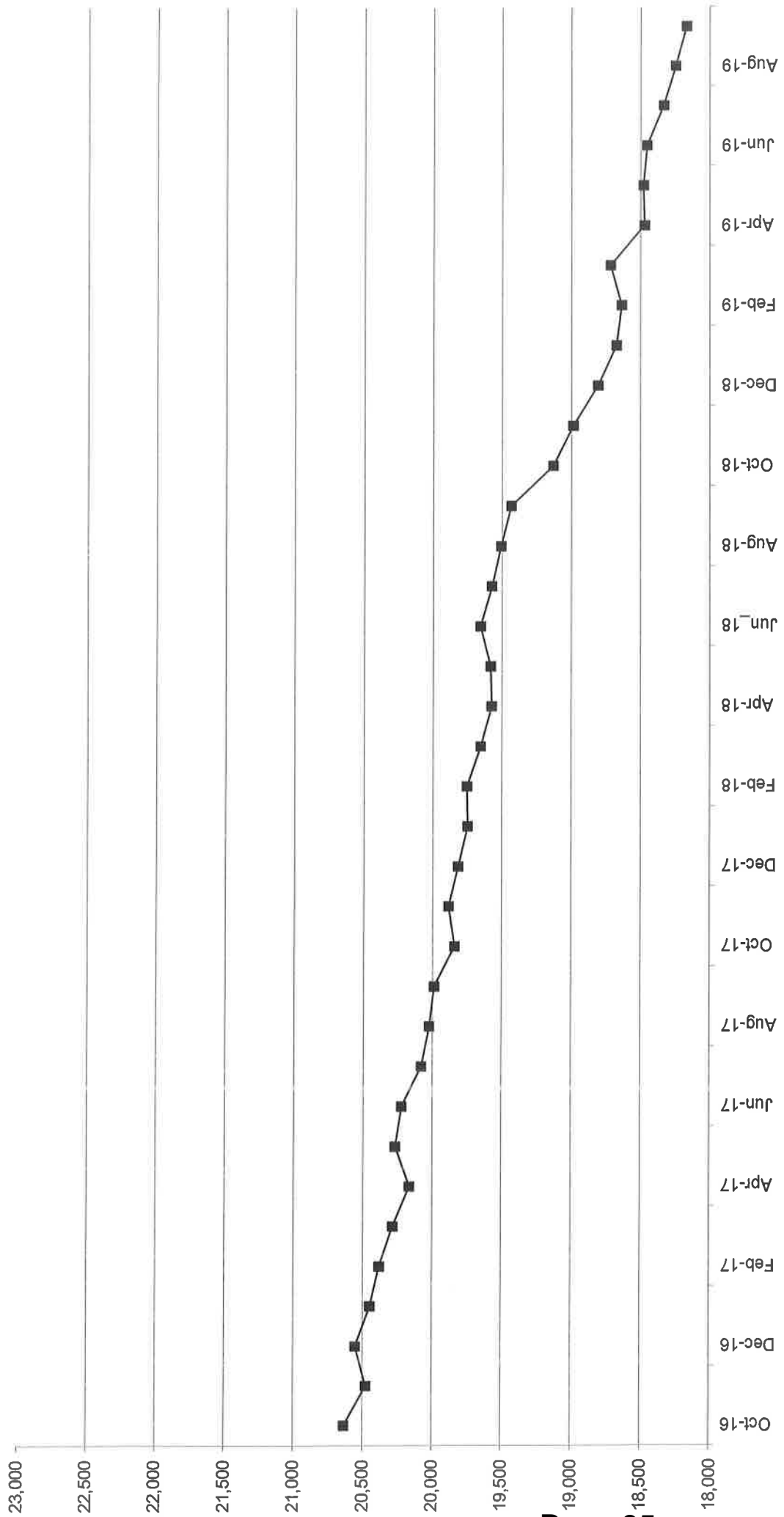


Calls Received and Abandoned monthly from October 2016



—◆— 613 394 150 440 403 1067 ...

Caseload from October 2016 - every 2 months



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Report No.
FSD20006

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE, RESOURCES AND CONTRACTS POLICY
DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 8 January 2020

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

Title: REVENUES MONITORING REPORT

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

Chief Officer: Peter Turner, Director of Finance

Ward: (All Wards);

1. Reason for report

- 1.1 This report provides information regarding the performance of the Revenues Services provided by Liberata for the 6 months from 1 April 2019 to 30 September 2019. A letter from Amanda Inwood-Field, Liberata's London Regional Contract Director, provides an update on each individual service and is attached at Appendix 1 with statistical data relating to the Revenues Service attached as Appendix 2.

