



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 17 May 2021

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

Subject to the Executive, Resources and Contracts Policy Development and Scrutiny Committee being re-constituted and members of the Committee being re-appointed, there will be a meeting of the Executive, Resources and Contracts Policy Development and Scrutiny Committee at Bromley Civic Centre on **TUESDAY 25 MAY 2021 AT 7.00 PM.**

MARK BOWEN
Director of Corporate Services

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

PART 1 AGENDA

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

STANDARD ITEMS

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

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

Questions specifically on reports on the agenda should be received within two working days of the normal publication date of the agenda. Please ensure that questions specifically on reports on the agenda are received by the Democratic Services Team by **5pm on Wednesday 19th May 2020.**

- a QUESTIONS FOR THE CHAIRMAN OF EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE**

b QUESTIONS FOR THE RESOURCES, COMMISSIONING AND CONTRACTS MANAGEMENT PORTFOLIO HOLDER

- 4 **MINUTES OF THE EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE MEETING HELD ON 24 MARCH 2021 (EXCLUDING EXEMPT ITEMS)** (Pages 5 - 12)
- 5 **MATTERS OUTSTANDING AND WORK PROGRAMME** (Pages 13 - 20)
- 6 **FORWARD PLAN OF KEY DECISIONS** (Pages 21 - 26)

HOLDING THE RESOURCES, COMMISSIONING AND CONTRACTS PORTFOLIO HOLDER TO ACCOUNT

- 7 **SCRUTINY OF THE RESOURCES, COMMISSIONING & CONTRACT MANAGEMENT PORTFOLIO HOLDER**
- 8 **RESOURCES, COMMISSIONING AND CONTRACTS MANAGEMENT PORTFOLIO - PRE-DECISION SCRUTINY**

Portfolio Holder decisions for pre-decision scrutiny.

- a **POST COMPLETION REVIEW REPORT - UPGRADE OF CORPORATE CUSTOMER SERVICES IT SYSTEMS INCLUDING MS DYNAMICS CRM SYSTEM AND CORPORATE WEBSITE** (Pages 27 - 32)

HOLDING THE EXECUTIVE TO ACCOUNT

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

Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 26 May 2021

POLICY DEVELOPMENT AND OTHER ITEMS

- 11 **CONTRACTS REGISTER AND CONTRACTS DATABASE UPDATE**

(Part 1 report and appendix available online only)

PART 2 AGENDA

- 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

**13 EXEMPT MINUTES OF THE MEETING HELD ON
24 MARCH 2021 (Pages 33 - 34)**

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

**15 PART 2 CONTRACTS REGISTER AND
CONTRACTS DATABASE UPDATE (Pages 35 -
56)**

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

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EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 6.30 pm on 24 March 2021

Present:

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

Also Present:

Councillor Graham Arthur, Portfolio Holder for Resources,
Commissioning and Contracts Management
Councillor Kira Gabbert, Executive Assistant for
Resources Commissioning and Contracts Management
Councillor Colin Smith, Leader of the Council

104 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor Nicky Dykes. Councillor Nicholas Bennett attended as substitute member.

105 DECLARATIONS OF INTEREST

There were no additional declarations of interest.

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

There were no questions.

107 MINUTES OF THE EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE MEETING HELD ON 3 FEBRUARY 2021 (EXCLUDING EXEMPT ITEMS)

The minutes of the Executive, Resources and Contracts PDS Committee meeting held on 3 February 2021, were agreed and signed as a correct record.

**108 MATTERS OUTSTANDING AND WORK PROGRAMME
Report CSD21025**

The report dealt with the Committee's business management including matters outstanding from previous meetings and the proposed work plan for the remainder of the year.

The Committee received an update from the Vice-Chairman regarding Section 106 funding for schools. The Director of Finance confirmed that all avenues were explored to ensure that any available Section 106 funding was fully utilised. Members also received reassurance surrounding the regular and detailed scrutiny (by both Officers and Members) of the timely distribution of Section 106 money.

In respect of the Work Programme for the next municipal year, it was recommended that consideration should be given to bringing forward Scrutiny of the Portfolio Holder for Resources, Commissioning and Contracts Management to the May or June meeting.

