



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

TELEPHONE: 020 8464 3333

CONTACT: Kerry Nicholls  
[kerry.nicholls@bromley.gov.uk](mailto:kerry.nicholls@bromley.gov.uk)

DIRECT LINE: 020 8313 4602

FAX: 020 8290 0608

DATE: 18 October 2011

To: Members of the  
**IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE**

Councillor Graham Arthur (Chairman)  
Councillor Neil Reddin FCCA (Vice-Chairman)  
Councillors Julian Benington, Nicholas Bennett J.P., Eric Bosshard, Stephen Carr,  
Judi Ellis, Robert Evans, Russell Jackson and Russell Mellor

A meeting of the Improvement and Efficiency Sub-Committee will be held at Bromley Civic Centre on **WEDNESDAY 26 OCTOBER 2011 AT 7.00 PM** \*

**\*PLEASE NOTE STARTING TIME**

MARK BOWEN  
Director of Resources

*Copies of the documents referred to below can be obtained from*  
[www.bromley.gov.uk/meetings](http://www.bromley.gov.uk/meetings)

## A G E N D A

**1 APOLOGIES FOR ABSENCE**

**2 DECLARATIONS OF INTEREST**

**3 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

In accordance with the Council's Constitution, questions to this Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5pm on Thursday 20<sup>th</sup> October 2011.

**4 MINUTES OF THE MEETING HELD ON 6TH JULY 2011 (Pages 3 - 8)**

**5 MATTERS ARISING FROM PREVIOUS MEETINGS (Pages 9 - 12)**

**6 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><b>7</b>    <b>ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE</b> (Pages 13 - 22)</p>	<p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>
<p><b>8</b>    <b>ALIGNING POLICY AND FINANCE REVIEWS</b></p> <p>Full copies of all Aligning Policy &amp; Finance reports and a summary of policy/service options put forward is available to all Members in the Members' room.</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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## **IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE**

Minutes of the meeting held at 7.30 pm on 6 July 2011

### **Present:**

Councillor Graham Arthur (Chairman)  
Councillor Neil Reddin FCCA (Vice-Chairman)  
Councillors Julian Benington, Nicholas Bennett J.P.,  
Eric Bosshard, Stephen Carr, Robert Evans and Russell Mellor

### **Also Present:**

Councillors Douglas Auld

#### **1 APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN**

**RESOLVED** that Councillor Graham Arthur be appointed Chairman and Councillor Neil Reddin be appointed Vice-Chairman for the 2011/12 municipal year.

#### **2 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Judi Ellis.

#### **3 DECLARATIONS OF INTEREST**

Councillor Julian Benington declared that his daughter worked in a senior management position for Affinity Sutton.

#### **4 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

No questions had been received from members of the public.

#### **5 MINUTES OF THE MEETING HELD ON 20th APRIL 2011**

**RESOLVED** that the Minutes of the meeting held on 20<sup>th</sup> April 2011 be agreed.

## **6 MATTERS ARISING FROM PREVIOUS MEETINGS**

### **Report RES11048**

In response to a question around the development of energy reduction and renewable energy schemes, Members were informed that consideration of these schemes was being undertaken by Executive and Resources PDS Committee and progress would be reported back to Improvement and Efficiency Sub Committee in due course.

Following the referral of a request by Improvement and Efficiency Sub Committee on 20<sup>th</sup> April 2011 to consider the inclusion of energy efficiency and renewable energy generation measures in future developments across the Borough as part of the Local Development Framework, the minutes of the Development Control Committee on 30<sup>th</sup> June 2011 were circulated to Members for information. The Development Control Committee noted the report and the Chief Planner confirmed that work had already been undertaken to promote the measures outlined in the report.

**RESOLVED that the report be noted.**

## **7 ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE**

### **Report CEO1179**

The Sub-Committee received a report updating Members on progress made on the projects within the Organisational Improvement Programme.