2. RECOMMENDATION(S)

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

Impact on Vulnerable Adults and Children

1. Summary of Impact: The Revenues Service impacts on all residents in the Authority including vulnerable adults/and those with children.
-

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Exchequer – Revenues
 4. Total current budget for this head: £3.00m
 5. Source of funding: Existing revenue budget for 2019/20
-

Personnel

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

Legal

1. Legal Requirement:
Local Government Finance Act 1988
The Council Tax (Administration and Enforcement) Regulations 1992
The Local Government Finance Act 2012
Rating Law and Practice: England and Wales
LGPS Regulations 2013
 2. Call-in: Applicable
-

Procurement

1. Summary of Procurement Implications: The Revenues Service forms part of the Exchequer Services contract.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The Services covered in this report affects all Council Tax payers, Business rate payers, Members and Pensioners; this could be estimated; to 140,000 households
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

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

3.3 Council Tax

The in-year Council Tax collection rate for the 6 months ending the 30 September 2019 was 58.06% which was a 0.01% reduction on that achieved at the same time in the previous financial year. In monetary terms this represents a shortfall of £21k. However, it should be noted that an additional £7.54m has been collected compared to last year.

Benchmarking statistics are only published at the end of each financial year, so no further update is available.

The collection rate on current year and arrears for the first half of 2019/20 was 58.12% which is a 0.02% positive variance compared to the first half figures for last financial year.

At the 30 September 2019, the number of households registered for Council Tax was 141,217 this constitutes an increase of 309 over the past 6 months. Over the same period the number of households receiving SPD increased by 70 to 43,065.

3.4 Business Rates

The in-year Business rates collection for the 6 months ending 30 September 2019 was 56.67% which was an increase of 0.09% on that being achieved at the same time in the previous year. In monetary terms the variance is £87,752.

As with Council Tax, benchmarking figures are only published at the end of each financial year and as a result no further update is available.

The collection rate on current years and arrears for the first half of 2019/20 was 55.22%, an improvement of 1.66% compared to the previous financial year.

As at the 30 September 2019 there were 7,398 registered for Business Rates an increase of 34 on the figure as at the 31st March 2019.

3.5 Cashiers

The payment kiosk sited in the Civic Centre central reception continued to take high volume of payments. The usage has increased in both value of payments and number of transactions. In the first 6 months of the financial year 2019/20 payments to the value of £1,162,675 (9,165 transactions) were taken by this means compared to £1,133,685 (9107 transactions) for the same period in the previous year.

From the 1 July 2019 the administration of the Penge payment kiosk has become the responsibility of the Exchequer Services contractor (Liberata). Details of the usage are detailed below and will be included in future monitoring reports.

In the first six months of this financial year £142,358 (1,660 transactions) was taken by the Penge kiosk. This compares to £120,917 (1640 transactions) in the first six months of the previous year

3.6 **Payroll**

The number of payments made in September 2019 was as follows:

LBB General / Schools	2,403
Pensions	5,258

3.7 **Pensions**

Membership numbers recorded on the pensions administration system as at 30 September 2019 were 6,072 actives, 6,471 deferreds and 5,502 pensioners.

4. **FINANCIAL IMPLICATIONS**

4.1 The report refers to the significant income collection undertaken through the Exchequer Services contract with Liberata. For 2019/20, the key financial elements of the Revenues Service are:

- £223.5m - annual Council Tax raised
- £101.8m - annual Business rates raised
- £29.8m - gross annual amount paid in staff salaries (inclusive of schools but excluding Academies) at 30 September 2019
- £14.8m – gross annual amount paid in Pensions at 30 September 2019
- £7.2 m – annual revenue on 15,752 transactions (including kiosks) at 30 September 2019

5. **LEGAL IMPLICATIONS**

This is a contract monitoring report pursuant to CPR 23. There are no specific legal implications arising from this report.

Non-Applicable Sections:	Impact on Vulnerable Adults and Children, Policy. Personnel and Procurement
Background Documents: (Access via Contact Officer)	

Liberata

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www.liberata.com

6 December 2019

Our Ref: AIF/RJ

Dear John,

As we approach the January 2020 Executive Resources & Contracts PDS meeting where we consider and review the Exchequer service, we take this opportunity to write to you with Liberata's assessment of the performance that we have provided to London Borough of Bromley (LBB) and its citizens.

This summary covers performance for the 6 month period ended 30th September 2019.

Council Tax

The in-year collection for the period 1st April 2019 to 30th September 2019 was 58.06% and equates to £122.58m of cash collected. Although this was a reduction of 0.01% compared to the previous year, the cash actually collected in the period increased by £7.54m.

In Year Collection

	30/09/2019	30/09/2018	Variance
In Year	£m	£m	£m
Net Collectable Debt	£211.13	£198.10	£13.03
Amount Collected	-£122.58	-£115.04	£7.54
Debt Remaining	£88.55	£83.06	
Collection Rate	58.06%	58.07%	-0.01%

The all-years collection figure was 58.12% and represented cash of £89.63m. This was an increase of 0.02% against the previous year. The out of year debt figure contains a large number of 'Static Debt' accounts where we are unable to take further recovery action. These include cases where the individual amounts are too low to warrant the costs of further recovery action even though the aggregate value of debts of this type is material. We also have a large number of cases where, despite having obtained a Liability Order, we are unable to take further recovery action due to the account holder lacking any realisable assets or where the debt is below the threshold needed to apply for Bankruptcy or a Charging Order.

