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DATE: 11 September 2018

To: Members of the
CONTRACTS AND COMMISSIONING SUB-COMMITTEE

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

A meeting of the Contracts and Commissioning Sub-Committee will be held at
Committee Room 1 - Bromley Civic Centre on **WEDNESDAY 19 SEPTEMBER 2018**
AT 7.00 PM

MARK BOWEN
Director of Corporate Services

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

AGENDA

- 1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES OF THE SPECIAL MEETING HELD ON 25TH JUNE (Pages 1 - 6)**
- 4 MINUTES OF THE MEETING OF CONTRACTS SUB-COMMITTEE HELD ON 17TH JULY 2018--EXCLUDING EXEMPT INFORMATION (Pages 7 - 20)**
- 5 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC**
In accordance with the Council's Constitution, questions to the Chairman of this Sub-Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5.00pm on 13th September 2018.
- 6 MATTERS ARISING--EXCLUDING EXEMPT INFORMATION (Pages 21 - 24)**
- 7 PROVISION OF LIBRARY SERVICES - CONTRACT PERFORMANCE REPORT (Pages 25 - 64)**

- 8 **CORPORATE CONTRACT REGISTER & CONTRACTS DATABASE UPDATE- PART 1 REPORT** (Pages 65 - 70)
- 9 **CORPORATE CONTRACTS REGISTER--PART 1** (Pages 71 - 76)
- 10 **CONTRACT CHANGE CONTROL PROCEDURE** (Pages 77 - 78)
- 11 **WORK PROGRAMME 2018/2019** (Pages 79 - 84)
- 12 **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

- | | |
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| <ul style="list-style-type: none"> 13 COMMISSIONING BOARD DELIVERY PLAN
(Pages 85 - 92) | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.</p> |
| <ul style="list-style-type: none"> 14 CONTRACTS REGISTER PART 2 REPORT
(Pages 93 - 104) | <p>Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.</p> |
| <ul style="list-style-type: none"> 15 CORPORATE CONTRACTS REGISTER- SEPTEMBER 2018--PART 2 (Pages 105 - 122) | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that</p> |

information)

16 KPI'S FOR THE EXCHEQUER SERVICES CONTRACT

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

Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.

17 EXEMPT MINUTES OF THE MEETING OF CONTRACTS SUB-COMMITTEE HELD ON 17TH JULY. (Pages 123 - 124)

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

18 AOB

19 DATE OF THE NEXT MEETING

The next meeting of the Contracts Sub Committee is scheduled for Tuesday, 11th December at 7.00pm.

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CONTRACTS AND COMMISSIONING SUB-COMMITTEE

Minutes of the meeting held at 7.00 pm on 25 June 2018

Present:

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

Also Present:

Ade Adetosoye, OBE, Councillor Graham Arthur, Councillor
Simon Fawthrop and Lesley Moore

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies were received from Jacqui Scott from Bromley Healthcare.
Apologies were also received from Paul Feven and Councillor David Jefferys.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 CONSIDERATION OF ISSUES RELATING TO THE BROMLEY HEALTH CARE CONTRACT--REABLEMENT

The report under discussion was a report on 'Reablement' drafted by Paul Feven (LBB Interim Joint Director of Integrated Commissioning, ECHS).

The Chairman stated that the purpose of the meeting was not to apportion blame, as he did not want to promote a blame culture. His aim was to look at the issues so that lessons could be learnt for the future.

The report had been drafted as a Part 2 report. The Committee debated at some length as to whether or not the report should be discussed and published as a part 2 report, or be published as a non-confidential item under part 1.

The Chairman expressed the view that the report was non-contentious, and could be dealt with as a part 1 item. Councillor Russell Mellor felt that the report should remain as a part 2 item. He felt that matters relating to TUPE in the report meant that it should remain as a part 2 item. Ade Adetosoye OBE, (Executive Director of ECHS and Deputy Chief Executive) suggested that a flexible approach be adopted and that the committee should see how the conversation developed.

The Director of Commissioning (Lesley Moore) stated that matters concerning TUPE would not normally be considered as a part 2 item. Part 2 items would

normally be related to matters concerning procurement bids and contract awards. She felt that there was nothing contentious in the report. Councillor Angela Wilkins and the Vice Chairman (Councillor Neil Reddin) were happy for matters to be heard under part 1. The Chairman decided that the report was not commercially sensitive, and so could be discussed under part 1.

The Chairman stated that one of his aims in calling this meeting, and in discussing the issues, was to gain a better understanding of how the co-commissioning process with the CCG and the NHS worked in practice. He was seeking a clearer understanding of how the engagement process worked at a local and national level, this would mean that services could be provided that were both good value for money and of a high standard.

The Chairman was concerned that in the case of the commissioning of the Reablement contract, the process seemed to have progressed to an advanced stage with both parties misunderstanding issues relating to the TUPE of staff. He was seeking assurances that mutual understanding could be achieved so that this situation did not arise in the future. A mutual understanding was required to enable all parties to move forward. Both sides needed to clearly understand the fundamentals of interaction. The Chairman was hopeful that now LBB officers and the CCG would be more aligned in their thinking. He wanted assurances from Dr Bhan, the Director of Commissioning and the Deputy Chief Executive that this was now the case. He said that Members generically required this assurance as they were accountable to the public.

The Chairman referred to a separate document that had been drafted by the Local Government Association and the CCG. The report was called, 'Integrated Commissioning for Better Outcomes'. A link to this report had been emailed out prior to the meeting by the committee secretary. The Chairman was hopeful that committee members had looked at the briefing prior to the meeting as it would have provided them with useful background information.

Mr Adetosoye introduced Dr Bhan and Mark Cheung to the Committee. He stated that he was going to commence by considering macro issues, and then with micro issues, after this he would answer any questions that arose.

Mr Adetosoye informed the Committee that the most recent inspection relating to Reablement had taken place in May 2018. The previous inspection had taken place in 2016. Since the previous inspection in 2016, the service had progressed from 'requiring improvement' to 'good'. The aim was to move forward to a rating of 'outstanding'. With respect to the most recent inspection, only two days' notice had been given. Subsequent to the most recent inspection, the service had been described as 'caring, good and responsive'. He felt that it was important to note the progress that had been made. There was going to be another inspection by the CQC in 2020, and it was hope that by that time the service would be rated as outstanding.

Mr Adetosoye stated that the correct procurement process had been followed. Although in this case the external commissioning of the service had failed, the positive news was that a comprehensive review of the service had subsequently

been undertaken by the Director of Commissioning. He expressed the view that as a result of the review, improvements had been made that would provide better services for residents, and that this would be achieved from the base budget. He was optimistic that a better platform had now been attained that would enable the service to attain a rating of 'outstanding' from the CQC.

Mr Adetosoye stated that what had transpired was a failed procurement, and not a failed contract. There was no contract in place that had failed. He was satisfied that as a result of the review, good services were in place. He explained how the procurement process had developed and progressed. It had been decided by the Executive in June 2017, that the Council's Reablement services should be included in the CCG's Community Contract award to Bromley Healthcare (BHC). During the period between August 2017 and January 2018, BHC, the CCG and the Council worked closely together to mobilise services.

Concerns were first raised by BHC in October 2017 and on 12th January 2018; Mr Adetosoye chaired a meeting with all partners to discuss any outstanding issues with the proposed transfer of services. At this meeting it became apparent that BHC's view was that the proposed benefits of the contract award were outweighed by the financial risks posed by the pensions liability. BHC asked for mitigations from the council to compensate for the risks.

Mr Adetosoye felt that the prospect of adding in a new post-executive process was questionable. It was clear that there was no benefit in progressing with a procurement process that was going to cost the Council more than leaving the service in house, and so it was clearly the correct decision to withdraw from the contract. This decision was formally ratified by the Executive on 7th February 2018. Mr Adetosoye stated that LBB required synergies in terms of costs and care pathways, and that LBB had to avoid flawed procurements where a provider tried to dictate costs.

At this point the Chairman expressed concern that the CCG and LBB held separate and divergent views that mitigated against integration and the joint commissioning of contracts. The Chairman expressed concern that problems around pensions could leave the commissioning process in an intractable place. He asked if there were any other issues that could hinder the integration process aside from pensions. It was highlighted to the Chairman that there was another issue which was the 'Agenda for Change in the NHS'.

NHS staff were part of the 'Agenda for Change'. The problem for the NHS concerning the 'Agenda for Change' was that it meant that in certain cases the NHS would have to pay more for LBB staff that were being TUPED over. So this would be an additional financial liability that the NHS would have to consider. This was a matter that was challenging and would require working through.

The Director of Commissioning informed the Committee that LBB had been successful in the past with commissioning contracts and with the successful transfer over of pension liabilities. This had resulted in savings for the Council, and in some cases LBB had put sums aside to cover against pension risk. The Director commented that the Reablement Service had now been set up as a private

provider and would deliver significant savings.

The Chairman noted that successful commissioning had been undertaken with respect to other large contracts, and he asked therefore if this was a problem peculiar to CCG/NHS contracts. The Director of Commissioning stated that this was not a problem confined to CCG/NHS contracts. A large ECHS contract bundle had previously been successfully commissioned after a negotiation process. The problem with a negotiated process was that the process took longer.

Councillor Mellor commented that it seemed that the matter of pensions liability for BHC had not been made clear in the initial procurement process, and he wondered this was the case.

Dr Bhan stated that the CCG were also accountable and that the CCG would produce a business case as part of the procurement process. As far as the CCG were concerned there were no errors in the contractual process as far as they were concerned.

Mar Cheung highlighted that the total value of the Community Care Contract was £35m. The Reablement part of the contract amounted to £800,000 so the issue should be regarded in this context. So the point was that the failed procurement was only in a small area.

Mr Cheung referenced various contracts that had been successfully commissioned and specifically mentioned the provision of disabled respite services at Highbank. In this case a long standing member of staff had been transferred over as part of the commissioning process. This was part of Lot 1 of the Community Contract for Children and Young People's Services. It was estimated that the Lot 1 bundle of services had resulted in significant savings in the region of £2m, and some of these savings had been accrued by LBB.

The Director of Commissioning explained that commissioning was not always about out-sourcing. Different approaches to commissioning were possible. The Chairman stated that he liked the idea of synergies being achieved by integration, and that he was now feeling more assured that mutually agreeable processes could be worked out between partners such as the CCG, NHS and BHC.

Dr Bhan noted that procurement laws applied to all concerned. A genesis point was required when it could be decided from the offset what was required, and what the aims and objectives of procurement and commissioning should be. It may be that the JSNA (Joint Strategic Needs Assessment) was a good place to start, and that the JSNA could be used as a tool to assist with service development and specification. In all cases consultation would take place with patients and other service users. The CCG placed a big importance on public consultation. It had extensively engaged with young people in the development of mental health services for young people. The design and strategy development was initiated after this process of consultation was finished.

Mr Adetosoye reminded members that it was a statutory requirement that substantial integration be achieved by 2020. A report was being drafted

concerning this over the next few weeks, and the work of the Joint Leadership Board would broaden and expand. It was hoped that by 2020, LBB could report to central government that substantial integration had been achieved.

Dr Bhan informed the Committee that due to successful integration work to date, hospital admissions had been reduced by 18%. Additionally, the latest data for May showed that delayed transfers of care had reduced by 36%. Progress was being made, but there was still more work to be done, particularly in the area of children and paediatrics. Dr Bhan was convinced that successful integration would definitely benefit the local population.

A Member expressed concern that the commissioning process took too long, and wondered if there was a way of speeding up and improving the commissioning process and the type of contracts used. The Director of Commissioning responded by explaining the nature of the contract documentation that was used. It was the case that the contracts used had been developed over a long period of time, and that the core contract documentation did not need to be changed. It was just supplementary information/detail pertaining to an individual contract that may need to be added as required. The Director highlighted to the Committee that it was important to forward think the commissioning strategy.

A Member expressed the view that if the pensions liability for the Reablement service had been made clear at the offset, the process would not have failed. A discussion took place about clarifying the level of pension risk with respect to contracts, and the practice of banking savings to offset risk.

A further discussion took place concerning when it may be appropriate to enter into negotiations. In some cases, especially when dealing with large and complex contracts, it may be appropriate to enter into negotiations to vary a contract. Mr Cheung commented that if both parties knew what they wanted, then negotiations may not be required, and Mr Adetosoye stated that once a contract had been awarded, it would not be appropriate later to offer more money to the provider.

It was noted that the 19 staff working for the Reablement service had been kept fully informed of the proposed transition of the service, meetings were held and assurances provided. It was the case that some staff left the service during the process, but this was not uncommon. A Member asked if a management buyout was possible. It was noted that this course of action was not recommended as there were lots of associated risks.

It was agreed that sometime in the spring of 2019, an update should be provided to the Committee concerning what progress had been made towards the objective of substantial integration.

RESOLVED that the Committee be updated during spring 2019 concerning the progress made towards substantial integration of health and care services

Contracts and Commissioning Sub-Committee
25 June 2018

The Meeting ended at 8.45 pm

Chairman

CONTRACTS AND COMMISSIONING SUB-COMMITTEE

Minutes of the meeting held at 7.00 pm on 17 July 2018

Present:

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

Also Present:

Councillor Graham Arthur, Claudine Douglas-Brown, Ellily
Ponnuthurai, Lesley Moore, John Nightingale, Emma Pearce and
Dave Starling

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies were received from Graham Mackenzie from Bromley CCG.

Apologies were received from Councillor Christopher Marlow and Councillor Simon Fawthrop acted as alternate.

2 DECLARATIONS OF INTEREST

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

Councillor Fawthrop and Councillor Neil Reddin declared interests as deferred members of the Bromley Pension Scheme.

Councillor Russell Mellor declared an interest as a current Bromley pensioner.

3 MINUTES OF THE MEETING OF THE CONTRACTS SUB-COMMITTEE HELD ON 29th MARCH 2018

Members noted the draft minutes of the meeting that was held on 29th March.

It was mentioned in the minutes that Councillor Tickner had apologised for lateness. The Chairman expressed the view that this was incorrect and that it was Councillor Carr who had apologised for lateness. The minutes of the special meeting that had been held on 25th June had been sent out via email. The Chairman decided that as Members had only recently received the email, the agreement of the minutes for 25th June would be formalised at the next meeting which was scheduled for September 4th.

A Member pointed out that a report on change controls had been promised but had not been received. Members felt that it would be interesting to see a report

that explained how change controls were utilised and operated within the Council. The Chairman suggested that a report relating to change controls should come to the September meeting. The Director of Commissioning (Lesley Moore) stated that it would be more appropriate if a report on change controls came to the December meeting instead.

The Director explained that there were different kinds of change control notices and that she would be providing training on change controls the same week. The Committee agreed that the report on change controls would be incorporated into the Work Programme and assigned to the December meeting.

A Member mentioned that reports pertaining to change control notices had been looked at previously by the Executive, Resources and Contracts PDS Committee, and that it was important to avoid duplication. It was suggested that a demonstration of the CDB (Contracts Database) alerting system be given at a future Executive, Resources and Contracts PDS Committee meeting, and that members of the Contracts and Commissioning Sub Committee be invited.

It was agreed that at the September meeting, an information briefing would be provided concerning change controls, based around the modular training that would be provided by the Director of Commissioning—the report on change controls would be deferred to the December meeting.

The Chairman referenced EU procurement rules, and suggested that a future item on the Work Programme could be a consideration of what changes to procurement could be expected in the future when the UK left the EU. In response, the Head of Commissioning and Procurement (Dave Starling) explained that the rules had been adopted into UK law, and so it was unlikely that anything would change over the next two or three years.

Members were keen to see the letter that had been promised from Bromley Healthcare. The Chairman asked Mr Feven if he could provide sight of this. Mr Feven agreed to disseminate the letter via the Committee Clerk.

RESOLVED that:

- 1) Subject to the requested amendment to change the name of the Councillor who had given apologies for lateness at the March meeting, the minutes of the meeting held on March 29th were agreed and signed as a correct record.**
- 2) The minutes of the special meeting held on 25th June would be agreed at the next meeting.**
- 3) The Director of Commissioning would provide an information item relating to change controls for the September meeting.**
- 4) A report on Change Controls would be provided for the December meeting.**

5) At a future meeting of the Executive, Resources and Contracts PDS, a demonstration would be provided of the functionality of the Contracts Database. Members of the Contracts and Commissioning Sub-Committee would be invited.

6) Mr Feven would disseminate the most recent letter from Bromley Healthcare via the Committee Clerk.

**4 QUESTIONS TO THE CONTRACTS AND COMMISSIONING SUB
 COMMITTEE FROM COUNCILLORS AND MEMBERS OF THE
 PUBLIC**

No questions had been received.

**5 JOINT COMMISSIONING UPDATE--BROMLEY COUNCIL AND
 BROMLEY CLINICAL COMMISSIONING GROUP**

A joint commissioning update report was presented to the Committee. The report had been written jointly by Paul Feven and Graham Mackenzie—Interim Joint Directors of Integrated Commissioning. Daniel Taegtmeier (Interim CAMHS Commissioner) attended the meeting as an alternate for Mr Mackenzie.

The report provided an update on joint commissioning activity between LBB and Bromley CCG. It was noted that the report had been based around the work programme of the Integrated Commissioning Board (ICB); this Board was the integrated officer governance body for health and social care. The Committee noted that the aim of the ICB was to develop and strengthen the commissioning approach across the borough, to improve service delivery and to ensure value for money.

The Chairman commented that the report seemed to indicate that much contractual activity was taking place, and he asked how much of this was going before LBB's Commissioning Board. Mr Feven responded that projects such as Bromley Well and the Dementia Hub (as jointly commissioned services) should have gone to the Commissioning Board.

In any joint commissioning venture, proposed services for commissioning would be scrutinised by the relevant governance bodies for both the CCG and LBB, and so would come before the Commissioning Board as a matter of course. Strategies for future development would also be referred to the Commissioning Board. Mr Feven stated that he was not sure if Integrated Care Networks (ICNs) had gone to the Commissioning Board, but he could confirm that they had been looked at by the Executive.

The Chairman expressed concern that scrutiny of joint projects may not be taking place adequately. He asked Mr Feven if joint projects had been scrutinised by the relevant LBB PDS Committees. It was confirmed that joint commissioning proposals had been brought before the Health and Wellbeing Board. The Chairman asked Mr Feven for some information concerning the composition of the ICB.

It was noted that the ICB was chaired jointly by LBB's Deputy Chief Executive and Executive Director of Education, Care and Health (Ade Adetosoye) and by the Managing Director of the CCG (Dr Angela Bhan). He explained that both Mr Adetosoye and Dr Bhan would draw on officer support from both LBB and the CCG as required. The work of the ICB was to manage a set of projects and a work programme.

The Chairman wondered where the ICB was answerable to with respect to LBB. The Director of Commissioning clarified that no reports should go anywhere until they had been looked at by the Commissioning Board. She cited the example of developing a Care Home Strategy. The strategy should be scrutinised by the Commissioning Board as the Board would have directors available who would have expertise in that area. Dave Starling sat on the Board. The Board would need to be presented with a Gateway report that would set out risk and cost implications. Only after scrutiny by the Commissioning Board could reports move on to be considered by the Portfolio Holder or by the Executive.

Mr Feven clarified that the work of the ICB was an exploration of ideas, and that there was no attempt to subvert or deviate from the scrutiny process at the appropriate time. When a project was ready for consideration it would go to the Commissioning Board. The Chairman asked if the ICB definition of 'when it is ready' equated to a Gateway Zero report that set out the business case or a Gateway 1 report which would be the last chance for Members to have any input. He was concerned that Members were provided with the opportunity for scrutiny.

A Member commented that the report had a lot of information concerning 'what' but very little information on 'how'. It was with the 'how' that would come innovation and value for money. He wanted to see how things were being done, and how LBB and the CCG would arrive at their joint objectives. More of this type of information should be included in future papers. Members wanted to see how they could be involved in the process, particularly at an early stage like Gateway Zero.

Mr Feven stated that the report was meant to be a light touch document that provided Members with a sense of the scope of activity, and to illustrate how the CCG and LBB were engaged in meaningful dialogue. The 'how' would follow later and the relevant governance procedures would be followed. He pointed out that part of the current process was to unblock pathways so that LBB and the CCG could work together to provide better services and benefit from economies of scale. A brief discussion took place about the geographical nature of ICNs.

The Chairman was concerned that joint commissioning projects may be discussed that at the end of the day may not be affordable. The Vice Chairman asked where the work plan for the ICB originated from. He also asked what the process was for deciding if a service should be commissioned or not. It was clarified that the previous body dealing with the work programme would have been the JICE (Joint Integrated Commissioning Executive); the ICB took over from the JICE. It became clear that the work programme for the ICB was derived from the HWB Priorities and from the JSNA (Joint Strategic Needs Assessment). Going forward there

could be big operational issues to deal with and so membership of the ICB may need to be expanded. This was recently the case with the addition to membership of Janet Bailey (LBB Interim Director of Children's Social Care).

