



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 5 October 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 13
OCTOBER 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 7 October 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 15 SEPTEMBER 2021 (EXCLUDING EXEMPT ITEMS)** (Pages 5 - 10)

5 **MATTERS OUTSTANDING AND WORK PROGRAMME** (Pages 11 - 16)

6 **FORWARD PLAN OF KEY DECISIONS** (Pages 17 - 22)

7 **SCRUTINY OF THE CHIEF EXECUTIVE** (Pages 23 - 30)

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 20 October 2021.

POLICY DEVELOPMENT AND OTHER ITEMS

9 **TRANSFORMING PROPERTY: UPDATE** (Pages 31 - 50)

10 **EXECUTIVE, RESOURCES AND CONTRACTS INFORMATION BRIEFING**

The items comprise:

- Risk Management (Red Risks)

Members have been provided with advance copies of the briefing via e-mail. The briefing is also available on the Council's Website at the following link:

<http://cds.bromley.gov.uk/ieListMeetings.aspx?CId=559&Year=0>

Information Items will not be debated at Executive, Resources and Contracts PDS Committee unless a member of the Committee requests a discussion be held. 24 hours' notice must be given to the Clerk.

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)

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EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 15 September 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,
Robert Evans, Will Harmer, Colin Hitchins, Simon Jeal,
Melanie Stevens, Michael Tickner, Stephen Wells and
Angela Wilkins

Also Present:

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

29 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Cllr Pauline Tunnicliffe. Councillor Wells attended as substitute.

30 DECLARATIONS OF INTEREST

There were no additional declarations of interest.

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

No questions were received.

32 MINUTES OF THE EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE MEETING HELD ON 23 JUNE 2021 (EXCLUDING EXEMPT ITEMS)

The minutes of the meeting held on 23 June 2021, were agreed and signed as a correct record.

15 September 2021

**33 MATTERS OUTSTANDING AND WORK PROGRAMME
Report CSD21093**

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.

A Member reminded the Committee of the requirement to report to Members on the evaluation of contracts, once completed, as part of the Gateway process and requested an evaluation report for the Total Facilities Management (Amey) contract. Noting that the Committee was due to receive an update on the Transformation of the Property Service, the Chairman requested that this report include the evaluation for the Amey contract.

The Chairman also reported that the Vice-Chairman would lead a Housing and Capital Finance Task and Finish Group focusing on one of the Committee's priorities for the year – that of sources of funding for the Council's Housing and Capital Programme. The Vice-Chairman would be reaching out to Members in due course.

RESOLVED: That the report be noted.

34 STATUTORY FORWARD PLAN OF KEY DECISIONS

The Committee noted the statutory Forward Plan of Key Decisions covering the period August 2021 to November 2021. The Chairman highlighted that the Procurement of the HR/Payroll Software report had been deferred until October.

**35 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 CAPITAL PROGRAMME MONITORING - 1ST QUARTER
2021/22
Report FSD21050**

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. The report highlighted changes agreed by the Executive and the Leader in respect of the Capital Programme for the Executive, Resources & Contracts Portfolio. The revised programme for the portfolio was set out in Appendix A and detailed comments on individual schemes were shown in Appendix B with details of the 2020/21 outturn position included in Appendix C.

In response to a question, the Director of Finance explained that one of the challenges with the HR/Payroll system was that it would need to link into other financial systems. It was recognised that any new system would need the flexibility to handle reducing personnel numbers. The report presented to October would set out any market testing undertaken to date.

The Director of Finance confirmed that further slippage of the report concerning the Civic Centre feasibility work was expected as there would now need to be a review of the impact of the increasingly agile ways of working following the Covid pandemic. This would be done as part of the wider Council Transformation work.

The Chairman requested that the outstanding post completion reports be expedited and that where necessary shortened reports drawing out key points be presented to the Committee.

RESOLVED: That the Portfolio Holder be recommended to note and acknowledge the changes agreed by the Executive on 15th July 2021.

36 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

The Committee considered the following reports on the Part 1 agenda for the meeting of the Executive on 22 September 2021:

(5) MAKING BROMLEY EVEN BETTER Report CSD21098

The report presented the refreshed corporate strategy “Making Bromley Even Better” 2021-2031. The ambitions outlined would be delivered through a wide range of strategic and operational plans across the Council and partner agencies.

In opening the discussion, the Chairman noted the extensive work that had gone into gathering comments and developing the refreshed strategy and thanked the Assistant Director for Strategy, Performance and Transformation for this work.

The Assistant Director reported that in developing the Strategy, she had engaged in one-to-one discussions with at least 20 Members and this had facilitated the development of the Strategy presented for approval by the Executive on 22 September 2021. There had also been an awareness of the need to reflect the requirements of the Council’s regulators, and this was one of the key reasons for updating the Corporate Strategy. It was recognised that the development of the Strategy had been unfortunately delayed by 12 months as a result of the demands imposed by the Council’s response to the Covid pandemic.

Whilst the Strategy was a high-level plan it was not static. The priorities set out in the Strategy would be delivered through the Portfolio Plans and delivery

15 September 2021

of objectives would be monitored through PDS Committees with amendments implemented as and when necessary.

The Committee noted that monitoring would be undertaken through a formal annual report as well as through the Chief Executive's appraisal process. Through this monitoring process the corporate strategy would be reflective of Portfolio Plans and the key agendas within each Portfolio.

Members welcomed the document noting that it was important that, as a roadmap of the Council's future intentions, the document was reflective of any significant changes in the direction of corporate strategy and policy and was updated as and when necessary. It was suggested that as a working document it may be helpful to number paragraphs in future versions.

A Member suggested that there should be further clarity around the statistics relating to employment in the Borough, and it was noted that this detail was captured in the Economic Development Strategy. In addition, noting that Bromley had the highest number of settled travellers in the United Kingdom a Member suggested that in fact the Borough had the highest number of settled travellers in Europe (although this statistic may be difficult to verify).

Noting the description of the Borough as the fourth most affluent borough in London, a Member highlighted that the Council should not hide away from the considerable areas of deprivation in the Borough. In response, the Assistant Director highlighted that the Strategy included a number of actions and objectives setting out the ambitions for the more deprived areas of the borough.

The Committee noted that following Executive the Strategy would be presented to Full Council.

RESOLVED: That the Executive be recommended to approve the refreshed Corporate Strategy; Making Bromley Even Better 2021-2031

**(6) CRM REPLACEMENT PROJECT - WEBSITE REDESIGN AND UPGRADE
Report CSD21097**

The report provided an update on the CRM replacement project and sought Member's approval to progress the complimentary scheme to redesign and upgrade the Council's public facing website.

In opening the discussion and noting the estimated underspend of approximately £372K for the CRM capital project scheme, the Vice Chairman questioned whether there had been correct budgeting in the first instance. In response, the Assistant Director for Customer Services explained that the process had required a review of individual aspects of the project. Only once this process had been completed was it possible to reduce the scope of the

project, although it was recognised that the underspend represented a significant proportion of the original budget.

In response to a question, the Assistant Director confirmed that a review of all the web pages was already underway with a view to deleting or updating out-of-date content.

The Assistant Director reported that content could be updated quickly where necessary and this was facilitated by colleagues in Liberata who consistently achieved the required service levels.

In response to a question, the Assistant Director explained that Jadu were one of the market leaders in the provision of local authority websites and Bromley had a long-standing relationship with Jadu and had recently extended other contracts as part of the CRM project. As such, re-tendering and potentially breaking away from the Jadu suite of software invested in would create a disjoint in functionality and customer experience and lose some of the customer benefits being achieved. Liberata had recommended engaging with Jadu for the redesign.

A Member noted that the Council had a number of websites that sat outside the corporate website. These sites (e.g., parking permits and committee documents) were aligned to departmental back-end systems.

The Committee noted that as part of the project there would be engagement with a range of customers at an appropriate point. In addition, a Member walk-through and Member introductions were included within the project plan.