All Years Collection

	30/09/2019	30/09/2018	Variance
All Years	£m	£m	£m
Net Collectable Debt	£214.00	£201.00	£13.00
Amount Collected	<u>-£124.37</u>	<u>-£116.77</u>	£7.60
Debt Remaining	<u>£89.00</u>	<u>£85.00</u>	
Collection Rate	58.12%	58.10%	0.02%

Where debts have been secured by a Charging Order being placed against a debtors' property, the funds can only be realised when the debtor decides to sell their property which could be many years in the future.

During the year we continued with our normal collection and recovery initiatives, which includes reviewing the top 100 debtors, proactively chasing older debts, issuing standard 'pay up' letters on account balances which are below the summons threshold, reviewing cases with an attachment pending for both benefits and earnings, progressing cases held at Liability Order stage and monitoring cases sent to the Enforcement Agents. We also use SMS texting as an additional reminder to prompt tax payers to pay before the issuing of the final reminder, after which they lose the right to pay by instalments. During the period we issued 37,781 reminders (2018 – 41,609) and 4,310 summonses (2018 – 5,566).

We have continued to hold monthly drop-in summons surgeries. These provide an opportunity for taxpayers to meet with Liberata in order to discuss any Council Tax issues they may have and make arrangements to pay any outstanding balance. Since March 2019 we have extended this service to now also include an appointment based monthly surgery run in partnership with the Citizens Advice Bureau (CAB) at their offices. The benefits of this service are that they allow us to meet with residents, who may be suffering from debt issues, away from the Councils offices where they can be supported by a CAB representative whilst discussing their financial position. We can then work together to stress the importance of clearing their debt whilst also considering any possible discounts or exemptions they may be entitled to.

As part of our continued roll out of self-serve modules, we introduced the facility for residents to apply for e-billing meaning that they will receive bills and other correspondence regarding their Council Tax electronically rather than in paper format. This allows for a faster more secure method of communication for those signing up for this option. A major publicity campaign is being developed and will be launched early in the new year as a way of promoting this 'greener' method of communication. The number of residents signing up for self-service has continued to increase and we currently have nearly 55,000 registered accounts that generate an average of over 7,800 monthly page visits.

As at the period end residents were able to conduct the following online activities:

- View Council Tax annual bills, copy bills, payment details, discount and exemptions status
- View system generated correspondence
- Set up direct debits
- Advise of a change in address
- Set up a payment arrangement
- Receive e-bills for Council Tax
- View Benefit account information and system generated correspondence
- View NNDR annual bills, copy bills, payment details, discount and exemptions status

We are currently finalising testing of the module that allows for the automation of the application process for discounts and exemptions and this is expected to go live in early 2020.

Business Rates

The in-year collection rate at 30th September 2019 was 56.67% which is an upturn in performance of 0.09% compared to the previous year's figure. In monetary terms the variance is equal to £87,752.

The improvement can be attributed in part to marginal gains that have resulted from changes to the enforcement process. Minor amendments have expedited the progress of non-payers through the recovery pipeline, maximising collection opportunities.

Retail Discount, which was introduced from 1st April 2019, has also contributed to the upturn. The scheme reduces the annual liability of retail premises by 33.3% and at the end of September £2.1m of relief had been granted to 704 ratepayers. A further canvass of 700 properties is scheduled before the end of the year, potentially reducing the net collectable debt by an additional £1.8m.

In Year Collection:

	30/09/2019	30/09/2018	Variance
In Year	£m	£m	£m
Net Collectable Debt	£97.50	£96.91	£0.59
Amount Collected	-£55.71	-£54.83	£0.88
Debt Remaining	£41.79	£42.08	
Collection Rate	56.67%	56.58%	0.09%

Payment by Direct Debit is the preferred method because it is a reliable process; 35.29% of ratepayers currently choose to pay their bill this way. To increase the level of Direct Debit payers, a canvass will be undertaken next year.

The all years collection rate at the end of September was 55.22%, an improvement of 1.66% compared to the previous year.

The primary factor for the improvement is the value of refunds processed because they have a negative effect on the collection rate. Last year there were significantly more receipts refunded due to the awarding of Revaluation Support Relief part way through the year which generated credit balances on a large number of accounts.

Impact of Refunds Processed:

	30/09/2019	30/09/2018	Variance
All Years	£m	£m	£m
Cash Collected	£1.11	£1.44	-£0.33
Refunds Processed	-£1.41	-£3.73	£2.32
Total	-£0.30	-£2.29	£1.99

It is expected that the value this year will remain lower and consequently the collection rate performance for all years will be greater this year than the 94.00% achieved in 2018/19.

All Years Collection Rate:

	30/09/2019	30/09/2018	Variance
All Years	£m	£m	£m
Net Collectable Debt	£100.04	£98.57	£1.47
Amount Collected	-£55.41	-£52.79	£2.62
Debt Remaining	£44.63	£45.78	
Collection Rate	55.22%	53.56%	1.66%

Business Improvement Districts (BID)

We have continued to manage the billing and recovery for a number of BID boards within the borough. These range in size both geographically and financially. For the Orpington BID our year to date collection is 90.91% (£180k) which is an increase of 4.15% on the previous year. On Bromley we have so far collected 90.16% (£578k), which is 0.01% up on 2018. The Beckenham collection is 84.55% (£211k), an increase of 7.67% and Penge is 86.50% (129k), which is up by 9.99%.