A Member asked if the individuals on the ICB just 'ticked boxes' or if they were 'real' commissioners that provided challenge when required. He asked if the ICB had any 'heretics' as members who would provide the necessary degree of challenge. Mr Taegtmeyer responded that the ICB welcomed challenge and guidance, and brought in experts if required. It was noted that the Director of Commissioning may be able to suggest suitable candidates for ICB membership. Mr Feven responded that the ICB was not averse to expanding its membership. The Chairman stated that as far as LBB was concerned, challenge would come from the Commissioning Board.

Councillor Graham Arthur explained that previously there had been a divide between the CCG and the LBB, and so the plan from central government was to join both organisations together in terms of commissioning and so BCF (Better Care Fund) funding was provided to help divert money from acute care to enable LBB to provide social care. However, most of the money remained within the healthcare community. He felt that the report was helpful and informative, but hoped that at the end of the day it did not end up as a wish list that could not be funded. It was imperative that proper governance be established before any money went from LBB to another organisation.

The Chairman noted that there was no schedule or timescales in the report and this was concerning. If joint integration was the aim by 2020, what was the mechanism that would enable both parties to arrive at the required destination on time? Mr Feven responded and said that all of the projects detailed in the report had either already been completed or were a work in progress.

A Member asked what the position with respect to the alignment of contract registers was. Mr Taegtmeyer answered and explained that work on this had already commenced by a joint team. The intention was that where possible, commissioning and contract information between the CCG and LBB be aligned.

At this point the Director of Commissioning urged caution, and the need to pull back. Matters of governance had to be resolved first. Risks would need to be clarified in a business case together with who was responsible for what system. If LBB were giving the CCG access to their contracts database, the reasons for this would have to be clarified and clearly understood.

A discussion followed around the four themes mentioned in section 3.3 of the report. The Chairman agreed that the matter of Care Homes and the mental health of children and young people should be priorities. The Chairman expressed the view that it was important that LBB was involved in the decision making process regarding priorities, as Councillors were accountable to the public. He wondered how the CCG was scrutinised. Mr Taegtmeyer responded that the CCG was accountable to the NHS and to other partners.

The Chairman re-iterated his concerns that in an environment where over the next two years the Council had to find savings of £39m, it was difficult to see how all of the joint commissioning plans could be afforded. Mr Feven responded that to do nothing was not an option. A Member stated that in the future he would like to see a report that focused more on timescales and outcomes. The public were not interested in Boards, Committees and funding, but were simply interested in what was going to be done and when. In short they were interested in practical outcomes.

The Chairman referred to in year reductions in budgets. Would this be written into the joint contracts? LBB normally asked for continuous improvements and efficiencies. Mr Taegtmeyer replied that the CCG had quality improvement programmes in challenging financial landscapes, and this was not a foreign concept to the CCG. This has been ongoing in the CCG since April 2013.

The Chairman thanked Mr Feven and Mr Taegtmeyer for their time in attending and the meeting, and for a very useful discussion.

RESOLVED that the joint commissioning update report is noted.

6 COMMISSIONING DELIVERY PLAN REPORT

The Committee was presented with a report outlining the Commissioning Delivery Plan for the next four years. The report had been written by the Director of Commissioning and Members were requested to note the report.

The report highlighted the difficult financial environment that the Council was now operating in and outlined the key points that commissioners had to consider when developing a commissioning strategy. It was noted that the information gathered by commissioners would be used to complete a business case that would inform a Gateway 1 report, and that this should therefore be linked to the four year financial forecast.

The Chairman was concerned to see that there were ten ECHS reports red flagged on the Commissioning Board Work Plan. He asked when the relevant reports would be in place as some issues had already gone beyond the deadlines. He was considering asking the relevant directors to attend the Sub Committee to explain why this was the case, and what they would do to rectify the situation. The Chairman expressed concern that the relevant strategic plans for the red-flagged reports were not in place, and indeed may still not be in place in any reasonable timescale.

The Director of Commissioning informed the Committee that she was working with the Deputy Chief Executive and Mr Feven with respect to revised timescales and it was hoped that most of the red-flagged reports would be presented to the Commissioning Board by 30th July.

It was confirmed that the Commissioning Directorate had provided all the relevant training to officers across the Council which should enable the ECHS Directorate to deliver the reports on time. It was noted that in the five years

since the Commissioning Board had been established, significant savings in the region of £15m had been realised. However, it was fundamental that sufficient time be spent working through the commissioning cycle, starting from detailed service reviews, so that the commissioning process was undertaken in the most efficient way possible; this would produce the best outcomes for all concerned.

The Chairman stated that he would like to be kept informed as to whether or not the revised deadline of 30th July was met. The Chairman asked for an update report to be provided concerning this for the next meeting.

The Director of Commissioning said that this work was critical to confirm growth requirements over the next 4 years, and the deadline for finance that officers were working to was the 30th July. When these pressures were identified, then a financial envelope could be formulated to deal with any service re-design that may be required. The Chairman commented that when there were problems with getting behind on a schedule, it was often difficult to catch up, and this was concerning. The Vice Chairman asked if this matter was a one off glitch, or was it systemic.

A Member asked for an update concerning the Mortuary Contract, and asked if bids had now been received. It was explained that the contract had to be extended as the relevant health authority staff had not been available previously to deal with the new bid. However, it was the case that a bid had now been received.

A Member proposed a motion that was seconded by the Chairman. The motion was that in the future, if a report was going to be presented late to the Commissioning Board, then two weeks subsequent to the missed deadline, a letter would be required to be written by the relevant director explaining why this was the case. The letter should be sent to the following recipients:

- The Chief Executive
- The Deputy Chief Executive
- The relevant Portfolio Holder
- The Director of Commissioning
- The Commissioning Board
- The Chairman of the Contracts & Commissioning Sub Committee
- The Vice-Chairman of the Contracts & Commissioning Sub Committee

Post Meeting Note One:

An email was sent by the Committee Clerk on 18th July to the Chief Executive and the Deputy Chief Executive, outlining the principle of the recommendation. In this case the email referenced the 30th July date for the receipt of current red-flagged ECHS reports to the Commissioning Board. The Director of Commissioning, Paul Feven and Committee Members were copied in to the email.

Post Meeting Note Two:

The Chief Executive responded to the determination of the Committee and pointed out that the resolution by-passed the managerial responsibility and accountability which was held by himself. Going forward, he would ensure that the requirements of the resolution were met by the Commissioning Board. Additionally, he would ensure that the Director of Commissioning would be able to update the Committee on any actions undertaken by himself or his delegated officer and would be able to offer an explanation to Members if required.

Councillor Mellor expressed reservations about asking for the letter as he felt that it would over complicate a simple matter. Councillor Tickner expressed the view that asking for the letter would create more work, with a possible request for more resources, for these reasons he abstained.

A discussion took place concerning what information should be incorporated into the Commissioning Board Work Plan going forward. It was agreed that the named officer responsible for reports should be added. The Director of Commissioning explained some of the terminology used in the Commissioning Board Work Plan document. 'Strategy' was the equivalent of 'Gate Zero', requiring a detailed Business Case to be undertaken in line with the training modules and how this would help to mitigate future cost pressures. 'Award' meant that the bid process was completed and a decision had been made in terms of contract award.

Members discussed the relationship between the Commissioning Board and the Contracts and Commissioning Sub-Committee.

RESOLVED that:

1) In the future, if a report was late going to the Commissioning Board, then two weeks subsequent to the deadline, a letter should be written by the relevant director explaining why this was the case, as noted in the minutes.

2) Going forward, the names of responsible officers should be added to the Commissioning Board Work Plan.

3) For the September meeting, an update report should be provided to inform the Committee what occurred with respect to the provision of ECHS reports to the Commissioning Board on 30th July.

7 RETENDER OF THE EXCHEQUER SERVICES CONTRACT

'The Retender of the Exchequer Services Contract' was a report that had been looked at by the Executive on 11th July 2018. The report summarised the outcome of the soft market testing exercise that had been undertaken by officers, and the procurement approach for the retendering of the contract. The Executive was recommended to note the outcome of the soft market testing exercise, and to approve the retendering of the contract. The Executive agreed to the

recommendation.

The report had been scrutinised by the Executive, Resources and Contracts PDS on 5th July. At this meeting it was proposed that in view of the size of the contract, the report should be scrutinised by the Contracts and Commissioning Sub Committee, and that the Executive's decision should be subject to review by it.

It was noted that whilst officers were satisfied with the performance of the current contractor, no further extensions were permitted, and so the contract had to be re-tendered. The Chairman referred to the part of the contract dealing with business rates. He asked if any changes relating to business rates were made by central government, would there be enough flexibility in the revised contract to allow for this; the answer to this was affirmative.

The Chairman referred to 'cash collections' and asked if in this digital age, LBB still required a cash facility as part of the contract. Mr John Nightingale (Head of Revenues and Benefits) explained that cash collections were still required. Cash was still collected from some schools and the kiosk in the Stockwell Building; some people still came into the Council to pay their council tax using cash.

Members discussed the current scope of the contract, and the services that had been added into the contract since the original contract award. There was also a discussion about the potential to add in additional services at a later date. It was noted that the Web Recruitment module of the ResourceLink software was not fit for purpose and so this part of the contract would not be renewed.

The report had advised that the new provider should undertake a health check after 12 months to see what improvements and savings could be made. The Vice-Chairman wondered how this would work out practically, and how LBB could be sure that the benefits of any efficiencies were accrued by LBB.

A discussion took place concerning Service Level Agreements and Key Performance Indicators, and a Member asked when the KPIs would be available. Emma Pearce (*Head of Performance, Governance and Contracts—Commissioning and Procurement*) clarified that this information should be available by the beginning of September. The Chairman asked if a document of some sort could be presented to the September meeting that would outline the KPIs for the new contract.

A Member mentioned that Liberata had been good at attending committees every six months to provide updates and to answer any questions that Members had. She asked if this practice would be formalised in the new contract. The Director confirmed that for any contracts in excess of £5m, there would be a clause written into the contract that stipulated that a representative of the contractor had to be available to attend PDS meetings to address performance issues if required. A Member expressed the view that in the case of large contracts, a clause should be included which gave LBB the ability to call Directors and Chief Executives to PDS meetings.

A Member asserted that it was wrong for the Council to be generating huge 'wet blanket' contracts that made it impossible for small businesses to take part in the tender process, and that this was contrary to central government policy. He felt that small businesses should be allowed to tender for specialist parts of the contract.

The Director of Commissioning responded that the current contract had been operating for fifteen years without any risk, and it was the case that the additional services added in to the contract had resulted in significant savings for the Council. If more contractors were involved, this would result in increased invoice generation and an increase in the number of client teams.

The Head of Commissioning and Procurement (Dave Starling) stated that LBB did consider central government policy. Large contractors were encouraged to use local businesses for sub-contracting work if possible. Liberata had invested heavily in software updates and maintenance and LBB would not be able to duplicate this.

A Member referred to the Public Regulations 2015. He asked if LBB had the legal authority to amend the Regulations if needed. The answer to this was no. There were exemptions to the Regulations, but the Regulations themselves could not be changed.

A discussion took place concerning the matter of TUPE and pension liability. The Director of Commissioning provided assurances that LBB was not at risk of financial loss in any way with respect to TUPE and pension liability. It was imperative that any matters relating to TUPE and pensions involved the Contract Manager. These were matters that would be factored into contracts.

The Chairman referred to section 3.5 of the report that identified a number of services that had been added into the contract by change control notices. He wondered why 'BIDs' (*Business Improvement District*) had been added. It was explained that BIDs had been added as the Council was responsible for collecting Business Rates and a proportion of this was allocated to the BID later.

Similarly, the Chairman asked why 'school sold services' had been added. It was noted that four schools remained under local authority control and had not converted to Academies. Resultantly, this contracted out service had to remain in place as the Council had a statutory duty to provide the service to schools that were still under the control of the local authority.

The Chairman referred to section 4.3 of the report which looked at some of the options to add in additional services. He asked why LBB were still writing cheques. It was explained that a small number of staff on the payroll were still paid by cheque, as were a small number of pension payments. The Chairman hoped that in the near future, the practice of using cheques could be eliminated. Members were informed that Claudine Douglas-Brown (*Head of Exchequer Services*) would be drafting a report concerning this and that the report would be presented to the Executive, Resources and Contracts PDS Committee for their consideration.

The Chairman noted section 4.8.1 of the report which was to do with a review of the current contractor accommodation. It noted that the contractor paid £437k towards accommodation costs. The Chairman commented that now may be the time for a review of the Civic Centre Accommodation Strategy. The Committee was informed that a report on this had gone to the Executive for consideration on July 11th.

The Committee discussed the Aquila Heywood contract that provided the pensions software, and the reasons suggested by officers for a contract extension.

Members discussed the various tender options that had been looked at. It was noted that the favoured option was to tender the contract 'as is' with the option for the provider to offer a price for the additional services set out in section 4 of the report.

A Member felt that there should have been an option 5 added to the report where consideration was given to splitting the contract into smaller sections. The Director of Commissioning stated that this option was not included as it would not provide value for money.

The Chairman asked why a contract period of 8 years had been preferred (with an option to extend for a further 4 years). He asked why LBB did not opt for a 10 or 15 year contract, which may provide a bigger discount. One of the reasons given for this was due to possible changes in innovation and technology which could make a longer contract period undesirable.

A Member suggested that Liberata and other large contractors like Amey be asked what smaller sub-contractors they were using. The Head of Procurement and Commissioning confirmed that the contractor on the Waste Services Contract was using small businesses as sub-contractors, and were providing apprenticeships.

The Chairman referred to the Evaluation Criteria outlined in section 9.5 of the report. It was noted that the evaluation criteria was normally 60% price and 40% quality. The Chairman asked if this could be modified given the size of the contract. The Director of Commissioning stated that for this to change a valid business case would need to be made.

Members noted section 9.8 of the report which was the Indicative Procurement Timetable. The Chairman asked if the time-scales outlined were reliable, and the Director assured that they were.

The Chairman drew attention to papers that had been placed on a table in the room that were related to individual contract areas. The Director of Commissioning stated that the papers were confidential service specifications and should not be removed from the room. The Director declared that it was not in the remit of Members to comment on service specifications.

RESOLVED that:

- 1) The Retender of the Exchequer Services Contract report is noted.**

2) The Contracts and Commissioning Sub-Committee endorse the recommendations agreed by the Executive on 11th July 2018.

3) A document is presented to the September meeting that would outline the KPIs for the new Exchequer Services Contract.

4) A document be provided to the Committee on or around 9th October (after the contract specification had gone out to public tender) to appraise Members concerning KPIs. This would be disseminated via email as there was no meeting scheduled for October.

8 CORPORATE CONTRACT REGISTER REPORT & CONTRACTS DATABASE UPDATE--PART 1

CEO 1641

Members were presented with a report which provided an update on the Corporate Contracts Register and Contracts Database. The report presented July's Corporate Contracts Register for consideration, and also provided an update concerning the Council's Contract Database.

RESOLVED that

1) The report is noted

2) Members note the progress made with respect to the Contracts Database

3) That the appended part 1 Contracts Register formed part of the Council's commitment to data transparency, and that the part 2 version contained an additional commentary—some of which may be commercially sensitive.

9 WORK PROGRAMME 2018/2019

Members noted the Work Programme report.

The Chairman stated that some items had been discussed during the course of the evening and that he anticipated that these had been picked up by the Committee Clerk and would be subsequently added to a revised Work Programme.

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

11 EXEMPT MINUTES OF THE MEETING OF THE CONTRACTS SUB-COMMITTEE HELD ON 29th MARCH 2018

Members noted the exempt information minutes for the meeting on 29th March 2018.

Members agreed the part 2 minutes and they were signed as a correct record.

RESOLVED that the part 2 minutes pertaining to the meeting on 29th March 2018 be agreed and signed as a correct record.

12 CORPORATE CONTRACT REGISTER & CONTRACTS DATABASE UPDATE--PART 2

Members noted the part 2 version of the Corporate Contracts database update, together with the additional commentary.

13 AOB

No other business was discussed.

14 DATE OF THE NEXT MEETING

The date of the next meeting was confirmed as 4th September 2018.

The meeting ended at 10.10 pm

Chairman

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Report No:

London Borough of Bromley

CSD18127

PART ONE - PUBLIC

Decision Maker: **Contracts and Commissioning Sub Committee**

Date: **19th September 2018**

Decision Type: Non Urgent Non Executive Non Key

Title: **MATTERS ARISING**

Contact Officer: Steve Wood, Democratic Services Officer
Tel: 020 8313 4316 E-mail: stephen.wood@bromley.gov.uk

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

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

2. RECOMMENDATION

2.1 The Committee is asked to review progress on matters arising from previous meetings.

Non-Applicable Sections:	N/A
Background Documents: (Access via Contact Officer)	Minutes of the meeting on 17 th July 2018

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Excellent Council and Sustaining Financial Independence and Sustainability.
-

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £343,810
 5. Source of funding: 2018/19 revenue budget
-

Staff

1. Number of staff (current and additional): 8 posts (6.87fte)
 2. If from existing staff resources, number of staff hours: Completion of "Matters Arising" Reports for PP&S PDS meetings can take up to a few hours per meeting.
-

Legal

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

Customer Impact

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

Ward Councillor Views

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

<u>Minute Number/Title</u>	<u>Matters Arising</u>	<u>Update</u>
Minute 3 17th July 2018 Minutes for 29th March	It was agreed that the minutes of the special meeting that had been held on 25 th June be agreed at the September meeting.	The minutes of the June meeting will be added to the agenda for the September meeting for agreement and signature.
Minute 3 17th July 2018 Minutes for 29th March	It was agreed at the meeting on 17 th July that an information item relating to change controls would be added to the agenda for the September meeting.	The information item has been incorporated into the agenda
Minute 3 17th July 2018 Minutes for 29th March	It was agreed at the meeting on 17 th July, that a report on change controls would be added to the agenda of the December meeting.	The report will be incorporated into the December agenda in due course.
Minute 3 17th July 2018 Minutes for 29th March	It was agreed at the meeting on 17 th July, that at a future meeting of the Executive, Resources and Contracts PDS Committee, a demonstration would be provided around the functionality of the contracts database. It was agreed that members of the Contracts and Commissioning Sub Committee would be invited to the meeting.	The Committee Clerk for the Executive, Resources and Contracts PDS Committee has been informed of this resolution and will invite members of the Contracts and Commissioning Sub Committee at the appropriate time.
Minute 3 17th July 2018 Minutes for 29th March	It was agreed at the meeting on 17 th July, that Mr Feven would disseminate the letter from Bromley Healthcare via the Committee Clerk.	The letter has been disseminated.
Minute 6 17th July 2018 Commissioning Delivery Plan Report	It was agreed at the meeting on 17 th July, that going forward, the names of responsible officers should be added to the Commissioning Board Work Plan.	The Director of Commissioning has noted and agreed the recommendation.
Minute 6 17th July 2018 Commissioning Delivery Plan Report	It was agreed at the meeting on 17 th July, that for the September meeting, an update report should be provided that would inform Members concerning what happened with respect to the provision of ECHS reports that were required to be presented to the Commissioning Board on 30 th July.	An update will be provided on the agenda for the September meeting as agreed.
Minute 7 17th July 2018 Retender of the Exchequer Services Contract	It was agreed at the meeting on 17 th July, that a document would be presented to the September meeting that would outline the KPIs for the new Exchequer Services Contract.	The document will be added to the September agenda as agreed.

Minute 7 17th July 2018 Retender of the Exchequer Services Contract	It was agreed at the meeting on 17th July, that a document be emailed to the Committee on around the 9 th October to appraise Members concerning the KPIs for the new contract after it had gone out to public tender.	The information will be emailed out in due course.
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Report No.
DRR18/043

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: **CONTRACTS AND COMMISSIONING SUB-COMMITTEE.
RENEWAL, RECREATION AND HOUSING PDS COMMITTEE**

Date: 19th September 2018
18th September 2018

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

Title: **PROVISION OF LIBRARY SERVICES - CONTRACT
PERFORMANCE REPORT**

Contact Officer: Tim Woolgar, Principal Client, Libraries
Tel: 020 8461 7232 E-mail: tim.woolgar@bromley.gov.uk

Chief Officer: Colin Brand, Director of Regeneration

Ward: All

1. Reason for report

1.1 This report provides Members with an update on the Provision of Library Services contract with Greenwich Leisure Ltd (GLL) over the first six months of operation. The value of the contract over a ten year period is £40,739,536.

1.2 This report provides Members with a review of the performance of the Contractor since the commencement of the contract on 1st November 2017. The services being managed by GLL include:

- The frontline/operational service.
- Specialist and Support functions including Strategic Management, Stock and Reader Development, Children and Families, Information and Learning, IT Support, Development, Improvement, Training, Marketing and Business Support.
- Bromley Historic Collections.
- Facilities management including cleaning and security.

1.3 The report demonstrates that the transfer of the Library Service proceeded well and the Contractor has delivered in line with the contract, specification and Key Performance Indicators.

