



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 29 April 2019

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

Subject to the Executive, Resources and contracts Policy Development and Scrutiny Committee being re-constituted and members of the Committee being re-appointed, there will be a meeting of the Executive, Resources and Contracts Policy Development and Scrutiny Committee at Bromley Civic Centre on **TUESDAY 14 MAY 2019 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 addressed to the Chairman of the Committee relating to the work of the Committee 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 Tuesday 8<sup>th</sup> May 2019.**

- 4 **MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 19 MARCH 2019 (EXCLUDING EXEMPT ITEMS)** (Pages 5 - 18)
- 5 **MATTERS OUTSTANDING AND WORK PROGRAMME** (Pages 19 - 28)
- 6 **FORWARD PLAN OF KEY DECISIONS** (Pages 29 - 36)
- 7 **RISK MANAGEMENT** (Pages 37 - 48)

**HOLDING THE RESOURCES, COMMISSIONING AND CONTRACTS PORTFOLIO HOLDER TO ACCOUNT**

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

In accordance with the Council's Constitution, questions addressed to the Resources, Commissioning and Contracts Portfolio Holder relating to the work of the Portfolio 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 Tuesday 8<sup>th</sup> May 2019.**

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

Portfolio Holder decisions for pre-decision scrutiny.

- a **BIGGIN HILL AIRPORT LIMITED (BHAL) - LANDLORD'S CONSENT TO NEW ERECTION OF A HANGAR** (Pages 49 - 52)

**HOLDING THE EXECUTIVE TO ACCOUNT**

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

Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 21 May 2019

**POLICY DEVELOPMENT AND OTHER ITEMS**

- 11 **SCRUTINY OF THE INTERIM CHIEF EXECUTIVE**
- 12 **UPDATE ON THE TOTAL FACILITIES MANAGEMENT CONTRACT SINCE MARCH 2019**  
(to follow)

**13 REFERRALS FROM THE CONTRACTS & COMMISSIONING SUB-COMMITTEE 2018/19**

**a MINUTES OF THE CONTRACTS AND COMMISSIONING SUB-COMMITTEE MEETING HELD ON 2ND APRIL 2019**\_(Pages 53 - 62)

**b VOLUNTARY SECTOR CONTRACTS**\_(Pages 63 - 68)

Mr Colin Maclean, Chief Executive, Community Links Bromley attending for item.

**14 CONTRACTS REGISTER AND CONTRACTS DATABASE UPDATE** (Pages 69 - 80)

**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**

**16 EXEMPT MINUTES OF THE MEETING HELD ON 19 MARCH 2019** (Pages 81 - 82)

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

**17 PRE-DECISION SCRUTINY OF EXEMPT RESOURCES, COMMISSIONING AND CONTRACTS PORTFOLIO HOLDER REPORTS**

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

**19 PART 2 REFERRALS FROM THE CONTRACTS & COMMISSIONING SUB-COMMITTEE 2018/19** (Pages 83 - 86)

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

- Exempt Minutes from the Contracts and Commissioning Sub-Committee on 2<sup>nd</sup> April 2019

**20     CONTRACTS REGISTER AND CONTRACTS  
DATABASE PART 2 UPDATE (Pages 87 - 90)**

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

## **EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Minutes of the meeting held at 7.27 pm on 19 March 2019

### **Present:**

Councillor Simon Fawthrop (Chairman)  
Councillors Gareth Allatt, Julian Benington,  
Nicholas Bennett J.P., David Cartwright QFSM,  
Mary Cooke, Ian Dunn, Robert Evans, Will Harmer,  
Christopher Marlow, Russell Mellor, Keith Onslow (Vice-  
Chairman), Michael Rutherford, Stephen Wells and  
Angela Wilkins

### **Also Present:**

Councillor Graham Arthur, Portfolio Holder for Resources,  
Contracts and Commissioning  
Councillor Colin Smith, Leader of the Council

### **123 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies for lateness were received from Cllr Will Harmer.

### **124 DECLARATIONS OF INTEREST**

Councillor Onslow declared an interest as a former employee and current pensioner of Zurich Municipal. Councillor Onslow also declared an interest as a former employee of the Royal Borough of Greenwich.

### **125 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

No questions had been received.

### **126 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 7 FEBRUARY 2019 (EXCLUDING EXEMPT ITEMS)**

The minutes of the meeting held on 7<sup>th</sup> February 2019, were agreed and signed as a correct record.

### **127 MATTERS ARISING AND WORK PROGRAMME Report CSD19048**

The Committee considered a report setting out matters arising from previous meetings and a draft of the proposed Work Plan for 2019/20. The report also set out proposals to decommission the Contracts and Commissioning Sub-

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Committee. It was noted that once the Transformation Programme was under way Members may wish to give further consideration as to whether a new Sub-Committee was required to monitor the progress and implementation of the Programme.

In respect of Minute 111 (Risk Management) a Member sought an update on the ACM clad building. The Director of Finance reported that the matter was referred to the Council's Directors Group. The conclusion was that on the basis that it was not a Council owned building, and the Council role related to enforcement matters it would not be included in the Risk Register. A Member expressed concern suggesting that there was a reputational risk to the Council. In response, the Chairman noted that there were numerous risks to the Council arising from third parties that were not included on the Risk Register.

In response to a question, the Director of Finance agreed to follow up the request for the date that the debt management system would be implemented with consideration given to late payment charges for commercial debt after the meeting.

The Council's Heritage Champion reported that he had not yet received an update in respect of plans for the windows in the Old Palace. It was agreed that the Clerk would follow this up with the relevant Officers.

In response to a question concerning the marketing of the Ann Springman and Joseph Lancaster blocks, the Director of Finance reported that a number of bids had been received and a further update would be provided at a future meeting.

Turning to the issue of decommissioning the Contracts and Commissioning Sub-Committee, a Member expressed concern that not all Members had been consulted about the proposals. It was noted that in the absence of the Commissioning Board there were a large number of questions being raised about levels of scrutiny. It was suggested that an update should be provided to the next meeting. In response, the Chairman confirmed that as soon as further details around the Council's Transformation agenda emerged the Executive, Resources and Contracts PDS Committee would be able to ensure that sufficient levels of scrutiny were in place. Members of the Committee noted that the Contracts and Commissioning Sub-Committee had done a great deal of good work and that there was now a clear role for PDS Chairman to ensure that any contracts considered by the Committees received an adequate level of detailed scrutiny. It was also noted that a Procurement Board had been established to provide oversight of contract procedures in order to give assurances to Members and Chief Officers. The Director of Finance confirmed that any key issues that arise out of the transformation process would be reported to the Executive which allows pre scrutiny through Executive, Resources and Contracts PDS Committee. A Member noted that, to date, the only group of Members who had reviewed the Transformation Agenda was the Contracts and Commissioning Sub-

Committee and that group was now being decommissioned. Members needed assurances that there would be adequate scrutiny and it was suggested that a Transformation Update should be presented to the June meeting of the Executive for pre-decision scrutiny by the Executive, Resources and Contracts PDS Committee at its first meeting of the new municipal year. The Chairman suggested that the Executive should consider including an Update on the Transformation Programme as a standing item on each Executive agenda. This would enable scrutiny by the Executive, Resources and Contracts PDS Committee.

The Leader of the Council emphasised that the Transformation Programme was still going through its formative stages. The Interim Chief Executive had undertaken to report back to the Executive in September 2019 and any reports arising from the initial work would be reported through relevant Committees for consideration by Members.

**RESOLVED: That**

- 1. Progress on matters arising from previous meetings be noted;**
- 2. The draft Work Programme for 2019/20 be noted; and**
- 3. The Contracts and Commissioning Sub-Committee be decommissioned.**

**128 FORWARD PLAN OF KEY DECISIONS**

The Committee noted the Forward Plan of Key Decisions covering the period March 2019 to June 2019. A Member sought assurances that the Transport Services Gateway Report would be considered by the Education, Children and Families Budget and Performance Monitoring Sub-Committee prior to consideration by the Executive in May.

**129 RISK MANAGEMENT  
Report FSD19030**

The Committee considered a report which provided Members with the most recent Risk Registers for the areas falling under the Committee's remit.

The Chairman noted that a couple of the risks had now moved from red to amber and the Committee was advised that in future a comment concerning the direction of travel would be included in the information presented to Members.

The Committee noted that the two most significant risks to the Council were financial stability and data protection.

In response to a question on well publicised financial risks facing some national contractors, the Director of Finance confirmed that for big contracts; representatives from the Local Authority meet with senior managers from the contractor. Where there were concerns about the future viability of a contractor standard credit reference agency checks would be conducted.

In terms of mitigating risks around commissioning, a Procurement Board had been established. The Board had met and going forward would provide assurances that the processes initially established by the Contracts and Commissioning Sub-Committee and the Commissioning Board were embedded.

**RESOLVED: That the report be noted.**

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

No questions were received.

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

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

**a            RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO - CAPITAL MONITORING 2018/19 QUARTER 3  
Report FSD19029**

On 13<sup>th</sup> February 2019, the Executive received a report summarising the current position on capital expenditure and receipts following the third quarter of 2018/19. The Executive agreed a revised Capital Programme for the five year period 2018/19 to 2022/23.

Members noted that the Banbury House site may still be developed for housing however the capital scheme was for demolition and site clearance which was required.

**RESOLVED: That the Portfolio Holder be recommended to note and confirm the changes agreed by the Executive on 13<sup>th</sup> February 2019.**

**132            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 March 2019:



**(5) BUDGET MONITORING 2018/19  
Report FSD19039**

The Committee considered a report providing the third budget monitoring position for 2018/19 based on expenditure and activity levels up to the end of December 2018. The report also highlighted any significant variations which would impact on future years as well as any early warnings that could impact on the final year end position.

Noting the challenges around bridging the future budget gap, the Chairman stressed the need to identify extra savings in order to provide for a contingency for future years.

In response to a question concerning the drawdown of £500k from central contingency for the Transformation Programme, the Director of Finance confirmed that there was funding in earmarked reserves for invest-to-save initiatives and this funding would be required in future for any projects arising out of the Transformation Programme.

The Director of Finance also confirmed that it was likely that the investment cost of the Council's Housing transformation strategy could exceed £7.5m and schemes would need to be reviewed and future options considered for the longer-term.

A Member highlighted the sum of £500k included in the central contingency from the additional savings and income expected to be generated from the incentivised work undertaken by Cushman and Wakefield. However, the Member emphasised the Council should have itself been in a position to identify the one-off refunds on past years business rates across a range of Council properties at an earlier stage.

The Committee reminded Officers that where acronyms were used they should initially be spelt out for clarity.

**RESOLVED: That the Executive be recommended to:**

- 1. consider the latest financial position;**
- 2. note that a projected net overspend on services of £648k is forecast based on information as at December 2018;**
- 3. consider the comments from Chief Officers detailed in Appendix 2 of the report;**
- 4. note a projected variation of £221k credit from investment income;**
- 5. note a projected variation of £826k in the Central contingency;**
- 6. note a projected increase to the General Fund balance of £1,068k;**

- 7. agree to the release of £376k from the 2018/19 Central Contingency relating to additional savings and income from the Amey contract;**
- 8. agree to the release of £200k for the staff merit award from the 2018/19 Central Contingency;**
- 9. agree to the release of £200k for Civic Centre improvements from the 2018/19 Central Contingency to an earmarked reserve;**
- 10. agree to the release of £500k for the Transformation programme from the 2018/19 Central Contingency to an earmarked reserve;**
- 11. note the return to contingency of £227k of additional grant to the 2018/19 Central Contingency;**
- 12. note the return to contingency of £500k of grant to the 2018/19 Central Contingency and the recommended use of this grant;**
- 13. agree to set aside £187k of the Adult Social Care grant for the implementation of Pre Paid cards in 2019/20;**
- 14. note the release of £744k Adult Social Care grant income from the 2018/19 Central Contingency;**
- 15. agree to the release of £1,190k for Social Care Investment to ease NHS Winter pressures from the 2018/19 Central Contingency;**
- 16. recommend to Council that £7.5m be set aside in the Housing Investment Fund earmarked reserve from underspends in the 2018/19 Central Contingency for the Council's Housing transformation strategy;**
- 17. note that reports elsewhere on the agenda request the drawdown of £2,489k relating to Housing from the central contingency;**
- 18. note the Dedicated Schools Grant balance, the increased funding and the use of that funding in 2019/20;**
- 19. agree to allocate £75k from the Growth Fund to cover the costs of the West Wickham BID project;**
- 20. agree that a sum of £900k be set aside within an earmarked reserve;**
- 21. note the full year cost pressures of £6.5m;**
- 22. identify any issues that should be referred to individual Portfolio Holders for further action.**

**(7) CONTINGENCY DRAWDOWN: HOMELESSNESS AND  
TEMPORARY ACCOMMODATION PRESSURES  
Report CS18209**

The Committee considered a report which provided an update on homeless numbers during 2018/19, the range of initiatives undertaken to wherever possible reduce the associated rising budget pressures, and forthcoming challenges arising from both the introduction of the Homelessness Reduction Act 2017 and the commencement of universal credit roll-out in Bromley. The report also requested drawdown of £2,489k from the central contingency for homelessness and welfare reform pressures, and the impact of the Homeless Reduction Act.

In response to a question from the Chairman, the Director of Finance confirmed that the funding had been placed in the central contingency with an expectation that there would be a report back to Members seeking the release of the funding. Effectively once the funding was released it would be built into the housing budget. This approach was taken to avoid creating a departmental underspend in the event that the funding was not required. The approach provided a degree of rigor and scrutiny as funding would only be released on the basis of justification.

The Director of Housing reported that the drawdown request was less than that initially predicted.

In response to a question from a Member, the Director of Housing confirmed that at the time the report was written there were 1,601 households placed in temporary accommodation.

A Member commended the Director of Housing for all the work she had done in relation to the management of temporary accommodation at St Benedict's in Copers Cope Ward and as a result of this work Ward Members would be extremely positive about supporting similar schemes in the future.

The Chairman and all Members of the Committee thanked the Director of Housing for the support she provided to Members which was very much appreciated. It was noted that all Members recognised the hard work of the Director of Housing.

**RESOLVED: That the Executive be recommended to release a total of £2,489k from the 2018/19 Central Contingency; £1,739k set aside to offset the current homelessness and temporary accommodation budget pressures, and £750k for the impact of the Homeless Reduction Act.**

**(8) CONTRACT AWARD: INSURANCE POLICIES  
Report FSD19044**

The Committee considered a report setting out the results of the tender process and recommending the award of contracts following the approval of

the Executive on 21<sup>st</sup> May 2018 to tender for the provision of insurance policies.