Cashiers

We collected over £7.2m during April to September 2019 which covered 15,752 transactions and included amounts taken via the Kiosk, post and central income.

Pensions and Payroll

The Pension Team achieved an average of 99.03% service level compliance over the period April to September 2019.

The Council's latest Pensions Re-enrolment date was on the 1st May 2019, and this occurs every three years. Liberata carried out assessments to see if any staff needed to be enrolled into a Pension Scheme.

During the year the Payroll Team also continued to provide a valued service with an average accuracy rate of 99.97% across the LBB Corporate, Schools and Pensions payrolls.

Since April 2019 Liberata have migrated 14 Academy Schools to a new payroll system to reduce the number of licenses required by the Council as part of their contract with Zellis. Only one Academy Trust, consisting of six Schools and three Foundation Schools still remain on the Northgate payroll application. These are planned to be migrated across in April 2020. After which only one maintained school will remain on the current system.

The 2019 annual pay awards were applied for support staff, with the Bromley Localised and the NJC Pay Awards applied in April 2019. The Teachers' Pay Award of 2.75% will be applied in October 2019 salaries for the majority of Teachers employed in Schools.

There was an increase to the employer rate for Teachers' Pension from 16.48% to 23.68% from 1st September 2019

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

Yours sincerely

Amanda Inwood-Field
London Regional Contract Director

The key elements of the Revenues Service includes (2019/20 figures):

- £223.5 million – Annual amount of Council Tax raised
- £101.8 million – Annual amount of Business Rates raised
- £12.4 million – Annual payment of Council Tax Support
- £98.5 million - Gross estimated expenditure for Housing Benefit
- £29.8 million – Gross payment of staff salaries (through the LBB payroll service, including schools, excluding Academies) for the period from 1st April 2019 to 30th September 2019
- £14.8 million – Payment of Pensions from 1st April 2019 to 30th September 2019
- £7.2 million – 1st April 2019 to 30th September 2019 revenue on 15,752 transactions, this includes Kiosk
- (595 Loomis cash collections during the year to 30th September 2019)

Council Tax Data:

In year collection performance by Liberata is shown below:

Best Value PI's	Actual 08/09	Actual 09/10	Actual 10/11	Actual 11/12	Actual 12/13	Actual 13/14	Actual 14/15	Actual 15/16	Actual 16/17	Actual 17/18	Actual 18/19	Actual 01/04/19 to 30/09/19
BV9:CTAX Collected	97.03%	97.28%	97.59%	97.65%	97.76%	97.50%	97.70%	97.79%	97.93%	98.04%	98.00%	58.06%

Actual 30th September 2019 – 58.06%

The amount of collectable debt raised for the year 2019/20 was **£223.5m** in respect of **140,802** properties.

195 Cheque refunds and **2,880 BACs** refunds totalling **£1,002,866.53** have been issued from 1st April 2019 to 30th September 2019.

The following Council Tax recovery notices were issued:

	31/3/10	31/3/11	31/03/12	31/03/13	31/03/14	31/03/15	31/03/16	31/03/17	31/03/18	31/03/19	01/04/19 to 30/09/19
Reminders	34,892	34,971	51,920	45,816	56,256	54,745	52,125	55,553	78,657	63,387	37,781
Summonses	17,061	19,774	16,436	16,168	19,267	13,158	9,543	14,052	10,755	9,375	4,310
Liability Orders	10,713	12,956	9,396	10,868	9,999	8,645	8,337	10,338	9,115	8,105	6,282
14 day letters – Enforcement Agent warning	13,127	11,823	11,757	12,518	15,816	10,103	12,214	8,247	8,647	10,074	5,543
Accounts passed to Enforcement Agent	9,724	9,538	All at 14 day stage	All at 14 day stage	All at 14 day stage	All at 14 day stage	All at 14 day stage	All at 14 day stage	All at 14 day stage	All at 14 day stage	All at 14 day stage

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

The 2018/19 debt carried forward at the 1st April 2019 was £4,396,384.84

Council Tax - Summoned Debt	
Summonses / costs	£510,867.58
Arrangement	£375,226.60
Bailiff /14 DAY	£1,770,840.37
Attachment	74,647.14
Bankruptcy	£0
Liability	£607,990.72
Un-summused Debt	
Finals	£467,088.10
Un-summused	£589,724.33
Total	4,396,384.84

The breakdown analysis of the total 2018/19 debt outstanding at the 1st April 2019 of £4,396,384.84 is shown above.

