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DATE: 11 March 2019

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

Councillor Simon Fawthrop (Chairman)
Councillor Keith Onslow (Vice-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, Michael Rutherford, Stephen Wells and
Angela Wilkins

A meeting of the Executive, Resources and Contracts Policy Development and
Scrutiny Committee will be held at Bromley Civic Centre on **TUESDAY 19 MARCH
2019 ON THE RISING OF GENERAL PURPOSES & LICENSING COMMITTEE
BUT NO LATER THAN 7.30PM**

MARK BOWEN
Director of Corporate Services

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

PART 1 AGENDA

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

STANDARD ITEMS

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

In accordance with the Council's Constitution, questions to the Chairman of this Committee must be received in writing 4 working days before the date of the meeting and must relate to the work of the scrutiny committee. Please ensure questions are received by the Democratic Services Team by 5pm on Wednesday 13th March 2019.

- 4 **MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 7 FEBRUARY 2019 (EXCLUDING EXEMPT ITEMS)** (Pages 5 - 18)
- 5 **MATTERS ARISING AND WORK PROGRAMME** (Pages 19 - 28)
- 6 **FORWARD PLAN OF KEY DECISIONS** (Pages 29 - 30)
- 7 **RISK MANAGEMENT** (Pages 31 - 40)

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 to the Resources, Commissioning and Contracts Portfolio Holder must be received in writing 4 working days before the date of the meeting and must relate to the work of the Portfolio. Please ensure questions are received by the Democratic Services Team by 5pm on Wednesday 13th March 2019.

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

Portfolio Holder decisions for pre-decision scrutiny.

- a **RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO - CAPITAL MONITORING 2018/19 QUARTER 3** (Pages 41 - 48)

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 27 March 2019.

POLICY DEVELOPMENT AND OTHER ITEMS

- 11 **SCRUTINY OF THE LEADER**
- 12 **SCRUTINY OF THE TOTAL FACILITIES MANAGEMENT CONTRACT (AMEY)** (Pages 49 - 54)
- 13 **ANNUAL POLICY DEVELOPMENT AND SCRUTINY REPORT 2018/19** (Pages 55 - 82)

PART 2 AGENDA

- 14 **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

- | | | |
|-----------|--|---|
| 15 | EXEMPT MINUTES OF THE MEETING HELD ON 7 FEBRUARY 2019 (Pages 83 - 84) | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| 16 | PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS | |

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EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 7 February 2019

Present:

Councillor Simon Fawthrop (Chairman)

Councillors Gareth Allatt, Julian Benington,
Nicholas Bennett J.P., David Cartwright QFSM, Ian Dunn,
Robert Evans, Will Harmer, Christine Harris,
Christopher Marlow, Russell Mellor, 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
Councillor Gary Stevens, Executive Assistant, Resources,
Contracts and Commissioning

106 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies were received from Cllr Cooke and Cllr Onslow. Cllr Harris attended as substitute for Cllr Cooke.

107 DECLARATIONS OF INTEREST

Councillor Simon Fawthrop declared an interest as an employee of BT.

In respect of Minute 114a, Councillor Gareth Allatt declared that his last job has been at the company that became LINK Asset Services. Councillor Allatt declared that he was no longer associated with the company.

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

No questions had been received.

109 MINUTES OF THE EXECUTIVE AND RESOURCES PDS COMMITTEE MEETING HELD ON 8th JANUARY 2019 (EXCLUDING EXEMPT ITEMS)

The minute of the meeting held on 8th January 2019, was agreed and signed as a correct record.

110 MATTERS ARISING AND WORK PROGRAMME
Report CSD19024

The Committee considered a report setting out matters arising from previous meetings and the Committee's Work Plan for 2018/19.

In response to a question, the Director of Corporate Services confirmed that there had been a great deal of interest resulting from the marketing of the Ann Springman and Joseph Lancaster blocks.

RESOLVED: That:

- 1. Progress on matters arising from previous minutes be noted; and**
- 2. The 2018/19 Work Programme be noted.**

111 RISK MANAGEMENT
Report FSD19017

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

The Director of Finance reported that the main net red rated risk was on the Finance Risk Register and related to failure to deliver a sustainable Financial Strategy. This would remain red as there was a budget gap and savings to bridge the gap over the next four years had not yet been identified.

In response to a question, the Director of Finance confirmed that actions to mitigate the risks identified on the Commissioning Risk Register were progressing and the Interim Chief Executive was currently reviewing wider issues.

A Member questioned whether an ACM clad building should be added to the risk register as a result of the potential reputational risk to the Council. The Director of Corporate Services agreed to give the matter further consideration and have a wider discussion with colleagues following the meeting in order to identify how best to manage the issue.

In response to a question, the Director of Finance confirmed that the Council's Transformation Programme was currently being developed and any key risks arising from the programme would be fed into the Corporate Risk Register as they arose.

RESOLVED: That the report be noted.

112 FORWARD PLAN OF KEY DECISIONS

The Committee noted the Forward Plan of Key Decisions covering the period February 2019 to May 2019.

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

No questions had been received.

114 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 TREASURY MANAGEMENT - ANNUAL INVESTMENT STRATEGY 2019/20 AND QUARTER 3 PERFORMANCE 2018/19
Report FSD19018**

The Committee considered a report summarising Treasury Management activity during the third quarter of 2018/19. The report also presented the Treasury Management Strategy and the Annual Investment Strategy for 2019/20, which were required by the CIPFA Code of Practice for Treasury Management in the Public Services to be approved by the Council. The report also included prudential indicators and the Minimum Revenue Provision (MRP) Policy statement, both of which required the approval of the Council.

In response to questions from Members, the Director of Finance confirmed that a minimum of investment grade was the main principle governing investments. The Director of Finance emphasised however that Officers would not simply rely on the fact that an organisation was investment grade, external professional advice would also be sought and consideration given to the current credit rating.

In respect of the cost to the Council of advice from LINK Asset Solutions, the Director of Finance confirmed that the Council paid approximately £9,000 per annum (following the meeting the Director confirmed that the precise cost was £9,700 per annum). LINK Asset Solutions were able to provide up-to-date checks that were not available from credit reference checks undertaken by the Council, they also had access to information that the Council was unable to access locally and the company also undertook analysis and were able to provide a degree of comfort for the Local Authority surrounding its investments.

In relation to lending to Local Authorities, the Director of Finance explained that the fact that Local Authorities were considered part of Government made them a more secure investment as in order to maintain the reputation of local government there would be a mechanism to honour any debt in the event of the financial failure of the organisation. The Director of Finance also

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explained that a 1 or 2 year view was taken and this provided an element of security.

In response to a question concerning whether more should be invested in Housing Associations in light of the high rate of return, the Director of Finance reported that he always advised a gradual approach. If further investments were to be made Officers would return to Members with proposals.

The Director of Finance confirmed that corporate bonds were an options that was available to the Council. The advice from LINK Asset Services would be considered as this would highlights any risks of which the Council should be aware. A Member highlighted that it was possible to lose capital value on corporate bonds.

The Committee noted that the Council was expecting to recover the full capital sum (£5,087k) from the Heritable Bank investment although it was taking time to recover the funds.

RESOLVED: That the Portfolio Holder be recommended to:

- 1. Note the Treasury Management performance for the third quarter of 2018/19;**
- 2. Recommend that Council approves an increase in the limit to £50 million for investments with Housing Associations;**
- 3. Recommend that Council agrees that the Treasury Management Strategy be amended to clarify that only the ring-fenced components of Royal Bank of Scotland be included for future investments; and**
- 4. Recommend that Council agrees to adopt the Treasury Management Statement and the Annual Investment Strategy for 2019/20, including the prudential indicators and the Minimum Revenue Provision (MRP) policy statement.**

b MODERN.GOV SYSTEM: ANNUAL SUPPORT CONTRACT Report CSD19022

The Committee considered a report seeking the renewal of the annual support contract for the Modern.gov committee document management system. The Modern.gov system enabled the Council to publish meeting details, committee agendas, reports and minutes, and information about councillors. The system was purchased in 2009, becoming operational in 2010, and was supported via an annual maintenance contract with the ERS Group. The contract had been in place for 10 years and was due to be reviewed.

RESOLVED: That the Portfolio Holder be recommended to approve the renewal of the annual support contract for the Modern.gov system for a further five years, at an estimated cost of £50k.

115 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

The Committee considered the following reports on the Part 1 agenda for the meeting of the Executive on Wednesday 13th February 2019.

(5) 2019/20 COUNCIL TAX Report FSD190

The Committee considered a report identifying the final issues affecting the 2019/20 revenue budget and seeking recommendations to the Council on the level of the Bromley element of the 2019/20 Council Tax and Adult Social Care precept. Confirmation of the final GLA precept would be reported to the Council meeting on 25th February 2019. The report also sought final approval of the 'schools budget'. The approach reflected in the report was for the Council to not only achieve a legal and financially balanced budget in 2019/20 but to have measures in place to deal with the medium term financial position (2020/21 to 2022/23).

In response to a question, the Director of Finance confirmed that earlier in the day he had received notice that the disapplication request made to the DfE for the transfer of £1m from the Schools' Block to the High Needs Block of the Dedicated Schools Grant (DSG) had been refused. The Committee noted that as a result of this the recommendations to the Executive would require modification and these would be reported to the Executive on 13th February along with some other minor changes.

A Member raised some concerns around the process for scrutiny of the Schools' budget, and the £788k that had been received from the DfE in 2018/19 and 2019/20 to support high needs provision. In response to a question the Director of Finance confirmed that the funding shortfall of £212k (the difference between the £1m disapplication request and the £788k received from the DfE) would need to be addressed.

The Director of Finance explained that prior to 2014 the Government had funded high needs placements through the Schools' Budget. The latest guidance from the DfE was that high needs placements should continue to be funded through the Schools Budget and not through Council Tax. The implication of this was that there needed to be a plan in place to ensure that any deficit in high needs funding was addressed via the Schools' budget, not general Council tax. The disapplication request that was made to the DfE highlighted the Council's position that there was insufficient high needs funding. As a result of this the Council had agreed to make a contribution to high needs in recognition that any deficit could not be recovered from schools over three years. This council contribution had been agreed in spite of the DfE guidance and the disapplication request was to mitigate some of the

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additional costs the Council was incurring. For the purposes of clarity, the Director of Finance confirmed that the Council had given a commitment to fund £2m for high needs placements from the General Fund. The Committee requested a note be circulated following the meeting outlining for 2019/20 the amount of the High Needs Block and the Councils contribution for high needs which would equate to the total spend on high needs. In addition Members also asked for information concerning the use of the additional £788k for high needs placements in 2018/19. The Chairman of the Education, Children and Families Select Committee suggested that an explanation of the DSG and its 4 funding blocks would also be of benefit to Members.

Action Point 24: That a note be circulated explaining the 4 blocks of the DSG and outlining for 2019/20 the amount of the High Needs Block and the Councils contribution for high needs which would equate to the total spend on high needs. In addition to information concerning the use of the additional £788k for high needs placements in 2018/19.

The Committee noted that it would now be necessary for the Council to reflect on the outcome of the disapplication request and consider its response. Members further noted that further cost pressures had been created from 2018/19 as a result of the extension of the age of eligibility for SEN support to 25 years old. This was an additional demand that was not supported by any additional funding.

The Director of Finance confirmed that the schools would not be contributing £1m to the High Needs Block of the DSG in 2019/20 and that work with schools would now need to begin in order to address longer-term issues and the guidance from the DfE in terms of funding high needs placements from the Schools Budget.

The Chairman of the Education, Children and Families Select Committee noted that the Select Committee's report on the Education Budget would be considered by Full Council on 25th February. The report included a recommendation that there should be further lobbying through London Councils. The Leader of the Council confirmed that the issue had been discussed at London Council and there was unanimity that the London Borough had to unite in tackling the issue of underfunding as the current position was unsustainable and changes were clearly required.

Turning to the issue of the proposed Council Tax increase, the Director of Finance confirmed that the Government had given special dispensation for the 2.99% council tax increase to reflect current inflationary pressures. There had been no indication of dispensations for future years being granted and inflation was predicted to decrease in future years. Furthermore, there had been no indication from Government of the Adult Social Care precept being granted for 2020/21. The Committee noted that a number of local government financial reviews were due in 2020/21 and this made budget planning difficult as there were currently no indication of the 4 year funding allocation.

RESOLVED: That the Executive be recommended to recommend to Council that it:

- 1. Approves the schools budget of £77.644m which matches the estimated level of Dedicated Schools Grant (DSG), after academy recoupment;**
- 2. Approves the draft revenue budgets (as in Appendix 2) for 2019/20;**
- 3. Agrees that Chief Officers identify alternative savings/mitigation within their departmental budgets where it is not possible to realise any savings/mitigation reported to the previous meeting of the Executive held on 16th January 2019;**
- 4. Approves a contingency sum of £11,669k;**
- 5. Approves the following provisions for levies for inclusion in the budget for 2019/20:**

	£'000
Local Pension Partnership *	469
London Boroughs Grant Committee	249
Environment Agency (Flood defence etc.) *	252
Lee Valley Regional Park *	323
Total	1,293

*** Provisional estimate at this stage**

- 6. Notes the latest position on the GLA precept, which will be finalised in the overall Council Tax figure to be reported to full Council;**
- 7. Considers the “Bromley element” of the Council Tax for 2019/20 to be recommended to the Council, including a general increase and the Adult Social Care Precept, having regard to possible ‘referendum’ issues;**
- 8. Approves the approach to reserves outlined by the Director of Finance;**
- 9. Notes that any decision on final council tax level will also require additional “technical” recommendations, to meet statutory**

requirements, which will be completed once the final outcome of levies are known at the full Council meeting;

10. Agrees that the Director of Finance be authorised to report any further changes directly to Council on 25th February 2019.