In summarising the discussion, the Chairman set out that whilst the Committee recognised the advantages of keeping eco-systems of products, in future Members would like to see exploration of other products in order to deliver an enhanced user experience.

RESOLVED: That the Executive be recommended to

- 1. Note the estimated underspend of approximately £372K for the CRM capital project scheme as outlined in this report. The actual figure will be confirmed within the capital scheme project closure report.**
- 2. Approve additional expenditure of £175K on the website redesign and upgrade project, to compliment the CRM replacement project.**
- 3. To fund the website redesign and upgrade project from the existing CRM capital programme provision and to amend the capital programme to reflect the revised total estimated costs to be funded of £625k.**

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37 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

**38 PART 2 CONTRACTS REGISTER AND CONTRACTS DATABASE
Report CSD21096A&B**

The Report presented September's Corporate Contracts Register and provided both the Council wide £200k+ register and the £50+ register specific to the Executive, Resources and Contracts Portfolio. The register presented in Part 2 of the agenda included a commentary on each contract to inform Members of any issues or developments.

The Chairman noted that there was a plan in place for the two flagged reports and that a Member decision was expected in October.

RESOLVED: That the report be noted.

PART 2 REPORTS

A Member suggested that when Committees moved into Part 2 of the agenda it may be helpful for the Chairman to state the relevant paragraph of Section 12A of the Local Government Act 1972 being relied upon.

Whilst appreciating that on occasions there were 'grey areas', the Chairman noted that the Committee agenda set out the relevant paragraph on which the Council was relying to move into closed session. It was further noted that agendas were published 5 clear days in advance of the meeting and it was suggested that any Member who wished to challenge an exemption should raise the issue with the relevant Chairman and open dialog prior to the meeting.

The Meeting ended at 7.54 pm

Chairman

Agenda Item 5

Report No.
CSD21111

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive, Resources & Contracts PDS Committee

Date: 13 October 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.

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

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
Expenditure on Consultants 2020/21 and 2021/22	Finance	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
Exchequer Service - Contract Performance Report	Finance	PDS Committee – Monitoring Report

Customer Services - Contract Performance Report	Customer Services	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: 21SEPTEMBER 2021

PERIOD COVERED: October 2021 - January 2022

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 26 October 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?
COUNCIL						
COUNCIL TAX SUPPORT SCHEME 2022/23	Council	6 December 2021 Executive & Resources PDS Committee	Meetings	Contact Officer: Jayne Carpenter Tel: 020 8461 7996 Jayne.Carpenter@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
EXECUTIVE						
MICROSOFT LICENCES	Executive	20 October 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Vinit Shukle Tel: 0208 461 7713 Vinit.Shukle@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
ORPINGTON WALNUTS REGENERATION	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

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?
TENANCY AND FLOATING SUPPORT SERVICES FOR HOMELESS PEOPLE	Executive	20 October 2021 Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer: Lynnette Chamielec Tel. 020 8313 4009 Lynnette.Chamielec@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
ACCOMMODATION BASED SUPPORT FOR HOMELESS PEOPLE	Executive	20 October 2021 Renewal, Recreation & Housing PDS Committee	Meetings	Contact Officer: Lynnette Chamielec Tel. 020 8313 4009 Lynnette.Chamielec@bromley.gov.uk	<u>Report is expected to be considered in the public part of the agenda, with exempt material considered during exempt proceedings.</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
PROCUREMENT OF HR/PAYROLL SOFTWARE	Executive	20 October 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Emma Downie Tel. 020 8313 4082 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?
SEVENOAKS WAY INDUSTRIAL ESTATE - LEASE	Executive	20 October 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Amy Milton Tel. 020 8461 7172 amy.milton@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
CHURCHILL COURT, WESTMORELAND ROAD, BROMLEY	Executive	20 October 2021 Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer: Amy Milton Tel. 020 8461 7172 amy.milton@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
INTEGRATING LOCAL AUTHORITY AND NHS BROKERAGE AND PLACEMENTS SERVICES	Executive	24 November 2021 Adult Care & Health PDS Committee	Email	Contact Officer: Sean Rafferty Tel. 020 8313 4301 sean.rafferty@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
DISCRETIONARY GRANT POLICY - DISABLED FACILITIES GRANT	Executive	24 November 2021 Adult Care & Health PDS Committee	Meetings	Contact Officer: Lynnette Chamielec Tel. 020 8313 4009 Lynnette.Chamielec@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents

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?
SEXUAL HEALTH INTERVENTION SERVICE - PROCEED TO PROCUREMENT	Executive	24 November 2021 Adult Care and Health PDS Committee	Meetings	Contact Officer: Carol Fletcher Tel: 0208 461 7681 Carol.Fletcher@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
BIGGIN HILL AIRPORT NOISE ACTION PLAN REVIEW	Executive	24 November 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Matthew Amer Tel. 020 8313 4938 matthew.amer@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
ACADEMY INFORMATION SYSTEM AND ASIEN CORPORATE DEBT MANAGEMENT SYSTEM SOFTWARE LICENSE AND MAINTENANCE ARRANGEMENTS	Executive	24 November 2021 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Claudine Douglas-Brown Tel: 020 8461 7479 Claudine.Douglas-Brown@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
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 9 November 2021 and 30 November 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
AWARD OF CONTRACT FOR CAPITAL WORKS AT MARIAN VIAN PRIMARY SCHOOL	Portfolio Holder for Children, Education and Families	Between 9 November 2021 and 30 November 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 9 November 2021 and 30 November 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 agenda, 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?
ENVIRONMENT & COMMUNITY SERVICES PORTFOLIO						
COUNCIL INFORMATION DISPLAY UNITS CONTRACT EXTENSION	Portfolio Holder for Environment and Community Services	Between 17 November 2021 and 30 November 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
PUBLIC PROTECTION & ENFORCEMENT PORTFOLIO						
RENEWAL, RECREATION & HOUSING PORTFOLIO						
RESOURCES, COMMISSIONING & CONTRACT MANAGEMENT PORTFOLIO						

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

Agenda Item 7

London Borough of Bromley

PART ONE - PUBLIC

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

Date: 13 October 2021

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

Title: SCRUTINY OF THE CHIEF EXECUTIVE

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 a written update to inform the scrutiny of the Chief Executive at Executive, Resources and Contracts PDS Committee.

2. **RECOMMENDATION(S)**

Members are requested to note the report.

3. COMMENTARY

Introduction

3.1 Since my previous scrutiny session in February 2021, I can provide the following updates:

- Updates on key organisational priorities for 2021/22
- COVID-19 updates

3.2 Updates on key organisational priorities for 2021/22

Delivery of Transforming Bromley Programme

3.3 As we are now at the midpoint of the four year Transforming Bromley programme from 2019 - 2023, a report came to the Executive in June 2021 to outline the achievements of the programme to date.

3.4 The six transformation workstreams have so far identified £10.6m in savings that have been built into the Medium Term Financial Strategy and are due to be delivered by 2024/25. Alongside this, some additional savings have been earmarked to mitigate growth pressures on the Council's budget, which have been taken as separate savings.

3.5 Over the last 18 months, the transformation agenda has progressed despite the highly challenging context of the Covid-19 pandemic. Our Covid-19 response has informed our future transformation approach and the key priorities for the next two years, including better use of technology, shared use of data and intelligence, better strategic decision-making, and better collaboration across services and with partner agencies.

3.6 In this third year of our Transforming Bromley programme, we continue to develop transformation savings proposals that will inform budget setting for 2022/23. These proposals will formally go for decision to the relevant PDS Committees and the Executive, and Chief Officers will provide regular updates on business-as-usual transformation activities at their respective PDS committees. I will also continue to provide transformation updates via my committee scrutiny sessions.