In discussing the item, some Members expressed concerns surrounding the lotting structure of the tender which it was suggested had not appeared to deliver value for money. In response the Head of Adults, Health and Housing Finance confirmed that the structure of the tender and the documentation had been produced in line with advice from the Council's broker.

Members stressed that further work was required in order to deliver value for money. As a result of this the Committee recommended to the Executive that Officers should be instructed to consider if any further work was required prior to a decision being taken.

**RESOLVED: That the Executive be recommended to consider if any further work is required in order to deliver value for money.**

### **133 SCRUTINY OF THE LEADER**

The Leader of the Council, Councillor Colin Smith, attended the meeting to respond to questions from the Committee. Councillor Smith gave a brief introduction highlighting the following issues:

- It had been a relatively quiet period following settlement of the Council's 2019/20 budget.
- The Adult Education Service had received a Good outcome from its Ofsted Inspection.
- The new Director of Education was now in post.
- The new Interim Director of Adult Social Care, Kim Carey, had recently joined the Council.
- Challenges around the recruitment and retention of social workers remained ongoing.
- The Children's Services Improvement Governance Board had met for the final time on 8<sup>th</sup> March 2019. This was indicative of the substantial improvement in the Service. The Leader thanked the Independent Chairman of the Governance Board, Mrs Isobel Cattermole, for the support she had given to the Council in driving the improvement process.
- The Government's Spring Budget Statement had failed to deliver the much needed clarity being sought surrounding the Local Government Financial Settlement. Significant budgetary challenges remained and these would be addressed as much as possible through the Council's new Transformation Agenda. There was a clear need to drive efficiencies and income generation as much as possible as well as managing future growth in areas such as Adult's and Children's Social Care.

- Within Housing; exciting projects were developing around temporary accommodation and homelessness.
- The new Environment Contract was being implemented.
- Moving forward there would be an increasing need for closer partnership working in terms of addressing the issues affecting the residents of Bromley. Integration with partners in the Health Service was key to eradicating the unnecessary duplication of services, delivering savings, and delivering service improvement for the end user.

Councillor Smith then responded to questions, making the following comments:

- Processes around the Transformation Agenda were being driven by the Interim Chief Executive. Once projects had been further scoped reports would be presented to the Executive (and the Executive, Resources and Contracts PDS Committee for pre-decision scrutiny). However, the first part of the process was owned by the Interim Chief Executive who would develop recommendations for consideration by the Leader and Executive.
- The Portfolio Holder for Renewal, Recreation and Housing was leading on matters relating to the Vision for Crystal Palace Park. All options could be considered as and when they emerged. As soon as there was a substantive update a meeting of the Crystal Palace Park Working Group could be convened.
- There were currently a number of Interim posts across the Authority whilst consideration was being given to the structure of the Council going forward. If an Interim were to be made permanent the established recruitment processes would need to be followed and in the case of a Director-level appointment a Member Appointment Panel would need to be convened.
- In relation to more costly secure accommodation for young people in the care of the Local Authority, all options for invest-to-save would be considered. It was noted that recently the Education, Children and Families Select Committee had recommended that pan-London discussions should take place concerning options for increasing the supply of secure placements due to the high costs involved.
- In terms of staff vacancies across the Council there would be a natural level of turnover which in some cases would be around 7%; in departments and sections where that rate was higher, usually those areas where it was accepted that recruitment and retention was more challenging, there was a clear need to make Bromley a destination of choice.
- It was noted that the Government was currently consulting on the devolution of business rates with a suggestion that 75% be devolved. One of the main challenges for Bromley was to maximise opportunities for businesses. It was noted that within LB Southwark businesses located in The Shard and around that location delivered significant

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growth in business rates at a scale that would not be realistically possible in Bromley. For this reason addressing the inequity of the funding settlement had to be a key priority. The Director of Finance noted that were Bromley to be in the London Business Rate Pool it would receive a share of the growth across London.

- The whole area of Artificial Intelligence would be important going forward. There was currently a small team of Council staff trying to get ahead on the issues and a series of meetings with other Councils were under way. The Interim Chief Executive was sighted on the issues which would form part of the Transformation Agenda.

The Chairman asked that the Committee be provided with a list of all the Interim staff contracts along with the duration of the contract. Members also asked for a comparison of the rates of pay of Interim staff and permanent staff.

The Committee thanked the Leader for his attendance at the meeting and insightful update.

**134            SCRUTINY OF THE TOTAL FACILITIES MANAGEMENT  
CONTRACT (AMEY)  
Report DRR19/022**

The Committee considered a report providing an update on the cleaning of Council premises as undertaken by the Council's appointed Total Facilities Management (TFM) provider Amey.

Darren Nolan of Amey attended the meeting to respond to questions. In response to a question from the Chairman, Mr Nolan reported that performance on the contract was steady. It was acknowledged that a few issues arose from time to time, especially in respect of recruitment and retention of cleaning staff however; Amey had been delivering to contract and no financial penalties had been incurred. In response to a question, Mr Nolan reported that he understood that issues relating to the pest infestation and the drainage in the ladies in toilets in St Blaise had been resolved.

The Chairman highlighted that the broken light in the Council Chamber that he had reported a number of months previously had still not been replaced. This reflected badly on the Council when members of the public attended meetings and did not look professional. The Chairman stressed the need to ensure that the Council Chamber light was listed on any reports as a failure as it had taken too long to replace. Mr Nolan explained that the cost of fixing the Council Chamber lights would fall to LB Bromley and due to the location of the specific light it was costly to secure the equipment that was required to replace the bulb. In an effort to deliver value for money, there was generally a delay to replacing the bulbs so that more than one light fitting could be replaced at a time. Members of the Committee expressed concern surrounding this approach due to the poor perception of the Council it gave to any Council visitors.

A Member also raised concerns surrounding the disposal of waste at the Rochester Avenue entrance to the Civic Centre site. The co-location of the general waste bins and the recycling points presented a bad first impression of the Council. In addition to this it was a known location for fly-tipping. In response, the Facilities and Support Client Services Manager reported that discussions were underway in respect of re-locating the recycling point somewhere more appropriate. It was hoped that this work would be completed within a couple of months. The Committee noted that the Council had a separate provider for general waste. Due to the structure of the contract, Amey were not responsible for and therefore not equipped to deal with fly-tipping.

In response to a question, Mr Nolan explained that when the contract was let Amey inherited a set of service level agreements that were already embedded in the Borough. Generally performance targets were met. In terms of day-to-day fault resolution, Amey was reliant on people across the Civic Centre site reporting and logging issues as there was not the resourcing in place at the Civic Centre site to proactively identify issues. It was acknowledged that more may need to be done to make users of the Civic Centre site aware of the need to report issues as well as ensuring that staff were aware of what would be done to resolve issues.

A Member emphasised that many of the problems across the Civic Centre estate went back a long way and were a result of the older buildings in which the offices were generally located. It was suggested that if any new buildings were commissioned in the future there was a need to ensure that that maintenance of the building was easy and cost effective.

In response to questions concerning the barriers to the Rochester Avenue car park and the toilet cleaning log; Mr Nolan confirmed that there had been some issues with the Rochester Avenue car park barriers. Engineers had been on site during the day although the reason for the fault remained unclear and it was not yet clear whether the repair was finalised. It was agreed that further feedback in respect of the car park barriers would be provided to the Committee when it was available. In terms of the toilet cleaning log, schedules for cleaning have now been placed in every toilet. Cleaners were now expected to put an initial and time on the schedule when the toilets were cleaned. It was clear that some staff would require some further training to ensure the schedules were updated appropriately but managers were aware of this. In response to a question concerning the number of days over the last five years that the community toilets had not been available for use, the Facilities and Support Client Services Manager reported that this information was not available but could be provided following the meeting.

In response to a series of questions from Members, Mr Nolan explained that there were 14 cleaners across the civic centre site who largely worked outside of core business hours. There was a skeletal crew on site during the

operational day. Amey now had far fewer problems recruiting cleaning staff however it remained difficult to manage unplanned absence.

Turning to the issue of the relocation of the Members mail, the Facilities and Support Client Services Manager confirmed that the main rationale for the relocation of Members mail was the consolidation of the printers. Members raised issues surrounding out of hours accessibility. It was suggested that consideration should be given to installing swipe card access at the main front entrance and the door to the Members Room.

The Chairman and the Committee congratulated Mr Nolan on the excellent work that had been completed by Amey in respect of the redecoration of P11 (The Chairman's Room).

The Chairman confirmed that he had requested that Amey attended every meeting to provide the Committee with a verbal update until there were identifiable improvements in the overall Service.

**RESOLVED that the update be noted and that representatives from Amey attend all future meetings to provide a verbal update until there are identifiable improvements in the Service.**

**135        ANNUAL POLICY DEVELOPMENT AND SCRUTINY REPORT  
2018/19  
Report CSD19023**

The Committee noted the Annual Policy Development and Scrutiny Report for 2018/19. Any further comments and amendments would be incorporated by Democratic Services prior to Submission to Full Council on 8<sup>th</sup> April 2018.

**RESOLVED: That the Annual Policy Development and Scrutiny Report be approved for submission to Full Council.**

**136        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**



**137 EXEMPT MINUTES OF THE MEETING HELD ON 7 FEBRUARY  
2019**

The Part 2 (exempt) minutes of the meeting held on 7<sup>th</sup> February 2019, were agreed and signed as a correct record.

**138 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 27 March 2019:

**(12) CONTRACT AWARD: INSURANCE POLICIES  
Report FSD19044**

The Committee considered a report setting out Part 2 (exempt) information concerning the tender process for the provision of insurance policies relating to the bids receive and scoring. The Committee recommended that the Executive defer its decision to enable more work to be undertaken in relation to value for money.

The Meeting ended at 10.10 pm

Chairman

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Report No.  
CSD19064

London Borough of Bromley

## PART ONE - PUBLIC

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**Decision Maker:** Executive, Resources & Contracts PDS Committee

**Date:** 14 May 2019

**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);

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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

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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: £350,650
  5. Source of funding: 2018/19 Revenue Budget
- 

## Personnel

1. Number of staff (current and additional): 8 posts (6.87fte)
  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

<b>Non-Applicable Sections:</b>	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**

<b>Minute Number/Title/Date</b>	<b>Action/PDS Request</b>	<b>Update</b>	<b>Action by</b>	<b>Expected Completion Date</b>
79 Exchequer Service - Contract Performance Report (22 November 2018)	To write to Members of the Committee to provide a date for when the debt management system will be implemented and consideration given to late payment charges for commercial debt.		Assistant Director, Exchequer Services	
115 Scrutiny of Executive Reports (Operational Building Maintenance Budgets and Planned Programme 2019/20) (7 February 2019)	That the Director of Regeneration be asked to provide the Heritage Champion (Councillor Nicholas Bennett) with an update on the plans for the maintenance of the windows in the Old Palace.		Director of Regeneration	
134 Scrutiny of the Total Facilities Management Contract (19 March 2019)	The Chairman sought confirmation that the broken light in the Council Chamber had been listed as an outstanding issue in terms of performance indicators.	Following the meeting the Amey account manager confirmed that the 6 centre high level lamps within the Council Chamber would all be in working order on Friday 22 <sup>nd</sup> March	Facilities and Support Client Services Manager	22/03/19
134 Scrutiny of the Total Facilities Management Contract (19 March 2019)	The Facilities and Support Client Services Manager agreed to provide details of the number of days the Community Toilets at the civic centre had been unavailable over the past 5 years.		Facilities and Support Client Services Manager	

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

<b>Meeting Date: 14 May 2019</b>	<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Scrutiny of the Interim Chief Executive	N/A	PDS Committee
Contracts Register and Contracts Database Update	Procurement	PDS Committee
<b>Meeting Date: 3 July 2019</b>	<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Treasury Management - Annual Report 2018/19	Finance	Pre-decision scrutiny (PH)
Scrutiny of the Resources, Commissioning & Contract Management Portfolio Holder	N/A	PDS Committee
Budget Monitoring 2019/20	Finance	Pre-decision scrutiny (PH)
Benefits Service Monitoring Report And Update On Council Tax Support\Reduction	Revenues & Benefits	Pre-decision scrutiny (PH)
Customer Services - Contract Performance Report	Customer Services	PDS Committee – Monitoring Report
Revenues Service Monitoring Report	Revenues & Benefits	PDS Committee – Monitoring Report
Exchequer Service - Contract Performance Report	Finance	PDS Committee – Monitoring Report
Section 106 Agreements: Update*	E&CS	PDS Committee – Monitoring Report
<b>Meeting Date: 11 September 2019</b>	<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items

Executive Agenda	Various	Pre-decision scrutiny
Capital Programme Monitoring - 1st Quarter 2019/20	Finance	Pre-decision scrutiny (PH)
Treasury Management - Quarter 1 Performance 2019/20	Finance	Pre-decision scrutiny (PH)
Scrutiny of the Leader	Chief Execs	PDS Committee
BT/ICT Contract Monitoring Report	IT	PDS Committee – Monitoring Report
Expenditure on Consultants 2018/19 and 2019/20	Finance	PDS Committee
<b>Meeting Date: 9 October 2019</b>	<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Scrutiny of the Chief Executive	N/A	PDS Committee
Executive Agenda	Various	Pre-decision scrutiny
Insurance Fund - Annual Report 2019/19	Finance	Pre-decision scrutiny (PH)
TFM Contract (Amey)	Property	PDS Committee – Monitoring Report
Contracts Register and Contracts Database Update	Procurement	PDS Committee
Cost of Agency Staff	HR/Finance	PDS Committee
Risk Register (Red Risks)	Audit	PDS Committee
<b>Meeting Date: 20 November 2019</b>	<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Benefits Service Monitoring Report	Revenues & Benefits	PDS Committee – Monitoring Report
Revenues Service Monitoring Report	Revenues & Benefits	PDS Committee – Monitoring Report



Customer Services - Contract Performance Report	Customer Services	PDS Committee – Monitoring Report
Exchequer Service - Contract Performance Report	Finance	PDS Committee – Monitoring Report
Treasury Management - Quarter 2 Performance 2019/20 & Mid-Year Review	Finance	Pre-decision scrutiny (PH)
Risk Register	Audit	PDS Committee
Contracts Database Presentation	Procurement	PDS Committee
Scrutiny of the Executive Assistant to the Leader	N/A	PDS Committee
<b>Meeting Date: 8 January 2020</b>	<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Capital Programme Monitoring - 2nd Quarter 2019/20	Finance	Pre-decision scrutiny (PH)
Scrutiny of the Resources, Commissioning & Contract Management Portfolio Holder	N/A	PDS Committee
Risk Register (Red Risks)	Audit	PDS Committee
<b>Meeting Date: 5 February 2020</b>	<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
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
Section 106 Agreements: Update	E&CS	PDS Committee
Expenditure on Consultants	Finance	PDS Committee

<b>Meeting Date: 26 March 2020</b>	<b>Division</b>	<b>Committee Role</b>
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
Risk Register (Red Risks)	Audit	PDS Committee

\*Part 2 (Exempt) Report

**PDS SUB-COMMITTEES AND WORKING GROUPS 2018/19**

<b>SUBJECT</b>	<b>DATE OF NEXT MEETING</b>	<b>MEMBERSHIP</b>
<b>EXECUTIVE, RESOURCES &amp; CONTRACTS PDS</b>		
Any 2018/19 Working Groups of Executive, Resources and Contracts PDS Committee to be appointed by the parent body.		
<b>CARE SERVICES PDS</b>		
Health Scrutiny Sub-Committee	2 <sup>nd</sup> July 2019	TBC.
Any 2019/20 Working Groups of Care Services 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)		TBC
<b>EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE</b>		
Education, Children and Families Budget and Performance Monitoring Sub-Committee	27 <sup>th</sup> June 2019	TBC
Any 2019/20 Working Groups of the Education Select Committee or Education Budget Sub-Committee to be appointed by the parent bodies.		
<b>ENVIRONMENT PDS</b>		
Any 2019/20 Working Groups of the Environment Committee to be appointed by the parent body.		
<b>PUBLIC PROTECTION AND SAFETY PDS</b>		
Any 2019/20 Working Groups of Public Protection and Enforcement PDS Committee to be appointed by the parent body.		
<b>RENEWAL AND RECREATION PDS</b>		
Any 2019/20 Working Groups of Renewal, Recreation and Housing PDS Committee to be appointed by the parent body.		