It was also agreed that the Post Completion Reports cited in the Capital Programme Monitoring Report should be reflected in the Work Programme.

RESOLVED: That the report be noted and the Work Programme updated as required.

109 FORWARD PLAN OF KEY DECISIONS

The Committee noted the Forward Plan of Key Decisions covering the period March 2021 to June 2021.

In relation to the report concerning Microsoft License Agreements, the Committee noted that a report would be presented to a future meeting of the Executive.

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

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

**a CAPITAL PROGRAMME MONITORING - 3RD QUARTER
2020/21 & CAPITAL STRATEGY 2021 TO 2025
Report FSD21018**

On 10th February 2021, the Executive received a report summarising the current position on capital expenditure and receipts following the 3rd quarter of 2020/21 and presenting for approval the new capital schemes in the annual

capital review process. The Executive agreed a revised Capital Programme for the five-year period 2020/21 to 2024/25. The report highlighted changes agreed by the Executive in respect of the Capital Programme for the Executive, Resources & Contracts Portfolio.

In response to a question concerning whether any plans were in place to utilise Oracle software for the HR/Payroll system, the Director of Finance confirmed all options were under consideration including the option to have a fully integrated system under Oracle.

RESOLVED: That the Portfolio Holder be recommended to note and acknowledge the changes agreed by the Executive on 10th February 2021.

111 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

The Committee considered the following reports on the Part 1 agenda for the meeting of the Executive on 31 March 2021:

(5) BUDGET MONITORING 2020/21 Report FSD21021

The report provided the third budget monitoring position for 2020/21 based on expenditure and activity levels up to the end of December 2020, excluding the financial impact of Covid-19. The report also highlighted any significant variations which would impact on future years as well as any early warnings that could impact on the final year end position. In addition the report identified latest indications of the financial impact of the Covid-19 situation which needed to be treated with some caution at this stage because of the ongoing uncertainty arising from moving out of lockdown to transition and ultimately the 'new normal'.

The Council Tax report 2021/22 to Executive on 10th February 2021 identified a budget gap rising to £14.1m per annum by 2024/25. The report before the Committee proposed utilisation of any underspends/additional income identified in the report towards providing sustainable income for the future and/or providing transitional financial support in addressing the future years' budget gap as well as meet service cost pressures.

RESOLVED: That Executive be recommended to:

- 1. consider the latest financial position;**
- 2. note that a projected net underspend on services of £1,510k is forecast based on information as at December 2020.**
- 3. consider the comments from Chief Officers detailed in Appendix 2;**

24 March 2021

- 4. note the full year cost pressures of £9.4m as detailed in section 3.5 of the report;**
- 5. recommend to Council that a sum of £3.767m be set aside as a contribution to the provision for COVID related service pressures in future years (earmarked reserve) as detailed in para. 3.2.1 of the report;**
- 6. agree the release of £50k from the 2020/21 Central contingency relating to staff merit awards as detailed in para. 3.3.2 of the report;**
- 7. agree the release of £210k from the 2020/21 Central contingency relating to Adult Social Care as detailed in para. 3.3.3 of the report;**
- 8. agree the release of £424k grant from the 2020/21 Central contingency relating to Homeless Prevention Initiatives as detailed in para. 3.3.4 of the report;**
- 9. note the return to the Central Contingency of £775k as detailed in para. 3.3.5 of the report;**
- 10. agree to set aside a provision of £350k to deal with a legal matter (see Part II of the agenda) to be met from the 2020/21 Central Contingency Sum (see 3.3.6 of the report)**
- 11. agree to set aside a sum of £150k to meet the cost of the changes to the Council's website, funded from the 2020/21 Central Contingency Sum (see 3.3.10 of the report)**
- 12. recommend to Council that a sum of £9.895m is set aside in the Housing Investment Fund earmarked reserve from monies not utilised in the current year within the 2020/21 Central Contingency Sum (see 3.3.12 of the report)**
- 13. identify any issues that should be referred to individual Portfolio Holders for further action.**
- 14. consider the latest estimated financial impact of Covid-19 situation, detailed in Section 4, and note the ongoing financial uncertainty position relating to net costs;**
- 15. note that the estimated financial impact of the Covid-19 situation which needs to be treated with some caution at this stage because of the ongoing uncertainty arising from the impact moving out of 'lockdown' to transition and ultimately the 'new normal'.**