Long-term budget management and financial strategy

3.7 Alongside the Transformation Programme, we maintain a strong focus on prudent financial management strategy in Bromley through the following mechanisms:

- Regular 'Are We On Track' monthly assessment meetings through all departmental meetings to determine whether we are on course to deliver projected budget savings and to manage and scrutinise growth
- Monthly overview discussion of transformation/mitigation savings and financial impact of COVID-19 at the COE Transformation Board
- Bi-monthly 'hot spot' monitoring and full quarterly financial monitoring reports will be undertaken quarterly as at present.

3.8 The Council has exercised significant financial prudence in ensuring that the COVID-19 crisis has not adversely affected the Council's budget and monitoring the extent to which the Government funds the net cost to the Council. While we have set aside £8m of Government funding to address the additional cost pressures on the 2021/22 budget, there remains ongoing work to mitigate income losses and to deliver any ongoing COVID-19 related business requirements.

3.9 Over the course of delivering our COVID-19 programmes, the Council has been recognised for our highly cost-effective approach:

- Our lateral flow (LFT) community rapid testing programme, in place since January 2021 and delivering over 25,000 tests, has been recognised nationally as the most cost-efficient rapid testing programme in England.
- Our Shielding, Volunteering and Assistance programme was delivered through 130 redeployed staff from across the organisation, resulting in minimal staffing expenditure.

3.10 With my senior leadership team, we will prepare an updated financial forecast in September 2021 to reflect our current position and our proposals to manage ongoing demand, mitigate future potential growth, and potential transformation savings.

3.11 As further indication of our strong financial management, the Council has also been included in the final shortlist for 'Excellence in Asset Management' for the 2021 Public Finance Awards. The submission mainly related to the Council's outstanding performance on treasury management and the pensions fund.

Building a Better Bromley Corporate Plan

3.12 The refresh of the Building a Better Bromley Corporate Plan is coming to Members for approval in September 2021 and sets out our proposed strategic priorities as an organisation over the next five years.

Delivery of the Regeneration Strategy for 2020 – 2030

3.13 In line with the Regeneration Strategy, a number of key development priorities continue to be taken forward:

- The Regeneration Plan for Crystal Palace Park received outline planning permission in March 2021 from the Local Planning Authority. Subject to the outline planning application approval at the GLA, the Regeneration Plan will be delivered in two stages over the next five years.
- Works are now underway to restore the Crystal Palace Subway following the successful award of £2.8m in grant funding. The Subway site is due to be removed from Historic England's At Risk Register in summer 2022.
- A Board has been established to support and oversee the Orpington Town Centre development plans. Officers are working with Areli, our development partner, to ensure that the Council's key objectives for this scheme are met, including the re-provision of the leisure and community facilities, service continuity or alternative arrangement for the existing services, and delivery of affordable housing
- Work is progressing to restore Beckenham Public Hall into a mix of publicly accessible and independently operated work, event and entertainment spaces.

Improvement journey in Youth Offending Service (YOS)

3.14 We have continued our work with our multi-agency partners to drive improvements in our services for children and young people who are known to the youth justice system.

3.15 In March 2021, we reviewed the governance arrangements of the Board to provide greater rigour and strategic direction to the wider improvement agenda. Following consultation, we agreed to establish a YOS Executive Board that will meet quarterly to provide strategic direction to the wider improvement agenda in Bromley in preparation for our YOS inspection.

3.16 At an operational level, 3 operational sub-groups are now meeting bi-monthly and focus on the 3 key performance priorities to drive forward operational delivery of local provision around

‘reducing first time entrants’, ‘reducing use of custody’ and ‘reducing offending and reoffending’.

Succession planning arrangements and recruitment

- 3.17 We continue to ensure timely succession planning arrangements for the senior leadership team. We have successfully appointed on a permanent basis to the Director of Children’s Services post and to the Director of Corporate Services post, with both Directors due to start in post in November 2021.
- 3.18 In terms of recruitment and retention, our Workforce Development team is exploring the following priorities:
- Talent development pipeline/programme for staff from the frontline to grow into middle and senior management roles
 - External opportunities for staff to gain wider learning and experience in their professional sectors
 - Shadowing and mentoring of staff, including cross-borough mentoring opportunities
 - Succession pathway document to plan for recruiting and retaining into roles
 - Prioritising and supporting internal promotions to help grow staff through the organisation
 - External appointments where needed to bring in talent and specialist skills
 - Learning and development opportunities, including ‘career progression’ workshops for staff

Health integration

- 3.19 The OneBromley partnership continues to work effectively in bringing together health and social care services with the voluntary sector, continues to work together collaboratively to provide seamless and personalised care for Bromley residents.
- 3.20 During the COVID-19 pandemic, we introduced highly effective hospital discharge arrangements with Bromley Healthcare and South East London CCG by setting up a Single Point of Access (SPA) system to ensure swift and timely hospital discharges and keep hospital beds free. This in turn helped us to model pressures on adult social care as residents were discharged out of hospital. For this work, Bromley was shortlisted in the ‘Health and Care Integration’ category of the 2021 Management Journal Awards in partnership with the South East London CCG.
- 3.21 Over the next twelve months, we will continue with our work to establish an integrated care system partnership in South East London in line with the Government White Paper. For Bromley, we will continue to ensure a clear commitment to the needs of Bromley through the work of our place-based programme board.

Meeting our statutory and regulatory requirements

- 3.22 We are continuing with our inspection readiness agenda across children’s social care, adult social care, education and youth offending services to ensure that our regulated statutory services improve outcomes for our residents and service users. We continue to have positive discussions with Ofsted during our Annual Engagement Conversations where we review practice across children’s social care and education services.

Delivery of Economic Development Strategy for 2021 - 2031

- 3.23 One of the key levers to drive the recovery of the local economy in Bromley will be the Council’s ten-year Economic Development strategy, which was approved by Members in June 2021 and sets out the following 7 key priorities and aspirations:

1. **Education and Skills:** our residents have access to the right opportunities for skills and education that will ensure healthy employment in the future
2. **Employment Spaces:** our residents have access to the right employment spaces in the right locations with strong networks which encourages enterprise and facilitates sustained growth
3. **Thriving and Investing:** our borough is exciting, attractive and a welcoming place where businesses thrive, people aspire to live and visit, and new enterprises seek to invest
4. **High Streets for the Future:** our high streets can adapt to the change need of consumer, continue to have strong offer, that includes places to live, work and entertain
5. **Connectivity and Mobility:** our community is well connected through diverse physical and digital infrastructure networks which underpins mobility across the whole borough
6. **Tourism and Culture:** our cultural and tourism industries continue to grow and diversify, and our unique historical features are promoted
7. **Green Economy:** we want to be promoting a green economy to help deliver sustainability and growth

3.24 The strategy is vital to the longer term planning of the local economy recovery and ensuring that businesses recognise Bromley continues to be a centre of excellence for business location.

Operational Property Review and future of the Civic Centre site

3.25 Our Operational Property Review continues to review 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. An update report is due to come to the Corporate Leadership Team in November 2021.

Realignment of communications

- 3.26 We are strengthening our communications unit over the next year with additional capacity to enable a more strategic and high quality approach to communications across the organisation. This will include:
- Centralising communication skills and provide organisational capacity to deliver corporate communications and engagement priorities to support Cabinet, the Mayoralty, wider Members, the Chief Executive, Directors and officers.
 - Robust and timely response to out-of-hours communications challenges including emergency incidents
 - Enabling better sharing of expertise and information to the benefit of our residents
 - Streamlining content and centralise ownership of web content in the Council and keep all content as up-to-date as possible.
 - Ensuring our intranet information is up-to-date and fit for purpose for our staff, Members and contractors.

Digital Strategy and Digital Agenda for the Council

3.27 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. 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 and how much of this 'channel shift' we should retain.