2. **RECOMMENDATION(S)**

2.1 **Members of the Contracts & Commissioning Sub Committee and the Renewal, Recreation & Housing Policy, Development and Scrutiny Committee are asked to review the report and to note the the performance of the service provider in the first six months of the contract.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: An EIA conducted indicates that there were not expected to be any negative impacts from the performance of GLL on vulnerable adults or children in Bromley .This is because the contract documents ensure that existing service levels are protected.
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Excellent Council Supporting Independence Vibrant Thriving Town Centres
Healthy Bromley Regeneration
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Libraries Service Contract
 4. Total current budget for this head: £2.693m for 2017/18 (including one-off costs of £847k),
£4.376m for 2018/19
 5. Source of funding: Existing Revenue Budget for 2017/18 and 2018/19
-

Personnel

1. Number of staff (current and additional): 2.69 FTE (Client Team)
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Statutory Requirement: The Public Libraries and Museums Act 1964
 2. Call-in: Not Applicable
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The library service has a statutory duty to be available and accessible to all those who live, work and study in the borough. A 2014 estimate identified that 320,057 people live in the London Borough of Bromley
-

Ward Councillor Views

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

3. COMMENTARY

Background

- 3.1 The contract is for a term of 10 years with the option of a further 5 years by mutual agreement. The contract commenced on 1st November 2017. The transfer was a complex operation involving a TUPE transfer of over 130 staff, decommissioning and commissioning of major IT systems and hardware as well as changes to operational management of multiple satellite sites. This process was achieved with minimal effect on customers and maintenance of all essential services.
- 3.2 The contract is monitored by the Library Client Team ensuring adherence to the contract and specification using a suite of Key Performance Indicators (KPIs), see Appendix 1. Financial sanctions are attached to non-compliance with the KPIs.

SERVICE PERFORMANCE

- 3.3 The Specification sets out Bromley Council's requirements for the Library Service by identifying a series of outputs and minimum performance standards in relation to delivery of frontline and back office services, operational sustainability and facilities management. The approach used has ensured that the service is provided on a like-for-like basis with that previously in place.
- 3.4 The Contractor is delivering on the prescribed outputs (see Section 4 below).
- 3.5 Some complaints have been received about the service but these have not been about major issues and have been dealt with appropriately by the Contractor.
- 3.6 It was agreed in the contract that no financial penalties would apply during the first six months of the contract, although monitoring would take place. In practice there were no issues affecting the maintenance of the service during this period. The main difficulties experienced related to the transition of ICT systems and equipment that were reliant on other third parties. Mitigation in relation to non-availability of some IT equipment was supplied by the Contractor.
- 3.7 Good working relationships have been established between the Client Team and the GLL Partnership Manager both through the monthly performance review meetings and regular, ongoing communication on service matters.

RISK

- 3.8 The main operational service risk relates to GLL's ability to keep the libraries open during all published opening hours. GLL has demonstrated in practice that they have the capacity to do this when faced with a range of challenges including vacant posts, staff sickness and industrial action. During an extended period of industrial action in March and April all libraries remained open to the public.

BENEFITS

- 3.9 The commissioning of the Library Service was carried out with the goal of ensuring the maintenance of the statutory service whilst achieving lower ongoing revenue costs. This benefit has been delivered by the contract. An experienced operator of public libraries is now managing the service whilst driving down costs.
- 3.10 GLL are actively investigating proposals for enhanced use of facilities and income generation.

MANAGEMENT

- 3.11 The Client Team has been established in its role and has the capacity to manage and monitor the contract on an ongoing basis.
- 3.12 The Client Team has initiated a robust monitoring programme ensuring that the Contractor produces the specified statistics, KPIs and reports on a monthly and quarterly basis.
- 3.13 Regular spot checks are made by the Client Team by visiting all of the libraries to ensure that the required standards are being met.

REVIEW OF CONTRACT PURPOSE

- 3.14 There continues to be a statutory requirement for the Council to provide a comprehensive and efficient library service to all those who live, work or study within the Borough.

REVIEW OF CONTRACTOR'S LEARNING AND MATURITY TARGETS

- 3.15 The Contractor has demonstrated a willingness and ability to adapt its processes and approach to the specific needs of Bromley and has identified areas where the service can be developed and improved further.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The impact of the commissioned library service on children and young people was evaluated as part of an Equalities Impact Assessment at various stages during the commissioning process
- 4.2 A Children's PLUS Survey undertaken in 2017 identified the age profile of children who use the library service in Bromley. It also identified that 30% of children who use the library service are from ethnic minorities.

Age	% of children visiting the library
0-7 years (Key Stage 1)	60%
7-11 years (Key Stage 2)	30%
11-16 years (Key Stage 3)	10%

5. SERVICE PROFILE / DATA ANALYSIS

- 5.1 An important measure of success is the number of items borrowed. Since the contract commenced there has been an increase in the number of items borrowed in six of the eight months. Overall, this has resulted in an average increase of 1.2%, meaning that 10,000 more items were borrowed between November 2017 and June 2018, compared with the same period in the previous year.
- 5.2 In order to improve the range of the digital offer (electronic books and electronic audio books) in June Bromley Libraries joined a new consortium site with Wandsworth and Greenwich, the Better Libraries Digital Consortium. All stock from Bromley remains available on the site, but now Bromley residents can see and are able to borrow and request all the stock currently held by Wandsworth and Greenwich. Where all three authorities may have purchased the same title, residents will now have access to three copies instead of one. This change has contributed to a

53% increase in e Audio book downloads and a 33% increase in e Book downloads during June, compared with the same period last year.

- 5.3 The Contractor has organised promotional events and is undertaking outreach work in the community. The Contractor is linking up with the Council for a survey and strategy for the elderly in the borough - "Ageing well in Bromley". The strategy will look at current and future population trends and needs across the borough and consider how best to support people to live happily, healthily and independently. Evidence shows that the numbers of Bromley residents who are 65 and over are increasing and that people are living longer. The Contractor has therefore put a focus on supporting this demographic within the borough.
- 5.4 The Contractor offers a diverse program of events and activities throughout all fourteen branches, to ensure a broad cultural and inclusive offer for all residents. Some examples of these are demonstrated in Table 1 below:

Table 1 – Activities held in the April – June 2018 Quarter

Library	Activity	Description
Beckenham	Festival of Learning	Drawing for the terrified
Biggin Hill	Festival of Learning	Fabric Fun
Bromley Central	City Read	Art Exhibition
Bromley Central	Festival of Learning	Recognise your Potential
Bromley Central	Festival of Learning	Introduction to Mindfulness
Orpington	Dementia Action Week	Demonstration of interactive magic table
Orpington	Festival of Learning	Fun with Maths
Orpington	Festival of Learning	19th Century Fiction
Penge	City Read	Reminiscence Dementia Sessions
Penge	Dementia Action Week	Sing along session
Penge	Festival of Learning	ESOL Taster Session
Petts Wood	Mindfulness Week	Twitter engagement and Adult colouring sessions
St Paul's Cray	Year of the Woman	Reading events

- 5.5 The success of these programmes is demonstrated in the attendance figures for the April to June 2018 Quarter as seen in Appendix 2.
- 5.6 After an inspection visit by The National Archive and extensive preparation and provision of documents by the Archivist, the archive service achieved Archive Accreditation. The benefits of accreditation to the London Borough of Bromley and service are that it:
- Is a badge of external recognition which demonstrates quality services.
 - Raises the profile of archive services, by building confidence and credibility both within the parent organisations and externally, through increased awareness and understanding.
 - Helps archive services adapt and respond to user needs and interests, and enhances workforce development.
 - Encourages partnership working within and between organisations, by helping archive services to examine how best to deliver quality library and archives services within the borough.

- 5.7 The Contractor arranged Open Days at the Museum Store. Two sessions were provided for local societies to see the Store and for the Curator to talk about some of the objects. The Museum Curator has been working to see what objects and activities can be used in dementia friendly sessions. Several sessions at Penge Library have been very successful and this will be expanded to Mottingham and other libraries in the Autumn. The Contractor supported Apsari Arts in their successful HLF bid – there will be a sari exhibition and workshop in the Central Library early in 2019.
- 5.8 As part of the Contractor's partnership work aspirations within the borough they have set up an initiative with disability organisations. The Curator provided a talk at a Magpie Dance session held at the Churchill Theatre in May. The Contractor also provided a letter of support to them for their HLF bid which was successful and will be doing further activities with them later this year. Magpie Dance is the UK's leading dance charity for people with learning disabilities.

6. PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE

- 6.1 The contract is designed to encourage the Service Provider to think innovatively and continually look for ways to develop and improve the service.
- 6.2 The KPIs provide a clear evidence of the success of the contract. For example the count of items borrowed and of customer visits indicates where the usage of the service has increased.
- 6.3 Annual service plans are specified to ensure that performance is monitored at key milestones throughout the year.
- 6.4 A suite of over 20 KPIs covers all the relevant aspects of the service (see Appendix 1). These are baselined against the service in existence at the point of transfer as well as benchmarked on an ongoing basis against other library authorities using CIPFA data.

7. PLANS FOR ONGOING IMPROVEMENTS IN VALUE FOR MONEY

- 7.1 The majority of the specification does not prescribe how outputs are delivered to enable the Service Provider to think innovatively and creatively about how services could deliver better value for money.
- 7.2 The Contractor undertook a review of the ICT facilities within the library service on offer to residents. The Contractor established that two existing sorters (automatically handling returned items) are well beyond economical repair, and having constant breakdowns. As part of the ICT upgrade across the borough, the Contractor has ordered two new sorters for Orpington Library and Bromley Central. Orpington Library will have a three bin sorter, and Bromley Central a seven bin sorter. Automated returns sorters can identify items by collection, status or other defined categories and deliver them to a trolley, bin or shelf location as required. Using an automated sortation system to return and sort items significantly reduces time spent physically handling items allowing staff to spend time interacting with library users on a face to face basis. Library patrons also benefit from items being returned to the shelves quicker and no delays in waiting for their records to be updated before they can check-out new items.
- 7.3 As part of the TUPE transfer process 134 positions came over to the Contractor ranging from Assistant Operations Manager to Customer Service Assistants. Mobilisation in the first couple of months provided some challenges due to the number of vacant posts. The Contractor created a strategy of reviewing and evaluating the current staffing requirements, and then took a phased approach to recruitment to ensure that the most talented applicants were appointed. The Contractor critically analysed previous and current staffing structures to ensure that the

recruitment strategy could be delivered. As a result of that strategic review, the posts that have been recruited to are:

- Archivist
- Business Administration Assistant
- Facilities Maintenance Manager
- Home Service Manager
- Library Assistants
- Library Branch Manager
- Museum Curator
- Sector Librarian
- Senior Library Assistants

7.4 On the transfer of service, GLL decided to continue with 13 temporary contracts previously arranged by LBB until the end of March 2018. In April these 13 staff had their temporary hours made permanent in recognition of the excellent service they have provided to Bromley residents.

7.5 The Contractor has commenced with undertaking a root and branch review of contracts inherited from the London Borough of Bromley. The review includes waste collection at Bromley Central Library. Following a discussion with the local retail outlets who were incorrectly using the bins, the Library collection service has now been significantly reduced, which has helped to contribute to a reduction in the service costs for the libraries of over £22,000 per annum.

7.6 An application was made at the end of June for a Wellcome Research Resources Scoping Award to see what resources would be required to catalogue the Bromley Poor Law records. The Contractor is awaiting a decision and it is anticipated that they will hear by the end of this month.

8. USER / STAKEHOLDER SATISFACTION

8.1 The library service participates in electronic user surveys which enables the Contractor to gain knowledge about library customers, their usage and satisfaction levels. Bromley libraries are reviewed all year round through an online survey platform on the Better website. Table 2 below demonstrates the feedback from residents using the libraries under the new contractor.

Table 2 – Bromley Libraries Customer Survey Result (January-June 2018)

How would you rate the library overall?	97%
Library staff - well presented, efficient & professional	98%
Library staff - promptness of service	97%
Library Staff - giving a friendly welcome & being helpful	94%
Library staff - service & activity knowledge	97%
Cleanliness of toilets	74%
Cleanliness of computer / study areas	95%
Cleanliness of the activity areas	93%
Cleanliness of adult library	96%
Choice and quality of the activities for children on offer	92%
Cleanliness of children's library	93%
How would you rate the customer information?	100%
How would you rate the range of activities?	95%
How would you rate the opening hours?	92%

Rate the variety and choice of books	97%
Rate the availability of books	95%
Rate the physical condition of the books	100%
What do you think of the computer facilities available?	100%
Choice & quality of the audio visual items on offer	100%
Choice and quality of the activities for adults on offer	100%

8.2 In addition to quantitative data, the Contractor monitors qualitative customer feedback, to measure how it is performing against Council service standards, and to ensure continuous improvement. The Contractor's approach to customer feedback is that it should be:

- Easy to access
- Helpful and fair
- Confidential
- Recorded and timely

8.3 The Contractor uses a variety of techniques to obtain a rounded opinion on the libraries it operates, including:

- Customer Feedback Forms: Each library displays customer feedback forms. Library Managers review feedback on a monthly basis.
- Suggestion books: each library has a suggestion book and customers are encouraged to suggest new stock.
- Email: Emails are collected by the Library Administration Team and a reply is sent by a member of staff with relevant experience.
- Social media: Customer feedback and interaction through Facebook and Twitter.
- Letters: Customers may send feedback directly to the library manager or to GLL's Head of Libraries.
- Complaints received via the Council: The Contractor works with the Council in accordance with its complaints procedure in responding to and resolving a customer complaint.

8.4 The number of complaints has declined in the last six months.

8.5 An example of compliments received is this one concerning Petts Wood Library.

"I have mainly taken groups of children in Years 5 and 6 to the library and we have been involved in a number of things. I usually bring 'reluctant' readers and their transformation in their attitudes towards reading has been quite phenomenal. I often start the library trips at the beginning of the year with children complaining about going to the library and then by May the same children then keep asking when the next visit is (and bugging me about it!) and that is wonderful. It is truly amazing to see children go from reading barely any books at all to reading recommendations made and seeing the delight on their faces at having read a book that has inspired them. Also, it has meant that children have returned to the library with their parents outside of school and that, for me, is a huge success."

Another involved the team at Orpington Library.

“I wanted to say a big thank you to the staff who run the Baby Bounce sessions. You provide a wonderful resource with enthusiasm and good humour.”

9. SUSTAINABILITY / IMPACT ASSESSMENTS

9.1 An equality impact assessment carried out as part of the commissioning exercise indicated that there would be no impact on particular vulnerable members of the community as a result of the transfer as the service specified was on a like-for-like basis.

10. POLICY IMPLICATIONS

10.1 The Executive Committee approved the commissioning of the Library Service on 19th July 2017 following pre-decision scrutiny by the Renewal & Recreation Policy Development & Scrutiny Committee on 5th July 2017.

10.2 This approach is consistent with the council’s stated ambitions around vibrant, thriving town centres, supporting independence, children & young people, and an excellent Council under its vision for Building a Better Bromley.

10.3 The Council’s Corporate Operating Principles include a commitment that services will be provided by whoever offers customers and council tax payers excellent value for money.

11. COMMISSIONING & PROCUREMENT IMPLICATIONS

11.1 This is the first year of a ten year contract with the option to extend for a further five years. The Contractor is performing well so there is no current need to consider alternative provision.

12. FINANCIAL IMPLICATIONS

12.1 For 2017/18, there was nil variation against the budget of £2.693m (which included one-off costs of £847k).

12.2 The cost of the contract for 2018/19 is expected to be within the budget of £4.376m.

13. LEGAL IMPLICATIONS

There is an ongoing requirement under the Council’s Contract Procedure Rule 23 to monitor contract performance, costs and user satisfaction and report annually to the Executive.

Non-Applicable Sections:	Customer Profile, Market Considerations
Background Documents: (Access via Contact Officer)	DRR17/034 and DRR17/035 Contract Award for the Provision of Library Services – PARTS 1 AND 2 Reports to Executive Committee on 19 th July 2017 (with pre-decision scrutiny by the Renewal & Recreation Policy Development & Scrutiny Committee on 5 th July 2017)
	Version CP@5/16

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London Borough of Bromley

Schedule 4

SERVICE LEVELS AND KPIs

1. Contract Monitoring Arrangements

- 1.1 The Service Provider's performance in relation to the delivery of their obligations as identified in the Specification (Schedule 1) will be monitored through a series of Service Levels and Key Performance Indicators (KPIs) which are set out in this document.
- 1.2 The Service Levels and KPIs will be monitored by the Council by their Client Unit.
- 1.3 NOT USED.
- 1.4 The Service Provider will report against Service Levels and KPIs according to the frequency identified in this document. This will either be:
 - Monthly
 - Quarterly
 - Annually
- 1.5 In accordance with the contract terms, the Service Provider's Contract Manager or nominated representative will meet with the Client Unit on a monthly basis to review performance and discuss any opportunities or challenges affecting the contract.

Scrutiny by elected members

- 1.6 In addition to reporting on the Service Levels and KPIs identified in this document, the Service Provider will also be required to report to the Council's relevant Committees on a biannual basis:
 - The Service Provider will be required to present a progress report and their Service Plans for the following year in Quarter 3 of the financial year.
 - The Service Provider will be required to present their annual report including a summary of their full year performance for the previous year in Quarter 1 of the financial year.
- 1.7 For the sake of clarity, the Service Provider will be expected to attend these meetings, (if requested), present their performance data and/or Service Plans and other associated documents and respond to questions from elected members. The Service Provider's Contract Manager, or if appropriate, Director, may be summoned to attend a member meeting and to report on their performance at any time.

2. Payment Mechanism

- 2.1 The Service Provider's annual price for the delivery of this contract is set out in the Pricing Document (Schedule 2). This annual price is fixed, except where it might be amended from time to time in accordance with the Change Control Procedure (Schedule 5) or as otherwise allowed for in the contract terms, and as it is adjusted annually to reflect inflationary increases in line with the Consumer Price Index.
- 2.2 The Council will pay the Service Provider the fixed price on a monthly basis in arrears. The fixed price will commence on the date on which the service is transferred (the contract Commencement Date).
- 2.3 The monthly payment of the fixed price will be calculated by dividing the

annual contract price by 12. The Service Provider shall invoice the Council for payment in accordance with procedures established in the contract terms.

3. Performance Management System

- 3.1 The Service Provider's performance will be measured against the Service Levels and KPIs identified at paragraph 4 of this document, as varied from time to time in accordance with the contract terms.
- 3.2 Within ten (10) business days following the end of each month, the Service Provider shall submit to the Council a report containing, in respect of the month just ended, the following information:
- A summary assessment of all applicable Service Levels and KPIs
 - The resultant financial consequence based on the points system expounded below
 - A progress assessment of Service Levels and KPIs not monitored during that month where this is requested
- 3.3 The Council shall notify the Service Provider in writing within ten (10) Business Days of receipt by the Council of the relevant monthly report from the Service Provider if there is any part of that report which the Council (acting reasonably and without delay) dispute.
- 3.4 The Council and the Service Provider shall use all reasonable endeavours to resolve any dispute that arises in this respect. Should it not be possible to resolve the dispute before the end of the month following the month that the report relates to, they should make use of the dispute resolution procedures set out in the contract terms.

Performance Adjustment Points

- 3.5 The Council will monitor the Service Provider's performance in relation to the Service Levels and KPIs through a points based system. Performance Adjustment Points will be accrued by the Service Provider where they fail to meet the required Service Level or do not perform to the level identified by the KPI. The number of points accrued will depend on the level of and impact of the failure and is identified in the Service Level and KPIs set out at paragraph 4.
- 3.6 The Service Provider will not accrue Performance Adjustment Points where the performance failure is due to force majeure as defined in the contract terms, or where non-performance is reasonably defined as being caused by the actions or omissions of a third party and which are outside the control of the Service Provider and which are not the responsibility of the Service Provider under this contract. These circumstances should be appropriately evidenced to the Client Unit where a failure to perform results. The Council expect that when such circumstances apply, the Service Provider will use their reasonable endeavours to continue delivering the service through appropriate means.
- 3.7 The Service Provider will comply with the monitoring arrangements set out below. The Service Provider will provide monthly progress reports relating to all Service Levels and KPIs for each borough, and will report on their overall performance relating to the service level of KPI on a monthly, quarterly or annual basis depending on the monitoring frequency identified.

3.8 The KPIs have been given a priority rating that applies as follows:

- Priority A
- Priority B
- Priority C

The number of Performance Adjustment Points accrued for non-performance relating to each Service Level or KPI reflects the priority assigned by the Council to these performance areas. For example, Priority A items accrue a greater number of points where non-performance occurs than Priority C items. This is because they are deemed to have a greater impact on service levels experienced by service users.

3.9 Some Service Levels and KPIs are identified as being self-monitoring; the Service Provider will be responsible for reporting any failure to perform to the required level to the Council's Client Unit during the month in which the non-performance occurred. Where the Service Provider fails to report non-performance, they will accrue double the number of Performance Adjustment Points assigned for failure to meet that service level of KPI for non-performance. The Council's Client Unit reserves the right to make announced and unannounced inspections and to assign points where non-performance of a Service Level or KPI is identified.

