



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 20 November 2023

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

Councillor Simon Fawthrop (Chairman)
Councillor Robert Evans (Vice-Chairman)
Councillors (Conservative), Jeremy Adams, Mark Brock, David Cartwright QFSM,
Kira Gabbert, Julie Ireland, Simon Jeal, Ruth McGregor, Tony Owen, Shaun Slator,
Mark Smith, Melanie Stevens and Michael Tickner

A meeting of the Executive, Resources and Contracts Policy Development and
Scrutiny Committee will be held Bromley Civic Centre, Stockwell Close, Bromley,
BR1 3UH on **MONDAY 27 NOVEMBER 2023 AT 7.00 PM**

TASNIM SHAWKAT

Director of Corporate Services & Governance

*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 Tuesday 21 November 2023.**

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 17 OCTOBER 2023 (EXCLUDING EXEMPT ITEMS) (Pages 5 - 16)**

5 **MATTERS OUTSTANDING AND WORK PROGRAMME (Pages 17 - 22)**

6 **FORWARD PLAN OF KEY DECISIONS (Pages 23 - 32)**

HOLDING THE RESOURCES, COMMISSIONING AND CONTRACTS PORTFOLIO HOLDER TO ACCOUNT

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

Portfolio Holder decisions for pre-decision scrutiny.

a **INSURANCE FUND - ANNUAL REPORT 2022/23_(Pages 33 - 48)**

b **CAPITAL PROGRAMME MONITORING Q2_(Pages 49 - 56)**

c **TREASURY MANAGEMENT - QUARTER 2 PERFORMANCE 2022/23 & MID-YEAR REVIEW_(Pages 57 - 80)**

d **MODERN.GOV SYSTEM: ANNUAL SUPPORT CONTRACT_(Pages 81 - 86)**

HOLDING THE EXECUTIVE TO ACCOUNT

8 **SCRUTINY OF THE LEADER OF THE COUNCIL**

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

Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 29 November 2023.

The Executive, Resources and Contracts PDS Committee will be scrutinising at the following items on the Executive Agenda:

- Budget Monitoring Q.2
- Capital Programme Monitoring Q2
- London Boroughs Legal Alliance Framework Agreement for Barristers
- Operational Property Repair Programme Update
- Local Authority & Voluntary Sector Leases

10 POLICY DEVELOPMENT AND OTHER ITEMS

- a **BT ICT CONTRACT MONITORING REPORT**_(Pages 87 - 110)
- b **SECTION 106 AGREEMENTS - UPDATE**_(Pages 111 - 140)
- c **RISK MANAGEMENT**_(Pages 141 - 172)
- d **CORPORATE CONTRACTS REGISTER**_(Pages 173 - 190)
- e **REVIEW OF THE COUNCIL'S MEASURES ON FREEDOM OF SPEECH FOR EMPLOYEES**_(Pages 191 - 198)

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 EXEMPT MINUTES OF THE MEETING HELD ON 17 OCTOBER 2023 (Pages 199 - 202)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
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13 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS (IF ANY)

The Executive, Resources and Contracts PDS Committee will be scrutinising the following items on the Executive Agenda:

Capital Programme Monitoring Q2 Part 2 Appendix E

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EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 17 October 2023

Present:

Robert Evans (Vice-Chairman, in the Chair)

Councillors Jeremy Adams, Mark Brock,
David Cartwright QFSM, Kira Gabbert, Julie Ireland,
Simon Jeal, Ruth McGregor, Tony Owen, Shaun Slator,
Mark Smith, Melanie Stevens and Michael Tickner

Also Present:

Councillor Christopher Marlow, Portfolio Holder for Resources,
Commissioning and Contracts Management
Councillor Yvonne Bear, Portfolio Holder for Renewal, Recreation and
Housing

Councillors Simon Fawthrop (attended virtually), Chris Price,
Alison Stammers and Tommy Velvick.

38 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor Simon Fawthrop and Councillor Will Rowlands.

Apologies had also been received from Councillor Tony McPartlan (RRH PDS).

As the Committee Chairman, Councillor Fawthrop, had extended apologies, the Committee noted that the Vice-Chairman, Councillor Robert Evans was in the Chair.

39 DECLARATIONS OF INTEREST

The Chairman, Councillor Robert Evans, declared that he was a Member of the Board of MyTime Active. Consequently, Councillor Evans would take no part in the discussion and vote relating to Items 7 and 15 of the Executive Agenda (Leisure Centre Major Works). Councillor Cartwright assumed the Chair for these items.

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

17 October 2023

One question, for oral response, had been received and this is attached at Appendix A.

41 MINUTES OF THE EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE MEETING HELD ON 18 SEPTEMBER 2023 (EXCLUDING EXEMPT ITEMS)

The minutes of the Executive, Resources and Contracts PDS Committee meeting held on 18 September 2023 (excluding exempt information), were agreed and signed as a correct record.

**42 MATTERS OUTSTANDING AND WORK PROGRAMME
Report CSD23126**

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

The Committee agreed that a high-level report concerning rental waivers for Churchill Court be presented to the next meeting.

In response to a question concerning whether there had been any progress made on arranging a meeting between Biggin Hill Airport Ltd (BHAL) and residents, the Portfolio Holder for Resources, Commissioning and Contracts Management explained that discussions with BHAL were ongoing and these discussions would remain confidential until they were completed. Any agreement reached in respect of the Airport would be subject to scrutiny at this Committee.

A Member of the Committee raised the question of whether the Committee should give consideration to whether certain emails should be archived as part of the historical record for future generations if they were deemed to be in the public interest. Whilst noting that it was an interesting question, some Members cautioned around the cost and effort of storing data unnecessarily. However, Members of the Committee noted that elected councillors had obligations under the Data Protection Act not to store data unnecessarily and it maybe helpful to have a report to the Committee, in March 2024, setting out these data protection obligations and explaining what happened to emails when elected councillors left the Council.

RESOLVED: That

- 1. A high-level report on Churchill Court rental waivers be presented to the next meeting.**
- 2. A report on Councillor Emails and Data Protection be added to the Work programme for March 2024.**

43 FORWARD PLAN OF KEY DECISIONS

The Committee noted the Forward Plan of Key Decisions covering the period . September 2023 to December 2023.

A Member queried why the works at Red Hill Primary School had been delayed until February 2024 and it was agreed that a response would be provided following the meeting.

44 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

The Committee considered the following reports on the Part 1 agenda for the meeting of the Executive on 18 October 2023:

(5) CHURCHILL THEATRE & CENTRAL LIBRARY BUILDING, HIGH STREET, BROMLEY BR1 3UH

The site known as Churchill Theatre formed part of a larger property which also comprised Central Library and a number of ground floor retail units. The building was constructed as one in the 1970s, formally opening in 1977. The site was owned freehold by the Council, with Churchill Theatre being occupied by Trafalgar Group on a lease dated 5th September 2017 which expired on 3rd April 2041. Central Library was occupied and operated by the Council's library provider Greenwich Leisure, and the retail units were held on a long leasehold interest by a private third party.

Buildings of this nature were typically intended to have a lifespan of c. 50 years and as such, the building was now in poor condition, and many elements of the building and building fabric were considered end of life and beyond economic repair. Therefore, continuing with the existing lease arrangement with Trafalgar Group for the theatre element until its natural expiry in 2041 was not considered a viable option, as the extent of the works required to ensure a sustainable future for the building would not be possible whilst the building was occupied and operational.

The report primarily related to the Churchill Theatre element of the building, due to the lease arrangements that were in place and the commercial (i.e. non-operational / non-statutory) function of this element of the building, and the need to find a solution to the challenge of an end of life building, a limited pool of resources from which the Council must prioritise its statutory and operational needs, and the wider economic and cultural benefits that come with the presence of a theatre in the town centre.

The report set out the Council's intention for seeking a mutual agreement between the Council and Trafalgar Group to ensure a sustainable future for the theatre at the site, whilst simultaneously removing the Council's ongoing liabilities for repairs and maintenance at the site.

The Assistant Director for Strategic Property introduced the report and Members were advised that in respect of paragraph 3.21 which stated that 'a 'do nothing' approach has therefore been discounted', this was because the lease break clause would not be operable meaning that this option is not viable.

On behalf of the Bromley Town Ward Councillors, Councillor Ireland set out concerns including inadequate notice of the report, insufficient time for adequate scrutiny and inadequate consultation with residents. The Ward Councillors had concerns about the delegated authority being sought and would have preferred other options,

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including consideration being given to the Council retaining the freehold interest in the property. In moving forward, the Ward Councillors wanted to see certain caveats including the site being retained as a theatre of a similar size. In response, the Head of Regeneration provided assurance that, in recognition of the wider economic benefits of the Theatre, Officers had been working hard to secure the Theatre and consideration now had to be given to how the Theatre could move forward given the challenges of relocating a theatre of this size.

In response to concerns that were raised about the delegated authority being sought, the Director of Housing, Planning and Regeneration explained that delegation was being sought purely to proceed with negotiations and any final decision would have to be taken by the Executive and scrutinised by the Executive, Resources and Contracts PDS Committee. Members noted that issues around the transfer of the freehold would form part of any negotiations and there was an element of protection for the Theatre as development of the site would be subject to planning permission which sought to protect community assets.

In response to questions, the Director of Housing, Planning and Regeneration confirmed that, in relation to community assets, planning requirements were quite stringent and there would need to be provision for a theatre of a similar size capacity, along with other protections. Research undertaken by the Department to date had not revealed any covenants or restrictions on the land requiring use as a theatre however, the current state of the theatre meant that immediate action needed to be taken.

Another Member welcomed the possibility of working in partnership with the private sector in order to secure the future of the theatre in the town centre. Members noted that over the last few years a series of reports concerning the condition of the Churchill Theatre had been considered by the Committee and maintenance work had been undertaken but the building had now reached the end of its life.

In response to a question concerning the lack of details in the report around maintenance costs, the Portfolio Holder for Renewal, Recreation and Housing emphasised that these costs were immaterial as there were no circumstances under which maintenance of the building was the answer. The building was at the end of its life and now required redevelopment. The ideal situation was to redevelop in partnership with the Trafalgar Group and the report was seeking authorisation to commence negotiations.

In response to a further question, the Portfolio Holder for Renewal, Recreation and Housing explained that it was not possible to delay the break clause due to the condition of the building. It was still the very early stages of discussions, and any decision would come back to the Committee for scrutiny.

RESOLVED: That Executive be recommended to note the report and approve the following recommendations:

- a) To delegate authority to the Director of Housing Planning and Regeneration to agree terms with the existing tenant of Churchill Theatre, Trafalgar Group, to gift the Council's freehold interest in the whole site alongside negotiating a reverse premium to be paid to Trafalgar Group on completion of the freehold transfer to enable**

the tenant to invest in the building to ensure a sustainable future for the building and to protect its future use as a theatre. With terms, once agreed in principle, to be subject to further approval by the Executive Committee.

- b) As detailed within this report, the existing arrangement is not sustainable as there are significant works required to the building if it is to have a future, and therefore the existing lease arrangement with Trafalgar Group needs to be terminated to enable the works required on the building to be undertaken which cannot be facilitated whilst the building is occupied and operational. It is therefore recommended that the Landlord's Break Clause in relation to the lease held by Trafalgar Group is triggered which must be served on or before 1st April 2024 in accordance with the terms of the existing lease providing a minimum of 24 months' notice thereby terminating the existing lease arrangement as of 2nd April 2026.**
- c) Should Trafalgar Group confirm they are unwilling or unable to take gifted ownership (and a reverse premium) of the site, then it is recommended that the Executive Committee delegate authority to the Director of Housing Planning and Regeneration to openly market a 999-year leasehold interest in the site to secure a private developer to undertake the required redevelopment under a Development Agreement, with the 999 year lease only being granted, with vacant possession, on completion of the agreed scheme as agreed and stipulated within the Development Agreement. All offers received would be reported back to the Executive Committee for a Member decision to enable Member selection of a preferred bidder.**

(6) RELOCATION OF CENTRAL LIBRARY Report HPR2023/056

Due to the Churchill Theatre tower building being at end of life, with a requirement for redevelopment, officers have considered options for the relocation of Central Library.

The report set out the recommended option to move the service to the old Topshop site and sought budget approval to proceed to RIBA stage 3.

Members of the Committee welcomed the proposals and noted that final proposals for the location of the archives had yet to be developed.

In relation to the costs outlined in the report, the Committee noted that it was a significant piece of work and libraries were heavy buildings. The new building required complete remodelling and there were significant costs attached to the construction works. In response to a question, the Head of Regeneration confirmed that Officers were not anticipating any increase in

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revenue costs resulting from the move, indeed with a more modern building it was anticipated that there may be potential savings.

Members noted that the proposed budget for the project included a 15% contingency and Officers were confident that there was sufficient resource within the Team to support the project, although there were sometimes challenges with respect to recruitment.

RESOLVED: That Executive be recommended to

- 1. Note the works carried out for RIBA 1 that identify that the Topshop site is a suitable location for the Central Library. Noting that the indicative budget for relocation of the Central Library has an estimated cost of circa £15.5m, subject to further works being carried out for RIBA 2-4. Detailed costings will be provided in a Further Report to the Executive.**
- 2. As set out in paragraphs 3.10 – 3.13, approve in principle proceeding to procurement for a multi-disciplinary design team to RIBA Stage 7, with a break clause after RIBA Stage 3 and 4. The estimated whole life value of the contract up to RIBA Stage 7 is £1m with an estimated value up to RIBA Stage 3-4. Adding £500k for these works to the Capital Programme be approved in preparation of a further detailed costing report.**
- 3. Delegate authority to the Director of Housing, Planning, Property and Regeneration, in agreement with the Assistant Director Governance & Contracts, the Director of Corporate Services the Director of Finance and the Portfolio Holder, to Approve the detailed procurement strategy for the procurement of multi-disciplinary consultancy services to RIBA 7, including ensuring suitable break clauses are applied to the contract.**
- 4. Delegate any legal matters arising from these recommendations to the Director of Corporate Services and Governance.**

**(7) LEISURE CENTRE MAJOR WORKS PROGRAMME
Report HPR2023/054**

Councillor David Cartwright took the Chair for the duration of the item.

It was noted that this was a joint item with the Renewal, Recreation and Housing PDS Committee.

Following Executive's approval of the Procurement Strategy for the Leisure Centre Major Work Programme (report no: HPR2023/044) in August 2023, which was subject to this report, Executive are now asked to consider the options and recommendations contained within this report in order to bring

forward the major works required at the Walnuts and West Wickham Leisure Centres.

On behalf of the West Wickham Ward Councillors, Councillor Mark Brock, expressed delight that the project was now progressing.

Members welcomed the investment in the Borough's leisure centres and libraries.

RESOLVED: That

General:

- 1. Delegate authority to the Director for Housing, Planning, Property and Regeneration, in consultation with the Portfolio Holder, to put in place arrangements for the future tenant of the facilities pending Member's decision on this matter in the Part 2 report.**
- 2. Approve the capital budget as set in the Part 2 report.**
- 3. Approve Option 3 of the Programme Options, outlined in 3.24, which, pending final approval of budgets in Spring 2024, will allow for all works to be complete by Spring 2026.**
- 4. Delegate authority to the Director for Housing, Planning, Property and Regeneration, in consultation with the Portfolio Holder, to approve the submission of grant funding applications and to accept any subsequent awards of funding in relation to both Leisure Centres.**
- 5. Delegate authority to the Director for Housing, Planning, Property and Regeneration, in consultation with the Portfolio Holder, to approve any reasonable changes to the works needed after Executive approval in order to keep the works within budget.**
- 6. Note that additional funding may be needed for the construction works, as per 3.6.1 of the Part 2 report, above the OPR's indicative budget of £27.1m, to deliver the core requirements identified in 3.14 and 3.16 of this report and indicatively costed in 3.8 and 3.12 of the Part 2 report.**
- 7. Approve £1.867m from the OPR's budget for Leisure Centre Works to fund RIBA 3/4 works for both leisure centres (as set out in 2.10 and 2.14) .**
- 8. Approve £150k from the OPR's budget for Leisure Centre Works, to fund any ancillary legal matters arising from the developments up to RIBA 4.**

West Wickham:

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9. **Approve the core requirements for West Wickham Leisure Centre as set out in 3.14 of this report so that officers can progress these plans through RIBA 3 and 4.**
10. **Approve the award of contract to Alliance Leisure Services for £1.047m, funded by the OPR's indicative budget for leisure centres, to progress the West Wickham Leisure Centre Major Works Programme to RIBA 4 based on the core requirements laid out in this report.**
11. **Note that the current estimate for the works contract for West Wickham Leisure Centre, beyond RIBA stage 4, is contained in the Part 2 report. Following conclusion of RIBA stage 3, a subsequent report will be brought forward detailing more accurate costs for the works.**
12. **Delegate authority to the Director for Housing, Planning, Property and Regeneration, in consultation with the Portfolio Holder, to resolve any ancillary legal matters at West Wickham arising from the developments up to RIBA stage 4.**

The Walnuts:

13. **Approve the core requirements for the Walnuts Leisure Centre as set out in 3.16 of this report so that officers can progress these plans through RIBA 3 and 4.**
14. **Approve the award of contract to Alliance Leisure Services for £820k, funded by the OPR's indicative budget for leisure centres, to progress the Walnuts Leisure Centre Major Works Programme to RIBA 4 based on the core requirements laid out in this report.**
15. **Note that the current estimate for the works contract for the Walnuts Leisure Centre, beyond RIBA stage 4, is contained in the Part 2 report. Following conclusion of RIBA stage 3, a subsequent report will be brought forward detailing more accurate costs for the works.**
16. **Delegate authority to the Director for Housing, Planning, Property and Regeneration, in consultation with the Portfolio Holder, to resolve any ancillary legal matters at the Walnuts arising from the developments up to RIBA stage 4.**

**(9) OUR BROMLEY MAGAZINE
Report CSD23129**

The report sets out the background behind the launch of the Council's resident magazine – 'Our Bromley'. It outlined the rationale behind the

magazine and why it was necessary to launch such a publication, to ensure that all residents, including the most vulnerable, were better able to access the Council's services. It also outlined proposals for a permanent magazine going forward.

The demise of printed local media in Bromley in favour of digital media had left a challenging landscape in which to deliver information to everyone in the Borough including those not digitally enabled.

In response to questions the Public Affairs Executive explained that whilst it was unlikely that the publication would get to the position where external advertising covered costs, the publication represented a cost-effective way for Council departments to advertise. Costs were kept to a minimum with in-house design and photography, an in-house editor and other members of the Team providing copy.

In relation to the carbon footprint, the Head of Public Affairs that there had been no detailed exploration of emissions to date, but this detail could be shared when it was available.

The Committee noted that the risk of competition with community magazines had been looked at closely and assurances were provided that due to the reach of the publication, it was being put through every door in the Borough, and consequently the cost of advertising, it was unlikely that the Council magazine would compete with any current community magazines.

In response to a question, the Head of Public Affairs confirmed that when available, the gross costs to the Council could be shared with the Committee.

RESOLVED: That Executive be recommended to

- 1. Agree that the Council produces a regular paper magazine called 'Our Bromley' three times a year to be distributed to all residents. There is flexibility to move to four editions a year, but for the moment, three is recommended as a more viable option.**
- 2. Note that the financial implications are envisaged to be cost neutral, with the total expected spend of £180k over three issues, at current prices, being anticipated to be covered by advertising revenue.**
- 3. Note that after a period of a year, there will be a review on the impact of the publication before continuing in future years.**
- 4. Note the change of name of the Council's e-mailed newsletter for residents from 'Update' to 'Our Bromley'.**

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45 POLICY DEVELOPMENT AND OTHER ITEMS

A RISK MANAGEMENT Report FSD23062

The report provided Members of the Executive, Resources and Contracts Policy, Development and Scrutiny Committee with the net 'High' (Red) risks extracted from the Corporate Services, Finance and Human Resources and Customer Services Risk Registers.

In relation to the Fire Safety Risk detailed in Appendix D of the report, the Committee noted that risks had been identified and that was key. Mitigations had been put in place and whilst there were ongoing challenges around the office move, the risks would be further mitigated once the move had been completed.

In relation to the IT security risk, Members noted that the key vulnerability was human error. The Committee noted that staff received regular mandatory training and measures had been put in place to keep the Council systems secure. It was suggested that Members should also receive the training provided to staff. A Member highlighted that IT security needed to be balanced with workability and requested that this be reviewed in respect of emails,

A Member further suggested that the Director of Corporate Services and Governance should be asked to review the Information Request Non-Compliance Risk as this had a higher rating than both the Fire Safety Risk and the IT Security Risk which seemed inconsistent.

RESOLVED: That the report be noted.

B REVIEW OF FREEDOM OF SPEECH FOR EMPLOYEES

This item was deferred to the next meeting.

46 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**

**47 EXEMPT MINUTES OF THE MEETING HELD ON 18 SEPTEMBER
2023**

The Part 2 (exempt) minutes of the meeting held on 18 September 2023, were agreed, and signed as a correct record.

48 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS

The Committee considered the following reports on the Part 2 agenda for the meeting of the Executive on 18 October 2023:

**(13) PART 2: CHURCHILL THEATRE & CENTRAL LIBRARY
BUILDING, HIGH STREET, BROMLEY BR1 3UH**

The Committee considered the report and made recommendations to the Executive.

(14) PART 2: RELOCATION OF CENTRAL LIBRARY

The Committee considered the report and agreed the recommendations.

(15) PART 2: LEISURE CENTRE MAJOR WORKS

The Committee considered the report and made recommendations to the Executive.

The Meeting ended at 9.32 pm

Chairman

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Agenda Item 5

Report No.
CSD23138

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Monday 27 November 2023

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

Title: MATTERS OUTSTANDING AND WORK PROGRAMME

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

Chief Officer: Director of Corporate Services and Governance

Ward: All Wards

1. Reason for decision/report and options

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

- Monitoring progress against actions arising from previous meetings; and
- Developing the 2023/24 Forward Work Programme.

2. **RECOMMENDATION(S)**

That PDS Committee reviews and comments on:

1. Progress on matters arising from previous meetings; and
2. The 2023/24 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
-

Transformation Policy

1. Policy Status: Not Applicable:
 2. Making Bromley Even Better Priority (delete as appropriate): Not Applicable:
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £366k
 5. Source of funding: Revenue Budget
-

Personnel

1. Number of staff (current and additional): 6
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: None:
 2. Call-in: Not Applicable: Non-Executive reports are not subject to call-in
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Property

1. Summary of Property Implications: Not Applicable
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: Not Applicable
-

Customer Impact

1. Estimated number of users or customers (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

3. COMMENTARY

Matters Outstanding from Previous Meetings

3.1. There are 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 2** sets out the ERC PDS Committee Work Programme for 2023/24, 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. Other reports will be added to the 2023/24 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

3.5 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.

Non-Applicable Headings:	Impact on Vulnerable Adults and Children, Transformation/Policy Implications, Financial Implications, Personnel Implications, Legal Implications, Procurement Implications, Property Implications, Carbon Reduction/Social Value Implications, Customer Impact, Ward Councillor Views
Background Documents: (Access via Contact Officer)	Minutes of previous meetings

**EXECUTIVE, RESOURCES & CONTRACTS PDS COMMITTEE
WORK PROGRAMME 2023/24**

Meeting Date: 16 January 2024		
	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Capital Programme Monitoring - 2nd Quarter 2022/23	Finance	Pre-decision scrutiny (PH)
Update on OPR	Property	PDS Committee
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
Scrutiny of the Resources, Commissioning & Contract Management Portfolio Holder (including short written summary)	N/A	PDS Committee
Risk Registers	Audit	PDS Committee
Meeting Date: 5 February 2024		
	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Capital Programme Monitoring Q.3	Finance	PH Pre-Decision Scrutiny
Annual Investment Strategy 2023/24 and Quarter 3 Treasury Management Performance	Finance	PH Decision/Council
Contracts Register and Contracts Database Update	Governance and Contracts	PDS Committee
Property Investment Update	Property	PDS Committee
Risk Register (Red Risks)	Audit	Information Briefing

Meeting Date: 25 March 2024	Division	Committee Role
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Post-Completion Review of Oracle Fusion Implementation	Finance.	PDS Committee.
Scrutiny of The Leader (including short written summary) – To be moved to May 2024	N/A	PDS Committee
Scrutiny of the Chief Executive (including short written summary)	N/A	PDS Committee
Councillor Emails and Data Protection	IT/Legal/Information Management	PDS Committee
Annual PDS Report 2022/23	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: 31 OCTOBER 2023

PERIOD COVERED: October 2023 - January 2024

DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 12 DECEMBER 2023

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 LEVEL 2024/25	Council	26 February 2024 Executive, PDS Committees, business community & local residents	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
REVENUE BUDGET 2024/25	Council	26 February 2024 Executive, PDS Committees, business community and local residents	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
CAPITAL STRATEGY 2024 TO 2028	Council	26 February 2024 Executive, PDS Committees and key stakeholders	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Meetings in public</u>	Reports 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?
ANNUAL INVESTMENT STRATEGY 2024/25	Council	26 February 2024 Executive, Resources & Contracts PDS Committee	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
TREASURY MANAGEMENT STRATEGY 2024/25	Council	26 February 2024 Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer: Peter Turner Tel: 020 8313 4668 peter.turner@bromley.gov.uk	<u>Meeting in public</u>	Reports and relevant background documents
EXECUTIVE						
UPDATE THE OPR	Executive	29 November 2023 Executive Resources and Contracts PDS Committee	Meetings	Contact Officer: Darren Essex darren.essex@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
HOUSING MANAGEMENT CONTRACT (AWARD REPORT)	Executive	29 November 2023 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Michelle Bowler Tel: 020 8313 4014 Michelle.Bowler@bromley.gov.uk	<u>Report is expected to be considered in the public part of the meetings with exempt material considered during confidential proceedings.</u>	Report and relevant background documents

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AWARD OF CONTRACT: BEAM LTD	Executive	29 November 2023 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Lydia Lewinson Tel: 020 8461 7691 lydia.lewinson2@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
CASTLECOMBE YOUTH CENTRE AND MOTTINGHAM COMMUNITY SUPPORT CENTRE	Executive	29 November 2023 Renewal Recreation and Housing PDS Committee	Meetings	Contact Officer: Lydia Lee Tel: 020 8313 4456 lydia.lee@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
SECTION 31 AGREEMENT BETWEEN LONDON BOROUGH OF BROMLEY AND OXLEAS NHS TRUST FOR THE INTEGRATED PROVISION OF MENTAL HEALTH SERVICES	Executive	29 November 2023 Adult Care and Health PDS Committee	Meetings	Contact Officer: Kelly Sylvester Tel: 020 8461 7653 kelly.sylvester@bromley.gov.uk	<u>Meeting in public</u>	Reports and relevant background documents

WHAT IS BEING DECIDED?	WHO IS THE DECISION MAKER?	WHEN WILL THE DECISION BE MADE AND WHO WILL BE CONSULTED BEFORE THE DECISION IS MADE?	HOW WILL THE CONSULTATION TAKE PLACE?	HOW CAN YOU MAKE COMMENTS ON THE DECISION BEFORE IT IS MADE?	WILL THIS ITEM BE CONSIDERED IN PUBLIC OR IN PRIVATE?	WHAT SUPPORT DOCUMENTS AND OTHER INFORMATION WILL BE AVAILABLE?
AWARD OF CONTRACT FOR WORKS AT OAKLANDS PRIMARY SCHOOL	Executive	29 November 2023 Children, Education and 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
LONDON BOROUGH'S LEGAL ALLIANCE FRAMEWORK AGREEMENT FOR BARRISTERS	Executive	29 November 2023 Executive, Resources and Contracts PDS Committee	Meeting	Contact Officer: Shupriya Iqbal Tel: 020 8461 7161 shupriya.iqbal@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
CRM REPLACEMENT CAPITAL PROJECT - WEBSITE REDESIGN UPDATE REPORT	Executive	17 January 2024 Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer: Duncan Bridgewater Tel: 0208 461 7676 Duncan.Bridgewater@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
HOUSING IT SYSTEMS	Executive	07 February 2024 Renewal Recreation and Housing PDS Committee	Meeting	Contact Officer: Tracey Wilson Tel: 020 8313 4515 tracey.wilson@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?
ADOPTION OF LEISURE STRATEGY	Executive	07 February 2024 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Alicia Munday Tel: 020 8313 4559 Alicia.Munday@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
ASTLEY CENTRE	Executive	07 February 2024 Adult Care and Health PDS Committee	Meetings	Contact Officer: Christian Markandu christian.markandu@bromley.gov.uk	<u>Meeting in Public</u>	Report and relevant background documents
HOUSING ALLOCATION SCHEME AND CHOICE BASED LETTINGS POLICY	Executive	07 February 2024 Renewal, Recreation and 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
GATEWAY 2 AWARD - ADULT MENTAL HEALTH RECOVERY AND REHABILITATION SUPPORT @ HOME SERVICE	Executive	07 February 2024 Adult Care and Health PDS Committee	Meetings	Contact Officer: Kelly Sylvester Tel: 020 8461 7653 kelly.sylvester@bromley.gov.uk	<u>Report is expected to be considered in the public part of the meetings with exempt material considered during confidential proceedings.</u>	Report and relevant background papers