- 3.28 Key priorities include:
- Delivery of the Council's Digital Strategy in 2021/22 and setting out the strategic direction through our Digital Roadmap
 - Identifying opportunities for digitalisation in adult and children's social care to reduce demand on statutory services
 - Digital opportunities through our Liberata contract including digital analytics and intelligence automation

Update on 2029 Net Zero Carbon Strategy

- 3.29 The Council is now two years into the delivery of its ten year Net Zero Carbon Action Plan as part of its commitment to meeting its net zero emissions target by 2029.
- 3.30 The total emissions in year 2 reduced by 39.5%, compared to the previous year (2019/20). The large reduction in emissions achieved in year 2 (2020/21) is predominantly a result of Covid-19 impacting on Council operations such as reduced paper use, energy consumption, office waste and business travel.
- 3.31 To get to our net zero emissions target by 2029, our key priority initiatives have been condensed to the seven priority areas:
1. Street Lighting LED Upgrade
 2. Buildings: energy efficiency
 3. Renewable Energy Procure 100% renewable electricity and gas.
 4. Council Fleet Switch to electric vehicle fleet.
 5. Alternative Technologies and Renewables Investment
 6. Woodlands, Parks & Greenspaces
 7. Certified Carbon Offsets (from UK-based projects)
- 3.32 Initiatives 1 - 4 will help drive down the Council's direct emissions as far as possible, whilst initiatives 5 - 7 will be assessed to determine the best mix for offsetting the Council's remaining residual emissions.

3.33 COVID-19 updates

Transitioning COVID-19 response into business-as-usual service

- 3.34 Following the end of lockdown restrictions on 19 July, we evaluated the response across all Covid-19 programmes and have identified where business-as-usual services can pick up any ongoing requirements, reducing any ongoing financial exposure to Covid-19 associated costs.
- 3.35 An overarching recovery plan for the Council has been drafted and this is supported by local departmental recovery plans owned by each member of the Chief Officers' Executive Group.

Local contact tracing programme

- 3.36 Our local contact tracing programme continues to support to contact those COVID positive patients that the national Test and Trace team have failed to reach. We continue to experience decreasing numbers of cases into this programme, averaging 35 cases per day over the last two weeks. Our current local call success rate is 52.9%, meaning 88.4% of Bromley COVID-19 patients are being reached either through our local call scheme or the national team.

Community testing programme

- 3.37 In line with other London local authorities, we are noticing an ongoing reduction in the daily average of tests completed through our lateral flow community testing system for asymptomatic staff working in the community who may be COVID-19 positive but show no symptoms. Alongside our face-to-face testing programme, we are distributing kits to young people attending the mass vaccination centre at the Civic Centre before returning to further education. We are also distributing kits outside of the test centre's operating hours and over weekends to widen our reach. Test kits were also distributed to local residents attending the Penge Festival over the Bank Holiday weekend.
- 3.38 We are also working with our service providers to distribute test kits more widely to disproportionately impacted groups through our substance misuse support services, homelessness charities and sexual health clinics.

Vaccination programme in Bromley

- 3.39 The Council continues to support the NHS to increase vaccination rates in Bromley, which remain the highest in Southeast London. The current target cohort is 17 - 16 year olds, who currently have a good take-up rate with 33% having already received one dose, which is much higher than other areas. We are continuing to work in schools to encourage further vaccination uptake, as well as at large events such as the Penge Festival on 28 August.
- 3.40 Our vaccine hesitancy working group continues to monitor and plan interventions for target populations in Bromley where vaccination uptake is lower. We also continue to provide targeted support to care home staff: as a result of this work, the vaccination rate for care home staff has increased by 9% since mid-June to 85% and continues to increase.
- 3.41 Our Covid-19 vaccination centre at the Bromley Civic Centre remains open 7 days a week. We have now completed our second dose programme for the AstraZeneca vaccine, and our booster programme is planned from mid-September onwards.
- 3.42 We will be holding our 100,000th vaccine celebration on 17 September, with a small number of regular volunteers in attendance along with other key leads from across the borough.

Supporting our workforce

- 3.43 We continue to support our workforce and prioritise the health and wellbeing of our staff in a number of ways as we move out of the Covid-19 pandemic:
- Maintaining a 25% occupancy rate in the office in line with public health infection control advice
 - Supporting flexible working opportunities in line with business needs
 - Establishing a Covid-19 vaccination status declaration form on our HR self-service platform to determine vaccination uptake rate across the organisation and progress our phased return to the workplace.
- 3.44 We are also requiring staff who work predominantly in public facing or frontline roles to continue to wear masks when interacting with members of the public to reduce risk of Covid-19 transmission.
- 3.45 In line with Government requirements, we continue to advise Bromley staff who either work in care homes or are required to enter care settings in the course of their work that it will be mandatory from 17 November to be fully vaccinated against COVID-19, unless they have a medical exemption. Our public health team is providing advice and support to any individuals who have any queries regarding this requirement.

Priorities for the next six months

- 3.46 The key organisational priorities for the next six months are:
1. Delivery of Transforming Bromley Programme proposals for 2022/23 budget setting
 2. Ongoing business-as-usual management of COVID-19 response and moving to organisational and borough-wide recovery
 3. Maintaining our long-term budget management and financial strategy to ensure a balanced budget
 4. Rollout of Building a Better Bromley Corporate Plan (subject to Member approval)
 5. Progressing development of integrated care system in South East London
 6. Reporting on outcomes of Operational Property Review
 7. Strengthening Council's communications, including rollout of refreshed corporate site
 8. Delivery of Digital Strategy and Digital Roadmap
 9. Maintaining organisational resilience, including effective emergency planning
 10. Meeting our statutory and regulatory requirements across all services

Report No.
HPR2021/052

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Wednesday 13th October 2021

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

Title: TRANSFORMING PROPERTY: UPDATE

Contact Officer: Hannah Jackson, Assistant Director: Special Projects
Tel: 0208 313 4456 E-mail: Hannah.Jackson@bromley.gov.uk

Michael Watkins, Assistant Director: Strategic Property
Tel: 0208 313 4178 E-mail: Michael.Watkins@bromley.gov.uk

Chief Officer: Director of Housing, Planning, Property and Regeneration

Ward: (All Wards);

1. Reason for report

- 1.1 In July 2020, the Leader using Executive powers agreed to a programme of transformation for the council's property function that would begin implementation of a corporate landlord model of property management, and that would end the Total Facilities Management contract approach (HPL2020/001).
- 1.2 This report provides a progress update on the transformation programme which seeks to put in place new staffing, system and supply chain approaches that will result in an excellent, responsive, and agile service well placed to manage the council's property interests and assets as a corporate landlord.

2. **RECOMMENDATION(S)**

- 2.1 The Executive, Resources and Contract Management Policy Development and Scrutiny committee is asked to note the progress made on the Property Transformation Programme.

Impact on Vulnerable Adults and Children

1. Summary of Impact: No direct impact.
-

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable: £6.3m
 3. Budget head/performance centre: Total Facilities Management
 4. Total current budget for this head: £6.3m
 5. Source of funding: Existing revenue budgets 2021/22
-

Personnel

1. Number of staff (current and additional): 26 – 22.5 FTE
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

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

Procurement

1. Summary of Procurement Implications: The procurement activity described in the report has been undertaken in compliance with the council's Contract Procedure Rules.
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 In July 2020, the Leader using his Executive powers agreed to the transformation of the council's property service (**HPL2020/001**). This report provides an update on the progress and sets out next steps for the programme's continued delivery.

Background

- 3.2 On 1st October 2016, the council entered a contract with Amey Community Ltd for the delivery of Total Facilities Management services. This arrangement outsourced the council's property function, retaining only a slim client to manage the contract. The services that were outsourced under this arrangement included:

- **Soft facilities management services:** attendants and portorage, post and reprographic services, site security, cleaning, pest control and waste disposal.
- **Hard facilities management services:** planned preventative maintenance and statutory compliance testing, reactive maintenance, and management and monitoring of these responsibilities including the property helpdesk and computer system for managing work processes.
- **Capital project management service:** specialist project management team responsible for delivering key capital projects within the council's operational estate.
- **Strategic property services:** management of the council's property ownership interests and projects to optimise the estate – this service was subcontracted in full to Cushman & Wakefield.