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**LONDON BOROUGH OF BROMLEY**

**FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 23<sup>rd</sup> APRIL 2019**

**PERIOD COVERED: May 2019 - August 2019**

**DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 11<sup>th</sup> June 2019**

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
<b>EXECUTIVE</b>						
DISPOSAL OF Y BLOCKS	Executive	30 April 2019  Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer:  Michael Watkins Tel: 020 8313 4178 <a href="mailto:Michael.Watkins@bromley.gov.uk">Michael.Watkins@bromley.gov.uk</a>	<u>Private meeting - Exempt information - financial or business affairs of a person or company</u>	Part 2 Report - confidential
HOUSING STRATEGY	Executive	21 May 2019  Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer:  Sara Bowrey Tel: 020 8313 4013 <a href="mailto:sara.bowrey@bromley.gov.uk">sara.bowrey@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
REPLACEMENT OF THE DISTRICT HEATING SYSTEM BOILERS AND RELATED WORKS TO WALNUTS LEISURE CENTRE	Executive	21 May 2019  Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer:  Catherine Pimm Tel: 020 8461 7834 <a href="mailto:Catherine.Pimm@bromley.gov.uk">Catherine.Pimm@bromley.gov.uk</a>	<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?
WEST WICKHAM LEISURE CENTRE	Executive	21 May 2019  Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer:  Colin Brand Tel: 0208 313 4107 <a href="mailto:colin.brand@bromley.gov.uk">colin.brand@bromley.gov.uk</a>	<u>Meeting in Public</u>	Report and relevant background documents
BANBURY AND ANERLEY - GATEWAY REPORT FOR THE PROVISION OF TEMPORARY ACCOMMODATION	Executive	21 May 2019  Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer:  Sara Bowrey Tel: 020 8313 4013 <a href="mailto:sara.bowrey@bromley.gov.uk">sara.bowrey@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
REGIONAL ADOPTION AGENCY	Executive	21 May 2019  Education, Children and Families Budget & Performance Monitoring Sub-Committee	Meetings	Contact Officer:  Vicky West  <a href="mailto:Vicky.West@bromley.gov.uk">Vicky.West@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
AWARD OF CONTRACT - CAPITAL WORKS AT STEWART FLEMING PRIMARY SCHOOL (PHASE 2)	Executive	21 May 2019  Education, Children & Families Select Committee	Meetings	Contact Officer:  Robert Bollen Tel: 020 8313 4697 <a href="mailto:Robert.Bollen@bromley.gov.uk">Robert.Bollen@bromley.gov.uk</a>	<u>Private meeting - Exempt information - financial or business affairs of a person or body.</u>	Part 2 Report - Confidential

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
SPEECH & LANGUAGE THERAPY - AMENDED CONTRACT/SPECIFICATION	Executive	21 May 2019  Education, Children and Families Select Committee	Meetings	Contact Officer:  Denise Mantell Tel: 0208 313 4113 <a href="mailto:Denise.Mantell@bromley.gov.uk">Denise.Mantell@bromley.gov.uk</a>	<u>Private Meeting - exempt information - Financial/business affairs of a person or company</u>	Part 2 Report - Confidential
YORK RISE - AWARD OF CONTRACT FOR MODULAR HOUSING SCHEME	Executive	21 May 2019  Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer:  Sara Bowrey Tel: 020 8313 4013 <a href="mailto:sara.bowrey@bromley.gov.uk">sara.bowrey@bromley.gov.uk</a>	<u>Private meeting - Exempt information - financial or business affairs of a person or body</u>	Part 2 Report - Confidential
REVIEW OF SENIOR LEADERSHIP STRUCTURE	Executive	21 May 2019  Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer:  Ade Adetosoye, OBE Tel: 020 8313 4652 <a href="mailto:Ade.Adetosoye@bromley.gov.uk">Ade.Adetosoye@bromley.gov.uk</a>	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
TRANSFORMING BROMLEY	Executive	21 May 2019  Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer:  Ade Adetosoye, OBE Tel: 020 8313 4652 <a href="mailto:Ade.Adetosoye@bromley.gov.uk">Ade.Adetosoye@bromley.gov.uk</a>	<u>Private meeting - Exempt information - Financial/business affairs of a person or body</u>	Part 2 report - confidential
OPTIONS APPRAISAL FOR THE CONTINUED MEMBERSHIP OF THE LONDON COMMUNITY EQUIPMENT SERVICE	Executive	10 July 2019  Adult Care & Health PDS Committee	Meetings	Contact Officer:  Gerry Clark Tel: 020 8313 4024 <a href="mailto:Gerry.Clark@bromley.gov.uk">Gerry.Clark@bromley.gov.uk</a>	<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?
CUSTOMER SERVICES IT SYSTEMS	Executive	10 July 2019  Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer:  Duncan Bridgewater Tel: 0208 461 7676 <a href="mailto:Duncan.Bridgewater@bromley.gov.uk">Duncan.Bridgewater@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and Relevant Background Documents
0-19 PUBLIC HEALTH NURSING CONTRACT	Executive	10 July 2019  Adult Care & Health PDS Committee	Meetings	Contact Officer:  Dr Jenny Selway Tel: 0208 313 4769 <a href="mailto:jenny.selway@bromley.gov.uk">jenny.selway@bromley.gov.uk</a>	<u>Meeting in Public</u>	Report and relevant background documents
DISCHARGE TO ASSESS (D2A) PILOT EVALUATION	Executive	10 July 2019  Adult Care & Health PDS Committee	Meetings	Contact Officer:	<u>Meeting in Public</u>	Report and relevant background documentation
MENTAL HEALTH FLEXIBLE SUPPORT SERVICE	Executive	10 July 2019  Adult Care & Health PDS Committee	Meetings	Contact Officer:  Colin Lusted Tel: 0208 461 7650 <a href="mailto:Colin.Lusted@bromley.gov.uk">Colin.Lusted@bromley.gov.uk</a>	<u>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
BROMLEY Y	Executive	10 July 2019  Education, Children & Families Select Committee	Meetings	Contact Officer:	<u>Private Meeting - exempt information - Financial or business affairs of a person or company</u>	Part 2 Report - Confidential



WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
TRANSPORT SERVICES GATEWAY REPORT	Executive	10 July 2019  Education, Children & Families Select Committee	Meetings	Contact Officer:  Maya Vadgama Tel: 0208 313 4740 <a href="mailto:Maya.Vadgama@bromley.gov.uk">Maya.Vadgama@bromley.gov.uk</a>	<u>Private meeting- Exempt information - financial or 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	Not before 18 September 2019  Development Control Committee	Meetings	Contact Officer:  Terri Holding Tel: 020 8313 4344 <a href="mailto:Terri.Holding@bromley.gov.uk">Terri.Holding@bromley.gov.uk</a>	<u>Meeting in Public</u>	Report and relevant background documents
<b>ADULT CARE &amp; HEALTH PORTFOLIO</b>						
<b>CHILDREN, EDUCATION &amp; FAMILIES PORTFOLIO</b>						
AWARD OF CONTRACT FOR CAPITAL WORKS AT TRINITY CE PRIMARY SCHOOL	Portfolio Holder for Children, Education and Families	Not before 01 May 2019  Education, Children and Families Select Committee	Meetings	Contact Officer:  Robert Bollen Tel: 020 8313 4697 <a href="mailto:Robert.Bollen@bromley.gov.uk">Robert.Bollen@bromley.gov.uk</a>	<u>Private Meeting - Exempt information - financial or business affairs of a person or body.</u>	Part 2 Report - Confidential

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
AWARD OF CONTRACT FOR PHASE 3 CAPITAL WORKS AT BROMLEY BEACON ACADEMY, ORPINGTON	Portfolio Holder for Children, Education and Families	Not before 01 May 2019  Education, Children and Families Select Committee	Meetings	Contact Officer:  Robert Bollen Tel: 020 8313 4697 <a href="mailto:Robert.Bollen@bromley.gov.uk">Robert.Bollen@bromley.gov.uk</a>	<u>Private Meeting - Exempt information - financial or business affairs of a person or body.</u>	Part 2 Report - Confidential
<b>ENVIRONMENT &amp; COMMUNITY SERVICES PORTFOLIO</b>						
ENVIRONMENT & COMMUNITY SERVICES PORTFOLIO PLAN 2019/20	Portfolio Holder for Environment and Community Services	Not before 18 June 2019  Environment & Community PDS Committee	Meetings	Contact Officer:  Sarah Foster  <a href="mailto:Sarah.Foster@bromley.gov.uk">Sarah.Foster@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
CIVIC CENTRE MULTI-STOREY CAR PARK - REPLACEMENT OF PARKING MANAGEMENT SYSTEM	Portfolio Holder for Environment and Community Services	Not before 18 June 2019  Environment & Community Services PDS Committee	Meetings	Contact Officer:  Angus Culverwell  <a href="mailto:angus.culverwell@bromley.gov.uk">angus.culverwell@bromley.gov.uk</a>	<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?
<b>PUBLIC PROTECTION &amp; ENFORCEMENT PORTFOLIO</b>						
HM MORTUARY SERVICE OPTIONS APPRAISAL	Public Protection and Enforcement Portfolio	Not before 26 June 2019  Public Protection & enforcement PDS Committee	Meetings	Contact Officer:  Joanne Stowell Tel: 020 8313 4332 <a href="mailto:Joanne.Stowell@bromley.gov.uk">Joanne.Stowell@bromley.gov.uk</a>	<u>Meeting in public with confidential material to be considered during exempt proceedings.</u>	Report and relevant background documents
<b>RENEWAL, RECREATION &amp; HOUSING PORTFOLIO</b>						
<b>RESOURCES, COMMISSIONING &amp; CONTRACT MANAGEMENT PORTFOLIO</b>						

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

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

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Report No.  
FSD 19045

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** **Tuesday 14 May 2019**

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

**Title:** **RISK MANAGEMENT**

**Contact Officer:** Mark Bowen, Director of Corporate Services – Chief Executive's Risk Register,  
Tel: 020 8313 4461    E-mail: [mark.bowen@bromley.gov.uk](mailto:mark.bowen@bromley.gov.uk)

Laurence Downes, Assistant Director, Governance and Contracts –  
Commissioning Risk Register  
Tel: 020 8313 4805    E-mail: [laurence.downes@bromley.gov.uk](mailto:laurence.downes@bromley.gov.uk)

Charles Obazuaye, Director of Human Resources and Customer Services  
Tel: 020 8313 4381    E-mail: [charles.obazuaye@bromley.gov.uk](mailto:charles.obazuaye@bromley.gov.uk)

Peter Turner, Director of Finance – Finance Risk Register  
Tel: 020 8313 4338    E-mail: [peter.turner@bromley.gov.uk](mailto:peter.turner@bromley.gov.uk)

**Chief Officer:** Director of Finance

**Ward:** (All Wards)

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1. Reason for report

This report provides Members of the Executive, Resources and Contracts Policy, Development and Scrutiny Committee with the Gross 'High' (Red) rated risks from the Chief Executive's, Commissioning, Finance and Human Resources departmental Risk Registers

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2. **RECOMMENDATION(S)**

**Members of the Executive, Resources and Contracts Policy, Development and Scrutiny Committee are requested to note the attached Risk Register extracts.**

### Impact on Vulnerable Adults and Children

1. Summary of Impact: There are no direct implications for vulnerable Adults and Children arising from the attached Risk Registers although failure of the Council to meet its commitments in any risk area could indirectly impact on life chances.
- 

### 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: Not Applicable
  4. Total current budget for this head: Not Applicable
  5. Source of funding: Not Applicable
- 

### Personnel

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

### Legal

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

### Procurement

1. Summary of Procurement Implications: The Commissioning Department's Risk Register 'High', (Red) Risk extract is attached as Appendix B. Where applicable, the risk category in all registers is reflected as 'Contractual and Partnership'.
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for the benefit of Members of the Executive, Resources and Contracts Policy, Development and Scrutiny Committee.
- 

### Ward Councillor Views

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

### 3. COMMENTARY

As resolved at the 5<sup>th</sup> July 2018 meeting of the Executive, Resources and Contracts Policy, Development and Scrutiny Committee (Matters arising and work programme – report CDS 18126), this report provides Members of the Committee with the Gross ‘High’ (Red) rated risks on the following Risk Registers:-

- Chief Executive’s (Appendix A)
- Commissioning (Appendix B)
- Finance (Appendix C)
- Human Resources (Appendix D)

These risks were last reported to the Executive, Resources and Contracts PDS on 19th March 2019. Since that date, a review of the Risk Registers has resulted in a broadening of the ‘Risk Title and Description’ scope of the Council’s Health and Safety Risk with a commensurate increase in the Gross Risk Rating to ‘High’.