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?
OLDER PEOPLE'S BLOCK BEDS	Executive	07 February 2024 Adult Care and Health PDS Committee	Meetings	Contact Officer: Sean Rafferty sean.rafferty@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
AWARD OF CONTRACT - CAPITAL WORKS AT RED HILL PRIMARY SCHOOL	Executive	27 March 2024 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 exempt material considered during confidential proceedings.</u>	Report and relevant background documents
ADULT CARE & HEALTH PORTFOLIO						
VARIATION TO THE PRIMARY AND SECONDARY INTERVENTION SERVICE	Portfolio Holder for Adult Care and Health	Between 21 November 2023 and 01 December 2023 Adult Care & Health PDS Committee	Meetings	Contact Officer: Ola Akinlade Tel: 020 8313 4744 ola.akinlade@bromley.gov.uk	<u>Report is expected to be considered in the public part of the meeting with exempt material considered during confidential 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?
CONTRACT EXTENSION - EMPLOYMENT SUPPORT FOR ADULTS WITH LEARNING DISABILITIES	Portfolio Holder for Adult Care and Health	Between 21 November 2023 and 01 December 2023 Adult Care and Health PDS Committee	Meetings	Contact Officer: Christian Markandu christian.markandu@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
AWARD OF CONTRACT VIA EXEMPTION: VOLUNTARY SECTOR GATEWAY CLUBS	Portfolio Holder for Adult Care and Health	Between 21 November 2023 and 01 December 2023 Adult Care and Health PDS Committee	Meetings	Contact Officer: Alex Best alex.best2@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
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?
FAMILY GROUP CONFERENCE - APPROVAL TO AWARD GATEWAY REPORT	Director of Children's Services	Between 01 November 2023 and 30 November 2023 Children, Education & Families PDS Committee	Meetings	Contact Officer: Bola Bakare Tel: 0208461 7614 bola.bakare@bromley.gov.uk	<u>Report is expected to be considered in the public part of the meetings with exempt material considered during confidential proceedings.</u>	Report and relevant background information
ENVIRONMENT						
PUBLIC PROTECTION & ENFORCEMENT PORTFOLIO						
RENEWAL, RECREATION & HOUSING PORTFOLIO						
PERFORMANCE OF THE LIBRARIES CONTRACT SIX MONTH REVIEW	Portfolio Holder for Renewal, Recreation and Housing	November 2023 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Paula Young Tel: 020 8461 7281 Paula.Young@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background information
MOTTINGHAM LEARNING SHOP	Portfolio Holder for Renewal, Recreation and Housing	November 2023 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Lydia Lee Tel: 020 8313 4456 lydia.lee@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents

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REGENERATION STRATEGY UPDATE	Portfolio Holder for Renewal, Recreation and Housing	November 2023 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Lydia Lee Tel: 020 8313 4456 lydia.lee@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
CRYSTAL PALACE UPDATE	Portfolio Holder for Renewal, Recreation and Housing	November 2023 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Alicia Munday Tel: 020 8313 4559 Alicia.Munday@bromley.gov.uk	<u>Meeting in public</u>	Report and relevant background documents
RE-COMMISSIONING OF THE LEWISHAM CREDIT UNION	Portfolio Holder for Renewal, Recreation and Housing	December 2023 Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer: Lydia Lewinson Tel: 020 8461 7691 lydia.lewinson2@bromley.gov.uk	<u>Meeting in Public</u>	Report and relevant background documents
LONE WORKER DEVICES	Director of Housing, Planning, Property and Regeneration	December 2023	Email	Contact Officer: Tracey Wilson Tel: 020 8313 4515 tracey.wilson@bromley.gov.uk	<u>Part 1 Decision Statement</u>	Report and relevant background documents
RESOURCES, COMMISSIONING & CONTRACT MANAGEMENT PORTFOLIO						
TRANSPORT, HIGHWAYS AND OPEN SPACES						

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

Contact Officer: Philippa Gibbs, Chief Executive's Department: 020 8461 7638, philippa.gibbs@bromley.gov.uk

Report No.
FSD23066

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RESOURCES, COMMISSIONING & CONTRACTS
MANAGEMENT PORTFOLIO HOLDER

Date: For pre-decision scrutiny by the Executive, Resources & Contracts PDS
Committee on Monday 27th November 2023

Decision Type: Non-Urgent Executive Non-Key

Title: INSURANCE FUND - ANNUAL REPORT 2022/2023

Contact Officer: Viknesh Gill, Insurance & Risk Manager
Tel: 0208 313 4244 E-mail: viknesh.gill@bromley.gov.uk

Chief Officer: Director of Finance

Ward: (All Wards);

1. Reason for report

- 1.1 This report advises Members of the Insurance Fund position as at 31st March 2023 and presents statistics relating to insurance claims for the last two years. In 2022/23, the total Fund value increased from £4.002m to £4.159m. A mid-year review of the Fund has also been carried out and at this stage, it is estimated that the final Fund value as at 31st March 2024 will increase to approximately £4.298m. The position will continue to be monitored throughout the year.

2. RECOMMENDATION(S)

- 2.1 The Resources, Commissioning and Contracts Management Portfolio Holder is requested to note the contents of the report.

Impact on Vulnerable Adults and Children

1. Summary of Impact: N/A
-

Transformation Policy

1. Policy Status: Existing policy. To maintain appropriate levels of insurance cover to ensure adequate cover for Council properties, assets and services
 2. Making Bromley Even Better Priority:
To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A
 3. Budget head/performance centre: Insurance Fund
 4. Total current budget for this head: £4.159m (Fund balance as at 31/03/2023)
 5. Source of funding: Insurance Fund – contributions from revenue, interest earned on balance
-

Personnel

1. Number of staff (current and additional): 1 Insurance & Risk Manager
 2. If from existing staff resources, number of staff hours: Insurance claims are handled under a shared services arrangement with the London Borough of Sutton
-

Legal

1. Legal Requirement: The Council have both Employers Liability and Motor policies which are required by law
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications: N/A
-

Property

1. Summary of Property Implications: The Council have property and terrorism insurance policies for all properties the Council are responsible for insuring.
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: N/A
-

Impact on the Local Economy

1. Summary of Local Economy Implications: N/A
-

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approx. 500 claims are received each year across all insurance covers
-

Ward Councillor Views

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

3. COMMENTARY

3.1 Background

- 3.1.1 Like most organisations, ensuring adequate insurance cover is in place is one of the ways that the Council manages risk. It is the responsibility of the Council to determine the best balance between the level of premiums paid to external insurers and internal self-insurance arrangements paid from the Insurance Fund earmarked reserve.
- 3.1.2 The Council has a number of separate insurance policies, and these policies are subject to excess and stop-loss arrangements so that claims are only chargeable to the insurers if the cost of an individual claim is greater than the excess and/or if the aggregate of all claims exceeds the relevant stop-loss. The aggregate stop-loss is designed so that the Insurance Fund is protected in the event of a significant claim or a large number of successful claims.
- 3.1.3 The trend for the Fund between 2020/21 and 2021/22 was a decrease from £4.4m to £4.0m. However, as illustrated in the table in paragraph 6.1, the Fund has increased during 2022/23. The balance (to cover new claims notified after 31st March 2023) stood at £4.159m as at 31st March 2023.
- 3.1.4 Very little guidance is given on a prudent level of reserves for insurance claims, but the Financial Conduct Authority generally supports the principle that it should be based on a realistic assessment of the value of known unsettled claims. Accordingly, in addition to the Fund balance, the Council carries a provision on its Balance Sheet for the estimated proportion of claims received that will be settled. As at 31st March 2023, the provision stood at £2.997m.
- 3.1.5 In the Insurance Fund Annual Report for 2021/22, reported to Members on the 23rd November 2022, it was estimated that the Fund balance would remain stable at around £4m for 2022/23. Despite an increase of £115k on actual claim payments, the total fund value increased as highlighted in Paragraph 3.1.3. This was due to a significant increase of £215k in interest and also a decrease of £439k in the estimated value of unsettled claims provision compared to 2021/22. As a result of both issues, the remaining balance at year end was £4.159m. As at 31st March 2023, there were 503 open claims.
- 3.1.6 The position of the Fund has been reviewed as of 9th November 2023. Based on the estimated value of claims received to that date, it is anticipated that the Fund balance will increase to approximately £4.3m at the end of 2023/24. As of 30th October 2023 there were 417 open claims. The position will continue to be monitored throughout the year.

3.2 Insurance Claim Handling Arrangements

- 3.2.1 The Council has historically handled self-insured claims in-house (with the exception of own fault or disputed motor claims involving a third-party), as well as managing more serious/complex claims in liaison with the insurer.
- 3.2.2 The Council commenced an insurance claims handling agreement on 1st April 2020 for a period of 5 years with the London Borough of Sutton (LBS). This arrangement was agreed by the Executive, Resources & Contracts PDS Committee on Wednesday 9th October 2019.
- 3.2.3 The client function at Bromley is undertaken by the Insurance and Risk Manager who sits within the Audit and Assurance team of the Finance department. The Insurance and Risk Manager is responsible for the management of the overall service including the authorisation of all claim payments, meeting with insurers and broker, annual reviews of insurance cover

and performance monitoring in line with the terms of the service specification that has been drawn up and agreed with LBS. Quarterly meetings are held between the Insurance & Risk Manager, LBS insurance claims manager, insurance broker and casualty/property insurance providers.

3.2.4 The Council’s insurance is categorised across the following ‘business classes’:-

- Employer’s Liability – All employers are required to insure their staff during the course of their employment, both for their actions and against injury.
- Public Liability – This covers a wide range of risks for injury and damage that the public may be exposed to as a result of Council actions or omissions.
- Motor – This includes the Council’s vehicles, minibuses and staff leased cars.
- Property – This is for the property issues for Council assets such as fire, storm and floods.
- Terrorism – This covers physical loss or damage to property, loss of rental income and increased cost of working (business interruption) on a first loss basis, for any act of terrorism or sabotage.
- Other – These are minor policies such as travel, school journey insurance and fidelity guarantee.

3.3 Insurance Policy Providers

3.3.1 The Council completed an OJEU tender exercise in early 2019 for insurance policies which commenced on 1st May 2019. The long-term agreement ends on 30th April 2024 with an option to extend for a further period of three years. The outcome of this tender exercise was outlined in the ‘Contract Award: Insurance policies’ report (FSD190) that was presented to Executive in March 2019. The Council’s current Insurance Policies and providers are listed in the table below:

Insurance Policy	Insurance Provider as of 1st May 2019
Casualty (Public & Employers Liability, Professional & Officials Indemnity)	Maven Public Sector
Motor	Zurich Municipal
Property	Travelers Insurance Co
Terrorism	Atrium Underwriting Ltd
School Journey	Risk Management Partners
Personal Accident & Travel	Risk Management Partners
Fidelity Guarantee	Risk Management Partners

3.3.2 The Council completed a request for quotations exercise in August 2023 for the insurance brokerage contract. The contract was subsequently awarded to Marsh Ltd from 1st September 2023 until 31st August 2027. This insurance broker contract award was made in preparation for the long-term agreement with the above insurance providers ending on 30th April 2024. There is an option within the contracts to extend the policies with the current insurance providers from 1st May 2024 until 30th April 2027 and commissioning options are currently being evaluated.

3.3.3 The Insurance & Risk Manager has quarterly meetings with the Council's insurance broker and both casualty and property insurers. During 2022/23, liability insurers raised concerns regarding the Council's claims experience. This is mainly due to 4 open liability claims each reserved at over £100k. This position will continue to be monitored but is important to note that all 4 current claims have different incident circumstances.

3.3.4 Property insurers undertook a site visit of Churchill Court in preparation of arranging adequate insurance for the building, which is now in place. As a result of increased building costs, property insurers are taking a more stringent approach on declared property values being up to date and accurate. This is in order to avoid underinsurance. The insurance policy condition is that all insured buildings must have a reinstatement valuation undertaken by a qualified RICS (Royal Institution of Chartered Surveyors) member within the last 5 years. The Council's property department are currently considering options for arranging a system of undertaking reinstatement valuations every 5 years commencing from the start of 2024/25. This will be funded from the Insurance Fund.

3.4 Reviews of the Insurance Service

3.4.1 The total payments and stop losses of casualty claims going back to 2013 are outlined in the table below:

Insurer	Policy Year	Start Date	Stop loss	Total Payments	Outstanding Estimate	Total Claims	Under Stop Loss
			£'000	£'000	£'000	£'000	£'000
Travelers	2013/14	01/05/2013	1,275	508	5	514	761
Travelers	2014	01/05/14 - 17/06/14	1,531	101	0	101	1,430
Zurich Municipal	2014/15	17/06/14 - 1/5/15	1,965	519	19	538	1,427
Zurich Municipal	2015/16	01/05/2015	1,965	231	0	231	1,734
Zurich Municipal	2016/17	01/05/2016	1,965	394	182	577	1,388
Zurich Municipal	2017/18	01/05/2017	2,500	243	152	395	2,105
Zurich Municipal	2018/19	01/05/2018	2,500	471	126	597	1,903
Maven	2019/20	01/05/2019	1,750	276	140	416	1,334
Maven	2020/21	01/05/2020	1,850	560	86	646	1,204
Maven	2021/22	01/05/2021	2,035	465	593	1,058	977
Maven	2022/23	01/05/2022	2,150	89	645	734	1,416

The above table shows the total value of claims currently paid (total payments) and the insurance claim reserves (outstanding estimate) on claims that are currently open across the last 10 policy years. The total of both amounts is shown in the total claims column and the

final column illustrates that the Council have not breached the stop loss in any of the last 10 policy years.

3.4.2 The policy excess and stop loss figures for the Council’s major insurance policies for 2022/23 are outlined in the table below:

	2022/2023		
Policy	Excess (£'000)		Aggregate Stop Loss (£'000)
Property			
General	125	}	750
Education	250		
Storm/Flood	125		
Casualty	125		2,150
Motor	50		250

From the table in 3.4.1, the highest total claims payment of casualty claims in the last 10 years is £560k in 2020/21 which is well below the current stop loss of £2.15m. The historical total claim amounts of the last 10 policy years would indicate that the current stop loss of £2.15m is set at an appropriate level in order to balance the level of insurance premium with a stop loss that is unlikely to be breached.

3.4.3 Internal recharges are made to the revenue budget for both the insurance premiums and the contribution to the Insurance Fund to cover the cost of claims met by the Council. The cost of claims is met directly from the Fund until the stop-loss is reached.

3.5 Insurance Claims

3.5.1 Claims statistics for the main categories of insurance cover for 2021/22, 2022/23 and 2023/24 to date are detailed in the following table. These show claims in these financial years as at 30th October 2023 in respect of incidents/accidents taking place, but not necessarily reaching settlement. The table also shows the total number of outstanding claims for all years and their estimated value.

	2021/22		2022/23		2023/24 To date		Total Outstanding	
	No	Paid	No	Paid	No	Paid	No	Outstanding
Policies subject to excess / stop loss								
Property Damage All Risk	5	£874.13	12	£42,584.40	2	£0.00	10	£23,846.20
Public Liability	292	£475,756.56	440	£82,404.76	246	£31,856.87	304	£1,527,557.62
Employers Liability	0	£0.00	0	£0.00	0	£0.00	0	£0.00
Officials Indemnity	4	£4,470.00	0	£0.00	1	£0.00	2	£275,500.00
Total	301	£481,100.69	452	£124,989.16	249	£31,856.87	316	£1,826,903.82
Vehicle Policies								
Leased Car Fleet	35	£42,037.12	49	£61,849.19	27	£70,583.80	40	£70,830.39
Motor Fleet	3	£22,202.04	0	£0.00	1	£0.00	1	£0.00
Total	38	£64,239.16	49	£61,849.19	28	£70,583.80	41	£70,830.39

- 3.5.2 Compared with the figures in last year's annual report, the total amount of outstanding claims has significantly increased by 123 claims. This has resulted in an increase in the total amount outstanding of around £100k compared to last year's report. The reason for this increase in claim numbers is due to a high number of public liability claims in 2022/23 and also the year to date for 2023/24. The total amount outstanding can be attributed to these increased claim numbers and also the 4 current open liability claims each reserved at over £100k.
- 3.5.3 The above figures reflect claims received up to 30th October 2023 and will likely increase as further claims are made. The deadlines for submitting claims are as follows: injuries can be notified up to 3 years after the incident occurred (or up to the age of 21 for minors at the time), property claims up to 6 years, and without limit for historic mesothelioma, abuse, noise related or repetitive injury claims. Courts can also waive limitation periods e.g. when the claimant has mental health issues.
- 3.5.4 It should be noted that although the total value of outstanding claims is just over £2.5m, this is unlikely to be the actual cost to the Council of these claims. The Council will settle the claim if it believes that it is liable or it does not have a defence in law. If not, the claim will be repudiated. Following the repudiation there will be a period of some uncertainty before the claim is closed as the claim may be challenged through the legal process.
- 3.5.5 The table below provides a summary of the claims by financial year in respect of incidents/accidents taking place and shows those that are still in progress, redirected to a third party, repudiated or settled.

Financial Year	No of Claims	In Progress	Redirected	Repudiated / Closed	Settled
2013-2014	467	0.2%	3.1%	55.9%	40.8%
2014-2015	421	0.2%	4.3%	59.4%	36.1%
2015-2016	349	0.6%	2.3%	68.2%	28.9%
2016-2017	346	0.9%	3.7%	65.9%	29.5%
2017-2018	380	1.0%	2.4%	64.9%	31.7%
2018-2019	392	2.6%	3.3%	59.2%	34.9%
2019-2020	366	1.0%	10.1%	59.9%	29.0%
2020-2021	289	7.3%	9.7%	56.4%	26.6%
2021-2022	339	12.4%	13.6%	54.3%	19.7%
2022-2023	501	26.0%	8.4%	48.7%	16.9%
2023 to date	277	66.8%	7.6%	15.5%	10.1%

- 3.5.6 Tables 1 and 2 of Appendix 1 show the number and total cost of all claims by the financial year the incident occurred. From Table 1 of Appendix 1, the Council has received 501 claims for incidents that occurred in 2022/23. This is a 48% increase of claims compared to the previous year.
- 3.5.7 From Table 2 of Appendix 1, these 501 claims in 2022/23 have not yet resulted in an increase in payments compared to the previous year. Just over a quarter of these claims are still in progress which is the reason for the reserve amount. As indicated in paragraph 3.5.4 and highlighted by the repudiation rate in the table in paragraph 3.5.5, a significant proportion of the claims currently shown as outstanding will ultimately not be paid.
- 3.5.8 Of the claims that occurred in 2022/23, the vast majority (around 88%) relate to Public Liability claims. The public liability claims made against the Council are broken down into highways, trees and other claims shown in Table 1 of Appendix 2. From this table, it is evident that the increase in claim numbers for 2022/23 can be attributed to a large increase in highways claims. There were 345 highway claims for incidents that occurred in 2022/23 compared to 179 for 2021/22.
- 3.5.9 Despite this increase in the number of highways claims, Table 1 of Appendix 2 shows that there has not yet been an increase in highways claim payments. From review of the payments made on these increased highways claim numbers, this can be attributed to an increase in vehicle damage pothole claims as opposed to personal injury claims.
- 3.5.10 Table 3 of Appendix 2 breaks down the public liability claims received each month for the financial year of 2022/23. This provides an overview of when public liability claims are received by the Council, irrespective of when the incident occurred. When compared to the table from 2021/22 (Table 4 of Appendix 2), it is evident that there has been a significant increase in highways public liability claims received from November 2022 to March 2023. In particular, a peak of 83 highways claims received in January 2023. This again can be attributed to the vehicle damage pothole claims mentioned in paragraph 3.5.7.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

N/A

5. TRANSFORMATION/POLICY IMPLICATIONS

- 5.1 To maintain appropriate levels of insurance cover to ensure adequate cover for Council properties, assets and services

6. FINANCIAL IMPLICATIONS

- 6.1 The table below shows movements into and out of the Insurance Fund in recent years and gives an indication of the volatility and unpredictability of the value of claims settled and outstanding each year. An estimate of the position for 2023/24 is also included in the table.

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 (est)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fund balance b/f	2,888	3,099	3,373	3,717	3,984	4,396	4,383	4,002	4,159
Revenue contribution to Fund	800	800	800	800	800	800	800	800	1,300
Interest	73	81	75	78	89	88	95	308	329
Claims (actual)	-716	-545	-872	-553	-66	-515	-652	-767	-1,200
Change in provision for outstanding claims	54	-62	342	-57	-411	-386	-624	-185	-290
Fund balance c/f	3,099	3,373	3,717	3,984	4,396	4,383	4,002	4,159	4,298

7. PERSONNEL IMPLICATIONS

- 7.1 An insurance claims handling service is provided by staff from the London Borough of Sutton under a shared services arrangement.

8. LEGAL IMPLICATIONS

- 8.1 The Council have both Employers Liability and Motor policies which are required by law.

9. PROCUREMENT IMPLICATIONS

N/A

10. PROPERTY IMPLICATIONS

- 10.1 The Council have property and terrorism insurance policies for all properties the Council are responsible for insuring.

11. CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS

N/A

12. IMPACT ON THE LOCAL ECONOMY

N/A

13. IMPACT ON HEALTH AND WELLBEING

N/A

14. CUSTOMER IMPACT

- 14.1 The Council receive approximately 500 claims each year across all insurance covers. Insurance claims are handled by staff from the London Borough of Sutton under a shared services arrangement.

15. WARD COUNCILLOR VIEWS

N/A

Non-Applicable Headings:	4. IMPACT ON VULNERABLE ADULTS AND CHILDREN 9. PROCUREMENT IMPLICATIONS 11. CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS 12. IMPACT ON THE LOCAL ECONOMY 13. IMPACT ON HEALTH AND WELLBEING 15. WARD COUNCILLOR VIEWS
Background Documents: (Access via Contact Officer)	- Insurance Fund – Annual Report 2021/22, Executive and Resources PDS Committee, 23 rd November 2022 - Gateway 0/1: Procurement Strategy for Integrated Insurance Agreement, Executive and Resources PDS Committee, 9 th October 2019 - Contract Award: Insurance Policies, Executive 27 th March 2019

Table 1

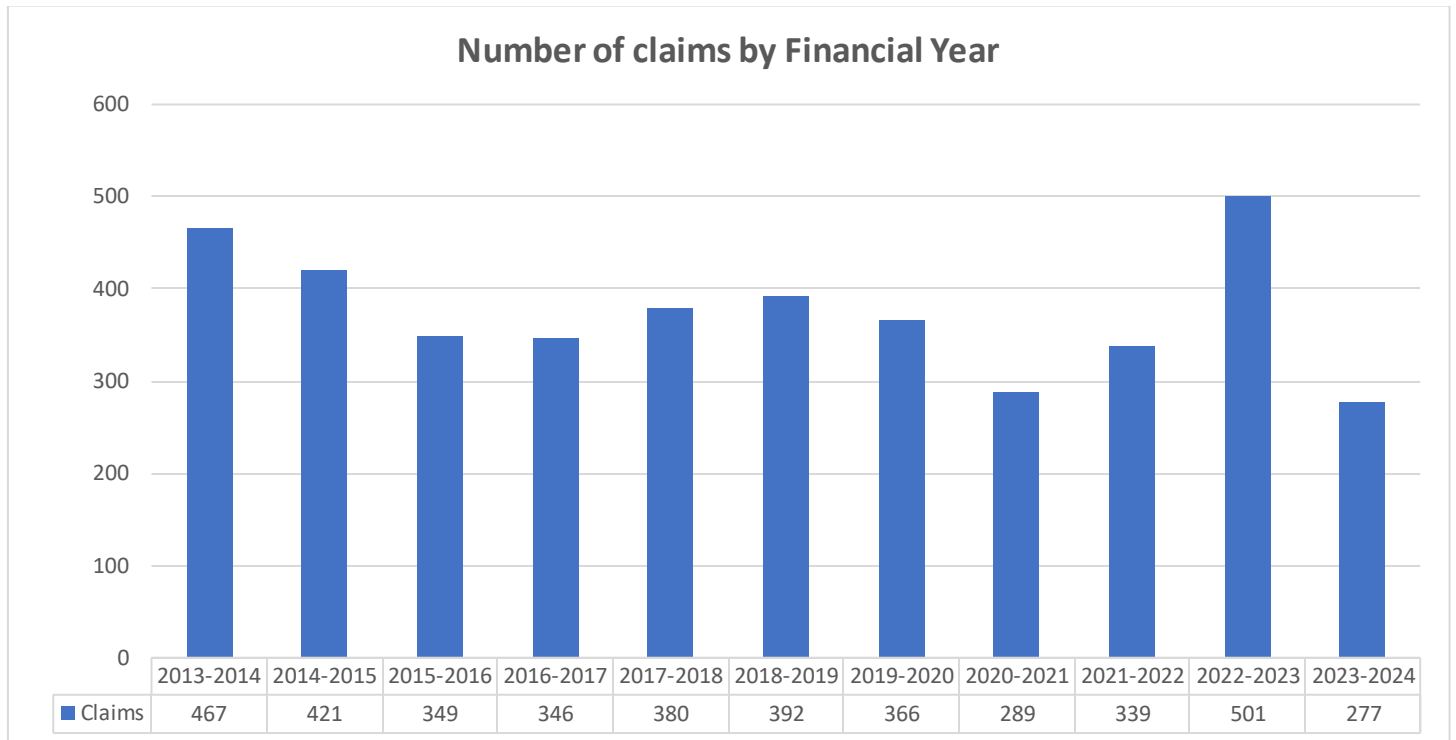
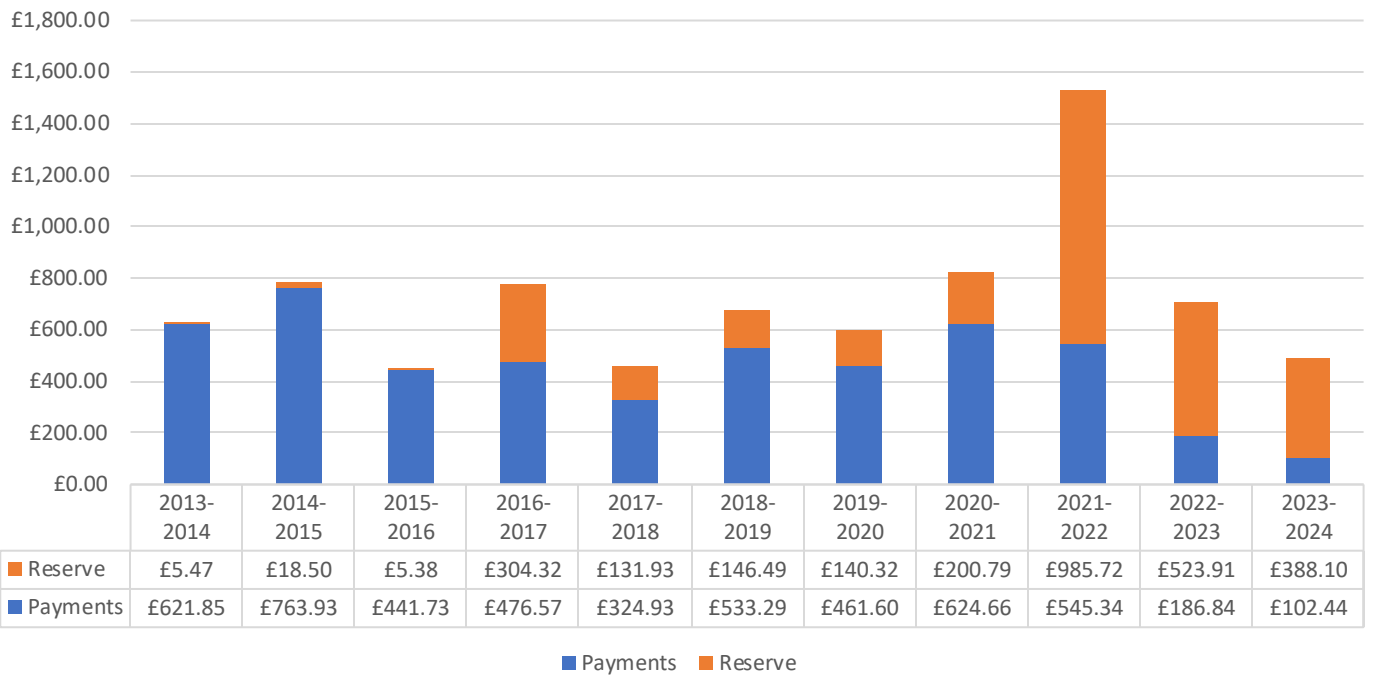