That Council be recommended to:

- 16. agree a sum of £3.767m as a provision for COVID related service pressures in future years (earmarked reserve) as detailed in para. 3.2.1 of the report;**
- 17. agree a sum of £9.895m is set aside as a Housing Investment Fund earmarked reserve (see 3.3.12 of the report).**

112 SCRUTINY OF THE LEADER

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

- The Council had received more grants which would be dispersed.
- The country currently sat in a window of uncertainty between the end of the second wave of Covid-19 and concerns around what may still be to come in terms of a third wave, mindful of the very successful local vaccination programme.
- The budget had been set for the forthcoming year and this established a realistic funding structure which it was hoped would enable a return to inflation level Council Tax rises moving forward. However, much depended upon what happened in terms of the pandemic over the next few months. To some extent the plans of the local authority depended on the decisions taken at a national level, the speed of the recovery, the speed at which businesses and shops could reopen, and the extent to which schools could remain open.
- Broadly speaking the picture appeared quite bright and optimistic. As the country emerged from what could best be described as a year of misery, there would need to be a key focus on the mental health and loneliness agendas and Officers and Members are well sighted to that.

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

- It appeared that the aviation college at Biggin Hill was now on the “back burner”.
- Work on the Council’s Digital Strategy was ongoing, and Officers would be presenting the Strategy to Members as soon as possible.
- In relation to the ongoing review of the most efficient ways to deliver the Council’s statutory obligations, it was important to remember that simply because a service related to a statutory duty did not mean that it could not be delivered more efficiently. Officers were continually looking for further efficiencies through the Council’s Transformation Programme. The Leader encouraged Members themselves to put forward ideas for efficiency savings to PDS Committees as these were the most appropriate forum to discuss such issues.

24 March 2021

- The Officer lead on the relaunch of Building a Better Bromley had been seconded to the Local Authority's Covid Response and was currently supporting the testing centres across the Borough. Consequently, there had been an understandable delay in presenting the updated document to the Committee.
- Officers at a managerial and supervisory level were encouraging all staff to take up the offer of a vaccine when it was made. In terms of addressing vaccine hesitation, this was possibly something the Government would be reviewing and as an employer the Council would comply with employment law. In the meantime, all staff were encouraged to have the vaccine when they were called. In terms of Covid testing for staff, the Council would follow any advice from government.
- In relation to managing growth pressures going forward, if there were demands around adults and children's – both demand-led services for which there were statutory obligations - the bottom line was that money to support the services would need to be found. There would be no growth in non-statutory services above and beyond anything approved by Members. There was an increasing need for the Council to live within its means and the future would be about working increasingly closer with residents and the voluntary sector. There was an ever greater need for spending to remain within the agreed budget and additional spending could not be considered until it was clear from where funding would come.

On behalf of the Committee, the Chairman thanked both the Leader and the Portfolio Holder for Resources, Commissioning and Contracts Management for the support they had provided the Committee during the year.

**113 ANNUAL PDS REPORT 2020/21
Report CSD21036**

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

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

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

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

**The following summaries
refer to matters involving exempt information**

**115 EXEMPT MINUTES OF THE MEETING HELD ON 3 FEBRUARY
2021**

The Part 2 (exempt) minutes of the meeting held on 3 February 2021, were agreed, and signed as a correct record.

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

The Committee considered the following reports on the Part 2 agenda for the meeting of the Executive on 31 March 2021:

**(18) BUDGET MONITORING
Report FSD21021**

The Part 2 appendix was noted.

**(20) Contract Renewal: Capita sCloud and Pay360 Software Licencing,
Development, Maintenance and Support Agreement
Report ES20085**

The Committee noted the report and supported the recommendations.

