



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

TELEPHONE: 020 8464 3333

CONTACT: Philippa Gibbs
Philippa.Gibbs@bromley.gov.uk

DIRECT LINE: 020 8461 7638

FAX: 020 8290 0608

DATE: 6 September 2021

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

Councillor Christopher Marlow (Chairman)
Councillor Kira Gabbert (Vice-Chairman)
Councillors Yvonne Bear, Nicholas Bennett MA J.P., David Cartwright QFSM,
Mary Cooke, Nicky Dykes, Robert Evans, Will Harmer, Colin Hitchins, Simon Jeal,
Melanie Stevens, Michael Tickner, Pauline Tunnicliffe and Angela Wilkins

A meeting of the Executive, Resources and Contracts Policy Development and
Scrutiny Committee will be held Bromley Civic Centre on **WEDNESDAY 15
SEPTEMBER 2021 AT 7.00 PM**

PLEASE NOTE: This meeting will be held in the Council Chamber at the Civic
Centre, Stockwell Close, Bromley, BR1 3UH. Members of the public can attend the
meeting: you can ask questions submitted in advance (see item 3 on the agenda) or
just observe the meeting. There will be limited space for members of the public to
attend the meeting – if you wish to attend please contact us, before the day of the
meeting if possible, using our web-form:

<https://www.bromley.gov.uk/CouncilMeetingNoticeOfAttendanceForm>

Please be prepared to follow the identified social distancing guidance at the meeting,
including wearing a face covering.

ADE ADETOSOYE OBE
Chief Executive

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 Friday 9th September 2021.**

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 23 JUNE 2021 (EXCLUDING EXEMPT ITEMS) (Pages 5 - 18)**

5 **MATTERS OUTSTANDING AND WORK PROGRAMME (Pages 19 - 26)**

6 **STATUTORY FORWARD PLAN OF KEY DECISIONS (Pages 27 - 32)**

HOLDING THE RESOURCES, COMMISSIONING AND CONTRACTS PORTFOLIO HOLDER TO ACCOUNT

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

Portfolio Holder decisions for pre-decision scrutiny.

a **CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2021/22_ (Pages 33 - 40)**

HOLDING THE EXECUTIVE TO ACCOUNT

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

Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 22 September 2021

POLICY DEVELOPMENT AND OTHER ITEMS

9 **TRANSFORMATION UPDATE (Pages 41 - 62)**

10 **CONTRACTS REGISTER AND CONTRACTS DATABASE**

(Part 1 report and appendix available online only)

PART 2 AGENDA

11 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

12 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS (IF ANY)

13 PART 2 CONTRACTS REGISTER AND CONTRACTS DATABASE (Pages 63 - 86)

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 7.00 pm on 23 June 2021

Present:

Councillor Christopher Marlow (Chairman)
Councillor Kira Gabbert (Vice-Chairman)
Councillors Yvonne Bear, Nicholas Bennett MA J.P.,
David Cartwright QFSM, Mary Cooke, Nicky Dykes,
Will Harmer, Simon Jeal, Keith Onslow, Gary Stevens,
Melanie Stevens, Michael Tickner, Pauline Tunnicliffe and
Angela Wilkins

Also Present:

Councillor Graham Arthur, Portfolio Holder for Resources,
Commissioning and Contracts Management

14 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillors Evans and Councillor Hitchins. Councillors Keith Onslow and Gary Stevens attended as their respective substitutes.

The Chairman reported to the Committee that the Leader of the Council was listening to the meeting via conference call.

15 DECLARATIONS OF INTEREST

There were no additional apologies for absence.

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

No questions were received.

17 MINUTES OF THE EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE MEETING HELD ON 25 MAY 2021 (EXCLUDING EXEMPT ITEMS)

The minutes of the Executive, Resources and Contracts PDS Committee meeting held on 25 May 2021, were agreed and signed as a correct record subject to the correction of a minor typing error.

**18 MATTERS OUTSTANDING AND WORK PROGRAMME
 Report CSD21074**

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 noted that the Assistant Director for Strategy, Performance and Transformation had not yet had the opportunity to contact Councillors Bennett and Fawthrop regarding the comments they had previously submitted in relation to the draft Building a Better Bromley Strategy. The Chairman asked that the Assistant Director contact the Councillors as a matter of priority.

The Chairman confirmed that the recommendation to convene a meeting of the Constitutional Improvement Working Group had been made to the Executive and any response received would be shared with the Committee.

RESOLVED: That the report be noted and the Assistant Director for Strategy, Performance and Transformation be asked contact Councillors Bennett and Fawthrop as a matter of priority to discuss their comments concerning the Building a Better Bromley Strategy.

19 FORWARD PLAN OF KEY DECISIONS

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

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

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

**a TREASURY MANAGEMENT - ANNUAL REPORT 2020/21
 Report FSD21034**

The report summarised treasury management activity during the March quarter and included the Treasury Management Annual Report for 2020/21, which was required to be reported to Full Council. The report ensured that the Council was implementing best practice in accordance with the CIPFA Code of Practice for Treasury Management. Investments as at 31st March 2021 totalled £380.1m and there was no external borrowing. For information and comparison, the balance of investments stood at £396.9m as at 31st December 2020 and £336.1m as at 31st March 2020, and, at the time of writing the report (4th June 2021) it stood at £407.2m.

In opening the discussion, the Chairman sought confirmation of the processes that had been followed prior to investments being made in the Bank of Qatar and Bank of Kuwait. In response, the Director of Finance explained that there were four key criteria:

- Ability to invest in sterling;
- FCA accredited;
- Credit assessment; and
- Assessment of credit default swaps.

With these measures and controls in place the banks were deemed to be comparable with UK Banks.

The Committee noted that whilst Officers did not undertake specific checks to ensure that banks were not aligned to regimes with 'a dubious human rights record', Officers would be aware of wider publicity around such regimes.

The Director of Finance reminded the Committee that the Bank of England Base Rate had been 0.1% for some time, and whilst yield was a key consideration, Officers also took security and liquidity into consideration. Over the last year the Treasury Management Strategy had resulted in additional income of £1.5m in addition to the £1.5m which had been transferred into the Income Equalisation Reserve which generated significant income for the Council whilst managing risks around volatility.

In relation to investing in local authorities, the Director of Finance explained that it was unlikely that local authorities would default on loans due to the impact on borrowing and loss of confidence in the market. However, reputational issues were taken into account and a balanced judgement made.

In respect of Pooled investment Schemes, the Director of Finance confirmed that this related to setting aside funding for 3-5 years as well as Multi Asset income Funds.

In respect of the Project Beckenham investment, the Director of Finance explained that it had been in the Council's interest to support a local scheme. The Council would continue to be open to future opportunities on the basis of security.

The Chairman acknowledged and recognised the continuing good performance in the Council's Treasury Management.

RESOLVED: That the Portfolio Holder be recommended to:

- 1. Note the Treasury Management Annual Report for 2020/21;**
- 2. Approve the actual prudential indicators within the report.**

21 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

The Committee considered the following reports on the Part 1 agenda for the meeting of the Executive on 30 June 2021:

(5) PROVISIONAL FINAL ACCOUNTS 2020/21 Report FSD21020

The report considered the 2020/21 provisional outturn at portfolio level and Council wide as well as the potential implications for the Council's financial position in 2021/22. The purpose of the report was to give a broad overview of the financial outturn. The 2020/21 provisional outturn provided for no variation in general fund balances, subject to the recommendations in the report being agreed. The report referred to the financial impact of the Covid-19 situation which needed to be treated with some caution because of the ongoing uncertainty arising from moving out of lockdown to transition and ultimately the 'new normal'. The report sought agreement to set aside resources to support funding housing investment as well as partly fund future Covid related cost pressures. The report also referred to the arrangements to address Government funding received during 2020/21 where the corresponding costs were charged to the Council's general fund in future years.

In introducing the report, the Director of Finance highlighted that it had been a remarkable year with the requirement to manage unprecedented levels of funding from the Government to deliver the response to the Covid pandemic. Now was the point of transition where attention had to be turned to thoughts about adjusting to the 'new normal' and the pressures which would inevitably present in the coming years.

Another key focus would be supporting the Council priority of housing. Officers would continue to work on the basis of delivering value for money and targeting resources where they were needed.

In relation to the carry forward request, the Committee noted that some would be utilised for the ongoing response to the Covid pandemic. It was clear that current levels of government funding could not be sustained in future years, as such there was a need to manage the current funding to ensure future resilience as well as manage the ongoing risks around the pandemic.

RESOLVED: That the Executive be recommended to

- 1. consider the provisional revenue and capital outturns for the 2020/21 financial year and the earmarked balances on the General Fund as at 31st March 2021;**
- 2. consider the variations in 2020/21 impacting on the Council's 2021/22 financial position;**

3. consider the comments from Chief Officers;
4. approve the requests for carry forwards totalling £749k (net) subject to the funding being allocated to the Central Contingency in 2021/22 to be drawn down on the approval of the relevant Portfolio Holder;
5. agree the changes to the central contingency sum;
6. recommend to Council that a sum of £3.887m be set aside as a contribution to the Housing Invest to Save Fund earmarked reserve;
7. recommend to Council that a sum of £6.506m be set aside as a contribution to the COVID impact/recovery earmarked reserve;
8. note the creation of a Business Rates Adjustment earmarked reserve relating to the timing differences of grant income received and the costs charged to the Councils General Funds.

**(6) CAPITAL PROGRAMME OUTTURN 2020/21
Report FSD21038**

This report set out the final outturn on capital expenditure and receipts for 2020/21. Capital expenditure in the year was £19.7m, compared to the final approved budget of £46.0m, resulting in a total net variation of Cr £26.3m. For funding purposes, £15.0m slippage was assumed in the Quarter 3 capital monitoring report, so there was an overall variation of Cr £11.3m in the use of capital receipts and external and revenue contributions.

RESOLVED: That the Executive be recommended to:

1. Note the report;
2. Approve the following amendment to the Capital Programme for 2021/22:
 - (i) Approve an increase of £2,443k to the Disabled Facilities Grant scheme to reflect the 2020/21 allocation as detailed in paragraph 3.2.1;

(7) GROWTH FUND SUPPORT FOR PLANNING

The report sought Growth Fund support for a 2-year temporary Planner for the Development Management team to work on major applications.

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The Assistant Director for Planning explained that the temporary Planner post would be directly and indirectly supporting the growth of housing schemes across the Borough and would also be supporting the pre application process and the growth in planning applications. In response to a question, the Assistant Director reported that over the course of the year there had been a roughly 20-30% increase in planning applications.

A Member expressed concern that capital funding was being used for revenue expenditure, in response the Chairman suggested that in this case there had been a surge in planning applications and it was not anticipated that the surge would be sustained in the long-term therefore this was fixed-term expenditure. The Director of Finance confirmed that the proposal was to effectively pump-prime and initially fund the service whilst developing sustainable funding solutions for future years. It was possible to fund short-term staffing from capital. The purpose of this post was to support the development of housing schemes across the Borough and there met the criteria of the growth fund.