Table 2

Total Cost of Insurance Claims by Financial Year (£'000)



APPENDIX 2

Table 1

Public Liability Claims for Financial Years by Department

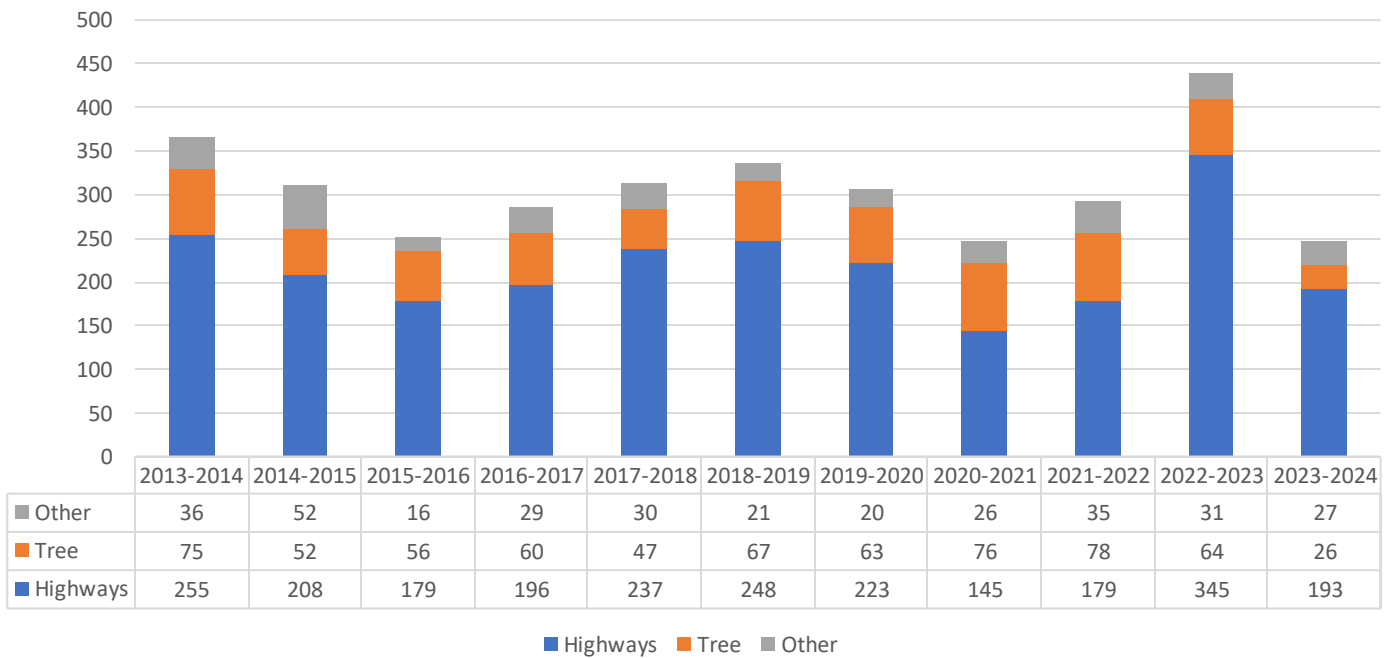


Table 2

Public Liability Payments for Financial Years by department (£',000)

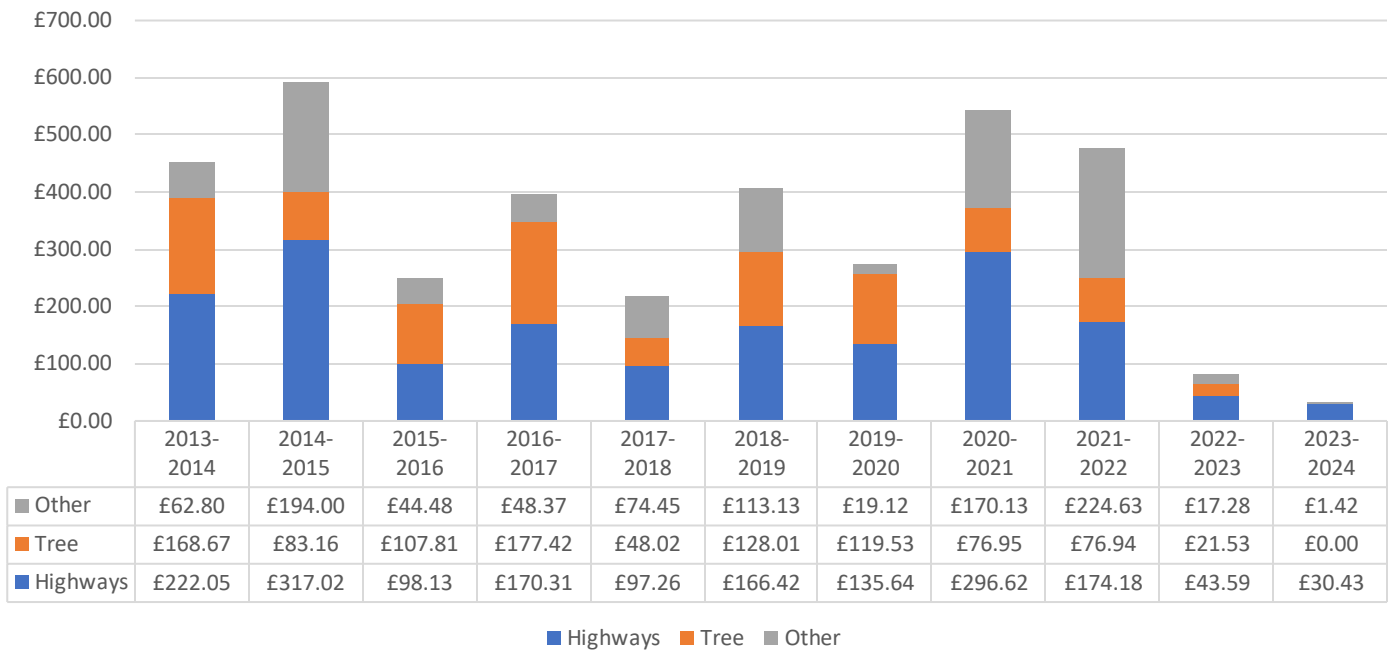


Table 3

Public liability Claims received by department for Financial Year 2022-23

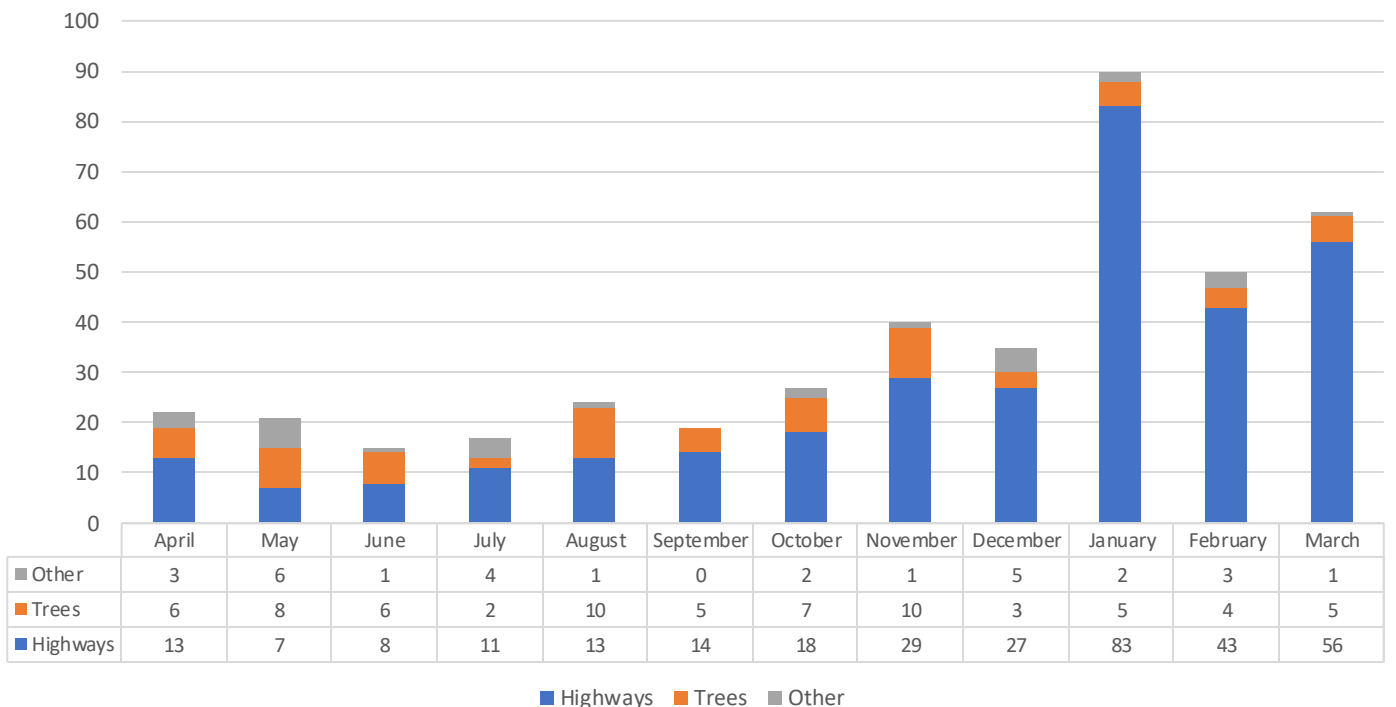
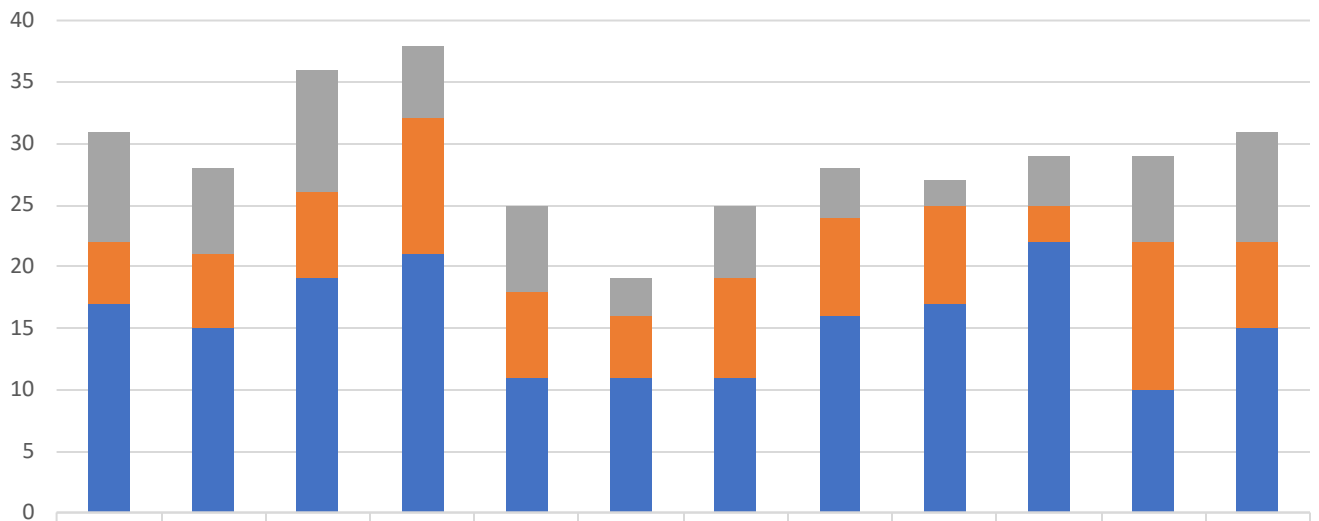


Table 4

Public Liability Claims received by Department for Financial Year 2021-22



	April	May	June	July	August	September	October	November	December	January	February	March
Other	9	7	10	6	7	3	6	4	2	4	7	9
Trees	5	6	7	11	7	5	8	8	8	3	12	7
Highways	17	15	19	21	11	11	11	16	17	22	10	15

■ Highways ■ Trees ■ Other

Report No.
FSD23075

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR RESOURCES, COMMISSIONING AND CONTRACT MANAGEMENT

Date: For pre-decision scrutiny by the Executive, Resources and Contracts Policy Development and Scrutiny Committee on 27 November 2023

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - QUARTER 2 2023/24

Contact Officer: Sean Cosgrove, Principal Accountant
Tel: 020 8313 4792 E-mail: sean.cosgrove@bromley.gov.uk

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 29 November 2023, the Executive will receive a report summarising the current position on capital expenditure and receipts following the second quarter of 2023/24 and be asked to agree a revised capital programme for the five-year period 2023/24 to 2027/28. This report highlights changes to be put to the Executive and the Leader in respect of the capital programme for the Resources, Commissioning and Contract Management portfolio. The revised programme for this portfolio is set out in Appendix A and detailed comments on individual schemes are shown in Appendix B. .

2. **RECOMMENDATIONS**

The Portfolio Holder is asked to note and acknowledge the changes to be put to the Executive on 29 November 2023.

Impact on Vulnerable Adults and Children:

1. Summary of Impact:

Corporate Policy

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

Financial

1. Ongoing costs: Not Applicable
2. Budget head/performance centre: capital programme
3. Total current budget for this head: £83,503k for the Resources, Commissioning and Contract Management portfolio over the four years 2023/24 to 2027/28
4. Source of funding: capital grants, capital receipts and earmarked revenue contributions

Personnel

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

Legal

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

Procurement:

1. Summary of Procurement Implications:

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Capital monitoring – variations to be put to the Executive on 29 November 2023

- 3.1 A revised capital programme will be put to the Executive on 29 November 2023, following a detailed monitoring exercise carried out after the first quarter of 2023/24. The base position is the programme approved by the Executive on 18 January 2023. All changes to schemes in the Resources, Commissioning and Contract Management portfolio programme are itemised in the table below and further details are included in paragraphs 3.2 to 3.5. The revised programme for the Resources, Commissioning and Contract Management portfolio is attached as Appendix A, whilst Appendix B shows actual spend against budget as at the second quarter of 2023/24, together with detailed comments on individual scheme progress.
- 3.2 If all the changes proposed in this report are approved, the total capital programme 2023/24 to 2027/28 would increase by £3,700k.

	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Programme approved by Executive 18/01/23	54,313	19,607	25,864	1,500	0	101,284
Net underspend 22/23 rephased to 23/24	32,686					32,686
Net changes agreed in Q1 monitoring	Cr 31,544	Cr 8,921	Cr 13,702			Cr 54,167
Approved programme prior to Q2 monitoring	55,455	10,686	12,162	1,500	0	79,803
Net rephasing from 23/24 to future years (p. 3.4)	Cr 14,020	9,768	252	4,000		0
Addition of budget for Central Library		500				500
Use of OPR Churchill Theatre contingency		Cr 500				Cr 500
S/T - changes not requiring Executive approval	Cr 14,020	9,768	252	4,000	0	0
Supplementary estimate: RAAC (p. 3.5)		3,000				3,000
Supplementary estimate: Liquid Logic (p. 3.5)	700					700
S/T - changes requiring Executive approval	700	3,000	0	0	0	3,700
Revised RCCM capital programme	42,135	23,454	12,414	5,500	0	83,503

3.3 Variations not requiring the approval of Executive (no net change)

Central Library (no net change)

At the October 2023 meeting of the Executive, Members approved a capital estimate of £500k for initial works to relocate the Central Library, currently housed in the same building as the Churchill Theatre in Bromley. This estimate is to be funded from the budget already in the capital programme for the Churchill Theatre as part of the Operational Property Review (OPR) and therefore the net impact of this decision is cost neutral.

3.4 Scheme re-phasing

As part of the Q2 monitoring exercise, a total of £14,020k has been re-phased from 2023/24 into future years to reflect revised estimates of when expenditure will be incurred. Re-phasings are itemised in the table below and comments on scheme progress are provided in Appendix B.

	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing Centre	Cr 9,000	8,750	250	0	0	0
OPR (all projects)	Cr 5,020	1,018	2	4,000		0
Total for portfolio	Cr 14,020	9,768	252	4,000	0	0

3.5 Variations requiring the approval of the Executive (£3,700k net increase)

Reinforced autoclaved aerated concrete (RAAC) (£3,000k net increase)

A report elsewhere on the agenda for the Executive of 29 November 2023 requests approval of a supplementary estimate of £3,000k to cover the costs of investigative surveys relating to reinforced autoclaved aerated concrete (RAAC) and subsequent remedial works required across the Council's property portfolio. The Property team has implemented a full review of the Council's estate for the presence of RAAC. A building surveying practice has been commissioned and surveys are progressing. It is anticipated this will take six months to complete. Properties in the OPR are being reviewed as part of this commission. Funding will come from provisions in the capital programme for financing uncertainty and future schemes.

Supplementary estimate for the social care case management system (£700k increase)

Given existing and forecast overspends on the social care case management system, it is recommended that a supplementary estimate, assessed at £700k, be added to the capital programme to avoid a shortfall in overall funding in future years.

3.6 Post-completion reports

Under approved capital programme procedures, capital schemes should be subject to a post-completion review within one year of completion. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme's non-financial objectives. Post-completion reports on the following schemes are currently due for the Resources, Commissioning and Contract Management portfolio:

- Upgrade of Core Network Hardware
- Replacement of Storage Area Network
- Rollout of Windows 7 and Office 2000
- Replacement of MD110 Telephone Switch
- Windows Server 2003 Replacement Programme

4. **POLICY IMPLICATIONS**

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

5. **FINANCIAL IMPLICATIONS**

5.1 These will be reported in full to the Executive on 29 November 2023. Changes to be put to the Executive for the Resources, Commissioning and Contract Management portfolio capital programme are set out in the table in paragraph 3.1.

Non-applicable sections:	Legal, Personnel and Procurement Implications; Impact on Vulnerable Adults and Children
Background documents: (Access via contact officer)	Capital programme monitoring Q1 23/24 (Executive 20/09/2023) Capital programme monitoring Q3 22/23 (Executive 18/01/2023)

EXECUTIVE, RESOURCES & CONTRACTS PORTFOLIO - APPROVED CAPITAL PROGRAMME Q2 2023/24									
Scheme	Total approved estimate	Spend up till 31.03.23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28	Responsible officer	Remarks
	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Emergency Works on Surplus Sites	312	265	47	0	0	0	0	Essex, Darren	(Block Capital) Essential to maximise capital receipts
Property Investment Fund	103,895	97,064	0	3,416	3,415	0	0	Essex, Darren	Various property acquisitions - met from Property Investment Fund, Growth Fund, and Capital Receipts
RAAC surveys and remedial works	3,000	0	0	3,000	0	0	0	Essex, Darren	For approval by Exec 29/11/23
Churchill Court	38,000	466	33,284	4,250	0	0	0	Essex, Darren	Approved Executive 18/05/16 and Council 04/07/16; revision to be put to Executive 30 November 2022
Property Disposal/Feasibility Work - Growth Fund	250	224	26	0	0	0	0	Essex, Darren	Executive 24th May 2017. Funded by the Growth Fund
Property Management System	175	118	57	0	0	0	0	Jackson, Hannah	Approved by the Leader on 10/09/2020 Funded from revenue receipts
Existing consolidated OPR budgets	0		22,567	17,567	22,824			Essex, Darren	
OPR budgets reflected in individual portfolios	0		-22,567	-17,567	-17,567			Essex, Darren	
OPR - surface car parks	1,060	0	12	1,048	0	0	0	Essex, Darren	
OPR - cemetery properties	912	0	10	450	452	0	0	Essex, Darren	
OPR - Churchill Theatre	4,500	0	4,500	0	0	0	0	Essex, Darren	
OPR - Central Library	500	0	0	500	0	0	0	Essex, Darren	
OPR - contingency	4,000	0	0	0	0	4,000	0	Essex, Darren	
North Block solar PV Installation	100	0	100	0	0	0	0	Bowrey, Sara	Exec 030/03/22
Health & Wellbeing Centre (all)	10,119	382	886	8,750	250	0	0	Essex, Darren	Exec 09/02/22
Subtotal - Property	166,823	98,519	38,922	21,414	9,374	4,000	0		
IT Transformation	5,766	4,772	994	0	0	0	0	Shukle, Vinit	Approved by Exec 28/11/18
IT digitisation	6,500	0	0	2,000	3,000	1,500	0	Shukle, Vinit	Exec 18/01/23
SharePoint Productivity Platform upgrade/replacement	1,500	1,298	202	0	0	0	0	Shukle, Vinit	
Customer Services IT System Replacement	761	468	293	0	0	0	0	Bridgewater, Duncan	
Financial Systems Replacement	1,550	890	660	0	0	0	0	Mullender, James	Agreed by Council on 24/02/20.
Social Care Case Management System	4,236	3,889	347	0	0	0	0	Shukle, Vinit	Exec approved 12 Sept 2018 - £2.7m from Social Care Grant and £0.3m from PCT learning scheme; £700k supplementary estimate for approval by Exec 29/11/23
HR Payroll System Replacement	1,650	1,068	582	0	0	0	0	Downie, Emma	
Depreciations and charges	0	0	0	0	0	0	0		
Legal Case Management System	355	140	135	40	40	0	0	Iqbal, Shupriya	
Subtotal - Resources	22,318	12,525	3,213	2,040	3,040	1,500	0		
Total for portfolio	189,141	111,044	42,135	23,454	12,414	5,500	0		

EXECUTIVE, RESOURCES & CONTRACTS PORTFOLIO - APPROVED CAPITAL PROGRAMME Q2 2023/24				
Scheme	Estimate 2023/24 as at Jan 2023	Actual at Q2 2023/24	Estimate 2023/24 as at Q2	Commentary
	£'000	£'000	£'000	
Emergency Works on Surplus Sites	0	0	47	(Block capital) Essential to maximise capital receipts. To prepare surplus sites for disposal and to cover any emergency works.
Property Investment Fund	0	31	0	
RAAC surveys and remedial works	0	0	0	For approval by Exec 29/11/23
Churchill Court	20,970	22,052	33,284	Feasibility study has now been completed and report being prepared for Executive to determine if project proceeds to next stage.
Property Disposal/Feasibility Work - Growth Fund	0	0	26	Feasibilities being carried out on a number of schemes. These are being progressed until planning approval and on-site development by contractor is underway, and the costs will then be transferred to according scheme code.
Property Management System	0	2	57	
Existing consolidated OPR budgets	22,567	0	22,567	
OPR budgets reflected in individual portfolios	0	0	-22,567	
OPR - surface car parks	0	0	12	
OPR - cemetery properties	0	0	10	
OPR - Churchill Theatre	0	2	4,500	
OPR - Central Library	0	0	0	New scheme - Exec Oct 2023 (funded from OPR Churchill Theatre budget)
OPR - contingency	0	0	0	
North Block solar PV Installation	0	0	100	New scheme - Exec 30/03/22
Health & Wellbeing Centre	9,943	57	886	
Subtotal - Property	53,480	22,144	38,922	

APPENDIX B

IT Transformation	0	70	994	Approved by Exec 28 Nov 2018. Network hardware including UPS ordered. Total spend for 2020/21 anticipated to be approx £1.3m with remaining £348k to be rephased to 2021/22.
IT digitisation	0	0	0	Added at Exec 18/01/23
SharePoint Productivity Platform upgrade/replacement	0	6	202	Officers now taking a tactical solution to move to Sharepoint 2010 from 2007 version, before finally moving to new platform of Office 365. Ongoing project which is gaining momentum. This scheme will now be delivered in-line with the IT Transformation scheme to ensure there is no duplication.
Customer Services IT System Replacement	143	23	293	
Financial Systems Replacement	600	15	660	Scheme approved by Executive on 12th February 2020 to procure and implement a new Financial System to replace the existing Oracle E-Business Suite R12, and in-house developed budget monitoring systems (EBM and FBM). The scheme was delayed slightly due to the impact of COVID-19 and essential upgrades required for other financial systems. Following the decision by the Leader in November 2020 to procure the Oracle Cloud ERP (Enterprise Resource Planning) system, officers awarded a contract through the G-Cloud framework in March 2021 to Namos Solutions to implement the system. The main ERP element went live in April 2022, just 3 weeks later than originally planned, and the Enterprise Performance Management (EPM) element which replaces EBM and FBM was completed in August 2022 with the Financials element rolled out to Finance staff in September.
Social Care Case Management System	0	92	347	Programme budget agreed Sept 2018 (Report ED10868). Award of contract to purchase new system May 2020 (Report CEF20010B). £700k supplementary estimate for approval by Exec 29/11/23 to meet cost pressures.
HR/Payroll System Replacement	0	447	582	The current HR/Payroll software and support contract ends in June 2023.
Dilapidations and charges	0	2	0	Account for servicing of charges related to property dilapidations.
Legal Case Management System	90	18	135	We have entered into contract with Iken for the Case Management System and will also enter into contract with Bundledocs for the bundling software. The contract and associated implementation expenditure will be phased as shown.
Subtotal - Resources	833	673	3,213	
Total for portfolio	54,313	22,817	42,135	

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Report No.
FSD23079

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Resources, Commissioning and Contracts Management
Portfolio Holder

Date: For pre-decision scrutiny by Executive, Resources and Contracts PDS
Committee on 27 November 2023
Council on 11 December 2023

Decision Type: Non-Urgent Executive Non-Key

Title: TREASURY MANAGEMENT - QUARTER 2 PERFORMANCE
2023/24 AND MID-YEAR REVIEW

Contact Officer: Sean Cosgrove, Principal Accountant (Capital and Treasury)
Tel: 020 8313 4312 E-mail: sean.cosgrove@bromley.gov.uk

Chief Officer: Peter Turner, Director of Finance
Tel: 020 8313 4668 E-mail: peter.turner@bromley.gov.uk

Ward: All

1. Reason for report

- 1.1. This report summarises treasury management activity during the second quarter of 2023/24. The report also includes a mid-year review of the treasury management strategy statement and annual investment strategy (Appendix 4). The report ensures that the Council is implementing best practice in accordance with the CIPFA Code of Practice for Treasury Management. Investments as at 30 September 2023 totalled £379.6m (£390.6m at 30 September 2022) and there was no outstanding external borrowing.
-

2. RECOMMENDATION(S)

- 2.1. The Resources, Commissioning and Contracts Management Portfolio Holder is requested to:

(a) note the treasury management performance for the second quarter of 2023/24;

(b) recommend that Council approve the 2023/24 prudential indicators as set out in Appendix 4

- 2.2. Council is requested to note the report

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Corporate Policy

1. Policy Status: Existing policy. To maintain appropriate levels of risk, particularly security and liquidity, whilst seeking to achieve the highest rate of return on investments.
 2. BBB Priority: Excellent Council .
-

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A
 3. Budget head/performance centre: Interest on balances
 4. Total current budget for this head: £9,841k
 5. Source of funding: Net investment income
-

Personnel

1. Number of staff (current and additional): 0.25 fte
 2. If from existing staff resources, number of staff hours: 9 hours per week
-

Legal

1. Legal Requirement: Non-statutory - Government guidance.
 2. Call-in: Call-in is applicable
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Under the requirements of the CIPFA Code of Practice on Treasury Management, the Council is required, as a minimum, to approve an annual treasury strategy in advance of the year, a mid-year review report and an annual report following the year comparing actual activity to the strategy. This effectively means that in-year monitoring is incorporated into the three reports required by the Code of Practice: Q1 monitoring is no longer reported unless there are any matters that officers feel should come before the Committee sooner.
- 3.2 This report includes details of investment performance in the second quarter of 2023/24. The 2023/24 annual treasury strategy, including the Minimum Revenue Provision (MRP) policy statement and prudential indicators, was originally submitted to the Executive, Resources and Contracts PDS Committee on 2 February 2023 and Council on 27 February 2023.
- 3.3 Changes in the regulatory environment have placed a much greater onus on Members to undertake the review and scrutiny of treasury management policy and activities. This report is important in that respect as it provides details of the actual position for treasury activities and highlights compliance with the Council's policies previously approved by Members.
- 3.4 The Council has monies available for treasury management investment as a result of:
- positive cash flow
 - receipts (mainly from government) received in advance of payments being made
 - capital receipts not yet utilised to fund capital expenditure
 - provisions made in the accounts for liabilities e.g. provision for outstanding legal cases which have not yet materialised
 - general and earmarked reserves retained by the Council
- 3.5 Some of the monies identified above are short term and investment of these needs to be highly "liquid", particularly if it relates to a positive cash flow position which can change in the future. Future monies available for treasury management investment will depend on the budget position of the Council and whether the Council will need to substantially run down capital receipts and reserves. Against a backdrop of sustained cuts in government funding, which will require the Council to make revenue savings to balance the budget in future years, there is a likelihood that such actions may be required in the medium term, which will reduce the monies available for investment.
- 3.6 The Council has also identified an alternative investment strategy relating to property investment. To date, this has resulted in actual and planned acquisitions which generated £5.6m in 2017/18, £5.5m in 2018/19, £5.4m in 2019/20, £5.3m in 2020/21, £5.4m in 2021/22, £4.5m in 2022/23 and is budgeted to achieve £6.3m in 2023/24. This is based on a longer-term investment timeframe of at least three to five years and ensures that the monies available can attract higher yields over the longer term.
- 3.7 A combination of lower risk investment relating to treasury management and a separate investment strategy in the form of property acquisitions (generating higher yields and risks) provides a balanced investment strategy. Any investment decisions will also need to consider the current ongoing volatility in interest rates. The available resources for the medium term, given the ongoing reductions in government funding, will need to be regularly reviewed.