Bromley staff, who were employed in the above services at that time, were identified as being in scope for transfer to the new provider of these services, under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) as amended (2014). A TUPE transfer of the staff took place, following formal consultation with staff and their representatives in accordance with the Council's policies, procedure and with regard for the framework of employment law.

- 3.3 In July 2020, as part of the commissioning cycle, officers reviewed the arrangements in place for the delivery of the property service and recommended a fundamental change to the way in which the council manages its property and the transformation of the property service. The review determined that the outsourced arrangement via the Total Facilities Management contract is no longer meeting the needs of the council. This is primarily because the council's requirements in relation to the management of its property portfolio is changing. The council's property has the potential to unlock some organisational challenges and opportunities. To deliver changes to the way in which the council uses and manages its property, the review recommended the implementation of a corporate landlord model of property management.
- 3.4 Therefore, the primary objective of the transformation is to implement a corporate landlord model of property management. The corporate landlord model centralises responsibility for the council's property management, allowing a strategic and corporate approach to budget management, decision-making, and management and maintenance activities.
- 3.5 In agreeing the recommendations to transform the property service, members reviewed the business case for the corporate landlord model, which includes the following benefits:

- Reducing revenue costs through centralised arrangements and maximising opportunities for income.
- Using property to support delivery of strategic priorities such as those identified in the adopted housing and regeneration strategies.
- A focus on managing property to support the changing requirements of council with the ability to unlock potential for service transformation and development driven by the council's corporate transformation programme, Transforming Bromley.

These benefits would arise from work to review the council's property interests (see **HPL2020/000**), and through implementing governance that ensures all recommendations affecting property assets are considered by property professionals and from a corporate perspective before being presented for decision making by elected members.

3.6 In recommending the corporate landlord model, the business case set out a range of options for the future delivery of the council's property service which included:

- Retaining a Total Facilities Management arrangement
- A fully insourced service
- A blend of insourced and outsourced services

3.7 The recommendation to end the Total Facilities Management approach and implement a performance focussed, in house and externally supplied service was agreed. The main reasons for agreeing to this revised approach were:

- The TFM arrangement had not delivered on all the benefits it originally offered.
- A blend of insourced and outsourced services would give the benefits of direct control over service delivery including compliance, performance, and customer engagement, as well as ensuring resilience and capability through a specialist supply chain.

Transformation Programme

3.8 As set out in the July 2020 report (**HPL2020/001**), the original programme for the transformation of the property service was based on the assumptions that it would be possible to:

- End the TFM contract in respect of Strategic Property, Soft Facilities Management and Capital Projects Management services earlier than the contract end date (30th September 2021); and
- Extend the TFM contract with Amey Community Ltd for Hard Facilities Management services to 30th September 2022 to enable sufficient time to re-commission this service.

3.9 The Leader using Executive powers also agreed to grant permission to proceed to procurement for a range of services that would continue to be outsourced, and delegated authority to the Assistant Director, Strategic Property, in consultation with the Portfolio Holder for Resources, Commissioning and Contract Management and the Director of Housing, Planning and Regeneration to:

- Agree procurement strategies for tendering activity

- Award contracts

3.10 Following negotiations with Amey Community Ltd which commenced in September 2020, the Assistant Director, Property using the authority delegated to him agreed, in consultation with the Portfolio Holder for Resources, Commissioning and Contract Management and the Director of Housing, Planning and Regeneration, to an amendment to the programme for transformation which resulted in:

- The termination of the TFM contract in respect of Strategic Property Services on 5th May 2021.
- The termination of the TFM contract in respect of Soft Facilities Management, Hard Facilities Management and Capital Projects Management services on the original contract end date of 30th September 2021.

3.11 In agreeing to the transformation programme, the Leader using Executive powers also agreed to the recommendations to:

- Strengthen the capacity and capability of the property service's management team.
- Invest in property management systems to support improved use of data led decision making in respect of the estate.

3.12 The transformation should be delivered within the existing budget envelope for the property service, and with the additional funding that was allocated which is summarised in the table below:

Transforming Property: Additional Funding Agreed

	Revenue £,000	Capital £,000
Senior management capability	85	
Statutory Asset Valuations	100	
Licences for property management systems	50	
One-off costs for purchase of/upgrade to property management systems		175
Project management cost (one-off)	65	
Total	300	175

Strategic Property Services

3.13 Notice was served to terminate the Total Facilities Management contract with Amey in respect of Strategic Property services on 5th November 2020, with a termination date of 5th May 2021. It was agreed that the new look strategic property service would comprise of:

- A new Head of Estates and Asset Management to lead the strategic property function
- An insourced team of surveyors to manage the council's property interests
- An improved estates property management system
- A newly established supply chain that could deliver:

- Annual statutory asset valuations to the satisfaction of the council's external auditors
- Professional advice services to support the council on acquisitions and disposals, as and when required
- Fund management advice services to support the effective management of the council's investment property portfolio

3.14 The Head of Estates and Asset Management post was recruited to on 2nd November 2020. Subsequently, and following the termination of the Strategic Property aspect of the Total Facilities Management contract on 6th May 2021 the following 4 posts (3.8 FTEs) were transferred to the Council in accordance with TUPE legislation and the Council's Managing Change procedures, which included formal consultation with staff and their representatives:

- 2 x Senior Surveyors;
- 1 x Surveyor;
- 1 x Technical Support Assistant.

The team are responsible for managing the council's property ownership interests, including:

- Negotiating, establishing, and reviewing lease or license arrangements within the estate
- Actioning rent reviews
- Providing advice on property related matters across the council
- Collating and publishing statutory information about the council's estate
- Managing routine acquisition and/or disposal projects

3.15 As part of the transfer, a project was completed with support from BT to transfer electronic data from Cushman & Wakefield to the council, and to ensure that the transferring staff has the relevant ICT hardware and software required for their post.

Estates Property Management System

3.16 Under the Total Facilities Management contract, Cushman & Wakefield used a cloud based version of the estates property management system that has been previously used by the council. This system is a database that managed information about the property in which the council has a legal interest. It is a regulatory requirement that the council records and manages this data, and a requirement of the council's own Financial Regulations that the council retains a database of its holdings. It is also essential to enable the council to manage its assets well and to support the provision of information in response to the Government's transparency agenda, freedom of information requests and on receipt of statutory organisations.

3.17 In July 2020, it was envisaged that the council would purchase licences to continue using the existing Property Management System, although it was recognised that investment would be required to support its ongoing usefulness. Following market research, in October 2020, the Assistant Director Strategic Property agreed, in consultation with the Portfolio Holder for Resources, Commissioning and Contract Management and the Director of Housing, Planning

and Regeneration, to a revised procurement strategy that tested the market for a new Property Management System that has enhanced capabilities, and that better meets the needs of the council in respect of management of estates data (the objectives for which were set out in **HPL2020/001** at paragraphs 3.81 – 3.84).

- 3.18 Officers used the government's G Cloud 12 framework to test the market; this is the leading public sector framework for the procurement of cloud based technologies and allows for public bodies to make a direct award to the supplier that best meets its requirements based on pre-determined evaluation criteria. The market testing exercise was supported by the Technology Solutions Manager and Head of Procurement. Concurrently, officers also worked with the incumbent supplier to establish what improvements could be made to the existing system through further investment.
- 3.19 Following this exercise, a contract was awarded to Concerto Support Services Ltd for the purchase of the estates module of their system for a term of two years with the option to extend for an additional 2 years (2+1+1) and at a total contract value of £378k, inclusive of both annual licences and data migration costs. The system was chosen on the basis that:
- Concerto's system offers excellent data management and reporting capabilities that would enable the council to use its estates data more dynamically.
 - There was a good package of responsive technical support offered
 - The price for the system was the most competitive, especially when compared to the level of investment that would be required into the existing system to give it a similar level of functionality to the Concerto offer.
- 3.20 Data migration activities are currently in progress supported by a Property Data Officer seconded for six months' from elsewhere within the business to oversee the implementation of the new system. It should be noted that there are issues with the quality of the data held in the existing system; the migration activities are inclusive of data cleansing to ensure that only good data is migrated into the Concerto system. Data extraction is expected to have completed during w/c 4th October 2021, with the system expected to be operational by December 2021.