The Meeting ended at 7.34 pm

Chairman

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Report No.
CSD21059

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive, Resources & Contracts PDS Committee

Date: Tuesday 25 May 2021

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

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

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: (All Wards);

1. Reason for report

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

- Monitoring progress against actions arising from previous meetings;
 - Developing the 2021/22 Forward Work Programme; and
 - A schedule of Sub-Committees and Working Groups across all PDS Committees
-

2. **RECOMMENDATION(S)**

That PDS Committee reviews and comments on:

1. Progress on matters arising from previous meetings;
2. The 2020/21 work programme, indicating any changes or particular issues that it wishes to scrutinise for the year ahead.

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Corporate Policy

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

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £359k
 5. Source of funding: Revenue Budget
-

Personnel

1. Number of staff (current and additional): 6.67 FTE
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

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

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

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

Ward Councillor Views

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

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

3. COMMENTARY

Matters Outstanding from Previous Meetings

- 3.1. There are currently no matters outstanding from previous meetings.

Work Programme

- 3.2 Each PDS Committee determines its own work programme, balancing the roles of (i) pre-decision scrutiny and holding the Executive to account, (ii) policy development and review and (iii) external scrutiny. ERC PDS Committee has the additional role of providing a lead on scrutiny issues and co-ordinating PDS work.
- 3.3 PDS Committees need to prioritise their key issues. The work programme also needs to allow room for items that arise through the year, including Member requests, call-ins and referrals from other Committees. Committees need to ensure that their workloads are realistic and balanced, allowing sufficient time for important issues to be properly scrutinised. Members also need to consider the most appropriate means to pursue each issue – the current overview and scrutiny arrangements offer a variety of approaches, whether through a report to a meeting, a time-limited working group review, a presentation, a select committee style meeting focused on a single key issue, or another method.
- 3.4 **Appendix 1** sets out the ERC PDS Committee Work Programme for 2021/22, including: the provisional report title (or activity); the lead division; and Committee's role. Committee is invited to comment on the proposed schedule and suggest any changes it considers appropriate.
- 3.5 Other reports will be added to the 2021/22 Work Programme as items arise. In addition, there may also be references from other committees, the Resources, Contracts and Commissioning Portfolio Holder, or the Executive.

Sub-Committees and Working Groups

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

MATTERS OUTSTANDING FROM PREVIOUS MEETINGS

Minute Number/Title/Date	Action/PDS Request	Update	Action by	Expected Completion Date
108 Matters Outstanding and Work Programme (24/03/2021)	That Post Completion Reports be added to the Work Programme	As Democratic Services are notified of the timescales for the post-completion reports they will be added to the Work Programme.	Democratic Services Officer	June 2021

**EXECUTIVE, RESOURCES & CONTRACTS PDS COMMITTEE
WORK PROGRAMME 2021/22**

Meeting Date: 23 June 2021	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Scrutiny of the Resources, Commissioning & Contract Management Portfolio Holder	N/A	PDS Committee
Customer Services - Contract Performance Report	Customer Services	PDS Committee – Monitoring Report
Exchequer Service - Contract Performance Report	Finance	PDS Committee – Monitoring Report
Benefits Service Monitoring Report And Update On Council Tax Support\Reduction	Revenues & Benefits	Pre-decision scrutiny (PH)
Revenues Service Monitoring Report	Revenues & Benefits	PDS Committee – Monitoring Report
Risk Register	Audit	Information Item
Meeting Date: 15 September 2021	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Treasury Management - Annual Report 2020/21	Finance	Pre-decision scrutiny (PH)
Capital Programme Monitoring - 1st Quarter 2021/22	Finance	Pre-decision scrutiny (PH)
Scrutiny of the Chief Executive	Chief Execs	PDS Committee
Contract Register and Contracts Database	Procurement	Information Item
Meeting Date: 13 October 2021	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items

Scrutiny of the Leader	N/A	PDS Committee
Executive Agenda	Various	Pre-decision scrutiny
Expenditure on Consultants 2020/21 and 2021/22	Finance	PDS Committee
Section 106 Agreements: Update*	Planning and Regeneration	PDS Committee
Risk Register (Red Risks)	Audit	Information Item