RESOLVED: That the Executive be recommended to:

- 1. To approve the use of up to £116k from the Growth Fund earmarked reserve to fund a Planning Officer post for a two-year fixed term;**
- 2. To note that this will be reviewed after one year, taking into account the anticipated additional income generated and any underspends within the Planning Department's existing budget, and that any funding not required will be returned to the Growth Fund.**

**(17) IT SERVICES PROCUREMENT
Report CSD21075**

This report summarised options to be explored for ensuring the continued provision of IT services currently provided by BT, following the end of the current contract in December 2023. It set out procurement options to be explored in further detail to enable decision making, procurement and transition to any new or changed arrangements. The report also outlined the approach for undertaking the next phase of work with a detailed review of the options to provide for the member decision on choice of the final options. It did not address specific technologies, as this had been covered in previous reports and decisions, but on the means of provision of IT services.

In response to a question from the Chairman, the Assistant Director for IT confirmed that the use of new technologies to drive modernisation would be looked at part of the procurement options and Officers would be seeking partnership working for the implementation of artificial intelligence and assistive technology. Members noted that the key focus on new technologies

(such as artificial intelligence and 3D printing) would be through the Digital Strategy which was being developed and would be presented to the Committee in September 2021.

A Member expressed concerns around the high project management costs detailed in the report. The Assistant Director confirmed that the costs set out in the report were the indicative costs that had been obtained through market research. It was agreed that the Assistant Director would provide details of the costings that had been received to Councillor Will Harmer following the meeting.

RESOLVED: That the Executive be recommended to:

- 1. Note the options and recommended focus on option 2 presented in this report and approve the funding set out in section 8 for the additional resources required to fully analyse and explore procurement options for the IT provision and subsequent Service Support Models.**
- 2. Note that there is further cost implication depending on the option taken following the options investigation. These costs need to be considered against the strategic importance of the IT service provided which impacts on all of the Council's services, supports the transformation agenda in delivering service improvements and budget efficiencies, and is a vital element of the Council's infrastructure. Consequently, there is a need to explore options, deliver the optimum IT solution and achieve best value for as this is a significant contract forming a vital element that underpins the Council's service delivery infrastructure.**

(18) TRANSFORMING BROMLEY 2019 - 2023: FIRST TWO YEARS

The report provided the Executive with key updates on the progress of the Transforming Bromley agenda two years into the four-year Transformation Programme (2019 - 2023).

The Chief Executive provided an overview of the report highlighting that the 2019 Staff Conference had been the genesis of transformation and details of the progress that had been made would filter through to individual PDS Committees, but it was important to recognise the importance of celebrating the progress that had undoubtedly been made. Since 2019 there had been key development around the Council's Digital Strategy and this, along with the Building a Better Bromley Strategy would be reported to the Committee in September 2021. Despite the ongoing Covid-pandemic and the additional demands that this had placed on a number of Officers, the corporate transformation process had continued. The Covid pandemic had inevitably had an impact and had presented challenges which no one could have

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foreseen in 2019, however, the Transformation Roadmap had never been designed to be a static document and had instead evolved in order to respond to these new challenges.

In response to a question, the Chief Executive highlighted that in 2019, one of the key aspirations had been to introduce agile and home working. The Covid pandemic had accelerated these plans and currently 60-90% of the workforce were working flexibly. A report on the Civic Centre Accommodation Strategy would be presented to Members in the coming months.

In response to a series of questions, the Chief Executive confirmed that reports concerning the 17 strands of the Transformation Programme could be made available to Members. However, a number of these reports would have been presented to individual PDS committees or Executive as part of the savings identified in the medium-term financial strategy. It was clear that the Transformation Roadmap was an organic document and where necessary Officers would approach committees and garner comments and views from Members in order to ensure that the process of corporate transformation was flexible and reactive.

In response to a suggestion that the language of transformation should be more focused on service improvement, the Chief Executive confirmed that all members of the Corporate Leadership Team focused on three key areas:

- What could be done to improve the lives of residents?
- What could be done in terms of improving processes? and
- What innovations could be delivered?

It was only when these three key areas were addressed that savings could be delivered through transformation.

In relation to staffing resilience and continuity, the Chief Executive confirmed his awareness of the age profile of the Council's Senior Leadership Team and the inevitable loss of experience and wisdom that was likely to manifest in the coming 5 to 10 years. In response to this, efforts were being made to develop and build programmes of support and promote internal staff. Through mentoring, supporting and coaching the Council would be able to develop its own pipeline strategy. Members noted that this was not a problem unique to Bromley, in the past year 7 Chief Executives and a number of Directors across London had retired.

RESOLVED: That Executive be recommended to:

- 1. Note and comment on the report**
- 2. Agree to refer the report to all PDS Committees and General Purposes and Licensing Committee.**

**22 CUSTOMER SERVICES CONTRACT MONITORING REPORT
Report CSD21073**

The report provided information on the performance of the Customer Service Contract provided by Liberata for the period 1st December 2020 to 31st May 2021. A letter from Amanda Inwood-Field, Contract Director for Liberata, provided her update on each individual element and her letter was attached at Appendix 1 of the report.

In opening the discussion, the Chairman noted that throughout the period from March to May there had been a steady deterioration in the performance of the contact centre and asked what action was being taken to mitigate the downward trend. In response, the Committee heard that throughout April and May there had been an increased number of calls relating to the elections and registrations of marriages, births and deaths. Performance had been closely monitored and recent data evidenced an improvement in performance.

In relation to the review of the Council's website, the Chairman requested that a particular effort be made to remove expired pages. The Committee noted that the programme to review and refresh the website content had already started and as part of this old content would be deleted.

Noting that that no surveys had been sent out in April and May, the Vice-Chairman queried whether surveys were now being sent to customers. In response, the Committee were informed that April and May had been the period of transition to the new survey. 121 surveys had been sent in the current period and measures were being put in place to increase the number of surveys being sent. Customers who contacted the Council by telephone or in person were provided with a friendly URL or alternatively a paper copy of the survey could be supplied if required.

Noting that the number of surveys sent out was currently comparatively small, the Committee were told that following the changes that had been implemented, future reports to the Committee would evidence a significant increase in the number of surveys.

The Committee requested that the next monitoring report provide details of any analysis of equality impact in terms of increased digitalisation, particularly the impact on vulnerable adults and children. Members noted that no individual details were collected in terms of the protected characteristics of customers engaging with the Contact Centre.

RESOLVED: That the report be noted.

**23 EXCHEQUER SERVICE - CONTRACT PERFORMANCE
REPORT
Report FSD21037**

The report provided information regarding Liberata's performance in the provision of Exchequer Services for the period 1st April 2020 to 31st March

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2021. A letter from Amanda Inwood-Field, Liberata's Contract Director, provided an update on each individual service and was attached at Appendix 1 to the report with statistical data relating to the services shown in subsequent appendices.

In opening the discussion, the Chairman asked what action was being taken to address issues around sundry debtors. In response, the Committee heard that reminders were sent as the end of the year approached although the process was not always simple as some invoices required certain negotiation prior to the final invoice being agreed.

In relation to the debt advice provided to individuals who may be experiencing financial difficulties as a result of the pandemic, the Committee noted that there was a payment deferral period as well as new legislation to provide 'breathing space' to people experiencing financial problems. Members also noted that clients were also advised to seek independent debt advice.

In response to a question, the Committee noted that in terms of disputed debt, further analysis would need to be obtained in order to review the age profile of the debt. In relation to the BT debt, the Committee noted that an update on how the dispute was being managed would need to be obtained from the Service Department. It was agreed that responses to these points would be addressed in the next monitoring report presented to the Committee.

Members noted that performance in respect of Financial Assessments had dipped as a result of the loss of key staff at the beginning of the year. This was a very technical package which required specialist training for staff. Resourcing issues had now been resolved and the target was being achieved with assessments being turned around in 10 days. In response to a question from the Chairman concerning workforce stability, the Committee noted that recently Liberata had already transitioned to its post-Covid operating model and had started to recruit to a shared service centre which would provide increased resilience.

In relation to online residential reviews, the Committee noted that there was an alternative paper-based version in addition the setup of the Service enabled resources to be targeted on supporting vulnerable clients with completing the review either online or paper-based.

The Committee acknowledged the importance of ensuring that adequate controls were in place for payments.

RESOLVED: That the report be noted.

**24 BENEFITS SERVICE MONITORING REPORT\COUNCIL TAX
SUPPORT\REDUCTION 2022/23
Report FSD21035**

The report provided information regarding the performance of the Benefits Service provided by Liberata for the period 1 December 2020 to 31 March

2021. A letter from Amanda Inwood-Field Liberata's London Regional Contract Director was attached to the report as Appendix 1. This communication provided Liberata's perspective of performance, together with an update on initiatives to be introduced in the coming months.

In opening the discussion, the Chairman noted that it was encouraging that that the increase in applications for Council Tax Support had been limited 12% to date, although it was recognised that this was likely to increase from September 2021 as the furlough scheme ended. Members noted that there were already higher volumes of Universal Credit (UC) work coming through the system. Investment had been made in UC automation and this would help in keeping workload volumes down.

The Committee noted that Appendix 6 to the report set out DWP reported performance for Q3 2020/21 and this showed that Bromley was tracking comparatively well for that performance. Members suggested that a benchmarking exercise needed to be undertaken to ensure that there was increased learning from best practice. It was clear that Bromley was performing well but it would be helpful to continually review what more could be done to drive continuous improvement. The Chairman suggested it would be helpful for the next monitoring report to include benchmarking data for other local authorities to enable Members to identify trends.

Turning to the issue of the Council Tax Support/Reduction Scheme, the Portfolio Holder for Resources, Commissioning and Contracts Management explained that all local authorities had to make their own individual decisions in relation to the scheme offered. Bromley had opted to take a simplistic approach to the scheme which required a contribution of 25%. A number of other local authorities had far more complex schemes which were then challenging to administer. It was agreed that the information produced by London Councils detailing the various Council Tax Support/Reduction Schemes across London would be shared with the Committee. The Portfolio Holder highlighted that, as a result of the challenging financial position many families found themselves in as a result of the pandemic, it was recognised that it would be difficult for many to face an increase this year. The Committee also noted the availability of the government funded hardship fund, which had also been increased for this year. The Portfolio Holder highlighted the holistic approach taken to support for the Council's Care Leavers, noting that the support package that was available went far beyond simply support with the costs of Council Tax.

In relation to the consultation for the Council Tax Support/Reduction Scheme, a Member suggested that it may be helpful to respondents if the alternative options that were available were set out as part of the consultation along with figures and examples of how the different schemes would impact on finances.

At the conclusion of the discussion, Councillor Simon Jeal proposed that the recommendation be amended to add a question to the consultation regarding an exemption for care leavers and to further amend the consultation to

provide examples of the impact of either an increase or decrease in Council Tax Support. The motion was seconded by Councillor Angela Wilkins, put to the vote and LOST.