**(6) CAPITAL PROGRAMME MONITORING Q3 2018/19 AND CAPITAL STRATEGY 2019 TO 2023
Report FSD19020**

The Committee considered a report providing an update on the Council's Capital Strategy. The report also summarised the current position on capital expenditure and receipts following the third quarter of 2018/19 and presented the new capital schemes in the annual capital review process for approval.

RESOLVED: That the Executive be recommended to:

- 1. Note the report, including a total rephasing of £14.2m from 2018/19 into future years, and agree a revised Capital Programme;**
- 2. Approve the following amendments to the Capital Programme:**
 - (a) Increase of £116k to the Basic Need scheme, funded by £3k and 113k, from the remaining balances on the Langley Park Boys School (BSF) scheme and The Highway Primary (partial rebuild) scheme as detailed in the report;**
 - (b) Increase of £405k to the Capital Maintenance in Schools scheme, funded by £386k and £19k, from the remaining balances on the Suitability / Modernisation issues in schools and Universal Free School schemes as detailed in the report;**
 - (c) Addition of £233k DFG funding to the Capital programme as detailed in the report;**
 - (d) Increase of £115k to the Carbon Management Programme as detailed in the report.**
- 3. Recommend to Council the inclusion of the new scheme proposals listed in Appendix C in the Capital Programme.**

**(7) OPERATIONAL BUILDING MAINTENANCE BUDGETS AND PLANNED PROGRAMME 2019/20
Report DRR19/011**

The Committee considered a report setting out the proposed maintenance budgets and planned programme for 2019/20.

A Member noted that reports for the past three years had included the comment that "...pressure on this budget increases as fewer planned

maintenance projects are undertaken and the buildings become more dilapidated". The Member asked that following the meeting information concerning the action being taken to monitor the status of the buildings be provided. Further to this, the Chairman requested that the Executive be provided with a year-on-year comparison of the maintenance of the buildings for the past 3 years.

In relation to the recommendation to delegate authority to the Director of Regeneration, it was agreed that the following should be added to the third recommendation: "where appropriate in consultation with Ward Members" in order to ensure that Ward Councillors received notification.

Councillor Nicholas Bennett, the Council's Heritage Champion, noted that the windows in the Old Palace (Civic Centre Site) were in a poor state of repair. It was agreed that the Director of Regeneration would be asked to provide an update to the Heritage Champion following the meeting.

Action Point 25: 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.

In response to a question concerning the programme for the maintenance of the Civic Centre site, the Portfolio Holder for Resources, Contracts and Commissioning confirmed that there was a backlog of repairs and renewal of the site which had occurred during the period of uncertainty around the future of the site. The decision had now been taken for the Council to remain on the site and £200k had been set aside for urgent improvement although longer-term investment was required.

The Chairman of the Renewal Recreation and Housing PDS Committee confirmed that the last update concerning the cladding on the Churchill theatre had been provided before Christmas. This had suggested that a planning application would be submitted early in 2019. The Chairman of the Renewal Recreation and Housing PDS Committee agreed to raise the issues at the next meeting of that Committee.

RESOLVED: That Executive be recommended to:

- 1. Approve an overall expenditure of £2.135m for the building Maintenance budget in 2019.2020, subject to the Council agreeing the budget;**
- 2. Approve the planning programme in Appendix A of the report; and**
- 3. Delegate authority to the Director of Regeneration, where appropriate in consultation with Ward Members, to vary the programmes to accommodate any change in the approved budget or where such action is considered necessary to either protect the Council's assets or make the most effective use of resources.**

116 SCRUTINY OF THE RESOURCES, COMMISSIONING AND CONTRACT MANAGEMENT EXECUTIVE ASSISTANT

The Executive Assistant for Resources, Contracts and Commissioning, Cllr Gary Stevens, addressed the Committee providing an overview of what he had been doing since taking up the post in May 2018, and highlighting the following areas:

- Prior on embarking on the role of Executive Assistant, Cllr Stevens had looked at areas where he could best add value.
- Using existing professional knowledge, Cllr Stevens had been involved the IT Transformation project, working with the Head of ICT to deliver the revised IT Strategy.
- Attention had now turned to the wider organisational transformation project which had commenced.

In response to questions from Members, the Executive Assistant made the following points:

- Cllr Stevens was willing to lend his IT expertise to the wider organisational transformation project, although time pressure may be a limitation on involvement.
- On taking on the role there had been no established work programme or key performance indicators; instead there had been a loose framework setting out general areas of involvement. A Member suggested that establishing a work programme and key performance indicators might be something that the Constitutional Improvement Working Group may wish to review in order to provide a more structured framework against which value for money for the Executive Assistant allowance could be measured.

The Committee thanked the Executive Assistant for his update.

**117 SECTION 106 AGREEMENTS: UPDATE
Report FSD19004**

The Committee considered a report providing an update on Section 106 Agreements. The detail of every s.106 agreement was reflected in the appendices to the report with the appendices covering the period from March 2003 to date with details of over 356 sealed legal agreements.

In opening the discussion the Chairman noted that much of the Part 2 (exempt) report was a repetition of the information included in the Part 1 report. Noting that in the interests of transparency the aim was to have as much information in Part 1 as possible, the Chief Planner agreed to look at reducing the amount of information that was provided in future Part 2 reports.

In response to a question concerning utilising the funds that had been received in lieu of housing, the Chief Planner confirmed that £3.2m was available to the Housing Team. The Committee emphasised the need for more affordable housing in the Borough and Members stressed that any s.106 money received in lieu of housing needed to fund the provision of much needed affordable housing.

The Committee noted that the Council's Regeneration Team were developing a project at Norman Park running track that would utilise the £300k contribution towards sport that had been received as part of the Kent County Cricket Ground Application.

In respect of the Healthcare contributions, a Member noted that there had been delays in building a health centre in Bromley. Once built, this would be a valuable community resource and the Member stressed the need to ensure that the funding for such community resources was protected. The Director of Finance confirmed that there were mechanisms in place to ensure that the s.106 funds were utilised for health facilities.

In response to questions from Members, the Chief Planner confirmed that when s.106 obligations were agreed the relevant service area was immediately made aware of the obligation. There was a further notification when the money was received. In relation to s.106 funding for educational purposes, the Local Authority tried to ensure that there was flexibility with the use of the funding. However, sometimes there were geographical limitations written into agreements. The Committee noted that the use of s.106 funding was agreed using the same decision making process as other forms of Council spending.

Turning to the issue of the use of s.106 funding for health facilities, the Committee noted that when the Community Infrastructure Levy (CIL) came into operation there would not be as many limitations placed on the use of funding and as a result of this there would be more open competition for funds. The Director of Finance highlighted that going forward this would be monitored. As a result of the changes currently being made to the structure of local Health Services, and the merger of Clinical Commissioning Groups into a larger regional organisation, would require close monitoring to ensure that resources received for facilities in Bromley remained in Bromley.

In response to a question concerning how s.106 funds could be spent, the Director of Corporate Services confirmed that during the negotiation process the Council sought to ensure that there was as much flexibility with the use of funds as possible. Conversely, developers would be seeking to narrow down the use of the funds as much as possible. The Committee were reminded that s.106 funds were used to address any local consequences arising from the granting of planning permission. Whenever s.106 funds were received the aim was to spend the funds to mitigate against the consequences of the planning permission, but Officers also sought to apply the agreement that had been negotiated as flexibly as possible.

The Chairman noted that it was important for individual PDS Committees to review their areas as much as possible.

RESOLVED: That the report be noted.

**118 EXPENDITURE ON CONSULTANTS 2017/18 AND 2018/19
Report FSD19026**

The Committee considered a report setting out the total expenditure on consultants in 2017/18 and expenditure to date for 2018/19 for both Revenue and Capital Budgets. The Council's Contract Procedure Rules set out the procurement process to be followed when appointing a consultant and there was guidance available to staff about what needed to be included in the formal agreement when engaging a consultant.

A Member noted that the tender procedure for contracts up to £5,000 stated "one oral quotation (confirmed in writing where the estimated cost or value exceeds £1,000)", it was suggested that all quotations should be confirmed in writing irrespective of value.

The Committee noted that there appeared to be a number of occasions where consultants had been engaged to undertake HR investigations where it had not been appropriate to conduct the investigation in-house. The Committee asked that details of the investigations be circulated to Members of the Committee following the meeting.

Action Point 26: That details of HR investigations conducted by external consultants be provided to Members of the Committee following the meeting.

The Committee noted that the cost of the St Olaves investigation conducted by Whatford Education Ltd had been met through the DSG.

In response to a question, the Director of Corporate Services confirmed that the Council had done all it could to protect itself against long-term income tax or national insurance liabilities.

Noting that the Eclipse Project had been terminated, Members asked the Assistant Director for Strategy, Performance and Engagement (ECHS) to confirm why costs of in excess of £63k had been incurred for a consultant as the costs seemed excessive for a system that was not being pursued.

The Committee also requested that following the meeting the Chief Planner confirm what planning appeal had incurred consultancy costs of £21k and £26k.

RESOLVED: That:

- 1. The report be noted; and**

2. The report be referred onto individual PDS Committee for further consideration.

119 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**

120 EXEMPT MINUTES OF THE MEETING HELD ON 8th JANUARY 2019

The Part 2 (exempt) minutes of the meeting held on 8th January 2019, were agreed, and signed as a correct record.

121 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS

122 SECTION 106 AGREEMENTS: UPDATE FSD19004

The Committee considered an addendum to the Section 106 Agreements: Update containing Part 2 (Exempt) information.

RESOLVED: That the report be noted.

The Meeting ended at 8.55 pm

Chairman

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Report No.
CSD19048

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive, Resources & Contracts PDS Committee

Date: 19 March 2019

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

Title: MATTERS ARISING & FORWARD WORK PROGRAMME

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: (All Wards);

1. Reason for report

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

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

2. **RECOMMENDATION(S)**

That:

1. Progress on matters arising from previous meetings be noted;
2. The 2019/20 work programme, be noted; and
3. The Committee formally agree to decommission the Contracts and Commissioning Sub-Committee.

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

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

3. COMMENTARY

Matters Arising from Previous Meetings

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

Work Programme

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

Appendix 1

Minute Number/Title/Date	Action/PDS Request	Update	Action by	Expected Completion Date
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 (2019/20 Council Tax) (7 February 2019)	That a note be circulated explaining the 4 blocks of the DSG and outlining for 2019/20 the amount of the High Needs Block and the Councils contribution for high needs which would equate to the total spend on high needs. In addition to information concerning the use of the additional £788k for high needs placements in 2018/19.		Head of ECHS Finance	
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	
118 Expenditure on Consultants 2017/18 & 2018/19	That details of HR investigations conducted by external consultants be provided to Members of the Committee following the meeting.	Information was circulated to the Committee on 15.02.19	Director of HR	Completed 15.02.19
118 Expenditure on Consultants 2017/18 & 2018/19	That confirmation as to why costs of in excess of £63k had been incurred for a consultant for the Eclipse Project	A specialist programme manager was appointed through Number 10 Interim Ltd during 2018/19 to oversee	Assistant Director for Strategy, Performance and Engagement	Completed

		<p>the development of the Eclipse system; the majority of the expenditure is a reflection of work completed prior to the authority making a decision to stop progressing work on Eclipse. Since ceasing the Eclipse project the same programme manager has been kept on 1 day a week to make improvements to Care First which had been deprioritised in anticipation of “going live” on a new system. This work will enable the authority to continue to use Care First effectively until a new system is procured and implemented.</p>		
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**EXECUTIVE, RESOURCES & CONTRACTS PDS COMMITTEE
WORK PROGRAMME 2019/20**

Meeting Date: 16 May 2019	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Contract for Agency Staff	HR	PDS Committee – Monitoring Report
Scrutiny of the Interim Chief Executive	N/A	PDS Committee
Meeting Date: 27 June 2019	Division	Committee Role
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
Meeting Date: 11 September 2019	Division	Committee Role
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
Meeting Date: 17 October 2019	Division	Committee Role
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
Meeting Date: 20 November 2019	Division	Committee Role
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
Meeting Date: 8 January 2020	Division	Committee Role
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
Meeting Date: 5 February 2020	Division	Committee Role
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
Risk Register (Red Risks)	Audit	PDS Committee

Meeting Date: 26 March 2020	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Scrutiny of the Leader	N/A	PDS Committee
Annual PDS Report 2019/20	Democratic Services	PDS Committee
Risk Register (Red Risks)	Audit	PDS Committee

*Part 2 (Exempt) Report

PDS SUB-COMMITTEES AND WORKING GROUPS 2018/19

SUBJECT	DATE OF NEXT MEETING	MEMBERSHIP
EXECUTIVE, RESOURCES & CONTRACTS PDS		
Any 2019/20 Working Groups to be appointed by the parent bodies.		
CARE SERVICES PDS		
Health Scrutiny Sub-Committee	3 April 2019	Cllr Cooke, Cllr Allatt, Cllr Cuthbert, Cllr Dunn, Cllr Ellis, Cllr Evans, Cllr Jeffereys, Cllr McIlveen, Cllr Page.
Mental Health Task and Finish Group	TBC	
Our Healthier South East London Joint Health Overview and Scrutiny Committee (with Bexley, Greenwich, Lambeth, Lewisham & Southwark)		Cllr Ellis, Cllr McIlveen.
EDUCATION, CHILDREN AND FAMILIES SELECT COMMITTEE		
Education, Children and Families Budget and Performance Monitoring Sub-Committee	April 2019	Cllr Reddin, Cllr Ahmad, Cllr Bennett, Cllr Ellis, Cllr Rowlands, Cllr Wells
Any 2019/20 Working Groups of the Education Select Committee or Education Budget Sub-Committee to be appointed by the parent bodies.		
ENVIRONMENT PDS		
Any 2019/20 Working Groups of the Environment Committee to be appointed by the parent body.		
PUBLIC PROTECTION AND SAFETY PDS		
Any 2019/20 Working Groups of the PPE PDS Committee to be appointed by the parent body.		
RENEWAL AND RECREATION PDS		
Beckenham Working Group		Cllr Tickner, Cllr Allen, Cllr Dunn, Cllr Mellor, Cllr Wells, Cllr King.