3.10 When the Council's Client Unit become aware of a failure to meet a Service Level or KPI, whether through self-monitoring reports from the Service Provider or via any other means, they will issue with Service Provider with a Monitoring Notice. The Monitoring Notice will set out incident of non-performance, the number of Performance Adjustment Points being assigned, and a timeframe for rectification if the Service Provider has not already rectified the issue of non-performance. Where the Service Provider is issued with a Monitoring Notice for their non-performance and fails to implement changes to effect improvement within the rectification period identified in the Monitoring Notice, the Service Provider will be issued with a second Monitoring Notice and a charge of 5 Performance Adjustment Points additionally. Where the Service Provider still does not rectify the issue with their performance within the period identified in the second Monitoring Notice, a third and final Monitoring Notice will be issued and a charge of 10 Performance Adjustment Points will be made. If the Service Provider fails to rectify the issue with their performance within the timeframe specified within the third Monitoring Notice the Council may, at its sole discretion, issue a default notice. In the event that there is a substantial issue of non-performance or under-performance by the Service Provider, the Council reserves the right to issue a default notice without instigating the Monitoring Notice procedure set out above.

3.11 The Service Provider will accrue points cumulatively on a monthly basis. There will be an initial bedding in period of six months from the date of contract commencement during which performance against Service Levels and KPIs will be monitored but non-performance will not accumulate Performance Adjustment Points. After the expiry of the six month bedding in period, the Service Provider will accrue points cumulatively on a monthly basis. For the sake of clarity, on the 1st calendar day of each month, the number of points will revert to zero. Prior to the end of the bedding in period, and at the beginning of every Contract Year thereafter, the parties shall meet to review the

Service Levels and KPIs and agree any changes reasonably required by either party.

- 3.12 The Service Provider will be issued with a financial sanction for every point that they accrue in a calendar month. 1 point is valued at 0.001% of the annual Contract Price (excluding, for the avoidance of doubt, any One-off Costs) (as inflated in accordance with the contract terms). For example, based on a £3m annual contract value, 1 point equates to £30. However, where a Monitoring Notice which identifies a rectification period is issued and additional points are issued for continued non-performance, as set out in 3.10, these points may continue across calendar months. The value of the points accrued over a contractual year will not exceed 10% of the annual Contract Price (excluding, for the avoidance of doubt, any One-off Costs) and the Council may terminate the contract if the Service Provider accrues 10,000 points in one year, as set out in the contract terms.
- 3.13 The financial consequence of incurring Performance Adjustment Points will be deducted from the monthly invoice for the relevant Council. A worked example is included at **Appendix A**.
- 3.14 Default Notices will be issued to the Service Provider in accordance with the contract terms when:
- The Service Provider fails to comply with the terms of the contract and this failure is not considered to be fundamental, and can be rectified.
 - The Council becomes aware that the Service Provider has failed to notify it of a failure to meet a Service Level or KPI identified in
 - paragraph 4 (and accrues additional Performance Adjustment Points as established in 3.10)
 - The Service Provider's performance against the KPIs demonstrates significant or consistent underperformance or non-performance.
- 3.15 Where a Default Notice is issued, the Service Provider will acknowledge receipt within 1 working day. The Service Provider will provide the Client Unit with a full plan for rectification for approval by the Client Unit, within the timescale specified within the Default Notice. Once agreed by the Client Unit, the Service Provider will implement the rectification plan within the agreed timescale.

4. Service Levels and Key Performance Indicators

- 4.1 Service Levels and Key Performance Indicators for the contract for the provision of Library Services are set out below. These are linked to the requirements set out in the Specification through the Specification Reference and Service Area/Output. Monitoring arrangements, including monitoring frequency for each Service Level or KPI are established.
- 4.2 Where the Service Level or KPI refers to a full day or half day, these have the following meanings:
- Where the Service Level or KPI is monitored within opening hours:
 - Half day: up to 3 hours 29 minutes
 - Full day: 3 hours 30 minutes or more
 - Where the Service Level or KPI is monitored over a 24 hour period:
 - Half day: up to 11 hours 59 minutes
 - Full day: 12 hours – 24 hours

SERVICE LEVEL/KPI: 1			
Specification Reference	1.1	Service Area / Output	Opening Hours
Service Levels/KPIs		Libraries are open for the Minimum Opening Hours, except where planned closures are agreed at least 28 days in advance with the Client Unit in writing.	
Monitoring Arrangements		<p>The Service Provider will maintain a daily record of the opening hours achieved and will report any unplanned closures to the Client Unit on a monthly basis. The Client Unit must be able to request the latest version of these records at any time and the Service Provider must provide it no later than the next working day.</p> <p>The Council's Client Unit should be notified immediately verbally (or by email), and then formally in writing within 24 hours, where any unplanned closures occur. This includes failure to open on time, early closure or any other kind of unplanned variation to opening hours. For the avoidance of doubt an unplanned closure is defined as failure to open the library fully, including incidents in which there are insufficient staff to deliver all library services as outlined in the Specification, regardless of whether public access is maintained.</p>	
Monitoring frequency		Monthly	
Priority Rating		A	
Sanction		<p>Where a library fails to open in accordance with the agreed Minimum Opening Hours, except where planned closures are agreed, the Service Provider will accept the following Performance Adjustment Points:</p> <p>10 minutes - 2 hours 59 minutes - 15 Performance Adjustment Points</p> <p>3 hours – 5 hours 59 minutes - 30 Performance Adjustment Points</p>	

SERVICE LEVEL/KPI: 2	
Specification Reference	Service Area / Output
1.2	Frontline Services
Service Levels/KPIs	<p>The Service Provider will collect and provide to the Client Unit the following statistical indicators, including total figures and breakdowns by library branch</p> <ul style="list-style-type: none"> Number of visits Number of issues Number of active users Number of new members Number of transactions through self-service technology Response time for requests <p>Benchmarking the Council's relative position in relation to other London boroughs in relation to the above statistics</p>
Monitoring Arrangements	<p>The Service Provider will submit a quarterly update on these statistics that have been collected for each of the areas, except where these statistics are collected less frequently in line with CIPFA best practice. The Client Unit will use this update to assess progress.</p> <p>The Council expect that the Service Provider will drive for continuous monthly improvement but accepts that this may be affected by regional or national trends that are outside the control of the Service Provider and therefore the Service Provider will not incur financial sanctions in relation to statistical improvement. The Client Unit and Council will however use this data to inform their overall assessment of the Service Provider's performance and to analyse how improvements may be made.</p> <p>In the event that the Service Provider is able to increase annual performance in either or both of the following indicators by a minimum of 1%, a <u>credit</u> will be made to the Service Provider to the value of 30 Performance Adjustment Points:</p> <ul style="list-style-type: none"> Number of visits Number of issues
Monitoring frequency	Quarterly
Priority Rating	C
Sanction	The Service Provider will accept 5 Performance Adjustment Points for each business day late that these statistics are provided after the specified deadline.

SERVICE LEVEL/KPI: 3			
Specification Reference	1.2	Service Area / Output	Frontline Services
Service Levels/KPIs	<p>The Service Provider will measure customer satisfaction through: participation in the CIPFA Plus and CIPFA Children's Plus surveys (or any equivalent or replacement surveys or schemes) An annual customer satisfaction survey to be carried out in all libraries and Local Studies Centres that will provide a clear indication of customer satisfaction by a wide range of customers from a variety of ages and backgrounds Evaluation of events and activities in libraries</p>		
Monitoring Arrangements	<p>The Service Provider will keep a record of the evaluation feedback and outcome of customer satisfaction surveys and will provide copies to the Client Unit on the working day following any request.</p> <p>The Service Provider will supply an annual report on customer satisfaction levels.</p> <p>The Client Unit and Council will use this data to inform their overall assessment of the Service Provider's performance and to analyse how improvements may be made.</p>		
Monitoring frequency	Annually		
Priority Rating	C		
Sanction	<p>The Service Provider will accept the following Performance Adjustment Points for non-performance:</p> <p>5 Performance Adjustment Points for each day late that the annual customer satisfaction report, based on the results of the annual customer satisfaction survey, is provided to the Client Unit</p> <p>30 Performance Adjustment Points for a decrease in customer satisfaction of more than 5% as an average of the total outcome of the annual customer satisfaction survey in each borough.</p> <p>30 Performance Adjustment Points for a decrease in customer satisfaction of more than 20% in any individual library (per library)</p> <p>50 Performance Adjustment Points for a decrease in customer satisfaction of more than 5% in any indicator recorded in the CIPFA Plus survey or CIPFA Children's Plus survey</p>		

SERVICE LEVEL/KPI: 4			
Specification Reference	1.3 and 2.1	Service Area / Output	Back Office and Strategic Management
Service Levels/KPIs	<p>The Service Provider will produce development plans that aim to increase use of libraries and in particular to achieve increases in the number of visitors to libraries and the number of stock issues.</p> <p>The actions identified in annual development, action and implementation plan for targeted services, including the number and range of activities, are to be delivered in accordance with the programme identified in the plan. There will be a plan for each of the following service areas:</p> <p>Children and Families IT Stock and Reader Development Information and Learning</p>		
Monitoring Arrangements	<p>All plans will be agreed annually with the Client Unit to the timetable specified. Quarterly progress reports against annual aims identified in these plans will be submitted to the Client Unit for review. Any proposed amendments to the aims/actions for the following quarters, including the programme of activities, should be submitted as part of this report and must be agreed by the Client Unit. Amendments should be based on clear evidence of a change in local need.</p> <p>The reports should demonstrate the percentage of activities identified in the service plans that were delivered in that quarter against the programme.</p>		
Monitoring frequency	Quarterly progress reports with an annual assessment		
Priority Rating	A		
Sanction	<p>90% of annual aims/actions identified for completion in each quarter in each plan should be delivered each quarter (unless the Client Unit agree in writing that an aim can be removed or transferred to another quarter). This must include 100% of priority 1 items as identified in the plans. The following number of Performance Adjustment Points will be received by the Service Provider for the percentage of actions performed in accordance with the table below</p> <p>90% - 100%: 0 Performance Adjustment Points</p> <p>76% - 90%: 45 Performance Adjustment Points</p> <p>51% - 75%: 60 Performance Adjustment Points</p> <p>26% - 50%: 100 Performance Adjustment Points</p> <p>0% - 25%: 200 Performance Adjustment Points</p> <p>For every incomplete Priority 1: 10 Performance Adjustment Points per item (additionally)</p>		

SERVICE LEVEL/KPI: 5			
Specification Reference	1.3	Service Area / Output	Back Office
Service Levels/KPIs		The Service Provider provides 24/7 access to web services, except where services are suspended for planned maintenance or as required and as agreed with the Client Unit in writing 24 hours prior to the event. Web services are deemed to include (but are not limited to) the public interfaces with the Library Management System and Archives Management System.	
Monitoring Arrangements		The Service Provider will maintain record of the availability of web services and will notify the Client Unit of any failure to meet the required service level. Any unplanned outage should be reported to the Council's Client Unit in writing and within 24 hours of the unplanned outage having occurred.	
Monitoring frequency		Monthly	
Priority Rating		A	
Sanction		Where web services are not available 24/7, except where services are suspended as agreed with the Client Unit in writing and in advance, the Service Provider will accept the following Performance Adjustment Points for unavailability: 1 hour – 2hours 59 minutes: 5 Performance Adjustment Points 3 hours – 5 hours 59 minutes: 15 Performance Adjustment Points 6 hours – 11 hours 59 minutes: 20 Performance Adjustment Points	

SERVICE LEVEL/KPI: 6			
Specification Reference	1.3	Service Area / Output	Back Office
Service Levels/KPIs	Public IT facilities (such as People's Network terminals, public wifi and self-service kiosks) are working and available for use during Minimum Opening Hours except where planned maintenance is agreed at least 24 hours in advance with the Client Unit.		
Monitoring Arrangements	<p>The Service Provider will notify the Council of any failure to make public IT facilities available during library opening hours. The Service Provider will log all IT issues, including any loss of availability. The Client Unit may request the latest version of these logs at any time and the Service Provider must provide it no later than the next working day.</p> <p>When notifying the Client Unit of any loss of service availability, the Service Provider will provide information relating to:</p> <ul style="list-style-type: none"> The reason for the lack of availability The number of sites affected The quantity of time for which facilities are not available The number of People's Network or self-service terminals affected (if applicable) What action was taken to resolve the issue and what action the Service Provider will take to prevent a similar occurrence in the future. 		
Monitoring frequency	Monthly		
Priority Rating	A		
Sanction	<p>For each site affected, the following number of Performance Adjustment Points will apply:</p> <p>For every full business day (or 2 half business days within a one month period) that public wifi is consistently not available in one library, for any reason other than the reasons established in paragraph 3.6, the Service Provider will receive 10 points per library affected</p> <p>For every full business day that there is more than one Public Network terminal that is not available (per library), the Service Provider will receive 1 point for each terminal not available.</p> <p>Alternatively, for every full business day (or 2 half business days) where all Public Network terminals are unavailable for any reason other than the reasons established in paragraph 3.6, the Service Provider will receive 10 points for each library affected.</p>		

	<ul style="list-style-type: none">• or every full business day (or 2 half days) that self-service equipment is not available in one library (including community managed libraries with self-service kiosks), for any reason other than the reasons established in paragraph 3.6, the Service Provider will receive 10 points per library affected <p>Please note that the above penalties are not applied where the Service Provider is accrues points in conjunction with KPI 1 (library closures).</p>
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SERVICE LEVEL/KPI: 7			
Specification Reference	1.3	Service Area / Output	Back Office
Service Levels/KPIs		The Service Provider will develop a Marketing Plan for the Council's Library Service which is approved by the Client Unit in accordance with the Specification. Actions identified in the Marketing Plan are delivered in accordance with the submitted programme. The Marketing Plan will clarify the marketing channels to be used and will specify how quality marketing outputs will be achieved.	
Monitoring Arrangements		<p>Quarterly progress reports against actions identified in the marketing plans are submitted to the Client Unit for review. Any proposed amendments to the actions for the following quarters should be submitted as part of this report and must be agreed by the Client Unit. Amendments should be based on clear evidence of changing circumstances.</p> <p>The report should demonstrate the percentage of activities identified in the Marketing Plans that were delivered in that quarter against the programme.</p>	
Monitoring frequency		Quarterly	
Priority Rating		C	
Sanction		<p>At least 90% of actions identified should be delivered each quarter to the agreed quality output standard (unless the Client Unit agree in writing that an action can be removed or transferred to another quarter). Performance Adjustment Points will be accrued by the Service Provider for the percentage of actions delivered in accordance with the table below:</p> <p>90% - 100%: 0 Performance Adjustment Points 76% - 90%: 5 Performance Adjustment Points 51% - 75%: 10 Performance Adjustment Points 26% - 50%: 25 Performance Adjustment Points 0% - 25%: 50 Performance Adjustment Points</p>	

SERVICE LEVEL/KPI: 8			
Specification Reference	1.3	Service Area / Output	Back Office
Service Levels/KPIs		<p>The Service Provider will manage the hire of space in libraries according to the conditions of hire, which are to be agreed annually by the Client Unit as set out in the Specification. All events will be managed and booked according to the conditions of hire as agreed by the Client Unit. No space or venue hire arrangements shall impact on normal library operations or the availability of library space and facilities to all customers, unless agreed in writing with the Client Unit in advance. The granting of such permission will be solely at the discretion of the Client Unit.</p>	
Monitoring Arrangements		<p>The Service Provider will keep a record of all hire of library premises, including the reason for hire, date, duration, space occupied and a log of any issues arising. A log of complaints received shall also be maintained, including the times complaints were received, or issues were identified, action taken to manage those complaints/issues and the time at which the complaint/issue was resolved</p> <p>The Client Unit may request a copy of these records at any time and the Service Provider must provide these on the next working day.</p> <p>The Service Provider will notify the Client Unit of any failure to comply with this KPI within 24 hours, and must report the failure formally within that month.</p> <p>The Service Provider must rectify any breach of the conditions of hire, or any adverse impact caused by space or venue hire on normal library operations, during any event, within 15 minutes.</p>	
Monitoring frequency		Monthly	
Priority Rating		B	
Performance Adjustment Points		<p>The Service Provider will accept 10 Performance Adjustment Points for any of the following:</p> <p>If the Service Provider is found to have booked events that fall outside the scope of the conditions of hire</p> <p>If the Service Provider fails to rectify breaches of the conditions of hire during events within 15 minutes of any breach being identified</p> <p>The Service Provider allows space/room hire to have an adverse impact on library operations and fails to rectify this within 15 minutes of the impact being identified.</p>	

SERVICE LEVEL/KPI: 9			
Specification Reference	1.4	Service Area / Output	Local Studies and Archives
Service Levels/KPIs	<p>Local Studies and Archives services are available to the public during library opening hours, except where planned closures are agreed in writing and at least 28 days in advance with the Client Unit.</p> <p>Online Local Studies and Archives services are updated and available 24/7 except where they are suspended for planned maintenance or as required and is agreed at least 24 hours in advance by the Client Unit.</p>		
Monitoring Arrangements	<p>The Service Provider will maintain a record of the availability of Local Studies and Archives Services (both in Libraries and online) and will notify the Client Unit of any failure to meet the required service level within 24 hours.</p> <p>The Client Unit may request the latest version of these records at any time and the Service Provider must provide it on the next working day.</p>		
Monitoring frequency	Monthly		
Priority Rating	A		
Performance Adjustment Points	<p>Where online Local Studies and Archive services are not available, the Service Provider will receive the following Performance Adjustment Points:</p> <p>1 hour – 2hours 59 minutes: 5 Performance Adjustment Points</p> <p>3 hours – 5 hours 59 minutes: 15 Performance Adjustment Points</p> <p>6 hours – 11 hours 59 minutes: 20 Performance Adjustment Points</p> <p>12 hours – 24 hours: 30 Performance Adjustment Points</p> <p>Where Local Studies and Archive Centres are not available to the public during library opening hours, the Service Provider will receive the following Performance Adjustment Points:</p> <p>10 minutes - 2 hours 59 minutes : 5 Performance Adjustment Points</p> <p>3 hours – 5 hours 59 minutes: 15 Performance Adjustment Points</p> <p>6 hours – a full day for that library : 30 Performance Adjustment Points</p>		

SERVICE LEVEL/KPI: 10			
Specification Reference	1.4	Service Area / Output	Local Studies and Archives
Service Levels/KPIs		The Service Provider will have full Archive Service Accreditation standard as detailed in the Specification.	
Monitoring Arrangements		<p>The Service Provider will provide annual evidence of their accredited status.</p> <p>The Service Provider will notify the Council's Client Unit within 24 hours of a failure to meet this requirement and will provide the Client Unit with a written statement on their proposed action to achieve accreditation which will include their timescales for doing so. They will provide an update report monthly until they are awarded accreditation.</p>	
Monitoring frequency		Annually	
Priority Rating		B	
Performance Adjustment Points		Any failure to sustain accreditation as defined in the Specification will result in the Service Provider receiving 150 Performance Adjustment Points, and thereafter a further 5 Performance Adjustment Points for every month that it continues to be without accreditation, except where there is clear evidence that accreditation has been delayed solely due to the actions of the awarding body not observing its own timetable for the award of accreditation.	

SERVICE LEVEL/KPI: 11			
Specification Reference	1.4	Service Area / Output	Local Studies and Archives
Service Levels/KPIs	The Service Provider will develop Local Studies and Archives Plan which will be agreed with the Client Unit in accordance with the Specification. The Service Provider will deliver the actions identified in this plan.		
Monitoring Arrangements	<p>Quarterly progress reports against actions identified in the Local Studies and Archives Plan are submitted to the Client Unit for review. Any proposed amendments to the actions for the following quarters should be submitted as part of this report and must be agreed by the Client Unit. Amendments should be based on clear evidence of changing local need.</p> <p>The report should demonstrate the percentage of activities identified in the Plan that were delivered in that quarter against the programme.</p>		
Monitoring frequency	Quarterly		
Priority Rating	B		
Performance Adjustment Points	<p>At least 90% of actions identified should be delivered each quarter. This must include 100% of priority 1 items as identified in the plans. Performance Adjustment Points will be accrued by the Service Provider for the percentage of actions delivered in accordance with the table below:</p> <p>91% - 100%: 0 Performance Adjustment Points</p> <p>76% - 90%: 20 Performance Adjustment Points</p> <p>51% - 75%: 40 Performance Adjustment Points</p> <p>26% - 50%: 60 Performance Adjustment Points</p> <p>0% - 25%: 100 Performance Adjustment Points</p> <p>For each incomplete Priority 1: 5 Performance Adjustment Points item (additionally)</p>		

SERVICE LEVEL/KPI: 12			
Specification Reference	1.4	Service Area / Output	Local Studies and Archives – Bromley Museum Exhibitions and Collections
Service Levels/KPIs	The Service Provider will have Museum Accreditation as detailed in the Specification.		
Monitoring Arrangements	<p>The Service Provider will provide annual evidence of their accredited status.</p> <p>The Service Provider will notify the Council's Client Unit within 24 hours of a failure to meet this requirement and will provide the Client Unit with a written statement on their proposed action to achieve accreditation which will include their timescales for doing so. They will provide an update report monthly until they are awarded accreditation.</p>		
Monitoring frequency	Annually		
Priority Rating	A		
Performance Adjustment Points	Any failure to sustain Museum Accreditation as defined in the Specification will result in the Service Provider receiving 150 Performance Adjustment Points, and thereafter a further 5 Performance Adjustment Points for every month that it continues to be without accreditation, except where there is clear evidence that accreditation has been delayed solely due to the actions of the awarding body not observing its own timetable for the award of accreditation.		