The balance of the total 2018/19 debt outstanding as at the 30th September 2019 is £3,246,364.73, a reduction of £1,150,020.11

Council Tax Arrears Breakdown as at 30th September 2019

	Arrears B/F 31.03.2018	Arrears carried forward	Net reduction	Actual % collection
1998	£1,810.57	£0.01	£1,810.56	
1999	£3,282.87	£107.50	£3,175.37	
2000	£9,290.88	£4,116.76	£5,174.12	
2001	£16,823.35	£11,186.97	£5,636.38	
2002	£25,473.60	£21,740.56	£3,733.04	
2003	£40,921.19	£37,865.95	£3,055.24	
2004	£52,439.32	£46,600.62	£5,838.70	
2005	£82,479.43	£70,233.09	£12,246.34	
2006	£118,358.12	£103,257.00	£15,101.12	
2007	£143,387.58	£132,132.41	£11,255.17	
2008	£188,732.34	£168,884.77	£19,847.57	
SUB TOTAL	£682,999.25	£596,125.64	£86,873.61	12.72%
2009	£217,307.95	£195,961.38	£21,346.57	9.82%
2010	£261,999.10	£238,787.23	£23,211.87	8.86%
2011	£347,573.09	£314,947.29	£32,625.80	9.39%
2012	£445,144.54	£407,357.00	£37,787.54	8.49%
2013	£723,085.22	£662,925.25	£60,159.97	8.32%
2014	£921,277.23	£847,086.23	£74,191.00	8.05%
2015	£1,164,803.55	£1,074,542.07	£90,261.48	7.75%
2016	£1,609,042.38	£1,438,906.38	£170,136.00	10.57%
2017	£2,347,256.44	£2,051,743.43	£295,513.01	12.59%
2018	£4,396,384.84	£3,246,364.73	£1,150,020.11	26.16%
TOTAL	£13,116,873.59	£11,074,746.63	£2,042,126.96	15.57%

Business Rates Data:

In year collection performance by Liberata is shown below:

Best Value PI's	Actual 08/09	Actual 09/10	Actual 10/11	Actual 11/12	Actual 12/13	Actual 13/14	Actual 14/15	Actual 15/16	Actual 16/17	Actual 17/18	Actual 18/19	Actual 01/04/19 to 30/09/19
BV10: Rates Collected	99.1%	99.02%	98.9%	98.81%	98.72%	98.70%	98.80%	99.05%	98.87%	98.53%	98.53%	56.67%

The amount of collectable debt raised for the year 2019/20 is **£101.8 million**.

There have been 607 refunds actioned from the 1st April 2019 to the 30th September 2019 amounting to **£1,970,931.44** in respect of vacation and rateable value reductions.

The following recovery notices were issued -

	31/3/10	31/3/11	31/03/12	31/03/13	31/03/14	31/03/15	31/3/16	31/3/17	31/3/18	31/03/19	01/04/19 to 30/09/19
Reminders Issued	3,977	3404	2,536	4,023	3,545	4,445	4,263	4,288	3,525	3,245	2,230
Final Notices Issued	1,892	1,824	1,741	2,014	2,472	2,353	1,560	1,960	1,985	1,312	1,194
Summonses Issued	903	725	1,156	987	1,091	1,053	535	1,123	768	601	261
Liability Orders	666	672	749	683	771	734	411	525	522	550	274
7 day letters issued	674	367	471	501	No longer used	No longer used	No longer used	No longer used	No longer used	No longer used	No longer used
Accounts passed to Enforcement Agent	316	430	537	645	650	444	283	184	159	203	279

The 2018/19 debt carried forward at 1st April 2019 was **£1,470,359.14**

NNDR recovery stage	Amount
Un-summonsed	£369,180.08
Arrangement	£86,216.25
Enforcement Agent	£249,750.98
Final	£240,169.00
Liability	£307,413.38
Reminders	£140,434.54
Summonsed	£77,194.91
Total	£1,470,359.14

Movement in arrears for reporting period –

Arrears total 2001 - 2018/19 as at 01/04/19 **£3,192,080.55**

Arrears total 2001 - 2018/19 as at 31/09/19 **£2,216,117.77**

Reduction in Overall arrears £ 975,962.78

Business Rates Arrears breakdown as at 30th September 2019

	Arrears B/F 31.03.2018	Arrears carried forward	Net reduction	Actual % collection
2001	0	137.94	-137.94	
2008	3,658.03	2,595.79	1,062.24	29.04%
2009	18,695.36	2,375.45	16,319.91	87.29%
2010	12,535.50	11,515.66	1,019.84	8.14%
2011	18,487.20	17,985.17	502.03	2.72%
2012	66,134.43	48,068.54	18,065.89	27.32%
2013	67,587.48	51,158.86	16,428.62	24.31%
2014	143,513.10	88,789.32	54,723.78	38.13%
2015	255,896.31	179,908.61	75,987.70	29.69%
2016	401,212.31	280,649.78	120,562.53	30.05%
2017	734,001.69	572,333.26	161,668.43	22.03%
2018	1,470,359.14	960,599.39	509,759.75	34.67%
	3,192,080.55	2,216,117.77	975,962.78	30.57%

Backdated revaluations and the removal of discounts and exemptions can result in a backdated increase in arrears

Cashiers Data

The cashiering service dealt with the following transactions in the period 1st April 2019 to 30th September 2019:

Civic Centre Total	Transactions including Kiosk
£7,209,152.29	15,752

Payroll Data:

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

	Monthly	Annually
Non-Teaching/Teaching	2,408	28,896
Pensions	5,223	62,676

Complaints Data:

Service	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	01/04/19 to 30/09/19
Council Tax	125	118	277 (210 unfounded)	372 (292 unfounded)	540 (446 unfounded)	427 (378 unfounded)	348 (274 unfounded)	373 (309 unfounded)	344 (299 unfounded)	209 (179 unfounded)
NNDR	2	1	7 (7 unfounded)	4 (4 unfounded)	21 (7 unfounded)	10 (9 unfounded)	6 (3 unfounded)	3 (2 unfounded)	4 (3 unfounded)	3 (1 unfounded)
Pensions	7 (4 unfounded)	7 (2 unfounded)	3 (2 unfounded)	4 (2 unfounded)	4 (1 unfounded)	2	4 (2 unfounded)	2 (1 unfounded)	4 (2 unfounded)	3
Payroll	9 (3 unfounded)	4	9 (2 unfounded)	5 (2 unfounded)	9 (7 unfounded)	4 (2 unfounded)	1 (1 unfounded)	0	3 (2 unfounded)	3
Cashiers	0	0	0	0	0	0	0	0	0	0

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Report No.
CSD19152

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE, RESOURCES AND CONTRACTS POLICY
DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 8 January 2020

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

Title: CUSTOMER SERVICES CONTRACT MONITORING REPORT

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

Chief Officer: Director of Human Resources and Customer Services

Ward: (All Wards);

1. REASON FOR REPORT

This report provides information on the performance of the Customer Service Contract provided by Liberata for the period 1st August 2019 to 30th November 2019.

A letter from Amanda Inwood-Field, Contract Director for Liberata, provides her update on each individual element and is attached at Appendix 1.

2. RECOMMENDATION(S)

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

Impact on Vulnerable Adults and Children

1. Summary of Impact: An Equality Impact Assessment indicates that ongoing support for vulnerable adults and children will be provided by Customer Service by phone and face to face for those unable to access digital services. For those unable to visit or phone us, the service supports the enhancement of self-service options.
-

Corporate Policy

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

Financial

1. Cost of proposal: Estimated Cost No Cost Not Applicable: Further Details
 2. Ongoing costs: Recurring Cost Non-Recurring Cost Not Applicable: Further Details
 3. Budget head/performance centre: Customer Services Contract
 4. Total current budget for this head: £806K 2019/2020
 5. Source of funding: Existing revenue budget
-

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

Procurement

1. Summary of Procurement Implications: None
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 64,000 visitors, 680,000 phone calls, 20,000 e-mails and 4.5 million web visits annually.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The Customer Services contract covers three keys areas: Corporate Contact Centre, Reception Services, Web Team (Bromley Knowledge) and Blue Badge/Freedom Pass processing. The Corporate Contact Centre deals with telephone enquiries regarding environmental services, electoral, registrars, parking, blue badges, disabled freedom passes as well as the switchboard and a general enquiry line.
- 3.2 Reception deals with face to face enquiries for all areas of the council with the exception of registrars, because they are located on the first floor in Stockwell and therefore require their own reception point.
- 3.3 The Web Team (Bromley Knowledge) maintain the corporate website (www.bromley.gov.uk) in terms of its technical functionality, performance and accuracy of the content. Administration of Blue Badge and Discretionary Disabled Freedom Passes applications and renewals is also carried out within the contract.
- 3.4 Overall the contractor has performed well throughout this monitoring period, with some evidence of under-performance outlined in the report. Volumes of calls fluctuated mainly as a result of the residential waste collection changes, and the General Election. E-mail processing has also been affected by this. Web traffic is stable across the period. Face to face enquiries were consistent and behaved normally through this period.
- 3.5 The Key Performance Indicators for this contract are listed in the table below, and referenced in appendix 2; they measure the headline activities within the contract in order that our customers get a quick response and access to our services efficiently and effectively.
- 3.6 The Contractor has provided benchmark comparison data across some of their other key contracts in appendix 3

	Measure	Definition	Target
1	Call Management	Number of calls answered by the agents within the specified timescales compared to total number of calls received	50% Calls answered within 1 minute
2	Email Management	Number of emails responded to within 5 working days compared to total number of emails received	100% responded to within 5 working day
3	Face to Face Management	Number of customers entering the reception areas must be seen within 5 minutes of their arrival compared to total number of customers, remainder within 15 minutes	80% of customers seen within 5 minutes of arrival
4	Switchboard Management	% of calls bailed to operator or requesting operator answered within 15 seconds	50% Calls answered within 1 minute
5	Customer Satisfaction	% of randomly selected customers, across different channels are either satisfied or very satisfied	90%

3.7 **Customer Services – Contact Centre:** This area performed well and within service level. Volumes increased in September as a result of the household waste collection day changes and more recently been affected by the General Election.