LONDON BOROUGH OF BROMLEY

FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 26TH FEBRUARY 2019

PERIOD COVERED: March 2019 - June 2019

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 23rd April 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?
EXECUTIVE						
JOINT MENTAL HEALTH STRATEGY	Executive	27 March 2019 Adult Care and Health PDS Committee	Meetings	Contact Officer: Charles Oseghare Tel: 020 8461 7228 Charles.Oseghare@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
CONTINGENCY DRAWDOWN: HOMELESSNESS AND TEMPORARY ACCOMMODATION PRESSURES	Executive	27 March 2019 Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer: Sara Bowrey Tel: 020 8313 4013 sara.bowrey@bromley.gov.uk	<u>Meeting in Public</u>	Report and Relevant background Documents
AWARD OF CONTRACT FOR INSURANCE POLICIES	Executive	27 March 2019 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: James Mullender Tel: 020 8313 James.Mullender@bromley.gov.uk	<u>Private meeting - exempt information - Financial/business affairs of a person or company</u>	Part 2 Report - Confidential
TRANSPORT SERVICES GATEWAY REPORT	Executive	21 May 2019 Education, Children & Families Select Committee	Meetings	Contact Officer: Maya Vadgama Tel: 0208 313 4740 Maya.Vadgama@bromley.gov.uk	<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?
CUSTOMER SERVICES IT SYSTEMS	Executive	10 July 2019 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Duncan Bridgewater Tel: 0208 461 7676 Duncan.Bridgewater@bromley.gov.uk	<u>Meeting in public</u>	Report and Relevant Background Documents
ADULT CARE & HEALTH PORTFOLIO						
CHILDREN, EDUCATION & FAMILIES PORTFOLIO						
ENVIRONMENT & COMMUNITY SERVICES PORTFOLIO						
PUBLIC PROTECTION & ENFORCEMENT PORTFOLIO						
RENEWAL, RECREATION & HOUSING PORTFOLIO						
RESOURCES, COMMISSIONING & CONTRACT MANAGEMENT PORTFOLIO						

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

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

Agenda Item 7

Report No.
FSD 19030

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Tuesday 19 March 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

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

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

Chief Officer: Director of Finance

Ward: (All Wards);

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 and Finance departmental Risk Registers. There are currently no Gross ‘High’ (Red) rated risks on the Human Resources Risk Register.

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 Register 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

3.1 As resolved at the 5th 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)

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 delivery of all the aims.

6. FINANCIAL IMPLICATIONS

6.1 The Finance Department’s Risk Register is attached as Appendix C. Where applicable, the risk category in all registers is reflected as ‘Financial, Operational’.

7. PERSONNEL IMPLICATIONS

7.1 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 Risk Register is attached as Appendix B. Where applicable, the risk category in all registers is reflected as ‘Contractual and Partnership’.

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	None

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Chief Executive's (CEX) Risk Register - Gross 'High' (Red) Risk 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	IT Security failure	Cause(s): 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 Effect(s): 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	Telecommunications failure Prolonged telecoms / switchboard failure	Cause(s): Power surge, contractor failure, malicious attack, IT failure Effect(s): 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	IT System Failure (partial loss) Partial loss of IT systems	Cause(s): Failure of Outlook or similar applications Failure of Novell Filing Registry system which carries details of all departmental files Effect(s): 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	IT System Failure (total loss) Complete failure of IT systems resulting in widespread disruption across the Council	Cause(s): Complete loss of data centre and related hardware Effect(s): 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) Risk 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		
15	Corporate Services	Data Protection Breach	<p>Cause(s): Failure to adapt to the upcoming change in legislation (GDPR) Failure to ensure the confidentiality, integrity, and availability of information assets.</p> <p>Effect(s): 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</p>	Data and Information - Operational	4	5	20	<p>- 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</p> <p>- GDPR Training programme in place - Induction programme in place - Additional resources to manage risk</p>	2	3	6		Director of Corporate Services

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

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

											DATE LAST REVIEWED:	29/01/2019	
REF	DIVISION	RISK TITLE & DESCRIPTION <small>(a line break - press alt & return - must be entered after the risk title)</small>	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING <small>(See next tab for guidance)</small>			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING <small>(See next tab for guidance)</small>			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"	Cause(s): - Unclear (or lack of) commissioning strategies - Poor commissioning activities - Inability to undertake full commissioning cycles - Failure to engage and develop markets Effect(s): - 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 Commissioning Board (or equivalent) 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 Director of Commissioning (or delegate)
2	Commissioning	Effective governance and management of contracts	Cause(s): - Lack of clear management across contracts - Capacity and capability - Contract management processes ineffective - Organisational culture and understanding Effect(s): - 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 Director of Commissioning (or delegate)

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

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

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)			DATE LAST REVIEWED:	29/01/2019
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
					FURTHER ACTION REQUIRED						RISK OWNER		
2	Finance	Financial Market Volatility Financial loss arising from the volatility of financial markets.	Cause(s): Market volatility, recession, banking failure Effect(s): 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	Pension Fund The pension fund not having sufficient resources to meet all liabilities as they fall due	Cause(s): 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. Effect(s): 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	Failure to deliver a sustainable Financial Strategy which meets with BBB priorities and failure of individual departments to meet budget	Cause(s): 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 over £35m per annum by 2022/23. 2. Part of the devolution of funding, business rates will be devolved to Local Government from 2021 (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). Effect(s): - 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. Directors to update commissioning strategies with strategic choices to address financial envelope 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

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

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Report No.
FSD19029

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RESOURCES, COMMISSIONING & CONTRACTS
MANAGEMENT PORTFOLIO HOLDER

Date: For pre-decision scrutiny by the Executive, Resources & Contracts PDS
Committee on 19th March 2019

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - 3RD QUARTER 2018/19
& CAPITAL STRATEGY 2019 TO 2023

Contact Officer: Jo-Anne Chang-Rogers, Principal Accountant
Tel: 020 8313 4292 E-mail: jo-anne.chang-rogers@bromley.gov.uk

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 13th February 2019, the Executive received a report summarising the current position on capital expenditure and receipts following the 3rd quarter of 2018/19, and presenting for approval the new capital schemes in the annual capital review process. The Executive agreed a revised Capital Programme for the five year period 2018/19 to 2022/23. This report highlights changes agreed by the Executive in respect of the Capital Programme for the Resources, Commissioning & Contracts Management Portfolio. The revised programme for this portfolio is set out in Appendix A and detailed comments on individual schemes are shown in Appendix B.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to note and confirm the changes agreed by the Executive on 13th February 2019.

Corporate Policy

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

Financial

1. Cost of proposal: Total Increase of £115k over the five years 2018/19 to 2022/23, due to the increase of the Carbon Management Programme
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £37.58m for the Resources, Commissioning & Contracts Management Portfolio over the five years 2018/19 to 2022/23
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
-

Staff

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

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Capital Monitoring – variations agreed by the Executive on 13th February 2019

3.1 A revised Capital Programme has been submitted for approval to the Executive on 13th February 2019, following a detailed monitoring exercise carried out after the 3rd quarter of 2018/19. The base position is the programme approved by the Executive on 28th November 2018, as amended by variations approved at subsequent Executive meetings. All changes to schemes in the Resources, Commissioning & Contracts Management Portfolio Programme are itemised in the table below and further details are included in paragraphs 3.2 and 3.3. The revised Programme for the Portfolio is attached as Appendix A whilst Appendix B shows actual spend against budget in 2018/19, together with detailed comments on individual scheme progress.

	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL 2018/19 to 2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
Programme approved by Executive 28/11/18	2,358	33,072	1,689	348	0	37,467
<u>Variations approved by Executive 13/02/19</u>						
Carbon Management Programme (Para 3.3)	0	115	0	0	0	115
Schemes rephased from 2018/19 into 2019/20	Cr 1,517	1,517	0	0	0	0
Total amendments to the Capital Programme	Cr 1,517	1,632	0	0	0	115
Total Revised Resources, Commissioning & Contracts Management Programme	841	34,704	1,689	348	0	37,582

3.2 Schemes re-phased from 2018/19 into future years

As part of the 3rd quarter monitoring exercise, a total of £1,517k has been rephased from 2018/19 into 2019/20 to reflect revised estimates of when expenditure is likely to be incurred. This mainly relates to the IT Transformation scheme, and the Sharepoint Productivity Platform upgrade scheme, where only a small amount of expenditure is expected for the remainder of the year. This has no overall impact on the total approved estimate for the capital programme. Scheme rephasings are itemised in the table below and comments on scheme progress are provided in Appendix B.

Capital Expenditure - Rephasing in Q3 Monitoring	2018/19	2019/20	TOTAL
	£'000	£'000	£'000
Carbon Management Programmes	Cr 5	5	0
Civic Centre Development Strategy	Cr 55	55	0
Emergency Works on Surplus Sites	Cr 100	100	0
Banbury House Demolition Site Preparation	Cr 111	111	0
IT Transformation	Cr 1,000	1,000	0
Sharepoint Productivity Platform upgrade / replacement	Cr 130	130	0
Review of Corporate Customer Services IT Systems	Cr 48	48	0
Upgrade of MS Dynamics CRM System	Cr 68	68	0
Total Resources, Commissioning & Contracts Management Scheme rephasing	Cr 1,517	1,517	0

3.3 Carbon Management Programme – (£115k addition to scheme)

This scheme is 50% funded by SALIX funding, provided by DEFRA, and 50% from the LBB Invest to Save Fund. All remaining projects have completed and outstanding grants in the form of savings made via energy consumption and billing have now been received. The budget will be used in 2019/20 in partnership with the Street Lighting scheme to replace the LED lighting within the Borough.

Annual Capital Review – new scheme proposals

- 3.4 In recent years, the Council has steadily scaled down new capital expenditure plans and has transferred all of the rolling maintenance programmes to the revenue budget. General (un-earmarked) reserves, established from the disposal of housing stock and the Glades Site, have been gradually spent and have fallen from £131m in 1997 to £45.7m (including unapplied capital receipts) as at 31st March 2018. The Council's asset disposal programme has diminished and any new capital spending will effectively have to be met from the Council's remaining revenue reserves.
- 3.5 As part of the normal annual review of the Capital Programme, Chief Officers were invited to come forward with bids for new capital investment, including Invest to Save bids which were particularly encouraged. No bids for new schemes were received for the Resources, Commissioning & Contracts Management Portfolio.