The Records and Retention Policy was now being implemented and, where the criteria was met, files were being boxed and moved into storage with TNT. Over 3,000 boxes of files had been securely disposed of, and scanners were being procured to support a move to electronic file storage. In response to a query from the Chairman, the Assistant Director: Organisational Improvement confirmed that Yeoman House was currently vacant and could be used for storage, however it was hoped that the Council would be able to re-let this high cost space to a partner agency or obtain a release from the tenancy agreement which would generate more substantial savings. The Assistant Director: Organisational Improvement underlined that TNT offered cost effective secure storage and would support ongoing management of the files held, retrieving them as needed and providing notification when the time to legally retain files had expired. Councillor Nicholas Bennett noted that information of historic interest to the Borough should be retained. The Assistant Director: Organisational Improvement confirmed that archivists had been involved in the review process and were working to ensure information of historic interest was not lost.

The Shared Services project with the London Boroughs of Bexley and Croydon was progressing. The next meeting of the Shared Services Board made up of Borough Chief Executives and key Chief Officers would be held on 8<sup>th</sup> July 2011,

where a shortlist of projects offering the greatest level of opportunity would be presented. A Member noted that it was important to ensure that boroughs had similar priorities when developing shared services.

The Chairman queried the workshop on Property that had recently been hosted by Bromley's Finance Director for representatives of the three boroughs to scope out opportunities around Facilities Management and Asset Management. The Assistant Director: Organisational Improvement confirmed that a comprehensive list of planned activities had been developed to investigate whether a move to shared services would be feasible. The potential to share the Occupational Health Physician post across the three boroughs had been identified and could realise savings of between £20-£25k per annum.

Work on the Regulatory Services shared services work stream was currently being undertaken by the Organisational Improvement Team. The agreed project plan set out a list of regulatory services comprising Building Control, Planning Enforcement, Land Charges, Environmental Health, Trading Standards, Pollution Control, Community Safety, Emergency Planning, Travellers Site Management and Housing Services. A range of information had now been collated from Lead Officers across the three boroughs in relation to these services, and a report setting out the findings would be presented at the Leaders and Chief Executives' meeting on 8<sup>th</sup> July 2011.

The Chief Executive provided Members with an outline of the Corporate Financial Strategic Approach which had been developed to support the delivery of future budget savings through ten key areas, including aligning policy and finance work, organisational redesign and procurement contract spend. Governance was a key aspect, and a Members' Star Chamber consisting of the Leader, the Deputy Leader and the Resources Portfolio Holder had been established to direct the corporate approach to savings. A Member highlighted the need to manage the expectations of Bromley residents as future budget savings were determined.

Members discussed the role of Improvement and Efficiency Sub Committee in contributing to the delivery of the Corporate Financial Strategic Approach and would continue to consider how it might be further developed. The Sub-Committee had a wide ranging membership which enabled strong cross-Portfolio working and would be well-placed to support the work of the Members' Star Chamber.

With regard to potential income streams, the Chief Executive had recently led two workshops involving all three boroughs around opportunities for sold services to schools which had been granted academy status. The Council had an obligation to continue to provide services to those schools that were not academies. However there was also an opportunity to develop a package of services to sell to academies, and work was currently being undertaken to develop accurate costings of service provision, as any services offered by the Council must be charged on a full cost recovery basis. A Member highlighted the importance of 'selling' sold services in the marketplace, as there would be significant competition from the private sector. Another Member suggested that schools would seek services to meet their specialist needs rather than a general package.

In considering Appendix 1: the list of Organisational Improvement Programme Projects, a Member highlighted the use of traffic light indicators to rate progress against project delivery, and noted that the Members' Star Chamber should undertake a review on these projects to provide a corporate perspective on the status of a range of projects.

**RESOLVED that the progress made to date on projects led by the Organisational Improvement Programme be noted.**

## **8 ACCOMMODATION PRESENTATION**

The Sub-Committee received a presentation on the Civic Centre site accommodation review from the Head of Improvement, Efficiency and Effectiveness. 250 staff had been relocated from North Block to alternate accommodation across the Civic Centre Site, and the refurbishment work had now begun.

Work to amalgamate Reception areas had also been initiated. Planning Reception was now based in Main Reception, and Housing Reception would be relocated to ground floor, North Block where 13 meeting booths and 3 'secure' interview rooms would be made available. There would be an increased emphasis on self-service for payments and accessing information via the Bromley Council website in the redesigned reception areas, supported by staff acting as 'floorwalkers' to help customers as they arrived.