Estates and Asset Management Contracted Services

- 3.21 To compliment the inhouse team, officers have been undertaken work to procure a supply chain for additional estates and asset management services which external suppliers are better placed to deliver.
- 3.22 Following a tender process, Montagu Evans have been appointed to undertake statutory asset valuations for 2021/22. Officers are currently investigating options for a longer-term contract from 2022/23 and working with colleagues to agree a procurement strategy.
- 3.23 The Assistant Director Strategic Property agreed in consultation with the Portfolio Holder for Resources, Commissioning and Contract Management and the Director of Housing, Planning and Regeneration to a procurement strategy to establish a two supplier framework for the ad hoc purchase of professional property services, and more specifically advice on complex acquisitions or disposal and high value estates management tasks, such as development agreements. A two stage advertised tender process was used with tenders submitted at the end of August 2021. Nine tenders were received and are currently be evaluated; an award is

expected to be made in October 2021. Further competition will be used to purchase services through the framework and this will be based on price only.

3.24 Following further competition under the Crown Commercial Services Framework (RM3816), Montagu Evans were instructed in April 2021 to undertake a three phase investment portfolio analysis and strategy programme. Phase 1 (Investment Fund Analysis) has been completed and Phase 2 (Producing the Investment Portfolio Strategy and Individual Asset Plans) is currently underway, with completion expected at the end of 2021. Member oversight is being provided by Cllr Allatt as a member of the Investment Portfolio Board, and it is expected that the draft strategy will be reported to members in early 2022 for adoption. Phase 3 (Performance Monitoring and Strategy Review) will commence following the adoption of the draft strategy. The aim of this work is to maximise the income made from the council's investment portfolio.

Facilities Management

3.25 On the retirement of Senior Property Manager in November 2020, it was agreed that this post be replaced by an Interim Head of Facilities Management to enhance the capability of the property management team during the transition between the Total Facilities Management and blended insourced and outsourced model. The Interim Head of Facilities Management has responsibility for soft and hard facilities management services and was recruited in November 2020.

Soft Facilities Management Services

3.26 The future shape of the soft facilities management services was agreed in July 2020, and consisted of:

- Insourced attendant and portering services
- Insourced mail room and reprographic services
- A new directly appointed and performance focussed supply chain for:
 - Cleaning services
 - Security services (staffed guarding and key holding)
 - Other soft facilities management services such as washroom services, confidential waste removal, pest control services, postal services and parcel tracking services.

3.27 The current Facilities and Support Client Services Manager is managing the soft facilities management services, supported by the existing Project Support Officer. On 1st October 2021 the Total Facilities Management contract ended, and in accordance with TUPE legislation and the Council's Managing Change procedures, which included formal consultation with staff and their representatives, the following 12 (9.2 FTEs) posts were TUPE transferred to the council to make up the new soft facilities management team:

- 1 x Attendant Team Leader
- 4 x Office Attendants
- 2 x Porters
- 1 x Support Services Team Leader
- 3 x Mail Room Operatives
- 1 x Print Operator

Soft Facilities Management Contracted Services

- 3.28 It should be noted that under current arrangements, directly delivered council services have varying levels of responsibility for soft facilities management services at remote sites within the operational estate, and as a result there are a range of contractual arrangements in place for the delivery of these services. When determining the procurement strategy for outsourced services, tenders were designed to enable soft facilities management requirements from across the estate to be varied into the contracts being put in place so that, as part of the implementation of the corporate landlord model, these services can be amalgamated and centralised and a consistent approach be agreed across the estate as arrangements expire.
- 3.29 Following a two stage advertised tender process, City Cleaning & Support Services were appointed under delegated authority to deliver cleaning services at Bromley Civic Centre and the Orpington Walnuts Offices over a term of three years with the option to extend for an additional two years for a total contract value of £1.14m. At the time of tendering and award, it was not known to what extent the additional cleaning regime implemented in response to the pandemic would be needed; therefore, a schedule of rates for this cleaning regime was submitted. For the time that it is required, there is an additional weekly cost of £2,450 for this enhanced cleaning regime.
- 3.30 There is an ongoing requirement for security services which were previously provided by Amey Community Ltd.'s supply chain. This requirement includes:
- Staffed guarding services at Bromley Civic Centre (out of hours)
 - Staffed guarding at the Youth Offending Service
 - Key holding for various sites within the operational estate
- 3.31 The procurement strategy agreed use of the ESPO 347 framework for security services. Further competition was undertaken in June and July 2021, and SSG Support Services Group Ltd were appointed for a contract term of 4 years for a total contract value of £903,541. At the time of tendering and award it was not clear whether the Covid marshals supporting the Customer Service Centre and Registrars would be required and a schedule of rates was submitted and evaluated. It has subsequently been confirmed that the Covid marshals will be required from until the end of the calendar year and a variation at a value of £10.5k has been agreed.
- 3.32 Washroom services have been procured for Bromley Civic Centre, Orpington Walnuts Offices, Central Depot, Children and Family Centres, Contact Centres and Nurseries using ESPO 239 framework (washroom services) and Rentokil Initial Plc have been appointed via direct award for a term of 3 years with the option to extend for an additional 1 year at a total contract value of £32,535.
- 3.33 Confidential waste disposal services have been procured using the ESPO 981 framework for off-site shredding. A direct award has been made based on framework rates to Avena Environmental Ltd for a term of 3 years with the option to extend for an additional 1 year at a total contract value of £21,632. This service has been procured for Civic Centre only; a previous business case had agreed that the cost of providing this service to remote sites was high, and that remote sites had the ability to do their own shredding.
- 3.34 The council joined the London Boroughs Postal Board's procurement of postal services from September 2021. As a member of the London Boroughs Postal Board, the council benefits from competitive pricing on postal services procured by the Board as a buyer consortium. The Board re-tendered the contract via further competition on the Crown Commercial Services

RM6017 Framework: Postal Goods, Services and Solutions – Lot 3 (Collection and Delivery of Letters, Large Letters and Parcels) in May 2021 and a contract has been awarded to Royal Mail. The estimated value of council's spend under this contractual arrangement is £450k, however it should be noted that the value is dependent on the volume of post sent by the council during the contract term.

3.35 Finally, the council ran further competition in July 2021 on ESPO framework 150 to appoint a supplier to deliver planned and reactive pest control across several sites within the operational estate. Nightshift Pest Control Ltd have been appointed for a term of four years at an estimated total contract value of £6,304, with the actual value being determined by the volume of reactive works required.

Hard Facilities Management

3.36 As set out in paragraph 3.10, the programme for the recommissioning of hard facilities management services was condensed which has been challenging. These challenges were exacerbated by the lack of information provided on the existing service delivery arrangements, and because of issues with the quality of the data available to inform tendering activities. However, a procurement strategy for Hard Facilities Management services was agreed in March 2021 acknowledged these challenges and agreed to:

- Insource the management and monitoring of hard facilities management services and delivery of small projects
- Outsource the helpdesk function and purchase a new Computer Aided Facilities Management (CAFM) system
- Identify a category based supply chain for planned preventative and reactive maintenance works, including statutory compliance testing.

3.37 The purpose of changing the hard facilities management delivery in this way is to drive up service levels by improving contractual terms and relationships with suppliers, providing a system to manage workflows and compliance, and energising and enabling directly employed LBB staff to manage and own the service.