Post-Completion Reports

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

- Upgrade of Core Network Hardware
- Replacement of Storage Area Network
- Rollout of Windows 7 and Office 2000
- Replacement of MD110 telephone switch &
- Windows Server 2003 Replacement Programme

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

4. POLICY IMPLICATIONS

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

5. FINANCIAL IMPLICATIONS

- 5.1 These were reported in full to the Executive on 13th February 2019. Changes agreed by the Executive for the Resources, Commissioning & Contracts Management Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal, Personnel and Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Capital Programme Monitoring Qtr 2 2018/19 (Executive 28/11/18) Capital Programme Monitoring Qtr 3 2018/19 (Executive 13/02/19)

RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO - APPROVED CAPITAL PROGRAMME 13TH FEBRUARY 2019										
Code	Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Responsible Officer	Remarks
		£'000	£'000	£'000	£'000	£'000	£'000	£'000		
PROPERTY DIVISION										
939320	Emergency Works on Surplus Sites	312	188	24	100	0	0	0	Michael Watkins	Essential to maximise capital receipts
917246	Carbon Management Programme (Invest to Save funding)	1,381	883	0	498	0	0	0	Lee Gullick	Scheme will generate revenue savings; £250k funded by Salix
936407	Property Investment Fund	112,553	97,057	96	15,400	0	0	0	Michael Watkins	Various property acquisitions - met from Property Investment Fund, Growth Fund, and Capital Receipts
936409	Civic Centre Development Strategy	14,100	3	10	13,127	960	0	0	Cathy Pimm	Approved Executive 18/05/16 and Council 04/07/16
950831	Banbury House Demolition Site Prep	166	5	50	111	0	0	0	Michael Watkins	
936405	Property Disposal / Feasibility Work (Growth Fund)	0	8	Cr 8	0	0	0	0	Michael Watkins	Approved Executive 24/05/17 - £250k from Growth Fund
TOTAL - PROPERTY DIVISION		128,512	98,144	172	29,236	960	0	0		
RESOURCES DIRECTORATE										
936461	IT Transformation	5,381	0	238	4,066	729	348	0	Vinit Shukle	Approved by Exec 28th Nov 2018
936448	Upgrade of Core Network Hardware	424	424	0	0	0	0	0	Vinit Shukle	Scheme completed - Remaining budget of £626k allocated to IT Transformation scheme
936452	Performance Management/Children's Services - information technology	697	677	20	0	0	0	0	Janet Bailey	Approved by Executive 16/06/10
936454	Replacement of Storage Area Networks	959	959	0	0	0	0	0	Vinit Shukle	Scheme completed - Remaining budget of £821k allocated to IT Transformation scheme
936455	Rollout of Windows 7 and Office 2010	636	636	0	0	0	0	0	Vinit Shukle	Scheme completed - Remaining budget of £127k allocated to IT Transformation scheme
936456	Replacement of MD110 telephone switch	572	572	0	0	0	0	0	Vinit Shukle	Scheme completed - Remaining budget of £188k allocated to IT Transformation scheme
936457	SharePoint Productivity Platform upgrade/replacement	1,500	194	20	1,286	0	0	0	Vinit Shukle	
936458	Windows Server 2003 replacement program	737	737	0	0	0	0	0	Vinit Shukle	Scheme completed - Remaining budget of £163k allocated to IT Transformation scheme
936459	Review of Corporate Customer I.T System	239	100	91	48	0	0	0	Duncan Bridgewater	Approved by Executive 10/02/16
936460	Upgrade of MS Dynamics CRM System	480	112	300	68	0	0	0	Duncan Bridgewater	
TOTAL RESOURCES DIRECTORATE		11,625	4,411	669	5,468	729	348	0		
RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO		140,137	102,555	841	34,704	1,689	348	0		

RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO - APPROVED CAPITAL PROGRAMME 2018/19 - 3RD QUARTER MONITORING				
Capital Scheme/Project	3RD QUARTER 2018/19			Responsible Officer Comments
	Revised Estimate Nov 2018	Actual to 07.02.19	Revised Estimate Feb 2019	
	£'000	£'000	£'000	
PROPERTY DIVISION				
Emergency Works on Surplus Sites	124	0	24	Essential to maximise capital receipts. To prepare surplus sites for disposal and to cover any emergency works. £100k rephased to 2019/20.
Carbon Management Programme (Invest to Save funding)	5	0	0	Capital Programme budget to be increased by £115k. No spend forecast this FY - remaining budget to be rephased to 2019/20. Officers are currently reviewing potential projects which includes LED lighting and controls in Stockwell Blocks and the Central Library.
Property Investment Fund	96	11	96	No purchases are currently being pursued. Should this position change then a further update will be issued. £15.4m has been rephased from 2018/19 to 2019/20.
Civic Centre Development Strategy	65	0	10	At the Executive meeting on 11 July 2018, members approved a revised scope of work for the Civic Centre Programme and office accommodation at Central Depot. Currently going through tendering to recruit consultancy services from the ESPO Property, Building and Infrastructure Advice and Management Services Framework to carry out a feasibility study for proposed works to the Civic Centre and Central Depot. At Exec meeting on 28 Nov 2018, £100k rephased from 2018/19 to 2019/20. A further rephasing of £55k was approved by the 13th Feb 2019 Exec.
Banbury House Demolition Site Prep	161	36	50	Executive 10/01/18 approved £166k from capital receipts, for demolition and site clearance. Final feasibility for use of site for housing need or disposal was reported back to members. Now no longer a site - being developed for housing. £111k to be rephased to 2019/20 as only fees payable this FY.
Property Disposal / Feasibility Work (Growth Fund)	Cr 8	44	Cr 8	Where allowable, expenditure will be funded by the receipts generated from site sales, or feasibility costs for a re-development will be capitalised. Feasibilities being carried out on a number of schemes. These are being progressed until planning approval and on-site development by contractor is underway.
TOTAL PROPERTY DIVISION	443	91	172	

RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO - APPROVED CAPITAL PROGRAMME 2018/19 - 3RD QUARTER MONITORING				
Capital Scheme/Project	3RD QUARTER 2018/19			Responsible Officer Comments
	Revised Estimate	Actual to	Revised Estimate	
	Nov 2018	07.02.19	Feb 2019	
	£'000	£'000	£'000	
RESOURCES DIRECTORATE				
IT Transformation scheme	1,238	0	238	IT Transformation scheme approved by Exec 28th Nov 2018. Order being placed for network hardware and UPS. Total spend for 2018/19 anticipated approx £230k remaining £1m to be rephased to 2019/20.
Upgrade of Core Network Hardware	0	0	0	Scheme completed - budget transferred to new IT Transformation scheme.
Performance Management/Children's Services - information technology	20	16	20	The scheme has been stopped with only a few small payments to be finalised.
Replacement of Storage Area Networks	0	0	0	Scheme completed - budget transferred to new IT Transformation scheme.
Rollout of Windows 7 and Office 2010	0	0	0	Scheme completed - budget transferred to new IT Transformation scheme.
Replacement of MD110 telephone switch	0	0	0	Scheme completed - budget transferred to new IT Transformation scheme.
SharePoint Productivity Platform upgrade/replacement	150	0	20	Officers are now taking a tactical solution where project will move to Sharepoint 2010 from 2007 version, before finally moving to new platform of Office 365. Ongoing project is gaining momentum. This scheme will now be delivered in-line with the IT Transformation scheme to ensure there is no duplication. Anticipate spend of £20k this year with £130k to be rephased to FY19/20.
Windows Server 2003 replacement program	0	0	0	Scheme completed - budget transferred to new IT Transformation scheme.
Review of Corporate Customer I.T System	139	80	91	Work is underway and progressing to complete the required system upgrades. Final testing taking place and should be completed before end of financial year. £48k to be rephased to 2019/20.
Upgrade of MS Dynamics CRM System	368	275	300	Scheme has been completed and will close once final invoices have been paid.
TOTAL RESOURCES DIRECTORATE	1,915	371	669	
RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT PORTFOLIO	2,358	462	841	

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Report No.
19022

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive and Resources PDS Committee

Date: 19 March 2019

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

Title: Cleaning of Council Premises Update

Contact Officer: Andrew Champion, Facilities & Support Client Services Manager
Tel: 020 8313 4394 E-mail: andrew.champion@bromley.gov.uk

Chief Officer: Nigel Davies

Ward: All Wards

1. Reason for report

To update the Committee on the Cleaning of Council premises as undertaken by the Council's appointed Total Facility Management (TFM) provider Amey.

2. **RECOMMENDATION(S)**

The report will provide an analysis on the delivery of cleaning performance and realise some options around continued delivery of the service stream.

Impact on Vulnerable Adults and Children

1. Summary of Impact: See Point 4.
-

Corporate Policy

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

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: £ 216.9k
 3. Budget head/performance centre: TFM Client Team
 4. Total current budget for this head: £203.9k plus £13k
 5. Source of funding: Existing revenue budget for 2018/19
-

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: Non-Statutory - Government Guidance:
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 1,485
-

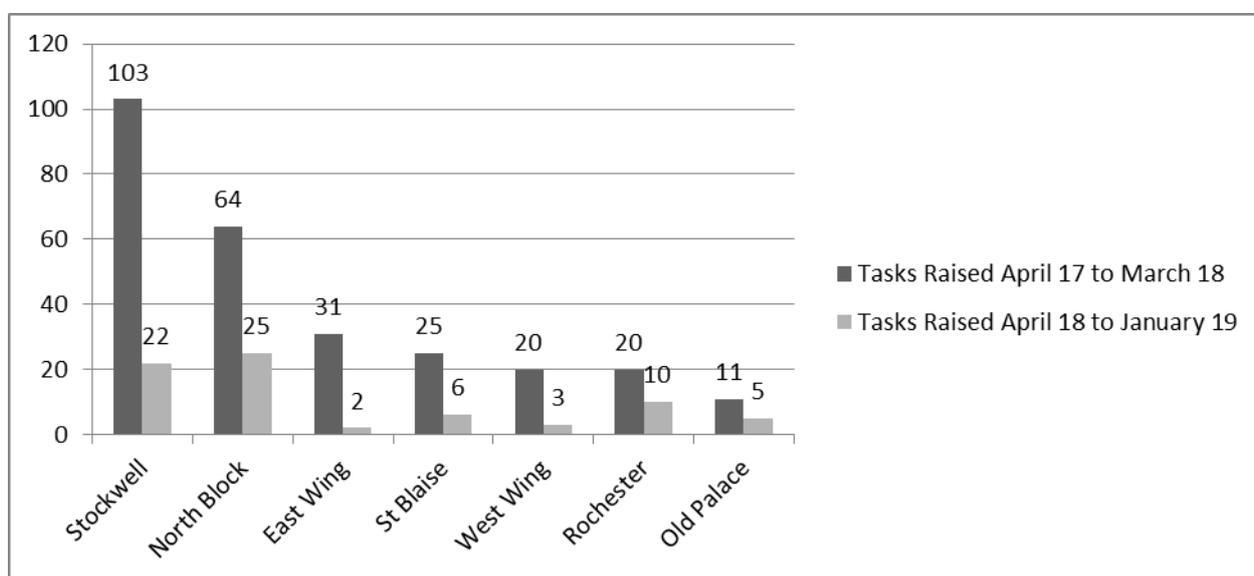
Ward Councillor Views

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

3. COMMENTARY

- 3.1 Amey delivers cleaning services, through a self-management model, to the Civic Centre buildings and Walnuts Area Office in Orpington via the TFM contract. Amey initially also delivered cleaning services to the Yeoman House offices from April 2017 through to the end July 2018. Cleaning provision at Yeoman House ceased with effect from August 2018 owing to the Authority and partners vacating the building at the lease end period. A Change Control Notice (CCN) is being processed for the realignment of the Yeoman House costs into the 2019/20 budget position.
- 3.2 Cleaning is delivered against an agreed service delivery model which stipulates frequency of cleaning and consumable provision to defined areas which include:-
- Common and Reception Areas
 - Committee and Meeting Rooms
 - Consumable provision
 - Function Suite
 - General Offices
 - Toilets
 - Welfare Areas
- 3.3 Amey provide cleaning services against the back drop that the Civic Centre facilities have not been subject to a consistently applied rolling uplift programme of works Inc. redecoration and replacement of fixtures & fittings for several years. The ability to deliver a sustained programme of uplifts has been impacted upon by pressures on the planned maintenance budget and delayed timing(s) on the delivery of a Civic Centre accommodation strategy. Therefore there is often a perception that as an area is in poor decorative state it is therefore not being adequately cleaned.
- 3.4 Amey commenced service delivery of cleaning in April 2017, following on from their appointment as the Authorities TFM provider in October 2016. The cleaning service migrated to Amey following the period of Authority management of contract cleaning arrangements from April 2014 through to March 2017.
- 3.5 The following provides some contextual background with regard to the contract cleaning arrangements, for the period April 2014 through to March 2017, pending their transfer to Amey management and delivery.
- 3.6 It should be noted that when the cleaning contract was awarded to Ocean Cleaning, the Council achieved savings of approximately 89k per annum from the contract price when compared to the Annual Budget. A contingency of 13k was retained in case some additional Ad Hoc cleaning would be required.
- 3.7 From 1 April 2017 Amey commenced delivery of cleaning for the Civic Centre Buildings, Yeoman House and Walnuts Offices against an annual fixed fee budget, which for the 2018-19 period sits at £203.9k plus the contingency budget of £13k. This has been committed for the 2018/19 period against window cleaning and deep cleans of toilets, welfare areas and shower facilities across the Civic Centre site.

- 3.8 Amey's initial period of delivery on the Civic Centre cleaning contract generated some raised concerns from Civic Centre site users and this culminated in attendance at the Departmental Representative Forum to address the level of raised service issues and concerns. The primary point of issue was centred on the difficulty Amey were experiencing in the appointment and retention of cleaning staff as they were undertaking the contract responsibilities as a direct service provision and were not sub-contracting the works to the market.
- 3.9 Whilst the initial period of the contract realised service issues, the root cause was predominately aligned to the fact that a high percentage of existing cleaning staff chose not to TUPE over to Amey and the loss of experienced and knowledgeable staff negatively impacted on Amey's proposed expectation of their initial service delivery.
- 3.10 Whilst Amey's cleaning service initially realised a spike in tasks being raised through the Helpdesk, the service delivery is indicating a significant reduction in tasks being raised. From April 2018 to date there is a 73% reduction in tasks being raised against service delivery issues through the Helpdesk, as monitored through the Amey Concept task reporting system.