The Chairman proposed that the Portfolio Holder be recommended to approve consulting on Option 3 (leaving the scheme unchanged for 2022/23). The motion was seconded by Councillor Kira Gabbert put to the vote and CARRIED:

RESOLVED: That

- 1. The report be noted**
- 2. The next monitoring report include benchmarking data for other local authorities and;**
- 3. The Portfolio Holder be recommended to approve that Option 3 (leaving the scheme unchanged) be recommended in the consultation exercise for the Authority's 2022/23 Council Tax Support/Reduction scheme.**

25 REVENUES SERVICE MONITORING REPORT
Report FSD21036

The report provided information regarding the performance of the Revenues Services provided by Liberata for the period 1 December 2020 to 31 March 2021. A letter from Amanda Inwood-Field, Liberata's London Regional Contract Director, provided an update on each of the individual service and was attached to the report at Appendix 1 with statistical data relating to the Revenues Service attached at Appendix 2.

In opening the discussion, the Chairman asked how Bromley's performance compared with other London Boroughs in terms of Council Tax and Business Rates. In response Members noted that for Business Rates the average decline across London was 8.4% whilst Bromley's was 6.4% as such Bromley was below average. In relation to Council Tax Bromley performed comparatively well. Noting the poorer performance in respect of business rates, a Member suggested that it may be helpful for the Committee to have sight of the improvement plan for the service. The Chairman also suggested that future reports include a commentary of comparative performance and the action being taken to drive continuous improvement.

As the information concerning the number of accounts removed from the single person discount as a result of fraud was not available at the meeting it was agreed that this information would be provided following the meeting. It was also agreed that information concerning the number of properties vacant for 2 years and those vacant for 5 years would also be provided following the meeting.

In response to a question, the Director of Finance explained that more would be known about the risk surrounding the collection of Business Rates and to a lesser extent Council Tax once the virtual court started. However, it was clear that a lot would depend on the economy and economic recovery. Members noted that it had been a difficult year with a number of cancelled direct debits however, the Director of Finance confirmed that risks had been factored into the financial forecast.

Turning to the Empty Properties Premium, the Chairman noted that there were currently a number of uncertainties in relation to the performance of the economy and it would be unwise to take action which may prejudice homeowners who were trying to sell their property. Members noted that there were a number of complex reasons why properties were left empty (such as probate) and it was important to highlight that there was currently a premium being charged for empty properties, the Committee were considering the issue of increasing this premium in certain circumstances. The Committee requested that it be provided with any information that was available concerning why and where homes were left vacant.

RESOLVED: That

- 1. The report be noted;**
- 2. Future reports include a commentary of comparative performance and the action being taken to drive continuous improvement; and**
- 3. The Portfolio Holder be recommended to approve the deferral of the decision to increase the Empty Homes Premium to 2022/23.**

26 QUESTIONS ON THE EXECUTIVE, RESOURCES AND CONTRACTS PDS INFORMATION BRIEFING

In response to three questions asked at the meeting in respect of Risk Management, the Director of Finance confirmed that:

1. The Risk Register provided in the report was a high-level register with separate Risk Registers for contractors.
2. Issues surrounding adjustment to the new normal were currently under consideration including risks around the impact of ending the furlough scheme and inflationary risks arising from the pandemic.
3. In relation to Brexit, the approach that was now being taken was to report specific risks through the individual Risk Registers for each Directorate.

A Members also noted that reference to the continued preparation for the *second* wave of the pandemic should be amended to make reference to the third wave.

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**27 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**

28 EXEMPT MINUTES OF THE MEETING HELD ON 25 MAY 2021

The Part 2 (exempt) minutes of the meeting held on 25 May 2021, were agreed and signed as a correct record.

The Meeting ended at 9.46 pm

Chairman

Report No.
CSD21093

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive, Resources & Contracts PDS Committee

Date: Wednesday 15 September 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: Ade Adetosoye, Chief Executive

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 At its meeting on 25 May the Committee agreed that its four overarching priorities for the 2021/22 municipal year would be
1. The Income and Expenditure of the Council post Covid-19,
 2. A Review of the best sources of funding for the Council's Housing and Capital Programme,
 3. A Review of the Procurement Framework post Brexit, and
 4. Review of the timetable for the Council's Transformation Programme and monitor the Transformation Programme to ensure that new technology was used wherever appropriate in order to ensure that the Council's operations were economic, effective and efficient.
- 3.6 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

- 3.7 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.

MATTERS OUTSTANDING FROM PREVIOUS MEETINGS

Minute Number/Title/Date	Action/PDS Request	Update	Action by	Expected Completion Date
Minute 6 – Forward Plan of Key Decisions	That the Assistant Director for Strategy, Performance and Transformation liaise with the councillors who provided comments on the Draft Building a Better Bromley Strategy prior to the report being presented to the Committee.	The Comments from the councillors have been collated and will be incorporated into the revised document.	Assistant Director for Strategy, Performance and Transformation	In progress
22 Customer Services Contract Monitoring Report (23 June 2021)	That the next monitoring report provide details of any analysis of equality impact in terms of increased digitalisation, particularly the impact on vulnerable adults and children.	The next report will include the information requested.	Head of Customer Services	January 2022
25 Revenues Service Monitoring Report (23 June 2021)	That information concerning the number of accounts removed from the single person discount as a result of fraud and information concerning the number of properties vacant for 2 years and those vacant for 5 years be provided following the meeting.	Information was circulated to the committee on 31 August 2021.	Revenues and Benefits Manager	Completed

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

Meeting Date: 13 October 2021		
	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Scrutiny of the Chief Executive	N/A	PDS Committee
Executive Agenda	Various	Pre-decision scrutiny
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
Review of Covid Grants	Finance	PDS Committee
Update on Transforming Property Programme	Property	PDS Committe
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 Leader	N/A	PDS Committee
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
Scrutiny of the Resources, Commissioning & Contract Management Portfolio Holder	N/A	PDS Committee
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 (<i>if applicable</i>)	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

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LONDON BOROUGH OF BROMLEY

FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 24 AUGUST 2021

PERIOD COVERED: August 2021 - November 2021

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 21 September 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						
BUILDING A BETTER BROMLEY	Executive	22 September 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
WEBSITE REDESIGN	Executive	22 September 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Duncan Bridgewater Tel: 0208 461 7676 Duncan.Bridgewater@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
SEN FREE SCHOOL	Executive	22 September 2021 Children, Education & Families PDS Committee	Meetings	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@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?
HARRIS KENT HOUSE DEVELOPMENT	Executive	22 September 2021 Children, Education & Families PDS Committee	Meetings	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@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
SUPPORTED ACCOMMODATION AND FLOATING SUPPORT CONTRACTS	Executive	22 September 2021 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Lynnette Chamielec Lynnette.Chamielec@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
WEST WICKHAM LEISURE CENTRE	Executive	22 September 2021 Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer: Lydia Lee Tel: 01689 873 826 Lydia.Lee@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
NORMAN PARK	Executive	22 September 2021 Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer: Lydia Lee Tel: 01689 873 826 Lydia.Lee@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background document

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?
ARG BUSINESS GRANTS	Executive	22 September 2021 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Lydia Lee Tel: 01689 873 826 Lydia.Lee@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
COUNCIL INFORMATION DISPLAY UNITS CONTRACT EXTENSION	Executive	22 September 2021 Environment & Community Services PDS Committee	Meetings	Contact Officer: Andrew Rogers Tel: 020 8461 7670 andrew.rogers@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background document
HOBLINGWELL WOOD RECREATION GROUND - COMMUNITY CYCLE TRACK AND HUB	Executive	22 September 2021 Environment & Community Services PDS Committee	Meetings	Contact Officer: Mark Anderson mark.anderson@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
PROCUREMENT OF HR/PAYROLL SOFTWARE	Executive	22 September 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Emma Downie emma.downie@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?
LEARNING DISABILITY SUPPORTED LIVING - CONTRACT AWARD	Executive	22 September 2021 Adult Care & Health PDS	Meeting	Contact Officer: Colin Lusted Tel: 0208 461 7650 Colin.Lusted@bromley.gov.uk	<u>Report will be considered in the public part of the meeting, with confidential material considered during exempt proceedings</u>	Report and relevant background documents
WALNUTS SITE, ORPINGTON	Executive	20 October 2021 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Lydia Lee Tel: 01689 873 826 Lydia.Lee@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
DISCRETIONARY GRANT POLICY - DISABLED FACILITIES GRANT	Executive	20 October 2021 Adult Care & Health PDS Committee	Meetings	Contact Officer: Lynnette Chamielec Lynnette.Chamielec@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
DORSET ROAD INFANT SCHOOL	Executive	20 October 2021 Children, Education & Families PDS Committee	Meetings	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@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
ADULT CARE & HEALTH PORTFOLIO						
CHILDREN, EDUCATION & FAMILIES PORTFOLIO						

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?
EDUCATION PLANNED MAINTENANCE PROGRAMME	Portfolio Holder for Children, Education and Families	Between 14 September 2021 and 30 September 2021 Children, Education & Families PDS Committee	Meetings	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
EARLY YEARS SUFFICIENCY ASSESSMENT	Portfolio Holder for Children, Education and Families	Between 14 September 2021 and 30 September 2021 Children, Education & Families PDS Committee	Meetings	Contact Officer: Carol Arnfield Tel: 020 8461 8659 Carol.Arnfield@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
PROVISION OF INDIVIDUAL SUPPORT FOR SHORT BREAKS FOR DISABLED CHILDREN	Portfolio Holder for Children, Education and Families	Between 14 September 2021 and 30 September 2021 Children, Education & Families PDS	Meeting	Contact Officer: Daniel Manns daniel.manns@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?
AWARD OF CONTRACT FOR CAPITAL WORKS AT MARIAN VIAN PRIMARY SCHOOL	Portfolio Holder for Children, Education and Families	Between 14 September 2021 and 30 September 2021 Children, Education and Families PDS Committee	Meetings	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@bromley.gov.uk	<u>Report is expected to be considered in the public part of the agenda, with confidential material considered during exempt proceedings</u>	Report and relevant background documents
AWARD OF CONTRACT - EDUCATION CAPITAL PROJECTS	Director of Children's Services	Between 01 October 2021 and 30 November 2021 Children, Education & Families PDS Committee	Email	Contact Officer: Robert Bollen Tel: 020 8313 4697 Robert.Bollen@bromley.gov.uk	<u>Exempt Information - not for publication - business affairs of a person or body.</u>	Report and relevant background documents
ENVIRONMENT & COMMUNITY SERVICES PORTFOLIO						
PUBLIC PROTECTION & ENFORCEMENT PORTFOLIO						
RENEWAL, RECREATION & HOUSING PORTFOLIO						
RESOURCES, COMMISSIONING & CONTRACT MANAGEMENT PORTFOLIO						

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

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

Report No.
FSD21050

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE, RESOURCES & CONTRACTS PORTFOLIO HOLDER

Date: For pre-decision scrutiny by the Executive, Resources & Contracts PDS Committee on 15th September 2021

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2021/22

Contact Officer: Katherine Ball, Principal Accountant
Tel: 020 8313 4792 E-mail: katherine.ball@bromley.gov.uk

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 15th July 2021, the Executive received a report summarising the current position on capital expenditure and receipts following the 1st quarter of 2021/22 and agreed a revised Capital Programme for the four-year period 2021/22 to 2024/25. This report highlights changes agreed by the Executive and the Leader in respect of the Capital Programme for the Executive, Resources & Contracts Portfolio. The revised programme for this portfolio is set out in Appendix A detailed comments on individual schemes are shown in Appendix B, and details of the 2020/21 outturn position are included in Appendix C.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to note and acknowledge the changes agreed by the Executive on 15th July 2021.