### 4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 There are no direct implications for vulnerable Adults and Children arising from the attached Risk Register extracts although failure of the Council to meet its commitments in any risk area could indirectly impact on life chances.

### 5. POLICY IMPLICATIONS

- 5.1 The Council’s ambition for the borough is set out in Building a Better Bromley and the suite of Risk Registers supports the delivery of all the aims.

### 6. FINANCIAL IMPLICATIONS

- 6.1 The Finance department’s Gross Red Risks are attached as Appendix C. Where applicable, the risk category in all registers is reflected as ‘Financial, Operational’.

### 7. PERSONNEL IMPLICATIONS

- 7.1 The Human Resources department’s Gross Red Risks are attached as Appendix D. Where applicable, the risk category in all registers is reflected as ‘Personnel, Operational’.

### 8. LEGAL IMPLICATIONS

- 8.1 Where applicable, the risk category in all registers is reflected as ‘Legal’, Operational’.

### 9. PROCUREMENT IMPLICATIONS

- 9.1 The Commissioning department’s Gross Red Risks are attached as Appendix B. Where applicable, the risk category in all registers is reflected as ‘Contractual and Partnership’.

<b>Non-Applicable Sections:</b>	None
Background Documents: (Access via Contact Officer)	None

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## Chief Executive's (CEX) Risk Register - Gross 'High' (Red) Risks Extract. Appendix A

												DATE LAST REVIEWED:	09/01/2019
REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
1	Corporate Services	<b>IT Security failure</b>	<b>Cause(s):</b> Failure of IT Security (responsibility across Bromley & BT) to manage risk of attack or intrusion leading to potential corruption / loss of data / loss of systems  <b>Effect(s):</b> Loss of service, potential fines, resident dissatisfaction	Data and Information	4	5	20	- Application of effective security management including effective application of anti-virus protection and security measures through the IT Contract with BT - Regular Penetration Testing undertaken - Information Security Team in place - Patch updates undertaken regularly - IG training programme - PSN Compliant	2	5	10		Vinit Shukle
2	Corporate Services	<b>Telecommunications failure</b> Prolonged telecoms / switchboard failure	<b>Cause(s):</b> Power surge, contractor failure, malicious attack, IT failure  <b>Effect(s):</b> Widespread disruption across the Council	Data and Information	3	5	15	- Stand-by arrangements available so that in the event of failure highest priority services can be recovered - Technical design takes into account the criticality of systems and ensures, where justified, that additional resilience is built in - All Critical Services now have additional independent lines as contingency (if not their first line) - Additional resilience in use of LBB mobile phones - The ICT Disaster Recovery Plan is in progress - Working with BT to implement disaster recovery arrangements as part of new backup contract - Effective application of anti-virus protection and security measures through the IT contract with BT	2	3	6	- Virtualisation project will help facilitate disaster recovery provision - Secondary Session Initiation Protocol (SIP) connection being added to provide resilience.	Vinit Shukle
3	Corporate Services	<b>IT System Failure (partial loss)</b> Partial loss of IT systems	<b>Cause(s):</b> Failure of Outlook or similar applications Failure of Novell Filing Registry system which carries details of all departmental files  <b>Effect(s):</b> Widespread disruption across the Council	Data and Information - Operational	4	4	16	- Effective incident management / support and resilient systems in use so that single points of failure are minimised - Technical design that takes into account the criticality of systems and ensures, where justified, that additional resilience is built in - Ensure proactive monitoring tools are in place to highlight potential issues before there is a major incident - System now migrated to the server - No longer dependent on Win7 - all services successfully transferred. However, the Novell filing registry/Regnet system has no further upgrade options and is not compatible with Win10 which will be deployed before December 2019 (Win7 support expiry date)	4	3	12	The Novell System is currently used by legal team for historical file information only on a 'stand alone' PC. As part of any future platform upgrades, investigation will need to be carried out as to whether this option is still viable (by way of impact assessment) or look at migrating the historical data into Norwel (the current system).	Vinit Shukle
4	Corporate Services	<b>IT System Failure (total loss)</b> Complete failure of IT systems resulting in widespread disruption across the Council	<b>Cause(s):</b> Complete loss of data centre and related hardware  <b>Effect(s):</b> Widespread disruption across the Council Financial loss Reputational impact	Data and Information - Operational	3	5	15	- Effective incident management / support and resilient systems in use so that single points of failure are minimised - Technical design that takes into account the criticality of systems and ensures, where justified, that additional resilience is built in - Ensure proactive monitoring tools are in place to highlight potential issues before there is a major incident - Backup power arrangements in the event of power issues (most likely) - Server room has fire suppression, water detection and significant physical security measures have been undertaken.	2	4	8	- Property are planning additional works to resolve the issues that caused the outages, but until then we remain at an elevated risk.	Vinit Shukle

# Chief Executive's (CEX) Risk Register - Gross 'High' (Red) Risks Extract. Appendix A

THE LONDON BOROUGH

											DATE LAST REVIEWED:	09/01/2019	
REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
15	Corporate Services	Data Protection Breach	<b>Cause(s):</b> Failure to adapt to the upcoming change in legislation (GDPR) Failure to ensure the confidentiality, integrity, and availability of information assets.  <b>Effect(s):</b> 1. Distress and/or physical impact on wellbeing of customers 2. Impact on operational integrity 3. Reputational damage to services and the authority as a whole 4. Liability in law 5. Economic damage to authority and/or customers 6. Impact on service take up due to reduced confidence from the public	Data and Information - Operational	4	5	20	- LBB is currently compliant with the Public Services Network Code of Connection (PSN CoCo) and Connecting for Health Information Governance Toolkit (CfH IGT). The LBB Information Governance Board formally accepted the CfH IGT as the basis of LBB's internal information governance program at their meeting in August 2012. Both standards are based on the ISO27001 international best practice standard for managing information security and are therefore fit for purpose for assessing and managing the Council's information risk  - <b>GDPR Training programme in place</b> - <b>Induction programme in place</b> - <b>Additional resources to manage risk</b>	2	3	6		Director of Corporate Services

Commissioning Risk Register - Gross 'High' (Red) Risks Extract. Appendix B

												DATE LAST REVIEWED:	29/01/2019
REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
1	Commissioning	Failure to deliver the Council's Target Operating Model as a "Commissioning Organisation"	<b>Cause(s):</b> - Unclear (or lack of) commissioning strategies - Poor commissioning activities - Inability to undertake full commissioning cycles - Failure to engage and develop markets  <b>Effect(s):</b> - Service cuts required if balanced budget is not met - Reputational damage	Procurement & Contracts	5	4	20	1. Commissioning Work Plan agreed and reported to COE as part of Performance Management. 2. Contract Register established with regular reports on actions required and alerts issued to Officers 3. Commissioning Team represented at senior level across the Council. 4. Commissioning Work Plan & Contracts Register reported to COE quarterly and also Commissioning & Contract Sub Committee – with alerts from Director of Commissioning (or delegate). 5. Review of Commissioning Work Plan through Commissioning Board (or equivalent) and/or ongoing monitoring through the Assistant Director Governance & Contracts 6. Training for members and officers rolled out and published on Managers Toolkit. 7. All Guidance Notes available to officers on the Managers Toolkit – covering the commissioning and contracting cycle. 8. Lessons Learnt from all commissioning and contracting proposals covered at mandatory training with staff.	3	4	12	1. Ongoing maintenance, monitoring and review of Commissioning Work Plan through Procurement Board and/or through the Assistant Director Governance & Contracts 2. Transformation Programme (through Chief Executive) embedded and projects progressed. 3. Regular review of accuracy and completeness of Contracts Database to ensure effectiveness as a tool. 4. Ongoing effective use of Contracts Database via shared knowledge, alerts etc. 5. Lessons Learnt from all commissioning and contracting proposals covered at mandatory training with staff.	Service Directors supported by Assistant Director Governance & Contracts
2	Commissioning	Effective governance and management of contracts	<b>Cause(s):</b> - Lack of clear management across contracts - Capacity and capability - Contract management processes ineffective - Organisational culture and understanding  <b>Effect(s):</b> - Financial losses - Service disruptions - Poor quality services	Procurement & Contracts	4	4	16	1. Review of contract management and Commissioning & Contract monitoring controls including any issues identified by internal audit 2. Database alerts to assist in monitoring 3. Contract Sub Committee 4. Member Scrutiny	3	4	12	1. Contract Management guidance on toolkit to be reviewed. 2. Ongoing monitoring of compliance with Contract Procedure Rules requirements with Practice Notes issued as required. 3. Improvement in production and scrutiny of Annual Contract Monitoring reports. 4. Staff training - repeat sessions arranged regularly. 5. Contracts Database authorisation function tested, embedded and reviewed.	Service Directors supported by Assistant Director Governance & Contracts

Remember to consider current Internal Audit priority one recommendations when identifying, assessing and scoring risks.

1. Commissioning Work Plan agreed and reported to COE as part of Performance Management.

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Finance Risk Register - Gross 'High' (Red) Risks Extract. Appendix C

														DATE LAST REVIEWED:	11/04/2019
REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER		
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING				
2	Finance	<b>Financial Market Volatility</b> Financial loss arising from the volatility of financial markets.	<b>Cause(s):</b> Market volatility, recession, banking failure  <b>Effect(s):</b> We do not maximise our interest earnings on balances and could also suffer the following issues - Liquidity, Interest rate, Exchange rate, Inflation, Credit and counterparty, Refinancing, legal and regulatory risks	Financial - Operational	3	5	15	1. Regular strategy meetings 2. Use of external advisors 3. Internal Audit review of activities 4. Quarterly reporting to E&R PDS Committee (Members) 5. Adoption of CIPFA Treasury Management Code of Practice 6. Regular meetings / discussions with external auditors 7. Treasury management strategy	2	4	8		Jo-Anne Chang-Rogers		
4	Finance	<b>Pension Fund</b> The pension fund not having sufficient resources to meet all liabilities as they fall due	<b>Cause(s):</b> 1. Investment markets fail to perform in line with expectations 2. Market yields move at a variance with assumptions 3. Investment managers fail to achieve their targets over the longer term 4. Longevity horizon continues to expand 5. Deterioration in pattern of early retirements 6. Administering authority unaware of structural changes in an employer's membership e.g. large fall in employee members, large number of retirements 7. Mandatory pooling of investments (London CIV) may result in appointment of poorer performing investment managers.  <b>Effect(s):</b> Financial	Financial - Operational	3	5	15	1. Use of external advice. 2. Financial: Monitoring of investment returns - analysis of valuation reports 3. Demographic: Longevity horizon monitored at triennial reviews - quarterly review of retirement levels 4. Regulatory: Monitor draft regulations and respond to consultations - actuarial advice on potential where appropriate 5. Internal audit review of activities, performance, controls etc. 6. Quarterly reports to Pensions Investment Sub-Committee 7. Funding Strategy Statement 8. Statement of Investment Principles 9. Communications Policy 10. Governance Policy 11. Triennial valuation by actuary 12. Strategic asset allocation review.	2	4	8		Director of Finance		
5	Finance	<b>Failure to deliver a sustainable Financial Strategy which meets with BBB priorities and failure of individual departments to meet budget</b>	<b>Cause(s):</b> 1. As a consequence of significant Government funding reductions (austerity is expected to continue beyond 2019/20), need to reduce the Council's significant 'budget gap' of £31.7m per annum by 2022/23. 2. Part of the devolution of funding, business rates will be devolved to Local Government from 2020/21 (75% of the total national business rate monies). The outcome of the Government's awaited Spending Review and Fair Funding Review will impact on the 2020/21 and future years budget and creates financial uncertainty. A future national recession could have a significant impact on income generated to fund key services within a more devolved model. 3. Failure to meet departmental budgets due to increased demand on key services resulting in overspends: (Housing (homelessness and cost of bed and breakfast); Social Care (welfare reform and ageing population); and Waste (growing number of households). 4. The risk of the Council not being able to carry out its statutory duties (e.g. pupil admissions, school improvement, child protection) as a consequence of funding reductions. 5. Dependency on external grants to fund services (schools and housing benefits are ring-fenced) - effect if grant reduces (Public Health services) or ceases. 6. The new national living wage will have cost implications to the Council over the next few years (e.g. care providers and carers). 7. As the local government core grant is fully phased out, local government will take on new funding responsibilities e.g. public health, housing benefit administration for pensioners. With ageing population there will be associated cost pressures. 8. Impact of welfare reforms and the phased roll out of Universal Credit. 9. Failure to identify and highlight frauds and weaknesses in the system of internal control (which invariably have a financial impact). Overall, fraud losses are mainly benefit related (Council Tax Support / Single Person Discount).  <b>Effect(s):</b> - Increased overspends in particular services - Council unable to carry out its statutory duties due to services cuts - Reputational damage - Failure to achieve our Building a Better Bromley priorities.	Financial - Operational	5	5	25	Strategic Controls: 1. Regular update to forward forecast 2. Early identification of future savings required 3. Transformation options considered early in the four year forward planning period 4. Budget monitoring to include action from relevant Director to address overspends including action to address any full year additional cost 5. Mitigation of cost pressures including demographic changes 6. Quarterly review of growth pressures and mitigation. 7. Apart from 'One Bromley' projects there are opportunities for the Transformation Reviews and Core Statutory Minimum Reviews.  Operational Controls: 1. Management of Risks document covering inflation, capping, financial projections etc. attached to budget reports 2. Departmental risk analysis 3. Reporting of financial forecast updates in year to provide an update of financial impact and action required 4. Obtain monthly trend / current data to assist in any early action required 5. Obtain regular updates / market intelligence 6. Reporting full year effect of budget variations 7. Analysis of government plans and changes	4	5	20	The council is undertaking a review to determine the core statutory minimum service requirements and exploring transformation opportunities to help meet the ongoing budget gap	Director of Finance		

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## Human Resources Risk Register - Gross 'High' (Red) Risks Extract. Appendix D

											DATE LAST REVIEWED:	29/04/2019	
REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
9	Human Resources / Health & Safety	Health & Safety (Council) Ineffective management, processes and systems across all Council departments Specifically in relation to the following areas: Fire Risk Assessments Lone Working Violence & Agression at work	Cause(s): - Inadequate risk assessments - Outdated policies - Poor use of data around accidents/near miss incidents - Lack of capacity to discharge the Council's H&S responsibilities - Ineffective monitoring of risks  Effect (s): - Potential prosecution of Council and / or civil claims for compensation - Increased sickness/absence - Poor staff morale - Impact on staff retention - Insurance claims - Potential accidents/fatalities - Corporate manslaughter	Health & Safety	3	5	15	1. 0.6 fte Corporate Safety Advisor employed 2. Safety Policies reviewed and updated regularly - ongoing 3. Commitment to HSW from Chief Executive and Directors premises, equipment & activities 4. Supported by H&S training programme and network of policies and procedures (regularly reviewed) 5. Property-related HSW matters now provided through Amey 6. Holding contractors to account for managing Council premises to required legal standards	3	4	12	Risk assessment & proactive monitoring being developed for Council  Departmental Safety Committees meet regularly. Corporate and Departmental Health and Safety Meetings to be further reviewed including Senior Management Ownership  H&S audits to be undertaken by Corporate Safety Officer	Director of HR

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Report  
No.  
DRR  
19/028

## London Borough of Bromley

### PART ONE - PUBLIC

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Decision  
Maker:

**RESOURCES PORTFOLIO HOLDER**

**FOR PRE-DECISION SCRUTINY BY THE EXECUTIVE,  
RESOURCES AND CONTRACTS PRE DECESSION SCRUTINY  
COMMITTEE**

Date:

**Tuesday 14 May 2019**

Decision  
Type:

Non-Urgent

Executive

Non-Key

Title:

**BIGGIN HILL AIRPORT LIMITED (BHAL) – LANDLORD’S  
CONSENT TO NEW ERECTION OF A HANGAR LOCATED ON  
LAND SOUTH OF EAST CAMP, LONDON BIGGIN HILL  
AIRPORT**

Contact  
Officer:

Michael Watkins, Head of Asset and Investment Management  
E-mail: [Michael.Watkins@bromley.gov.uk](mailto:Michael.Watkins@bromley.gov.uk)

Chief Officer:

Colin Brand Director of Regeneration

Ward:

Biggin Hill

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1. Reason for report

BHAL have requested that the Council formally gives Landlords Consent under the terms of their Lease to the erection of a new Hangar located on land south of East Camp at Biggin Hill Airport.