- 3.11 As indicated above, Amey are demonstrating a defined improvement in their management of the cleaning service, but their ability to consistently apply a 'Good' service delivery is impacted upon by delays in the backfilling of resource issues that are realised either through staff leaving or across periods of sickness and holidays.
- 3.12 The predominant reason for resource issues impacting upon the service delivery are that Amey's self-delivery model needs to be supported with greater resilience in the management and interim resourcing of staffing patterns as impacted upon by sickness, Annual Leave and access to experienced staff within a competitive local labour market.
- 3.13 Some of the cleaning service issues raised by users are also linked with the condition of the facilities making them appear unclean. This is due to the lack of programmed refurbishment schemes which have left many facilities looking tired due to dated and tarnished sanitary wear and well-worn floor areas.
- 3.14 An uplift programme to address toilet facilities within the East, West and Old Palace Wings is currently being scoped for delivery across 2019. The uplift will provide for a fresher environment and aid Amey in their being able to apply standards which will have a less jaundiced perception of cleanliness over condition.

- 3.15 Amey will additionally be requested to review the application of the currently delivered service specification, as the high density of users to facilities, particularly within the North Block and Stockwell buildings, predominately raise the highest number of recorded task issues. This could be supported with removal of facilities for the collection of single use plastics. A review of resource time allied to general recycling management time could mean that resources can be more effectively deployed with additional hoovering times etc.
- 3.16 Amey might also benefit from the undertaking of some 'Soft Market' testing around the cleaning service in order to better realise general improvements within the Cleaning Industry that could be employed.
- 3.17 Amey should also undertake a cleaning service customer satisfaction survey with site users and use it as a step to enhance customer engagement. Regular engagement with staff forums such as the Departmental Representatives will also foster a positive direction for improvement.
- 3.18 Amey are to review the display and management of the Cleaning Service Standards which inform users of scheduled cleaning routines and timed delivery of same. The introduction of these displayed schedules raised awareness for service users but the scheme slipped from the initially applied standards. It has therefore been subject to a phased area relaunch with enhanced Cleaning Supervisor monitoring.
- 3.19 The TFM Client Team will review its scheduled Quality Assurance Checks with Amey's Cleaning Supervisor to ensure that results are recorded, actioned and additionally monitored through the Service Operation Board monthly meetings.
- 3.20 Amey and the TFM Client unit remain committed to realising the best possible outcomes for users of the cleaning service and key factors to be addressed are:-
- A more resilient application of cleaning staff resources
 - Implementation of smarter working practices
 - Better service user engagement
 - Maintained monitoring through engagement of Amey and TFM Client Unit and availability to attend the Departmental Representative Forum Meetings, as requested
 - Delivery of the proposed uplift programme

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 All groups of users accessing the on-site facilities, particularly toilets, inc. staff, members, contractors and general public should have available to them clean and consumable stocked facilities.
- 4.2 The site also provides facilities under the Community Toilet scheme and any failure to adequately maintain these to a standard can call the Authority into a less than favourable light, owing to difficult decisions made around the scheme in concert with closure of public conveniences.

5. POLICY IMPLICATIONS

- 5.1 Moving to a Commissioning Authority is in line with the Council's Corporate Operating Principles and is key to achieving the Build A Better Bromley 2020 vision in ensuring that services continue to be provided as efficiently and effectively as possibly, in light of the financial; pressures facing the Council over the next few years.

Non-Applicable Sections:	FINANCIAL IMPLICATIONS PERSONNEL IMPLICATIONS LEGAL IMPLICATIONS PROCUREMENT IMPLICATIONS
Background Documents: (Access via Contact Officer)	[Title of document and date]

Report No.
CSD19023

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE AND RESOURCES PDS COMMITTEE

Date: 19 March 2019

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

Title: ANNUAL POLICY DEVELOPMENT AND SCRUTINY REPORT
2018/19

Contact Officer: Philippa Gibbs, Democratic Services Officer
Tel: 020 8461 7638 E-mail: Philippa.Gibbs@bromley.gov.uk

Chief Officer: Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 The Council's Constitution requires that a report is made each year to full Council which summarises work carried out by Policy Development and Scrutiny (PDS) Committees. The latest draft of the 2018/19 report, including contributions from PDS Chairmen summarising work of the Committees, is attached.
-

2. **RECOMMENDATIONS**

That the Annual Policy Development and Scrutiny Report is approved for submission to Full Council, subject to any final additions and amendments from the current round of PDS meetings.

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: N/A
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head £343,810
 5. Source of funding: 2017/18 Revenue Budget
-

Staff

1. Number of staff (current and additional): 8 posts (6.87fte)
 2. If from existing staff resources, number of staff hours: Most of the text of the report is provided by PDS Chairmen
-

Legal

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

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All Members of the Council and interested members of the public.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Article 6.03 (d) of the Council's Constitution requires that an Annual PDS Report is submitted to full Council. The draft report for 2017/18 is due to be considered by full Council on 8th April 2019. The 2018/19 report follows the established structure combining general information about PDS work in Bromley with contributions from each PDS Chairman in respect of work carried out by their Committees during the course of the year.
- 3.2 At the time of writing, some 2018/19 PDS meetings are still to take place, so potentially PDS Chairmen/Committees may want to provide further updates. Subject to this, the Committee is asked to refer the report to Full Council.

Non-Applicable Sections:	Policy/Financial/Legal/Personnel
Background Documents: (Access via Contact Officer)	Constitution of the London Borough of Bromley (Article 6) 2017/18 Annual PDS Report

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*DRAFT FOR CONSIDERATION BY
E&R PDS COMMITTEE ON 19th MARCH 2019*



THE LONDON BOROUGH

Policy Development & Scrutiny Annual Report 2018/19

For submission to Full Council on 8th April 2019

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1. Foreword

1. On behalf of all my colleagues who are engaged in Policy Development and Scrutiny Committees in the London Borough of Bromley, I have great pleasure in presenting our Annual Report for 2018/2019, which summarises the work that has been carried out by the Committees during the Council year.

2. The continuing Government reductions in funding support for local councils and the ongoing cost pressures faced by Bromley Council leaves a long term funding gap. The 2019/20 budget has been balanced, however for future years the gap as follows; £16M for 2020/21 and £21M for 2021/22 and £32M for 2022/23 which means that total cumulative cash savings of around £68M over the next 4 years need to be found. The Council has a legal obligation to set a balanced budget, so effort is needed to generate income and find additional savings over this period. The Government will implement the devolution of business rates to individual boroughs from 2020/21 which will allow Bromley to retain a greater share of the business rates it collects (subject to equalisation). Although Bromley is currently part of a London Business rate pilot, the devolution to individual boroughs will offer Bromley an opportunity to be rewarded for growth as well as challenges with any downside risk. Over the next few years this will mean that the Growth Fund will be very important to drive additional business rate revenue.

3. Against this tough background 2018/19 has come in on budget subject to the use of some contingency. Over recent years the Council has set balanced budgets, without significantly impairing the delivery of frontline services. However, in light of the looming budget gap, the Council has increased Council Tax this year by a Bromley element of 3.99%, including the 2% increase to fund social care. In addition the Labour London Mayor and GLA also increased its precept by 5.1%, making the net overall increase of 4.21% for Bromley residents. Current assumptions indicate a 4.99% increase in Bromley's Council Tax share in 2019/20. Bromley Council continues to be debt free, meaning our residents' Council Tax is spent on services and not on interest payments.

4. The Council continues to promote significant change, both in organisational terms and in its ability to continue to provide services expected by residents. The Council has over 1300 statutory obligations to discharge, and the associated costs represent a significant proportion of the Council's overall budget. These take priority over discretionary spending. The funding gap can't be closed without taking some difficult decisions and halting some services all together. Due to its prudent financial management, Bromley Council is able to deal with these challenges but needs to ensure that early decisions are taken and adequate reserves are retained and where appropriate invested to maintain sustainable finances.

5. In addition to the financial challenges ahead and the need to become a different organisation with fewer resources, the Council should grasp opportunities for wider integration across public services including health and local government and look at cooperation with other Local Authorities to drive efficiencies. The Council will need to identify new investment opportunities to help protect key services whilst managing any associated risks. This might need a new look with an Investment and Revenue Generation Sub-Committee, to help grow revenue outside the usual call on tax payer funds. Scrutiny will remain key to ensure that there is adequate control and stability. In the context of these challenges, the Council should review its current structures including the PDS function to ensure that scrutiny can drill down to an appropriate level when looking at opportunities for value for money.

6. The PDS Committees will have an increasingly important role over the coming years to formulate acceptable solutions for the reduction in service provision, which has to come, whilst continuing to deliver quality services to the residents of Bromley.

7. Finally, I would like to thank all Committee Chairmen, members, and the Council's officers for their diligence and hard work during last year in finding practical solutions, which have ensured that Bromley Council could formulate a balanced budget and is able to continue to provide essential services next year, which are important to our residents.

Cllr. Simon Fawthrop
Chairman, Executive Resources and Contracts PDS Committee

2. Policy Development and Scrutiny Chairmen 2016/17



Cllr Simon Fawthrop
Executive, Resources & Contracts



Cllr Mary Cooke
Adult Care & Health Services



Cllr Nicholas Bennett JP
Education, Children & Families Select
Committee



Cllr Will Harmer
Environment and Community Services



Cllr David Cartright
Public Protection and Enforcement



Cllr Michael Rutherford
Renewal, Recreation & Housing

3. Policy Development and Scrutiny in Bromley

Introduction

- 3.1 Six Policy Development and Scrutiny (PDS) Committees at Bromley discharge the overview and scrutiny functions conferred by sections 21 and 32 of the Local Government Act 2000 and successive legislation. The Executive and Resources PDS Committee has an over-arching, co-ordinating role on behalf of the other five PDS Committees and is required by the Council's Constitution to present Full Council with an Annual Report "on the Policy Development and Scrutiny functions and PDS budget, and amended working methods if appropriate" (Article 6, Section 6.03 (d) of the Constitution).
- 3.2 The PDS Committees mirror the Council's executive portfolios:
- Executive, Resources & Contracts
(covering both the Resources, Contracts and Commissioning Portfolio and the Executive)
 - Adult Care & Health Services
 - Education, Children and Families Select Committee
 - Environment & Community Services
 - Public Protection and Enforcement
 - Renewal, Recreation & Housing
- 3.3 In addition to these Committees there are two PDS Sub-Committees:
- Education, Children and Families Budget and Performance Monitoring Sub-Committee
 - Health Scrutiny Sub-Committee
- 3.4 Although they have no decision-making powers, PDS Committees and Sub-Committees have key roles in contributing to policy development and scrutinising the decisions of the Executive and individual Portfolio Holders.

Policy Reviews

- 3.5 PDS Committees advise Portfolio Holders, the Executive and full Council on policies, budgets and service delivery. PDS Committees can commission groups of Councillors to review an issue or policy, so assisting a Portfolio Holder or the Executive to improve a service or function affecting local people. This can be linked to a forthcoming decision by a Portfolio Holder or the Executive or to assist in formulating fresh, new policy. In each case detailed, evidence-based assessments are carried out and recommendations made in a report. In the process, Councillors can speak to a broad range of people to help gather information for their evidence-based reports.

One-Off Reviews

- 3.6 In addition to in-depth policy reviews, PDS Committees can also review a topical issue at Committee with comments and recommendations referred on to the Portfolio Holder. These reviews are often based around a presentation or an evidence-giving session with expert witnesses.

Performance and Budget Monitoring

- 3.7 PDS Committees monitor the performance of services, functions and contracts within their remit, assessing performance against key performance indicators and policy objectives. Concerns are reported to a Portfolio Holder who can then, if necessary, be called to a PDS Committee meeting to account for the performance of his or her Portfolio.
- 3.8 PDS Committees are also involved in the budget setting process and provide considered comments and recommendations for the Executive to take account of when formulating the Council's annual budget. Similarly, PDS Committees also monitor in-year spend of budgets and raise concerns where there is any possibility of overspend or other issues affecting spending priorities.

Call-in

- 3.9 The call-in process is a key means by which PDS Committees can hold the Executive to account. Any five Councillors can call in a decision and prevent it from taking immediate effect until it has been re-considered by a PDS Committee. The Committee can then interview the Portfolio Holder and officers and consider whether the decision is appropriate, within the Council's policy framework, and whether it should be reconsidered. If the Committee feels that the decision should be reversed or altered, it can make a recommendation to the Executive, which then has to reconsider the matter.
- 3.10 At the time of writing, one call-in has been made in 2018/19. The continued low level of call-in reflects an emphasis given to pre-decision scrutiny leading to better and more robust decisions which are less likely to be challenged.

4. Report from Executive, Resources & Contracts PDS Committee

Chairman: Cllr. Simon Fawthrop

Vice-Chairman: Cllr. Keith Onslow

1. Introduction

In 2018/19 the Committee held 8 scheduled meetings, and 1 additional meeting. The regular meetings included the scrutiny of items to be decided at the Executive's meetings, in addition to matters reported to the Committee. The Committee also has Contracts and Commissioning Sub-Committee, chaired by Cllr Wells with support from Cllr Neil Reddin as Vice-Chairman, which has undertaken some very useful work in coordinating the end to end contract scrutiny process and analysing gaps in the processes. I would also like to thank the members of the Committee for their contributions and thank the Officer team, for their support across the year, including call overs and agenda setting as well as numerous ad hoc meetings.