SERVICE LEVEL/KPI: 13			
Specification Reference	1.5	Service Area / Output	Home Library Service
Service Levels/KPIs	<p>The Service Provider will deliver the Home Library Service to ensure that:</p> <p>A user should not wait more than one month from the date of their registration for an initial visit from the Home Library Service</p> <p>All beneficiaries of the service receive monthly visits.</p>		
Monitoring Arrangements	<p>The Service Provider will report monthly on:</p> <p>New registered users for the Home Library Service, including date of registration</p> <p>The date that newly registered users receive their first visit</p> <p>Total number of users of the Home Library Service</p> <p>Number of users who received a monthly visit from the Home Library Service.</p>		
Monitoring frequency	Monthly		
Priority Rating	A		
Performance Adjustment Points	<p>If the number of beneficiaries who receives a monthly visit falls below 95%, including new clients receiving their first visit within 1 month of registering, the following Performance Adjustment Points for the percentage of beneficiaries receiving a visit will apply:</p> <p>76% - 95%: 15 Performance Adjustment Points</p> <p>51% - 75%: 30 Performance Adjustment Points</p> <p>26% - 50%: 75 Performance Adjustment Points</p> <p>0% - 25%: 150 Performance Adjustment Points</p>		

SERVICE LEVEL/KPI: 14			
Specification Reference		Service Area / Output	NOT USED

SERVICE LEVEL/KPI: 15			
Specification Reference		Service Area / Output	NOT USED

SERVICE LEVEL/KPI: 16			
Specification Reference		Service Area / Output	NOT USED

SERVICE LEVEL/KPI: 17			
Specification Reference		Service Area / Output	NOT USED

SERVICE LEVEL/KPI: 18			
Specification Reference		Service Area / Output	NOT USED

SERVICE LEVEL/KPI: 19			
Specification Reference	2.1	Service Area / Output	Service Management
Service Levels/KPIs	<p>The Service Provider will produce: Library Strategies Medium Term Priorities Annual Service Plans</p> <p>in accordance with section 2.1 of the Specification. These documents should be produced to a good standard and submitted to the Council in accordance with the identified timescales.</p>		
Monitoring Arrangements	The Service Provider will submit the relevant documents to the Client Unit within the specified timeframe.		
Monitoring frequency	Quinquennially, annually, or as agreed between the Service Provider and the Client Unit depending on the document.		
Priority Rating	B		
Performance Adjustment Points	The Service Provider will accept 2 Performance Adjustment Points for every business day that the documents are submitted after the specified deadlines, including any deadlines set by the Client Unit for re-drafting of documents that do not meet the required quality standards.		

SERVICE LEVEL/KPI: 20			
Specification Reference	2.3	Service Area / Output	Customer Service and Complaints
Service Levels/KPIs	<p>Complaints are dealt with in accordance with timeframes identified in the Service Provider's tender submission.</p> <p>98% of complaints that are received are responded to and resolved to the Council's satisfaction within the specified timescales.</p>		
Monitoring Arrangements	<p>The Service Provider will maintain a log of all complaints received and a separate log of all comments received by the public. The Service Provider will log the stage at which each complaint in the Complaints Log is within their complaints resolution process.</p> <p>Where a complaint has been through all stages in the Service Provider's complaint's resolution process, but has not been resolved and has therefore been referred to the Council, these complaints will be treated as unresolved until the Client Unit advise the Service Provider that they have been resolved.</p> <p>The Service Provider will submit a monthly report which summarises feedback from customers and which includes the main complaints received. The Client Unit may request the latest version of the complaints log and comments log and the Service Provider must provide it on the next business day.</p>		
Monitoring frequency	Monthly		
Priority Rating	A		
Performance Adjustment Points	<p>At least 98% of complaints should be responded to within the specified timeframe. The Service Provider will receive the following number Performance Adjustment Points for the percentage of complaints responded to within the specified timeframes:</p> <p>98% - 100%: 0 Performance Adjustment Points 76% – 97%: 10 Performance Adjustment Points 51% - 75%: 20 Performance Adjustment Points 26% - 50%: 50 Performance Adjustment Points 0% - 25%: 75 Performance Adjustment Points</p>		

SERVICE LEVEL/KPI: 21			
Specification Reference	2.5	Service Area / Output	Library Management System and Archives Management System
Service Levels/KPIs	The Library Management System and Archive Management System are available for staff and back office transactions during the Minimum Opening Hours, except where there is planned outage which is agreed with the Client Unit at least 24 hours in advance.		
Monitoring Arrangements	<p>The Service Provider will maintain record of the availability of the systems and will notify the Client Unit of any failure to meet the required service level. The Client Unit must be able to request the latest version of these records at any time and the Service Provider must provide it no later than the next working day.</p> <p>Any unplanned outage should be reported to the Council's Client Unit immediately by telephone or by email and formally in writing and within 24 hours of the unplanned outage having occurred.</p>		
Monitoring frequency	Monthly		
Priority Rating	A		
Performance Adjustment Points	<p>Where the systems are not available within the Minimum Opening Hours except where services are suspended as agreed with the Client Unit in writing and in advance, the Service Provider will accept the following Performance Adjustment Points:</p> <p>1 hour – 3 hours 29 minutes: 5 Performance Adjustment Points</p> <p>3 hours 30 minutes – 6 hours 59 minutes: 10 Performance Adjustment Points</p> <p>Full day (7 hours or more): 20 Performance Adjustment Points</p>		

SERVICE LEVEL/KPI: 22			
Specification Reference	2.6	Service Area / Output	Stock Purchasing
Service Levels/KPIs	The Service Provider will produce an annual Stock Plan which demonstrates how they will deliver the Stock Policy for the relevant year. This plan should identify the budget for stock purchasing, the Service Provider's intended providers, the timeframe for the supply chain to get stock to libraries and make it shelf ready, and their specification for stock purchasing, based on clear evidence that identifies how the stock purchase will meet the needs of service users.		
Monitoring Arrangements	The Service Provider will provide a monthly update on annual Stock Plan, indicating how it is delivering the implementation of the Stock Policy including the amount that they have spent on stock, the quantity of items purchased, what they have purchased and how they have purchased it.		
Monitoring frequency	Monthly		
Priority Rating	B		
Performance Adjustment Points	Where the Service Provider deviates from the Stock Plan without the prior written consent of the Client Unit, the Service Provider will incur 10 Performance Adjustment Points for each deviation.		

SERVICE LEVEL/KPI: 23			
Specification Reference	2.8	Service Area / Output	Business Continuity
Service Levels/KPIs	The Service Provider shall update their Business Continuity Plan on an annual basis or when required by any significant change that impacts on operations, and supply a copy to the Client Unit.		
Monitoring Arrangements	The Service Provider will provide the Client Unit with an electronic copy of their Business Continuity Plan by the agreed submission date.		
Monitoring frequency	Annually		
Priority Rating	C		
Performance Adjustment Points	The Service Provider will receive 5 Performance Adjustment Points for every week that the plan is not submitted after the specified deadline.		

SERVICE LEVEL/KPI: 24			
Specification Reference	2.9	Service Area / Output	Mobilisation and Exit Planning
Service Levels/KPIs	The Service Provider shall update their Exit Plan on an annual basis and supply a copy to the Client Unit.		
Monitoring Arrangements	The Service Provider will provide the Client Unit with an electronic copy of their Exit Plan by the stated date.		
Monitoring frequency	Annually		
Priority Rating	C		
Performance Adjustment Points	The Service Provider will receive 5 Performance Adjustment Points for every week that the Exit Plan is not submitted after the specified deadline.		

SERVICE LEVEL/KPI: 25			
Specification Reference	3.3 and 3.10	Service Area / Output	Cleaning and Housekeeping
Service Levels/KPIs	<p>The level of cleanliness must be visibly acceptable: Floors should be litter and dust free, and free from spillages, spoilages, stains and scuff marks. Furniture, fixtures and fittings should be mark, stain, graffiti and smear free and should have a polished appearance. Walls should be kept mark and stain free Windows and glass partitions should be cleaned so that there are no marks or smears Chewing gum should be removed from floors, fixtures and fittings Toilets should be cleaned appropriately and with germicidal detergent solutions. Waste bins and containers should be regularly emptied and disposal should be hygienic. Kitchen areas should be cleaned so that all dirt, debris, spillages, grease and timescale is removed using appropriate agents.</p>		
Monitoring Arrangements	<p>The Client Unit reserve the right to inspect the libraries at any moment in time and without giving notice, but will undertake a quarterly check of cleanliness at each library via a planned monitoring tour. The Client Unit anticipate spot check libraries in response to complaints and reserve the right to undertake mystery shopper exercises in this respect.</p> <p>The Service Provider will keep a daily log of any issues with cleanliness and the cleaning undertaken, including the period within which issues were rectified which must be available to the Client Unit within 24 hours of their request.</p> <p>The Service Provider will maintain up to date risk assessments, including COSHH sheets relating to cleaning and make these available to the Client Unit(s) within 24 hours of their request</p>		

Monitoring frequency	Quarterly
Priority Rating	B
Performance Adjustment Points	<p>Where the level of cleanliness is deemed to be unsatisfactory at a library, the Service Provider will accept 30 Performance Adjustment Points in relation to any issue that is not resolved in the specified rectification period as detailed in the Monitoring Notice issued.</p> <p>The Service Provider will accept an additional sanction of 30 Performance Adjustment Points where any service area (including toilets, kitchen facilities, or significant public space) is not available due to the level of cleanliness.</p> <p>The Service Provider will accept a sanction of 30 Performance Adjustment Points if they do not maintain up to date risk assessments or COSHH sheets relating to cleaning.</p>

SERVICE LEVEL/KPI: 26			
Specification Reference	3.2 and 3.9	Service Area / Output	Health and Safety and Safeguarding
Service Levels/KPIs	The Service Provider will fulfil its duties in relation to health and safety, safeguarding and community safety, as defined in the Specification, contract terms and leases.		
Monitoring Arrangements	<p>The Service Provider will keep a record of all incidents</p> <p>The Service Provider will maintain a record of all procedures and processes relating to Health and Safety and will review these quarterly.</p> <p>The Service Provider will ensure that all staff are appropriately trained in all relevant matters relating to Health and Safety, safeguarding and community safety.</p> <p>The Client Team may request the above information at any time and it will be supplied no later than the next working day.</p>		
Monitoring frequency	Quarterly		
Priority Rating	A		
Performance Adjustment Points	The Service Provider will accept 100 Performance Adjustment Points for any breach of the contract terms or lease terms relating to Health and Safety. (Please note that this penalty does not replace the contract or lease terms in relation to the Council's right to take action in relation to Health and Safety, safeguarding and community safety issues)		

SERVICE LEVEL/KPI: 27			
Specification Reference	3.1 and 3.8	Service Area / Output	Building maintenance
Service Levels/KPIs	The Service Provider will maintain library properties and undertake reactive and planned maintenance in accordance with the leases on these properties		
Monitoring Arrangements	The Service Provider will keep a record of all planned and reactive maintenance, including servicing of equipment. The Client Unit(s) may request this information at any time and it will be supplied no later than the next working day.		
Monitoring frequency	Quarterly		
Priority Rating	B		
Performance Adjustment Points	<p>The Service Provider will receive 30 Performance Adjustment Points for each substantial incident of failure to maintain the properties in accordance with the terms of the leases. (Please note that this sanction does not replace the lease terms in relation to the Council's right to take action relating to maintenance)</p> <p>There will be a sanction where any service area (including toilets, kitchen facilities, or significant public space) is not available due to failure of the Service Provider to maintain the properties; the Service Provider will accrue an additional 30 Performance Adjustment Points in relation to any issue that is not resolved in the specified rectification period as detailed in the Monitoring Notice issued.</p>		

SERVICE LEVEL/KPI: 28			
Specification Reference	2.4	Service Area / Output	Staff management
Service Levels/KPIs	The Service Provider will train and manage staff, including the application of disciplinary procedures, in accordance with the Specification and the contract terms.		
Monitoring Arrangements	The Service Provider will maintain a record of all staff training and all disciplinary action taken against staff. The Client Unit(s) may request this information at any time and it is to be provided no later than the next working day.		
Monitoring frequency	Monthly		
Priority Rating	C		
Performance Adjustment Points	The Service Provider will accept 10 Performance Adjustment Points for each identified incident in which it has failed to properly train or manage staff, as set out in the contract terms (This KPI is in addition to the contract terms)		

SERVICE LEVEL/KPI: 29			
Specification Reference	2.7	Service Area / Output	Managing the Council's reputation
Service Levels/KPIs	The Service Provider will manage the Council's reputation in accordance with the Specification		
Monitoring Arrangements	<p>The Service Provider will liaise with the Client Unit regarding all external communications.</p> <p>The Service Provider will manage the display of materials in libraries.</p> <p>The Service Provider will manage staff use of social media in accordance with the duty to manage the Council's reputation and in accordance with its policy on social media use (which is to be agreed annually with the Client Unit)</p>		
Monitoring frequency	Monthly		
Priority Rating	A		
Performance Adjustment Points	<p>The Service Provider will accept 30 Performance Adjustment Points for each incident in which it engages in external communications (including entering into discussions with the press) without the prior consent of the Client Unit.</p> <p>The Service Provider will accept 15 Performance Adjustment Points for each incident of misuse of social media by staff or other representatives of the Service Provider, in accordance with its policy on social media.</p> <p>The Service Provider will accept 15 Performance Adjustment Points for each incident of the display of materials in a library that is outside of the agreed notice display policy and that is deemed to pose a reputational</p>		

SERVICE LEVEL/KPI: 30			
Specification Reference	N/A	Service Area / Output	Responding to information requests
Service Levels/KPIs	The Service Provider will respond to information requests by the Client Unit as set out in this document		
Monitoring Arrangements	<p>The Service Provider will maintain a log of information requests from the Client Unit, including response times.</p> <p>Where a deadline for responding to a request is not set out in the log document (i.e. ad-hoc requests for information not recorded as standard monitoring), the Client Unit and the Service Provider will agree a deadline for providing the requested information within 1 working day of the request being received.</p>		
Monitoring frequency	Monthly		
Priority Rating	C		
Performance Adjustment Points	The Service Provider will accept 5 Performance Adjustment Points for each day that it is late in providing information requested by the Client Unit.		

SERVICE LEVEL/KPI: 31			
Specification Reference	N/A	Service Area / Output	Quality Systems
Service Levels/KPIs		The Service Provider will implement the quality systems as set out in their submitted method statement(s).	
Monitoring Arrangements		<p>The Service Provider will provide evidence that it has implemented its quality systems including the provision of any certificates of accreditation.</p> <p>The Client Unit may audit the quality systems upon giving reasonable notice in writing.</p>	
Monitoring frequency		Annually	
Priority Rating		B	
Performance Adjustment Points		The Service Provider will accept 50 Performance Adjustment Points for each instance that they fail to follow the agreed processes and strategies in implementing their quality systems.	

Appendix 2

Bromley Library branch Activity attendance (April – June 2018)

[April]		BHI	BEC	BAS	CBN	CHI	HAY	MOT	ORP	PEN	PWO	SHO	SOU	SPC	WAM	Total
Childrens Events																
Regular (Chatterbooks, Craftsessions, Legodub, etc.)	No. of Events	12	13	12	11	12	9	20	9	12	14	10	12	16	16	178
	Total No. of Attendees	84	300	76	253	180	93	136	188	100	156	97	77	99	188	2,027
One-off or Seasonal (World Book Day, Halloween, etc.)	No. of Events	5		9	2	2	5	1			5		1		7	37
	Total No. of Attendees	36		51	42	10	55	15			21		4		112	346
Adults Events																
Regular (Readinggroups, Knit andKnatter, etc.)	No. of Events	8	16	2	7	3	2	5	5	4	7	4	2	3	3	71
	Total No. of Attendees	74	32	11	38	30	23	64	124	16	32	37	13	26	58	578
One-off or Seasonal	No. of Events	0			0		1	0							0	1
	Total No. of Attendees	0			0		1	0							0	1
Totals	No. of Events	25	29	23	20	17	17	26	14	16	26	14	15	19	26	287
	Total No. of Attendees	194	332	138	333	220	172	215	312	116	209	134	94	125	358	2,952
[May]																
Childrens Events																
Regular (Chatterbooks, Craftsessions, Legodub, etc.)	No. of Events	16	19	10	18	19	12	19	15	14	21	14	15	16	28	236
	Total No. of Attendees	83	316	54	467	457	129	140	389	114	239	132	92	117	328	3,057
One-off or Seasonal (World Book Day, Halloween, etc.)	No. of Events	2		2	1	1	1	3		1	13			2	4	30
	Total No. of Attendees	16		13	40	11	11	42		11	39			11	40	234
Adults Events																
Regular (Readinggroups, Knit andKnatter, etc.)	No. of Events	9	8	2	8	3	2	5	5	4	8	4	2	5	3	68
	Total No. of Attendees	75	27	14	37	37	23	53	134	21	51	47	10	44	61	634
One-off or Seasonal	No. of Events	0	1		0					1	2			1	0	5
	Total No. of Attendees	0	26		0					4	4			1	0	35
Totals	No. of Events	27	28	14	27	23	15	27	20	20	44	18	17	24	35	339
	Total No. of Attendees	174	369	81	544	505	163	235	523	150	333	179	102	173	429	3,960
[June]																
Childrens Events																
Regular (Chatterbooks, Craftsessions, Legodub, etc.)	No. of Events	17	21	14	18	27	14	27	15	4	17	19	16	20	26	255
	Total No. of Attendees	109	465	120	485	367	110	234	371	20	206	190	138	168	330	3,313
One-off or Seasonal (World Book Day, Halloween, etc.)	No. of Events	1	2	2	0	1	2	3	1		5			1	1	19
	Total No. of Attendees	6	20	32	0	30	16	24	12		69			2	15	226
Adults Events																
Regular (Readinggroups, Knit andKnatter, etc.)	No. of Events	7	7	3	8	3	2	6	5	4	8	6	1	3	3	66
	Total No. of Attendees	74	28	16	31	40	21	57	148	20	40	55	8	26	38	602
One-off or Seasonal	No. of Events	2	1		0	1					1				0	5
	Total No. of Attendees	11	7		0	13					4				0	35
Totals	No. of Events	27	31	19	26	32	18	36	21	8	31	25	17	24	30	345
	Total No. of Attendees	200	520	168	516	450	147	315	531	40	319	245	146	196	383	4,176

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Report No.
CEO 18003

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: COMMISSIONING AND CONTRACTS SUB-COMMITTEE

Date: 19 September 2018

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

Title: Corporate Contract Register & Contract Database Update

Contact Officer: Dave Starling, Head of Commissioning & Procurement
Tel: 020 8313 4639 E-mail: Dave.Starling@bromley.gov.uk
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Chief Officer: Lesley Moore, Director of Commissioning & Procurement
Tel: 020 8313 4633 E-mail: Lesley.Moore@bromley.gov.uk

Ward: All Wards

1. Reason for report

- 1.1 This report presents September 2018's Corporate Contracts Register for consideration.
 - 1.2 Detailed scrutiny of individual contracts is the responsibility of the six PDS Committees but Contracts Sub-Committee takes an overview of the Council's larger value (£200k+) contracts to ensure that commissioning and procurement activity is progressed in a consistent manner.
 - 1.3 The Contracts Register and accompanying report are presented in 'Part 2' of this agenda and includes a commentary on each contract to inform Members of any issues or developments.
-

2. **RECOMMENDATIONS**

That Commissioning and Contracts Sub-Committee:

- 2.1 Notes that the appended Contract Register forms part of the Council's commitment to data transparency and that the Contract Register presented in Part 2 includes a commentary – elements of which may be commercially sensitive.
- 2.2 Notes the content of this report, including progress regarding the Contract Database.