Meeting Date: 18 November 2021	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Treasury Management - Quarter 2 Performance 2020/21 & Mid-Year Review	Finance	Pre-decision scrutiny (PH)
Insurance Fund - Annual Report 2019/20	Finance	Pre-decision scrutiny (PH)
Risk Register	Audit & Assurance	PDS Committee
BT/ICT Contract Monitoring Report	IT	PDS Committee – Monitoring Report
Scrutiny of the Executive Assistant to the Leader	N/A	PDS Committee
Cost of Agency Staff	HR	PDS Committee
Contracts Register and Contracts Database Update	Procurement	PDS Committee

Meeting Date: 5 January 2022	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Capital Programme Monitoring - 2nd Quarter 2021/22	Finance	Pre-decision scrutiny (PH)
Benefits Service Monitoring Report	Revenues & Benefits	PDS Committee – Monitoring Report
Revenues Service Monitoring Report	Revenues & Benefits	PDS Committee – Monitoring Report
Customer Services - Contract Performance Report	Customer Services	PDS Committee – Monitoring Report

Exchequer Service - Contract Performance Report	Finance	PDS Committee – Monitoring Report
Meeting Date: 2 February 2022		
	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Treasury Management – Annual Investment Strategy and Quarter 3 Performance 2021/22	Finance	PH Decision
Executive Agenda	Various	Pre-decision scrutiny
Scrutiny of the Chief Executive	N/A	PDS Committee
Scrutiny of the Resources, Commissioning and Contract Management Executive Assistant	N/A	PDS Committee
Contracts Register and Contracts Database Update	Procurement	PDS Committee
Property Investment Update	Property	PDS Committee
Risk Register (Red Risks)	Audit & Assurance	Information Item
Meeting Date: 24 March 2022		
	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Post Completion Report – Banbury House Demolition/Site Prep	Housing	PDS Committee
Scrutiny of The Leader	N/A	PDS Committee
Annual PDS Report 2021/22	Democratic Services	PDS Committee

*Part 2 (Exempt) Report

PDS SUB-COMMITTEES AND WORKING GROUPS 2021/22

SUBJECT	DATE OF NEXT MEETING	MEMBERSHIP
EXECUTIVE, RESOURCES & CONTRACTS PDS		
Any 2021/22 Working Groups of ERC PDS to be appointed by the parent body.		
ADULT CARE AND HEALTH PDS		
Health Scrutiny Sub-Committee	13 July 2021	Cllr Cooke (Chairman), Cllr Allatt, Cllr Dunn, Cllr Ellis, Cllr Evans, Cllr Jefferys, Cllr McIlveen, Cllr Onslow.
Any 2021/22 Working Groups of ACH PDS or the Health Scrutiny Sub-Committee to be appointed by the parent bodies.		
Our Healthier South East London Joint Health Overview and Scrutiny Committee (with Bexley, Greenwich, Lambeth, Lewisham & Southwark)		TBC
CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE		
Any 2021/22 Working Groups of the CEF PDS Committee to be appointed by the parent body.		
ENVIRONMENT & COMMUNITY SERVICES PDS		
Any 2021/22 Working Groups of the ECS Committee to be appointed by the parent body.		
PUBLIC PROTECTION AND ENFORCEMENT PDS		
Any 2021/22 Working Groups of the PPE PDS Committee to be appointed by the parent body.		
RENEWAL, RECREATION & HOUSING PDS		
Any 2021/22 Working Groups of the RRH PDS Committee to be appointed by the parent body.		