2. Scrutiny of the Executive and the Resources, Contracts and Commissioning Portfolio Holder

The Committee's principal role is to scrutinise the decisions of the Executive and to hold the Leader of the Council, the Chief Executive Officer and the Resources, Contracts and Commissioning Portfolio Holder to account. This Committee has discharged its responsibilities diligently and competently during the year. I would like to thank all the above for their valuable contributions. I would also like to thank the PDS Chairmen for their regular reports and contributions, as well as Committee members for bringing their insight and wisdom to the meetings.

3. Review of Council Activities

The Committee has been very conscious of the need to reduce costs and has diligently scrutinised budget and capital programme reports and measures to bring costs under control, including overspends across some budget headings. The contracts register and the disposal of various surplus assets, the performance of the Council Tax Support Scheme and issues concerning homelessness and temporary accommodation, Treasury Management performance which continues in the top 10% of local authority performances, the various invest-to-save projects, as well as details on the Growth Fund and Investment Fund initiatives and the risk register were also considered. In addition the Committee considered the disposal of assets including the Old Town Hall site.

4. Scrutiny of Contracts.

The Committee also reviewed the work of key supplier contracts including the IT Services contract provided by BT (as I am an employee of BT these items were chaired by Cllr Onslow, to avoid any conflict of interest). We also reviewed the work of Liberata and Amey. Whilst it has been good to see the Liberata contract performing well and showing both good value for money and a good level of service, Amey has been more challenging. Bromley's employees often bring poor performance and poor standards by Amey to me on a confidential basis, whilst some things have changed, the fact that these complaints continue means further and deeper scrutiny is required. The retendering of the Exchequer Services Contract was being scrutinised by the Contracts and Commissioning Sub Committee under Cllr Wells.

5. Outlook

The Government's cost reductions have continued to impact on the Council's finances. The task to find the savings necessary to balance the Council's budget has been a major factor across this year.

Keeping on top of the cost pressures, which include additional growth items of up to £33m in 2022/23, partly offset by mitigation of £15m, will be crucial in delivering a balanced budget in future years. The main challenge is closing the funding gap of £32 million by 2022/23, and a lot of hard work remains to ensure the Council continues to set legal budgets over the coming years. On a positive note a Brexit bounce for the economy is just around the corner.

6. Conclusions

The Council is undergoing significant change, both in organisational terms and in its ability to continue to provide services expected by residents. The era of streamlining, re-organising and cost cutting, whilst continuing to provide services "as usual" is becoming harder and difficult decisions will now have to be taken about reducing certain service provision. Statutory obligations will have to take precedence over providing discretionary support.

It remains essential that we take action to meet our statutory obligations, to have a balanced budget and ensure the Council provide key services whilst 'living within its means'.

The challenges for Bromley Council in the coming years are the need to make the wider public fully aware of the Council's financial position of balancing on-going service pressures against a backdrop of less central tax payer support year on year and to ensure that planning is in place for dealing with the budget gap in future years. This will include both cost reductions and revenue generation within the confines of the Building a Better Bromley, Clean and Green approach adopted by the Conservative administration.

Councillor Simon Fawthrop
Chairman, Executive & Resources PDS Committee

5. Report from Adult Care and Health PDS Committee

Chairman Cllr Mary Cooke
Vice Chairman. Cllr Robert McIlveen

The Adult Care & Health PDS and the Health Scrutiny Sub-Committee held a total of 9 meetings this year. The Sub-Committee considered moving its start time from 4pm to later in the day but after consultation with partners agreed that this would not be a positive move.

I begin by expressing thanks to all Committee Members, both elected and Co-Opted, officers and staff of LBB and the representatives of our health partners who have given unstintingly of their time and their expertise. In particular I would like to pay tribute to Kerry Nicholls, the Clerk to the Committees, who left LBB at the beginning of February. I wish her every success.

Review of 2018/2019

1. The Service is demand-led and the predicted overspend was mitigated by the release of funding from the Better Care Fund, the Bromley Clinical Commissioning Group (BCCG) reserve and the work undertaken by the Invest to Save team.

2. During the year the Committee was pleased to note the “Good” outcome of the Reablement inspection in May 2018, the “Good” outcome of NHS England’s annual review of Bromley Clinical Commissioning Group, and the expected positive outcome of the Shared Lives Service Inspection which took place in early 2019.

3. There has been more proactive management of contracts reflecting the Committee’s role in scrutinising the improvement process and Members agree that they have a much improved line of sight of procurement and contract management. The previous flow of urgent decisions has ceased and at its last meeting the Committee was pleased to note that only one contract is red flagged and that is due to the proximity of the end of the contract.

4. The Committee scrutinised reports from the Public Health service which it found helpful. It resolved new funding of £603k to continue the Health Support to Schools programme targeted at children with medical and safeguarding needs to continue when the Better Care Funding ceases in March 2019.

5. Key highlights of the year include:

- Successful partnership working with the Bromley Safeguarding Adults Board including the provision of safeguarding training for all Members of the Committee.
- The recruitment of 15 newly qualified social workers strengthened the Adult Social Care Service.
- The procurement of a new Social Care Case Management IT system.
- Attention has been given to both Supported Living and Shared Lives Schemes and recommendations successfully introduced to meet winter pressure demands in 2017/18. These were enhanced for 2018/19 and a report from the BCCG is planned

for the March meeting of the Health Scrutiny Sub Committee. made as to procurement process

- The comprehensive evaluation of winter health services carried out by BCCG. A range of services were successfully introduced to meet winter pressure demands in 2017/18. These were enhanced for 2018/19 and a report from the BCCG is planned for the March meeting of the Health Scrutiny Sub Committee.

6. Sustained efforts have been undertaken to strengthen our relationship with our partners. The Chairman and the Portfolio Holder now have regular meetings with Bromley Healthcare and, health representatives meet the Health Sub-Committee bi-annually. We are also confident that relationships with Oxleas NHS Foundation Trust will improve following the appointment of Matthew Trainer (previously COO at the PRUH) as Chief Executive at Oxleas and the appointment of Cllr Yvonne Bear to the Oxleas Council of Governors. King's College Hospital NHS Foundation Trust has been subject to a number of severe challenges since it was placed in Financial Special Measures in December 2017, including the need to recruit a Chief Executive at the PRUH. However the inability to field a representative to attend the Sub Committee meeting in January or the meeting scheduled for the 6 March 2019 is more than regrettable.

Objectives for 2019/20

1. Continue to monitor the performance against budget with vigour paying particular attention to the Council's statutory duties that fall under the Committee's purview

2 Focus on mental health taking a holistic approach to encourage partners to work more closely to strive to ensure that physical, mental and social care needs of people are met. In particular scrutinise the process for transition from child to adult mental health services.

3 While appreciating the value of the present schedule of visits to Care Homes etc the Committee does not believe it is the appropriate forum for in depth scrutiny. It will, therefore, invite the providers of high value contracts and users of services to contribute to the work of the Committee either by attending the meeting or giving feedback in a more appropriate way.

4. Scrutinise the contracts register and the contracts data base. Recognising that its role is to scrutinise the shaping of services and not to micro manage; it will scrutinise the in principle decision as to whether to provide a service and scrutinise the decision of the selection of a provider.

Councillor Mary Cooke
Chairman, Adult Care & Health PDS and Health Scrutiny Sub-Committee

6. Report from Education, Children & Families Select Committee

Chairman: Cllr. Nicholas Bennett JP
Vice-Chairman: Cllr. Neil Reddin

1. The Committee has now been in its present form as a Select Committee for three years and has bedded in well. All the members serving on the Committee have expressed their view that the way the Committee undertakes scrutiny and produces subsequent policy proposals is more effective than in the old PDS format where the emphasis was largely on scrutiny of the Portfolio Holder and his proposed decisions. The Select Committee process recognises that policy flows from the Executive but that, by Committee having control of what it scrutinises, it is able to examine in detail specific areas and make proposals for improvements. The new system holds the Portfolio Holder to account at each meeting and also over the year calls the senior officers for examination of their work. In addition, the Sub-Committee and, when necessary the main committee scrutinises contract decisions which the Portfolio Holder is minded to make.
2. The expansion of the Sub-Committee's role to include performance monitoring has enabled the Committee to give a fuller examination of the budget, the capital programme, contracts and risk registers, the Portfolio Plan and the annual reports of the Virtual School, Private Fostering, Adoption, Local Authority Designated Officer, the Independent Reviewing Officer, the Annual ECHS Complaints Report and the Bromley Safeguarding Children Board. These annual reports are produced at great cost and effort and deserve proper consideration. The Sub-Committee also invited the whole membership of the main Committee for the report into St Olave's School.
3. The Select Committee met five times in the year with an additional meeting to examine the sustainability of the Education Budget. This was one of two inquiries covering the entire budget under the Portfolio. The children's social care budget accounts for 20% of the Council's total controllable budget and therefore must play a considerable role in the way in which the total budget is managed and controlled. The Education budget is largely devolved to schools but some 2% is controlled by the Council. The Committee has made 22 proposals in total, across the two budgets, to improve the effectiveness, economy and efficiency of the way the budget is spent.
4. In addition to the two Reports referred to above the Committee conducted three other major inquiries into:
 - ***Post 16 Non-university technical education and apprenticeship Opportunities in Bromley***
 - ***The impact of Benefit Changes on Children and Families***
 - ***Lifelong Learning***
5. Three mini inquiries were held on the ***Youth Offending Service and Adult Education***. Given the importance of the role of the Council as ***Corporate Parents***, the

Committee also looked at how Council Members could play a greater role in the lives of the children which the Council looks after.

6. The Portfolio Holder appeared for scrutiny at all but one of the meetings and, in addition, the Deputy Chief Executive and Director of Education Care and Health Services, the Interim Director of Children's Care and the new Director of Education have all been before the Committee for scrutiny sessions.
7. The Committee was very pleased that the **Living in Care Council** arranged for the Committee to view their new video '**Listen When I Speak**' and it raised important issues which we have considered in our examination of our role as Corporate Parents.
8. The Committee had one important presentation during the year when Gillian Palmer, the Interim Director of Education, presented a valuable research report on **Education Outcomes in Bromley**. The report was extremely helpful, particularly to new members of the Council, on the factors affecting progress at each of the key stages in the education of Children in the Borough.
9. The Committee will have new leadership in 2019-20 as I take on the role of Mayor and Cllr Reddin stands down as Chairman of the Sub-committee. We hope that the new Chairman and Deputy Chairman will build on the progress made by the Select Committee and its Sub-Committee. There are number areas for further improvement. We hope that all witnesses will, in future produce written evidence to be circulated with the agenda and secondly that the range of witnesses can be expanded outside the Council staff. We appreciate that it has been difficult to get schools to give evidence (and we are grateful to these who did respond to the inquiry on post 16 education). We were disappointed that the NHS, the largest employer in the Borough could not find anyone to attend the Post 16 education inquiry and that we have yet to get private sector witnesses to give evidence.
10. I would like to thank the former Director of Education, Care and Health Services, Ade Adetosoye OBE, Gillian Palmer, the former Interim Director of Education, Jared Nehra, our new Director of Education and Janet Bailey, Interim Director of Children's Care, together with all their staff for their help and assistance with the work of the Committee during the year.
11. My thanks also to all the members of the Committee and Sub-committee both elected and co-opted for their thoughtful contributions and cross party cooperation.
12. The behind the scenes work of preparing for the Committee includes an annual meeting with colleagues to discuss the year ahead and then, with my Deputy Chairman, an agenda planning meeting and a call over meeting with officers for each meeting in the annual cycle. I want particularly to pay tribute to Cllr Neil Reddin, the best Deputy I have ever worked with. Neil and I have worked closely together over six of my seven years as Chairman and I shall miss his calm, common sense approach

both as Deputy Chairman and in his efficient chairing of the Sub-committee. Last but not least a huge thank you to Philippa Gibbs, our Committee Clerk and administrator. Without her hard work in preparing the agendas, writing the minutes and drafting our Inquiry Reports the Committee would not operate in the efficient and effective way which it has done over the past years.

Cllr Nicholas Bennett MA JP

Chairman

Education, Children and Families Select Committee

7. Report from Environment and Community Services PDS Committee

Chairman: Cllr. William Harmer

Vice-Chairman: Cllr. David Jeffreys



I would like to start by thanking all the people who worked to ensure the success of the Committee in 2018/19. In particular:

- Our committee members whose questioning and contributions have shaped and improved the proposals coming through the committee
- The Director of Environment and Community Services, Nigel Davies and his team for their contributions both to the reports and to the meetings
- Cllr Huntingdon-Thresher for his courteous and knowledgeable responses to committee questions and concerns as Portfolio Holder with his Executive Assistant Cllr. Kira Gabbert
- Mr. Keith Pringle, our committee clerk who ensured each meeting ran smoothly
- The members of the public who in asking their own questions supported the committee in holding the Executive to account and demonstrated a clear passion for enhancing the neighbourhoods in which they live.