Treasury performance in the quarter ended 30 September 2023

- 3.8 **Borrowing:** the Council's healthy cashflow position continues and, other than some short-term borrowing at the end of 2015/16, no borrowing has been required for a number of years.

3.9 **Investments:** the following table sets out details of investment activity during the second quarter and year to date:

	Qtr ended 30/09/23		2023/24 year to date	
	Deposits	Avg rate	Deposits	Avg rate
	£m	%	£m	%
Balance of "core" investments b/f	200.00	3.85	230.00	2.97
New investments made in period	115.00	5.85	165.00	6.15
Investments redeemed in period	-95.00	2.63	-175.00	2.40
"Core" investments at period end	220.00	5.58	220.00	5.58
Money Market Funds	36.10	5.02	36.10	4.71
CCLA Property Fund*	40.00	2.24	40.00	3.14
Multi-Asset Income Funds*	40.00	0.87	40.00	-2.13
Schroders Global Diversified Growth Fund*	20.00	2.39	20.00	1.55
Project Beckenham loan	3.49	6.00	3.49	6.00
Sovereign bonds	20.00	4.23	20.00	4.23
"Alternative" investments at period end	159.59	2.87	159.59	1.11
Total investments at period end	379.59	4.44	379.59	3.70

*The rates shown in here are the total return (ie. the dividend income plus the change in capital value.) A more detailed breakdown of the rates for these investments is shown in the relevant paragraphs.

3.10 Details of the outstanding investments at 30 September 2023 are shown in maturity date order in Appendix 2 and by individual counterparty in Appendix 3. The return on the new "core" investments placed during the second quarter of 2023/24 was 5.85%.

3.11 Reports to previous meetings have highlighted the fact that options with regards to the reinvestment of maturing deposits have become seriously limited in recent years following bank credit rating downgrades. Changes to lending limits and eligibility criteria, as well as the introduction of pooled funds and housing associations, have alleviated this to some extent. More recently, however, successive increases in the Bank of England base rate have fed through into significantly improved lending rates with eligible counterparties.

3.12 The chart in Appendix 1 shows total investments at quarter-end dates back to 1 April 2004 and shows how available funds have increased steadily over the years. This has been a significant contributor to the over-achievement of investment income against budget in recent years.

Interest rate forecast (provided by Link Asset Services)

3.13 The Bank of England base rate was 5.25% at the September meeting of the Monetary Policy Committee. Link has stated that it believes the rate will remain the same before a decrease next year. Its detailed forecast (as at 25 September 2023) is shown in the table below.

Link Group Interest Rate View	25.09.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

Money Market Funds

- 3.14 The Council currently has five AAA-rated Money Market Fund accounts (“MMFs”) with Federated Prime Rate, Aberdeen Standard (formerly known as Ignis), Insight, Fidelity and Legal & General, all of which have a maximum investment limit of £15m. In common with market rates for fixed-term investments, interest rates on MMFs have risen significantly in the last year and remain high. LGIM and Federated Prime Rate Funds currently offer the best rate at around 5.36%.
- 3.15 The total balance held in MMFs has varied during the year to date moving from £0 as at 31 March 2023, a month with minimal council tax and NNDR receipts and following the repayment of significant government grants, to £36.1m as at 30 September 2023. The MMFs currently offer the lowest interest of all eligible investment vehicles with the exception of the Government Debt Management Account Deposit Facility; however, they are the most liquid, and funds can be redeemed up until midday for same day settlement.
- 3.16 Daily balances in the MMFs vary considerably throughout the year, though tend to be lower in February and March when the Council’s income from Council Tax and Business Rates is significantly lower than the rest of the year and so there is less liquid cash available for investment purposes. Occasionally, these balances are inflated to ensure that the Council has sufficient liquidity to cover any “non-standard” expenditure such as investment property purchases.

Housing associations

- 3.17 Deposits with housing associations have attracted favourable rates and in 2021 the Council’s treasury management strategy statement was amended to increase the overall limit for investments with housing associations to £80m. The Council currently has no deposits placed with housing associations – this is due to a combination of less attractive rates and less demand for funds on the part of the housing associations than in previous periods.

Loan to Project Beckenham

- 3.18 On 26 June 2017, Council approved the inclusion in the strategy of a secured loan to Project Beckenham, relating to the provision of temporary accommodation for the homeless, that had previously been agreed to be advanced from the Investment Fund. A loan of £2.3m was made in June 2017, at a rate of 6% (increasing to 7.5% if the loan to value ratio exceeded a set value). £1.0m of this loan was re-paid during 2019/20, leaving a £1.3m balance at the end of March 2020. Advances totalling £2.45m were made in 2020/21 and 2021/22 leaving a balance of £3.75m. A further five loan advances totalling £1.2m were made in 2022/23 and repayments of £0.96m were received in November and December, leaving the balance at 31 March 2023 at £4.0m. In May, August and September 2023, repayments totalling £0.68m were made, leaving the balance as at 30 September 2023 at £3.32m, as shown in the following table:

FY	Bal b fwd £'000	Advanced £'000	Repaid £'000	Bal cfwd £'000
Prior to 2019/20	0	2,313	0	2,313
2019/20	2,313	0	(1,000)	1,313
2020/21	1,313	800	0	2,113
2021/22	2,113	1,650	0	3,763
2022/23	3,763	1,200	(960)	4,003
Q2 2023/24	4,003	0	(681)	3,322

Sovereign bonds

- 3.19 During November 2021, it was agreed that the Council's treasury management strategy be amended to allow investment in sterling-denominated sovereign bonds, subject to a maximum of duration of 3 years and an exposure limit of £25m. On 30 November 2021, an investment of £10m was made for two years at a rate of 1.84% and a further investment of £10m was made for two years on 1 August 2023 at a rate of 6.61%.

Pooled investment schemes

- 3.20 In September 2013, the Portfolio Holder and, subsequently, Council approved the inclusion of collective (pooled) investment schemes as eligible investment vehicles in the Council's Investment Strategy with an overall limit of £25m and a maximum duration of five years. The limit was subsequently increased to £40m by Council in October 2015, £80m in June 2017 and £100m in December 2017. Such investments would require the approval of the Director of Finance in consultation with the Resources, Commissioning and Contracts Management Portfolio Holder.
- 3.21 Until March 2018, accounting rules required that the change in capital value of these investments be held in the Available for Sale Financial Assets Reserve, and only recognised in revenue on the sale of the investment. In-year projections for interest on balances therefore only reflected the dividends from these investments.
- 3.22 However, from 2018/19 onwards, local authorities have been required to account for financial instruments in accordance with IFRS9. One of the results of this is that changes in the capital value of pooled fund investments are recognised in revenue in-year. Subsequently, MHCLG issued regulations providing a statutory override to reverse the impact of IFRS9 on the Council's General Fund, which came into force in December 2018 and would apply until 31 March 2023, after which it was intended for movements in value to be recognised in year. Following consultation, DLUHC announced in January that the override would be extended for a further two years to 31 March 2025, after which the standard will be applied fully.
- 3.23 Due to the regulations being time limited and the potentially volatile nature of these investments, interest/dividend earnings above a determined threshold have been set aside in an earmarked Income Equalisation reserve. This will protect the Council against unexpected variations in the capital value of these investments and any timing issues arising from the expiry of the statutory override. Details are shown in the following table:

FY	Threshold %	Bal b fwd £'000	Set aside £'000	Bal cfwd £'000
2018/19	2.5	0	1,509	1,509
2019/20	2.5	1,509	1,196	2,705
2020/21	2.0	2,705	1,520	4,225
2021/22	2.0	4,225	1,676	5,901
2022/23	2.0	5,901	2,044	7,945
Q2 2023/24	2.5	7,945	0	7,945

CCLA Property Fund

- 3.24 Following consultation between the Director of Finance and the Portfolio Holder, an account was opened in January 2014 with the CCLA Local Authorities' Property Fund and an initial deposit of £5m was made, followed by further deposits of £5m in July 2014, £5m in March 2015, £10m in October 2015, £5m in October 2016 and £10m in October 2017. The investment in this fund is viewed as a medium- to long-term investment and dividends are paid quarterly. A breakdown of dividends earned and capital growth is provided in the table below:

Annualised net return	Dividend %	Capital gain/(loss) %	Total return %
01/02/14 - 31/03/14	4.29	-29.64	-25.35
01/04/14 - 31/03/15	5.03	3.44	8.47
01/04/15 - 31/03/16	5.02	1.63	6.65
01/04/16 - 31/03/17	4.55	-2.50	2.05
01/04/17 - 31/03/18	4.59	2.41	7.00
01/04/18 - 31/03/19	4.46	1.57	6.03
01/04/19 - 31/03/20	4.45	-3.68	0.77
01/04/20 - 31/03/21	4.30	-0.71	3.59
01/04/21 - 31/03/22	3.82	17.29	21.12
01/04/22 - 31/03/23	4.19	-19.09	-14.90
01/04/23 - 30/09/23	4.83	-1.68	3.14
Cumulative return	4.42	-0.53	3.89

3.25 The annualised fund return for the year to 30 September 2023 was capital decline of -1.68% and dividends paid of 4.83%, resulting in a total return of 3.14%. Since inception, dividends paid have averaged 4.42% per annum and the capital value has decreased by -0.53% per annum resulting in a net annual return of 3.89%.

Multi-Asset Income Fund

3.26 Following approval by Council in June 2017, the limit for pooled investment schemes was increased to £80m and an investment of £30m was made on 12 July 2017 in the Fidelity Multi-Asset Income Fund, following the agreement of the Resources, Commissioning and Contracts Management Portfolio Holder. A further investment of £10m was made on 30 December 2019.

Annualised net return	Dividend %	Capital gain/(loss) %	Total return %
12/07/17 - 31/03/18	4.42	-6.27	-1.85
01/04/18 - 31/03/19	4.26	1.45	5.71
01/04/19 - 31/03/20	4.37	-11.81	-7.44
01/04/20 - 31/03/21	4.38	9.52	13.9
01/04/21 - 31/03/22	4.16	-4.98	-0.82
01/04/22 - 31/03/23	4.17	-12.08	-7.92
01/04/23 - 30/09/23	5.38	-7.51	-2.13
Cumulative return	4.36	-4.16	0.20

3.27 The annualised fund return for the year to 30 September 2023 was a capital decline of -7.51% and dividends paid of 5.38%, resulting in a total return of -2.13%. Since inception, dividends paid have averaged 4.36% per annum and the capital value has declined by -4.16% per annum, resulting in a net annual return of 0.20%.

Global Diversified Income Fund

3.28 During 2020/21 a new investment was made in the Global Diversified Income Fund, managed by Schroders. The aim of this fund is to provide long-term capital growth and income of 3%-5% per annum. An initial £10m was invested in March 2021, followed by a further £10m in April 2021. A breakdown of the dividends earned and capital growth is provided in the table below.

Annualised net return	Dividend %	Capital gain/(loss) %	Total return %
01/03/21 - 31/03/21	2.45	2.43	4.88
01/04/21 - 31/03/22	2.96	-3.15	-0.19
01/04/22 - 31/03/23	3.50	-8.38	-4.88
01/04/23 - 30/09/23	4.10	-2.54	1.55
Cumulative return	3.39	-4.99	-1.60

3.29 The annualised fund return for the year to 30 September 2023 was capital decline of -2.54% and dividends paid of 4.10% resulting in a total return of 1.55%. Since inception, dividends

paid have averaged 3.39% per annum and the capital value has decreased by -4.99% per annum resulting in a net annual return of -1.60%.

Property acquisition scheme (Meadowship Homes)

- 3.30 As agreed by the Executive during 2021, the Council has embarked on a property acquisition scheme under a funding arrangement with Orchard & Shipman. This will involve the formation of an LLP which will be a joint venture between the Council and Orchard & Shipman. As part of this scheme, the Council will make a £20m loan (in tranches) for 50 years. Annual repayments will start from year 3 of 1.6% (£320k) per annum and increasing annually by CPI (collared at 0-4%). As the Effective Interest Rate on the loan is dependent on CPI, it is possible that this will be lower than the rate the Council might achieve through treasury management investments, so there may be a loss of treasury management income. Phase 2 of the scheme was approved in July 2022, involving a further loan of £15m on similar repayment terms to the initial scheme.

Mid-year review: treasury management strategy statement and annual investment strategy 2023/24

- 3.31 The CIPFA Code of Practice on Treasury Management requires the Council to receive a mid-year review report on performance against the approved strategy. The annual investment strategy was originally approved by Council in February 2020. A mid-year review, including comments on the economic background during the first half of 2023/24 and on the outlook, is included at Appendix 4.
- 3.32 The 2023/24 annual treasury strategy, including the Minimum Revenue Provision (MRP) policy statement and prudential indicators, was originally submitted to the Executive, Resources and Contracts PDS Committee on 2 February 2023 and to Council on 27 February 2023. Many of the indicators are academic as far as the Council is concerned, as they seek to control debt and borrowing (not currently applicable to Bromley), but they are a statutory requirement.
- 3.33 While the Council effectively determines its own eligible counterparties and limits, it also uses Link Asset Services (Link) as an advisor in investment matters. Link uses a modelling approach that combines credit ratings, credit watches, credit outlooks and CDS spreads in a weighted scoring system for which the end product is a measure of the relative creditworthiness of counterparties: these indicate Link's recommendations on the maximum duration for investments. The Council will use its own eligibility criteria for all investment decisions but will also be mindful of Link's advice and information and will not use any counterparty not considered by Link to be a reasonable risk. In line with the requirements of the CIPFA Treasury Management Code of Practice, the Council will always ensure the security of the principal sum and the Council's liquidity position before the interest rate.
- 3.34 The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). Currently, the strategy permits the following type of investments:
- a) Specified investments: these investments are sterling investments of not more than one-year maturity or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are relatively low risk investments where the possibility of loss of principal or investment income is small and subject to a minimum credit rating. These would include investments with:
 1. UK Government, e.g., a UK treasury bill or gilt with a maximum of one year to maturity
 2. a local authority, parish council or community council
 3. corporate or supranational bonds

4. pooled investment vehicles
5. banks and building societies
6. certificates of deposit, commercial paper or floating rate notes.

b) Non-specified investments: these are any other type of investment and can be for any period over one year, subject to category and duration limits, namely:

1. bank deposits
2. building society deposits
3. deposits with other local authorities
4. gilt-edged securities
5. non-rated subsidiary of a credit-rated institution
6. corporate or sovereign bonds
7. collective (pooled) investment schemes
8. certificates of deposit, commercial paper and floating rate notes
9. housing associations

3.35 Although, as indicated above, the strategy allows the Council to make a range of investments, in practical terms the Council has recently utilised only a narrow range of investment types, namely money market deposits, fixed interest loans to banks, housing associations and local authorities, sovereign bonds and pooled investment vehicles. Moreover, the Council's investment decisions have been informed by consideration of maximising available returns whilst operating within the parameters set out within the strategy, namely credit-ratings and investment category limits.

3.36 Recent treasury management updates have highlighted the fact that options with regards to the reinvestment of maturing fixed-interest deposits have become seriously limited in recent years following bank credit rating downgrades and the low-interest rate environment that persisted for some time in the UK and is only now starting to return to former levels. Changes to lending limits and eligibility criteria, as well as the inclusion of pooled funds and housing associations within the strategy, have alleviated this to some extent, but there are still limited options available other than placing money with instant access accounts at relatively low interest rates.

3.37 Despite the challenges outlined above, the Council has achieved a significant income stream from interest on balances, as shown below:

Financial year	Interest on balances £'000
2017/18	4,049
2018/19	4,951
2019/20	5,133
2020/21	5,140
2021/22	4,202
2022/23	7,252
2023/24	12,841 (projected)

Revised Treasury Management and Prudential Codes

3.38 During December 2021 CIPFA published a revised Prudential Code (Prudential Code for Capital Finance in Local Authorities) and Treasury Management Code (Treasury Management

in the Public Services Code of Practice and Cross-Sectoral Guidance Notes). It also stated that formal adoption is not required until the 2023/24 financial year. This Council is required to have regard to these codes of practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval.

3.39 The revised codes will have the following implications:

- a requirement for the Council to adopt a new debt liability benchmark treasury indicator to support the financing risk management of the capital financing requirement
- clarify what CIPFA expects a local authority to borrow for and what they do not view as appropriate. This will include the requirement to set a proportionate approach to commercial and service capital investment
- address ESG issues within the capital strategy
- require implementation of a policy to review commercial property, with a view to divest where appropriate
- create new investment practices to manage risks associated with non-treasury investment (similar to the current treasury management practices)
- ensure that any long-term treasury investment is supported by a business model
- a requirement to effectively manage liquidity and longer-term cash flow requirements
- amendment to TMP1 to address ESG policy within the treasury management risk framework
- amendment to the knowledge and skills register for individuals involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each council
- a new requirement to clarify reporting requirements for service and commercial investment, (especially where supported by borrowing/leverage)

3.40 In addition, all investments and investment income must be attributed to one of the following three purposes:

- (i) **treasury management:** arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments
- (ii) **service delivery:** investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose"
- (iii) **commercial return:** investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council's financial capacity – i.e., that "plausible losses" could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return

3.41 The Council's treasury management practices are currently under review in collaboration with external consultants to ensure they are fit for purpose and fully compliant with the revised codes. Members will be updated on how all these changes will impact our current approach

and any changes required will be formally adopted within the upcoming 2024/25 treasury management strategy.

Regulatory framework, risk and performance

3.42 The Council's treasury management activities are regulated by a variety of professional codes, statutes and guidance:

- The Local Government Act 2003 ("the Act") which provides the powers to borrow and invest as well as providing controls and limits on this activity
- the Act permits the Secretary of State to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing that may be undertaken (although no restrictions have been made to date)
- Statutory Instrument 3146 2003 ("the SI"), as amended, develops the controls and powers within the Act
- the SI requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities
- the SI also requires the Council to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services
- under the Act, the MHCLG has issued investment guidance to structure and regulate the Council's investment activities
- under section 238(2) of the Local Government and Public Involvement in Health Act 2007, the Secretary of State has taken powers to issue guidance on accounting practices. Guidance on Minimum Revenue Provision was issued under this section on 8 November 2007

3.43 The Council has complied with all of the above relevant statutory and regulatory requirements, which limit the levels of risk associated with its treasury management activities. In particular, its adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means that its capital expenditure is prudent, affordable and sustainable and its treasury practices demonstrate a low-risk approach.

4 POLICY IMPLICATIONS

4.1 In line with government guidance, the Council's policy is to seek to achieve the highest rate of return on investments whilst maintaining appropriate levels of risk, particularly security and liquidity.

5 FINANCIAL IMPLICATIONS

5.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

5.2 The budget for interest on balances for 2023/24 was set at £9,841k. This reflected the increase in anticipated interest earnings as a result of the significant increases in the Bank of England base rate, partly offset by an expected reduction in balances available for investment as a result of the utilisation of capital receipts and grants/contributions as well as earmarked revenue reserves.

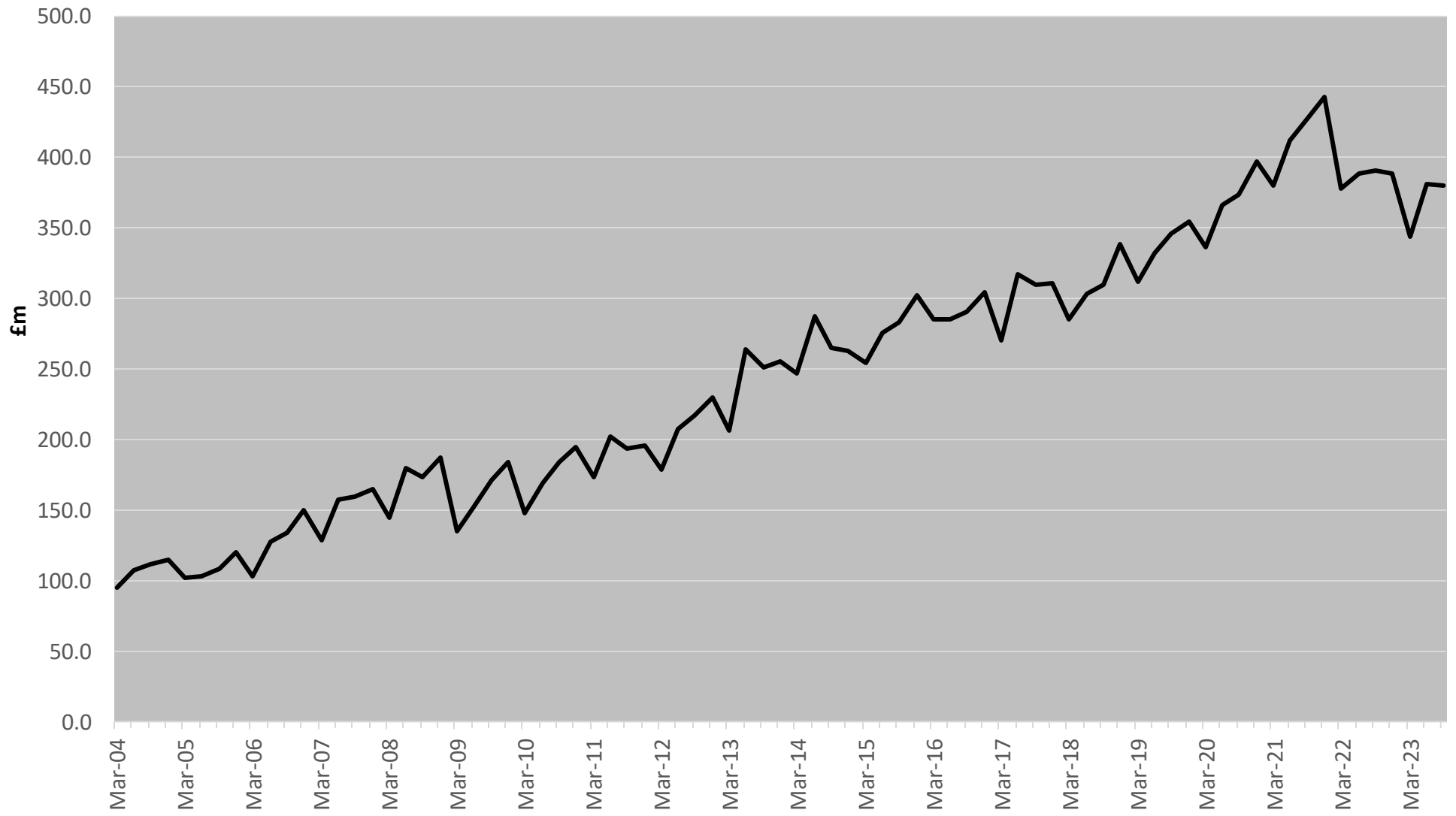
- 5.3 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council. Although the Council does not currently borrow to finance its General Fund capital spending plans, officers still plan and forecast the longer-term cash flow position in order to ensure that the Council can meet its capital spending obligations and that it maintains balances (working capital) at a prudent and sustainable level.
- 5.4 The Council's treasury management strategy and day-to-day operations of the treasury function are informed by our professional adviser, Link Group. Link Group advises the Council on counterparties, investment and borrowing options, and risk management.
- 5.5 The Treasury Management Strategy was revised to enable alternative investments of £100m which will generate additional income of around £2m compared with lending to banks.

6 LEGAL IMPLICATIONS

- 6.1 Under Section 151 of the Local Government Act 1972, the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including securing effective arrangements for treasury management.
- 6.2 This report fulfils the requirements of the Chartered Institute of Public Finance & Accountancy's Treasury Management and Prudential Codes of Practice 2017 and the 2018 Statutory Guidance on Local Government Investments.