Contact Centre Target – 50% within 60 secs	Aug 19	Sep 19	Oct 19	Nov 19
Answered	10,483	16,227	14,349	12,644
% of calls ans. in 60 secs	63.80%	72.60%	72.00%	79.70%
Average wait time (secs)	105	71	61	43

3.8 **Switchboard:** Performance and volumes for this area were as expected and within service level.

Switchboard Target – 50% within 60 secs	Aug 19	Sep 19	Oct 19	Nov 19
Answered	4,917	6,105	5,701	5,996
% of calls ans. in 60 secs	87.50%	97.00%	95.90%	97%
Average wait time (secs)	24	10	13	11

3.9 **Reception:** Normal seasonal volumes were seen in this area, and performance within service level.

Reception	Aug 19	Sep 19	Oct 19	Nov 19
Number of customers seen	1,120	1,010	819	855
80% within 5 minutes	88.70%	90.50%	85.30%	90.80%
100% within 15 minutes	92.70%	99.70%	99.30%	99.80%

3.10 **E-mail:** There was a large increase in email contact associated with the waste collection changes which impacted on the service level for September, October and November. Additional resource was provided to clear the back log of emails through offering overtime to existing staff and transferring resource from other areas to assist.

Emails Target – 80% within 1 day and 100% within 5 days	Aug 19	Sep 19	Oct 19	Nov 19
Number of emails received	2,545	4,276	3,274	2858
% emails processed within 1 day	58%	58%	35%	74%
% emails processed within 5 days	100%	100%	77%	100%

3.11 **Out of Hours Emergency Call Centre:** Performance and volumes for this area were as expected and within service level.

Out of Hours (Appello) Target – 80% within 60 secs	Aug 19	Sep 19	Oct 19	Nov 19
Answered	1,382	1,158	1,009	1,067
% of calls ans. in 60 secs	88.10%	86.50%	85.30%	85.40%
Average wait time (secs)	11.16	15.39	19.55	22.41

3.12 **Web – Bromley Knowledge:** The web team achieved 100% against most targets, some regular updates closely failed the 5 day deadline target.

Web site – Target 100%	Aug 19	Sept 19	Oct 19	Nov 19
Critical updates within 1 working hour	100%	100%	100%	100%
Urgent updates within 1 working day	100%	100%	100%	100%
Important updates within 2 working days	100%	100%	100%	100%
Regular updates within 5 working days	99%	100%	100%	100%

3.13 **Blue Badge and Discretionary Freedom Pass**

Changes made to the hidden disabilities assessment criteria from 30 August 2019 have triggered a significant increase in application numbers. As a consequence, this has affected performance, although still good. The Contractor has deployed additional temporary resources, and a financial contingency was established by Officers and approved by Executive in November.

Blue Badges – target 80% within 4 weeks	Aug 19	Sept 19	Oct 19	Nov 19
Volume	383	485	597	519
% processed within 4 weeks	100%	96%	100%	100%

Freedom Pass – Target 100% within 4 weeks	Aug 19	Sept 19	Oct 19	Nov 19
Volume	29	84	42	39
% processed within 4 weeks	100%	89%	100%	100%

3.14 **MyBromley Account**

The tables below outline the volume usage for the services currently available to registered users, and volume of customers registering and re-registering in this monitoring period. 54,330 registrations represent almost 40% of Bromley households. Promotion of this service continues through the call centre, receptions and council tax billing. On-line evidence submission is now available through this service.

MyBromley registrations	Aug 19	Sept 19	Oct 19	Nov 19
Volume	1,842	1,816	1,741	1,577
Cumulative Volume	49,196	51,012	52,753	54,330

3.15 **Customer Satisfaction:** The number of customers surveyed and responses are outlined below, satisfaction is well above target for this service.

Customer Satisfaction	Aug 19	Sep 19	Oct 19	Nov 19
Target – 90% Customer Satisfaction				
Number of surveys sent	593	502	209	212
Number of responses	219	228	91	40
% Customer Satisfaction	99.00%	99.00%	100.00%	100.00%

3.16 **Compliments and Complaints:** No complaints were received during this reporting period. Eight customers called back in to thank the staff for exceptional service.

Compliments & Complaints	Aug 19	Sep 19	Oct 19	Nov 19
Complaints	0	0	0	0
Compliments	1	2	4	1

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 An Equality Impact Assessment indicates that ongoing support for vulnerable adults and children will be provided by Customer Service by phone and face to face for those unable to access digital services. For those unable to visit or phone us, the service supports the enhancement of self-service options.

5. POLICY IMPLICATIONS

None

6. FINANCIAL IMPLICATIONS

6.1 It is currently expected that the contract expenditure will be to budget 2019/20 at around £806k.

6.2 For information, the actual spend for the contract for 2018/19 was within the budget of £793k.

7. PERSONNEL IMPLICATIONS

None

8. LEGAL IMPLICATIONS

8.1 The Council's Constitution provides the terms of reference for the Executive, Resources and Contracts Policy Development and Scrutiny Committee as it relates to the Executive and the Resources, Commissioning and Contract Management Portfolio, including receiving reports and making recommendations on performance monitoring of services falling within the remit of this portfolio.