LONDON BOROUGH OF BROMLEY

FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 27 APRIL 2021

PERIOD COVERED: April 2021 - July 2021

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 1 June 2021

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
EXECUTIVE						
PROCUREMENT OF MOVING TRAFFIC CONTRAVENTION CAMERAS	Executive	19 May 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Chloe Wenbourne Tel. 020 8313 4617 Chloe.Wenbourne@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
PROCUREMENT OF HR/PAYROLL SOFTWARE	Executive	19 May 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Emma Downie Tel. 020 8313 4082 emma.downie@bromley.gov.uk	<u>Meeting in Public</u>	Report and relevant background documents
ADVENTURE KINGDOM	Executive	19 May 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Michael Watkins Tel: 020 8313 4178 Michael.Watkins@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
COUNTRYSIDE HOUSING	Executive	19 May 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Sara Bowrey Tel: 020 8313 4013 sara.bowrey@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
BIGGIN HILL AIRPORT	Executive	19 May 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Michael Watkins Tel: 020 8313 4178 Michael.Watkins@bromley.gov.uk	<u>Report is expected to be considered in the public part of the meeting, with confidential material considered during exempt proceedings.</u>	Report and relevant background documents
SUBSTANCE MISUSE SERVICES - LOT 1: ADULT SERVICES - CONTRACT VARIATION AND EXTENSION; LOT 2 YOUNG PEOPLE SERVICES - CONTRACT EXTENSION	Executive	19 May 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Mimi Morris-Cotterill Tel: 020 8461 7779 mimi.morris-cotterill@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
BUILDING A BETTER BROMLEY	Executive	30 June 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Naheed Chaudhry Tel: 020 8461 7554 Naheed.Chaudhry@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
SHORTLANDS VILLAGE CONSERVATION AREA DESIGNATION	Executive	30 June 2021 Development Control Committee and Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Ben Johnson Tel. 020 8461 7845 ben.johnson@bromley.gov.uk	<u>Meetings in public</u>	Report and relevant background documents
DISCRETIONARY GRANT POLICY - DISABLED FACILITIES GRANT	Executive	30 June 2021 Adult Care & Health PDS Committee	Meetings	Contact Officer: Lynnette Chamielec Tel. 020 8313 4009 Lynnette.Chamielec@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
ECONOMIC DEVELOPMENT STRATEGY	Executive	30 June 2021 Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer: Sara Bowrey Tel: 020 8313 4013 sara.bowrey@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
PRIMARY AND SECONDARY INTERVENTION SERVICES - PERMISSION TO TENDER	Executive	30 June 2021 Adult Care & Health PDS Committee	Meetings	Contact Officer: Ola Akinlade Tel. 020 8313 4744 ola.akinlade@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
BT CONTRACT	Executive	30 June 2021 Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer: Vinit Shukle Tel: 0208 461 7713 Vinit.Shukle@bromley.gov.uk	<u>Meeting in Public</u>	Report and relevant background documents
LD COMPLEX NEEDS DAY SERVICE - CONTRACT AWARD	Executive	30 June 2021 Adult Care & Health PDS Committee	Meetings	Contact Officer: Colin Lusted Tel: 0208 461 7650 Colin.Lusted@bromley.gov.uk	<u>Report is expected to be considered in the public part of the meetings with confidential material considered during exempt proceedings.</u>	Report and relevant background documents
YORK RISE, ORPINGTON	Executive	30 June 2021 Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer: Isabelle Haddow Tel. 020 8461 7476 isabelle.haddow@bromley.gov.uk	<u>Report is expected to be considered in the public part of the meetings with confidential material considered during exempt proceedings.</u>	Report and relevant background documents
DOMICILIARY CARE FRAMEWORK - AWARD REPORT	Executive	30 June 2021 Adult Care & Health PDS Committee	Meetings	Contact Officer: Kelly Sylvester Tel. 020 8461 7653 kelly.sylvester@bromley.gov.uk	<u>Report is expected to be considered in the public part of the meeting with confidential material considered during exempt proceedings</u>	Report and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
DOMICILIARY CARE PATCH PROVIDERS - AWARD REPORT	Executive	30 June 2021 Adult Care & Health PDS Committee	Meetings	Contact Officer: Kelly Sylvester Tel. 020 8461 7653 kelly.sylvester@bromley.gov.uk	<u>Report is expected to be considered in the public part of the meeting with confidential material considered during exempt proceedings</u>	Report and relevant background documents
POSTAL GOODS AND SERVICES CONTRACT AWARD	Executive	30 June 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Andy Champion Tel. 020 8313 4394 andrew.champion@bromley.gov.uk	<u>Report is expected to be considered in the public part of the meeting with confidential material considered during exempt proceedings</u>	Report and relevant background documents
ADULT CARE & HEALTH PORTFOLIO						
CHILDREN, EDUCATION & FAMILIES PORTFOLIO						
ENVIRONMENT & COMMUNITY SERVICES PORTFOLIO						
PUBLIC PROTECTION & ENFORCEMENT PORTFOLIO						