Non-applicable sections:	Impact on Vulnerable Adults and Children, Personnel, Legal and Procurement Implications
Background documents: (access via contact officer)	CIPFA Code of Practice on Treasury Management CIPFA Prudential Code for Capital Finance in Local Authorities CLG guidance on investments External advice from Link Asset Services

TOTAL INVESTMENT PORTOFOLIO



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INVESTMENTS HELD AS AT 30 SEPTEMBER 2023															APPENDIX 2	
Counterparty	Start Date	Maturity Date	Rate of Interest	Amount	Fitch		Moody's		S&P		Fitch		Moody's		S&P	
					Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term
									Ratings at time of Investment				Ratings as at September 2023			
FIXED DEPOSITS																
CLOSE BROTHERS	28/10/22	27/10/23	5.20000	10.0	A+	F2	Aa3	P-1	A	A-1	A+	F2	Aa3	P-1	A+	A-1
NATIONAL WESTMINSTER BANK	28/10/22	30/10/23	4.52000	15.0	A	F1	Aa3	P-1	A+	A-1	A	F1	Aa3	P-1	A+	A-1
QATAR NATIONAL BANK SAQ	02/12/22	01/12/23	4.98000	10.0	A+	F1	A1	P-1	A+	A-1	A+	F1	A1	P-1	A+	A-1
GOLDMAN SACHS INTERNATIONAL BANK	28/12/22	28/12/23	4.59500	5.0	A+	F1	Aa3	P-1	A	A-1	A+	F1	Aa3	P-1	A	A-1
NATIONAL BANK OF CANADA	20/01/23	19/01/24	4.60000	10.0	A+	F1			A	A-1	A+	F1			A	A-1
NATIONAL BANK OF KUWAIT (INTERNATIONAL) - LONDON	27/01/23	26/01/24	4.70000	5.0	A+	F1	A1	P-1	A+	A-1	A+	F1	A1	P-1	A+	A-1
GOLDMAN SACHS INTERNATIONAL BANKS	27/04/23	29/01/24	5.06000	5.0	A+	F1	Aa3	P-1	A	A-1	A+	F1	Aa3	P-1	A	A-1
NATIONAL BANK OF CANADA	05/05/23	05/02/24	4.95000	5.0	N/A				N/A							
BIRMINGHAM CITY COUNCIL	30/08/23	29/02/24	5.65000	10.0	A+	F1	A1	P-1	A+	A-1	A+	F1	A1	P-1	A+	A-1
NATIONAL WESTMINSTER BANK	07/06/23	07/03/24	5.32000	5.0	A+	F1	A1	P-1	A	A-1	A+	F1	A1	P-1	A	A-1
SANTANDER	19/06/23	19/03/24	5.55000	10.0	A-	F2	Aa3	P-1			A-	F2	Aa3	P-1		
CLOSE BROTHERS	20/04/23	19/04/24	5.00000	10.0	A+	F1	A1	P-1	A+	A	A+	F1	A1	P-1	A+	A-1
GOLDMAN SACHS INTERNATIONAL BANKS	21/04/23	19/04/24	4.93000	10.0	A+	F1			A	A-1	A+	F1			A	A-1
NATIONAL BANK OF KUWAIT (INTERNATIONAL) - LONDON	24/05/23	22/05/24	5.31000	5.0	A+	F1			A	A-1	A+	F1			A	A-1
NATIONAL BANK OF KUWAIT (INTERNATIONAL) - LONDON	14/07/23	12/07/24	6.65000	10.0	A+	F1	A1	P-1	A+	A-1	A+	F1	A1	P-1	A+	A-1
NATIONAL WESTMINSTER BANK	19/07/23	18/07/24	6.19000	10.0	A+	F1+	Aa3	P-1			A+	F1+	Aa3	P-1		
LANDESBANK HESSEN-THUERINGEN GIROZENTRALE (HE)	21/07/23	19/07/24	6.20000	15.0			A1	P-1					A1	P-1		
AL RAYAN BANK	26/07/23	24/07/24	6.05000	10.0	AA-	F1+	Aa3	P-1			AA-	F1+	Aa3	P-1	AA-	A-1+
FIRST ABU DHABI BANK PJSC	27/07/23	26/07/24	6.28000	15.0	A	F1	Aa3	P-1	A+	A-1	A	F1	Aa3	P-1	A+	A-1
QATAR NATIONAL BANK SAQ	28/07/23	26/07/24	6.37000	5.0	BBB+	F2	Baa1	P-2			BBB+	F2	Baa1	P-2		
PRINCIPALITY BUILDING SOCIETY- CARDIFF	28/07/23	26/07/24	5.95000	10.0	A-	F2	Aa3	P-1			A-	F2	Aa3	P-1		
CLOSE BROTHERS	16/08/23	15/08/24	6.20000	10.0	A+	F1	A1	P-1	A+	A-1	A+	F1	A1	P-1	A+	A-1
NATIONAL WESTMINSTER BANK	24/08/23	22/08/24	6.07000	10.0	A+	F1	A1	P-1	A	A-1	A+	F1	A1	P-1	A	A-1
SANTANDER	24/08/23	27/08/24	6.10000	10.0	A+	F1			A	A-1	A+	F1			A	A-1
TOTAL FIXED INVESTMENTS				220.0												
OTHER FUNDS																
FIDELITY MONEY MARKET FUND				0.0												
ABERDEEN -STANDARD LIFE (IGNIS) LIQUIDITY FUND				0.0												
INSIGHT STERLING LIQUIDITY FUND				6.1												
LGIM STERLING LIQUIDITY FUND				15.0												
FEDERATED (Hermes) STERLING LIQUIDITY FUND				15.0												
CCLA LOCAL AUTHORITY PROPERTY FUND	30/01/14			40.0												
SCHRODERS	12/07/17			20.0												
FIDELITY MULTI-ASSET INCOME FUND	01/03/21			40.0												
SPRING CAPITAL LOAN	09/06/17			3.5												
SOVEREIGN BONDS	01/12/21	01/12/23	1.84000	10.0												
SOVEREIGN BONDS	01/08/23	01/08/25	6.61000	10.0												
TOTAL INVESTMENTS				379.6												

INVESTMENTS HELD AS AT 30 SEPTEMBER 2023

	Start Date	Maturity Date	Rate of Interest %	Amount £m	Total £m	Limit £m	Remaining £m
UK BANKS							
NATWEST BANK PLC	28/10/22	30/10/23	4.52000	15			
NATWEST BANK PLC	07/06/23	07/03/24	5.32000	5			
NATWEST BANK PLC	19/07/23	18/07/24	6.19000	10			
NATWEST BANK PLC	24/08/23	22/08/24	6.07000	10	40	80	40
SANTANDER PLC UK	19/06/23	19/03/24	5.55000	10			
SANTANDER PLC UK	24/08/23	27/08/24	6.10000	10	20	20	0
CLOSE BROTHERS LTD	28/10/22	27/10/23	5.20000	10			
CLOSE BROTHERS LTD	20/04/23	19/04/24	5.00000	10			
CLOSE BROTHERS LTD	16/08/23	15/08/24	6.20000	10	30	30	0
GOLDMAN SACHS INTERNATIONAL BANK	28/12/22	28/12/23	4.59500	5			
GOLDMAN SACHS INTERNATIONAL BANK	21/04/23	19/04/24	4.93000	10			
GOLDMAN SACHS INTERNATIONAL BANK	27/04/23	29/01/24	5.06000	5	20	20	0
AL RAYAN BANK PLC - LONDON	26/07/23	24/07/24	6.05000	10	10	20	10
NATIONAL BANK OF KUWAIT (INTERNATIONAL) - LONDON	27/01/23	26/01/24	4.70000	5			
NATIONAL BANK OF KUWAIT (INTERNATIONAL) - LONDON	24/05/23	22/05/24	5.31000	5			
NATIONAL BANK OF KUWAIT (INTERNATIONAL) - LONDON	14/07/23	12/07/24	6.65000	10	20	20	0
UK BUILDING SOCIETIES							
PRINCIPALITY BUILDING SOCIETY	28/07/23	26/07/24	5.95000	10	10	10	0
OVERSEAS BANKS							
QATAR NATIONAL BANK	02/12/22	01/12/23	4.98000	10			
	28/07/23	26/07/24	6.37000	5	15	15	0
FIRST ABU DHABI	21/07/23	19/07/24	6.20000	15	15	15	0
LANDESBANK HESSEN-THUERINGEN GIROZENTRALE (HELABA	21/07/23	19/07/24	6.20000	15	15	15	0
NATIONAL BANK OF CANADA	20/01/23	19/01/24	4.60000	10			
	05/05/23	05/02/24	4.95000	5	15	15	0
LOCAL AUTHORITIES							
BIRMINGHAM CITY COUNCIL	30/08/23	29/02/24	5.65000	10	10	15	5
OTHER INVESTMENTS							
INSIGHT STERLING LIQUIDITY FUND				6.1	6		
LGIM STERLING LIQUIDITY FUND				15	15		
FEDERATED (PRIME RATE) STERLING LIQUIDITY FUND				15	15		
CCLA LOCAL AUTHORITY PROPERTY FUND	30/01/14			40	40		
FIDELITY - MULTI ASSET INCOME FUND	12/07/17			40	40		
SCHRODERS	01/03/21			20	20		
SPRING CAPITAL LOAN	09/06/17		6.00000	3.5	3		
SOVEREIGN BONDS	01/12/21	01/12/23	1.84000	10	10		
SOVEREIGN BONDS	01/08/23	01/08/25	6.61000	10	10		
TOTAL INVESTMENTS				379.6	379.6		

Treasury Management Strategy Statement and Annual Investment Strategy Mid-year review report 2023/24

1 Background

The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, providing adequate liquidity initially before considering optimising investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging long or short-term loans or using longer term cash flow surpluses and, on occasion, any debt previously drawn may be restructured to meet Council risk or cost objectives.

Accordingly, treasury management is defined as:

“The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

2 Introduction

The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (last revised in 2021) was adopted by this Council on 20 February 2012.

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
3. Receipt by the full council of an annual Treasury Management Strategy Statement - including the annual investment strategy and Minimum Revenue Provision policy - for the year ahead, a mid-year review report and an annual report covering activities during the previous year
4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is the Executive, Resources and Contracts PDS Committee.

This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:

- An economic update for the first part of the 2023/24 financial year
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy
- The Council's capital expenditure, as set out in the capital strategy, and prudential indicators;

- A review of the Council's investment portfolio for 2023/24
- A review of the Council's borrowing strategy for 2023/24
- A review of any debt rescheduling undertaken during 2023/24
- A review of compliance with treasury and prudential limits for 2023/24

3 Key changes to the treasury and capital strategies

No amendments to the strategy are proposed at this time.

4 Economic update (provided by Link Asset Services)

- The first half of 2023/24 saw:
 - Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.
 - Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.
 - A 0.5% m/m decline in real GDP in July, mainly due to more strikes.
 - CPI inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7.
 - Core CPI inflation declining to 6.2% in August from 7.1% in April and May, a then 31 years high.
 - A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3myy growth of average earnings rose to 7.8% in August, excluding bonuses).
- The 0.5% m/m fall in GDP in July suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness
- The fall in the composite Purchasing Managers Index from 48.6 in August to 46.8 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0.2% q/q rise in real GDP in the period April to June, being followed by a contraction of up to 1% in the second half of 2023
- The 0.4% m/m rebound in retail sales volumes in August is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.
- As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.
- The tightness of the labour market continued to ease, with employment in the three months to July falling by 207,000. The further decline in the number of job vacancies from

1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.

- But the cooling in labour market conditions still has not fed through to an easing in wage growth. While the monthly rate of earnings growth eased sharply from an upwardly revised +2.2% in June to -0.9% in July, a lot of that was due to the one-off bonus payments for NHS staff in June not being repeated in July. The headline 3myy rate rose from 8.4% (revised up from 8.2%) to 8.5%, which meant UK wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular private sector wage growth eased a touch in July, from 8.2% 3myy in June to 8.1% 3myy, it is still well above the Bank of England's prediction for it to fall to 6.9% in September.
- CPI inflation declined from 6.8% in July to 6.7% in August, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.2%. That reverses all the rise since March and means the gap between the UK and elsewhere has shrunk (US core inflation is 4.4% and in the Euro-zone it is 5.3%). Core goods inflation fell from 5.9% to 5.2% and the further easing in core goods producer price inflation, from 2.2% in July to a 29-month low of 1.5% in August, suggests it will eventually fall close to zero. But the really positive development was the fall in services inflation from 7.4% to 6.8%. That also reverses most of the rise since March and takes it below the forecast of 7.2% the Bank of England published in early August.
- In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The minutes show the decision was "finely balanced". Five MPC members (Bailey, Broadbent, Dhingra, Pill and Ramsden) voted for no change and the other four (Cunliffe, Greene, Haskel and Mann) voted for a 25bps hike.
- Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. The statement did not say that rates have peaked and once again said if there was evidence of more persistent inflation pressures "further tightening in policy would be required". Governor Bailey stated, "we'll be watching closely to see if further increases are needed". The Bank also retained the hawkish guidance that rates will stay "sufficiently restrictive for sufficiently long".
- This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates at the next meeting on 2nd November, or even pause in November and raise rates in December.
- The yield on 10-year gilts fell from a peak of 4.74% on 17th August to 4.44% on 29th September, mainly on the back of investors revising down their interest rate expectations. But even after their recent pullback, the rise in gilt yields has exceeded the rise in most other Developed Market government yields since the start of the year. Looking forward, once inflation falls back, gilt yields are set to reduce further. A (mild) recession over the

next couple of quarters will support this outlook if it helps to loosen the labour market (higher unemployment/lower wage increases).

- The pound weakened from its cycle high of \$1.30 in the middle of July to \$1.21 in late September. In the first half of the year, the pound bounced back strongly from the Truss debacle last autumn. That rebound was in large part driven by the substantial shift up in UK interest rate expectations. However, over the past couple of months, interest rate expectations have dropped sharply as inflation started to come down, growth faltered, and the Bank of England called an end to its hiking cycle.
- The FTSE 100 has gained more than 2% since the end of August, from around 7,440 on 31st August to 7,608 on 29th September. The rebound has been primarily driven by higher energy prices which boosted the valuations of energy companies. The FTSE 100's relatively high concentration of energy companies helps to explain why UK equities outperformed both US and Euro-zone equities in September. Nonetheless, as recently as 21st April the FTSE 100 stood at 7,914.

5 Treasury Management Strategy Statement and Annual Investment Strategy update

The Treasury Management Strategy Statement (TMSS) for 2023/24 was approved by this Council on 27 February 2023. No revisions were proposed in the annual report 2022/23 (reported to Council on 17 July 2023) or in the mid-year review report.

6 Investment portfolio

In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As shown by forecasts in section 3, it is a very volatile investment market, though recent successive increases in the Bank of England base rate have fed through into significantly improved lending rates with counterparties. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short-term strategy.

Details of the Council's investment activity during the first six months of 2023/24 are provided in the covering report and lists of current investments are provided in Appendices 2 (in maturity date order) and 3 (by counterparty). The Council held £379.6m of investments as at 30 September 2023 (£390.6m as at 30 September 2022).

The Director of Finance confirms that the approved limits within the annual investment strategy were not breached during the first six months of 2023/24.

The Council's budget for interest on investments in 2023/24 is £9.841m and the current projection is that the outturn will be £12.841m – a £3.000m surplus against budget.

Investment counterparty criteria

The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

7 Borrowing

The Council's estimated capital financing requirement (CFR) for 2023/24 is £28.8m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The Council does not currently borrow to finance its capital expenditure and has, in recent years, only had to borrow short-term (for cashflow purposes) on very few occasions.

No borrowing is currently anticipated during this financial year, but it is possible that some may be required in future years.

Prudential and treasury indicators – mid-year review 2032/24

The old capital control system was replaced in April 2004 by a prudential system based largely on self-regulation by local authorities themselves. At the heart of the system is The Prudential Code for Capital Finance in Local Authorities, developed by CIPFA. The Code requires the Council to set a number of prudential indicators designed to monitor and control capital expenditure, financing and borrowing. The indicators for 2023/24 were approved by Council in February 2023 and this annex sets out the actual performance against those indicators in the first six months, updating them where necessary. Prudential and treasury indicators are relevant for the purposes of setting an integrated treasury management strategy.

The Council is required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. This original 2001 Code was adopted by the full Council in February 2002 and the revised 2011 Code was initially adopted by full Council in February 2012.

Prudential indicators for capital expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme for 2023/24 was agreed in February 2023. The increase in the latest estimate for 2023/24 is mainly brought forward underspend from the prior year, additional funding for Basic Need in schools (CEF line) and Disabled Facilities Grant (RRH line) and, more generally, the result of new schemes added to the programme, as highlighted in previous reports to the Executive and to PDS committees; offset by the re-phasing of budgets into future years. Budgets have also shifted between portfolios as a result of a decision to monitor Operational Property Review budgets, originally entirely held within RCCM, within the relevant portfolios.

Capital expenditure by portfolio	2023/24 original estimate £m	2023/24 revised estimate £m
Adult Care and Health	0.7	0.9
Children, Education and Families	4.3	4.4
Environment and Community Services	7.6	16.1
Resources, Commissioning and Contract Management	54.3	42.1
Renewal, Recreation and Housing	12.4	33.8
Estimated slippage/new schemes	23.0	-50.0
Total	102.3	47.3

Changes to the financing of the capital programme

The table below draws together the main strategy elements of the capital expenditure plans (above), highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure.

Capital expenditure	2023/24 original estimate £m	2023/24 revised estimate £m
Supported	102.3	47.3
Unsupported	0.0	0.0
Total spend	102.3	47.3
Financed by:		
Capital receipts	40.6	3.4
Capital grants/contributions	40.1	24.6
General Fund	0.0	0.0
Internal borrowing	1.4	1.4
Revenue contributions	14.3	14.3
Total financing	96.4	43.7
Borrowing need*	5.9	3.6

*In practice, while interest rates are high, the external borrowing requirement will be supported by internal borrowing.

Changes to the prudential indicators for the CFR, external debt and operational boundary

It is a statutory duty for the Council to determine and keep under review the “affordable borrowing limits”, which comprise external/internal borrowing and other long-term liabilities, mainly finance leases. The Council’s approved treasury and capital prudential indicators (affordability limits) are outlined in the approved TMSS. The table below shows the expected “worst case” debt position over the period. This is termed the operational boundary. Bromley has an operational “borrowing” limit (“operational boundary”) of £40m.

The authorised limit, which represents the limit beyond which borrowing is prohibited, is another of the prudential indicators and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003 and, for Bromley, this figure has been set at £60m.

Prudential Indicators	2023/24 original estimate £m	2023/24 revised estimate £m
CFR	29.9	28.8
Debt – operational boundary		
Borrowing	10.0	10.0
Other long-term liabilities	30.0	30.0
Total operational boundary	40.0	40.0
Debt – authorised boundary		
Borrowing	30.0	30.0
Other long-term liabilities	30.0	30.0
Total authorised boundary	60.0	60.0

The table also shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. The Council’s capital financing requirement (CFR) as at 1 April 2023 was £29.9m. If the CFR is positive, the Council may borrow from the PWLB or the market (external

borrowing) or from internal balances on a temporary basis (internal borrowing). The Council's CFR relates to liabilities arising from finance leases entered into in recent years in respect of various items of plant and equipment and housing; the Council currently has no external borrowing.

Other prudential indicators

Other indicators designed to control overall borrowing and exposures to interest rate movements are included in the summary table below, which will require the approval of full Council.

Prudential and treasury indicators – summary

	2023/24	2023/24
	Original estimate	Revised estimate
Total capital expenditure	£102.3m	£47.3m
Ratio of financing costs to net revenue stream	0.0%	0.0%
Net borrowing requirement (net investments for Bromley)		
brought forward 1 April	£344.0m	£344.0m
carried forward 31 March	£379.6m	£379.6m
in year borrowing requirement (reduction in net investments for Bromley)	£35.6m	£35.6m
Estimated CFR as at 31 March (finance lease liabilities)	£29.9m	£28.8m
Change in CFR	-	- £1.1m

TREASURY MANAGEMENT INDICATORS	2023/24	2023/24
	Original estimate	Revised estimate
Authorised limit for external debt -		
Borrowing	£30.0m	£30.0m
other long-term liabilities	£30.0m	£30.0m
TOTAL	£60.0m	£60.0m
Operational boundary for external debt -		
borrowing	£10.0m	£10.0m
other long-term liabilities	£30.0m	£30.0m
TOTAL	£40.0m	£40.0m
Upper limit for fixed interest rate exposure	100%	100%
Upper limit for variable rate exposure	20%	20%
Upper limit for total principal sums invested beyond year-end dates	£170.0m	£170.0m

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Report No.
CSD23107

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RESOURCES, COMMISSIONING AND CONTRACT MANAGEMENT PORTFOLIO HOLDER

Date: For pre-decision scrutiny by Executive, Resources and Contracts PDS Committee on Monday 27 November 2023

Decision Type: Non-Urgent Executive Non-Key

Title: MODERN.GOV SYSTEM: ANNUAL SUPPORT CONTRACT

Contact Officer: Graham Walton, Democratic Services Manager
Tel: 0208 461 7743 E-mail: graham.walton@bromley.gov.uk

Chief Officer: Tasnim Shawkat, Director of Corporate Services and Governance

Ward: All

1. Reason for decision/report and options

- 1.1 The Modern.gov system enables the Council to publish meeting details, committee agendas, reports and minutes, and information about councillors. The system was purchased in 2009, becoming operational in 2010, and is supported via an annual maintenance contract with Civica. The support contract has now been in place for nearly fifteen years and authority to renew the annual support contract for a further five years is sought. Although the annual value of the contract is small at £13K, its long-term nature means that the cumulative value requires Portfolio Holder decision.

2. **RECOMMENDATION**

That the Portfolio Holder approves the annual renewal of the support contract for the Modern.gov system for a further five years, at an estimated cost of £13,800 per annum (£69k over period of authorisation for renewal).

Impact on Vulnerable Adults and Children

1. Summary of Impact: Not Applicable
-

Transformation Policy

1. Policy Status: Existing Policy:
 2. Making Bromley Even Better Priority:
(5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Estimated Cost: £69k
 2. Ongoing costs: Recurring Cost: £13.8k pa
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £402k
 5. Source of funding: Revenue Budget
-

Personnel

1. Number of staff (*current and additional*): 6
 2. If from existing staff resources, number of staff hours: Not Applicable
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Not Applicable: Proposals will be scrutinised by ER&C PDS Committee
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Property

1. Summary of Property Implications: Not Applicable
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: Not Applicable
-

Impact on the Local Economy

1. Summary of Local Economy Implications: Not Applicable
-

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications: Not Applicable
-

Customer Impact

1. Estimated number of users or customers (*current and projected*): The system is used primarily by Democratic Services staff, but the report writing functionality is used by a wide variety of officers across the Council. The system is the Council's primary means of publishing information about decision making and councillors.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
 2. Summary of Ward Councillors comments: Not Applicable
-

3. COMMENTARY

- 3.1 The Modern.gov system provided by Civica has been used since April 2010 to publish details to the Council website of the Council's meetings, including all agendas, reports and minutes, the Forward Plan and details of all Councillors, including their committee memberships and declarations of interest. The system can also publish a range of supporting documents and is used by officers to draft and approve committee reports. The system supports the publication of electronic document packs to mobile devices, reducing the requirement for paper copies. Since the system was introduced in 2010, the Council has been able to reduce its annual printing costs significantly, from around £35k in 2009/10 to less than £5k now.
- 3.2 In common with most IT systems, the Council pays for an annual maintenance and technical support contract, in this case with the Civica, the supplier. This includes successive upgrades as the system continues to be developed. When the system was purchased in 2009, it was anticipated that this contract would operate for ten years before review. In 2019, approval was given by the Portfolio Holder to renew the annual support contract for a further five years to March 2024.
- 3.3 The Modern.gov system is in use by hundreds of organisations in the UK, mainly (but not exclusively) local authorities, including most of the local authorities in London. The only alternative to procuring the Civica contract is to purchase and implement a replacement system which would involve considerable staff time and disruption which cannot be justified. There is one alternative system on the market, but it does not offer any significant advantages over Modern.gov and is used by only a small number of local authorities. Civica, with its large customer base, can ensure that Modern.gov is regularly upgraded.
- 3.4 The Modern.gov system is currently hosted on the Council's own servers, which will be de-commissioned early in 2024. It had been anticipated that Modern.gov would move to being hosted in Civica's cloud, which would have considerable benefits in terms of ease of upgrading and maintenance, but Civica is not in a position to offer this yet. Civica's aim is to move all its customers onto its own cloud-based systems in about 3-4 years' time, at which point a review of support arrangements may be required. In the interim, Modern.gov will continue to be hosted either on the Council's servers or in the new Azure cloud environment. Renewing the current support arrangements will enable this transition to be managed smoothly in the next few years.

4. TRANSFORMATION/POLICY IMPLICATIONS

- 4.1 The Modern.gov system supports Ambition Five of Making Bromley Even Better – To manage our resources well, providing value for money, efficient and effective services for Bromley's residents.

5. FINANCIAL IMPLICATIONS

- 5.1 There is budgetary provision of £12k pa to meet the costs of the Modern.gov support and maintenance contract within Democratic Services. The estimated cost of renewing the annual support contract for the Modern.gov system for a further five years will be £69k.
- 5.2 It should be noted that the cumulative spend on the system will be £214k should the renewal be agreed, as shown below: -

	£'000
Cumulative spend to 31/3/24	145
Estimated contract value for a further 5 years of support	69

6. PERSONNEL IMPLICATIONS

- 6.1 The primary users of the Modern.gov system are the Democratic Services Team, but it is also used by report authors across the Council to write and circulate reports using the approved templates.

7. LEGAL IMPLICATIONS

- 7.1 This report requests the Portfolio Holder approve the renewal of the annual support contract for the Modern.gov system for a further five years, at an estimated total cost of £69,000..
- 7.2 These services are IT services which are defined as a services contract under the Public Contracts Regulations 2015 (the "Regulations"). The cost of the renewal is only £69,000 but the aggregate value of the contract is in excess of the financial thresholds. In the first instance, this is a contract which should be openly procured in accordance with the Regulations. Civica are, however, the suppliers and owners of the software so is not possible to procure this service from another supplier both for technical reasons and for reasons associated with the protection of their exclusive rights as there is no reasonable alternative or substitute which exists in the market to meet the Council's requirements. Regulation 32 (2)(b)(ii) permits the Council to enter into a negotiated procedure with a supplier for their services, "where the works, supplies or services can be supplied only by a particular economic operator for any of the following reasons.... (ii) competition is absent for technical reasons...(iii) the protection of exclusive rights, including intellectual property rights."
- 7.3 As this is an exemption from competition then the appropriate CPR 13.1 must be followed as detailed in the procurement implications below.
- 7.4 Once this renewal is approved then officers should ensure the correct contractual documentation is completed in order to correctly extend the contract.

8. PROCUREMENT IMPLICATIONS

- 8.1 This report seeks to authorise annual renewal of the existing contract via an exemption from competitive tendering to Civica for a period of 5 years at an annual value of £13,800, giving a whole life cost of £69,000. The Cumulative spend with Civica for Modern.Gov is £145,000, and this exemption will give a total contract spend of £214,000.
- 8.2 This is a service contract and the value of this procurement falls below the thresholds set out in Part 2 of the Public Contracts Regulations 2015, so is only subject to Part 4 of the Regulations.
- 8.3 The rationale for the exemption is set out in Section 3.
- 8.4 This action is permissible under the general waiver power of the Council (CPR 3.1). The Council's specific requirements for authorising an exemption are covered in CPR 13 with the need to obtain the approval of the Portfolio Holder following agreement by the Chief Officer, the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance for a contract of this value. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 8.5 As the contract value is over £30,000 including VAT, an award notice will need to be published on Contracts Finder.

- 8.6 As the value is above the thresholds set out in the PCR 2015, the justification cited at paragraph 3.4, is permissible under Regulation 32 (2)(b)(ii) of the same.
- 8.7 The actions identified in this report are provided for within the Council’s Contract Procedure Rules, and the proposed actions can be completed in compliance with their content.

9. CARBON REDUCTION AND SOCIAL VALUE

- 9.1 By providing on-line committee papers, Modern.gov contributes to the reduction of use of paper.

Non-Applicable Headings:	Impact on Vulnerable Adults and Children/Property/ Local Economy/Health and Wellbeing/Customers/Ward Councillors
Background Documents: (Access via Contact Officer)	Report to ER&C PDS Committee on 7/2/19 – “Modern.gov System: Annual Support Contract”

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Report No.
CSD23146

London Borough of Bromley

PART ONE - PUBLIC

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

Date: 27TH November 2023

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

Title: BT ICT CONTRACT MONITORING REPORT

Contact Officer: Vinit Shukle, Assistant Director of Digital & IT
020 8313 4992 E-mail: Vinit.Shukle@bromley.gov.uk

Chief Officer: Tasnim Shawkat, Director of Corporate Services & Governance

Ward: -N/A-

1. REASON FOR REPORT

- 1.2 This is the BT ICT contract performance report, utilizing the Pan London Framework, covering the period 1st September 2022 – 31st August 2023.

2. RECOMMENDATION(S)

- 2.1 The Executive, Resources and Contracts PDS is requested to note and comment on the information contained in this report on the performance of BT in their delivery of ICT services during the period 1st September 2022 – 31st August 2023.

Impact on Vulnerable Adults and Children

1. Summary of Impact: -N/A-
-

Transformation Policy

1. Policy Status: Existing Policy
 2. Making Bromley Even Better Priority (delete as appropriate):
(1) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Digital & IT revenue budget
 4. Total current budget for this head: £7,238k
 5. Source of funding: Existing revenue budget 2022/23
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: -N/A-
-

Property

1. Summary of Property Implications: -N/A-
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: -N/A-
-

Customer Impact

1. Estimated number of users or customers (current and projected): ICT systems used by all LBB members, staff and the General public
-

Ward Councillor Views

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

3. COMMENTARY

3.1 BT was awarded the ICT contract in October 2015 at a total contract value of £9.8m. This commenced on 1st April 2016 and was split up in to 2 distinct lots.

Lot 1 - End User Computing (desktop / laptops etc)

Lot 3 - Data Centre Services (servers / storage).

3.2 The contract is predominately consumption based therefore is flexible and as services are reduced then the cost decrease, conversely if an element is used more often, then the costs would increase.