Impact on Vulnerable Adults and Children:

1. Summary of Impact:

Corporate Policy

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

Financial

1. Ongoing costs: Not Applicable
 2. Budget head/performance centre: Capital Programme
 3. Total current budget for this head: £39m for the Executive, Resources & Contracts Portfolio over the four years 2021/22 to 2024/25
 4. Source of funding: Capital grants, capital receipts, S106 and earmarked revenue contributions.
-

Personnel

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

Legal

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

Procurement:

1. Summary of Procurement Implications:
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Capital Monitoring – variations agreed by the Executive on 15th July 2021

- 3.1 A revised Capital Programme was approved by the Executive on 15th July 2021, following a detailed monitoring exercise carried out after the 1st quarter of 2021/22. The base position is the programme approved by the Executive on 10th February 2021, as amended by variations approved at subsequent Executive meetings. All changes to schemes in the Executive, Resources & Contracts Portfolio Programme are itemised in the table below and further details are included in paragraphs 3.2 to 3.3. The revised Programme for the Portfolio is attached as Appendix A whilst Appendix B shows actual spend against budget in the first quarter of 2021/22, together with detailed comments on individual scheme progress. Appendix C includes details of the final outturn in 2020/21.

	2021/22	2022/23	2023/24	2024/25	Total 2021/22 to 2024/25
	£'000	£'000	£'000	£'000	£'000
Programme approved by Executive 10/02/2021	20,321	17,204	279	0	37,804
Net underspend 2020/21 re-phased to 2021/22 (Para 3.2)	1,171				1,171
Approved programme prior to 1st Quarter monitoring	21,492	17,204	279	0	38,975
Variations approved by the Executive 15/07/21					
Financial Systems Replacement	Cr 150	150			0
Total approved variations	Cr 150	150	0	0	0
Revised Executive Resources & Contracts Portfolio	21,342	17,354	279	0	38,975

3.2 Net Underspend 2020/21 re-phased into 2021/22

The 2020/21 Capital Outturn was reported to the Executive on 30th June 2021. There was overall slippage of £1.2m on schemes in the Executive, Resources & Contracts portfolio compared to a total portfolio budget of £4m. There was slippage of £0.9m on the IT Transformation scheme, and £0.8m on the Civic Centre Development Strategy, offset by offset by accelerated expenditure on the Social Care Case Management scheme. The £1.2m underspend has been re-phased into 2021/22.

3.3 Schemes re-phased from 2021/22 into 2022/23

As part of the 1st quarter monitoring exercise, a total of £150k has been re-phased from 2021/22 into 2022/23 to reflect revised estimates of when expenditure is likely to be incurred. This is itemised in the table below and comments on scheme progress are provided in Appendix B. This has no overall impact on the total approved estimate for the capital programme.

Capital expenditure-Rephasing in Q1 Monitoring	2021/22	2022/23	Total
	£'000	£'000	£'000
Financial system replacement	Cr 150	150	0
Total Executive, Resources & Contracts Re-phasing	Cr 150	150	0

Post-Completion Reports

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

- Upgrade of Core Network Hardware
- Replacement of Storage Area Network
- Rollout of Windows 7 and Office 2000
- Replacement of MD110 telephone switch
- Windows Server 2003 Replacement Programme
- Review of Corporate Customer Services IT System

4. POLICY IMPLICATIONS

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

5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 15th July 2021. Changes agreed by the Executive and the Leader for the Executive, Resources & Contracts Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal, Personnel and Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Capital Programme Monitoring Qtr.1 2021/22(Executive 15/07/21) Capital Outturn report (Executive 30/06/21) Capital Programme Monitoring Qtr.3 2020/21 (Executive 10/02/21)

EXECUTIVE, RESOURCES & CONTRACTS PORTFOLIO - APPROVED CAPITAL PROGRAMME 15TH JULY 2021								
Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Responsible Officer	Remarks
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's		
PROPERTY DIVISION								
Emergency Works on Surplus Sites	312	236	76	0	0	0	Michael Watkins	(Block Capital) Essential to maximise capital receipts
Property Investment Fund	112,553	97,068	5,485	10,000	0	0	Michael Watkins	Various property acquisitions - met from Property Investment Fund, Growth Fund, and Capital Receipts
Civic Centre Development Strategy	15,810	350	9,460	6,000	0	0	Matt Wyatt	Approved Executive 18/05/16 and Council 04/07/16
Property Disposal/Feasibility Work (Growth Fund)	250	172	78	0	0	0	Michael Watkins	Executive 24th May 2017. Funded by the Growth Fund
Property Management System	175	0	175	0	0	0	Hannah Jackson	Approved by the Leader on 10/09/2020 Funded from revenue receipts
TOTAL - PROPERTY DIVISION	129,100	97,826	15,274	16,000	0	0		
RESOURCES DIRECTORATE								
IT Transformation	5,766	4,196	1,570	0	0	0	Vinit Shukle	Approved by Exec 28/11/18
SharePoint Productivity Platform upgrade/replacement	1,500	495	1,005	0	0	0	Vinit Shukle	
Customer Services IT System Replacement	958	111	290	279	279	0	Duncan Bridgewater	
Financial Systems Replacement	1,550	0	1,350	200	0	0	James Mullender	Agreed by Council on 24/02/20.
Social Care Case Management System IT	3,000	1,923	1,077	0	0	0	Naheed Chaudhry	Exec approved 12 Sept 2018 - £2.7m from Social Care Grant and £0.3m from PCT learning scheme
HR/Payroll System Replacement	1,650	0	775	875	0	0		
TOTAL RESOURCES DIRECTORATE	14,424	6,724	6,067	1,354	279	0		
TOTAL EXECUTIVE, RESOURCES & CONTRACTS PORTFOLIO	143,524	104,550	21,342	17,354	279	0		

EXECUTIVE, RESOURCES & CONTRACTS PORTFOLIO - APPROVED CAPITAL PROGRAMME 15th JULY 2021				
Capital Scheme/Project	Revised Estimate Feb 2021	Actual to July 2021	Revised Estimate July 2021	Remarks
	£'000s	£'000s	£'000s	
PROPERTY DIVISION				
Emergency Works on Surplus Sites	106	0	76	(Block Capital) Essential to maximise capital receipts. To prepare surplus sites for disposal and to cover any emergency works.
Property Investment Fund	491	13	5,485	Additional £15m capital receipts to fund future acquisition (approved Exec 11/02/15). Purchase for Trinity House was completed Late March/ Early April'17. Two further property purchases were approved in December Executive Meetings. £15.4m budget rephasing to be requested for Nov 2019 Exec with £150k to 2019/20, £243k to 2020/21, £5m to 2021/22 and £10m to 2022/23.
Civic Centre Development Strategy	1,048	0	9,460	Feasibility study has now been completed and report being prepared for Executive to determine if project proceeds to next stage.
Property Disposal/Feasibility Work (Growth Fund)	78	0	78	Feasibilities being carried out on a number of schemes. These are being progressed until planning approval and on-site development by contractor is underway, and the costs will then be transferred to according scheme code.
Property Management System	100	0	175	
TOTAL - PROPERTY DIVISION	1,823	13	15,274	

RESOURCES DIRECTORATE				
IT Transformation	1,355	275	1,570	Approved by Exec 28 Nov 2018. Network hardware including UPS ordered. Total spend for 2020/21 anticipated to be approx £1.3m with remaining £348k to be rephased to 2021/22.
SharePoint Productivity Platform upgrade/replacement	500	90	1,005	Officers now taking a tactical solution to move to Sharepoint 2010 from 2007 version, before finally moving to new platform of Office 365. Ongoing project which is gaining momentum. This scheme will now be delivered in-line with the IT Transformation scheme to ensure there is no duplication. Anticipate spend of £800k this year with £806k to be rephased to FY21/22.
Customer Services IT System Replacement	85	14	290	System is now live. Decommissioning work to commence on old system.
Financial Systems Replacement	140	126	1,350	Scheme approved by Executive on 12th February 2020 to procure and implement a new Financial System to replace the existing Oracle E-Business Suite R12, and in-house developed budget monitoring systems (EBM and FBM). The scheme was delayed slightly due to the impact of COVID-19 and essential upgrades required for other financial systems. Following the decision by the Leader in November 2020 to procure the Oracle Cloud ERP system, officers awarded a contract through the G-Cloud framework in March 2021 to Namos Solutions to implement the system. The first prototype build was completed in August and Application Walkthroughs are currently in progress. Go live is currently on track for April 2022.
Social Care Case Management System IT	99	641	1,077	Programme budget agreed Sept 2018 (Report ED10868). Award of contract to purchase new system May 2020 (Report CEF20010B). Specialist resources to implement system procured, programme on track to go live by March 2022.
HR/Payroll System Replacement	0	0	775	The current HR/Payroll software and support contract ends in June 2023 however to allow for time for parallel run testing of payroll results in new software, any new system needs to be ready for January 2023.
TOTAL RESOURCES DIRECTORATE	2,179	1,146	6,067	
TOTAL EXECUTIVE, RESOURCES & CONTRACTS PORTFOLIO	4,002	1,159	21,342	

EXECUTIVE, RESOURCES & CONTRACTS PORTFOLIO - APPROVED CAPITAL PROGRAMME 15th JULY 2021					
Capital Scheme/Project	Actual to 31.03.21	Approved Estimate Feb 21	Final Outturn	Variation	Comments/Actions taken
	£'000s	£'000s	£'000s	£'000s	
PROPERTY DIVISION					
Emergency Works on Surplus Sites	236	106	30	Cr 76	2020/21 Underspend re-phased into 2021/22
Property Investment Fund	97,068	491	5	Cr 485	2020/21 Underspend re-phased into 2021/22
Civic Centre Development Strategy	350	1,048	259	Cr 790	2020/21 Underspend re-phased into 2021/22
Property Disposal/Feasibility Work (Growth Fund)	172	78	0	Cr 78	2020/21 Underspend re-phased into 2021/22
Property Management System	0	100	0	Cr 100	2020/21 Underspend re-phased into 2021/22
TOTAL - PROPERTY DIVISION	97,826	1,823	293	Cr 1,529	
RESOURCES DIRECTORATE					
IT Transformation	4,196	1,355	480	Cr 874	2020/21 Underspend re-phased into 2021/22
SharePoint Productivity Platform upgrade/replacement	495	500	301	Cr 199	2020/21 Underspend re-phased into 2021/22
Customer Services IT System Replacement	111	85	95	10	2020/21 Overspend deducted from 2021/22
Financial Systems Replacement	0	140	0	Cr 140	2020/21 Underspend re-phased into 2021/22
Social Care Case Management System IT	1,923	99	1,661	1,562	2020/21 Overspend deducted from 2021/22
HR/Payroll System Replacement	0	0	0	0	
TOTAL RESOURCES DIRECTORATE	6,724	2,179	2,538	359	
TOTAL EXECUTIVE, RESOURCES & CONTRACTS PORTFOLIO	104,550	4,002	2,832	Cr 1,171	

Report No.
CSD21086

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Environment & Community Services PDS Committee – 1 September 2021
Public Protection & Enforcement PDS Committee – 7 September 2021
Renewal, Recreation & Housing PDS Committee – 8 September 2021
Adult Care and Health PDS Committee – 9 September 2021
Children, Education & Families PDS Committee – 14 September 2021
General Purposes & Licensing Committee – 21 September 2021

Date: September 2021

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

Title: TRANSFORMING BROMLEY 2019 – 2023: FIRST TWO YEARS

Contact Officer: Graham Walton, Democratic Services Manager
020 8461 7743 E-mail: graham.walton@bromley.gov.uk

Chief Officer: Chief Executive

Ward: All Wards

1. Reason for report

1.1 At its meeting on 30th June 2021 the Executive considered the attached report on the Council's Transformation Programme, and referred the report to all PDS Committees and General Purposes and Licensing Committee. The report has already been considered by Executive, Resources and Contracts PDS Committee at its meeting on 23rd June 2021.