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RENEWAL, RECREATION & HOUSING PORTFOLIO

PETTS WOOD AREA OF SPECIAL RESIDENTIAL CHARACTER - ARTICLE 4 DIRECTION	Renewal, Recreation and Housing Portfolio	Between 16 June 2021 and 30 June 2021 Development Control Committee and Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Ben Johnson Tel. 020 8461 7845 ben.johnson@bromley.gov.uk	<u>Meetings in public</u>	Report and relevant background documents
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RESOURCES, COMMISSIONING & CONTRACT MANAGEMENT PORTFOLIO

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

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

Report No.
CSD21052

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Portfolio Holder for Resources, Commissioning and Contracts Management

Date: For Pre-Decision Scrutiny by the Executive, Resources and Contracts PDS Committee on 25 May 2021

Decision Type: Non-Urgent Executive Non-Key

Title: **POST COMPLETION REVIEW REPORT: UPGRADE OF CORPORATE CUSTOMER SERVICES IT SYSTEMS INCLUDING MS DYNAMICS CRM SYSTEM AND CORPORATE WEBSITE**

Contact Officer: Duncan Bridgewater – Assistant Director of Customer Services
Tel: 020 8461 7676 E-mail: Duncan.bridgewater@bromley.gov.uk

Chief Officer: Charles Obazuaye – Director of HR & Customer Services

Ward: All

1. Reason for report

- 1.1 For the Portfolio Holder to review and endorse the successful outcomes of the Capital Programmes outlined below which were achieved within budget and within timescale.

2. **RECOMMENDATION(S)**

- 2.1 That the Portfolio Holder endorses the findings of the Post Completion Reviews that have been carried out in respect of:
- The successful upgrade of the CMS Corporate Website to the Jadu Continuum product and the successful migration of the My Bromley Accounts to the new software.
 - The successful upgrade of Microsoft Dynamics to Version 2011 and the completion of the IT Options Appraisal which outlined the roadmap to move from Dynamics 2011 to Jadu CXM.

Corporate Policy

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

Financial

1. Cost of proposal: £583k
 2. Ongoing costs: £6k p.a.
 3. Budget head/performance centre: Capital Programme 936459 & 936460
 4. Total current budget for this head: £719k
 5. Source of funding: Capital receipts
-

Staff

1. Number of staff (current and additional): 4
 2. If from existing staff resources, number of staff hours: Exchequer Contract
-

Legal

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

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 11 million annual website visitors
-

Ward Councillor Views

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

3. COMMENTARY

IT system review and website upgrade

- 3.1 In February 2016, Executive approved a capital budget of £100k to review and scope long term requirements of the Web and Customer Relationship Management (CRM) systems.

Website Upgrade

- 3.2 Within this review period, the Council was advised that the version of the Website Content Management System (CMS) provided by 'Jadu' being used by the council, would cease support in September 2016.
- 3.3 Executive agreed to an additional sum of £176K to be added to the capital scheme to fund the upgrade of the CMS to the Jadu Continuum product and within this work. Liberata were commissioned to upgrade the CMS and the components of the MyBromley Account. This included providing appropriate staff resource to transition to the new systems, avoiding service interruption, as additional work associated with their existing contract.
- 3.4 The upgrade works were completed £6K under budget and within timescales. The CMS upgrade had a dependency on the MyBromley Account web portal upgrade. This project was completed first in June 2018. Customer accounts were transferred to the new operating software and account holders asked to re-set their security at first log on the new system, which in-turn allowed full access to their Revenue & Benefits services online.
- 3.5 Following the completion of MyBromley Account upgrade, the CMS was upgraded to the Jadu Continuum product and completed in January 2019. Since the upgrade, the Continuum product provides improved content management functionality for the Website Editing team and has maintained its continuous release functionality, removing the need for future large upgrades as new features are automatically released in patches. Due to the seamless upgrade, there was no recorded negative customer feedback, as online services were not interrupted.