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2. **RECOMMENDATION(S)**

**2.1 The Portfolio Holder is recommended to grant Landlord’s consent to the new Hangar.**

### 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: N/A
  2. Ongoing costs: N/A:
  3. Budget head/performance centre: N/A
  4. Total current budget for this head: £N/A
  5. Source of funding: N/A
- 

### 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: Contractual terms of lease – BHAL require consent and the Council cannot unreasonably withhold or delay consent.
  2. Call-in: Call-in is applicable.
- 

### Procurement

1. Summary of Procurement Implications: N/A
- 

### Customer Impact

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

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No – however BHAL have undertaken the necessary Planning notifications as per the Permitted Development Agreement between them and the Council dated 26 November 1996.
2. Summary of Ward Councillors comments: N/A

### 3. COMMENTARY

- 3.1 BHAL has asked the Council to formally provide its consent to the creation of a new Operational Equipment Building at the airport as per the requirements of the lease between the Council and BHAL.
- 3.2 The site on which the hangar is proposed is 9.52ha. It is located between South and East Camp to the south east of the wider LBHA, and located on a mowed grassed bank (unremarkable grassland with no designations) between taxiways, which also includes a small refuel station. The development site is approximately 179m AOD. The site is located within the Metropolitan Green Belt and the entire area is operational airport land and, as such, the Airport benefits from Permitted Development Rights under Part 8 Class F of the General Permitted Development Order (GPDO).
- 3.3 The hangar will comprise a steel frame structure, and is proposed to be a mix of micro-rib and profiled cladding for walls and roof, with powder coated aluminium window frames, and the building is likely to be finished in an off white/grey with a blue trim across the top; in keeping with other hangars at the airport. The surrounding apron areas will be concrete, and the car park tarmac.
- 3.4 For engineering efficiency, the hangar is designed to accommodate up to 12 Aircraft on overhaul at any one time and this sets the parameters for the size of the building. The height is dictated by the tail height of aircraft and the requirement for cranes to be installed in the roof of the building. These would be very modern, state-of-the art business jet aircraft, rather than light aircraft.
- 3.5 This new hangar is anticipated to accommodate 250 direct full-time equivalent (FTE) jobs, of which approximately 100 would be new to the airport, aligning and contributing to Bromley's new Local Plan's support for growth and the LoCATE initiatives growth strategy for 2,300 additional jobs at the Airport by 2030.
- 3.6 The use of the building is anticipated to be 24 hours, for 5-7 days a week. No engine runs would take place outside of the airport operating hours.
- 3.7 It is proposed that up to 208 car parking spaces would be provided to the east of the hangar, with a short access created to connect to an internal road which leads to the A332 to the south of the wider LBHA.
- 3.8 The proposed development is a direct requirement of an existing operator at the Airport wishing to expand its presence and operations. The land proposed is the only suitable, available and achievable location for a hangar of this scale.
- 3.9 The proposal constitutes permitted development under Part 8 Class F of the General Permitted Development Order consultation agreement between the Council and BHAL dated 26 November 1996 referred to as the Protocol. A formal EIA screening request was prepared and submitted to the Council on 31st January 2019. The EIA screening opinion assessed the proposed development and Bromley Council confirmed, on 20<sup>th</sup> February, that the proposed development was not "EIA development" within the meaning of The Town and Country Planning (Environmental Impact Assessment) Regulations 2017 (as amended). As the Council's EIA screening opinion confirmed that the proposed development would not be likely to have significant effects on the environment generating a need for an EIA by virtue of factors such as its nature, size, location or the characteristics of the potential impact, Section 3 (10) of the GPDO is therefore satisfied.
- 3.10 The proposed development is a direct requirement of an existing operator at the Airport wishing to expand its presence and operations. The land proposed is the only suitable,

available and achievable location for a hangar of this scale. The area's sensitivity has been reviewed through an EIA screening process and found that development of a hangar in this location would not have a significant environmental impact. In all aspects, the Protocol has been fully considered and appropriate notice given to the Council.

3.11 It is therefore recommended that Resources Portfolio Holder grants Landlord's consent to the new hangar.

#### **4. IMPACT ON VULNERABLE ADULTS AND CHILDREN**

4.1 There is no impact on vulnerable Adults and Children to this consent.

#### **5. POLICY IMPLICATIONS**

5.1 A Council that manages its assets well

#### **6. FINANCIAL IMPLICATIONS**

N/A

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

N/A

#### **8. LEGAL IMPLICATIONS**

8.1 Under the terms of the lease between BHAL and the Council, BHAL are obliged to obtain the Council's consent, which the Council cannot unreasonably withhold or delay.

8.2 Consent documentation has been prepared by the Director of Corporate Services and once approval has been received it will be entered into.

#### **9. PROCUREMENT IMPLICATIONS**

N/A

## **CONTRACTS AND COMMISSIONING SUB-COMMITTEE**

Minutes of the meeting held at 7.00 pm on 2 April 2019

### **Present:**

Councillor Stephen Wells (Chairman)  
Councillor Neil Reddin FCCA (Vice-Chairman)  
Simon Fawthrop, Christopher Marlow, Gary Stevens,  
Michael Tickner and Angela Wilkins

### **Also Present:**

Councillor Ian Dunn

### **62 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies were received from Councillor Russell Mellor and Councillor Simon Fawthrop attended as substitute.

Apologies were received from Paul Feven and Dr Angela Bhan.

### **63 DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **64 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

No questions had been received.

### **65 PART 1 MINUTES OF THE MEETING OF THE CONTRACTS SUB-COMMITTEE HELD ON 15TH JANUARY 2019**

The Chairman advised that when the Contracts and Commissioning Sub-Committee closed, issues would be picked up by the Executive, Resources and Contracts PDS Committee. The ER&C PDS Committee would be examining and scrutinising the full Contracts Register. A Member suggested that consideration should be given to PDS Chairmen reporting back to the ER&C PDS Committee with any problems that they had identified relating to contracts, together with any actions taken.

The Chairman of the ER&C PDS Committee expressed the view that a 'disconnect' currently existed with officers communicating issues and problems to PDS Committees. He wondered how this could be fixed and welcomed ideas. The Chairman said that in this regard, it was important that transparency existed alongside a 'no blame' culture. He stated that he would much prefer a scenario where an officer came to him at an early stage and said that he/she was having a problem. In this way problems could be identified and resolved at an early stage.

He felt that input from the Interim Chief Executive in this regard could prove insightful and helpful.

The Vice Chairman (who was also Chairman of the Audit Sub-Committee) referred to problems that had been identified and lessons learnt from the work of Internal Audit and the Audit Sub-Committee. He felt that it was important that the correct method be utilised to feed back the lessons learned into PDS Committees.

The Chairman of the ER&C PDS Committee suggested that concerns of the Audit Sub-Committee may be able to be looked at by the ER&C PDS Committee. It was noted that the Audit Sub-Committee reported to the GP&L Committee and that it may not be possible for the Audit Sub-Committee to report back to both committees due to the constitutional issues around the separation of regulatory and executive powers. The Vice Chairman expressed the view that the provisions of the constitution would not be an obstacle and this view was endorsed by the Sub-Committee.

**RESOLVED that the minutes of the meeting held on 15<sup>th</sup> January 2019 are agreed and signed as a correct record.**

**66           MATTERS ARISING**  
**CSD 19063**

The Committee noted the Matters Arising report.

**RESOLVED that the Matters Arising report is noted.**

**67           UPDATE ON THE TRANSFORMATION BOARD**

The Interim Chief Executive attended the meeting to provide an update on the progress of the Transformation Board. The Interim Chief Executive expressed his thanks to the Committee for their scrutiny, challenge, and support to date. He commenced by clarifying that he wished to speak about why transformation was necessary, what it was going to look like, and then to address some key questions that had previously been raised by the Sub-Committee.

It was noted that Bromley remained a commissioning council, but it was now the case that the challenge was greater than just commissioning. The Local Authority had to address growth in service demands, with diminishing funding from central government to meet these new demands. As such, there was a need to transform the delivery of services accordingly. Through the Transformation Programme, services needed to be redesigned alongside reviews of workstreams.

The Interim Chief Executive used the example of Housing, and how the various housing work streams were being looked at as part of the Transformation Programme. There was currently a funding gap of £10-£12m in the housing budget. Through the Transformation Board workstream on housing, different proposals would be worked up ranging from building new homes, modular homes and reducing the number of homeless families through early intervention and

identification.

Once proposals had been developed they would be presented to the relevant PDS Committees before being considered by the Executive. When ideas were approved the commissioning of services would commence in line with established procedures.

Another aspect of the redesign phase was the review of the procurement processes to ensure that it provided clarity as well as a greater opportunity for elected Members to contribute at the service design stage.

In addition, the Interim Chief Executive highlighted that opportunities to jointly procure services with the CCG would be explored in greater detail to ensure efficiency. The Transformation workstream had within its principles the need to engage with residents, the use of technology, income generation and partnership working.

The Committee was informed that the Transformation Board met weekly and was chaired by the Interim Chief Executive. With respect to the Housing Transformation Programme, there were 10 to 12 officers currently working with him around this. The Interim Chief Executive stressed that it was necessary to move away from a 'silo' way of working. Officers needed time to work together to come up with longer term solutions.

He explained that once ideas and plans had been generated, the suggestions would be brought before PDS Committees. PDS Committees would continue to have a role to undertake in terms of scrutiny, challenge and support. In some cases, working groups would be established to explore new ideas and recommendations. After being scrutinised by the PDS Committees, plans would go to the Executive for decision.

The Chairman stressed the importance of PDS Committees being sighted on Gateway Zero and Gateway One reports. He felt that in this way, Member scrutiny would be useful and valid, especially in the case of service re-design. He stated that Members should be able to comment on embryonic ideas.

The Interim Chief Executive again stressed the importance of moving away from working in silos as well as learning from best practice at other Councils. For example, how were other local authorities managing their IT systems?

The Chairman of the ER&C PDS Committee made the observation that what may also be required was a 'Gateway Minus1' report. This could take the form of a brief two page document that outlined a plan of key matters to develop. The Interim Chief Executive welcomed the idea. It was agreed that if a 'Gateway Minus 1' report was drafted, it should be a Part 2 report.

The Chairman stated that if a modest re-design was planned, then in many cases this may not be sufficient. Fundamental changes may be required and well-trodden routes may not be best.

Discussion turned to the 'Building a Better Bromley Document', with a Member stating that it was 'sketchy and institutional'. A discussion took place as to whether or not the document was sufficiently strong to provide enough guidance in terms of strategic policy. It was revealed that 'BBB' had expired at the end of December 2018. The Interim Chief Executive informed the Committee that the Leader of The Council had included this in his work plan in December 2018 and reassured the Committee that officers were working on this. The Interim Chief Executive stressed that the key principles in the document were still relevant, but a new Corporate Plan would address some of the principles in the Transformation Programme.

The Chairman noted the transformation timeframe of three to four years. As the budget needed to be balanced quickly, he wondered if the schedule was sufficiently aggressive. The Interim Chief Executive explained that the Transformation Programme aligned with the four year budget strategy. It was not possible to deliver a four year plan in a year.

There was a discussion around the budget gap which had been identified as £32m. It was suggested that a 'double the quantum' approach be considered, and to aim for a savings target of £64m to allow for 'headroom' and to make provision for the possibility that not all of the transformation plans may be successful.

Reference was made to the 'Ideas Lab'. The Interim Chief Executive said that this had drawn to his attention matters that he was not aware of, and at the moment 63 ideas were being considered. There was a discussion related to bonus schemes and their use in the private sector. Members felt that bonus schemes were a good idea. The Interim Chief Executive confirmed that there was not a bonus scheme in place, although vouchers could be used if required. He said that he wrote personally to staff whose ideas were being considered from the 'Ideas Lab' and in some cases the staff could be invited to join a working group to participate in the implementation of the idea.

The Interim Chief Executive stated that concerning the timeline for the Transformation Programme, he would be speaking to the Democratic Services Manager to determine and clarify the 'mapping' process.

A discussion took place concerning the quality of Member scrutiny at PDS meetings.

The Chairman concluded by stating that it was important to recognise and reward talented officers who delivered results.

**RESOLVED that the update on the Transformation Programme is noted.**

## **68 UPDATE FROM COMMUNITY LINKS**

The Chief Executive of Community Links Bromley, Mr Colin Maclean, attended the meeting to provide an update.