The services within this portfolio impact every resident in the Borough, from waste collection, parks and recycling to pot holes and road safety. Residents expectations from the service are changing and we're seeing increased emphasis on continuing to improve the safety of our roads, switching to new and more efficient ways of contacting the council, such as through FixMyStreet and the Bromley.gov.uk website and increasing demands to enhance and improve our parks. The committee has responded to these changing expectations driving ambitious policies.

As a Policy Development and Scrutiny function we serve two roles, firstly to scrutinise decisions relating to our area and secondly to develop and influence the direction of the Council's policy in this portfolio area.

I'm hopeful that members who participated in the committee and members of the public who took the time to attend felt that they had contributed to achieving tangible outcomes in both those roles. I highlight on the next page three key items (but not exhaustive) that the committee has achieved over the course of the year.

As we look forward, the committee will need to grapple with a number of challenges. This list is broad but includes continuing our excellent record on road safety, understanding the impact of electric and possibly autonomous forms of transport, dealing with the increasing number of cars in the Borough and working with our fantastic friends groups to improve our parks and neighbourhoods. All of this will be against a context of continuing and significant reduction to the funding which we will need to respond to in order to keep the Council on a stable financial footing.

1 Proactively holding our contractors to account: Recognising the role of the Local Authority as a Commissioning organisation, the PDS started the civic year agreeing stretch targets for the delivery of our key services. A standing item was placed at the start each meeting to review how our services were performing.

Contract	Contractor	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53	2053/54	2054/55	2055/56	2056/57	2057/58	2058/59	2059/60	2060/61	2061/62	2062/63	2063/64	2064/65	2065/66	2066/67	2067/68	2068/69	2069/70	2070/71	2071/72	2072/73	2073/74	2074/75	2075/76	2076/77	2077/78	2078/79	2079/80	2080/81	2081/82	2082/83	2083/84	2084/85	2085/86	2086/87	2087/88	2088/89	2089/90	2090/91	2091/92	2092/93	2093/94	2094/95	2095/96	2096/97	2097/98	2098/99	2099/00	2100/01	2101/02	2102/03	2103/04	2104/05	2105/06	2106/07	2107/08	2108/09	2109/10	2110/11	2111/12	2112/13	2113/14	2114/15	2115/16	2116/17	2117/18	2118/19	2119/20	2120/21	2121/22	2122/23	2123/24	2124/25	2125/26	2126/27	2127/28	2128/29	2129/30	2130/31	2131/32	2132/33	2133/34	2134/35	2135/36	2136/37	2137/38	2138/39	2139/40	2140/41	2141/42	2142/43	2143/44	2144/45	2145/46	2146/47	2147/48	2148/49	2149/50	2150/51	2151/52	2152/53	2153/54	2154/55	2155/56	2156/57	2157/58	2158/59	2159/60	2160/61	2161/62	2162/63	2163/64	2164/65	2165/66	2166/67	2167/68	2168/69	2169/70	2170/71	2171/72	2172/73	2173/74	2174/75	2175/76	2176/77	2177/78	2178/79	2179/80	2180/81	2181/82	2182/83	2183/84	2184/85	2185/86	2186/87	2187/88	2188/89	2189/90	2190/91	2191/92	2192/93	2193/94	2194/95	2195/96	2196/97	2197/98	2198/99	2199/00	2200/01	2201/02	2202/03	2203/04	2204/05	2205/06	2206/07	2207/08	2208/09	2209/10	2210/11	2211/12	2212/13	2213/14	2214/15	2215/16	2216/17	2217/18	2218/19	2219/20	2220/21	2221/22	2222/23	2223/24	2224/25	2225/26	2226/27	2227/28	2228/29	2229/30	2230/31	2231/32	2232/33	2233/34	2234/35	2235/36	2236/37	2237/38	2238/39	2239/40	2240/41	2241/42	2242/43	2243/44	2244/45	2245/46	2246/47	2247/48	2248/49	2249/50	2250/51	2251/52	2252/53	2253/54	2254/55	2255/56	2256/57	2257/58	2258/59	2259/60	2260/61	2261/62	2262/63	2263/64	2264/65	2265/66	2266/67	2267/68	2268/69	2269/70	2270/71	2271/72	2272/73	2273/74	2274/75	2275/76	2276/77	2277/78	2278/79	2279/80	2280/81	2281/82	2282/83	2283/84	2284/85	2285/86	2286/87	2287/88	2288/89	2289/90	2290/91	2291/92	2292/93	2293/94	2294/95	2295/96	2296/97	2297/98	2298/99	2299/00	2300/01	2301/02	2302/03	2303/04	2304/05	2305/06	2306/07	2307/08	2308/09	2309/10	2310/11	2311/12	2312/13	2313/14	2314/15	2315/16	2316/17	2317/18	2318/19	2319/20	2320/21	2321/22	2322/23	2323/24	2324/25	2325/26	2326/27	2327/28	2328/29	2329/30	2330/31	2331/32	2332/33	2333/34	2334/35	2335/36	2336/37	2337/38	2338/39	2339/40	2340/41	2341/42	2342/43	2343/44	2344/45	2345/46	2346/47	2347/48	2348/49	2349/50	2350/51	2351/52	2352/53	2353/54	2354/55	2355/56	2356/57	2357/58	2358/59	2359/60	2360/61	2361/62	2362/63	2363/64	2364/65	2365/66	2366/67	2367/68	2368/69	2369/70	2370/71	2371/72	2372/73	2373/74	2374/75	2375/76	2376/77	2377/78	2378/79	2379/80	2380/81	2381/82	2382/83	2383/84	2384/85	2385/86	2386/87	2387/88	2388/89	2389/90	2390/91	2391/92	2392/93	2393/94	2394/95	2395/96	2396/97	2397/98	2398/99	2399/00	2400/01	2401/02	2402/03	2403/04	2404/05	2405/06	2406/07	2407/08	2408/09	2409/10	2410/11	2411/12	2412/13	2413/14	2414/15	2415/16	2416/17	2417/18	2418/19	2419/20	2420/21	2421/22	2422/23	2423/24	2424/25	2425/26	2426/27	2427/28	2428/29	2429/30	2430/31	2431/32	2432/33	2433/34	2434/35	2435/36	2436/37	2437/38	2438/39	2439/40	2440/41	2441/42	2442/43	2443/44	2444/45	2445/46	2446/47	2447/48	2448/49	2449/50	2450/51	2451/52	2452/53	2453/54	2454/55	2455/56	2456/57	2457/58	2458/59	2459/60	2460/61	2461/62	2462/63	2463/64	2464/65	2465/66	2466/67	2467/68	2468/69	2469/70	2470/71	2471/72	2472/73	2473/74	2474/75	2475/76	2476/77	2477/78	2478/79	2479/80	2480/81	2481/82	2482/83	2483/84	2484/85	2485/86	2486/87	2487/88	2488/89	2489/90	2490/91	2491/92	2492/93	2493/94	2494/95	2495/96	2496/97	2497/98	2498/99	2499/00	2500/01	2501/02	2502/03	2503/04	2504/05	2505/06	2506/07	2507/08	2508/09	2509/10	2510/11	2511/12	2512/13	2513/14	2514/15	2515/16	2516/17	2517/18	2518/19	2519/20	2520/21	2521/22	2522/23	2523/24	2524/25	2525/26	2526/27	2527/28	2528/29	2529/30	2530/31	2531/32	2532/33	2533/34	2534/35	2535/36	2536/37	2537/38	2538/39	2539/40	2540/41	2541/42	2542/43	2543/44	2544/45	2545/46	2546/47	2547/48	2548/49	2549/50	2550/51	2551/52	2552/53	2553/54	2554/55	2555/56	2556/57	2557/58	2558/59	2559/60	2560/61	2561/62	2562/63	2563/64	2564/65	2565/66	2566/67	2567/68	2568/69	2569/70	2570/71	2571/72	2572/73	2573/74	2574/75	2575/76	2576/77	2577/78	2578/79	2579/80	2580/81	2581/82	2582/83	2583/84	2584/85	2585/86	2586/87	2587/88	2588/89	2589/90	2590/91	2591/92	2592/93	2593/94	2594/95	2595/96	2596/97	2597/98	2598/99	2599/00	2600/01	2601/02	2602/03	2603/04	2604/05	2605/06	2606/07	2607/08	2608/09	2609/10	2610/11	2611/12	2612/13	2613/14	2614/15	2615/16	2616/17	2617/18	2618/19	2619/20	2620/21	2621/22	2622/23	2623/24	2624/25	2625/26	2626/27	2627/28	2628/29	2629/30	2630/31	2631/32	2632/33	2633/34	2634/35	2635/36	2636/37	2637/38	2638/39	2639/40	2640/41	2641/42	2642/43	2643/44	2644/45	2645/46	2646/47	2647/48	2648/49	2649/50	2650/51	2651/52	2652/53	2653/54	2654/55	2655/56	2656/57	2657/58	2658/59	2659/60	2660/61	2661/62	2662/63	2663/64	2664/65	2665/66	2666/67	2667/68	2668/69	2669/70	2670/71	2671/72	2672/73	2673/74	2674/75	2675/76	2676/77	2677/78	2678/79	2679/80	2680/81	2681/82	2682/83	2683/84	2684/85	2685/86	2686/87	2687/88	2688/89	2689/90	2690/91	2691/92	2692/93	2693/94	2694/95	2695/96	2696/97	2697/98	2698/99	2699/00	2700/01	2701/02	2702/03	2703/04	2704/05	2705/06	2706/07	2707/08	2708/09	2709/10	2710/11	2711/12	2712/13	2713/14	2714/15	2715/16	2716/17	2717/18	2718/19	2719/20	2720/21	2721/22	2722/23	2723/24	2724/25	2725/26	2726/27	2727/28	2728/29	2729/30	2730/31	2731/32	2732/33	2733/34	2734/35	2735/36	2736/37	2737/38	2738/39	2739/40	2740/41	2741/42	2742/43	2743/44	2744/45	2745/46	2746/47	2747/48	2748/49	2749/50	2750/51	2751/52	2752/53	2753/54	2754/55	2755/56	2756/57	2757/58	2758/59	2759/60	2760/61	2761/62	2762/63	2763/64	2764/65	2765/66	2766/67	2767/68	2768/69	2769/70	2770/71	2771/72	2772/73	2773/74	2774/75	2775/76	2776/77	2777/78	2778/79	2779/80	2780/81	2781/82	2782/83	2783/84	2784/85	2785/86	2786/87	2787/88	2788/89	2789/90	2790/91	2791/92	2792/93	2793/94	2794/95	2795/96	2796/97	2797/98	2798/99	2799/00	2800/01	2801/02	2802/03	2803/04	2804/05	2805/06	2806/07	2807/08	2808/09	2809/10	2810/11	2811/12	2812/13	2813/14	2814/15	2815/16	2816/17	2817/18	2818/19	2819/20	2820/21	2821/22	2822/23	2823/24	2824/25	2825/26	2826/27	2827/28	2828/29	2829/30	2830/31	2831/32	2832/33	2833/34	2834/35	2835/36	2836/37	2837/38	2838/39	2839/40	2840/41	2841/42	2842/43	2843/44	2844/45	2845/46	2846/47	2847/48	2848/49	2849/50	2850/51	2851/52	2852/53	2853/54	2854/55	2855/56	2856/57	2857/58	2858/59	2859/60	2860/61	2861/62	2862/63	2863/64	2864/65	2865/66	2866/67	2867/68	2868/69	2869/70	2870/71	2871/72	2872/73	2873/74	2874/75	2875/76	2876/77	2877/78	2878/79	2879/80	2880/81	2881/82	2882/83	2883/84	2884/85	2885/86	2886/87	2887/88	2888/89	2889/90	2890/91	2891/92	2892/93	2893/94	2894/95	2895/96	2896/97	2897/98	2898/99	2899/00	2900/01	2901/02	2902/03	2903/04	2904/05	2905/06	2906/07	2907/08	2908/09	2909/10	2910/11	2911/12	2912/13	2913/14	2914/15	2915/16	2916/17	2917/18	2918/19	2919/20	2920/21	2921/22	2922/23	2923/24	2924/25	2925/26	2926/27	2927/28	2928/29	2929/30	2930/31	2931/32	2932/33	2933/34	2934/35	2935/36	2936/37	2937/38	2938/39	2939/40	2940/41	2941/42	2942/43	2943/44	2944/45	2945/46	2946/47	2947/48	2948/49	2949/50	2950/51	2951/52	2952/53	2953/54	2954
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8. Report from Public Protection and Enforcement PDS Committee

Chairman: Cllr David Cartwright QFSM

Vice-Chairman: Cllr. Christopher Pierce

The Public Protection & Enforcement Policy Development and Scrutiny Committee (PP&E PDS) will have met six times during the 2018-19 Council year. (The final meeting of the year is scheduled for Thursday 28 March 2019).

This year marked the addition of the “Enforcement” reference to the Public Protection and Safety Portfolio. A significant amount of early work needed to be undertaken to identify the limits and extent of the responsibilities of the new PP&E PDS to ensure the assimilation of Enforcement went smoothly and that any overlap with other portfolios was clearly identified. A small, cross-party “task and finish” group met early in the Council year and identified the following areas of Enforcement activity which would now fall under the PP&E PDS sphere of responsibility:

- Planning Enforcement
- Parking Enforcement
- Neighbourhood Management/Environment Enforcement
- Public Protection and Safety Enforcement

The task and finish group completed its work in time for the September meeting of the PP&E PDS and its recommendations were agreed. Formal reports were then scheduled to be taken at the remaining PP&E PDS meetings to enable full and proper scrutiny to take place.