Impact on Vulnerable Adults and Children

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

Corporate Policy

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

Financial

1. Cost of proposal: Estimated £60k in total
 2. Ongoing costs: - N/A
 3. Budget head/performance centre: Commissioning & Procurement
 4. Total current budget for this head: £50k
 5. Source of funding: Existing revenue budget 2018/19
-

Personnel

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

Legal

1. Legal Requirement: Statutory Requirement:
 2. Call-in: Not Applicable:
-

Procurement

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

Customer Impact

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

Ward Councillor Views

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


3. COMMENTARY

Corporate & PDS Contracts Registers

- 3.1 The appended Corporate Contracts Register details key information on the Council's 170 active contracts with a Total Contract Value (TCV) greater than £200k (as of 24 August 2018, when the database snap-shot was taken). Each PDS committee meeting will receive an extract from the CBD of its active contracts with a TCV greater than £50k.
- 3.2 The Register is generated from the Contracts Database (CDB), which is administered by Commissioning & Procurement Directorate but populated by the relevant Contract Managers.
- 3.3 As a Commissioning Council, this information is vital to facilitate an accurate, comprehensive and up-to-date understanding of the Council's procurement activity, opportunities and costs.
- 3.4 A full list of the Council's active contracts held on the Contracts Database (irrespective of value) will be uploaded to Bromley.gov.uk immediately following this meeting as part of the Council's ongoing commitment to data transparency.
- 3.5 The next Contracts Register will be presented to the **11 December 2018** meeting.

Contract Register Summary

- 3.6 As you will see from the latest Contracts Database Register (attached) as of 24th August 2018 the Council had 170 active contracts of which 9 of those Contracts have been flagged as a concern..

Item	Category	March 2018	July 2018	September 2018
Contracts (>£200k TCV)	All Portfolios	167	163	170
Flagged as a concern 	All Portfolios	12	4	9
Capital Contracts	All Portfolios	13	12	13
Portfolio	Adult Care and Health	0	71	76
	Care Services	75	0	0
	Education, Children and Families	22	25	23
	Environment	18	0	0
	Environment and Community Services	0	17	18
	Public Protection and Safety	5	5	5
	Renewal and Recreation	8	0	0
	Renewal and Recreation and Housing	0	7	11
	Resources	39	0	0
	Resources Commissioning and Contract Management	0	38	37
Total		167	163	170
Risk Index	Red	16	18	14
	Amber	79	78	87
	Yellow	66	61	63
	Green	5	6	6
Total		166	163	170
Procurement Status	Red	87	87	71
	Amber	25	17	10
	Yellow	13	22	23

	Green	42	37	66
Total		167	163	170

*** The March Risk Index figures do not add up to the total number of contracts because there was an income contract that was not flagged correctly and therefore not picked up on the snap shot. This has now been rectified**

4. IMPACT ON VULNERABLE ADULTS & CHILDREN

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

5. POLICY IMPLICATIONS

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

6. PROCUREMENT IMPLICATIONS

6.1 Officers are required to update the Database with information on contracts with a TCV greater than £50k (officers may also add contracts with a TCV greater than £5k). The Database helps to ensure: that procurement activity is undertaken in a timely manner; that Contract Procedure Rules are followed; and that Members can systematically scrutinise procurement activity.

7. FINANCIAL IMPLICATIONS

7.1 The Contracts Database and Contract Registers are not primarily financial tools – the Council has other systems and reports for this purpose such as FBM and the Budget Monitoring reports. That said, the CDB and associated registers do contain financial information, both in terms of contract dates and values and also annual budgets and projected spend.

8. PERSONNEL IMPLICATIONS

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

9. LEGAL IMPLICATIONS

9.1 There are no direct legal implications but the Contracts Database identifies those contracts which have a statutory basis and also those laws which should be complied with in delivering the contracted services.


9.2 A list of the Council’s active contracts may be found on Bromley.gov.uk to aid transparency (this data is updated after each Contracts Sub-Committee meeting).

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	Contracts Register Reports to Contracts Sub-Committee Appendix 1 – Contracts Database Background information

Appendix 1 Contracts Register Key and Background Information

Contract Register Key

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

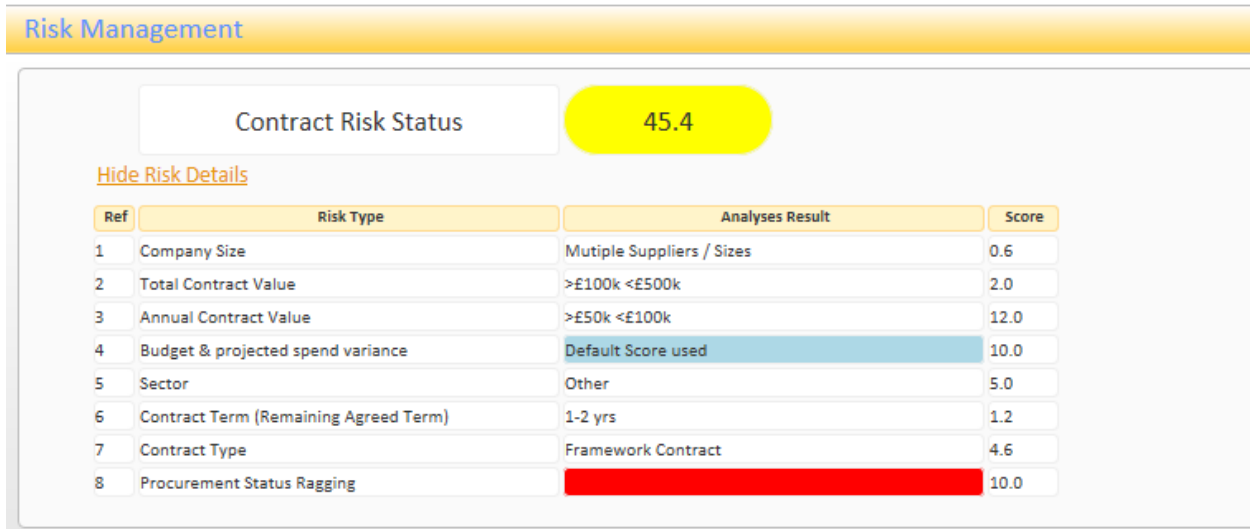
Register Category	Explanation
Risk Index	Colour-ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) / colour reflecting the contract's intrinsic risk
Contract ID	Unique reference used in contract authorisations
Owner	Manager/commissioner with day-to-day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

Contract Register Order

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

Risk Index

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



Procurement Status

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

		Procurement / Commissioning Status					
Period	3 months						<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: red; margin-right: 5px;"></div> Requires an agreed plan <div style="width: 20px; height: 20px; background-color: yellow; margin-right: 5px;"></div> Develop / test options <div style="width: 20px; height: 20px; background-color: orange; margin-right: 5px;"></div> Consider options <div style="width: 20px; height: 20px; background-color: green; margin-right: 5px;"></div> No action required </div>
	6 months						
	9 months						
	12 months						
	18 months						
		£5k - £50k	£50k - £100k	£100k - £173k	£173k - £500k	>£500k	
		Total Contract Value					

Corporate Contract Register - September 2018

Risk Index	Main Contract Data						Finance Data				Proc. Status	Contract Terms			Attention	Capital
	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Budget	Projection		Start Date	End Date	Months Duration		
●	320	PAUL REDMAN	GARRY WARNER	Highways Engineering Consultancy	AECOM	Environment and Community Services	1,083,333	400,000			■	15/07/2016	31/03/2019	32	Ⓜ	
●	3789 *	ALLEN HERVE	BEN STEPHENS	Openview Security SolutionS	openview security Solutions Ltd	Environment and Community Services	248,876	3,454,750			■	31/05/2017	30/05/2019	24	Ⓜ	
●	305	TRICIA WENNEL	STEPHEN JOHN	Older People - Dementia Post-Diagnosis Support Services	Bromley and Lewisham Mind Ltd	Adult Care and Health	1,353,084	451,028	451,030	451,030	■	01/07/2016	30/06/2019	36	Ⓜ	
●	85	VINIT SHUKLE	MARK BOWEN	Microsoft Enterprise Agreement	Insight Direct (UK) Ltd	Resources Commissioning and Contract Management	298,783	98,716	262,770	262,768	■	01/01/2016	31/12/2018	36	Ⓜ	
●	47	JIM MCGOWAN	DAN JONES	Mortuary Contract	Princess Royal University Hospital Mortuary via Kings College Hospital NHS Foundation Trust (with LB Bexley)	Public Protection and Safety	384,000	96,000			■	01/10/2014	30/09/2018	48	Ⓜ	
●	14	PAUL CHILTON	DAN JONES	Supply of Contract Hire (Lease) cars	Crown Commercial Suppliers (CCS): Vehicle Lease Framework	Environment and Community Services	1,630,000	544,000	500,490	500,490	■	16/05/2015	15/05/2019	48	Ⓜ	
●	13	PAUL CHILTON	DAN JONES	Vehicle & Plant Maintenance, Repairs & Associated Transport Services	Kent CC (Commercial Trading Services)	Environment and Community Services	1,245,040	134,000	176,000	176,000	■	06/04/2010	05/04/2019	108	Ⓜ	
●	11	PAUL CHILTON	DAN JONES	Council Fleet Hire	Crown Commercial Suppliers (CCS): Vehicle Lease Framework	Environment and Community Services	213,035	70,950	39,000	39,000	■	06/11/2015	15/05/2019	42	Ⓜ	
●	1442	STEPHEN JOHN	ADE ADETOSOYE	Adults - Direct Payments Support & Payroll Service	Vibrance	Adult Care and Health	341,375	170,687	187,450	187,450	■	01/04/2017	31/03/2019	24	Ⓜ	
●	9	JOHN BOSLEY	DAN JONES	Waste Disposal	Veolia Environmental Services (UK) PLC	Environment and Community Services	188,000,000	9,193,990	11,343,930	11,343,930	■	24/02/2002	31/03/2019	205		
●	8	JAMES COWAN	JOHN BOSLEY	Waste Collection	Veolia Environmental Services (UK) PLC	Environment and Community Services	128,400,000	6,212,260	6,495,550	6,484,550	■	01/11/2001	31/03/2019	209		
●	1	JAMES HILSDEN	JOHN BOSLEY	Grounds Maintenance	IDVERDE Limited	Environment and Community Services	36,590,000	2,747,368	5,311,570	5,311,570	■	01/01/2008	31/03/2019	135		
●	5	DAVID HALL	JOHN BOSLEY	Street Environment (Lot 1 - Street Cleansing)	Kier Services Ltd	Environment and Community Services	22,476,552	3,159,642	3,562,340	3,562,340	■	29/03/2012	28/03/2019	84		
●	1395	JOHN NIGHTINGALE	PETE TURNER	Provision of Exchequer Services (Consolidated Summary)	Liberata UK Ltd	Resources Commissioning and Contract Management	60,523,000	6,029,000			■	01/04/2011	31/03/2020	108		
●	1486	ANGELA HUGGETT	CHARLES OBAZUAYE	Agency Worker Provision	Adecco	Resources Commissioning and Contract Management	15,000,000	5,000,000	10,051,000	8,688,981	■	22/04/2017	22/04/2020	36		
●	1371	BEN STEPHENS	COLIN BRAND	Parking Enforcement and Associated Services	APCOA Parking (UK) Ltd	Environment and Community Services	19,222,178	1,922,217			■	03/04/2017	02/04/2027	120		
●	3669	JAMES MULLENDER	TRACEY PEARSON	Pension Fund - Global Equities - Blackrock	Blackrock	Resources Commissioning and Contract Management	1,991,154	405,012	150,000	150,000	■	20/12/2013	21/10/2018	58		
●	68	JAMES MULLENDER	TRACEY PEARSON	Insurances - Combined Liability	Zurich Municipal	Resources Commissioning and Contract Management	1,733,522	742,938	290,840	306,590	■	18/06/2014	30/04/2019	58		
●	53	MADDY HAYES	DAVE STARLING	Stationery & Paper & Office Supplies	Office Depot UK Limited	Resources Commissioning and Contract Management	960,811				■	01/11/2014	31/10/2018	48		
●	301	JOHN NIGHTINGALE	PETE TURNER	HR / Payroll Software	Northgate Information Solutions Ltd	Resources Commissioning and Contract Management	639,569	127,000			■	01/07/2014	30/06/2019	60		
●	356	JAMES MULLENDER	TRACEY PEARSON	Insurances - Property (Material Damage and Business Interruption)	Zurich Municipal	Resources Commissioning and Contract Management	498,628	167,442	117,090	112,510	■	01/08/2016	30/04/2019	32		
●	3815 *	LYDIA LEE	COLIN BRAND	Crystal Palace Park Cafe Build	Lengard Ltd	Renewal and Recreation and Housing	1,332,575	2,422,864	1,332,575	1,332,575	■	30/01/2018	16/11/2019	21		
●	3818 *	LYDIA LEE	COLIN BRAND	Crystal Palace Park Regeneration plan	AECOM new	Renewal and Recreation and Housing	747,824	497,648	283,473	283,473	■	09/02/2016	01/01/2020	46		
●	3820 *	LYDIA LEE	COLIN BRAND	** Now Live ** Biggin Hill Memorial Museum Exhibition Fit Out	Marcon Fit-Out Ltd	Renewal and Recreation and Housing	429,851	781,548	429,851	390,774	■	18/04/2018	03/12/2018	7		
●	43	JIM MCGOWAN	DAN JONES	CCTV Monitoring	OCS Ltd	Public Protection and Safety	1,515,258	252,652	271,840	261,410	■	01/04/2012	31/03/2019	84		
●	3	Lee Gullick	JOHN BOSLEY	Arboricultural Maintenance Contract	Gristwood and Toms Ltd	Environment and Community Services	6,550,740	568,860	1,272,060	1,272,060	■	18/07/2008	31/03/2019	128		
●	7	DAVID HALL	JOHN BOSLEY	Street Environment (Cleaning of Highway Drainage Infrastructure)	Veolia Environmental Services (UK) PLC	Environment and Community Services	2,057,718	292,708	294,570	294,570	■	29/03/2012	28/03/2019	84		
●	6	DAVID HALL	JOHN BOSLEY	Street Environment (Lot 2 - Graffiti Removal)	Community Clean	Environment and Community Services	1,711,800	244,360	191,600	191,600	■	29/03/2012	28/03/2019	84		
●	1375	PAUL CHILTON	DAN JONES	Depots Security	Manpower Direct UK Ltd	Environment and Community Services	284,927	142,463	157,920	147,591	■	01/04/2017	31/03/2019	24		
●	1388	JOHN BOSLEY	DAN JONES	Coney Hill, Oxted, Surrey Landfill Monitoring Contract	Enital Ltd	Environment and Community Services	230,833	138,000	160,400	160,400	■	28/07/2017	31/03/2019	20		
●	16	DEBI CHRISTIE	Gillian Palmer	Education - Framework for Passenger Transport Services - Lot 1 - SEN and Non-SEN Children Transport Services	Multiple Suppliers	Education, Children and Families	15,644,000	3,911,000			■	01/09/2015	31/08/2019	48		
●	3684	DEBI CHRISTIE	Gillian Palmer	Parallel Framework for Passenger Transport Services (SEN and Non-SEN Children & Vulnerable persons Transport Services)	Various	Education, Children and Families	15,644,000	3,911,000			■	01/09/2017	31/08/2019	24		

●	317	DEBI CHRISTIE	Gillian Palmer	Education - Top-Up Funding for Burwood Special School Places (Substantive Contract)	Bromley Educational Trust	Education, Children and Families	3,175,500	1,058,500			■	01/09/2016	31/08/2019	36		
●	1439	Multi Emp. Post Multi Emp. Post	Gillian Palmer	ICT - Capita ONE Integrated Management Information System	Capita Business Services Ltd	Education, Children and Families	246,202	123,202			■	01/04/2017	31/03/2019	24		
●	3741	HELEN NORRIS	Gillian Palmer	** Now Live ** Education - Health Needs Child Specific Funding in Schools 2018/19	Multiple Mainstream Schools and Academies	Education, Children and Families	214,950	214,950	214,950	214,950	■	01/04/2018	31/03/2019	11		
●	221	JOHN HARRISON	STEPHEN JOHN	Learning Disabilities - Supported Living in 5 LD properties	Avenues London	Adult Care and Health	7,035,000	1,367,000	1,474,000	1,474,000	■	12/01/2015	11/01/2020	60		
●	183	TRICIA WENNEL	STEPHEN JOHN	Adults - Single Supplier Framework for Passenger Transport Services - Lot 2 - Adult Passenger Transport Services	Greenwich Service Plus Ltd	Adult Care and Health	6,748,000	1,687,000			■	01/12/2015	31/08/2019	45		
●	300	LYNNETTE CHAMIELEC	SARA BOWREY	Housing - Private Sector Leasing for use as Temporary Accommodation	Orchard and Shipman PLC	Adult Care and Health	4,687,260	1,562,420			■	01/04/2016	31/03/2019	36		
●	255	MIMI MORRIS-COTTERILL	NADA LEMIC-STOJCEVIC	Public Health - Adults Substance Misuse Service	Change Grow Live (CGL)	Adult Care and Health	3,649,470	1,216,490			■	01/12/2015	30/11/2018	36		
●	226	STEPHEN JOHN	ADE ADETOSOYE	Mental Health - Flexible Support	Heritage Care LTD	Adult Care and Health	3,005,260	465,452	401,000	401,000	■	01/10/2012	31/03/2019	78		
●	348	JOHN HARRISON	STEPHEN JOHN	Learning Disabilities - Supported Living at Coppice, Spinney & The Glade	Outward Housing	Adult Care and Health	2,991,063	997,021	1,025,700	1,025,700	■	28/11/2016	27/11/2019	36		
●	222	COLIN LUSTED	STEPHEN JOHN	Learning Disabilities - Supported Living Scheme 1 (3 Properties)	Certitude Support	Adult Care and Health	2,392,963	797,654	780,400	780,400	■	25/04/2016	24/04/2019	36		
●	270	NAHEED CHAUDHRY	ADE ADETOSOYE	Software Licence - Social Care Information System (Care First)	OLM Systems Ltd	Adult Care and Health	2,324,117	169,033			■	06/05/2006	31/03/2019	155		
●	2593	MIMI MORRIS-COTTERILL	NADA LEMIC-STOJCEVIC	Public Health - Sexual Health - Early Intervention Service	Bromley Healthcare Community Interest Company Ltd	Adult Care and Health	1,853,124	926,562			■	01/10/2017	30/09/2019	24		
●	219	JOHN HARRISON	STEPHEN JOHN	Learning Disabilities - Supported Living at Padua Road	Outward Housing	Adult Care and Health	1,208,712	235,562	69,200	69,200	■	01/07/2013	02/09/2018	62		
●	117	SARA BOWREY	ADE ADETOSOYE	Adults - Supporting People - Tenancy Support Services for Homeless People	Evolve Housing + Support	Adult Care and Health	988,735	197,747			■	01/10/2014	30/09/2019	60		
●	224	JOHN HARRISON	STEPHEN JOHN	Learning Disabilities - Supported Living at 15 Brosse Way	Avenues London	Adult Care and Health	801,005	163,499	57,900	57,900	■	01/10/2013	02/09/2018	59		
●	276	SHAKEELA SHOURIE	CHARLES OBAZUAYE	Training - Step Up To Social Work Project	Royal Holloway, University of London	Adult Care and Health	552,674	153,972			■	29/06/2015	29/04/2019	46		
●	2603	Victoria Roberts		Domestic Violence and VAWG Service	Bromley and Croydon Women's Aid	Adult Care and Health	337,000	158,000			■	01/06/2017	31/03/2019	21		
●	60	DUNCAN BRIDGEWATER	MARK BOWEN	Exchequer Customer Services & Bromley Knowledge Contract	Liberata UK Ltd	Resources Commissioning and Contract Management	3,788,542	590,422	839,400	839,400	■	01/11/2013	31/03/2020	77		
●	3819 *	LYDIA LEE	COLIN BRAND	CPP Skatepark design and build	Canvas Spaces Ltd	Renewal and Recreation and Housing	332,457	332,457	20,558	8,058	■	20/03/2017	16/10/2019	30		
●	4	TOBY SMITH	JOHN BOSLEY	Parks Security	Ward Security Limited	Environment and Community Services	4,130,000	413,000	515,850	515,850	■	01/04/2010	31/03/2020	120		
●	3690	MAYA VADGAMA	DEBI CHRISTIE	Travel Training Contract	Bexley Accessible Transport Scheme (BATS)	Education, Children and Families	214,000	105,000			■	01/09/2017	31/08/2019	24		
●	2592	JOHN HARRISON	STEPHEN JOHN	Learning Disabilities - Supported Living, 4 Schemes (109 & 111 Masons Hill, 18 & 19 Century Way)	Care Management Group Ltd	Adult Care and Health	2,894,652	964,884	1,057,500	1,057,500	■	01/07/2017	30/06/2020	36		
●	48	MICHAEL WATKINS	COLIN BRAND	Electricity Tripartite Agreement (POSO)	Kent CC - Commercial Services Limited	Resources Commissioning and Contract Management	8,201,066	2,132,900			■	01/10/2012	30/09/2020	96		
●	63	JOHN NIGHTINGALE	PETE TURNER	Academy Processing System	Capita Secure Systems Ltd	Resources Commissioning and Contract Management	1,731,622	115,000			■	01/04/2011	31/03/2021	120		
●	190	Multi Emp. Post Multi Emp. Post	Gillian Palmer	Education - Provision of Full Time Education for Permanently Excluded Pupils and Pupils at Risk of Permanent Exclusion	Bromley Educational Trust	Education, Children and Families	8,293,000	1,485,000			■	01/09/2015	31/08/2020	60		
●	203	JOHN HARRISON	STEPHEN JOHN	Learning Disabilities - Adult Social Care Services	Certitude Support	Adult Care and Health	17,434,903	3,700,000	3,912,050	3,912,050	■	01/10/2015	30/09/2020	60		
●	2605	JENNEFER SELWAY	NADA LEMIC-STOJCEVIC	Public Health - 0-4 Years Health Visiting Service (Incorporating Family Nurse Partnership)	Oxleas NHS Foundation Trust	Adult Care and Health	9,865,428	3,288,476			■	01/10/2017	30/09/2020	36		
●	3692	Paul Feven	ADE ADETOSOYE	Primary and Secondary Intervention Services	Bromley Third Sector Enterprise	Adult Care and Health	8,100,000	2,700,000	2,165,080	2,165,080	■	01/10/2017	30/09/2020	36		
●	112	PAUL CHILTON	STEPHEN JOHN	Passenger Transport for Older Persons & Adults with Disabilities (Lot2)	Multiple Suppliers	Adult Care and Health	1,687,000	6,748,000			■	01/10/2015	30/09/2020	60		
●	1361	CATHERINE PIMM	COLIN BRAND	Total Facilities Management	Amey	Resources Commissioning and Contract Management	19,000,000	3,800,000			■	01/10/2016	30/09/2021	60		
●	358	VINIT SHUKLE	MARK BOWEN	WCC Frameowrk BT Lot 1	BT Global	Resources Commissioning and Contract Management	16,384,974	1,160,277			■	01/04/2016	15/12/2023	92		
●	357	VINIT SHUKLE	MARK BOWEN	WCC Framework BT Lot 3	BT Global Services	Resources Commissioning and Contract Management	5,907,565	734,723			■	01/04/2016	15/12/2023	92		
●	3664	JAMES MULLENDER	TRACEY PEARSON	Pension Fund - Global Equities	Baillie Gifford	Resources Commissioning and Contract Management	4,445,327	743,483	1,470,000	1,470,000	■	20/12/2013	19/12/2023	120		
●	3676	JAMES MULLENDER	TRACEY PEARSON	Pension Fund - Global Equities - MFS International (UK) Ltd	MFS International (UK) Ltd	Resources Commissioning and Contract Management	3,349,048	571,828	1,000,000	1,000,000	■	01/12/2013	30/11/2023	120		
●	3736	JAMES MULLENDER	TRACEY PEARSON	** Now Live ** Pension Fund – Multi Asset Income Fund	Schroders Investment Management Ltd	Resources Commissioning and Contract Management	2,300,000	420,000	420,000	420,000	■	01/04/2018	31/03/2023	60		
●	3735	JAMES MULLENDER	TRACEY PEARSON	Pension Fund – UK Pooled Property Fund	Fidelity Ltd	Resources Commissioning and Contract Management	2,000,000	375,000	375,000	375,000	■	21/02/2018	20/02/2023	60		