The Committee was briefed around issues concerning commissioning and contracting with the Voluntary, Community and Social Enterprise Sector over the



last three years. Mr Maclean referenced the 'Bromley Well' contract which had been co-commissioned with Bromley CCG and won by Bromley Third Sector Enterprise.

Mr Maclean stated that there were several key learning points from the Bromley Well contract. The first of these was that LBB and the CCG used a staged process and a period of 'competitive dialogue' which had proved helpful. Another important issue was in respect of the Council's contractual arrangements. The Council was now paying contracts monthly in arrears and this was a problem for smaller charities with a limited turnover and cash flow issues.

A significant problem for charities and the voluntary sector was the introduction of contracts incorporating a 'Performance Bond'. This required considerable legal and financial costs, as well as posing significant risks. It was the case that many charities would not be able to meet the demand of the Performance Bond. It was also the case that this was a practice that was not normally used across the voluntary sector nationally.

The Assistant Director for Governance and Contracts noted that Performance Bonds were typically required for higher value contracts (£200k or above). The Bromley Well contract was of a high value (£2.1M per annum) which was why a Performance Bond was applicable; but many voluntary sector contracts were for lower values and so Performance Bonds may not be an issue in many cases. In terms of procuring services from the voluntary sector, the Assistant Director for Governance and Contracts reminded the Committee of CPR 3.5.5 which allowed for a flexible approach to procurement from voluntary sector organisations subject to Value for Money considerations. It was agreed that a briefing note on Voluntary Sector procurement in the Council would be presented to the next ER&C Committee and that the Chief Executive of Community Links Bromley should be invited to that meeting.

Mr Maclean explained the structure of Bromley Third Sector Enterprise and the Committee learned that the model was based on five core members and associate members; there were currently 23 associate members. Mr Maclean commented on best practice and learning from research. He referenced the work undertaken by 'Collaborate CIC' which was an independent think tank working across all sectors to examine complex whole systems process and explore solutions. The Committee was informed that Bromley Third Sector Enterprise now existed as a Single Point of Access to the VCSE and its origins could be traced back to public sector commissioners in Bromley.

Members noted that it was important to encourage the local sector to work and contract with the Council as it was mutually beneficial. It provided social and economic benefits all round and supported an 'asset based' approach. It was important to communicate effectively with the third sector so that they understood the implications around changes to Council policies. Mr Maclean praised the consultation that had taken place on 'Ageing Well Bromley' and said that it was an inclusive process that had been well received.

Mr Maclean referred to the contract that LBB had with Community Links Bromley.

He mentioned that this was a short term contract which did not have much advance clarity. Because of this it was hard for Community Links Bromley to plan effectively and to deliver services pro-actively. He said that other Councils were moving such contracts onto a longer term footing. The example given in the report was Sutton Council who had just awarded a seven year contract to Community Action Sutton.

The ER&C PDS Chairman commented that a six month contract was unusual and was normally only applied when contracts were being aligned. He expressed an interest in working more closely with smaller organisations as they were more flexible to work with and involved less risk. It was important to promote working with smaller organisations. He also felt that it was important that LBB used flexibility in the way that it made payments to charities.

Members were appraised that the process of mapping the scale and extent of the Voluntary, Community and Social Enterprise Sector was becoming more systematic and purposeful. It was noted that the asset mapping work was due to be carried out again in the near future.

The Chairman commented that working with the CCG was not always straightforward and he wondered if Community Links could function as an intermediary between the CCG and LBB.

Mr Maclean stated that what was now required was a refresh process. Charities wanted to understand the direction of travel in the borough, and they wanted to understand the strategic view of the local authority.

A discussion took place around social prescribing and the need for better IT and databases for social prescribing purposes.

A Member stated that he welcomed the idea of LBB working more with small charities. He agreed that the Performance Bond should be waived and that LBB should be more flexible in terms of contract payments. He said that LBB should move away from a rigid procurement mindset. Another Member agreed and highlighted that policy decisions would need to be made. It was also suggested that in due course, Mr Maclean should present at a meeting of the Executive, Resources and Contracts PDS Committee.

Mention was made of Bromley and Croydon Womens' Aid and the extraordinary work that they did.

**RESOLVED that Colin Maclean be invited to attend the next meeting of the Executive, Resources and Contracts PDS Committee, and that a briefing note on voluntary sector contracts be presented to the Committee.**

**69            UPDATE ON THE LEVEL AND TYPE OF DATA AND INFORMATION  
                 ACCESSIBLE FROM THE CONTRACTS DATABASE**

The Assistant Director for Governance and Contracts presented a paper concerning the document storage function of the Contracts Database (CDB). The

Chairman was also interested to learn more about the progress being made with the population of the database.

Assistant Director for Governance and Contracts reported that the Contracts Database (CDB) should be used to store key contract documents. This was important for reasons around compliance, audit and organisation—so that documents could be located swiftly and efficiently if required. He had undertaken two sample checks on the database between November 2018 and March 2019, and these had shown significant improvements in the use of the document storage facility. If there were gaps, these would relate primarily to older contracts. It was explained that if a document was not currently located on the database, it was not an indication that the document did not exist.

The Assistant Director for Governance and Contracts referred to two pie charts in the document that related to:

- Contract Documents for all Portfolios as at March 2019
- Authorisation Documents for all Portfolios as at March 2019

The Committee was pleased to note that the sample showed that 95% of key contract documents had been uploaded and 84% of authorisation documents had been uploaded. The Assistant Director for Governance and Contracts commented that there may not be added value in applying resource to follow up older contracts where they may be due for retender soon in any case. He intended to seek full compliance for all contracts from April 2017.

The Chairman expressed the view that the PDS Committees could not do their jobs properly without a properly updated Contracts Register. The Chairman was pleased with the progress that had been made. The Chairman of the ER&C PDS Committee asked that a further sample check report concerning progress made with the full population of the CDB in relation to contract documents only be submitted to the July 2019 Executive, Resources and Contracts PDS Committee.

The Chairman stated that as the PP&E PDS Committee and the RR&H PDS Committee had fewer contracts in their portfolio compliance should be able to be achieved more quickly in these areas.

The Chairman of the ER&C PDS Committee felt that it was important to access the contract documentation for old contracts as well as the new contracts. The Chairman responded that whilst this was important, the most important thing was that officers had access to all of the live and current contracts to work from. The Assistant Director for Governance and Contracts commented that he would take a view on the life time of the contracts, and when they were due for renewal and re-tender.

Committee members agreed that if officers did not provide the relevant documents so that they could be added to the contracts database, then there should be some form of accountability. A discussion followed about who should be held accountable and asked to attend the ER&C PDS in these circumstances.

**RESOLVED that:**

- 1) Officers should be requested to provide contract documentation for inclusion in the contracts database as soon as possible.**
- 2) In cases where the relevant documentation was not provided, based on a further sample check, then the responsible Director or Assistant Director should be invited to attend the ER&C PDS Committee to explain why this was the case.**
- 3) The Head of Performance and Corporate Contracts check if Members now had access to the CDB, and would arrange relevant training for Members as required.**
- 4) A further sample check report concerning the progress made with the full population of the CDB is submitted to the July 2019 ER&C PDS Committee.**

*Post Meeting Note: Resolution 3*

*The Head of Performance and Corporate Contracts has confirmed that Members can access the Contracts Database and will be arranging a training session for Members.*

**70            CONTRACTS REGISTER UPDATE REPORT AND CONTRACTS  
DATABASE EXTRACT--PART 1**

Members noted the Part 1 Contracts Register Update report and the Part 1 Contracts Database Extract.

**RESOLVED that**

- 1) The Commissioning and Contracts Sub-Committee notes the report including the progress made regarding the Contract Database.**
- 2) The Committee notes that the appended Contract Register formed part of the Council's commitment to data transparency and that the Contract Register presented in Part 2 includes a commentary – elements of which may be commercially sensitive.**

**71            WORK PROGRAMME**

Members noted the Work Programme report, and also the fact that there would be no more to add to the Work Programme as the Committee would no longer be meeting.

**72            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 listed below as it was 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.**

**73            CONTRACTS REGISTER REPORT AND CONTRACTS DATABASE  
EXTRACT--PART 2**

The minutes for this item have been noted in the Part 2 section of the minutes.

**74            EXEMPT MINUTES OF THE MEETING OF CONTRACTS SUB-  
COMMITTEE HELD ON 15TH JANUARY 2019**

The exempt minutes of the meeting of the Committee that was held on 15<sup>th</sup> January 2019 were agreed and signed as a correct record.

The meeting ended at 9.59 pm

Chairman

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## Contracts and Commissioning Sub-Committee Tuesday 2 April

**Evidence Statement:**  
**Colin Maclean, Chief Executive, Community Links Bromley**

### **1. Introduction**

The Chairman of the Sub-Committee provided the following brief and key questions:

***‘To talk with the Sub-Committee around issues that may arise around third sector organisations being contracted to carry out work for LBB, in particular small charities.***

***Do we make this difficult, should we offer more support, or even make contracting with us easier for such local groups?***

***What could we do to encourage small and medium sized local third sector organisations to get more involved with working with and for LBB?’***

This report has been produced (at short notice) to provide the Sub-Committee with commentary in response to this brief.

### **2. Commissioning and Contracting with the VCSE in Bromley**

This section provides a general overview of policies, trends and issues affecting the relationship between the Council and the Voluntary, Community and Social Enterprise (VCSE) sector over the past 3 years. The Council has played a significant role in shaping this relationship. Of specific relevance is the commissioning of the ‘Primary and Secondary Intervention Services’ – now referred to as ‘Bromley Well’ (<https://www.bromleywell.org.uk/>). This contract was co-commissioned with Bromley CCG and was won by Bromley Third Sector Enterprise (BTSE) CIC.

There are several key learning points from this worth reviewing:

- The Council and CCG used a staged process. After selecting BTSE as the ‘Preferred Provider’, there was a period of ‘Competitive Dialogue’. Effectively a co-design or co-production process, this helped build a shared understanding of realistic aspirations and aims for what was a complex and innovative approach
- The Council’s contract requirements have changed. Previously, contracts with the sector included a payments model of one month in advance. This changed to payments one month in arrears. Contracts with payments in arrears are likely to be more difficult for small charities with a small turnover and where cash flow issues may affect their viability
- The Council also introduced the use of a ‘Performance Bond’ in contracts with the sector. For a charity to provide a guarantee (of 10% of the contract value) from a third party (bank or insurance company) requires considerable legal and financial costs and holds significant risks. Many charities will not be able to meet the requirements for a PB. This policy is also very seldom used across the charity sector nationally and would not be recommended for use with smaller organisations.

- The BTSE model is based on 5 Core Members and Associate Members. There are currently 23 Associate Members which are mainly medium and small charities which can support the delivery of the BTSE aims and services. This is particularly the case for the Bromley Well contract where there are 2 Associate Members sub-contracted to deliver specialist services. There is a strong push to recruit more Associate Members over the next year. The offer to these organisations includes the potential for sub-contracting services or working in partnership to deliver new initiatives (e.g. through the Innovation Fund).
- The Council's Corporate Contracts Register contains 11 contracts delivered by 8 Bromley charities (all of whom are either Core or Associate Members)

### **3. Best Practice and Learning from Research**

Learning from elsewhere helps understand what others are exploring similar to the issues raised by the Sub-Committee, along with what might help either by way of benchmarking or importing new thinking. There is much to affirm that these issues are very contemporary. 2 examples are:

- a. Collaborate CIC is an independent think-tank working across all sectors to examine complex whole-systems process and explore solutions. Their report – 'A Whole New World: Funding and Commissioning in Complexity' – is available here: <http://wordpress.collaboratei.com/wp-content/uploads/A-Whole-New-World-Funding-Commissioning-in-Complexity.pdf>. In its conclusions, it references 'collaborative commissioning' and how to work better with the VCSE. BTSE now exists as a Single Point of Access to the VCSE and its origins can be tracked back to public sector commissioners in Bromley. It is a model which is considered as innovative and is being widely shared with other boroughs/sectors.
- b. Last week, the National Council for Voluntary Organisations (NCVO) launched a new project called 'Rebalancing the Relationship' which aim to explore how large and small charities can work better together, given the current commissioning context. The aims, purpose and process for this research project are attached at Appendix A.

### **4. Working with the Sector**

Encouraging the local sector to contract with the Council is of benefit to everyone not least because it has social and economic value and supports an 'asset-based' approach. This in turn has clear benefits for beneficiaries of services as well as commissioners (<http://www.betterway.network/benefits-of-assetbased-models>).

However with changes in Council policies and approaches comes an obligation to enable the sector to understand the implications, be supported in the changes required to be 'commissioning-ready' and continue to develop through effective communications leading to stronger and mutually-beneficial relationships. Again the Council and the CCG have been active agents in this field. The recent consultation on 'Ageing Well Bromley' has been well-received. This inclusive process has helped local charities understand the direction of travel on commissioning intentions. The



CCG and Council has a highly-regarded Engagement and Communications strategy and working group.

The Council has a small contract with CLB which supports:

- The Voluntary Sector Strategic Network (VSSN) which provide voice and representation across Council partnerships and specifically the Care and Health Scrutiny PDSs. The VSSN also enables VCSE leaders to develop insight into key priorities such as *Building a Better Bromley* and specific strategies and priorities
- Information, Advice and Guidance services to the sector: of importance is that much of this work over recent years is organisational health-checks and follow-up support to capacity build through advice on strategic planning, governance, fundraising and other key priorities. This work in general is a prerequisite to be 'commissioning-ready'. Evidence over the past year points to insufficient resources to meet local demands

It is also worth stating that this contract has been short-term (either 6 months or one year) and, without much advance clarity, this detrimentally affects the ability of CLB to plan effectively or deliver such services proactively. Other Councils are moving such contracts on to a longer term basis (such as Sutton Council which has just awarded a 7-year contract to Community Action Sutton).

Finally, the process of mapping the scale and extent of the VCSE in Bromley is a task which is becoming more systematic and purposeful. The last time this exercise was completed (in 2016), CLB was co-commissioned by the Council and the CCG as part of the Care Act in order to assist with its Market Position Statement requirements. In 2018, CLB carried out a user/consumer survey which resulted in the following key priorities for respondents:

- Funding and fundraising
- Planning for the future
- Accessible and affordable office accommodation

The 'Asset Mapping' work is due to be carried out again. This provides the opportunity to discuss and refine the research brief with the Council to include relevant questions which the Sub-Committee may think helpful

Through such a 'co-production' process, together we can develop better shared insight and intelligence of broader and wider benefit to commissioners, communities, the sector and citizens. Its potential should also support the future development of Social Prescribing across the borough which will take place over the next year.