8.2 Contract Procedure Rule 23.4 provides that a Council agreed Gateway Review process must be applied to all Contracts deemed to be High Risk, High Value or High Profile. The process must be applied at key stages of major procurements.

8.3 Contract Procedure Rule 23.3 provides that for all Contracts with a value higher than £1,000,000, or which are High Risk, an annual report must be submitted to the Executive- the responsible Officers having submitted for consideration a formal Gateway Review, covering, as

appropriate, the matters identified in the Council's standard Gateway Review Template for consideration as part of Contract Monitoring/Management requirements.

9. PROCUREMENT IMPLICATIONS

None

Non-Applicable Sections:	5, 7, 9
Background Documents: (Access via Contact Officer)	Appendix 1 – Letter from Liberata Appendix 2 – Key Performance Indicators

London Borough of Bromley
Civic Centre
Stockwell Close
Bromley
BR1 3UH

Date: 12th December 2019

Dear Duncan,

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

This summary covers performance for the period 1st August to 30th November 2019.

Customer Services Performance

The Corporate Contact Centre delivered an overall service level of calls being answered within 60 seconds of 70% against a target of 50%. In total 95% of calls were answered. Call volumes increased by 47% in comparison to the 4 month period of August to November 2018. This is against the trend of what we have been reporting at recent PDS, and can be attributed to the changes made by Waste Services which resulted in an increase in calls of 93%.

During the period, the team answered 97% of all Switchboard calls, with an overall service level of 94% against the target of 50%. These call volumes increased by 19%, and again this was as a direct impact of the Waste Services changes.

The Corporate face-to-face team achieved an average service level of 84% of customers being seen within 5 minutes. A total of 99% of customers were seen within 15 minutes. Footfall numbers were down on the same period last year by 26%.

Overall most of our services are seeing a fall in volumes.

Website

The performance of the website remains very good with the team managing to achieve 100% for all 4 of their main KPI's over the last 3 months. These include;

- Critical updates completed within 1 hour (100%)
- Urgent updates completed within 1 working day (100%)
- Important updates completed within 2 working days (100%)
- Regular updates completed within 5 working days (100% Oct – Nov, 99% Aug)

On average the Bromley Knowledge team now complete over 120 updates per month including working with service areas to develop and design content for the website and issuing tweets via the Council Twitter Account.

The team continue to work with Social Services as part of the SEN Local Offer and the recent inspection by Ofsted and the Care Quality Commission. A wider review of the content on the website is planned for the spring of 2020.

Following an important update to the council website by our provider in October, the changes mentioned in a previous report have now been enabled. This update has removed the external link to an advertising banner and a cookies compliance issue. This has been replaced with an internally

managed ad banner that allows the council to promote its own revenue generating services and promotion of local initiatives.

The BK team have also worked with the waste services provider following the award of a new contract and with BT to provide more information and an improved customer experience when dealing with waste and recycling services, consequently the volume of forms previously submitted via the Jadu website has started to fall as the new providers take on management of these functions.

MyBromley Account Developments

MyBromley Account recently introduced paperless billing for council tax, giving people the ability to switch off receiving a paper bill and thereby reducing costs and helping to reduce carbon emissions.

Further modules are scheduled for early in 2020, which will give households a full range of services including the ability to apply for discounts and exemptions. These modules link directly to the council tax system, thereby reducing the time needed to update a customer account.

MyBromley Account continues to grow and as of the end of November 19 the number of registrations had risen to 54,330 which equates to 38.8% of households in Bromley.

Activity in the portal continues to grow and currently there have been over 29,980 transactions carried out within the portal relating to Revenues and Benefits between August 19 and November 19. Other online forms are also popular with over 32,562 transactions carried out over the web during the same period.

The online evidence upload facility remains popular with customers needing to provide documentation with on average 1000 people per month using the facility.

Performance

Liberata remains firmly committed to delivering an outstanding service to the London Borough of Bromley and its citizens. We have increased our engagement in the various forums to ensure that the Council remains at the forefront of Digital engagement amongst its peers.

Yours sincerely,

Amanda Inwood-Field
London Regional Contract Director

Appendix 2 - Performance Monitoring

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

	Measure	Definition	Target
1	Call Management	Number of calls answered by the agents within the specified timescales compared to total number of calls received	50% Calls answered within 1 minute
2	Email Management	Number of emails responded to within 5 working days compared to total number of emails received	100% responded to within 5 working day
3	Face to Face Management	Number of customers entering the reception areas must be seen within 5 minutes of their arrival compared to total number of customers, remainder within 15 minutes	80% of customers seen within 5 minutes of arrival
4	Switchboard Management	% of calls bailed to operator or requesting operator answered within 15 seconds	50% Calls answered within 1 minute
5	Customer Satisfaction	% of randomly selected customers, across different channels are either satisfied or very satisfied	90%
6	Blue Badge Processing	% of Blue badge application and renewals processed within 4 weeks of receipt of complete application form	80%
7	Discretionary disabled Freedom Pass Processing	% of discretionary Disabled Freedom Pass applications and renewals processed within 4 weeks of receipt of complete application form	100%

Web Management – Key Performance Indicators (KPI's)

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

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