●	3734	JAMES MULLENDER	TRACEY PEARSON	Pension Fund – Multi Asset Income Fund	Fidelity Ltd	Resources Commissioning and Contract Management	1,500,000	280,000	260,000	260,000	■	21/02/2018	20/02/2023	60		
●	3699	TIM WOOLGAR	COLIN BRAND	Provision of Library Services	Greenwich Leisure Ltd	Renewal and Recreation and Housing	40,739,536	4,724,066			■	01/11/2017	31/10/2027	120		
●	30	JOHN GLEDHILL	COLIN BRAND	Leisure Trust - Provision of Leisure Services	MyTime Active	Renewal and Recreation and Housing	25,131,740	1,471,590			■	01/04/2004	31/03/2024	240		
●	3764 *	GARRY WARNER	NIGEL DAVIES	** Now Live ** Highway Maintenance	JB Riney & Co Ltd	Environment and Community Services	90,000,000				■	01/07/2018	30/06/2026	96		
●	3795 *	TRICIA WENNEL	STEPHEN JOHN	Older People - Nursing Beds (PF & EMI)	Mission Care Trading Ltd	Education, Children and Families	17,374,000	2,482,000			■	02/01/2018	01/01/2025	84		
●	324	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care Services Framework - Header Record	Multiple Suppliers	Adult Care and Health	79,000,000	10,523,980			■	27/08/2012	26/08/2021	108		
●	230	Paul Feven	STEPHEN JOHN	Mental Health - Section 75 Agreement for the Exercise of Mental Health Function - LBB and Oxleas	Oxleas NHS Foundation Trust	Adult Care and Health	30,438,550	1,570,450	1,383,850	1,383,850	■	01/12/2004	30/11/2024	240		
●	1459	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Homecare & Support Ltd t/a Homecare Bromley	Adult Care and Health	14,600,232	1,910,000			■	27/08/2012	26/08/2021	108		
●	1450	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Caremark Bromley	Adult Care and Health	11,342,090	796,500			■	27/08/2012	26/08/2021	108		
●	2597	TRICIA WENNEL	STEPHEN JOHN	Adults - Extra Care Housing, Lot 2 - Norton Court, Crown Meadow Court, Durham House	Mears Care Ltd	Adult Care and Health	9,001,000	1,966,000			■	01/07/2017	30/06/2022	60		
●	2596	TRICIA WENNEL	STEPHEN JOHN	Adults - Extra Care Housing, Lot 1 - Apsley Court, Sutherland House, Regency Court	Creative Support Ltd	Adult Care and Health	8,315,000	1,663,000			■	01/07/2017	30/06/2022	60		
●	1458	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Smithfield Health & Social Care Ltd t/a Verilife	Adult Care and Health	6,658,208	600,000			■	27/08/2012	26/08/2021	108		
●	1446	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	ACSC Ltd	Adult Care and Health	6,199,724	620,700			■	27/08/2012	26/08/2021	108		
●	1553	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Invicta 24 Plus Ltd	Adult Care and Health	4,687,434	728,256			■	26/06/2015	26/08/2021	74		
●	1455	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Kentish Homecare Agency Ltd	Adult Care and Health	4,633,000	603,700			■	27/08/2012	26/08/2021	108		
●	1448	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Carby Community care Ltd	Adult Care and Health	3,515,528	237,500			■	27/08/2012	26/08/2021	108		
●	1453	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Eternal Care UK Ltd	Adult Care and Health	2,160,710	143,300			■	27/08/2012	26/08/2021	108		
●	1550	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Care Direct UK Ltd	Adult Care and Health	1,764,327	330,282			■	03/03/2015	26/08/2021	77		
●	1460	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Link Care Nursing Agency Ltd	Adult Care and Health	1,706,618	100,000			■	27/08/2012	26/08/2021	108		
●	1552	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Dignity Direct Homecare Ltd	Adult Care and Health	1,448,201	242,471			■	26/07/2016	26/08/2021	61		
●	327	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care Services - Services	Daret Healthcare (UK) Ltd	Adult Care and Health	1,320,199	167,479			■	27/08/2012	26/08/2021	108		
●	328	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care Services - Spot Contract	Mackley Home Care Ltd	Adult Care and Health	1,255,243	189,325			■	27/08/2012	26/08/2021	108		
●	1543	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Abacus Homecare (Bromley) Ltd	Adult Care and Health	1,187,736	184,413			■	01/04/2015	26/08/2021	77		
●	1544	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	River Garden Care Ltd	Adult Care and Health	1,089,566	99,676			■	01/04/2015	26/08/2021	77		
●	1548	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Home Healthcare Ltd	Adult Care and Health	1,088,004	125,950			■	01/04/2015	26/08/2021	77		
●	3783 *	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Surecare (Bromley) (new)	Adult Care and Health	530,861	148,045			■	19/01/2018	26/08/2021	43		
●	3813 *	MIMI MORRIS-COTTERILL	NADA LEMIC-STOJCEVIC	** Now Live ** Public Health - Adults Substance Misuse Service	Change Grow Live (CGL)	Adult Care and Health	4,046,472	1,348,824			Imminent	01/12/2018	30/11/2021	36		
●	75	DAVID HOGAN	PETE TURNER	Counter Fraud Services	London Borough of Greenwich	Resources Commissioning and Contract Management	4,177,000	165,000	181,880	181,880	■	01/04/2002	31/03/2019	204		
●	329	JOHN NIGHTINGALE	PETE TURNER	Pension System	Heywood LTD	Resources Commissioning and Contract Management	395,500	48,000			■	01/10/2013	30/09/2018	60		
●	42	JIM MCGOWAN	DAN JONES	CCTV Repair and Maintenance	Eurovia Infrastructure Ltd	Public Protection and Safety	257,108	42,852			■	01/04/2012	31/03/2019	84		
●	123	MARK SMITH	Janet Bailey	Children's - Network Services, inc. Child-Minding, Buddying and a Sitting Service for Children and Young People with Learning and/or Physical Disabilities	Bromley Mencap	Education, Children and Families	288,000	95,000			■	01/04/2015	30/09/2018	42		
●	3742	HELEN NORRIS	Gillian Palmer	** Now Live ** Education - Inclusion Support (SIPS) to Multiple Pre-schools and Nursery Settings 2018/19	Multiple Pre-schools and Maintained Nurseries	Education, Children and Families	225,700	225,700	321,240	321,240	■	01/04/2018	31/03/2019	11		
●	125	FLORAH SHIRINGO	Janet Bailey	Children's - Family Group Conference	Daybreak Family Group Conferences	Education, Children and Families	224,901	74,967			■	01/04/2016	31/03/2019	36		
●	1464	Paul Feven	Janet Bailey	Health - Community Wellbeing Service For Children And Young People	Bromley Y	Adult Care and Health	2,243,305	448,661			■	01/12/2014	30/11/2019	60		
●	344	ALICE ATABONG	SARA BOWREY	Housing - Tenancy Support Services for Young People	DePaul UK Ltd	Adult Care and Health	1,000,337	289,975			■	01/10/2016	30/09/2019	36		
●	218	JOHN HARRISON	STEPHEN JOHN	Learning Disabilities - Supported Living at Johnson Court	Sanctuary Home Care Ltd	Adult Care and Health	788,333	112,619	343,200	343,200	■	14/01/2013	13/01/2020	84		
●	213	JOHN HARRISON	STEPHEN JOHN	Learning Disabilities - Supported Living at 44 Bromley Road	Outward Housing	Adult Care and Health	728,640	139,716	75,100	75,100	■	01/10/2013	02/09/2018	59		
●	347	ALICE ATABONG	SARA BOWREY	Housing - Tenancy Support Services	Hestia Housing and Support	Adult Care and Health	585,303	195,101			■	01/10/2016	30/09/2019	36		
●	269	MIMI MORRIS-COTTERILL	NADA LEMIC-STOJCEVIC	Public Health - Young Persons Substance Misuse Service	Change Grow Live (CGL)	Adult Care and Health	495,570	165,190			■	01/12/2015	30/11/2018	36		

●	196	PHILIP DODD	LYNNETTE CHAMIELEC	Housing - Block Booking Arrangements for 15 Lewes Road	JFD Developments Ltd	Adult Care and Health	229,950	65,700	16,425	65,700	■	01/10/2015	31/03/2019	42		
●	1444	ANDREW CHAMPION	COLIN BRAND	Mail Services	Royal Mail	Resources Commissioning and Contract Management	414,500	229,000			■	01/03/2017	15/09/2019	30		
●	1467	TRICIA WENNEL	STEPHEN JOHN	Older People - Dementia Respite at Home Services	Bromley and Lewisham Mind Ltd	Adult Care and Health	535,275	178,425			■	01/04/2017	31/03/2020	36		
●	252	TRICIA WENNEL	STEPHEN JOHN	Physical Disability and Sensory Impairment - Kent Association for the Blind Services for the Blind	Kent Association for the Blind	Adult Care and Health	318,413	105,471			■	01/07/2016	30/09/2019	39		
●	49	MICHAEL WATKINS	COLIN BRAND	Gas Tripartite Agreement (POSO)	Kent CC - Commercial Services Limited	Resources Commissioning and Contract Management	2,288,311	501,780			■	01/10/2012	30/09/2020	96		
●	3663	JAMES MULLENDER	TRACEY PEARSON	Insurance - Legal Panel	Various	Resources Commissioning and Contract Management	900,000		200,000	60,000	■	01/04/2016	31/03/2021	60		
●	78	ANGELA HUGGETT	CHARLES OBAZUAYE	HR Advertising & Communications	Penna PLC	Resources Commissioning and Contract Management	400,000	100,000	29,740	55,000	■	27/09/2016	03/07/2020	45		
●	3739	VINIT SHUKLE	MARK BOWEN	Public Service Network Internet Connection	London Grid For Learning Trust	Resources Commissioning and Contract Management	314,990	62,998	54,970	54,970	■	01/04/2015	31/03/2020	60		
●	1445	TAMMY EGLINTON	CHARLES OBAZUAYE	Occupational Health Services and Employee Assistance Programme (EAP)	Medigold Health Consultancy Ltd	Resources Commissioning and Contract Management	210,000	210,000	86,690	86,690	■	01/04/2017	31/03/2020	36		
●	3701	MARK SMITH	Janet Bailey	** Now Live ** THE PROVISION OF HOLIDAY AND SATURDAY GROUP BASED SHORT BREAK SERVICE FOR DISABLED CHILDREN AND YOUNG PEOPLE	Riverside School	Education, Children and Families	576,639	192,213			■	01/04/2018	31/03/2021	36		
●	3792 *	Janet Bailey	ADE ADETOSOYE	** Now Live ** Family Drug And Alcohol Court	London Borough of Merton	Education, Children and Families	304,750	160,000			■	01/04/2018	31/03/2020	24		
●	2607	ROGER FAN	TRICIA WENNEL	Integrated Community Equipment Service (ICES)	Medequip Assistive Technology Limited	Adult Care and Health	2,400,000	600,000			■	01/04/2017	31/03/2021	48		
●	3718	GILLIAN FIUMICELLI	NADA LEMIC-STOJCEVIC	** Now Live ** Public Health - GP SLAs	General Practitioners	Adult Care and Health	1,650,000	550,000			■	01/04/2018	31/03/2021	36		
●	3725	Paul Feven	ADE ADETOSOYE	** Now Live ** Advocacy Service	Advocacy for All	Adult Care and Health	858,378	286,126	286,100	319,300	■	01/04/2018	31/03/2021	36		
●	2590	TRACEY WILSON	SARA BOWREY	Housing - Framework for Essential Household Goods	Multiple Suppliers	Adult Care and Health	608,000	152,000		115,000	■	01/04/2017	31/03/2021	48		
●	119	ALICE ATABONG	SARA BOWREY	Adults - Tenancy Sustainment for Women in Refuges	Bromley Women's Aid	Adult Care and Health	524,110	104,822			■	01/01/2016	31/12/2020	60		
●	277	MARY NASH	ANTOINETTE THORNE	Training - Workforce Development Courses for Social Care Staff	Multiple Suppliers	Adult Care and Health	280,000	70,000			■	01/04/2016	31/03/2020	48		
●	3665	JAMES MULLENDER	TRACEY PEARSON	Pension Fund - Fixed Income	Baillie Gifford	Resources Commissioning and Contract Management	692,775	134,024	170,000	170,000	■	20/12/2013	19/12/2023	120		
●	3660	JAMES MULLENDER	TRACEY PEARSON	CCLA Management Fee	CCLA	Resources Commissioning and Contract Management	621,110	44,227	192,870	211,960	■	01/01/2014	31/12/2023	120		
●	3667	JAMES MULLENDER	TRACEY PEARSON	Pension Fund - Fixed Income	Fidelity Ltd	Resources Commissioning and Contract Management	593,936	146,388	150,000	150,000	■	20/12/2013	19/12/2023	120		
●	3796 *	JAMES MULLENDER	TRACEY PEARSON	Multi-Asset Income Fund	Fidelity Pensions Management	Resources Commissioning and Contract Management	525,000	105,000	100,000	100,000	■	12/07/2017	11/07/2022	60		
●	52	ANDREW CHAMPION	COLIN BRAND	Provision of MFDs, Central Print Unit Devices and Print Management Software	Canon (UK) Ltd	Resources Commissioning and Contract Management	460,081				■	26/10/2016	25/10/2020	48		
●	3733	JAMES MULLENDER	TRACEY PEARSON	** Now Live ** Pension Fund – Actuarial Services	Mercer Ltd	Resources Commissioning and Contract Management	331,000	55,000	55,000	55,000	■	01/04/2018	31/03/2024	72		
●	32	JOHN GLEDHILL	COLIN BRAND	Biggin Hill Leisure Centre & Library Management	MyTime Active	Renewal and Recreation and Housing	2,012,159	123,349			■	30/04/2010	31/03/2024	167		
●	33	JOHN GLEDHILL	COLIN BRAND	Norman Park Athletics Track	Norman Park Track Management Ltd	Renewal and Recreation and Housing	375,000	37,680			■	01/04/2014	31/03/2024	120		
●	3763 *	JIM MCGOWAN	DAN JONES	Dogs & Pest Control Services	SDK Environmental Ltd	Public Protection and Safety	234,915	78,305			■	01/02/2018	31/01/2021	36		
●	326	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care Services - Services	Day To Day Care Ltd	Adult Care and Health	4,861,396	701,700			■	27/08/2012	26/08/2021	108		
●	1461	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Westminster Homecare Ltd	Adult Care and Health	4,479,030	700,000			■	27/08/2012	26/08/2021	108		
●	1456	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Nestor Primicare Services Ltd /a Allied Healthcare Group	Adult Care and Health	2,792,172	605,000			■	27/08/2012	26/08/2021	108		
●	325	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care Services - Services	Always Caring Bromley Ltd	Adult Care and Health	1,866,690	252,852			■	27/08/2012	26/08/2021	108		
●	1454	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Harmony Home Aid Services Ltd	Adult Care and Health	847,544	131,600			■	27/08/2012	26/08/2021	108		
●	2594	SARA BOWREY	ADE ADETOSOYE	IT System - Housing Information Systems	Orchard Information Systems Ltd	Adult Care and Health	750,448	233,832			■	10/04/2017	09/04/2022	60		
●	1546	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Petts Wood Homecare Ltd	Adult Care and Health	659,228	61,438			■	01/04/2015	26/08/2021	77		
●	1551	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Compassion Home Care Ltd	Adult Care and Health	594,742	83,354			■	15/12/2014	26/08/2021	80		
●	1462	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	FABS Homecare Ltd	Adult Care and Health	524,104	61,501			■	01/04/2015	26/08/2021	77		