3.38 The hard facilities management team was insourced from Amey Community Ltd on 1st October 2021. This process took place in accordance with TUPE legislation and the Council's Managing Change procedures, which included formal consultation with staff and their representatives. The following 7 posts were TUPE transferred to the council, comprising of:

- 1 x Acting Hard FM Team Leader
- 1 x Asset Management Officer
- 1 x Building Surveyor
- 1 x Operations Manager
- 1 x Scheduler
- 1 x Electrician (Test and Inspection)
- 1 x General Building Operative

The team are responsible for:

- Overseeing and prioritising the planned maintenance programme

- Ensuring statutory compliance within the estate
- Contract and supply chain management, taking ownership of performance
- Delivering routine facilities management projects for planned and reactive works
- Budget management for repairs and maintenance

CAFM and Outsourced Helpdesk

- 3.39 A CAFM system is required by the Council to effectively manage all planned and reactive property maintenance obligations and related statutory compliance works and activity.
- 3.40 The purchase of a new CAFM system to support workflows and as a central depository for records pertaining to the estates statutory compliance was agreed in July 2020.
- 3.41 An outsourced helpdesk was agreed as part of the overarching procurement strategy for hard facilities management services; it enables a 24/7/365 availability for report faulting which would be less resilient and more expensive if the helpdesk function was insourced.
- 3.42 The CAFM and helpdesk requirement was tendered using the Government's G Cloud-12 framework for the purchase of cloud based software and with support from the Technology Solutions Manager and the Head of Procurement. Systems with an offer that could meet the council's requirement were evaluated against a pre-determined set of criteria using a prepared specification.
- 3.43 Following evaluation, a direct award was made for the CAFM module of Concerto's Property Management System for a contract term of 2 years with the option to extend for another 2 years (2+1+1) and for a total contract value of £378k, which is inclusive of annual licences and support costs, data migration costs and helpdesk costs. The Concerto system has the added benefit of being able to integrate with the estates module which means for the first time, the council will store all its property data in one database.
- 3.44 The Concerto CAFM and helpdesk was the most competitively priced and was judged to have an excellent functionality to enable cost and time efficient management of planned and reactive tasks across the portfolio. Specifically, the system allows for highly customisable real-time reporting, has real-time web based read and editing capabilities for multiple users, and can provide a reactive 24/7/365 integrated reactive helpdesk function.
- 3.45 Migration activities are under way. The CAFM is operational from 1st October 2021; there are additional migration activities to be completed over the next three months.

Hard Facilities Management Supply Chain

- 3.46 The procurement strategy agreed a category based supply chain for the delivery of planned & preventative maintenance, reactive maintenance, and statutory compliance testing. The primary aim of the strategy is to appoint specialist, committed suppliers for whom the council is a priority customer and who have specific responsibility for a category of works. The table below sets out the category approach that was taken:

Category	Type of Maintenance
Water hygiene	Planned Preventative Maintenance and Statutory Compliance
Asbestos services	PPM, statutory compliance, and reactive maintenance
Fire systems maintenance	PPM, statutory compliance, and reactive maintenance
Lift maintenance	PPM, statutory compliance, and reactive maintenance
Mechanical & Electrical maintenance	PPM, statutory compliance, and reactive maintenance
Security systems maintenance	PPM, statutory compliance, and reactive maintenance
Building fabric repairs	Reactive maintenance only

3.47 The procurement strategy agreed that different contracting arrangements would be used depending on the maintenance requirement:

- **PPM /statutory compliance testing only** – a single supplier is appointed for each category using a two-stage advertised tender process.
- **PPM/statutory compliance testing AND reactive maintenance** – a two-stage advertised tender process is used to establish a single supplier framework with a fixed price for PPM and a schedule of rates to be applied through call-off arrangements for reactive maintenance.
- **Reactive maintenance only** – the council will make use of existing frameworks and DPS's to and the inhouse engineers to undertake repairs. Each individual reactive maintenance transaction put through the category-based contract would be subject to a spend cap currently intended to be £30k. Any individual requirement with an estimated value of above this cap would need to be reviewed, with its own procurement strategy being considered and implemented.

3.48 The procurement strategy agreed that the term of the contract is 4 years. This term has been decided on the balance of providing a sufficient term to achieve value for money and commitment from suppliers, whilst also recognising that completion of projects to refine our data will mean that the council should be able to go back to the market with more specific requirements and achieve better value for money after a relatively short term.

3.49 A summary of the Hard Facilities Management contract awards is provided in the table below:

Category	Supplier	Estimated Whole Life Contract Value	Notes
Water hygiene services	HBE	£182,899	<p>Responsible for providing an annual programme of maintenance including the following activities:</p> <ul style="list-style-type: none"> • Annual review of water hygiene risk assessments • Temperature checks and sampling • Chlorination and treatment of water assets (storage tanks/vessels, outlets, and showerheads).
Asbestos services	Riverside Environmental Services Ltd	£301,300.	<p>Responsible for a planned programme of work to annually review and update Asbestos Management Plans for a fixed price.</p> <p>The supplier is also responsible for providing the following services as required:</p> <ul style="list-style-type: none"> • Professional advice • Management surveys including sampling • Reinspection surveys • Refurbishment and demolition surveys • Four stage clearance monitoring • Air monitoring (leak, reassurance, background, personal) • Bulk sampling • Inspection following works with ACMs that do not require an enclosure • Monitoring performance of those conducting works with ACMs. <p>An estimated volume of work has been applied the tendered framework rates to estimate the total contract value.</p>

Fire systems maintenance services	AJS Group Services Ltd	£669,092	<p>Responsible for a planned programme of maintenance for a fixed price which comprises of:</p> <ul style="list-style-type: none"> • Fire Risk Assessments • Inspection and testing of fire alarms • Testing and certification for emergency lighting • Servicing of fire extinguishers • Pressure tests and visual inspections of dry risers • Testing and maintenance of hose reels • Testing and maintenance of fire dampers • Testing and maintenance of specialist suppression systems <p>Also responsible for reactive repairs as required; an estimated volume of work has been applied the tendered framework rates to estimate the total contract value.</p>
Lift maintenance	RJ Lift Services Ltd	£281,488	<p>Responsible for a comprehensive planned programme of maintenance for a fixed price which comprises of:</p> <ul style="list-style-type: none"> • A specified number of maintenance visits per annum to check condition and undertake fault finding activities • Undertaking any repairs required to ensure compliance specified standards and to rectify any failures of equipment, unless the repair necessitates the replacement of an obsolete part, or is required because of misuse • Providing a 24/7/365 emergency call-out service to resolve entrapments or breakdowns in accordance <p>Also responsible for responding to reactive maintenance for repairs because of faults and equipment failure where this is the result of misuse, or the repair requires the replacement of an obsolete part. An estimated volume of work has been applied the tendered framework rates to estimate the total contract value.</p>

Mechanical and Electrical maintenance	B&M McHugh Ltd	£1,279,458	<p>The scope of the contract covers:</p> <ul style="list-style-type: none"> • Review and updating of mechanical and electrical asset registers • Periodic servicing and inspection • Routine maintenance • Responsive works <p>in relation to mechanical and electrical assets such as:</p> <ul style="list-style-type: none"> • Air conditioning and handling systems • BMS systems • Boilers • Pressure systems • Water heaters • Boosted water systems • Sewage pumps and drainage • Water fountains • Generators/UPS • PAT • High level lighting • Lightning protection
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3.50 At the time of drafting this report, tender evaluations were underway for the security systems maintenance requirement; it is expected that this contract will have been awarded at the beginning of October 2021, and there are interim arrangements in place to cover any emergency maintenance works needed in the meantime.

3.51 On review of the available DPS and framework options, officers have also recommended that an additional contract be tendered for emergency building fabric repairs in addition to making use of the existing DPS and framework options. It is suggested that a multiple supplier framework be tendered via a single stage advertised tender process and that up to four suppliers are appointed that could be called upon to action urgent and small building fabric repairs offered to suppliers on a 'taxi rank' basis. This would cover repairs in relation to:

- Roofing
- General building maintenance
- Locks
- Plumbing
- Electrical

It is expected that this will be tendered in October 2021 with a contract award made by January 2021. In the meantime, these reactive repairs will be managed making use of existing frameworks and by the two insourced engineers.