2. **RECOMMENDATION**

That progress with the Transformation Programme be noted.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The Adult Social Care and Children's Services and Education workstreams of the Transformation Programme aim to ensure that vulnerable adults and children are kept safe from harm in Bromley as part of the Transforming Bromley agenda.
-

Corporate Policy

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

Financial

1. Cost of proposal: Cost implications of individual transformation proposals are identified in associated reports to Members
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Council-wide budgets
 4. Total current budget for this head: Council-wide budgets
 5. Source of funding: Funding requirements for each proposal are identified in associated reports for decision by Members.
-

Personnel

1. Number of staff (current and additional): Council-wide
 2. If from existing staff resources, number of staff hours: The Transformation Project is embedded as part of business-as-usual service delivery.
-

Legal

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

Procurement

1. Summary of Procurement Implications: The procurement implications of each transformation proposal will be identified in associated reports to Members
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The Transformation Programme will benefit all 330,000 residents 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: Not Applicable

3. COMMENTARY

- 3.1 At its meeting on 30th June 2021 the Executive received an update on the progress of the Transformation Programme. The draft minute from that meeting is set out below -

256 TRANSFORMING BROMLEY 2019 - 2023: FIRST TWO YEARS

The Executive received key updates on the progress of the Transforming Bromley agenda two years into the four year Transformation Programme (2019-2023).

The report had been scrutinised by the Executive, Resources and Contracts PDS Committee on 23rd June 2021 and the Committee supported the recommendations.

RESOLVED that the report be noted and referred to all PDS Committees and General Purposes and Licensing Committee.

- 3.2 The report had already been scrutinised at Executive, Resources and Contracts PDS Committee at its meeting on 23rd June 2021 – the Committee’s draft minutes are set out below –

21. PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

(18)TRANSFORMING BROMLEY 2019 - 2023: FIRST TWO YEARS

The report provided the Executive with key updates on the progress of the Transforming Bromley agenda two years into the four-year Transformation Programme (2019 - 2023).

The Chief Executive provided an overview of the report highlighting that the 2019 Staff Conference had been the genesis of transformation and details of the progress that had been made would filter through to individual PDS Committees, but it was important to recognise the importance of celebrating the progress that had undoubtedly been made. Since 2019 there had been key development around the Council’s Digital Strategy and this, along with the Building a Better Bromley Strategy would be reported to the Committee in September 2021. Despite the ongoing Covid-pandemic and the additional demands that this had placed of a number of Officers, the corporate transformation process had continued. The Covid pandemic had inevitably had an impact and had presented challenges which no one could have foreseen in 2019, however, the Transformation Roadmap had never been designed to be a static document and had instead evolved in order to respond to these new challenges.

In response to a question, the Chief Executive highlighted that in 2019, one of the key aspirations had been to introduce agile and home working. The Covid pandemic had accelerated these plans and currently 60-90% of the workforce were working flexibly. A report on the Civic Centre Accommodation Strategy would be presented to Members in the coming months.

In response to a series of questions, the Chief Executive confirmed that reports concerning the 17 strands of the Transformation Programme could be made available to Members. However, a number of these reports would have been presented to individual PDS committees or Executive as part of the savings identified in the medium-term financial strategy. It was clear that the Transformation Roadmap was an organic document and where necessary Officers would approach committees and garner comments and views from Members in order to ensure that the process of corporate transformation was flexible and reactive.

In response to a suggestion that the language of transformation should be more focused on service improvement, the Chief Executive confirmed that all members of the Corporate Leadership Team focused on three key areas:

- What could be done to improve the lives of residents?
- What could be done in terms of improving processes? and
- What innovations could be delivered?

It was only when these three key areas were addressed that savings could be delivered through transformation.

In relation to staffing resilience and continuity, the Chief Executive confirmed his awareness of the age profile of the Council’s Senior Leadership Team and the inevitable loss of experience and wisdom that was likely to manifest in the coming 5 to 10 years. In response to this, efforts were being made to develop and build programmes of support and promote internal staff. Through mentoring, supporting and coaching the Council would be able develop its own pipeline strategy. Members noted that this was not a problem unique to Bromley, in the past year 7 Chief Executives and a number of Directors across London had retired.

RESOLVED: That Executive be recommended to:

- (1) Note and comment on the report
- (2) Agree to refer the report to all PDS Committees and General Purposes and Licensing Committee.

3.3 Committees are therefore requested to consider the aspects of the Transformation Programme that affect their portfolios.

Non-Applicable Sections:	See attached report
Background Documents: (Access via Contact Officer)	Transforming Bromley – Report to the Executive, 10 July 2019

Report No. **London Borough of Bromley**
Please obtain
a report **PART ONE - PUBLIC**
number

Decision Maker: **EXECUTIVE**

Date: **30 June 2021**

Decision Type: Non-Urgent Executive Non-Key

Title: **TRANSFORMING BROMLEY 2019 - 2023: FIRST TWO YEARS**

Contact Officer: Ade Adetosoye OBE, Chief Executive
Tel: 020 8313 4197 E-mail: ade.adetosoye@bromley.gov.uk

Chief Officer: Ade Adetosoye OBE, Chief Executive

Ward: All Wards

1. Reason for report

This report provides the Executive with key updates on the progress of the Transforming Bromley agenda two years into the four year Transformation Programme (2019 - 2023).

2. **RECOMMENDATION(S)**

2.1 It is recommended that the Executive:

- i) Note and comment on the report
- ii) Agree to refer the report to all PDS Committees and General Purposes and Licensing Committee.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The Adult Social Care and the Children's Services and Education workstreams of the Transformation Programme aim to ensure that vulnerable adults and children are kept safe from harm in Bromley as part of the Transforming Bromley agenda.
-

Corporate Policy

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

Financial

1. Cost of proposal: The cost implications of individual transformation proposal are identified in the associated report for decision to Members
 2. Budget head/performance centre: Council-wide budget
 3. Total current budget for this head: Council-wide
 4. Source of funding: The funding requirements for each individual transformation proposal are identified in the associated report for decision to Members.
-

Personnel

1. Number of staff (current and additional): Council-wide
 2. If from existing staff resources, number of staff hours: The Transformation Programme is embedded as part of business-as-usual service delivery
-

Legal

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

Procurement

1. Summary of Procurement Implications: The procurement implications for each individual transformation proposal will be identified in the associated report for decision to Members.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The Transformation Programme will benefit all 330,000 residents 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: Not Applicable
3. **COMMENTARY**

Transformation Programme 2019 - 23

- 3.1 In 2019, the Transformation Programme was launched through the Transforming Bromley Roadmap and outlined the organisation's local approach to tackling the key strategic challenges and significant funding pressures facing the local authority over the next four financial years and a projected emerging £31.7m budget gap by 2022/23. Through this programme, the Council has aimed to transform services to respond to increasing statutory responsibilities, a growing and ageing population, and a growth in demand for statutory services for those with increasingly complex needs.
- 3.2 The Transforming Bromley programme aims to ensure that the Council can continue to meet the needs and expectations of residents through enabling self-sufficiency, designing and delivering efficient services, and improving outcomes for residents at the earliest point of need within a sustainable financial envelope. A report outlining the key strategic principles of the Transformation Programme and the key workstreams went to Members in July 2019.
- 3.3 To ensure the good governance of the Transformation Programme, it is monitored on the Corporate Risk Register in line with the Council's risk management procedures. The Transformation Programme was also subject to an internal audit on its governance arrangements in January 2020 which reported 'substantial' assurance, indicating a sound system of control in place to achieve our strategic transformation objectives.
- 3.4 The Chief Executive has provided regular updates on the Transformation Programme at bi-annual scrutiny sessions since 2019. The Director of Finance has also provided key narrative updates informing how transformation savings have been built into the Medium Term Financial Strategy or else otherwise used to mitigate growth pressures and deliver savings to existing grant schemes in the draft budget reports for 2020/21 and 2021/22. Chief Officers have also provided transformation updates to their respective Portfolio Holder(s) and PDS Committees to inform the delivery of proposals.
- 3.5 Over the last 16 months, the transformation agenda has progressed despite the unexpected and highly challenging context of the Covid-19 pandemic. The Council has demonstrated its agile change management capacity to respond swiftly to residents' needs, delivering additional public health programmes and accelerating the rapid implementation of some key elements of our transformation agenda, including digitalisation. Across the Council, significant changes were quickly implemented to deliver alternative 'business as usual' and Covid-19 safe services. Our Covid-19 response has shown some of the ways forward: better use of technology, shared use of data and intelligence, better strategic decision-making, and better collaboration across services.
- 3.6 This report brings together an overview of the headline achievements during the first two years of the four year Transforming Bromley Programme, as well as the key transformation savings that have been achieved to date. It also provides the direction of travel for the next two years, including some newly identified priority projects against each of the transformation workstreams.
- 3.7 The £10.6m of transformation savings to be delivered by 2024/25 that were built into the Medium Term Financial Strategy for 2020/21 and 2021/22 as a result of transformation proposals from the first two years of the programme are also presented in this report.

Achievements of the first two years of the Transforming Bromley Programme

- 3.8 The Council's Transformation Programme has taken a whole Council approach to tackling medium and long-term organisational challenges. The scope of the Transformation Programme is to deliver the objectives in the context of the following workstreams:

1. Housing, Planning, Property and Regeneration
2. Children's Services and Education
3. Adult Social Care
4. Environment and Public Protection
5. Professional Services
6. Workplace Modernisation

3.9 A summary of the key achievements of each workstream and any new priority programmes for the next two years of the Transformation Programme is provided below.

Housing, Planning, Property and Regeneration

3.10 For this workstream, the Transforming Bromley Roadmap outlined the following objectives:

- Explore all options to increase the supply of affordable housing within Bromley, including permanent and temporary accommodation and within the private rented sector
- Review our initiatives to manage temporary accommodation pressures.
- Focus on early intervention and prevention to relieve housing and homelessness pressures and explore long-term regeneration activities to meet the needs of residents.