Following completion of the refurbishment of North Block in January 2012, Children and Young People Department staff would relocate into alternate accommodation on the Civic Centre Site, vacating the Old Town Hall and Ann Springman and Joseph Lancaster Buildings which would then be available for rental or disposal.

The Chairman highlighted the need to manage security issues related to the relocation of Housing Reception to ground floor, North Block. The Head of Improvement, Efficiency and Effectiveness confirmed a number of security measures had been developed, including an appointments system, enhanced reception facilities and CCTV. An appointments system was also now in place for Planning Reception and the Chairman underlined the need to communicate this to those using the service.

A Member queried whether the refurbished offices would be able to accommodate services following any organisational change. The Head of Improvement, Efficiency and Effectiveness confirmed that a key aim of the refurbishment was to design office space in a generic way to more easily absorb changes to staffing structures and the office space needs of staff. This including shared work stations, touch down spaces, meeting rooms and general facilities provision including ICT and telephony services as well as wireless internet access.

**RESOLVED that the presentation be noted.**

## **9 ALIGNING POLICY AND FINANCE REVIEWS**

### **Report CEO1179**

The Sub-Committee received a report updating Members on work undertaken on the Aligning Policy and Finance reviews. The areas identified for review in the initial work programme were Finance and Procurement, Public Protection and Transport and Highways.

Councillor Nicholas Bennett highlighted the importance of developing robust measures of performance when undertaking service reviews.

**RESOLVED that the work being commissioned by Extended Cabinet as part of the wider process in place for supporting Members' future decisions on the next round of savings be noted.**

The Meeting ended at 9.05 pm

Chairman

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# Agenda Item 5

Report No.  
RES 11114

London Borough of Bromley

PART 1 - PUBLIC

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**Decision Maker:** Improvement and Efficiency Sub Committee

**Date:** 26<sup>th</sup> October 2011

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

**Title:** **MATTERS ARISING FROM PREVIOUS MEETINGS**

**Contact Officer:** Kerry Nicholls, Democratic Services Officer  
Tel: 020 8313 4602 E-mail: kerry.nicholls@bromley.gov.uk

**Chief Officer:** Mark Bowen, Director of Resources

**Ward:** N/A

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1. Reason for report

Appendix A updates Members on matters arising from previous meetings.

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2. **RECOMMENDATION(S)**

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

## Corporate Policy

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

1. Cost of proposal: No cost
  2. Ongoing costs: N/A.
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: ££344,054
  5. Source of funding: Existing 2011/12 budget.
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## Staff

1. Number of staff (current and additional): There are 10 posts (9.22 fte) in the Democratic Services Team.
  2. If from existing staff resources, number of staff hours:
- 

## Legal

1. Legal Requirement: <please select>
  2. Call-in: Call-in is not applicable. This report does not involve an executive decision.
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## Customer Impact

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

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

<b>Non-Applicable Sections:</b>	Policy Implications; Financial Implications; Legal Implications; Personnel Implications
Background Documents: (Access via Contact Officer)	Strategies and plans for each corporate area

## MATTERS ARISING FROM PREVIOUS MEETINGS

Minute Number/Title	Decision/Agreement	Update	Action by	Completion Date
<b>28 Internal Audit and Value for Money Reporting: Report LDCS10180</b> (from the minutes of I&E Sub Committee on 13 <sup>th</sup> October 2010)	A Member requested that the outcomes from the new approach to Value for Money reporting be reviewed in due course.	Outcomes from the new approach to Value for Money reporting to be reported to Improvement and Efficiency Sub Committee.	<b>Organisational Improvement Team</b>	<b>October 2011</b>
<b>45 Energy Reduction and Renewable Energy</b> (from the minutes of I&E Sub Committee on 20 <sup>th</sup> April 2011)	Following consideration of five proposed energy reduction and renewable energy schemes, Members requested additional information be provided on a range of schemes.	Further details regarding the consideration of the proposed schemes by Executive and Resources PDS Committee and the Resources Portfolio Holder to be reported to Improvement and Efficiency Sub Committee.	<b>Strategy Development Team, Environmental Services</b>	<b>October 2011</b>

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# Agenda Item 7

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

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