Capital Projects Team

3.52 The Capital Project Management service was insourced from Amey Community Ltd on on 1st October 2021 This process took place in accordance with TUPE legislation and the Council's Managing Change procedures, which included formal consultation with staff and their representatives. The following 3 posts (2.4 FTEs) were TUPE transferred to the council, comprising of:

- 1 x Senior Project Manager
- 2 x Project Managers

3.52 The Capital Projects team provide specialist project management for delivery of capital property projects and work cross-departmentally to manage improvement and build projects across the estate.

3.54 Officers worked with BT to deliver a project to equip the capital projects team and the soft and hard facilities management teams with the required ICT hardware and software, and to support the transfer of electronic data from Amey to the council.

Next Steps

3.55 The council will be restructuring the property division in November/December 2021. This process will not result in efficiencies; it's aim is to reorganise staff to reflect new ways of working. There are several posts that were transferred out under the Total Facilities Management model that were not replaced by Amey or that did not transfer back to the council. It is expected that the restructure will create additional posts within the existing revenue budget envelope to ensure that there is sufficient capacity within the staffing structure to provide quality services.

3.56 Clearly, there will be a bedding in period as the new systems and supply chains are implemented; officers will work hard to minimise any disruption and to ensure that the transition is as smooth as possible. Rigorous monitoring of performance against Key Performance Indicators will commence with appropriate reporting.

3.57 To progress the implementation of the Corporate Landlord model, additional work will need to be undertaken including:

- Creation of policies and procedures for property use and management within the estate that will clearly define roles and responsibilities and allow for the necessary culture change to ensure that the model is embedded within the organisation so that the benefits are realised and reported.
- Continue the monthly meetings of the Corporate Landlord Officer Board, which was established earlier in the year, so that key decisions with recommendations can be reported to members for consideration following internal assessment of needs and business case.
- Rigorous performance management of supply chain and additional procurements
- Review of soft facilities management contracting arrangements across the estate and implementation of centralised arrangements where appropriate.
- Work to cleanse and clarify property management data.

3.58 Condition surveys have recently been undertaken and are currently evaluated and reviewed by officers to inform the planned maintenance programme and repairs and maintenance budget setting which is annually reviewed and presented to members in the January/February committee cycle.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 There are no direct implications arising from the transformation programme on vulnerable adults and children, although an improved property service and the implementation of the corporate landlord model of property management aims to improve the management of the council's estate which could indirectly positively impact on vulnerable adults and children accessing services based within the operational estate.

5. POLICY IMPLICATIONS

- 5.1 The transformation of the property service contributes towards the council's aim for an Excellent Council.
- 5.2 The proposals also support the delivery of the principles of the council's corporate transformation programme, specifically responsible financial management, a modern efficient and flexible work environment and maintaining organisational resilience.

6. FINANCIAL IMPLICATIONS

- 6.1 The total revenue budget for Total Facilities Management in 2021/22 is currently £6.3m, including £3.3m for repairs and maintenance.
- 6.2 The additional revenue budget of £300k approved in July 2020 was allocated as follows;
- £65k for temporary Project Management staffing
 - £85k for on-going Management staffing
 - £50k for property management system licences
 - £100k to fund the cost of the statutory asset valuations to be held in Central Contingency
- 6.3 Capital funding of £175k was also approved for one-off costs to purchase/upgrade property management systems.
- 6.4 The cost of staff that have transferred via TUPE from AMEY & C&W, the contracts awarded to date and those yet to be finalised to meet the requirements of bringing the service in-house are expected to be within the existing overall revenue budget that made up the TFM contract previously.
- 6.5 In the event that the overall costs of the contracts being tendered and staff transferring to the Council are anticipated to exceed the available budget, a further report would need to be submitted to the Executive.
- 6.6 The Repair & Maintenance budget totals £3.255m for 2021/22, over which the Director of Housing, Planning, Property and Regeneration has delegated authority to vary the programmes to accommodate any change in the approved budget or where such action is considered necessary to either protect the Council's assets or make the most effective use of resources.

7. PERSONNEL IMPLICATIONS

- 7.1. Following a period of consultation, in accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) as amended (2014) 4 staff (3.8 FTEs) transferred

from Cushman and Wakefield to the Council on 6th May 2021 and a further 22 staff (18.7 FTEs) subsequently transferred to the Council from Amey Community Ltd on 1st October 2021; a total of 26 staff (22.5 FTEs) transferred to the Council following this process.

- 7.2 The formal consultation, in line with Council policy and procedures, commenced on 26th August 2021 and continued throughout, until the transfer date, involved staff, trade union representatives, departmental representatives and the employee representatives elected by the transferring Amey workforce. A number of meetings took place including whole staff meetings, staff representative meetings, as well as individual staff meetings to enable staff to meet and discuss their individual queries. Separately a Frequently Asked Questions document was provided to staff and their representatives, to clarify points that were raised during the consultation process.
- 7.3 A review of the service, post transfer, is planned in order to ensure that the transferring services are able to meet the changing needs of the business arising from the Council’s transformation programme. Detailed proposals will be developed, which will be subject to a period of formal consultation with staff, trade unions and other staff representatives in accordance with employment legislation and the Council’s managing change procedures.

8. LEGAL IMPLICATIONS

- 8.1 There are no significant legal issues identified in this report.
- 8.2 Officers have been working closely with Legal Services on the various procurements described in this report to either prepare contract documents or (where existing third party frameworks are used) review relevant contract documents.

9. PROCUREMENT IMPLICATIONS

- 9.1 This report refers to a number of procurements undertaken to support the establishment of the new corporate landlord model, relating to the services stated in 3.2 above.
- 9.2 These procurements were undertaken in accordance with the Council’s Contract Procedure Rules, making use of the delegated authority referred to in 3.9 and 3.29 of this report.

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	<p>HPL2020/001 – Transformation of Property Services – 8th July 2020</p> <p>HPL2020/000 Transforming Property - Creation of a £30M Disposal Programme – 16th September 2020</p> <p><u>Officer Reports:</u></p> <p>Permission to proceed to procurement for a Property Management System – 28th October 2020 (Part 2)</p> <p>Consideration for Agreement to Award Contract for Provision of a Property Management Software System to Concerto (A Bellrock Company) – 22nd Jun 2021 (Part 2)</p>

	<p>Award of Contract: Cleaning Services for Bromley Civic Centre and Orpington Walnuts Offices – 8th April 2021 (Part 2)</p> <p>Award of Contract: Security Services – 22nd July 2021 (Part 2)</p> <p>Contract Award: Washroom Services – 15th September (Part 2)</p> <p>Contract Award: Confidential Waste Disposal (Secure Shredding and Disposal) – 15th September (Part 2)</p> <p>Award of Contract: Pest Control Services – 16th August 2021 (Part 2)</p> <p>Award of Contract: Postal Services – 25th June 2021 (Part 2)</p> <p>DELIVERY OF HARD FACILITIES MANAGEMENT SERVICES FROM 1st OCTOBER 2021 – 1st March 2021 (Part 2)</p> <p>Agreement to Award Contract for Provision of a Computer Aided Facilities Management (CAFM) system to Concerto Support Services Ltd (Bellrock Property & Facilities Management Ltd) – 25th June 2021 (Part 2)</p> <p>Contract Award: Water Hygiene Services – 24th August 2021 (Part 2)</p> <p>Contract Award: Asbestos Testing, Inspection and Consultancy Services – 22nd July 2021 (Part 2)</p> <p>Contract Award: Fire Systems Maintenance Services – 22nd July 2021 (Part 2)</p> <p>Contract Award: Lift Maintenance Services – 3rd August 2021 (Part 2)</p> <p>Contract Award: Mechanical and Electrical (M&E) PPM and Reactive Repairs - 2nd September 2021 (Part 2)</p> <p>Corporate Landlord Officer Board Terms of Reference</p>
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