3.11 For Bromley, one of the most significant long-term cost pressures is the impact of homelessness and provision of Temporary Accommodation (TA). The Council currently supports 1,800 households in TA with just over 1,000 in costly forms of nightly paid accommodation, which places significant strain on the Council's revenue budget. The Council continues to focus on increasing supply of accommodation through housing association partners and private sector options, like many other local authorities, this supply continues to be insufficient to meet the level of need and is likely to be further challenged as a result of COVID-19 pandemic due to an increase in financial pressures on households and evictions.

3.12 The Housing, Planning, Property and Regeneration workstream has delivered the following activities in its first two years:

- Additional prevention work to reduce levels of homelessness and increase access to private rented accommodation to relieve housing pressures
- The reopening of our Housing Revenue Account (HRA) provides an additional mechanism to allow the Council to better set the rate and pace of additional affordable supply and a vehicle for the ownership of units to ensure ongoing control of affordable units. This will enable us to directly meet statutory rehousing duties and thus reduce the current cost pressures associated with costly forms of nightly rate accommodation. This will also enable the Council to access grant funding to assist in the development and acquisition of units.
- Increasing the supply of cost-effective temporary accommodation on other Bromley-owned sites
- As part of our work to increase the supply of good quality affordable housing and reduce the costs of providing temporary accommodation, we have seen the acquisition and development of properties through various schemes including an agreement with Beehive to provide 51 properties from Hyde Housing and the creation of a limited liability partnership with Orchard and Shipman for the acquisition of approximately 242 residential properties.
- Initial approval from Members has been given and planning permission approved to provide 60 units across three Council-owned sites at Burnt Ash Lane, Bushell Way and Anerley. Off-site construction works has commenced, and it is anticipated that the sites will be ready for residents in September 2021.

- Our Housing Strategy for 2019 - 29 sets out the Council's housing priorities for good quality and affordable homes to reflect housing needs. This sits alongside the Homelessness Strategy for 2018 - 23 and our Local Plan. We also drafted the Council's Regeneration Strategy for 2020 - 2030, which sets out the Council's regeneration priorities for the borough.
- Efficiency savings through better administration of the Disabled Facilities Grant provision
- Our Community Infrastructure Levy (CIL) proposals were approved for adoption by the Council in April 2021 and will come into effect on all relevant planning permissions determined on and after 15 June 2021.
- We are continuing to improve the quality of our building control services and our planning regulatory function with suitable service improvement plans in place.

3.13 We have also progressed our commitment to transform our Property Services and our ambition to move to a corporate landlord model for the strategic, effective, and efficient management of the Council's estate and assets. This is being developed through three different work programmes:

- We have agreed a clear direction of travel for the delivery of our Property and Facilities Management services going forward to ensure that we have a comprehensive approach that meets the needs of our organisation and ultimately residents now and in the future.
- The Operational Property Review has commenced to review of all of the Council's assets with a view to producing an evidence-led Operational Accommodation Strategy supported by a full financial business case and delivery plan to meet the needs of the organisation in the short, medium and longer term.
- The Disposals Programme is a programme of work to introduce a new fund management approach for the Council's investment properties and to work with Housing, Planning and Regeneration teams to ensure that we have a robust property portfolio to meet all the needs of the Council and required services.

Housing, Planning, Property and Regeneration: next two years

3.14 Some of key emerging strategic priorities for the workstream over the next two years include:

1. Deliver transformed Property services

- Deliver the three workstreams to transform property services
- Reconfiguring the delivery of our Property and Facilities Management Service
- Agreeing and setting out the workplan for the Council's Accommodation Strategy to drive longer-term accommodation changes.

2. Implement Economic Development agenda

- Economic Development Strategy for 2021 - 2031 will go to Executive in June 2021 and sets out our aspirations to grow and support the local economy over the next decade
- Support Business Improvement Districts (BIDs) and ensure we utilise these functions to re-generate and grow our local economy.
- Engage with the Digitalisation Strategy to deliver infrastructure for economic recovery for businesses affected by the COVID-19 pandemic.

3. Develop Bromley's Leisure Strategy

- Critical reflection on what is Bromley's role as a leisure provider and our leisure offer

4. Libraries without Walls

- Work with GLL to develop our 'libraries without walls' virtual library offer, building on the benefits and outcomes already achieved through the COVID-19 pandemic.

Adult Social Care

- 3.15 Adults in Bromley have generally better health outcomes than the national average. Life expectancy of 81 years for males and 85 years for females exceeds national figures.
- 3.16 The Council, our health partners and providers, alongside our local community and voluntary sector, provide services for an increasing number of adults and older people with support needs. Over 750 requests for support are made each month for adults and older people's services. Over 2000 people receive packages of support in the community and high numbers of service users receive personal budgets to fund their care. Over 1500 residents live in residential care or nursing homes of which 20% are local authority funded placements.
- 3.18 For this workstream, the Transforming Bromley Roadmap outlined the following objectives:
- Modernising the social care offer and embedding strengths-based approaches and demand management in response to our sustained demographic and financial challenges.
 - Using strengths based approaches and apply principles of personalisation and co-production. Through this, we are focusing on the way we support residents to receive the right level and type of support, at the right time, to maximise their independence. This will reduce or delay their need for ongoing/or formal social care support.
 - Transforming our services by offering earlier help and prevention, enabling residents to retain and regain their independence and working closely with public, independent and voluntary sector partners to make best use of our combined resources.
- 3.19 Over the last two years, we have significantly improved partnership and collaboration with health partners, particularly in the context of the Covid-19 pandemic. During 2020, we implemented a new single point of access pathway for hospital discharges, allowing us to model pressure on adult social care services as patients have been discharged from hospital. In addition, we have restructured our services to meet the needs of our residents.
- 3.20 Since 2019, the key transformation activities across adult social care have included:
- Supporting people to remain active and independent in their communities is a key objective of our Ageing Well Strategy. We have reviewed our partnership arrangements with Bromley Well, our third sector health and wellbeing consortium provider, as part of further developing this early intervention offer. Our strategic analysis of data has supported commissioners to review priorities to sit alongside our Ageing Well strategy, our Learning Disability strategy, and our Mental Health strategy, which will deliver a renewed focus on promoting independence and wellbeing.
 - Our shared lives service, a service for adults with learning disabilities, mental health issues or other needs who cannot on live on their own and matches them with an approved carer in an adult placement, has also been developing its business plan to increase shared live placements and retention of additional carers.
 - We have launched our adult social care 'Making Practice Personal framework, in conjunction with the Social Care Institute for Excellence (SCIE), articulating our system-wide approach to working with adults in need of care, advice and support across the borough.

- Managing demand through the front door and reviewing access arrangements to adult social care services, ensuring residents are screened and signposted to appropriate services in a timely way.
- Improvements to our assessment process, ensuring timely and accurate assessment of need to enable us to work with vulnerable adults at the earliest point and reduce need for higher levels of intervention.
- Regular review of adult social care cases to ensure we are supporting people to live independently and reducing demand and expenditure for high-cost placements where achievable.
- We have undertaken strengths-based reviews of learning disability packages of support developing new working arrangements for 2021/22. We have been challenging our own traditional approach to packages of support, finding new and more creative ways of helping young people transition from children to adult social care. We have taken a similar strengths-based review approach for our older people and those with mental health support packages.
- Reviewing our commissioning arrangements for live-in care and additional 1:1 support in care homes to ensure appropriate and financially sustainable delivery of services. Our new domiciliary care services contract, awarded in September 2020 and mobilised with effect from June 2021, will ensure that the care management action, provider support and commissioning action is aligned to support the delivery of the objectives for each individual and that domiciliary care providers also work to re-able our clients.
- We have driven up the permanency rate of adult social care staff to over 80% and reducing reliance on agency and short term contracts. Our Step up to Care programme is successfully recruiting new staff into the care sector to improve recruitment and retention in adult social care.
- Delivering integration savings from health and social care, supporting people appropriately and reducing barriers to accessing high-quality services across the borough.

3.21 **Adult Social Care: next two years**

Some of key emerging strategic priorities for the workstream over the next two years include:

1. **Working with self-funders**

- Develop programme guide for self-funders, including working with the market, improved advice, information, and guidance.

2. **Broadening approach to early intervention and prevention**

- Maximising use of volunteers across a range of activities beyond social isolation
- Social prescribing
- Joint commissioning of Bromley Well through integrated care system, including key demand management analysis to assist redesign.

3. **Adult Social Care digitalisation agenda**

- Work with BT to deliver a gap analysis of current digital solutions and those that could be implemented to reduce demand on statutory services.

4. **Mental health services**

- Review of Section 75 agreement with incumbent provider.

Children's Social Care and Education:

3.22 In 2019, the key priorities for children's social care and education in the Transforming Bromley Roadmap were:

- Delivery of children's services and education is sustainable and helps our children and young people at the earliest point of need.
- To review and implement a long-term sustainable approach for residential and other specialist placements for children's services and to review transition plans and service pathways.
- Explore opportunities for developing an integrated 0 – 25 service for children and young people with SEND
- Implement the SEND reforms to ensure a more consistent and graduated range of SEND provision in Bromley.

3.23 Over the last two years, Bromley has seen a 24% increase of referrals coming into Children's Social Care. Many of these families have never been known to the Council before and the nature of some of these referrals are complex and high risk. As at March 2021, we had 335 children looked after in Bromley.

3.24 Early intervention and prevention is vital to work with families at the earliest point and reduce the likelihood of children and families requiring ongoing long-term statutory service support and thus improving their life outcomes. Over 97,505 contacts received support and services through our Children and Family Centres in 2019/20. Despite the Covid-19 pandemic, we have still seen 6,559 contacts through our centres and around 2,726 children and their families have received support through the Bromley Children's Project through our ability to provide

3.25 Alongside this, our SEN service in Bromley has, like local authorities across England, seen a sustained increase in requests for Education, Health and Care (EHC) needs assessments, EHC Plans and specialist placements, which is impacting on the availability of placements.. The number of EHC Plans has increased to 2,984 in March 2021, which represents a 17% increase, which looks likely to continue in the future alongside national trends. There is an increase in EHC Plans for children and young people with complex issues; challenging behaviours, complex mental health, childhood trauma/neglect and social communication,

3.26 Since 2019, the key transformation activities and achievements across children's social care have included:

- Our Staying Together service has been established to help children and young people at risk of entering care to stay with their families through intensive support to identify workable solutions to meet both the needs of the young person and the parent or carer (or care provider). The service worked with 40 children which resulted in only two children coming into care. The Service is now starting to move to support the Youth Offending Service to work with young people to prevent them coming into the service.
- The Council has joined the West London Alliance (WLA) in order to ensure that it has a wider and better range of high quality placements to offer our children, achieving better value for money through increased negotiating power as a result of joining the alliance. Transformation savings of £390k have been delivered from 2021/22.
- We are also working to achieve better value for money for our placements outside the WLA through renegotiating our terms with independent foster carer agencies and reducing cost through block booking placements.