Portfolio Priorities and PDS Reports

At the first PP&E PDS meeting held on 3 July 2018, the Public Protection & Enforcement Portfolio Holder, Cllr Kate Lymer, outlined her Draft Portfolio Plan priorities for 2018-19. These fall under the following headings:

- **Safe:** Tackling antisocial behaviour and criminal activity (such as doorstep crime), securing health and safety in the workplace and coordinating the Council’s response to the PREVENT programme.
- **Quality Environment:** Through tackling nuisance behaviour, by implementing fly-tipping and littering controls, as well as taking intelligence-led environmental and planning enforcement.
- **Children and Young People:** Tackling the unlawful sale of age-related products, particularly alcohol, tobacco and knives, through test purchase operations.
- **Housing:** Assisting in the provision of safe and secure housing in the private rented sector.
- **Involved:** working closely with our partners and the community to develop and deliver our services.

- **Prosperous and Thriving:** through responsible regulation and enforcement to ensure a fair and safe trading environment for residents, businesses and visitors.
- **Quality Public Services:** Delivering quality Public Protection and Enforcement services with significantly less funding, maintaining a focus on budgetary control contract performance, monitoring and management, and commissioning opportunities.
- **Support and Regulate Businesses:** Monitor Food Safety, Health & Safety and Licensing through inspections, investigations and targeted operations.

The PP&E PDS agreed that the Portfolio Plan be adopted with these outcomes as the policy priorities for the year.

In line with agreed policy priorities, by the end of the year Members will have received detailed written and / or verbal reports on:

- Planning enforcement
- Parking enforcement
- Public Protection and Safety enforcement
- Neighbourhood Management & Environment enforcement
- The Knife and Serious Violence Action Plan
- The Food Standards Agency Audit of Food Hygiene Service Delivery
- The Food Safety Service Plan 2018 to 2019
- The Trading Standards Service Plan
- Animal Welfare Licensing
- The CCTV Procurement Strategy
- The review of the Mortuary Service Contract
- Emergency Planning and Business Continuity Service Update Reports
- The Mayor's Office for Police and Crime (MOPAC) Updates
- The Asset Recovery Incentivisation Scheme (ARIS)
- Issues surrounding Travellers in the Borough.
- Blue Badge abuse.
- Fly tipping.

Police Scrutiny

With regard to crime, the Mayor of London has identified, as his priorities for the capital, sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime. The PP&E PDS accepted these priorities and added its own local priorities, burglary, violent crime and antisocial behaviour (ASB), which would include moped crime and drug dealing. These priorities were agreed by MOPAC.

All PP&E PDS meetings included a comprehensive Police Update presented by the Bromley Borough Commander or one of his deputies. Members used the priorities identified above as the basis to scrutinise the work of the Police and to raise questions.

It has been sad to note the increase in crime over the past 12 months, both in Bromley and indeed across London as a whole. The PP&E PDS was particularly concerned to note the rising trend in violent and weapon-based crime, burglary and gang related incidents. However, with the exception of the northern part of the borough, local figures show that over the last 12 months across Bromley, possession of weapons offences has actually

fallen by 10% (against the London trend), and this is despite a big increase in local “Stop and Search” operations, which would normally mean these numbers would rise. Burglary and ASB however appear to be following the London trend and are increasing.

It would appear that the Police currently feel under-resourced, both financially and in terms of establishment. The PP&E PDS continues to register its concerns, particularly in the area of local neighbourhood policing, where Community Advisory Panels (CAP) across the borough feel that police visibility, locally, is a major worry, especially with the perceived rise in burglary and ASB. There is also concern that dedicated Ward officers (DWOs) are frequently not in position in their Wards to undertake their duties. Currently the Committee is pursuing this situation with the Police Borough Commander.

Over the past year, a significant amount of discussion has taken place between Members and the Police in Bromley regarding the new “Tri-Borough” policing arrangement which has, over the last 12 months been rolled-out across London. This has seen the amalgamation of policing across the boroughs of Bromley, Croydon and Sutton. Considerable concern was originally raised at the detrimental effect this could have on policing within the perceived “quieter” boroughs i.e. Bromley and Sutton, when considering the higher rates of crime in Croydon. The PP&E PDS Committee lobbied the Deputy Mayor of London for Policing and Crime to keep Bromley’s dedicated borough response team. We welcomed the decision by the Deputy Mayor to reverse the original plan of having one merged response team across all three boroughs, and that each would retain their individual response teams along with their existing number of response officers. The PP&E PDS will continue to monitor closely this new arrangement over the coming year, to see how it beds in.

Food Safety

A visit by the Food Standards Agency (FSA) in April 2017 found that the existing system of food hygiene inspections was working well, but more trained inspection officers were needed to reduce the backlog of visits to food premises. To this end, a total of two full-time permanent and three full-time temporary food safety officers (up to 18 months) were recruited in 2017. Officers continue to work closely with the FSA in respect of the reducing backlog, but there is a country-wide shortage of trained and qualified Food Safety Inspecting Officers and the recruitment of these officers is proving difficult. The PP&E PDS continues to monitor this situation through regular reports.

Emergency Planning

A new full-time temporary Emergency Planning and Business Continuity Officer has recently been recruited and the PP&E PDS received his very comprehensive report at its January 2019 meeting. This report clearly identified that, following the Grenfell Tower Fire and its aftermath, there is significant work to be carried out in the area of planning for major disasters, to ensure that Bromley Council stands fully and properly prepared.

Contact Compliance and Scrutiny

During the past year, the PP&E PDS closely scrutinised the finalising of the CCTV specification, and tendering process, prior to the award of the contract in February 2019. In addition, the Committee also scrutinised the enforcement work of APCOA, the Council’s parking contractor, to ensure the agreed key performance indicators were being fully met and that the Council were achieving the requisite value for money.

Member Visits

During the year, Members were able to visit the refurbished CCTV control room at the Civic Centre as part of their considerations in respect of the contract renewal. Members also have an open invitation to attend Community Impact Days and test purchasing exercises of age-restricted goods as observers.

Safer Neighbourhood Board

Over the year, Members received feedback from the meetings of the Safer Neighbourhood Board (SNB), which scrutinises the Police and helps to identify and set the local Borough priorities with regard to crime. These then feed into and complement the Mayor of London's crime priorities. Both the Portfolio Holder and the Vice Chairman of the PP&E PDS regularly attend the meetings of the SNB and the Chairman and PDS Members also attended the SNB annual Crime Summit held on 29 September 2018.

Bromley Youth Council (BYC)

The BYC has two representatives on the PP&E PDS and their contribution has been most welcome. The Chair of the BYC, Cameron Ward, in particular, has played a full and active role in the scrutiny work of the PDS. He has raised many valuable issues which affect young people in our Borough and has been able to register the views and concerns of those he represents, especially in the area of youth crime, drugs and gangs. He continues to forge closer links with the Police in Bromley.

It is interesting to note that last year's Chair of the BYC, Katie Bacon, has gone on, this year, to form the London Youth Assembly, which now represents youth across all the London Boroughs. Her initiative has resulted in the formation of the LYA Council, which is supported by the Greater London Assembly and which meets in City Hall. The LYA Council comprises representatives of all of London's local Borough Youth Councils and Katie is this year's Chair. The Chairman of the PP&E PDS attended the most recent meeting of the LYA Council at City Hall and witnessed the enthusiastic and extremely able young representatives identify the main issues affecting youth in London and start to formulate strategies to address the problems facing young people across the capital city. This is an initiative which should be supported by all London Boroughs.

I would like to thank all members of the PP&E PDS, for their contribution and support over the past year and I would also like to thank those Council Officers who have worked diligently and hard to ensure the PDS has been able to fulfil its role.

Finally I would like to thank the PP&E Portfolio Holder, Cllr. Lymer, for her support and guidance and also for her hard work and enthusiasm over a very busy year.

Cllr David Cartwright QFSM
Public Protection & Enforcement PDS Chairman
March 2019

9. Report from Renewal, Recreation and Housing PDS Committee

Chairman: Cllr. Michael Rutherford

Vice-Chairman: Cllr. Suraj Sharma

The Committee met five times this municipal year. Each meeting has scrutinised the reports for decision by the Renewal, Recreation and Housing Portfolio Holder and considered policy development for key areas across the portfolio. Alongside the elected Members on the PDS Committee, we were also pleased to welcome a co-opted member from the Bromley Youth Council, Mr. Sheldon Thomas. Through this past year, the RR&H PDS Committee has scrutinised a range of proposals and performance metrics and added further scrutiny to the planning service.

The Committee have monitored performance against the Renewal, Recreation and Housing strategic outcomes for the municipal year. In its June 2018 meeting considered the housing part of the portfolio plan to be insufficiently detailed, and targets insufficiently ambitious and sent it back for revision. It was therefore pleased to support an updated plan and key performance indicators at the September 2018 meeting.

Topics the PDS Committee have focused on include:

Town Centres

Bromley: The RR&H PDS Committee remained supportive of improvements to the public realm in Bromley to encourage footfall and the vibrancy of our town centre. However it scrutinised proposals to ensure value for money. As part of this, it rejected a recommendation to build canopies at the current cost, which it was pleased the portfolio holder upheld. It also recommended that excess profit from new commercial units was used to support the maintenance and enhanced cleaning of the pedestrianised High Street, a recommendation that was also upheld.

Beckenham: The Committee was grateful for the successful completion of the work of its sub-committee, the Beckenham Town Centre Working Group. Throughout the duration of the Beckenham High Street improvements, it has successfully engaged businesses and residents in the process. The works have been completed successfully.

Orpington: Scrutiny was given to an opportunity paper on how various sites in Orpington could increase housing stock and improve the town centre. The committee supported the proposals but expressed concern about the lack of pace. It also asked that a working party was set up for the Framework Plan, including representatives of Orpington 1st BID, Orpington College and traders. The recommendation was approved.

Penge: The committee remained supportive of the council's improvements to Penge town centre, including to the High Street and shopfronts.

Housing

Affordable housing: The Committee scrutinised a number of schemes to increase the supply of affordable housing in the borough including More Homes Bromley and the use of Section 106 funds through housing associations. It successfully requested that the

Portfolio Holder take responsibility for achieving more affordable housing by being a member of the Housing Transformation Board.

Temporary housing: The Committee also analysed performance and proposals for temporary accommodation and was concerned about the decrease in available housing with demand increasing. It requested further involvement in scrutinising such schemes and ensuring performance levels of all schemes were high.

Leisure and Culture

Leisure: The Committee is supportive of the council's work to reduce the costs of services without impacting quality. It was therefore pleased with the value for money provided by the new leisure contract which saves council taxpayers' money without affecting service quality.

Libraries: The Committee is also supportive of improving services at the borough's libraries. It was therefore pleased that the new Penge library was delivered under budget and is providing a popular service. It has also supported the proposed West Wickham Leisure Centre and Library, which will also deliver new homes.

Planning

The performance of the planning service was assessed, with a particular focus on the performance of planning enforcement. The committee also scrutinised planning appeals, considering those appeals received and decided and the costs incurred by the council. As a result of ongoing concerns about planning enforcement, it called additional scrutiny at the committee and was pleased that surgeries had been set up to highlight problematic cases.

Scrutiny was applied to the Building Control service and options for its future. It was supportive of plans to undertake a full review of the service in order to achieve an improved service. However it considered it too soon to agree a shared service approach and that commissioning should be considered as part of that review.

The Committee has been tenacious in ensuring that the council takes a proactive approach to private sector buildings with flammable cladding. It has successfully lobbied for officers to speak to ministers to clarify the legal position and take appropriate steps to make the surrounding area of one building more safe.

Scrutiny of the Portfolio Holder

The Committee scrutinised the portfolio budget, requesting that officers and the portfolio holder explained areas where spending was increasing. Particular attention was given to ensure that where third parties run council services, the quality remains unchanged or better and that cost reduces throughout the contract.

The Committee also analysed the contract register twice throughout the year, challenging on specific contracts to ensure that contracts avoid being managed effectively and there is suitable foresight of where new contracts are required.

Presentations

The Committee is grateful to Crystal Palace Community Trust and Countryside for visiting and presenting to it.

Proposals for the forthcoming year

The Committee considers the Transformation Programme to be a great opportunity to cut the costs of homelessness and temporary accommodation while providing our residents with better and more certain housing. It encourages the council to take more steps to increase the affordable housing stock. In particular it encourages further use of Section 106 payments to build affordable homes with housing associations, as outlined at its November 2018 meeting.

Thanks

I would like to thank all the members of the Committee for their diligence and hard work throughout the year. A lot of work has been carried out, which has covered a very broad range of subjects. I would also like to thank the officers in the RR&H department and Mrs. Lisa Thornley for their tireless work at the committee meetings and the ongoing day to day running of the department.

Councillor Michael Rutherford
Chairman, Renewal, Recreation and Housing PDS Committee

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