3.3 During 2017 officers undertook a service review to consider other areas of work within ICT that could be included in the BT contract to help with resilience and provide efficiencies. As a result of this work, further services were added to the BT Contract in 1st November 2017 relating to ICT development staff and system administrators. The value of this additional service, plus a further 3 year extension totalled the core contract to £21.8m.

3.4 Following services were transferred across to the BT contract.

- Tupe transfer of 18 staff
- Transfer of the Application Management including help desk for Social Care System
- Responsibility of the delivery of Inflight development projects and
- Review of our 3rd party contract spend with a view to delivery of further savings

4. Service Performance

4.1 Service performance report from BT is attached as Appendix A.

4.2 £5,874.19 service credit was provided by BT to LBB as a result of KPI breaches within the period of 1st September 2022 – 31st August 2023 and the breaches are detailed below under respective headings.

4.3 **Lot 1 End user computing:** There were no breaches of Key performance Indicators (KPI) in this reporting period.

4.4 **Lot 1 End user computing - review.** There were no breaches of KPI in this period and we believe that this is an excellent performance.

4.5 **Lot 3 Data Centre Services:** There was 1 breach of the KPI in this reporting period. The Breach was in June 2023.

4.6 **Lot 3 Data Centre Services - review:** The breach in June 2023 was due to the outage to access email and calendars via the Council's Outlook Client. However, the emails were available through mobile devices and web mail. The outage was due to failure of clients to authenticate to public folders and occurred following a security certificate update. Following extensive troubleshooting, engagement with Microsoft was required and final resolution didn't complete for several days. The incident resolution time was excessively extended due to not testing initial fixes across a wide enough user base before pending the incident for the weekend. The Service Credit was received from BT as per paragraph 4.2.

4.7 It has been agreed that extensive testing needs to be completed and validated across a number of business areas, via both on-premise access and remote prior to deployment to all users. A

WhatsApp group between BT and ICT Client team has been set up for communication where email communication fails to ensure that the incident is logged and dealt with promptly.

- 4.8 **Service desk:** There has been 2 KPI breaches during the reporting period. The 1st KPI breach in September 2022 and the 2nd in June 2023.
- 4.9 **Service desk – review:** There were 2 breaches during this reporting period. The 1st KPI breach was in September 2022, which was due to having lower than usual number of call centre agents and despite engaging other teams within the call centre BT were unable to lower the 3% call abandon level over the course of month.
- 4.9 The 2nd KPI breach in June 2023 was due to the problem with Outlook Window client authentication that impacted users including members. As expected, a large number of additional calls were received over the period of the outage including a sudden spike at the start of the incident. The Service Credit was received from BT as per paragraph 4.2.
- 4.10 **Ticket volumes:** The service desk received on average 1000 tickets per month, with the higher percentage being service requests. The average ticket numbers in 2015/16, at the beginning of the BT contract were 2000. This is as a result of the Technology being more stable following an investment through IT Strategy to create more consistent and stable infrastructure working in partnership with BT, as well as providing better user experience.
- 4.12 Since August 2022 we have seen a decline in the amount of incident logs and service request logs as a result of the infrastructure improvement and enhanced stability.
- 4.13 The baseline is monitored and if the calls drop over a 3 month period we will re-baseline and the costs will accordingly be reduced. In the meantime, we are still monitoring Tickets logged to determine any underlying issues that we can resolve to help reduce call volumes.
- 4.14 **Analysis of Calls:** A high number of calls have been raised around issues relating to connectivity from home via the Council's "F5" Virtual Private Network(VPN). In majority of case a user password change is required. We have been promoting the use of the Password self service website with an aim to reduce the need to contact the help desk.
- 4.15 Towards the beginning of the period, we had a high level of skype for business calls due to issue with call hunt groups. The calls to helpdesk were reduced following proactive monitoring of the system. We have also started a project to migrate users away from Skype for business to use Teams for external calling. This will support the Council move to use cloud base services to improve business continuity.
- 4.16 **Networking:** The network BAU service is covered under the lot 1 & 3 KPI's as incidents are generated from end user device / Server connectivity issues. There is a specific KPI for internet connectivity. The actual internet service provider is Virgin Media via the London Public Service Network, who provide a 850 mb resilient solution to the authority. BT are responsible for ensuring that the internet connection is available from and to the LBB network. There is no KPI breaches within the reporting period.
- 4.17 **E-Mail Summary:** The levels of e-mail received have increased over the past year to around 900,000 per month. The average number of spam emails received over the past year is 280,000 per month. The number of Spam messages has remained relatively consistent and are being blocked. Once again the biggest drop has been in traditional virus infected e-mail with minimal being received. Looking at industry trends this is a typical pattern, as currently more effort is being put into ransomware as this is becoming the most profitable. Ransomware is where a machine is compromised and the files on the computer are encrypted. The only way to decrypt the files is to pay a ransom in bitcoins to the creators of the ransomware and hopefully receive a

'key' to unlock your files. Typically these types of threat are spread in e-mails, many of which are not detected as spam as the e-mails themselves contain no malicious content but provide a link to an infected website, hence there is no malicious content to 'find' within the e-mail.

4.18 **The Application Management Performance Management:** The Application management and Education and Health application teams work on a high level of service request 80%. In the reporting period 1164 service request and 261 incidents have been closed. This relates to request logged via our support portal. In addition, the ECHS team monitor a Care first mailbox and managed 13,383 requests for assistance, this is significantly higher than previous years and related to the change in the Social Care software system during 2022.

4.19 **Performance Management Review of new services:** There were no breaches of KPI in this period and we believe that this is an excellent performance.

5. Procure to pay process

5.1 BT is working with the Council's ICT Client team and has already streamlined the procurement process – including:

- Using its service desk as a point of contact for these requests
- Holding lists of authorisers such that approvals can be gained quicker

5.2 BT have also developed and delivered the online portals that allow access to online request of services and equipment, as part of the continual improvement and investigating integration with the financial system.

6. Project delivery

6.1 BT have supported the Council and successfully delivered priority projects requested by the ICT Client team. The highlights of these are:

- Setting up and enable the connectivity and technology for 150 users to work at the new Civic Centre Churchill court.
- Designed, planned and begin migration of Bromley on-premise datacentre to Azure cloud. This project once completed will provide additional resiliency and availability for disaster recovery options.
- Managed and delivered the rollout of laptops to staff located at the Phoenix Centre. Enabling the team to connect directly to Bromley infrastructure and for the business area to reduce spending on a separate 3rd Party IT support.
- Design, plan and begin migration of all Bromley users from Skype to MS Teams.

7. Customer Satisfaction Survey

7.1 An all-staff survey was carried out in 2022 which also included ICT related questions. Out of 865 staff that took part in the survey and replied to the IT related questions, 372 staff were very positive in their feedback of the BT Help Desk, 451 were positive, 36 were negative and 2 were very negative in their feedback. This is a 95% Positive Feedback received from staff that took the survey.

8. FINANCIAL CONSIDERATIONS

- 8.1 The spend on the BT contract for 2022/23 was £2,429k compared to a revenue budget of £2,149k.
- 8.2 The service has had to absorb additional costs for Microsoft Licencing in 22/23, leading to an overspend of £182k. The cost of the BT contract was also £280k over budget in 22/23, including the costs of audio/visual equipment for the Council Chambers. There is a net underspend of £16k across other budget lines and this was detailed in the year end report to PDS by Finance Services in June.

9. LEGAL CONSIDERATIONS

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

Non-Applicable Headings:	[List any of headings 4 to 16 that do not apply.]
Background Documents: (Access via Contact Officer)	[Title of document and date]

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General

BT Service Delivery Report

Public, Executive, Resources and Contracts Policy Development and
Scrutiny Committee November 2023

Author: Ian Withycombe

Issue: v0.1

01/11/2023

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1 Introduction

This report has been produced for the Public, Executive, Resources and Contracts Policy Development and Scrutiny Committee to provide an update on the performance of BT delivering the services called off against the Pan-London Framework. The report covers the period from September 2022 to August 2023

In the last year performance against the key performance indicators has improved and remain consistent. There have been 3 instances in the reporting period where performance was below SLAs and service credits have been paid. These are discussed further in the document and resolutions and service improvements have been put in place. In total £5,874.19 of service credits has been paid in this reporting period

We are continuously working with the council to provide an IT service that is robust, available, and secure.

In reviewing the common issues seen through the year we have seen:

A high number of calls have been raised around issues relating to connectivity from home via Bromley's "F5" VPN. In majority of case a user password change is required. We have been promoting the use of the Password self service website with an aim to reduce the need to contact the help desk.

Regular alerts for Disk space updates, this is part of regular maintenance, and we look at common trends to ensure overall capacity is suitable for all servers.

Towards the beginning of the period, we had a high level of skype for business calls due to an issue with call hunt groups. This has reduced following intervention to check for service availability more regularly. We have also started a project to migrate users away from Skype for business to use Teams for external calling. This will help with Bromley's move to use cloud based services to improve business continuity.

During the period of this report working together we have been able complete 57 projects the highlights of these are:

- Setting up and enabling the connectivity and technology for 150 users to work at the new Civic Centre Churchill court.
- Designed, planned and begin migration of Bromley on-premise data centre to Azure cloud. This is providing additional resiliency and availability for disaster recovery options.
- Managed and delivered the rollout of laptops to staff located at the Phoenix Centre.
- Migrated users from Legacy mobile management platform to Microsoft Intune to improve mobile device management and utilise the investment in Microsoft licensing.
- Managed and implemented the integration development to support Bromley's move to a new corporate website solution provide by Jadu.

2 Service performance

Each Horizontal Capability or Lot has a set of Key Performance Indicators that are reported on. Failure to meet these targets without an agreed reason, results in a service credit to Bromley. The Performance and service improvement plans are reviewed, discussed and agreed at the monthly service review.

2.1 Key Performance Indicators Lot 1 End User Computing

Key Performance Indicators EUC September 2022 to August 2023

These performance indicators measure how BT manage the end user computing estate in Bromley, including user devices and supporting infrastructure. There are currently 6 Key Performance Indicators reported on for Lot 1.

In the last period we have been able to maintain our performance against the required SLA.

Table 2.1-a Covers KPI performance from September 2022 to December 2022

KPI Ref	Description	Target	Sep-22	Oct-22	Nov-22	Dec-22
EUC-KPI-01	P1 Restoration EUC	99%	100%	100%	100%	100%
	P2 Restoration EUC	95%	100%	100%	100%	100%
	P3 Restoration EUC	90%	93%	96%	98%	96%
	P4 Restoration EUC	90%	99%	100%	100%	100%
EUC-KPI-02	Critical Application Availability	99.7%	100%	100%	100%	100%
EUC-KPI-07	Anti-virus, Firewall, and Malware File Release	95% of the time	100%	100%	100%	100%
EUC-KPI-08	Install, Move, Add or Change (IMAC)	90% of the time	91%	99%	94%	98%
EUC-KPI-10	Image Management	99% of the time	100%	100%	100%	100%

Table 2.1-b Covers KPI performance from January 2023 to April 2023

KPI Ref	Description	Target	Jan-23	Feb-23	Mar-23	Apr-23
EUC-KPI-01	P1 Restoration EUC	99%	100%	100%	100%	100%
	P2 Restoration EUC	95%	100%	100%	100%	100%
	P3 Restoration EUC	90%	93%	91%	98%	100%
	P4 Restoration EUC	90%	99%	100%	100%	100%
EUC-KPI-02	Critical Application Availability	99.7%	100%	100%	100%	100%
EUC-KPI-07	Anti-virus, Firewall, and Malware File Release	95% of the time	100%	100%	100%	100%
EUC-KPI-08	Install, Move, Add or Change (IMAC)	90% of the time	100%	100%	100%	100%

EUC-KPI-10	Image Management	99% of the time	100%	100%	100%	100%
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Table 2.1-c Covers KPI performance from May 2023 to August 2023

KPI Ref	Description	Target	May-23	Jun-23	Jul-23	Aug-23
EUC-KPI-01	P1 Restoration EUC	99%	100%	100%	100%	100%
	P2 Restoration EUC	95%	100%	100%	100%	100%
	P3 Restoration EUC	90%	98%	92%	91%	95%
	P4 Restoration EUC	90%	99%	99.5%	99%	100%
EUC-KPI-02	Critical Application Availability	99.7%	100%	100%	100%	100%
EUC-KPI-07	Anti-virus, Firewall, and Malware File Release	95% of the time	100%	100%	100%	100%
EUC-KPI-08	Install, Move, Add or Change (IMAC)	90% of the time	100%	100%	100%	100%
EUC-KPI-10	Image Management	99% of the time	100%	100%	100%	100%

2.2 Key Performance Indicators Lot 3 Data Centre Services

Key Performance Indicators DC September 2022 to August 2023

These performance indicators measure how BT manage the infrastructure in the Bromley Data Centre.

There are currently 7 Key Performance Indicators reported on for Lot 3.

There was one Key performance indicator failure in the reporting period, this was caused by an extended outage to access email and calendars via the outlook windows client. Access to email was available throughout the incident via mobile devices and web mail.

The cause of the incident was related to a failure of clients to authenticate to public folders and occurred following the standard update of security certificates. Following extensive troubleshooting, engagement with Microsoft was required and the final resolution didn't complete for several days. The incident resolution time was excessively extended due to not testing initial fixes across a wide enough user base before pending the incident for the weekend. A service credit was paid for this issue and a service improvement activity was put in place.

It has been agreed with the IT client team that testing needs to be completed and validated across a number of business areas and via both on-premise access and remote. We also have increased the use of our incident management WhatsApp group to ensure communications between BT and Bromley IT management teams is quicker and more agile than waiting on emails.

Table 2.2-a Covers KPI performance from September 2022 to December 2022

KPI Ref	Description	Target	Sep-22	Oct-22	Nov-22	Dec-22
DC-KPI-01	P1 Incident Management	99%	100%	100%	100%	100%
	P2 Incident Management	95%	100%	100%	100%	100%
	P3 Incident Management	90%	92%	92%	98%	94%

	P4 Incident Management	90%	100%	100%	100%	100%
DC-KPI-02	Critical Application Service Availability	99.7% for Business Hours	100%	100%	100%	100%
DC-KPI-06	Backups	98%	100%	100%	100%	100%

Table 2.2-b Covers KPI performance from January 2023 to April 2023

KPI Ref	Description	Target	Jan-23	Feb-23	Mar-23	Apr-23
DC-KPI-01	P1 Incident Management	99%	100%	100%	100%	100%
	P2 Incident Management	95%	100%	100%	100%	100%
	P3 Incident Management	90%	90%	94%	96%	100%
	P4 Incident Management	90%	100%	90%	100%	100%
DC-KPI-02	Critical Application Service Availability	99.7% for Business Hours	100%	100%	100%	100%
DC-KPI-06	Backups	98%	100%	100%	100%	100%

Table 2.2-d Covers KPI performance from May 2023 to August 2023

KPI Ref	Description	Target	May-23	Jun-23	Jul-23	Aug-23
DC-KPI-01	P1 Incident Management	99%	100%	0%	100%	100%
	P2 Incident Management	95%	100%	100%	100%	100%
	P3 Incident Management	90%	95%	94%	99%	92%
	P4 Incident Management	90%	100%	100%	100%	100%
DC-KPI-02	Critical Application Service Availability	99.7% for Business Hours	100%	100%	100%	100%
DC-KPI-06	Backups	98%	100%	100%	100%	100%

2.3 Key Performance Indicators Service Desk

Key Performance Indicators Service Desk September 2022 to August 2023

The BT Service Desk is delivered from a BT Shared Service Centre in Chesterfield. The desk is setup to resolve as many calls within the "first point of contact team" as possible without the need to pass the call onto another team and thereby giving a more seamless and better user experience for people contacting the desk.

There are 8 KPI's currently being reported on to measure how effectively the desk is performing. Below is a summary of the performance indicators we have in place for the service desk function:

- Service Request Response; A target of 90% of all requests for service to be acknowledged within 4 hours to ensure calls are handled promptly.
- Service Request Resolution; A target to resolve over 90% of Service Requests within 5 days (this includes dealing with any 3rd party suppliers) to ensure that most calls are fixed within a reasonable time scale.
- Internet available 100% of the time
- Speed to answer; 85% or more calls to be answered within 30 seconds.
- A target of no more than 3% of calls abandoned
- First time Fix; A target of 70% of all calls to be resolved by the service desk without the need to pass to another team.
- Number of open Incidents as a percentage of all Incidents; A target to ensure that we aren't holding onto old calls and not closing them.
- Reopened calls; This target of no more than 3% of calls reopened ensures that engineers are closing calls correctly and only a small number are being reopened due to call not being fixed. This target ensures the engineers consider the customers view before closing the call.
- The table below is a summary of the Key Performance Indicators in place for the Service Desk for the period covered by this report. In 2 months during the reporting period, we did not meet the key performance indicator and paid service credits.

September 2022 - On review there were no key incidents which caused this, it was driven by a week where agent levels were lower than expect. Despite engaging other teams for overflow we were unable to maintain the lower than 3% call abandon level over the course of the month. As part of the Service improvement enacted at the time, Service desk agent availability was reviewed and additional overflow options were added to mitigate against this issue in the future

June 2023 - This failure was related to the major incident raised due to the problem with Outlook Window client authentication. We received a large number of additional calls over the period of the outage including a sudden spike at the start of the incident. This led to the failure of the KPI for percentage of abandon calls causing a service credit to be due. In addition as the resolution of the P1 was outside SLA this caused a breach of the KPI for 99% of P1 incidents to be resolved in SLA so a further service credit was due.

Table 2.3-a Covers KPI performance from September 2022 to December 2022

Ref	Description	Target	Sep-22	Oct-22	Nov-22	Dec-22
BES-KPI-01a	Service Request Response	=<4 hours	100%	100%	100%	100%
BES-KPI-01b	Service Request Resolution	=<5 days	93.00%	96.60%	93.90%	96.00%

BES-KPI-02	IT Service Management System (Service Management)	100.00%	100%	100%	100%	100%
BES-KPI-03	Internet Connectivity		100%	100%	100%	100%
BES-KPI-04	Speed to Answer	=<30 seconds 85%	87%	93%	94%	96%
BES-KPI-05	Call abandoned	<=3%	4%	3%	1%	2.8%
BES-KPI-07	First Time Fix (FTF)	70.00%	72%	70%	70%	70%
BES-KPI-09	Number of open Incidents as percentage of all Incidents outside SLA	=<7%	7%	7%	7%	7%
BES-KPI-10	Reopened calls	<=5%	0%	0%	0%	0%

Table 2.3-b Covers KPI performance from January 2023 to April 2023

Ref	Description	Target	Jan-23	Feb-23	Mar-23	Apr-23
BES-KPI-01a	Service Request Response	=<4 hours	100%	100%	100%	100%
BES-KPI-01b	Service Request Resolution	=<5 days	97.00%	97.00%	98.00%	98.73%
BES-KPI-02	IT Service Management System (Service Management)	100.00%	100%	100%	100%	100%
BES-KPI-03	Internet Connectivity		100%	100%	100%	100%
BES-KPI-04	Speed to Answer	=<30 seconds 85%	97%	99%	98%	98%
BES-KPI-05	Call abandoned	<=3%	0.2%	0%	0.2%	0%
BES-KPI-07	First Time Fix (FTF)	70.00%	71%	72%	72%	70%
BES-KPI-09	Number of open Incidents as percentage of all Incidents outside SLA	=<7%	7%	7%	7%	7%
BES-KPI-10	Reopened calls	<=5%	0%	0%	0%	0%

Table 2.3-e Covers KPI performance from May 2023 to August 2023

Ref	Description	Target	May-23	Jun-23	Jul-23	Aug-23
BES-KPI-01a	Service Request Response	=<4 hours	100%	100%	100%	100%
BES-KPI-01b	Service Request Resolution	=<5 days	99.00%	98.80%	98.50%	99.04%

BES-KPI-02	IT Service Management System (Service Management)	100.00%	100%	100%	100%	100%
BES-KPI-03	Internet Connectivity		100%	100%	100%	100%
BES-KPI-04	Speed to Answer	=<30 seconds 85%	99%	92%	99%	98.9%
BES-KPI-05	Call abandoned	<=3%	0.1%	6%	0%	0.1%
BES-KPI-07	First Time Fix (FTF)	70.00%	70%	79%	71%	
BES-KPI-09	Number of open Incidents as percentage of all Incidents outside SLA	=<7%	7%	7%	7%	7%
BES-KPI-10	Reopened calls	<=5%	0%	0%	0%	0%

2.4 Application management

The Application management team who supports and manage several of Bromley's key line of business applications are monitored separately for performance. This service has been monitored for performance against agreed SLAs since June 2018. There are 5 KPIs which monitor performance for incident and service request resolution.

The Application management and Education and Health application teams work on a high level of service request of 80%. In the reporting period 1164 service requests and 261 incidents have been closed. This relates to requests logged via our support portal. In addition, the ECHS team monitor a Care first mailbox and managed 13383 requests for assistance, this is significantly higher than previous years and related to the change in software system for Social Care during 2022.

Table 2.4-a Covers KPI performance from September 2022 to December 2022

Description	Target	Sep-22	Oct-22	Nov-22	Dec-22
Service Request Resolution	90%	98%	92%	95%	98%
Incident Resolution P1	99%	100%	100%	100%	100%
Incident Resolution P2	95%	100%	100%	100%	100%
Incident Resolution P3	90%	100%	100%	100%	100%
Incident Resolution P4	90%	100%	96%	100%	100%

Table 2.4-b Covers KPI performance from January 2023 to April 2023

Description	Target	Jan-23	Feb-23	Mar-23	Apr-23
Service Request Resolution	90%	98%	97%	100%	98%
Incident Resolution P1	99%	100%	100%	100%	100%

Incident Resolution P2	95%	100%	100%	100%	100%
Incident Resolution P3	90%	100%	100%	100%	100%
Incident Resolution P4	90%	96%	100%	100%	100%

Table 2.4-f Covers KPI performance from May 2023 to August 2023

Description	Target	May-23	Jun-23	Jul-23	Aug-23
Service Request Resolution	90%	99%	100%	100%	100%
Incident Resolution P1	99%	100%	100%	100%	100%
Incident Resolution P2	95%	100%	100%	100%	100%
Incident Resolution P3	90%	100%	100%	100%	100%
Incident Resolution P4	90%	100%	100%	100%	100%

3 Ticket & Telephone Volumes/Overview

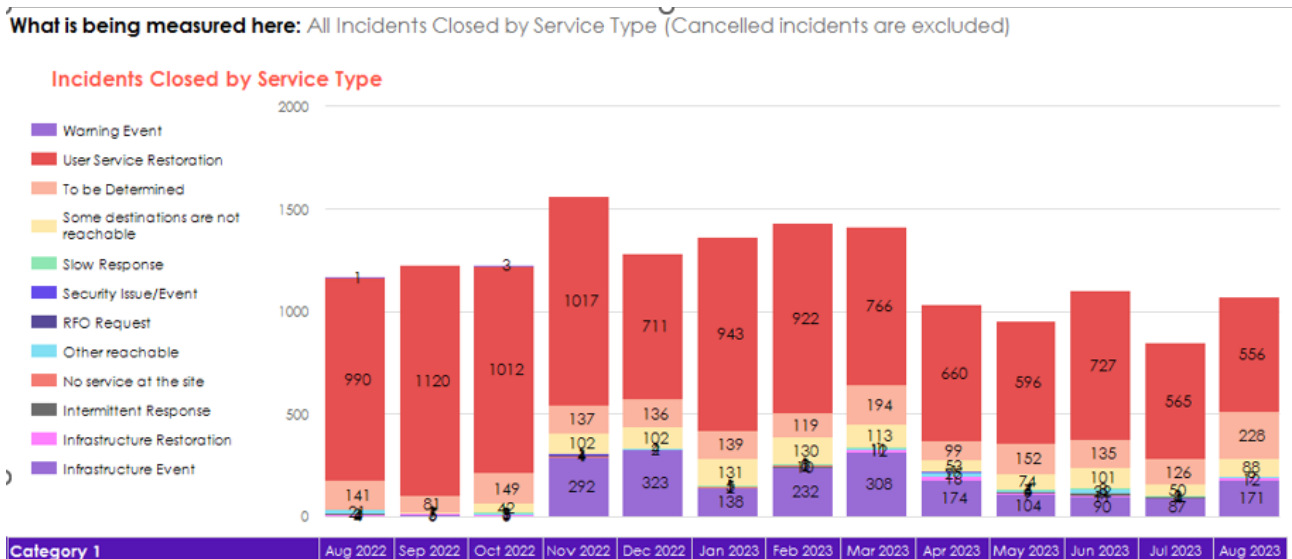
3.1 Ticket Volumes/Overview

Each new call to the Bromley Help Desk creates a record or ticket. These tickets can provide good evidence of volumes and types of calls being raised by Bromley Council users. Many of the KPI are based on our performance in resolving these tickets. The graph below shows the volume of calls logged by the Service Desk and actioned by teams and the proportion of calls that are faults.

Faults relate to calls/e-mails to the Service Desk reporting a failure in a system. These are managed as Priority 1 to 4 faults, Priority1 being a complete system failure with a 4-hour target to remediate.

Service Requests are contacts to the Service Desk where the user is asking for something to be done, for instance: New User, change of permissions or a new PC would all be Service Requests.

Figure 3-1



The above figures represent the number of tickets either incidents or service requests in each month. Over the past 5 months we have seen a drop in calls logged for end user issues and for proactive alerts. This is born from the reduction in change for end users in the last 6 months and increased stability of the services.

3.2 Telephone Overview

As requested in previous reports the following shows more detail around the telephone call handling for the BT Bromley Help Desk. The last year with the change in working practice we continue to see telephone calls as preferred method of logging an issue. This is particularly apparent when a major incident happens as we no longer have the benefit of word of mouth to share knowledge of issues being raised.

The performance of the service desk to answering telephone calls is monitored by 2 SLA.

- Calls to be answered within 30 seconds over 85% of the time
- The number of abandoned calls in a month should be 3% or less.

What is being measured here: Telephone Performance (Calls in to BT)

Measurement		Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23
Total calls	All Calls Received	1606	1519	1348	1012	1658	1513	1317	1187	1116	1909	1174	1277
	Calls Answered	1500	1345	1256	941	1612	1470	1286	1159	1089	1672	1117	1224
	Answered Time < 30 seconds	1311	1250	1178	907	1571	1449	1264	1141	1077	1542	1101	1210
	Answer Time SLA Target	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
	Answer Time SLA Result	87.40%	92.90%	93.80%	96.40%	97.50%	98.60%	98.30%	98.40%	98.90%	92.20%	98.60%	98.90%
Answered Calls	Avg Answer time	00:00:25	00:00:09	00:00:05	00:00:04	00:00:02	00:00:01	00:00:01	00:00:01	00:00:01	00:00:27	00:00:01	00:00:01
	Avg Wait Time	00:00:40	00:00:24	00:00:18	00:00:24	00:00:12	00:00:11	00:00:11	00:00:10	00:00:11	00:00:49	00:00:11	00:00:11
	Max Wait Time	00:17:04	00:14:00	00:21:06	00:45:16	00:04:45	00:03:21	00:05:46	00:02:06	00:05:40	00:13:16	00:03:32	00:09:10
	Avg Talk Time	00:06:01	00:05:16	00:05:56	00:05:40	00:05:28	00:05:44	00:05:28	00:05:24	00:05:40	00:05:29	00:05:31	00:05:40
Abandoned Calls	Calls Abandoned	65	47	16	27	4	0	2	0	1	111	0	1
	Abandoned Calls Rate SLA target	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
	Abandoned Calls Rate SLA Result	4.20%	3%	1.30%	2.80%	0.20%	0.00%	0.20%	0.00%	0.10%	6.20%	0.00%	0.10%
Aborted calls	Calls Aborted	41	127	76	44	42	43	29	28	26	126	57	52

3.2.1 Call Answering time and Inbound calls to abandon calls.

In the reporting period September 2022 – August 2023 we have been able to maintain the required speed to answer requirements. This has been possible through adjusting our call handling team and been able to take advantage of overflow teams. We have also seen a big improvement in the abandoned calls with most months being well below the 3% target and in some cases 0%. However, where we have failed, these can be linked back to months where we have had a significant major incident which caused a sudden influx of calls.

We have a clear process to get informational messages on to the telephone lines as soon as possible to inform users there is no need hold if their call is related to the Major incident.