- Enhancing our children's contact centre service offer and generating income by extending hours and remit at two of our centres (Royston and the Saxon Centre), which will allow supervised visits to accommodate both the Council and private clients through gaining NACC accreditation.
- Delivering efficiency savings by diverting children and young people from independent foster agency placements and better using our 3 retained emergency foster placements. To date we have placed 37 children through this scheme which has resulted in better outcomes for children in our care.
- Our children's social care service had 80 - 85% permanent staff which represents a significant improvement on our position in previous years. We continue to promote frontline staff into senior management roles in children's services through 'grow your own' and 'talent spotting' schemes.

3.27 Our key transformation activities across education services have included:

- Officers have transformed communications with schools and the early years sector through the development of the Education Matters website. This has provided an efficient vehicle for communications, document exchange, guidance and training opportunities with Bromley schools, early years providers and other partners. In addition to our communications portal, the service has also procured a system to support the management of the early years funding processes.
- We are delivering a sustained approach to earlier intervention, improving inclusion and appropriate support and challenge to deliver efficiency savings through reviewing our alternative provision services and our support services to children and young people with SEMH (Social, Emotional & Mental Health) needs. This has delivered a whole system change and the commissioning of a secondary vocational provision that has enabled the service to reduce the level of exclusions of children which has in turn assisted the service to not only contain significant budget pressures but more importantly provided better outcomes for our children and young people and their education.
- Reviewing the SEN transport policy and delivering efficiencies through the expansion of the in-house independent travel training team.
- The SEN service carried out a review of SEN Placements to seek to reduce the costs of placements through commissioning additional local provision, reducing costly out of borough or independent provision, and reviewing funding bands for Bromley special schools and additional resourced provisions. We are also undertaking a review of our SEN place planning and our current funding processes to enable the Council to be more sustainable now and in the future in its placement provision that meets the needs of our children.
- Bromley's adult education service continues to explore income generation, efficiencies and invest to save opportunities to enhance the quality of our learning offer. We have invested in technology and IT to enhance our online provision and develop creative and innovative ways of learning across all subject areas. We are advertising the use of classrooms for rent when they are not in use to support local people in a safe environment. We are also looking to pilot an intensive programme of learning for learners with learning difficulties and disabilities in addition to launching new full cost recovery courses such as professional bookkeeping and cookery courses.
- As part of the Local London Partnership, Bromley is one of nine boroughs that have submitted an application for funding for the Parental Employment Programme, working with children and family centres and family learning programmes to provide support for parents to find flexible working arrangements and access to childcare support, as well as support parents in work with career progression opportunities.

Children's Social Care and Education: next two years

3.28 Some of key emerging strategic priorities for the workstream over the next two years include:

1. **Children Social Care digitalisation programme**

Work with BT to deliver a gap analysis of current digital solutions and those that could be implemented to reduce demand on statutory services.

2. **0-25 Service offer**

Continue scoping exercise underway with a view to bringing forward a workplan for implementation over the next 2 years.

3. **Enhancing of Youth Services**

Undertake service review

4. **Use of Children's Centres**

Working with the Accommodation Strategy leads to diversify the use of children's centres outside of normal operating hours.

Environment and Public Protection

3.29 Bromley is London's largest borough by geographical area, covering 58 square miles, with 7,000 acres of green space, over 100,000 plotted trees and around 560 hectares of woodland, including 45 conservation areas. Bromley maintains over 128 parks which are highly valued by our residents for their benefits to good health and wellbeing. With around 330,000 residents, we are also responsible for a vast portfolio of services including the management of all the borough's waste and recycling requirements including more than 35,000 green garden waste collections. We maintain and clean 3,700 footways and 2,900 carriageways, combat fly tipping and ensure Bromley's street scene is kept to a good standard. The Council also works well with its Friends Groups, with over 4000 Snow Friends in 426 Snow Friend groups and over 1,500 Street Friends and 49 active Friends of Parks Groups with over 3,500 members.

3.30 Our Public Protection and Enforcement team leads on the delivery of the Council's individual and coordinated activity to ensure that Bromley continues to be a safe and healthy place to live, visit and work. The service spans Food Safety, Licensing, Trading Standards and Enforcement activities.

3.31 Our transformation priorities for environment and public protection services included:

- Reviewing the feasibility of various transport-related initiatives
- Delivering a more sustainable waste management approach by promoting recycling, composting, and reducing landfill waste
- Reviewing highway services, including long term funding arrangements for road resurfacing

3.32 Our strategic transformation priorities have further developed over the last two years to respond to emerging programmes including the Council's commitment to achieve net zero carbon emission by 2029 through our carbon management, as well as the Council's ongoing commitment to tackling poor air quality. We also recently established our first Green Recovery Board to tackle longer term environmental challenges for the local area.

3.33 Our key transformation activities and achievements have included:

- Significant reductions in the use of off-site storage through a digitalisation project has also delivered efficiency savings through our Information Management Strategy. This has coincided with the upgrade of the SharePoint platform to enable officers to effectively manage digitalised documents.
- Agreement to proceed with enforcement of moving traffic contraventions, which is expected to start later in 2021.
- Our Automatic Number Plate Recognition (ANPR) parking approach in the Civic Centre car park is delivering efficiency savings
- The invest-to-save programme to upgrade 4000 street lights has been completed and it is expected to deliver both future savings and contribute to the Council's pledge to have net zero carbon emissions by 2029.
- We have adopted a five-year Air Quality Action Plan for the borough to ensure that while Bromley continues to be the least polluted of all London boroughs, we can continue to make progress in mitigating the impact of poor air quality, including the adverse health impacts associated with air pollution
- Pedestrian and cycling improvements and tree planting schemes which will encourage walking and cycling and enhance the local environment.
- We continue to make significant progress against our Food Safety Service Plan, which sets out the Council's annual plan for effective enforcement of food safety legislation.
- We are undertaking a review of our Woodland Strategy to support biodiversity and to assist with meeting our net zero carbon target.
- The Safer Bromley Partnership Strategy went to Members for approval in July 2020. Four key priorities will be tackling burglary, domestic violence, non-domestic violence with injury and anti-social behaviour.
- We are developing a local information network regarding substance misuse in working with the Safer Bromley Partnership.
- The Public Protection Enforcement policy was adopted in February 2020. It aims to ensure that the public, the regulated community and other stakeholders know what to expect from the services within public protection.

Environment and Public Protection: next two years

3.34 Some of key emerging strategic priorities for the workstream over the next two years include:

1. **Carbon reduction and air quality plans to deliver Council's net zero ambitions**
2. **Green Energy plan including cross-cutting proposals with other departments.**
3. **Review of three main environmental contracts**
Opportunity for further efficiency savings through life of contract
4. **Departmental structure review**
Ongoing review to ensure structure is fit for purpose
5. **Link to Regeneration Strategy**
Ensuring synergy between work of the department and the Regeneration Strategy to meet future needs

Professional Services

- 3.35 In Bromley, our professional services include our enabling strategic and back office functions in the Council, such as Finance, HR, Legal, Corporate Procurement, Performance Management, Customer Services, Commissioning and Contracts, and our business support. Some of our professional services also includes direct service delivery to residents of the borough e.g. housing benefit assessments and payments. Frontline services and managers rely on these professional services for support and challenge to maximise organisational performance. The size of our support function is influenced by a number of factors, including cost, business delivery model (e.g. in-house, shared services or commissioned), organisational culture, the level of centralised or decentralised professional functions and technology.
- 3.36 The Professional Services transformation workstream set out to identify any potential opportunities for efficiency in the delivery of these service, ensuring that our services are fit-for-purpose and provide sufficient, capacity, skills, knowledge and experience available to the Council to deliver our priorities for the future.
- 3.37 During the pandemic, procurement services provided flexible advice adapting to challenges and varying contract arrangements where required. The pandemic also saw temporary easements to in-person committee meetings.
- 3.38 Our key transformation activities and achievements in this area have included:
- Delivering a significant corporate restructure and key efficiencies by establishing a streamlined corporate leadership team in September 2019 with five operational directors to lead the delivery of two front lines departments (People and Place) and three corporate directors to oversee central business functions through the Chief Executive's department and provide oversight to our professional services. At divisional level, the Directors have carried out further staffing and service realignment to deliver local efficiencies.
 - All professional services underwent a service review, ensuring that capacity and skills were fit for purpose in all areas. A business case to increase capacity in the legal department funded through a commercial model has ensured additional and specialist capacity to support housing and social care departments.
 - All departments have worked to deliver a 3% vacancy factor to ensure efficiencies where possible and COE agreed the approach for all contract managers to find between 2% and 5% efficiencies across all contracts at the point of review.
 - A new 'umbrella' contract to appoint agency staff was procured to ensure the Council had access to the right short-term skills and experience. The new contract allows for a streamlined process to manage and appoint staff, delivering better value for money.
 - Efficiencies to our staff training budgets to ensure value for money in our spending.
 - The retendering of the new Exchequer Services contract includes housing benefit assessments and payments with enhanced services and an increased scope to better meet the needs for residents.

Professional Services: next two years

- 3.39 Some of key emerging strategic priorities for the workstream over the next two years include:
1. **Ongoing review of Professional Services**
 - Continued assessment to ensure that back office functions are fit for purpose including ongoing capacity risk assessments delivering services with lean professional services.

- Support and challenge of business cases to ensure the right capacity, skills and knowledge is available to support statutory front line BAU and transformation.
2. **Liberata ‘Preventative Service Model’**
 - Deliver a proposals report to Liberata outlining the work programme to be delivered over the contract term, including four key elements: Going Digital Programme, Intelligence Automation, Digital Analytics Programme and the move towards an enhanced Single Financial Assessment Service and monitor through this workstream.
 3. **Cashless Council**
 - Conduct research to consider the feasibility of becoming a ‘cashless council’ and develop a business case for 2022/23 to progress within the regulatory parameters if feasible.
 4. **Outsourced Contracts**
 - Directors to review existing outsourced contracts where required to ensure the best method of service delivery and costs benefits. Where external contracts already exist, Directors to look for opportunities to further extend roles and responsibility.

Workforce Modernisation

- 3.40 Our Workplace Modernisation workstream has been the driver for delivering a modern working environment for our council offices. Before the pandemic, our Civic Centre campus could accommodate up to 1000 staff working on site during any working day, hardwired into the network on desktop computers.
- 3.41 The workstream is responsible for delivering a new Civic Centre campus office accommodation, driving our IT transformation programme and enhanced digital approach to service delivery, and our cultural change programme that enable a smarter and more flexible working environment to enhance staff wellbeing, productivity and retention. Enabling and empowering staff to identify the best ways of working within their services underpins our bottom line of delivering services within a sustainable financial envelope.
- 3.42 The COVID-19 pandemic has significantly affected this workstream perhaps more than others. It has informed critical reflection on our Civic Centre accommodation strategy business case and designs to reflect the potential for a more hybrid style of office working in the future. IT colleagues have sped up significant elements of our Information Management, IT and Digital strategies and we have begun the internal conversations with managers and their staff on striking the right balance between smarter working, employee wellbeing and ensuring high-quality delivery of services.
- 3.43 Since 2019, the Workforce Modernisation programme has delivered the following achievements:
- As up to 90% of staff have been working at home during the COVID-19 pandemic, we expedited the delivery of the IT strategy by rolling out over 1400 laptops in a COVID-19 safe manner from April to August 2020. This rollout included the migration to our Windows 10 operating platform, our move to Office 365 and the rollout of Microsoft Teams to further enable home working.
 - At the back end of our IT services, we upgraded our data centre infrastructure and improved network connectivity with new wireless connections across our sites. Work has also started on the new SharePoint intranet site - an initial version went live in May 2021

and will be finalised by October 2021, allowing for smarter working whilst managing information in line with best practice.