## REBALANCING THE RELATIONSHIP BETWEEN LARGE AND SMALL VOLUNTARY ORGANISATIONS

‘Rebalancing the relationship’ is a new project exploring how large and small voluntary organisations, bidding to deliver services, can work better with and alongside one another.

Many providers and experts in public service design have called into question the effectiveness of competitive tendering processes and cost driven outsourcing. The National Audit Office has repeatedly raised concerns about the [lack of evidence and risk management](#) in decision making, the [impact of cost-cutting contracts](#) on patient safety, and the appropriateness of [payment by results](#). Furthermore, public trust in outsourcing has been seriously damaged by high-profile failures of large providers – most recently including Carillion.

The commissioning environment presents challenges for voluntary organisations of all sizes, but evidence suggests that smaller organisations have a particularly tough time. Due to commissioning and bidding practices, as well as the move towards fewer larger contracts, larger voluntary organisations are more likely to receive government funding.

In 2015/16 voluntary organisations with incomes of £10m to £100m received the greatest amounts and proportions of [income from government](#), with [84% of local government funding](#) going to larger voluntary organisations. There are also concerns that particular types of smaller organisations, such as [user led organisations](#), face particular challenges in accessing funding.

Much of this is welcome as NCVO has long pushed for significant changes to commissioning and procurement practices, and an improved relationship between government and the voluntary sector. However, after debate and discussion with our members and other interested parties across the voluntary sector, we think there is a key piece of this jigsaw missing – namely the relationships between different service providers within the voluntary sector.

### Taking action

We are embarking on a new piece of work in partnership with ACEVO and Lloyds Bank Foundation to explore how the relationship between large and small voluntary organisations can be rebalanced, in order to deliver better services, strengthen communities and ensure equity of opportunity across the voluntary sector. Although

the project will consider the wider commissioning environment, it will focus on organisations themselves taking action and ownership over what they themselves can do.

There is no quick fix or one solution to meet this challenge. We plan to look at this issue in the round, considering the wide range of factors that influence the way voluntary organisations behave and the wider commissioning and funding environment affecting them. We are particularly interested in exploring ways in which large and small organisations can better collaborate, cooperate and coexist.

This spring/summer we will conduct a call for evidence and research to better understand ways in which large and small voluntary organisations can best play to their respective strengths. In the autumn we will publish an insight report, which will form the basis of engagement with voluntary organisations to develop recommendations as to how organisations can best work with and alongside each other. We plan to launch the final report at the beginning of 2020. A small [steering group](#) will be convened to champion the work, but we will also convene an [advisory group](#) to draw on a broader range of perspectives and expertise.

Posted on [March 15, 2019](#) by [Rebecca Young](#)  
NCVO Bulletin

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Report  
CE018009

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** EXECUTIVE, RESOURCES & CONTRACTS PDS COMMITTEE

**Date:** 14<sup>th</sup> May 2019

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

**Title:** Contract Register

**Contact Officer:** Emma Pearce Head of Performance and Corporate Projects  
Tel: 0208 313 4480 Email: [emma.pearce@bromley.gov.uk](mailto:emma.pearce@bromley.gov.uk)

**Chief Officer:** Laurence Downes, Assistant Director of Governance and Contracts  
Tel: 020 8313 4805 E-mail: [laurence.downes@bromley.gov.uk](mailto:laurence.downes@bromley.gov.uk)

**Ward:** All Wards

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1. Reason for report

- 1.1 This report presents an extract from March 2019's Contracts Register for detailed scrutiny by PDS Committee – all PDS committees will receive a similar report each contract reporting cycle, based on data as at 20<sup>th</sup> March 2019 and presented to Contracts Sub-Committee on 2<sup>nd</sup> April 2019.
- 1.2 The Contracts Register contained in 'Part 2' of this agenda includes a commentary on each contract to inform Members of any issues or developments (there is no covering report).

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2. **RECOMMENDATIONS**

**That the Executive, Resources and Contracts PDS Committee:**

- 2.1 Reviews and comments on the Contracts Register as at 20<sup>th</sup> March 2019.
- 2.2 Note that in Part 2 of this agenda the Contracts Register contains additional, potentially commercially sensitive, information in its commentary.

### Impact on Vulnerable Adults and Children

1. Summary of Impact: The appended Contracts Register covers services which may be universal or targeted. Addressing the impact of service provision on vulnerable adults and children is a matter for the relevant procurement strategies, contracts award and monitoring reports, and service delivery rather than this report.
- 

### Corporate Policy

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

### Financial

1. Cost of proposal: - N/A
  2. Ongoing costs: - N/A
  3. Budget head/performance centre: Resources Portfolio
  4. Total current budget for this head: - £48.093m
  5. Source of funding: - [Existing Revenue Budget 2018/2019]
- 

### 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: Not Applicable:
- 

### Procurement

1. Summary of Procurement Implications: Improves the Council's approach to contract management
- 

### 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

#### Contracts Register Background

- 3.1 The Contracts Database is fully utilised by all Contract Managers across the Council as part of their Contract Management responsibilities, which includes the updating the information recorded on the database. The Register is generated from the Contracts Database which is administered by Commissioning & Procurement Directorate and populated by the relevant service managers (Contract Owners) and approved by their managers (Contract Approvers).
- 3.2 As a Commissioning Council, this information is vital to facilitate a full understanding of the Council's procurement activity and the Contracts Registers is a key tool used by Contract Managers as part of their daily contract responsibilities. The Contract Registers are reviewed by the Commissioning Board, Chief Officers, Corporate Leadership Team, and Contracts Sub-Committee as appropriate
- 3.3 The Contracts Register is produced four times a year for members– though the CDB itself is always 'live'.
- 3.4 Each PDS committee is expected to undertake detailed scrutiny of its contracts – including scrutinising suppliers – and hold the Portfolio Holder to account on service quality and procurement arrangements.

#### Contract Register Summary

- 3.5 The Council has 214 active contracts covering all portfolios as of 20<sup>th</sup> March 2019 for the March reporting cycle, see Appendix 1 for a summary.
- 3.6

Resources Commissioning and Contract Management		
Item	Category	April 2019
<b>Total Contracts</b>	<b>£50k+</b>	<b>58</b>
Concern Flag 	Concern Flag	0
Risk Index	Red	2
	Amber	16
	Yellow	21
	Green	19
<b>Total</b>		<b>58</b>
Procurement Status	Red	15
	Amber	8
	Yellow	7
	Green	28
<b>Total</b>		<b>58</b>

### 4. IMPACT ON VULNERABLE ADULTS & CHILDREN

- 4.1 The Corporate Contracts Register covers all Council services: both those used universally by residents and those specifically directed towards vulnerable adults and children. Addressing the impact of service provision on the vulnerable is a matter for the relevant procurement strategies, contracts, and delivery of specific services rather than this summary register.

## 5. POLICY IMPLICATIONS

- 5.1 The Council's renewed ambition is set out in the 2016-18 update to [Building a Better Bromley](#) and the Contracts Database (and Contract Registers) help in delivering the aims (especially in delivering the 'Excellent Council' aim). For an 'Excellent Council', this activity specifically helps by 'ensuring good contract management to ensure value-for-money and quality services'.

## 6. PROCUREMENT IMPLICATIONS

- 6.1 Most of the Council's (£50k plus) procurement spend is now captured by the Contracts Database. The database will help in ensuring that procurement activity is undertaken in a timely manner, that Contract Procedure Rules are followed, and that Members are able to scrutinise procurement activity in a regular and systematic manner.

## 7. FINANCIAL IMPLICATIONS

- 7.1 The Contracts Database and Contract Registers are not primarily financial tools – the Council has other systems and reports for this purpose such as Budget Monitoring reports. However, the CDB and Registers do contain financial information both in terms of contract dates and values and also budgets and spend for the current year.

## 8. PERSONNEL IMPLICATIONS

- 8.1 There are no direct personnel implications but the Contracts Database is useful in identifying those officers directly involved in managing the Council's contracts.


## 9. LEGAL IMPLICATIONS

- 9.1 There are no direct legal implications but the Contracts Database does identify those contracts which have a statutory basis and also those laws which should be complied with in delivering the contracted services.
- 9.2 A list of the Council's active contracts may be found on [Bromley.gov.uk](http://Bromley.gov.uk) to aid transparency (this data is updated after each Contracts Sub-Committee meeting).

<b>Non-Applicable Sections:</b>	None
Background Documents: (Access via Contact Officer)	<ul style="list-style-type: none"><li>• Appendix 1 – Key Data (All Portfolios)</li><li>• Appendix 2 - Contracts Database Background information</li><li>• Appendix 3 – Contracts Database Extract PART 1 (March 2019)</li></ul>




## Appendix 1 Key Data (All Portfolios)

Item	Category	April 2019
<b>Contracts (&gt;£50k TCV)</b>	<b>All Portfolios</b>	<b>214</b>
Flagged as a concern 	All Portfolios	8
Capital Contracts	All Portfolios	9
Portfolio	Adult Care and Health	82
	Renewal and Recreation and Housing	10
	Public Protection and Safety	7
	Environment and Community Services	21
	Education, Children and Families	36
	Resources Commissioning and Contract Management	58
<b>Total</b>		<b>214</b>
Risk Index	Red	11
	Amber	83
	Yellow	83
	Green	37
<b>Total</b>		<b>214</b>
Procurement Status	Red	72
Procurement Status	Amber	24
Procurement Status	Yellow	49
Procurement Status	Green	69
<b>Total</b>		<b>214</b>
Contracts due to go Live	Imminent	3
<b>Total</b>		<b>3</b>

## Appendix 2 - Contracts Register Key and Background Information

### Contract Register Key

1.1 A key to understanding the Corporate Contracts Register is set out in the table below.

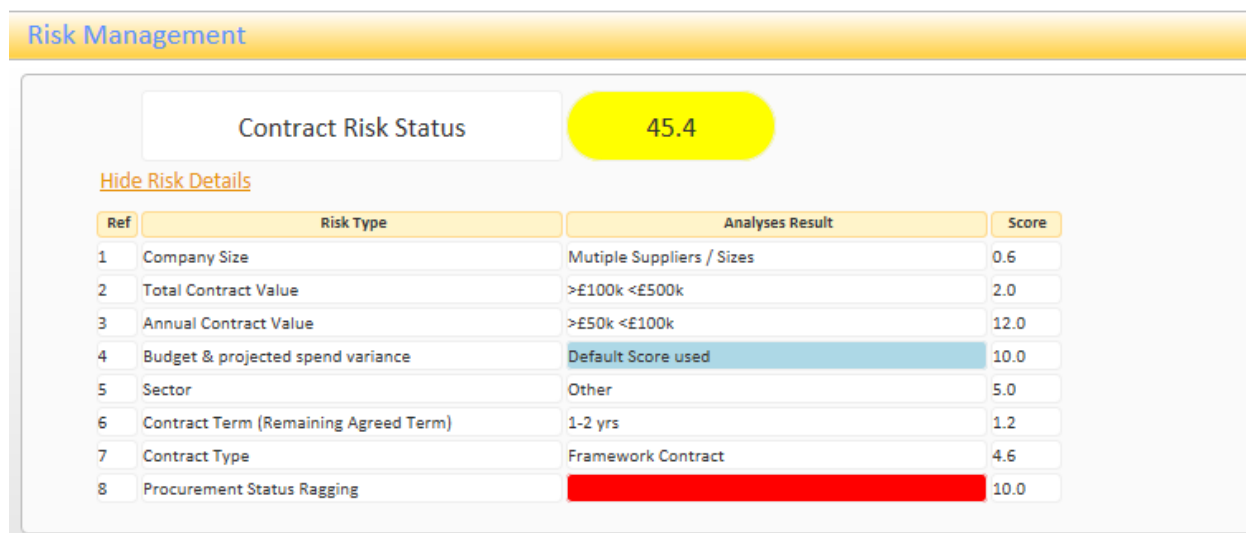
Register Category	Explanation
<b>Risk Index</b>	Colour-ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) / colour reflecting the contract's intrinsic risk
<b>Contract ID</b>	Unique reference used in contract authorisations
<b>Owner</b>	Manager/commissioner with day-to-day budgetary / service provision responsibility
<b>Approver</b>	Contract Owner's manager, responsible for approving data quality
<b>Contract Title</b>	Commonly used or formal title of service / contract
<b>Supplier</b>	Main contractor or supplier responsible for service provision
<b>Portfolio</b>	Relevant Portfolio for receiving procurement strategy, contract award, contract monitoring and budget monitoring reports
<b>Total Contract Value</b>	The contract's value from commencement to expiry of formally approved period (excludes any extensions yet to be formally approved)
<b>Original Annual Value</b>	Value of the contract its first year (which may be difference from the annual value in subsequent years, due to start-up costs etc.)
<b>Budget</b>	Approved budget for the current financial year. May be blank due to: finances being reported against another contract; costs being grant-funded, complexity in the finance records e.g. capital (also applies to Projection)
<b>Projection</b>	Expected contract spend by the end of the current financial year
<b>Procurement Status</b>	Automatic ranking system based on contract value and proximity to expiry. This is designed to alert Contract Owners to take procurement action in a timely manner. Red ragging simply means the contract is nearing expiry and is not an implied criticism (indeed, all contracts will ultimately be ragged 'red').
<b>Start &amp; End Dates</b>	Approved contract start date and end date (excluding any extension which has yet to be authorised)
<b>Months duration</b>	Contract term in months
<b>Attention </b>	Red flag indicates that there are potential issues, or that the timescales are tight and it requires close monitoring. (also see C&P Commentary in Part 2)
<b>Commentary</b>	Contract Owners provide a comment – especially where the Risk Index or Procurement Status is ragged red or amber. Commissioning & Procurement Directorate may add an additional comment for Members' consideration <i>The Commentary only appears in the 'Part 2' Contracts Register</i>
<b>Capital</b>	Most of the Council's contracts are revenue-funded. Capital-funded contracts are separately identified (and listed at the foot of the Contracts Register) because different reporting / accounting rules apply

### Contract Register Order

1.2 The Contracts Register is output in Risk Index order. It is then ordered by Procurement Status, Portfolio, and finally Contract Value. Capital contracts appear at the foot of the Register and 'contracts of concern' (to Commissioning & Procurement Directorate) are flagged at the top.