4 Continued Service improvement

Under our ITIL framework, there is a continuous service improvement programme to ensure maximise the effectiveness of the services we provide.

There are a number of key activities that have taken place and still to be taken.

- Increase use of SharePoint portals to provide direct input into the BT ticket management system to speed up service request
- Continue process reviews around new starter process, licensing management and asset management.

17/10/2020

Find out more at [bt.com](https://www.bt.com)

Offices worldwide

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Report No.

X

London Borough of Bromley

PART ONE - PUBLIC

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

Date: 27 November 2023

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

Title: SECTION 106 AGREEMENTS: UPDATE

Contact Officer: James Renwick, Infrastructure Delivery Team Leader
Tel: 020 8313 4212 E-mail: james.renwick@bromley.gov.uk

Chief Officer: Sara Bowrey, Director of Housing, Planning and Regeneration

Ward: (All Wards)

1. Reason for report

This report provides an update on Section 106 Agreements.

2. **RECOMMENDATION(S)**

- 2.1 The Executive, Resources and Contract PDS are asked to note the report and the contents of the attached Appendices 1-5.

Impact on Vulnerable Adults and Children

1. Summary of Impact: N/A
-

Corporate Policy

1. Policy Status: Existing Policy: Policy 125 of the Local Plan
 2. Making Bromley Even Better Priority:
(5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Estimated Cost Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: S106 Deposits
 4. Total current budget for this head: £9.43m
 5. Source of funding: Unallocated S106 Deposits
-

Personnel

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

Legal

1. Legal Requirement: Statutory Requirement: S106 of the Town and Country Planning Act enables the Local Authority to make agreements with applicants to secure benefits relating to the granting of planning permission. This is reflected in Policy 125 of the Local Plan which relates to planning obligations.
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications: None
-

Property

1. Summary of Property Implications: N/A
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications:
 - 1.1 The council secures improvements to Carbon Reduction and Sustainability measures as part of the award of planning permission. In some cases, where this cannot be met in the development design, alternative provision or the payment of an in-lieu contribution is made as a 'Carbon Offset Payment'. Details of such payments due, received and expenditure are detailed in Appendix 2, 3 and 4.

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Section 106 agreements are made with the applicant for the benefit of the future occupants of new developments and also for the benefit of existing residents in the vicinity of a new development

Ward Councillor Views

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

3. COMMENTARY

3.1 This is an update following the last report that was submitted to Executive, Resources and Contracts PDS Committee on 23 November 2022.

Background information

3.2 Appendix 1 records details of all S106 agreements signed during 2022/23

3.3 Appendix 2 records all active agreements with potential financial payments signed since 01 April 2018

3.4 Appendix 3 records current balances of s106 sums held by the Council at the end of 31 March 2023

3.5 Appendix 4 records the expenditure made during 2022/23 and remaining 'allocated' sums with the projects they have been assigned towards

3.6 Appendix 5 records income received between 01 April 2023 to 18 October 2023.

3.7 It is noted that there can be a considerable time delay between the issuing of a Section 106 / grant of planning permission and subsequent implementation of development (up to 5 years) when the obligation becomes due. There is always a possibility that a development will not go ahead at all where a developer feels the development is no longer viable. Also, some of the information contained may be updated periodically after further data reconciliation between council services.

3.8 All S106 legal agreements are registered as a Land Charge against the property.

Section 106 Agreements: Update

3.9 Appendix 1 of this report provide details of 20 agreements secured between 01 April 2022 and 31 March 2023. Removing those that are Deeds of Variation to existing agreements (4 'DoVs'), there were 16 new agreements, of which one was a 'shadow agreement' for a council-led development (Crystal Palace Park). 11 of the new agreements will require financial payments to be made to the Council, while five require the delivery of affordable housing on-site (totalling 348 units).

3.10 Appendix 2 reports the 'live' agreements signed since 01 April 2018 that contain financial requirements - this being agreements that have been implemented or could feasibly be implemented. This reports a potential £17.6m worth of payments to be made to the Council. However taking account of duplicate permissions, the amount potentially due is £17.4m, of which £9.7m has been triggered, with £7.6m received to date (the remaining £2.1m becoming payable at future points in the development timeline – such as prior to occupation of the development)

3.11 Appendix 3 reports that income received during 2023 totalled £581k (with £13.7k in interest payments on sums already held), with £851k spent (Appendix 4). However due to reporting failures, £1m of additional Capital expenditure has been identified that should have been reported in the 23 November 2022 report – meaning expenditure in 2021/22 should have reported £1.07m rather £0.07m; however this expenditure was towards schemes (and from agreements) already identified as current allocations in the November 2022 report.

3.12 The balance of funds held as of 31 March 2023 (as rebalanced) was £9.43m, of which £6.85m has been allocated to future expenditure, leaving £2.58m uncommitted. Appendix 4 highlights the allocated sums and projects. Of the unallocated amounts, £1.1m was only received in the last two years; of the remaining £1.48m received prior, £380k is health

contributions that the council is engaging with the Integrated Care Board (formerly known as the Clinical Commissioning Group) to allocate, £610k relates to the Glaxo payment that is being utilised for future Bromley Town Centre public realm, £175k relates to Carbon Offset contributions, with £350k held for site specific highways and public transport improvements.

- 3.13 Appendix 4 reports the remaining allocations yet to be drawn down as of 31 March 2023, totalling £6.85m. However £256k of health payments have since be drawn down for the improvements to Station Road Surgery (West Wickham) in June 2023.
- 3.14 The figures reported above balance with those highlighted in section 5 ('Financial Implications') however there is some minor inconsistency in the overall balance due to unconfirmed post April 2023 income that needs to be fully reconciled.

4. POLICY IMPLICATIONS

- 4.1 Development Plan policies play a crucial role in securing appropriate planning obligations. Policy 125 of the Local Plan (2019) sets out the Council's approach to Section 106 agreements, and supports the Council's corporate priorities.
- 4.2 The Government sets out criteria for when planning obligations are sought in the National Planning Policy Framework (NPPF July 2018) paras 54-57, and full operational use guidance details are now found in the National Planning Practice Guidance (NPPG).
- 4.3 The London Plan prioritises specific obligations, particularly affordable housing and public transport improvements.
- 4.4 A revised Supplementary Planning Document (SPD) on Planning Obligations was adopted by the Council in June 2022. The SPD provides non-statutory guidance on the Council's general approach to planning obligations, and where possible the requirements, and mechanisms for infrastructure contributions.
- 4.5 The SPD also incorporates the implication of Community Infrastructure Levy (CIL) regulations which came into force on 06 April 2010. The council adopted a local CIL Charging Schedule on 21 April 2021, which was brought into effect on all new permissions determined on and after 15 June 2021. CIL will provide a more standardised method of collecting contributions from development to invest in infrastructure without the specific restrictions that are often attached to S106 agreements. The Council is required to report on CIL receipts and expenditure as part of the annual Infrastructure Funding Statement, which is published before the end of each calendar year on the Council's website¹.

¹ <https://www.bromley.gov.uk/planning-policy/use-developer-contributions-bromley>

5. FINANCIAL IMPLICATIONS

5.1 The table below provides a breakdown across the service areas of all S106 activity in 2022/23 and the balance carried forward as at 31st March 2023.

31st March 2022	Service	Income	Expenditure	Transfers to/from Capital	Actual 31st March 2023
£000		£000		£000	£000
<u>Revenue</u>					<u>Revenue</u>
384	Highways Improvement Works	24		-	408
8	Local Economy & Town Centres	-		-	8
81	Parking	1		-	82
1	Landscaping	-		-	1
-	Community Schemes	-		-	-
-	Housing	89		-	89
1,475	Healthcare / CCG	122	322	-	1,275
43	Education	126		-	169
491	Other	468		-	959
2,483	Total Revenue	830	322	-	2,991
<u>Capital</u>					<u>Capital</u>
5,078	Education		344		4,734
1,432	Housing		186		1,246
20	Highways				20
612	Local Economy & Town Centres				612
60	Other				60
7,202	Total capital	-	530	-	6,672
9,685	Grand Total	830	852	-	9,663
	Invoiced, but not yet received*	- 233			- 233
	Adjusted Closing Balance	597	852	-	9,430

* Please note the 2022/23 closing balance includes £233k of accrued income, this is income which is due (and invoiced for) but not yet physically received.

5.2 A total of £830k was received in 2022/23 and £852k was spent. The total balance carried forward into 2023/24 is £9.67m.

5.3 In 2023/24 to date, a further amount of £70k has been received and £257k has been spent to give a current available balance of £9.48m.

6. LEGAL IMPLICATIONS

6.1 The power of a Local Planning Authority to enter into a Planning Obligation with anyone

having an interest in land in their area is contained in section 106 of the Town and Country Planning Act 1990 (as amended by Section 12 of the Planning and Compensation Act 1991). Planning Obligations made under section 106 comprise both obligations and unilateral undertakings. Government advice on the use of section 106 is contained within NPPG paras 1-23².

6.2 A Planning Obligation may only be created by a person with an interest in the relevant land, and may be created either by means of an agreement with the Local Planning Authority or by means of a unilateral undertaking. An Obligation may restrict development or the use of land, need specific works to take place or need a financial contribution towards a work or service of public benefit.

6.3 A section 106 Agreement can be varied with the agreement of the Local Planning Authority; there is also a formal application and appeals process in certain circumstances. Section 106 contributions may have to be allocated by a certain time in the agreement or undertaking.

Non-Applicable Sections:	Personnel, Procurement
Background Documents: (Access via Contact Officer)	Executive, Resources & Contracts PDS Committee 23 November 2022 Supplementary Planning Document (SPD) on Planning Obligations – June 2022 Infrastructure Delivery Plan September 2020 Infrastructure Funding Statement 2019/20 Infrastructure Funding Statement 2020/21 Infrastructure Funding Statement 2021/22 Bromley Community Infrastructure Levy Charging Schedule April 2021

² <https://www.gov.uk/guidance/planning-obligations>

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Appendix 1 - Section 106 Agreements signed 01 April 2022 to 31 March 2023

Application No	Site Address	Description	Deed Date	Contributions
17/03505/RECON1	Ashling Lodge, 20 Station Road, Orpington, BR6 0SA	Demolition of Nos 20-24 Station Road and redevelopment with two/two and a half storey building to form 27 retirement apartments for the elderly including communal facilities, access, car parking and landscaping.	08/09/2022	Recalculated Carbon Contribution (due to higher on-site measures)
19/01543/RECON2	Land At Junction With South Eden Park Road And, Bucknall Way, Beckenham	Residential development comprising erection of 6 x four storey buildings consisting of 10 four bedroom houses and 133 x one, two and three bedroom apartments together with concierges office. Construction of basement car park with 204 spaces. Central landscaped area with 10 visitor spaces cycle parking for 286 and refuse stores.	17/11/2022	None - No change, Viability Review added
19/03027/RECON	63 Copers Cope Road, Beckenham, BR3 1NJ	Conversion of a former care home (Class C2) to residential use (Class C3), replacement rear extension and associated works.	23/09/2022	None - No change, Viability Review added
19/04588/FULL1	70 High Street, Bromley, BR1 1EG	Demolition of existing buildings (No.66 to 70 High Street), construction of 12 storeys to provide 256.4 square metres retail floorspace on the ground floor and 47 residential units above with associated disabled car parking spaces, cycle parking and refuse storage area.	30/06/2022	Monitoring Fee - £500 Energy Contribution - £57,000 Open space - £17,600 Cycle Provision - £20,000 Affordable Housing - 10 units Car Club
20/00325/OUT	Crystal Palace Park, Thicket Road, Penge, London, SE20 8DT	Outline application with all matters reserved except highways access for comprehensive phased regeneration of Crystal Palace Park. This will include: conservation and repair of heritage assets; removal of existing hard surfaces; alterations to ground levels and tree removal; landscaping including planting of new trees; demolition of existing buildings and structures; creation of new pedestrian paths/vehicular access roads / car, coach and cycle parking; changes of use including part of the caravan site to part public open space and part residential; erection of new buildings and structures comprising: up to 2300sqm for a cultural venue (Use Class D2), up to 530sqm of park maintenance facilities (Sui Generis) including the dismantling and reconstruction of existing maintenance depot; up to 150sqm information centre (Use Class D1); up to 670sqm for a community centre (Use Class D1); up to 3779sqm of educational institution at the Capel Manor College Farm Site (Use Class D1) of which 3399sqm comprises educational buildings and 380sqm comprises ancillary shelters/ outbuildings; and up to 16,352 sqm of residential (Use Class C3) accommodation to provide up to 210 residential dwellings, together with associated and ancillary works including utilities and surface water drainage, plant and equipment. Full planning permission is sought for alteration to highways access at Anerley Hill Gate entrance, Penge Gate car park, Old Cople Lane (Rockhills Gate), Sydenham Gate car park and the creation of three additional accesses for the residential development at Rockhills and Sydenham Villas. (amended description)	16/03/2023	Monitoring Fee - £12,500 CPZ - £5,000 Carbon Offset - £494,223 Public Transport - £100,000 Cycle Provision - £500,000 Affordable Housing - 24 Units Community Facilities Emergency Service Provision Heritage Improvements Highway Works Local Labour and Service Travel Plan
20/02018/FULL1	Thiseldome Farm, Tatsfield Lane, Westerham, TN16 2EQ	Erection of detached chalet bungalow and attached garage.	23/01/2023	None - Restrictive covenant
20/03881/FULL1	Coleridge House, 79 Bromley Road, Beckenham, BR3 5PA	Demolition of existing buildings (79 and 79A Bromley Road) and construction of new building over lower ground, ground, first, second and third floors to provide 27 Class C3 (residential) units, provision of car parking, landscaping and associated works. (Amended drawings/details).	25/05/2022	Monitoring Fee - £1,500 Carbon Offset - £50,540
20/04296/FULL1	Prospects House, 19 Elmfield Road, Bromley, BR1 1LT	Demolition of the existing building. Erection of a 10 storey building plus basement to provide 1,759sqm office floor space Use Class Order Class E(g)(i) on the ground floor and first floor with 61 residential flats (9 studio, 38 x 1 bed and 14 x 2 bed) above and provision of 11 parking spaces.	04/07/2022	Increased Affordable Housing provision from 9 units to 61 units (site sold to Affordable Housing Provider)
20/05000/FULL1	Toppers Oak , Kemnal Road, Chislehurst, BR7 6LT	Demolition of dwelling (Toppers Oak) and stables (Kemnal Stables). Erection of dwelling with associated amenity space, landscaping and parking.	04/08/2022	None - Restrictive covenant
20/05048/FULL1	Oatlands, 210 Anerley Road, Penge, London, SE20 8TJ	Demolition of the rear buildings, rebuilding, remodelling and extension of rear buildings to enhance existing accommodation and provide 14 additional units of C2 accommodation, a basement level, and the use of part of Betts Park for construction access to the rear of the site.	16/08/2022	Monitoring Fee - £1,500 Health - £4,088 Carbon Offset - £186,675 Open Space - £233,000
21/00091/FULL1	40 Croydon Road, West Wickham, BR4 9HR	Demolition of existing warehouse and late additions to retail/office building (No.38 to No. 40 Croydon Road) , retention and alteration to front faade and internal stair and erection of part 3 to part 5 mixed use development with basement, ground floor comprising of two retail units (Use Class E(a)) and community unit (Use Class E(a)/F) and 61 residential units at upper floors. Associated car parking, public realm and associated works.	14/09/2022	Monitoring Fee - £2,500 Carbon Offset - £67,511 Open space - £24,400 Affordable Housing - 4 units
21/02269/FULL1	St Raphaels Residential Home, 32 Orchard Road, Bromley, BR1 2PS	Demolition of the existing care home buildings and erection of a part single to part three storey building plus basement to provide a care home (Use Class C2) with on-site car parking spaces and associated cycle parking and landscaping.	26/05/2022	Monitoring Fee - £1,000 Health - £134,927 Carbon - £254,505
21/02829/FULL1	Kelsey House, 77 High Street, Beckenham, BR3 1AN	Five storey extension to the existing property to the west and south of the site, and an increase to footprint of the existing 6th floor to provide a 72 room hotel and 9 new residential units, including external balconies, undercroft access.	28/09/2022	Monitoring Fee - £1,000 Carbon Offset - £94,760.93 Public Realm - £100,000
21/02861/RECON	Crofton Halls (South), York Rise, Orpington	Erection of new part 2, part 3 storey terraced maisonettes, and 4 storey apartment building, accommodating 35 new dwellings, with associated substation, hard and soft landscaping, and car parking	02/12/2022	None - No changes
21/03145/FULL1	208 - 212 High Street, Orpington, BR6 0JN	Demolition of existing building and erection of a part three, four and five storey building consisting of ground floor commercial retail and office/workshop floorspace (Class E), with 40 residential units (10 x one bed, 28 x two bed and 2 x three bed), together with ground level communal space, cycle parking, 2 x disabled off-street parking spaces at the rear (accessed via Vinson Close), communal gardens/landscaping and all associated ancillary development.	01/06/2022	Monitoring Fee - £3,000 Carbon Offset - £100,605 Car Club

Application No	Site Address	Description	Deed Date	Contributions
21/03622/FULL1	Burnt Ash Heights, Pike Close, Bromley, BR1 5BN	Demolition of existing buildings and phased redevelopment comprising 170 residential units in buildings ranging from 2 to 13 storeys. Associated landscaping, car and cycle parking and ancillary development.	22/09/2022	Monitoring Fee - £6,000 Carbon Offset - £184,183 Car Club - £4,170 Highways - £5,000 Open Space - £13,528 Affordable Housing - 131 units Car Club
21/04851/FULL1	West Wickham Library, Glebe Way, West Wickham, BR4 0SH	Refurbishment and extension to West Wickham library including a new cafe and community space; redevelopment of the car park site on Croft Avenue to provide a mews of 6 houses comprising 12 flats (6 x 1 bed and 6 x 3 bed) and a detached three storey block of flats comprising 14 units (3 x studio and 11 x 1 bed); with associated bike and bin stores, car parking, ancillary space and private and communal amenity space and alterations to the access road.	19/04/2022	Monitoring Fee - £500 Carbon Offset - £59,195
21/05563/FULL6	Fallowfield, Downe Road, Keston, BR2 6AD	Single storey side/rear extension	12/08/2022	None - Restrictive covenant
21/05692/FULL6	53 Belmont Lane, Chislehurst, BR7 6BL	Ground floor single storey rear extension, alterations at first floor to create a first floor side extension above the existing garage, and to convert the roof from hip to gable and create a new dormer to the rear roof slope and front rooflights.	25/04/2022	None - Restrictive covenant
22/03013/FULL1	Clifford House, 1 Calverley Close, Beckenham, BR3 1UH	Demolition of existing buildings and phased redevelopment comprising of 275 residential homes in buildings ranging from 3 to 7 storeys. Associated landscaping, car and cycle parking and ancillary development.	31/03/2023	Monitoring Fee - £8,000 Health - £276,728 Parking - £5,000 Carbon Offset - £433,984 Highways - £59,000 Public Realm - £2,000 Public Transport - £26,000 Cycle - £60,000 Affordable Housing - 179 units Car Club

Appendix 2 - 'Active' Section 106 Agreements with potential financial contributions

App No	App Description/Proposal	Address	Ward	Deed Date	Type	Potential	Total Potential	Received	Total received
16/05897/FULL1	Demolition of existing buildings and comprehensive redevelopment of the site to provide new buildings ranging from five to nine storeys in height comprising 159 residential units (Use Class C3), 1,0990 sq m commercial floorspace (Use Class B1a-c), residents gym (Use Class D2) together with associated car and cycle parking, landscaping and infrastructure works.	Maybrey Business Park, Worsley Bridge Road, London, SE26 5AZ	Copers Cope	24/05/2018	Monitoring Contribution	£2,000	£917,939	£2,000	£917,939
					Education Contribution	£532,939		£532,939	
					Health Contribution	£166,960		£166,960	
					Highways Contribution	£4,000		£4,000	
					Carbon Offset Contribution	£212,040		£212,040	
17/05084/FULL1	Proposed construction of three, three storey buildings to provide 24, 2 bed flats with associated parking and landscaping.	Land Adjacent To Bromley College, London Road, Bromley	Bromley Town	21/09/2018	Education Contribution	£86,300	£167,649	£0	£0
					Health Contribution	£27,325		£0	
					Carbon Offset Contribution	£34,524		£0	
					Public Realm	£19,500		£0	
17/04817/FULL1	Single storey rear extension to existing retail unit, second floor extension including front and rear dormers to frontage building, first floor rear extension with linking courtyard, and conversion of first and second floors into 3 two bedroom and 3 one bedroom flats including elevational alterations, rear balconies and refuse and cycle stores	174 - 176 High Street, Orpington, BR6 0JW	Orpington	08/11/2018	Parking Contribution	£3,000	£8,400	£0	£0
					Highways Contribution	£5,400		£0	
17/02468/FULL1	Proposed erection of a 6FE Secondary Boys School comprising a part 2 storey, part 3 storey school building of 8,443m2 including a sports hall (also for wider community use) together with hard and soft landscaping, creation of a new vehicular access on Chislehurst Road, 69 parking spaces, drop off/pick up area and associated works. Erection of a temporary 2 storey classroom block on site for 12 months to accommodate 5 classrooms, a laboratory, offices and toilets (amended submission of application DC/16/03315/FULL1).	St Hugh's Playing Fields, Bickley Road, Bickley, Bromley	Bickley	28/11/2018	Highways Contribution	£19,000	£57,672	£0	£38,672
					Carbon Offset Contribution	£38,672		£38,672	
18/02103/FULL1	Second floor mansard roof extension to create 2 x 2 bedroom and 2 x 1 bedroom flats	Parker House, 27 Elmcroft Road, Orpington, BR6 0HZ	Cray Valley East	28/11/2018	Carbon Offset Contribution	£8,514	£8,514	£8,514	£8,514
17/04945/FULL1	Retention of the basement, ground and part of first floor for (A1) retail use and change of use of part of first floor (A1), second floor retail use (A1) and third floor office use (B1) to residential use (C3), including extension of third floor and two new additional floors above to provide 51 residential apartments and a resident's gym (at second floor level), together with alterations to the sub-basement car park to provide residential car/cycle parking and refuse storage. Associated external alterations.	124 - 126 High Street, Bromley, BR1 1DW	Bromley Town	08/01/2019	Parking Contribution	£2,000	£29,000	£0	£0
					Carbon Offset Contribution	£27,000		£0	
18/00028/FULL1	Demolition of the existing dwellinghouse and an construction of a four storey apartment block comprising of 8x1 bedroom apartments and 2x2 bedroom apartments together with the provision of 10 off-street parking spaces, cycle storage, amenity space and refuse/recycling store.	61 Plaistow Lane, Bromley, BR1 3TU	Plaistow And Sundridge	09/01/2019	Education Contribution	£8,416	£23,534	£0	£0
					Health Contribution	£2,468		£0	
					Carbon Offset Contribution	£12,650		£0	
17/0505/FULL1	Demolition of Nos 20-24 Station Road and redevelopment with two/two and a half storey building to form 27 retirement apartments for the elderly including communal facilities, access, car parking and landscaping.	Ashling Lodge, 20 Station Road, Orpington, BR6 0SA	Orpington	19/04/2019	Monitoring Contribution	£1,500	£134,233	£1,500	£156,036
					Health Contribution	£27,898		£32,481	
					Carbon Offset Contribution	£17,220		£20,049	
					Affordable Housing Payment	£87,615		£102,007	
18/00443/FULL1	Redevelopment of the site to provide 280 residential units (Use Class C3), a Use Class C2 care home for the frail elderly, retention of the sports pavilion, retention of the spine road, provision of open space and associated works.	GlaxoSmithKline, Langley Court, South Eden Park Road, Beckenham	Kelsey And Eden Park	28/06/2019	Monitoring Contribution	£2,000	£6,764,704	£2,000	£5,297,773
					Education Contribution	£827,032		£827,032	
					Education Contribution	£413,516		£0	
					Education Contribution	£413,516		£0	
					Health Contribution	£253,120		£253,120	
					Health Contribution	£126,560		£0	
					Health Contribution	£126,560		£0	
					Health Contribution	£49,042		£49,042	
					Health Contribution	£49,042		£0	
					Highways Contribution	£24,000		£24,000	
					Carbon Offset Contribution	£112,580		£112,580	

						Carbon Offset Contribution	£112,580		£0	
						Carbon Offset Contribution	£112,580		£0	
						Carbon Offset Contribution	£112,580		£0	
						Affordable Housing	£500,000		£500,000	
						Public Transport	£30,000		£30,000	
						Local Labour and Services	£3,500,000		£3,500,000	
17/04478/FULL1	Demolition of existing nightclub building and other buildings and structures and removal of existing hardstanding and construction of new football ground comprising clubhouse and stands (max height approx. 8.4m) with floodlit artificial playing pitch, external grass sports pitches and 42 no. dwellings (26x3 bed two storey terraced dwellings, 12x2 bed flats and 4x1 bed flats set within 4 two storey blocks) with associated access, parking and landscaping.	Flamingo Park Club , Sidcup By Pass Road, Chislehurst, BR7 6HL	Chislehurst	05/07/2019		Monitoring Contribution	£2,000	£448,746	£0	£0
						Education Contribution	£310,172		£0	
						Health Contribution	£67,526		£0	
						Carbon Offset Contribution	£69,048		£0	
19/01012/FULL1	Erection of a new College facility (Class D1), creation of a new access and car and cycle parking, 3 substations, servicing, new public realm, hard and soft landscaping and other works.	Biggin Hill Airport Ltd, Churchill Way, Biggin Hill, TN16 3BN	Biggin Hill	25/07/2019			£5,000	£5,000	£0	£0
						Parking Contribution				
18/03940/FULL1	Conversion of the existing reception building into 6 x 1 bed apartments and 4 x 2 bed apartments, with 10 dedicated parking spaces, bin store and cycle parking spaces and associated store plus external alterations and associated hard and soft landscaping.	All Saints Catholic School, Layhams Road, West Wickham, BR4 9HN	Hayes And Coney Hall	25/10/2019		Education Contribution	£16,819	£23,579	£16,819	£23,579
						Health Contribution	£2,760		£2,760	
						Travel Plan	£4,000		£4,000	
19/01543/FULL1	Residential development comprising erection of 6 x four storey buildings consisting of 10 four bedroom houses and 133 x one, two and three bedroom apartments together with concierges office. Construction of basement car park with 204 spaces. Central landscaped area with 10 visitor spaces cycle parking for 286 and refuse stores.	Land At Junction With South Eden Park Road And, Bucknall Way, Beckenham	Kelsey And Eden Park	05/12/2019		Education Contribution	£644,711	£1,069,656	£0	£0
						Health Contribution	£211,479		£0	
						Carbon Offset Contribution	£213,466		£0	
19/01185/RESPA	Change of use of first and second floors from Class B1(a) office to Class C3 dwellinghouses to form 27 x 1 bedroom flats and 3 x studio flats (56 day application for prior approval in respect of transport and highways, contamination, flooding and noise impacts under Class O Part 3 of the GPDO)	Morrison, 70 Queensway, Petts Wood, Orpington, BR5 1DH	Petts Wood And Knoll	20/12/2019			£10,000	£10,000	£0	£0
						Highways Contribution				
19/01263/FULL1	Demolition of existing building. Erection of building containing 10 flats, with associated new highway access, vehicle parking, cycle parking, refuse store and communal amenity space.	Allum House , 92 Plaistow Lane, Bromley, BR1 3HU	Plaistow And Sundridge	30/01/2020		Education Contribution	£31,503	£52,071	£31,503	£52,071
						Health Contribution	£7,716		£7,716	
						Carbon Offset Contribution	£12,852		£12,852	
18/02700/FULL1	Proposed replacement of consented 3 no. 4 bed houses and 3 no. 5 bed houses (plots 39-40 and 49-52) of application ref. 15/04941/FULL3 and the replacement with two three storey blocks of flats to provide 10 no. one bed units and 12 no. two bed units with 24 associated vehicle spaces and 36 cycle spaces	Bassetts Day Care Centre, Acorn Way, Orpington, BR6 7WF	Farnborough And Crofton	17/02/2020		Health Contribution	£11,906	£58,262	£0	£0
						Carbon Offset Contribution	£31,356		£0	
						Cycle and Pedestrian Infrastructure	£15,000		£0	
18/05637/FULL1	Demolition of existing buildings and garages at 23 Beckenham Road and construction of two three storey buildings, one building with rooms in the roof to provide 24 residential units, with associated amenity space, landscaping, new vehicular access, car parking, refuse and recycling storage and cycle storage.	Carlton Court , Beckenham Road, Beckenham, BR3 4PP	Clock House	07/04/2020		Education Contribution	£59,923	£131,325	£0	£31,786
						Health Contribution	£24,744		£0	
						Highways Contribution	£5,000		£0	
						Carbon Offset Contribution	£29,286		£29,286	
						Car Club	£2,500		£2,500	
						Open Space	£9,872		£0	
19/03941/FULL1	Erection of part one storey/part two storey upper floor extension to Bayheath House & Cardinal House to provide 4x 1-bedroom and 5x 2-bedroom flats (9 flats in total) with associated car parking and Car Club parking, cycle parking and elevational alterations to the existing buildings. (Amended drawings and supporting details and description).	Bayheath House, 4 Fairway, Petts Wood, Orpington, BR5 1EG	Petts Wood And Knoll	23/04/2020			£2,500	£2,500	£2,500	£2,500
						Car Club				