●	2600	JENNEFER SELWAY	NADA LEMIC-STOJCEVIC	Bromley Primary School Screening Programme: National Child Measurement Programme (NCMP) and Vision Screening	Bromley Healthcare Community Interest Company Ltd	Adult Care and Health	495,000	165,000			■	01/10/2017	30/09/2020	36		
●	1549	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Amy Adams Homecare UK Ltd	Adult Care and Health	456,106	37,598			■	30/10/2016	26/08/2021	57		
●	1534	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Lifecome Ltd	Adult Care and Health	421,630	11,398			■	01/04/2015	26/08/2021	77		
●	1463	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Independent Homecare Team Ltd	Adult Care and Health	352,762	28,975			■	01/04/2015	26/08/2021	77		
●	288	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care Services - Individual Client Contract - Helping Hands HomeCare	Helping Hands Homecare	Adult Care and Health	348,904	45,500			■	27/08/2012	26/08/2021	108		
●	250	TRICIA WENNEL	STEPHEN JOHN	Older People - St Marks PCC (Lease)	Biggin Hill Community Care Association	Adult Care and Health	322,500	20,991			■	10/10/2001	09/10/2031	360		
●	3720	GILLIAN FIUMICELLI	NADA LEMIC-STOJCEVIC	** Now Live ** Public Health - NHS Chcks - Point of care Testing	Alere Ltd	Adult Care and Health	300,000	100,000			■	01/04/2018	31/03/2021	36		
●	3814 *	NADA LEMIC-STOJCEVIC	MIMI MORRIS-COTTERILL	** Now Live ** Public Health - Young Persons Substance Misuse Service	Change Grow Live (CGL)	Adult Care and Health	445,860	148,620			Imminent	01/12/2018	30/11/2021	36		
●	67	JAMES MULLENDER	TRACEY PEARSON	Insurance Shared Services Agreement	Royal Borough of Greenwich	Resources Commissioning and Contract Management	420,000	84,000	87,820	87,820	■	01/04/2015	31/03/2020	60		
●	91	CAROL LING	MARK BOWEN	Provision of Electoral Services Software	Xpress Software Solutions Limited	Resources Commissioning and Contract Management	275,500	22,000	22,110	22,110	■	01/07/2007	30/07/2020	157		
●	73	JOHN NIGHTINGALE	PETE TURNER	Payment Management System	Capita Secure Systems Ltd	Resources Commissioning and Contract Management	237,150	237,150			■	01/04/2011	31/03/2021	120		
●	1468	JAMES MULLENDER	TRACEY PEARSON	Banking Services	HSBC Bank Plc	Resources Commissioning and Contract Management	203,880		75,740	75,740	■	01/04/2017	31/03/2022	60		
●	3799 *	JIM MCGOWAN	DAN JONES	Coroners Service	London Borough of Croydon	Public Protection and Safety	448,640	224,320			■	01/04/1966	31/08/2029	762		
●	1452	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	MiHomecare Ltd	Adult Care and Health	296,460	28,700			■	27/08/2012	26/08/2021	108		
●	3615	LYDIA LEE	COLIN BRAND	Biggin Hill Memorial Museum works	Building Associates Ltd	Renewal and Recreation and Housing	1,929,956	6,631,715	1,532,473	1,432,473	■	28/08/2017	05/10/2018	13		Capital
●	3798 *	ROBERT BOLLEN	ROBERT BOLLEN	Parish CE Primary School	Collinstown Construction Limited,	Education, Children and Families	14,374,883	14,374,883			■	01/08/2017	30/11/2018	16		Capital
●	2610	ROBERT BOLLEN	Gillian Palmer	Poverest Primary School Expansion Works	Neilcott Construction Ltd	Education, Children and Families	4,927,940	4,927,940			■	30/06/2017	09/11/2018	16		Capital
●	3803 *	ROBERT BOLLEN	PHIL WHITE	** Now Live ** Contract for Zone 1 - 4 Extension Bishop Justus School		Education, Children and Families	3,703,415	3,703,415			■	25/07/2018	16/08/2019	12		Capital
●	3800 *	ROBERT BOLLEN	Gillian Palmer	** Now Live ** Capital Works at Bishop Justus School	Walker Construction LTD	Education, Children and Families	3,698,415	3,698,415			■	25/07/2018	21/08/2019	12		Capital
●	3780 *	ROBERT BOLLEN	Gillian Palmer	** Now Live ** Works at Bromley Beacon Academy Orpington Campus: Phase 2	Mid Group	Education, Children and Families	3,070,451	3,070,451			■	26/03/2018	18/03/2019	11		Capital
●	3804 *	ROBERT BOLLEN	Gillian Palmer	** Now Live ** Phase 2: The Pioneer Academy - Stewart Fleming Primary School	Lakehouse Construction Ltd	Education, Children and Families	5,281,000	528,000			■	02/07/2018	13/12/2020	29		Capital
●	41	LYDIA LEE	COLIN BRAND	Crystal Palace Park Improvement Scheme	Kinnear Landscape Architects Ltd	Renewal and Recreation and Housing	399,601	124,804	70,696	70,696	■	02/11/2014	31/03/2019	53		Capital
●	1366	LYDIA LEE	COLIN BRAND	Biggin Hill Memorial Museum	Robin Lee Architecture LLP	Renewal and Recreation and Housing	318,143	235,823	41,160	41,160	■	15/03/2016	30/11/2018	32		Capital
●	2606	ROBERT BOLLEN	Gillian Palmer	Capital Works at Leasons Primary School	The McAvoy Group Ltd	Education, Children and Families	3,599,139	2,132,000			■	01/07/2017	30/06/2019	24		Capital
●	3655	ROBERT BOLLEN	Gillian Palmer	Phase 1: Summer Works At Bromley Beacon Academy Orpington Campus Association With Basic Needs Provision 2014-18	Sphere Group Ltd	Education, Children and Families	320,559	320,559			■	01/07/2017	01/09/2018	14		Capital
●	3620	ROBERT BOLLEN	Gillian Palmer	Accessibility Improvement and Hygiene Suite Installation Summer Works at Crofton Junior School	Ensigna Construction Limited	Education, Children and Families	284,731	284,731			■	24/07/2017	01/09/2018	13		Capital
●	145	ROBERT BOLLEN	Gillian Palmer	Education - Construction of Modular Accommodation at Malcolm, Midfield, Scotts Park and Worsley Bridge Primary Schools	Built Offsite Ltd	Education, Children and Families	557,700	370,500			■	01/05/2015	01/09/2019	52		Capital

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START: IDENTIFY TYPE OF CCN

ONE-OFF PROJECT REVENUE

BECOMES PART OF CONTRACT ONCE

ONGOING REVENUE

BECOMES CONTINUAL PART OF CONTRACT

CAPITAL SPEND

RELATES TO CONTRACT, BUT SEPARATE SPENDING BUDGET REQUIRED

- Individual CCNs:**
- Early Years Portal (Example 1)
 - Contracts Database Project (Example 2)
 - Tech Delivery Manager (TDM) (Example 3)
 - Orchard Housing (Example 4)

- CCN 195 – IT STAFF TRANSFERRED TO BT (EXAMPLE 5)**
- Staff related expenses
 - Cost of Pension Bond
 - Third Party spend (i.e. supplier review of existing contracts)
 - Variable project spend

- Example includes CRM Upgrade CCN (Example 6). Requirements:**
- That costs are confirmed before proceeding
 - Budget and spending plan are implemented
 - Spend is planned, often anticipated, as it is aligned with corporate strategy
 - However, affects specific contract, so there is a need for CCN process

NOTES:

In the case of **Urgent CCNs**, this procedure is followed on an accelerated timetable. Receipt of CCN by other Party in 1 Working Day. This graph conveys normal or non-urgent CCNs.

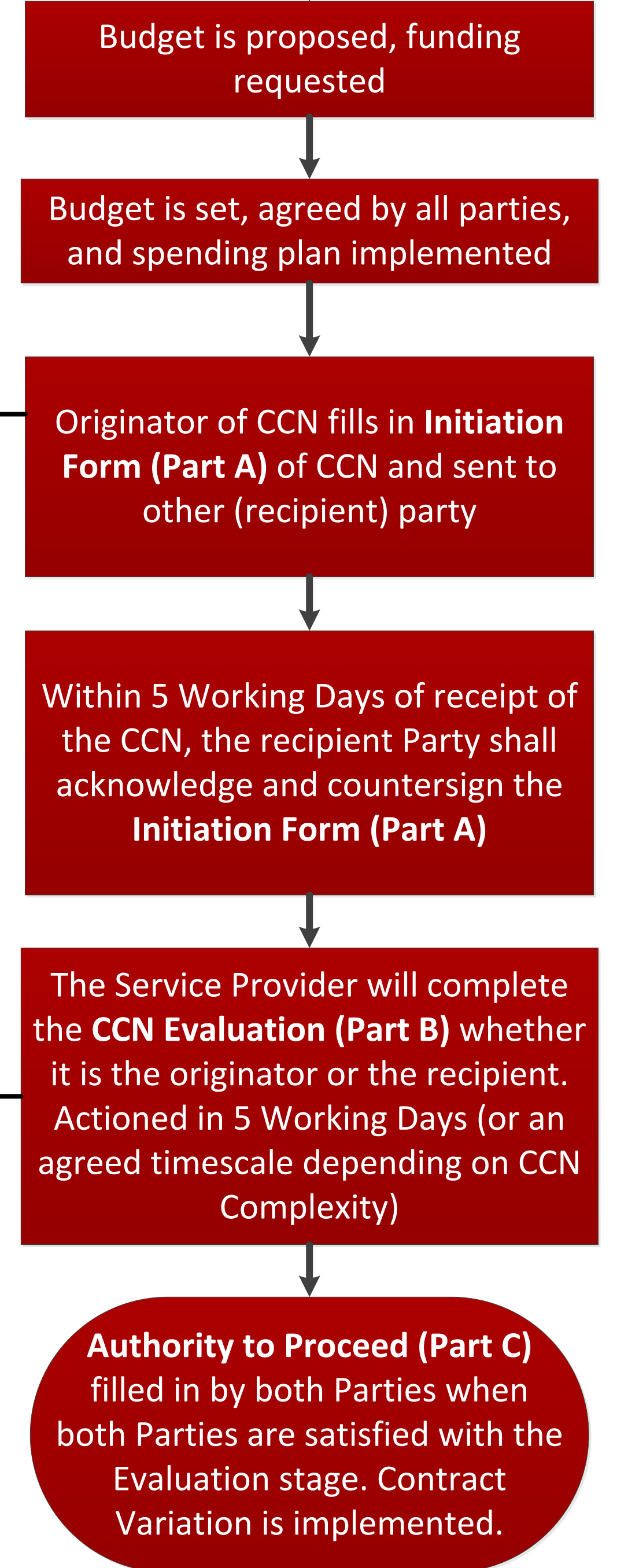
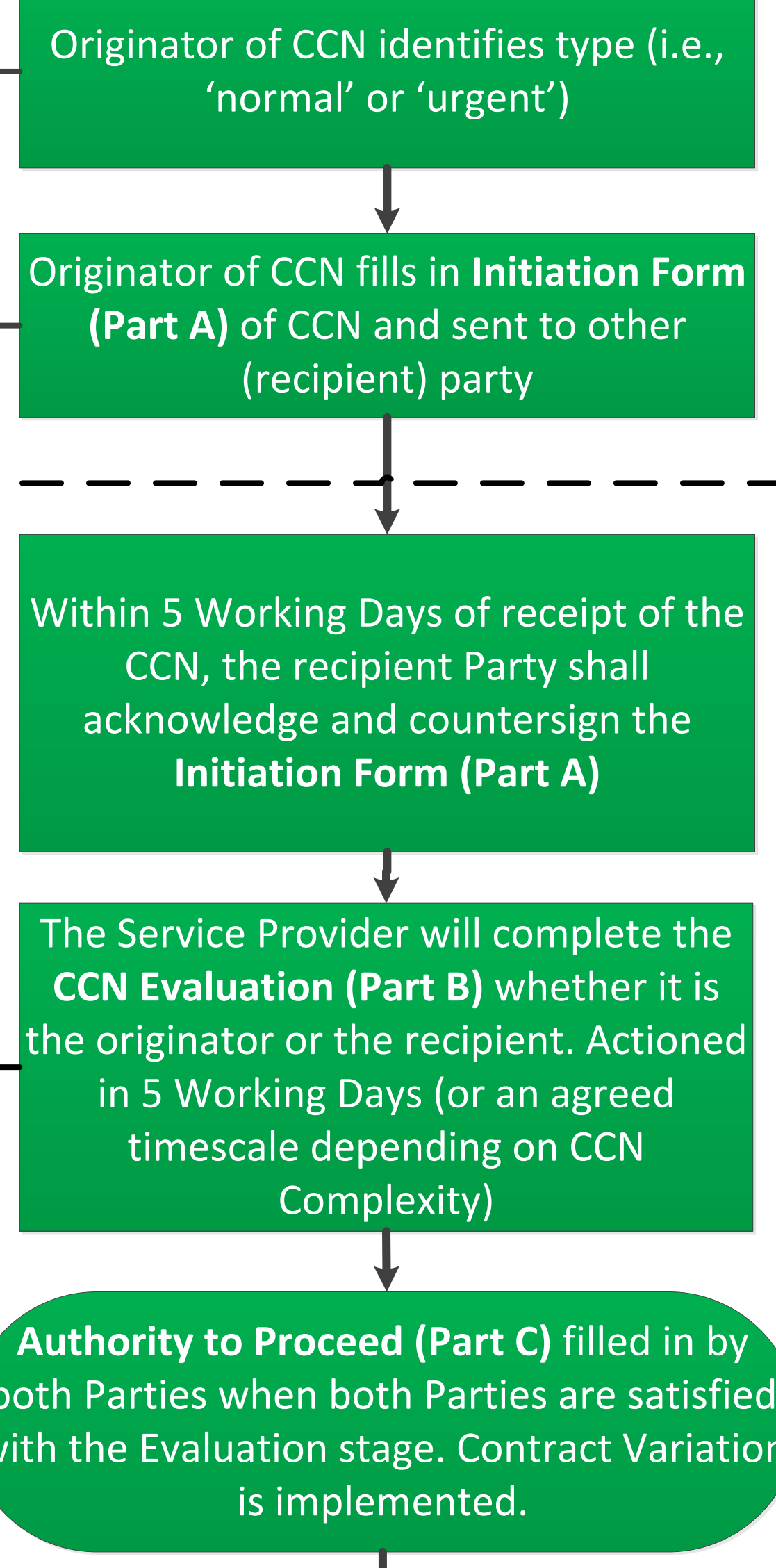
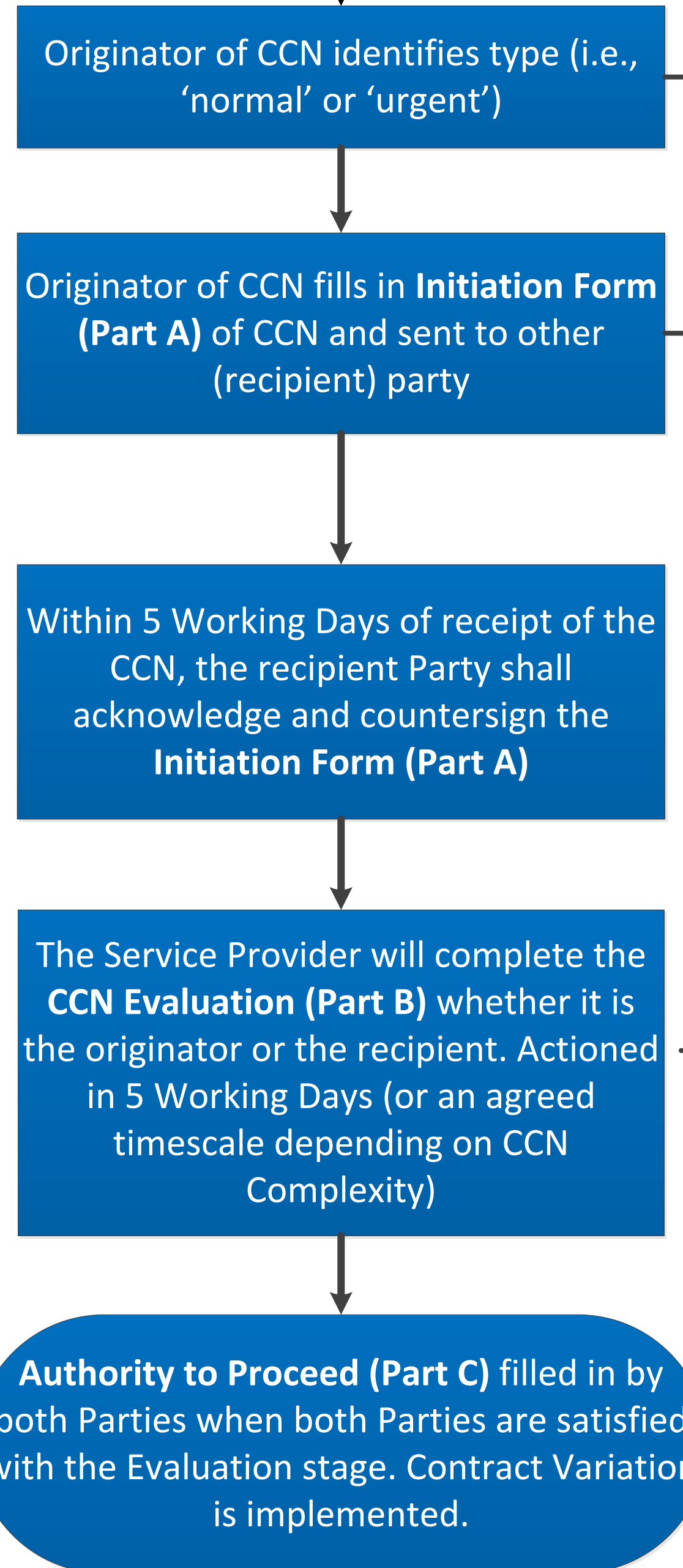
It is the role of the **CCN Originator** to send the completed CCN to the other Party.

A Customer/Service Provider Representative must be responsible for **sponsoring** a CCN. Throughout the relevant stages in this process, the CCN will be sent to this Representative who will acknowledge receipt of the CCN.

In the case of **multiple variations**, it is open to all parties to treat each variation with separate and independent CCNs.

Evaluation (Part B) must include:

- **Impact Assessment**
- **Timetable**
- **Charges Impact Proposal** (if relevant)
- If change relates to **Formal Volume Change**, relevant details must be provided
- **Draft Transition Plan** (which addresses requirements for this) if change require transition of an element in the contract
- **Draft Project Plan** if necessary (incl Milestones)
- **Statement of Benefits** if necessary
- **Proposed changes to terms** of Contract (if any)
- **Details of Testing Procedures** (if necessary)



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Report No.
CSD 18123

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: **CONTRACTS & COMMISSIONING SUB COMMITTEE**

Date: **19th September 2018**

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

Title: **WORK PROGRAMME**

Contact Officer: Steve Wood—Democratic Services Officer
Tel: 0208 313 4316 E-mail: stephen.wood@bromley.gov.uk

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

1.1 This report offers the Sub-Committee and officers an opportunity to consider its work programme and prioritise issues that should be scrutinised.

2. **RECOMMENDATIONS:**

2.1 **That the Sub-Committee considers its work programme and highlights any particular issues that it wishes to consider for the rest of the municipal year, or suggests changes to the existing work programme as required.**

2.2 **That the Sub-Committee suggest items for ‘future consideration’ if said matters are unable to be fitted in with the current cycle of meetings.**

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Impact on Vulnerable Adults and Children

1. Summary of Impact: Many of the contracts scrutinised by the Sub-Committee will have an impact on vulnerable adults and children—hence the need for proper scrutiny by the Committee.
-

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: The contracts will be relevant to all BBB priorities.
-

Financial

1. Cost of proposal: No Cost:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: £350,650
 4. Total current budget for this head: Not Applicable
 5. Source of funding: Not Applicable
-

Personnel

1. Number of staff (current and additional): 8 (6.87fte)
 2. If from existing staff resources, number of staff hours: Not Applicable
-

Legal

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

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries: All Bromley residents.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 This report offers the Sub-Committee an opportunity to consider its future work programme and prioritise the key issues that need consideration.
- 3.2 A draft work programme is set out in Appendix A, updated since the Sub-Committee's last meeting. A number of issues raised by Members in the last few months, or referred from Executive and Resources & Contracts PDS have been added to the work programme. An effort has been made with the suggested dates to provide a balance of issues spread through the year, but Members may want to add or remove issues from the programme, or change the proposed reporting dates. The new dates for 2018-2019 have been added.
- 3.3 Members are free to email the Committee Clerk with suggestions for the Work Programme for the next Municipal Year.
- 3.4 It has been decided that the Commissioning Delivery Plan Report from the Director of Commissioning will be a standing item until further notice.

Non-Applicable Sections:	Policy/Financial/Legal/Personnel/Impact on Vulnerable People & Children/Commissioning
Background Documents: (Access via Contact Officer)	Previous Matters Arising Report and Minutes of the previous meeting.

Work Programme 2017/18—2018/19

Proposed Date	Issue	Officer
Meeting 1 March 29 th 2018	Examination of the service specification for the provision of primary and secondary care and health intervention services.	Director of Commissioning Paul Feven
	Corporate Contracts Register	Head of Corporate Procurement
	Work Programme	Committee Clerk
	Matters Arising	Committee Clerk
Meeting 2 June 25 th 2018 Special Meeting	Special Meeting convened to discuss issues relating to the Bromley Healthcare Contract	Paul Feven
Meeting 3 17 th July 2018	Work Programme	Committee Clerk
	Update on Joint Commissioning with CCG-6 month review.	Paul Feven/Graham Mackenzie
	Contracts Register Report and Database Extract	Head of Corporate Procurement
	Commissioning Delivery Plan Report	Director of Commissioning.
	Review of the Tender for the Exchequer Services Contract	Emma Pearce/John Nightingale/Claudine Douglas Brown
Meeting 4 September 4 th 2018	Work Programme and Matters Arising	Committee Clerk
	Contracts Register Report and Database Extract	Head of Corporate Procurement/Emma Pearce/Lucy Drury
	Commissioning Delivery Plan Report	Director of Commissioning
	SEN Transport Report (TBC)	Laurence Downes
	6 Month Review of the Library Contract	Tim Woolgar and Colin Brand
	Information Item relating to Change Controls (agreed at the meeting on 17 th July)	Director of Commissioning.
	Update on reports that were due to be presented to the Commissioning Board on 30 th July.	Deputy Chief Executive/Lesley Moore
	Exchequer Services KPIs and Method Statements.	Emma Pearce/John Nightingale/Claudine Douglas Brown

Meeting 4 11 th December 2018	Matters Arising	Committee Clerk
	Work Programme	Committee Clerk
	Contracts Register and Database Extract	Head of Corporate Procurement/Emma Pearce/Lucy Drury
	Commissioning Delivery Plan Report	Director of Commissioning
	Report on Change Controls (agreed at the 17 th July meeting)	Director of Commissioning
Meeting 5 15 th January 2019	Matters Arising	Committee Clerk
	Work Programme	Committee Clerk
	No Contracts Register in January	
	Commissioning Delivery Plan Report	Director of Commissioning
Meeting 6 April 2 nd 2019	Matters Arising	Committee Clerk
	Work Programme	Committee Clerk
	Contracts Register	Head of Corporate Procurement
	Update on progress made towards full integration by 2020	Deputy Chief Executive
Future issues (Unscheduled)	None	

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