IT System Review

- 3.6 The outcome from initial IT system review work, agreed in February 2016, carried out by BT was reported back to the Executive in September 2016, highlighting that further, more detailed review work was required given the complex nature of the system deployment, and the wider commissioned landscape of the cross-department services and contractors using the software.
- 3.7 Therefore in September 2016, the Executive agreed to set aside a sum under the existing capital budget of £50k to fund an ongoing and detailed review of alternative options for the Microsoft Dynamics Customer Relationship Management (CRM) system both for the short and longer term.
- 3.8 This review work was carried out, and on 10 January 2018, and Executive agreed to commission BT by variation to their existing contract to apply an interim upgrade to Dynamics Version 2011 to avoid critical service interruption. As part of this work, BT by variation to their existing contract were also asked to provide a further fully costed options appraisal for the longer-term provision of IT services delivered by the current CRM system. Executive approved an addition of £480k to the capital programme, made up from an unused £37k reduction to the existing capital scheme for the IT systems review, and £443k from capital receipts.
- 3.9 The upgrade of Dynamics to Version 2011 was successfully completed in June 2018. The project was successful in achieving its aims and was achieved under BT's original estimated budget. The upgrade was seamless and there was minimal system downtime which meant that the customers and the Contact Centre experienced very little disruption.

3.10 Within this exercise, BT completed the options appraisal for the longer-term provision of the CRM system. The outcome of the appraisal and decision to move to the new Jadau CXM system was agreed by Executive on 16 October 2019. The project to move to Jadau CXM is currently underway and is on target to meet the deadline when the current software is no longer supported.

3.11 Scheme objectives

The objectives of the scheme were 1. to provide the Council with upgraded and compliant IT systems for web and customer services, and 2. a recommended pathway to the future provision for customer relationship management software.

3.12 Assessment of success

Both objectives were successfully achieved, with a lower cost than estimated in the original reports.

Assessment of Contract Efficiency

The upgraded systems contribute effectively to the Council's customer service provision and have supported significant increases in on-line contact since the Covid pandemic and may be extended to wider use across the organisation.

3.13 Outstanding issues

There are no outstanding issues arising from this scheme, and the output from the review work forms the basis of the new capital scheme agreed by Executive in October 2019 to deploy new software.

4. POLICY IMPLICATIONS

- 4.1 Continuation and investment in these systems will support the Council's objectives of providing efficient services and excellent council in Building a Better Bromley and supports the delivery of high standards of service across all areas of our borough.
- 4.2 Corporate Operating Principles state that for our customers, we will reduce the overall need to contact the Council. Where contact is necessary, we will ensure that it is accessible, convenient, efficient, and responsive to demand. These systems underpin this principle.
- 4.3 With 11 million annual users to the web site, customers expect 24/7 access to services, with an experience that is more convenient than telephoning or visiting the offices. It is essential the Council maintains investment in this growing contact channel.
- 4.4 MyBromley Account further enhances that experience by personalising on-line customer interactions with us, enables direct access to secure financial information which can be accessed anytime making future interactions on-line more likely.

5. FINANCIAL IMPLICATIONS

- 5.1 This report provides information on a Post Completion Review that has been carried out in respect of Review of Customer Services IT systems. There are no financial implications arising from the matters addressed in this report.
- 5.2 The table below summarises the capital cost of upgrading the Web and CRM systems and the review work to provide the future roadmap for the CRM system:

Date of Approval	Activity	Approved Funding £'000	Actual Spend £'000	Variation £'000
Feb-16	Review work	100	13	-87
Sep-16	Website upgrade	176	170	-6
Jan-18	CRM upgrade & review	443	400	-43
		719	583	-136

5.3 As approved by the Executive on 16 October 2019 (ref: CEO19001B), the unused funding balance of £136k was transferred towards funding the Customer Services IT System Replacement capital scheme.

5.4 There are no additional revenue budget implications arising from this scheme as any ongoing support costs are provided for in the existing revenue budget.

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

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