- Our digital vision for the future of Council services has been informed by the Digital Innovation Conference, held virtually in November 2020, which will inform our new Digital Strategy that is due to be published in 2021. Our experience during the pandemic, moving many of our services quickly online to support residents and staff during the pandemic, has shown the potential for a digital first approach to services. Moving forward, we are reflecting on what our new model of service should look like. How much of this 'channel shift' we should retain.
- Our transformative work with our IT provider has received national recognition as Bromley was shortlisted for the Public/Private Partnership award category of the 2020 Local Government Chronicle (LGC) Awards for IT partnership with BT.

3.44 We have also made significant progress on our cultural change agenda, led by Human Resources, to promote our organisational REAL values (respect, empower, ambition and learning). We recognise that our transformation agenda can only be achieved if we take staff on this journey with us and we engage in regular and open dialogue on how our organisational values can drive more efficient services and better outcomes for our residents.

- We rolled out our first two-day all staff conference in November 2019, engaging our staff in important dialogue about our Transformation Programme, our Digital Strategy and our culture change programme.
- We have held a series of thematic discussions on our corporate REAL values and will be re-launching our Bromley 'Values and Behaviours' competency framework in summer 2021, setting out desired skills and behaviours of managers and staff.
- We have improved our online HR toolkit and corporate and departmental workforce induction programmes to ensure that new starters are able to feel connected to the organisation in a hybrid working environment.
- Our learning and developing training offer during the pandemic has focused on personal mental and physical wellbeing responding to feedback from staff about the isolation of working from home.

3.45 To ensure that we were able to support our staff effectively, we have rolled out two COVID-19 staff wellbeing surveys, one in May 2020 and again in January 2021 to ensure that we were able to support staff to work effectively from home while also assessing their general wellbeing.

3.46 Some of the key headlines that will affect our transformation agenda going forward include:

- By January 2021, 96% of staff expressed confidence in working from home with their new technology.
- Only 7% of our staff want to work in the office full time, with 78% preferring a hybrid approach and 15% wishing to work remotely full time. Identified benefits to remote working include efficiency and better productivity while working from home, flexibility, no commute time, and better work/life balance. On the other hand, other staff have identified benefits to office working, including greater contact with colleagues, combatting loneliness, better workplace collaboration, and a more distinguished divide between work and home. We hope that a hybrid approach will draw out the benefits of both home and office-based working for the vast majority of our staff.

Workforce Modernisation: next two years

3.47 Some of key emerging strategic priorities for the workstream over the next two years include:

1. Redefine the Civic Centre Accommodation strategy

- Considering 'post Covid' change in behaviour patterns and ways of working, including the potential use of outposts reflections of service hubs and geography.

2. Implementation of Digital Strategy

- Digital-led approach to service delivery, supporting long term challenges regarding managing demand and enhancing user experience for residents
- Work programme to outline individual projects and providing separate invest-to-save business cases for any activities where funding is required and identified return on investment, in addition to ensuring co-funding opportunities are explored.

3. Re-procure IT Contract to meet new and emerging needs of Council

This re-procurement exercise will include the new normal impact on IT support requirements, ensuring that the service is fit-for-purpose now and in the future. The scoping work will take place in 2021/22 with the new contract due to go live in December 2023.

4. Refresh of the external website

Ongoing programme of work to ensure a user interface that is more customer friendly that drives the delivery of services with a single resident account linking into the work under the Council's Digital Strategy and other areas of work under this programme including Liberata's Preventative Model.

5. Information management and enabling smarter working

Through the roll out of the Council's new SharePoint system with the first phase due to go live in May 2021 and the rest to be completed by October 2021, we hope to improve communication, access to information and collaboration across the organisation and our partners.

Financial savings from the first two years of the Transformation Programme

3.48 The Transformation Programme has so far identified and built in over £10.6m in transformation savings into the Council's Medium Term Financial Strategy (MTFS) that will be delivered by 2024/25. The table below provides an overview of the savings built into the 2020/21 MTFS and the 2021/22 MTFS, which are also provided.

	Savings				
Transformation Programme 2019 - 2023	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)
Estimated total savings (net)	-4,096	-7,723	-10,141	-10,532	-10,608

3.49 Alongside these savings, some additional transformation savings have been earmarked to mitigate growth and this is included in the tables below for clarity. Where investments have been required to deliver transformation savings, this is also noted in the MTFS.

TRANSFORMATION INCLUDED WITHIN THE 2020/21 MTFS

Transformation Board	Proposal	Savings			
		2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)
Housing Phase 1: Immediate Measures	Further increasing level of homelessness prevention and access to private rented accommodation to prevent/relieve housing pressures - additional prevention work	0	-85	-241	-397
Housing Phase 2: Increasing the supply of cost effective temporary accommodation.	York Rise Modular provision Phase 1 - Tender Process				
	Phase 2 – Implementation Phase	-286	-568	-568	-568
	Included in the mitigation in the MTFS	286	568	568	568
	250 additional TA units on Bromley-owned sites through modular construction	-800	-1,600	-1,600	-1,600
Housing Phase 3: Property Acquisitions	Property acquisition partner - delivery of up to 400 units	0	-780	-2,340	-2,600
	Included in the mitigation in the MTFS	0	780	2,340	2,600
Housing Phase 4: Realignment and ongoing supply	Realignment and profiling of existing TA portfolio and reduction of bad debt provision.	-250	-500	-500	-500
	Managing demand through the front door More timely response for our Service Users Reduce the need for additional staff Reduce the cost of care packages Provide effective help without need for long term assistance Increase short term interventions within the community Reduction in LD Transition costs	-55	-55	-55	-55
ASC - Assessment	Meet the Council Statutory requirements with appropriate assessment forms More timely response for our Service Users Reduce the need for additional staff Reduce the cost of care packages Reduction of double handed care packages	-369	-369	-369	-369
	ASC - Review Ensuring we are supporting people to live independently Dealing with poor performing providers Reduction in the number of placements costing over the maximum rate Reduce the long term reliance on S.117 Ensure that the appropriate funding in place Reduce the level of 1:1 packages	-132	-132	-132	-132
ASC - Commissioning	Appropriate and Financial sustainable delivery of services	-68	-68	-136	-136
ASC - Workforce	Robust well trained and suitably qualified work force Reduction in the number of agency staff Increase in the number of permanent staff Decrease reliance on agency and short term contracts Reduction in dependency and over-provision of care Higher staff retention Reduction in the cost of staffing Driving Change	-167	-167	-167	-167
	Children's Social Care Placement demand LAC Investment required for above Phase 1 WLA Framework LAC Placements West London Alliance Placements other than WLA Included in the mitigation in the MTFS	-320 100 -150 -400 500	-320 100 -390 -800 750	-320 100 -390 -800 750	-320 100 -390 -800 750
Traffic and parking	Car Parks - Car Washing Facilities	-19	-19	-19	-19
	Car Parks - Advertising in the car parks	-18	-18	-18	-18
Accommodation	Delivery of accommodation strategy: Saving opportunities from rationalisation of meeting rooms, office space and 70/30 occupancy ratio Reduction in the use of off-site storage			-40	-40
Financial services	Exchequer Services Contract phase 1	-678	-678	-678	-678
HR	Review of agency staff to permanent staff	-14	-14	-14	-14
Senior leadership review and savings	Realignment of current leadership structure	-971	-971	-971	-1,000
	3% vacancy factor	-1,785	-1,785	-1,785	-1,785
	Already included in the mitigation in the MTFS	1,500	1,500	1,500	1,500
	Estimated total savings (net)	-4,096	-5,621	-5,885	-6,070

TRANSFORMATION INCLUDED WITHIN THE 2021/22 MTFS					
Transformation Board	Proposal	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)
Housing, Planning and Regeneration	DFG Funding and Administration of the DFG provision	-200	-200	-200	-200
Children's Services	Emergency Foster Placement	-26	-105	-184	-263
Children's Services	Contact Centres	-64	-104	-104	-104
Children's Services	Transport Services Policy	-111	-248	-298	-298
Children's Services	Adult Education	-49	-48	-35	-32
Environment and Public Protection	Enforcement of Moving Traffic Contraventions	-1,173	-2,969	-3,059	-3,059
Environment and Public Protection	Car Parks - ANPR solution in the Civic Offices car park	-29	-29	-29	-29
Professional Services	Review of Training Budgets	-50	-50	-50	-50
Professional Services	Staff realignment	-200	-200	-200	-200
Professional Services	Retendering	0	-103	-103	-103
Professional Services	Retendering	-200	-200	-200	-200
		-2,102	-4,256	-4,462	-4,538

Next steps

3.50 To continue the ongoing oversight of the Transformation Programme, the following next steps are recommended:

1. That the Executive refer the Transforming Bromley 2019 - 2023: first two years report to all PDS Committee and General Purposes and Licensing Committee for review and comment
2. Ongoing oversight through the Chief Executive's scrutiny sessions bi-annually at Executive, Resources and Contract PDS Committee
3. Regular reporting by Chief Officers at their respective PDS Committees on the progress of the newly emerging and ongoing priorities for the second half of the Transforming Bromley programme

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 The Adult Social Care and the Children's Services and Education workstreams of the Transformation Programme aim to ensure that vulnerable adults and children are kept safe from harm in Bromley as part of the Transforming Bromley agenda.

5. POLICY IMPLICATIONS

5.1 Through the work of the Transformation Programme, there will be proposals for Member decision that will require a policy decision. These individual proposals will be developed in consultation with Members to enable effective decision making.

6. FINANCIAL IMPLICATIONS

6.1 Through the work of the Transformation Programme, there will be transformation proposals with financial implications as part of the work to reduce the emerging budget gap. Each Transformation Programme workstream has a finance lead supporting the development of

transformation proposals. Consequently, each individual proposal will outline cost implications for Members in order to enable effective decision making.

7. PERSONNEL IMPLICATIONS

- 7.1 The Professional Services workstream of the Transformation Programme will look at professional services supporting both service departments and corporate functions, including looking at staffing capacity in the organisation. Each of the Transformation Programme workstreams has a HR lead supporting the development of transformation proposals. Each individual proposal will outline HR implications for Members in order to enable effective decision making.

8. LEGAL IMPLICATIONS

- 8.1 Each of the Transformation Programme workstreams has a Legal Services lead supporting the development of transformation proposals. Each individual proposal will outline legal implications for Members in order to enable effective decision making.

9. PROCUREMENT IMPLICATIONS

- 9.1 Through the work of the Transformation Programme, each Transformation Programme workstream will have the support of a Corporate Procurement lead to develop transformation proposals. The procurement implications for each individual transformation proposal will be identified in the associated report for decision to Members

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	Transforming Bromley - Executive, 10 July 2019

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