## Risk Index

- 1.3 The Risk Index is designed to focus attention on contracts presenting the most significant risks to the Council. Risk needs to be controlled to an acceptable level (our risk appetite) rather than entirely eliminated and so the issue is how best to assess and mitigate contract risk. Contract risk is assessed (in the CDB) according to eight separate factors and scored and weighted to produce a Risk Index figure (out of 100). These scores are ragged to provide a visual reference.



## Procurement Status

- 1.4 A contract's Procurement Status is a combination of the Total Contract Value (X axis) and number of months to expiry (Y axis). The table below is used to assign a ragging colour. Contracts ragged red, amber or yellow require action – which should be set out in the Commentary. Red ragging simply means the contract is nearing expiry and it is not an implied criticism (indeed, all contracts will ultimately be ragged 'red').

Procurement / Commissioning Status						
Period	3 months	6 months	9 months	12 months	18 months	
						<div>Requires an agreed plan</div> <div>Develop / test options</div> <div>Consider options</div> <div>No action required</div>
	£5k - £50k	£50k - £100k	£100k - £173k	£173k - £500k	>£500k	
	Total Contract Value					

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Contract Register Report - £50k Portfolio Filtered - Resources Commissioning and Contract Management - April 2019

	Main Contract Data						Finance Data					Contract Terms				
Risk Index	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Budget	Projection	Proc. Status	Start Date	End Date	Months Duration	Attention	Capital
●	1395	John Nightingale	Peter Turner	<a href="#">Provision of Exchequer Services (Consolidated Summary)</a>	Liberata UK Ltd	Resources Commissioning and Contract Management	60,523,000	6,029,000			■	01/04/2011	31/03/2020	108		
●	1486	Angela Huggett	Charles Obazuaye	<a href="#">Agency Worker Provision</a>	Adecco	Resources Commissioning and Contract Management	15,000,000	5,000,000	10,051,000	8,688,981	■	22/04/2017	22/04/2020	36		
●	60	Duncan Bridgewater	Mark Bowen	<a href="#">Exchequer Customer Services &amp; Bromley Knowledge Contract</a>	Liberata UK Ltd	Resources Commissioning and Contract Management	3,788,542	590,422	960,960	914,022	■	01/11/2013	31/03/2020	77		
●	3669	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund - Global Equities - Blackrock</a>	Blackrock	Resources Commissioning and Contract Management	1,991,154	405,012	150,000	150,000	■	20/12/2013	30/06/2019	66		
●	68	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Insurances - Combined Liability</a>	Zurich Municipal	Resources Commissioning and Contract Management	1,733,522	742,938	290,840	306,590	■	18/06/2014	30/04/2019	58		
●	301	John Nightingale	Peter Turner	<a href="#">HR / Payroll Software</a>	Northgate Information Solutions Ltd	Resources Commissioning and Contract Management	639,569	127,000			■	01/07/2014	30/06/2019	60		
●	356	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Insurances - Property (Material Damage and Business Interruption)</a>	Zurich Municipal	Resources Commissioning and Contract Management	498,628	167,442	117,090	112,510	■	01/08/2016	30/04/2019	32		
●	1444	Andrew Champion	Colin Brand	<a href="#">Mail Services</a>	Royal Mail	Resources Commissioning and Contract Management	414,500	229,000			■	01/03/2017	15/09/2019	30		
●	3802	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Insurance - Loss Adjusters</a>	Johnson Austin Partnership	Resources Commissioning and Contract Management	160,000	40,000	20,000	12,000	■	01/04/2014	30/04/2019	61		
●	2595	Claudine Douglas-Brown	Peter Turner	<a href="#">Funeral Services</a>	Rowland Brothers Ltd	Resources Commissioning and Contract Management	100,000	50,000			■	01/07/2017	30/06/2019	24		
●	3670	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund - Measurement</a>	The Bank of New York Mellon	Resources Commissioning and Contract Management	85,000		25,000	25,000	■	01/07/2016	30/06/2019	36		
●	88	Graham Walton	Mark Bowen	<a href="#">Modern.gov support</a>	Modern Mindset Limited	Resources Commissioning and Contract Management	80,000	6,554			■	01/04/2009	31/03/2019	120		
●	355	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Insurance - Motor Fleet</a>	Zurich Municipal	Resources Commissioning and Contract Management	143,932	52,253	55,330	52,120	■	01/08/2016	30/04/2019	32		
●	1477	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Insurance - First Loss Terrorism</a>	Thistle Insurance Services Ltd	Resources Commissioning and Contract Management	93,578	33,400	36,460	34,440	■	01/08/2016	30/04/2019	32		
●	3661	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Insurance - Fidelity Guarantee</a>	Zurich Municipal	Resources Commissioning and Contract Management	52,573	18,230	21,450	20,720	■	01/08/2016	30/04/2019	32		
●	67	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Insurance Shared Services Agreement</a>	Royal Borough of Greenwich	Resources Commissioning and Contract Management	420,000	84,000	87,820	84,000	■	01/04/2015	31/03/2020	60		
●	55	Lee Gullick	Sarah Foster	<a href="#">Energy Data Management &amp; Reporting</a>	Kent CC - Laser Bureau Service	Resources Commissioning and Contract Management	187,176	20,783			■	01/04/2011	31/03/2020	108		
●	106	Catherine Pimm	Colin Brand	<a href="#">Provision of Document Storage and Related Services RM1689</a>	TNT UK Ltd	Resources Commissioning and Contract Management	150,000	30,000			■	01/01/2015	31/12/2019	60		
●	49	Michael Watkins	Colin Brand	<a href="#">Gas Tripartite Agreement (POSO)</a>	Kent CC - Commercial Services Limited	Resources Commissioning and Contract Management	2,288,311	501,780			■	01/10/2012	30/09/2020	96		
●	78	Angela Huggett	Charles Obazuaye	<a href="#">HR Advertising &amp; Communications</a>	Penna PLC	Resources Commissioning and Contract Management	400,000	100,000	29,740	55,000	■	27/09/2016	03/07/2020	45		
●	3739	Vinit Shukle	Mark Bowen	<a href="#">Public Service Network Internet Connection</a>	London Grid For Learning Trust	Resources Commissioning and Contract Management	314,990	62,998	54,970	54,970	■	01/04/2015	31/03/2020	60		
●	1445	Tammy Eglinton	Charles Obazuaye	<a href="#">Occupational Health Services and Employee Assistance Programme (EAP)</a>	Medigold Health Consultancy Ltd	Resources Commissioning and Contract Management	210,000	210,000	63,100	63,100	■	01/04/2017	31/03/2020	36		
●	48	Michael Watkins	Colin Brand	<a href="#">Electricity Tripartite Agreement (POSO)</a>	Kent CC - Commercial Services Limited	Resources Commissioning and Contract Management	8,201,066	2,132,900			■	01/10/2012	30/09/2020	96		
●	1361	Michael Watkins	Colin Brand	<a href="#">Total Facilities Management</a>	Amey	Resources Commissioning and Contract Management	19,000,000	3,800,000			■	01/10/2016	30/09/2021	60		

●	63	John Nightingale	Peter Turner	<a href="#">Academy Processing System</a>	Capita Secure Systems Ltd	Resources Commissioning and Contract Management	1,731,622	115,000			■	01/04/2011	31/03/2021	120		
●	3663	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Insurance - Legal Panel</a>	Various	Resources Commissioning and Contract Management	900,000		200,000	85,000	■	01/04/2016	31/03/2021	60		
●	52	Andrew Champion	Colin Brand	<a href="#">Provision of MFDs, Central Print Unit Devices and Print Management Software</a>	Canon (UK) Ltd	Resources Commissioning and Contract Management	460,081				■	26/10/2016	25/10/2020	48		
●	3737	Vinit Shukle	Mark Bowen	<a href="#">SAS Cloud Service</a>	Trans European Technology	Resources Commissioning and Contract Management	97,431	87,533			■	17/03/2017	16/03/2020	36		
●	4862	Jo-Anne Chang-Rogers		<a href="#">Link Asset Services waiver - extension to existing contract</a>		Resources Commissioning and Contract Management	63,400				■	01/01/2015	31/12/2019	60		
●	71	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Treasury Management Advice Service</a>	Capita Treasury Solutions Ltd	Resources Commissioning and Contract Management	55,925	8,700	8,850	8,300	■	01/01/2015	31/12/2019	60		
●	91	Carol Ling	Mark Bowen	<a href="#">Provision of Electoral Services Software</a>	Xpress Software Solutions Limited	Resources Commissioning and Contract Management	275,500	22,000	22,110	22,110	■	01/07/2007	31/05/2022	179		
●	73	John Nightingale	Peter Turner	<a href="#">Payment Management System</a>	Capita Secure Systems Ltd	Resources Commissioning and Contract Management	237,150	237,150			■	01/04/2011	31/03/2021	120		
●	1468	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Banking Services</a>	HSBC Bank Plc	Resources Commissioning and Contract Management	203,880		75,740	75,740	■	01/04/2017	31/03/2022	60		
●	3784	David Hogan	Peter Turner	<a href="#">Croydon Framework - provision of internal Audit &amp; Anti-Fraud services</a>	Croydon Council	Resources Commissioning and Contract Management	150,000	16,666	16,320	55,000	■	01/05/2018	29/04/2024	72		
●	4853	Emma Downie	Charles Obazuaye	<a href="#">Web Recruitment System</a>	Havas People	Resources Commissioning and Contract Management	138,750	27,750			■	27/09/2018	26/09/2023	60		
●	3675	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">DGF Management Fee - Standard Life</a>	Standard Life PLC	Resources Commissioning and Contract Management	137,567	39,302			■	16/12/2014	15/12/2024	120		
●	1362	Claudine Douglas-Brown	Lesley Moore	<a href="#">Aspien Corporate Debt Recovery System (Licence, implementation, support)</a>	Ash Information Systems Ltd	Resources Commissioning and Contract Management	134,124	9,255			■	12/04/2016	01/01/2022	68		
●	64	John Nightingale	Peter Turner	<a href="#">Anite Information @Work</a>	Northgate Information Solutions Ltd	Resources Commissioning and Contract Management	98,460	9,846			■	01/04/2011	31/03/2021	120		
●	3806	Vinit Shukle	Mark Bowen	<a href="#">NDL AWI software</a>	NDL Software Limited	Resources Commissioning and Contract Management	78,500	10,500	5,250	5,250	■	01/10/2015	30/09/2022	84		
●	3697	Vinit Shukle	Mark Bowen	<a href="#">Application Service Provision – Websense Security Gateway</a>	BT Global Services	Resources Commissioning and Contract Management	76,505	25,501	76,505	76,505	■	01/11/2017	31/10/2020	36		
●	75	David Hogan	Peter Turner	<a href="#">Counter Fraud Services</a>	London Borough of Greenwich	Resources Commissioning and Contract Management	4,827,000	295,000	181,880	172,560	■	01/04/2002	31/03/2024	264		
●	329	John Nightingale	Peter Turner	<a href="#">Pension System</a>	Heywood LTD	Resources Commissioning and Contract Management	851,000	73,300			■	01/10/2013	30/06/2023	117		
●	3665	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund - Fixed Income</a>	Baillie Gifford	Resources Commissioning and Contract Management	692,775	134,024	170,000	170,000	■	20/12/2013	19/12/2023	120		
●	3660	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">CCLA Management Fee</a>	CCLA	Resources Commissioning and Contract Management	621,110	44,227	192,870	211,960	■	01/01/2014	31/12/2023	120		
●	3667	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund - Fixed Income</a>	Fidelity Ltd	Resources Commissioning and Contract Management	593,936	146,388	150,000	150,000	■	20/12/2013	19/12/2023	120		
●	3796	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Multi-Asset Income Fund</a>	Fidelity Pensions Management	Resources Commissioning and Contract Management	525,000	105,000	100,000	90,000	■	12/07/2017	11/07/2022	60		
●	3733	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund – Actuarial Services</a>	Mercer Ltd	Resources Commissioning and Contract Management	331,000	55,000	55,000	55,000	■	01/04/2018	31/03/2024	72		
●	72	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund Advice Service</a>	Allenbridge Epic Investment Advisers Ltd	Resources Commissioning and Contract Management	135,000	16,000	20,910	16,000	■	01/11/2015	31/10/2020	60		
●	3674	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">DGF Management Fee - Newton</a>	Newton Investment Management Ltd	Resources Commissioning and Contract Management	123,048	33,657			■	16/12/2014	15/12/2024	120		

●	3723	Duncan Bridgewater	Mark Bowen	<a href="#">Platform hosting &amp; maintenance services for LBB Corporate and Satellite websites</a>	Blue Sky Hosting Ltd	Resources Commissioning and Contract Management	88,818	44,414	40,960	40,960	■	01/04/2018	31/03/2020	24		
●	3825	Vinit Shukle	Mark Bowen	<a href="#">WCC Framework BT Lot 4</a>	BT Global Services	Resources Commissioning and Contract Management	170,000,000	560,000			■	01/01/2019	31/12/2023	60		
●	358	Vinit Shukle	Mark Bowen	<a href="#">WCC Framework BT Lot 1</a>	BT Global	Resources Commissioning and Contract Management	16,384,974	1,160,277			■	01/04/2016	15/12/2023	92		
●	357	Vinit Shukle	Mark Bowen	<a href="#">WCC Framework BT Lot 3</a>	BT Global Services	Resources Commissioning and Contract Management	5,907,565	734,723			■	01/04/2016	15/12/2023	92		
●	3664	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund - Global Equities</a>	Baillie Gifford	Resources Commissioning and Contract Management	4,445,327	743,483	1,470,000	1,470,000	■	20/12/2013	19/12/2023	120		
●	3676	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund - Global Equities - MFS International (UK) Ltd</a>	MFS International (UK) Ltd	Resources Commissioning and Contract Management	3,349,048	571,828	1,000,000	1,000,000	■	01/12/2013	30/11/2023	120		
●	3736	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund – Multi Asset Income Fund</a>	Schroders Investment Management Ltd	Resources Commissioning and Contract Management	2,300,000	420,000	420,000	370,000	■	01/04/2018	31/03/2023	60		
●	3735	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund – UK Pooled Property Fund</a>	Fidelity Ltd	Resources Commissioning and Contract Management	2,000,000	375,000	375,000	375,000	■	21/02/2018	20/02/2023	60		
●	3734	Jo-Anne Chang-Rogers	Tracey Pearson	<a href="#">Pension Fund – Multi Asset Income Fund</a>	Fidelity Ltd	Resources Commissioning and Contract Management	1,500,000	280,000	260,000	260,000	■	21/02/2018	20/02/2023	60		

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