19/04644/FULL1	Erection of a covered full-size football pitch, creation of an artificial full-size pitch with floodlighting, and regrading of the site to create a full-size show pitch with spectator seating & six training pitches (two full-size, two 3/4 size & two half-size). External alterations and lobby & link extensions to the existing buildings. Installation of maintenance/store sheds, water tanks and under-pitch infrastructure. Associated highway and landscaping works.	National Westminster Bank Sports Ground , Copers Cope Road, Beckenham, BR3 1NZ	Copers Cope	08/06/2020		£23,040	£23,040	£23,040	£23,040
19/03027/FULL1	Conversion of a former care home (Class C2) to residential use (Class C3), replacement rear extension and associated works.	63 Copers Cope Road, Beckenham, BR3 1NJ	Copers Cope	12/06/2020			£207,174		£2,000
						Carbon Offset Contribution			
						Monitoring Contribution	£2,000		£2,000
						Education Contribution	£42,434		£0
						Health Contribution	£18,867		£0
						Carbon Offset Contribution	£3,773		£0
						Affordable Housing Payment	£130,000		£0
						Car Club	£2,500		£0
						Open Space	£7,600		£0
18/05204/FULL1	Partial demolition, reconfiguration and subdivision of existing retail unit into two Class A1 retail units (including food sales in Unit A) and associated works including external and elevational alterations to building, erection of trolley store, car and cycle parking, hard and soft landscaping, external lighting, boundary treatments	168 Sevenoaks Way, Orpington, BR5 3AE	Cray Valley West	01/07/2020		£30,000	£30,000	£30,000	£30,000
						Cycle and Pedestrian Infrastructure			
18/05599/FULL1	Construction of up to 11,190 sqm (GEA) of units to be used for Use Classes B1(C), B2 and B8 together with access from Edgington Way, Sidcup and creation of access from the Fitzroy Business Park, car parking and associated works.	Land Rear Of Tesco Stores, Edgington Way, Sidcup	Cray Valley East	10/07/2020		£20,000	£25,000	£20,000	£25,000
						Traffic Management	£5,000		£5,000
20/00300/FULL1	Provision of 25 new dwellings comprising of 10 x 1 bed and 15 x 2 bed and realignment of Burnt Ash Lane public car park to provide 84 parking spaces, including with 15 residential parking spaces.	Car Park, Brindley Way, Bromley	Plaistow And Sundridge	14/07/2020		£89,485	£115,860	£89,485	£115,860
						Health Contribution	£16,375		£16,375
						Open Space	£10,000		£10,000
18/05517/FULL1	Demolition of existing residential block of 6 flats and erection of new 3 storey building with rooms in roof space containing 10 two bedroom flats with 8 car parking spaces, cycle and refuse storage and amenity area	Westbury Court , 252 Croydon Road, Beckenham, BR3 4DA	Clock House	28/08/2020		£30,796	£50,431	£0	£0
						Health Contribution	£7,150		£0
						Carbon Offset Contribution	£12,485		£0
19/03683/OUT	Demolition of existing dwelling and erection of a three storey building comprising 12 flats with associated parking, amenity space, refuse/cycle store and landscaping. OUTLINE APPLICATION.	Phoenix Lodge, 14A Woodlands Road, Bickley, Bromley, BR1 2AP	Bickley	24/09/2020		£36,955	£60,981	£0	£0
						Health Contribution	£7,464		£0
						Carbon Offset Contribution	£16,562		£0
20/02903/FULL1	Erection of part two storey/part three storey building providing 25 residential units comprising 8x 1-bedroom units and 17x 2-bedroom units with 18 car parking spaces (including 3 disabled spaces), refuse/recycling store and cycle parking. (Amended plans - [internal layout and amenity spaces] and amended description).	Banbury House Bushell Way Chislehurst BR7 6SF	Chislehurst	19/10/2020		£99,376	£151,021	£99,376	£151,021
						Health Contribution	£17,325		£17,325
						Carbon Offset Contribution	£34,320		£34,320
20/03944/FULL1	Redevelopment of Anerley Town Hall overflow car park for the erection of a part three storey to provide 10 residential flats comprising 4 x 1 bed and 6 x 2 bed flats. Creation of a new access onto George Groves Road and provision of 7 off street parking spaces, cycle spaces and associated amenity spaces.	Land Adjacent Anerley Town Hall Anerley Road, William Booth Road, Penge, London	Crystal Palace	19/10/2020		£35,794	£52,850	£35,794	£52,850
						Health Contribution	£1,780		£1,780
						Carbon Offset Contribution	£15,276		£15,276
20/01200/FULL1	Two storey rear extension to provide 27 additional care home bedrooms (use Class C2), the formation of separate vehicular access to serve 4 car parking spaces and adjoining residential properties at The Lodge and Orchard Cottage, and external alterations to the facade on the existing building, together with alterations to the car parking area and associated cycle parking and landscaping.	Lauriston House Nursing Home , Bickley Park Road, Bickley, Bromley, BR1 2AZ	Bickley	11/11/2020		£500	£18,860	£500	£18,860
						Health Contribution	£18,360		£18,360
19/01794/FULL1	Change of use of the existing bowls pavilion to D1 (non- residential institution use), and erection of a 3 storey building plus basement to provide a 60 bed care home (Use Class C2), with associated outdoor and indoor amenities, parking spaces and landscaping.	Hayes Common Bowls Club, West Common Road, Hayes, Bromley, BR2 7BY	Hayes And Coney Hall	22/12/2020		£65,520	£65,520	£0	£0
						Health Contribution			£0
						Monitoring Contribution	£2,000		£0

20/00781/FULL1	Demolition of the existing buildings and redevelopment of the site by the erection of a four to eleven storey development comprising 254 residential units (130 one bedroom; 107 two bedroom and 17 three bedroom) together with the construction of an estate road and ancillary car and cycle parking and the landscaping of the east part of the site to form open space accessible to the public.	Footzie Social Club, Station Approach, Lower Sydenham, London, SE26 5BQ	Copers Cope	22/12/2020	Education Contribution Health Contribution Highways Contribution Carbon Offset Contribution Traffic Management	£494,293 £280,162 £30,000 £202,255 £5,000	£1,013,710	£0 £0 £0 £0 £0	£0
20/02697/FULL1	Demolition of 4 pairs of semi-detached two storey houses and one detached bungalow and erection of one part 3/part 4 storey building at 18-28 Homefield Rise comprising 37 x 1 and 2 bedroom apartments with 22 parking spaces (Block A/Phase 1). Erection of one part 3/part 4 storey building at 38-44 Homefield Rise comprising 31 x 1 and 2 bedroom apartments with 20 parking spaces (Block B/Phase 2). Erection of cycle and refuse stores. Associated landscaping and tree planting.	18 Homefield Rise, Orpington, BR6 0RU	Orpington	23/12/2020	Monitoring Contribution Education Contribution Health Contribution Parking Contribution Highways Contribution Carbon Offset Contribution	£2,000 £156,738 £79,557 £5,000 £10,000 £93,528	£346,823	£0 £0 £0 £0 £0 £0	£0
19/03145/FULL1	Demolition of existing building and erection of a three storey building containing 5 apartments (4 x 2 bedroom and 1 x 1 bedroom) with associated car parking, refuse/cycle storage and amenity areas.	Land Between 1 And 1C, Copers Cope Road, Beckenham	Copers Cope	28/01/2021	Street Trees	£14,533	£14,533	£0	£0
20/01280/OUT	Demolition of existing building and construction of a new building to create a part 3 / part 4 storey block of 43 x 1 bedroom flats as specialist housing for the elderly, with associated parking, refuse store and landscaping (OUTLINE APPLICATION)	Lubbock House, 1 Northolme Rise, Orpington, BR6 9RF	Farnborough And Crofton	01/02/2021	Monitoring Contribution Health Contribution Highways Contribution Carbon Offset Contribution	£3,000 £32,675 £1,000 £41,400	£78,075	£3,000 £0 £0 £41,400	£44,400
19/03545/FULL1	Application for planning permission and listed building consent to enable minor demolitions, conversion, restoration and extension of the Old Town Hall Building (extensions no greater than 3 stories in cumulative height) to provide office space (Class B1), ancillary hotel bedrooms (x 24) (Class C1), and a food and drinking establishment within the Old Courthouse (Class A4), and a five storey residential scheme consisting of 53 apartments (18 x 1 bed, 34 x 2 bed and 1 x 3 bed) (Class C3) with basement parking for 26 cars upon the former South Street Car Park Site, along with provision of 160 cycle spaces across both sites. (72 spaces - Old Town Hall, and 88 spaces - South Street Car Park), landscaping, public realm improvements and ancillary development.	Old Town Hall, 30 Tweedy Road, Bromley, BR1 3FE	Bromley Town	09/03/2021	Monitoring Contribution Highways Contribution Highways Contribution Carbon Offset Contribution Carbon Offset Contribution Viability Review Viability Review Affordable Housing Payment Car Club Car Club	£2,000 £2,000 £3,000 £57,078 £69,930 £5,000 £5,000 £175,398 £4,000 £2,500	£325,906	£2,000 £2,000 £3,000 £57,078 £0 £5,000 £0 £0 £0 £0	£69,078
19/00202/FULL1	Demolition of existing A1 use ex car showroom, erection of 4 storey building with underground car parking for 9 cars to form 8no 2 bedroom flats and 1no 3 bedroom flat with	Century House , 37 Church Road, Anerley, London, SE19 2TE	Crystal Palace	25/03/2021	Monitoring Contribution Carbon Offset Contribution	£500 £17,154	£17,654	£0 £0	£0
19/03620/FULL1	Demolition of Wells House building and the re-development of the site to provide a part 7	Wells House, 15 Elmfield Road,	Bromley Town	21/04/2021	Public Realm	£24,300	£24,300	£0	£0
19/05216/FULL1	Refurbishment and upwards extension of Cranbrook Court to provide 33 units of temporary accommodation for the homeless (Sui Generis) and 12 units of residential accommodation (Use Class C3)	Cranbrook Court , 50 Thesiger Road, Penge, London, SE20 7NW	Penge And Cator	21/04/2021	Education Contribution Health Contribution Carbon Offset Contribution	£11,778 £2,304 £9,534	£23,616	£0 £0 £0	£0
20/01408/FULL1	The creation of a new crossover to serve an existing car wash facility.	22A Green Lane, Penge, London, SE20	Penge And Cator	12/05/2021	Parking Contribution	£4,070	£4,070	£4,070	£4,070
20/00226/FULL1	Demolition of the existing club house buildings, erection of a part four and part five storey building to provide 32 residential flats comprising of 13 x 1 bed and 19 x 2 bed with 23 parking spaces and enabling the approved redevelopment of Track Pavilion, Norman Park, Hayes Lane to provide a part single and part two storey multi-sports facility and associated works under planning reference (ref: 18/01660/FULL1).	56 Bourne Way, Hayes, Bromley, BR2 7EY	Hayes And Coney Hall	14/06/2021	Monitoring Contribution Education Contribution Health Contribution Carbon Offset Contribution Viability Review Viability Review Open Space	£2,000 £62,180 £48,832 £52,497 £3,000 £3,000 £12,800	£184,309	£0 £0 £0 £0 £0 £0 £0	£0
20/00296/FULL1	Demolition of the existing building. Erection of a 10 storey building plus basement to provide 1,759sqm office floor space Use Class Order Class E(g)(i) on the ground floor and first floor with 61 residential flats (9 studio, 38 x 1 bed and 14 x 2 bed) above and provision of 11 parking spaces.	Prospects House, 19 Elmfield Road, Bromley, BR1 1LT	Bromley Town	14/06/2021	Monitoring Contribution Education Contribution Health Contribution Carbon Offset Contribution Viability Review Viability Review Public Realm Public Realm	£2,500 £56,373 £80,764 £124,176 £3,000 £3,000 £15,000 £15,000	£299,813	£0 £0 £0 £0 £0 £0 £0 £0	£0
21/00570/FULL1	Demolition of existing buildings (Land adjacent to Edgebury Primary School) and erection of a single storey new SEND school with associated pedestrian and vehicular access, car park, pick up and drop-off space, outdoor play area, MUGA and landscaping.	Edgebury Grazing Land, Slades Drive, Chislehurst	Chislehurst	27/07/2021	Carbon Offset Contribution	£39,000	£39,000	£39,000	£39,000

20/02865/FULL1	Demolition of existing building (Wickham Park House) and construction of a new single storey building to accommodate the National Autism Unit (Use Class C2) parking, landscaping and associated works.	Wickham Park House, Bethlem Royal Hospital, Wickham Road, Shirley, Croydon, CR0 8EH	Kelsey And Eden Park	06/10/2021	Monitoring Contribution	£500	£144,339	£0	£0
					Carbon Offset Contribution	£143,839		£0	
21/01617/RESPA	Change of use of first, second and third floors from Class B1 (a) office to Class C3 dwellinghouse to form 18 one bedroom flats (56 day application for prior approval)	Marqueen House, 215 High Street, Beckenham, BR3 1BN	Copers Cope	20/10/2021	Parking Contribution	£5,000	£7,500	£0	£0
21/01650/RESPA	Change of use of the existing B1(a) office accommodation at Provident House to C3 residential, under Class O of the GDPO 2015 (as amended) to create 17 x 1 bed and 3 x 2 bed apartments within the building. (56 day application for prior approval in respect of transport and highways, natural light to habitable rooms, contamination, flooding and noise impacts under Class O, Part 3 of the GPDO)	Provident House. 6 - 20 Burrell Row, Beckenham, BR3 1AT			£2,500	£0			
21/01670/RESPA	Change of use of the existing B1(a) office accommodation at Ironstone House to C3 residential, under Class O of the GDPO 2015 (as amended) to create 18 x 1 bed apartments (56 day application for prior approval in respect of transport and highways, natural light to habitable rooms, contamination, flooding and noise impacts under Class O, Part 3 of the GPDO)	Ironstone House 205 - 213 High Street, Beckenham, BR3 1AH			Car Club				
19/01670/FULL1	Demolition of the existing public house and the erection of an A1 retail foodstore, with associated car parking, reconfigured site access, landscaping, servicing and other associated works.	The Porcupine, 24 Mottingham Road, Mottingham, London, SE9 4QW	Mottingham And Chislehurst North	28/10/2021	Parking Contribution	£5,000	£58,051	£5,774	£67,038
					Carbon Offset Contribution	£53,051		£61,264	
20/05027/FULL1	Demolition of existing buildings and redevelopment with the construction of a new three storey building to provide a 50-bed residential care home (Use Class C2), including communal facilities, access, car parking and landscaping.	34 West Common Road, Hayes, Bromley, BR2 7BX	Hayes And Coney Hall	03/11/2021	Health Contribution	£53,750	£199,214	£57,222	£212,081
					Carbon Offset Contribution	£145,464		£154,859	
21/02861/FULL1	Erection of new part 2, part 3 storey terraced maisonettes, and 4 storey apartment building, accommodating 35 new dwellings, with associated substation, hard and soft landscaping, and car parking	Crofton Halls (South), York Rise, Orpington	Farnborough And Crofton	22/12/2021	Monitoring Contribution	£500	£89,870	£0	£0
					Carbon Offset Contribution	£42,750		£0	
					Open Space	£46,620		£0	
21/03220/FULL1	Demolition of 34 & 36 Homefield Rise, retention of 32 Homefield Rise. Formation of new access and erection of a part 3/part 4 storey block containing 17 apartments with 13 car parking spaces, cycle store and refuse store.	32 Homefield Rise, Orpington, BR6 0RU	Orpington	21/03/2022	Monitoring Contribution	£1,500	£8,625	£0	£7,125
					Carbon Offset Contribution	£7,125		£7,125	
21/04851/FULL1	Refurbishment and extension to West Wickham library including a new cafe and community space; redevelopment of the car park site on Croft Avenue to provide a mews of 6 houses comprising 12 flats (6 x 1 bed and 6 x 3 bed) and a detached three storey block of flats comprising 14 units (3 x studio and 11 x 1 bed); with associated bike and bin stores, car parking, ancillary space and private and communal amenity space and alterations to the access road.	West Wickham Library, Glebe Way, West Wickham, BR4 0SH	West Wickham	19/04/2022	Monitoring Contribution	£500	£59,695	£500	£59,695
					Carbon Offset Contribution	£59,195		£59,195	
20/03381/FULL1	Demolition of existing buildings (79 and 79A Bromley Road) and construction of new building over lower ground, ground, first, second and third floors to provide 27 Class C3 (residential) units, provision of car parking, landscaping and associated works. (Amended drawings/details).	Coleridge House, 79 Bromley Road, Beckenham, BR3 5PA	Copers Cope	25/05/2022	Monitoring Contribution	£1,500	£52,040	£0	£0
					Carbon Offset Contribution	£50,540		£0	
21/02269/FULL1	Demolition of the existing care home buildings and erection of a part single to part three storey building plus basement to provide a care home (Use Class C2) with on-site car parking spaces and associated cycle parking and landscaping.	St Raphaels Residential Home, 32 Orchard Road, Bromley, BR1 2PS	Bickley	26/05/2022	Monitoring Contribution	£1,000	£390,432	£0	£0
					Health Contribution	£134,927		£0	
					Carbon Offset Contribution	£254,505		£0	
21/02145/FULL1	Demolition of existing building and erection of a part three, four and five storey building consisting of ground floor commercial retail and office/workshop floorspace (Class E), with 40 residential units (10 x one bed, 28 x two bed and 2 x three bed), together with ground level	208 - 212 High Street, Orpington, BR6	Orpington	01/06/2022	Monitoring Contribution	£3,000	£102,605	£0	£0

21/03143/FULL1	Residential units (10 x one bed, 28 x two bed and 2 x three bed), together with ground level communal space, cycle parking, 2 x disabled off-street parking spaces at the rear (accessed via Vinson Close), communal gardens/landscaping and all associated ancillary development.	OJN	Orpington	01/09/2022	£100,605	£100,605	£0	£0
19/04588/FULL1	Demolition of existing buildings (No.66 to 70 High Street), construction of 12 storeys to provide 256.4 square metres retail floorspace on the ground floor and 47 residential units above with associated disabled car parking spaces, cycle parking and refuse storage area.	70 High Street, Bromley, BR1 1EG	Bromley Town	30/06/2022	£500 £57,000 £17,600 £20,000	£95,100	£0 £0 £0 £0	£0
20/05048/FULL1	Demolition of the rear buildings, rebuilding, remodelling and extension of rear buildings to enhance existing accommodation and provide 14 additional units of C2 accommodation, a basement level, and the use of part of Betts Park for construction access to the rear of the site.	Oatlands, 210 Anerley Road, Penge, London, SE20 8TJ	Crystal Palace	16/08/2022	£1,500 £4,088 £186,675 £233,000	£425,263	£0 £0 £0 £0	£0
21/00091/FULL1	Demolition of existing warehouse and late additions to retail/office building (No.38 to No. 40 Croydon Road) , retention and alteration to front faade and internal stair and erection of part 3 to part 5 mixed use development with basement, ground floor comprising of two retail units (Use Class E(a)) and community unit (Use Class E(a)/F) and 61 residential units at upper floors. Associated car parking, public realm and associated works.	40 Croydon Road, West Wickham, BR4 9HR	Hayes And Coney Hall	14/09/2022	£2,500 £33,756 £33,756 £12,200 £12,200	£94,411	£0 £0 £0 £0 £0	£0
21/03622/FULL1	Demolition of existing buildings and phased redevelopment comprising 170 residential units in buildings ranging from 2 to 13 storeys. Associated landscaping, car and cycle parking and ancillary development.	Burnt Ash Heights, Pike Close, Bromley, BR1 5BN	Plaistow And Sundridge	22/09/2022	£6,000 £184,183 £4,170 £5,000 £13,528	£212,881	£0 £0 £0 £0 £0	£0
19/00286/FULL1	Five storey extension to the existing property to the west and south of the site and an increase to footprint of the existing 6th floor to provide a 68 room hotel (Use Class C1) and 9 new residential units (Use Class C3), including external balconies and undercroft access	Kelsey House, 77 High Street, Beckenham, BR3 1AN	Copers Cope	20/01/2020	£32,598 £100,000 £100,000	£232,598	£32,598 £100,000 £0	£132,598
21/02829/FULL1	Five storey extension to the existing property to the west and south of the site, and an increase to footprint of the existing 6th floor to provide a 72 room hotel and 9 new residential units, including external balconies, undercroft access.	Kelsey House, 77 High Street, Beckenham, BR3 1AN	Copers Cope	28/09/2022	£1,000 £94,761 £100,000	£195,761	£0 £0 £0	£0
20/00325/OUT	Outline application with all matters reserved except highways access for comprehensive phased regeneration of Crystal Palace Park. This will include: conservation and repair of heritage assets; removal of existing hard surfaces; alterations to ground levels and tree removal; landscaping including planting of new trees; demolition of existing buildings and structures; creation of new pedestrian paths/vehicular access roads / car, coach and cycle parking; changes of use including part of the caravan site to part public open space and part residential; erection of new buildings and structures comprising: up to 2300sqm for a cultural venue (Use Class D2), up to 530sqm of park maintenance facilities (Sui Generis) including the dismantling and reconstruction of existing maintenance depot; up to 150sqm information centre (Use Class D1); up to 670sqm for a community centre (Use Class D1); up to 3779sqm of educational institution at the Chapel Manor College Farm Site (Use Class D1) of which 3399sqm comprises educational buildings and 380sqm comprises ancillary shelters/ outbuildings; and up to 16,352 sqm of residential (Use Class C3) accommodation to provide up to 210 residential dwellings, together with associated and ancillary works including utilities and surface water drainage, plant and equipment. Full planning permission is sought for alteration to highways access at Anerley Hill Gate entrance, Penge Gate car park, Old Cople Lane (Rockhills Gate), Sydenham Gate car park and the creation of three additional accesses for the residential development at Rockhills and Sydenham Villas. (amended description)	Crystal Palace Park, Thicket Road, Penge, London, SE20 8DT	Crystal Palace	16/03/2023	£3,500 £4,000 £5,000 £5,000 £225,161 £123,836 £145,226 £50,000 £50,000 £250,000 £250,000	£1,111,723	£0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0	£0

22/03013/FULL1	Demolition of existing buildings and phased redevelopment comprising of 275 residential homes in buildings ranging from 3 to 7 storeys. Associated landscaping, car and cycle parking and ancillary development.	Clifford House, 1 Calverley Close, Beckenham, BR3 1UH	Beckenham Town And Copers Cope	31/03/2023	Monitoring Contribution	£8,000	£870,676	£0	£0
					Health Contribution	£138,364		£0	
					Health Contribution	£69,182		£0	
					Health Contribution	£69,182		£0	
					Parking Contribution	£5,000		£0	
					Carbon Offset Contribution	£433,948		£0	
					Highways Works	£5,000		£0	
					Highways Works	£50,000		£0	
					Traffic Management	£4,000		£0	
					Public Realm	£2,000		£0	
					Public Transport	£20,000		£0	
					Public Transport	£6,000		£0	
					Cycle and Pedestrian Infrastructure	£60,000		£0	
21/04662/FULL6	Proposed double garage	Wild Wood, New Barn Lane, Cudham, Sevenoaks. TN14 7OH	Darwin	12/04/2023	Monitoring Contribution	£500	£500	£0	£0
22/03632/FULL1	Repair to existing brick planters at shop entrance, removal of 2x trees, and replacement tree and shrub/vegetation planting. (Amended details and description)	11 High Street, Green Street Green, Orpington, BR6 6BG	Chelsfield	21/04/2023	Monitoring Contribution	£200	£1,550	£0	£0
					Street Trees	£1,350		£0	
21/05812/FULL1	Partial redevelopment of site including the demolition of seven existing buildings; erection of two new College buildings; landscaping and associated works.	Capel Manor College, Mottingham Lane, Mottingham, London, SE12 9AW	Mottingham And Chislehurst North	19/05/2023	Monitoring Contribution	£1,000	£38,517	£0	£0
					Carbon Offset Contribution	£7,517		£0	
					Public Transport	£30,000		£0	
22/00740/FULL1	Erection of an endoscopy unit and a sub-station (REVISED/ADDITIONAL INFO)	The Princess Royal University Hospital, Farnborough Common, Orpington, BR6 8ND	Farnborough And Crofton	30/08/2023	Monitoring Contribution	£500	£112,790	£0	£0
					Carbon Offset Contribution	£112,290		£0	

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Appendix 3 - Current S106 balances (as of 31 March 2023)

App No	Address	Ward	Type	Deed Date	Received	Receipt Date	Previous Opening Balance 01 April 2022	Additional 2021/22 expenditure	Revised Opening Balance 01 April 2022	Income 2022/23	Spent 2022/23	Closing Balance 2022/23	Unallocated
Highway improvement works & traffic schemes													
02/01077/FULL1	Land Between Wayside And No 4 Kelsey Square , Kelsey Lane, Beckenham,	Copers Cope	Public Realm	26/06/2003	£10,000.00	07/01/2004	£10,000.00	£0.00	£10,000.00	£0.00	£0.00	£10,000.00	£10,000.00
03/02319/OUT	Blue Circle Sports Ground, Crown Lane, Bromley, BR2 9PQ	Bromley Common And Keston	Public Transport	01/08/2007	£80,000.00	15/04/2016	£23,862.05	£0.00	£23,862.05	£0.00	£0.00	£23,862.05	£23,862.05
05/03754/FULL1	Knotley, Springfield Gardens, West Wickham, Kent, BR4 9PX	West Wickham	Highways Contribution	26/06/2006	£15,000.00	16/10/2006	£15,000.00	£0.00	£15,000.00	£0.00	£0.00	£15,000.00	£15,000.00
06/00749/OUT	Ravensbourne College Of Design & Communication , Walden Road, Chislehurst	Chislehurst	Highways Contribution	07/08/2006	£20,000.00	05/01/2012	£9,714.42	£0.00	£9,714.42	£0.00	£0.00	£9,714.42	£9,714.42
06/01528/FULL2	Land At South Side Of, Ringers Road, Bromley	Bromley Town	Traffic Management	10/01/2007	£50,000.00	24/12/2013	£50,000.00	£0.00	£50,000.00	£0.00	£0.00	£50,000.00	£50,000.00
09/01137/OUT	Garrard House 2-6 , Homesdale Road, Bromley, BR2 9LZ	Bromley Town	Traffic Management	11/09/2009	£2,000.00	17/05/2010	£2,000.00	£0.00	£2,000.00	£0.00	£0.00	£2,000.00	£2,000.00
15/04574/FULL1	Former Depot Site, Church Hill, Orpington	Orpington	Highways Contribution	08/11/2016	£3,000.00	25/04/2018	£3,043.65	£0.00	£3,043.65	£0.00	£0.00	£3,043.65	£3,043.65
15/04610/FULL1	North Orpington Pumping Station, East Drive, Orpington	Cray Valley East	Highways Contribution	31/08/2017	£2,000.00	19/10/2019	£2,000.00	£0.00	£2,000.00	£0.00	£0.00	£2,000.00	£2,000.00
15/04941/FULL3	Bassetts Day Care Centre, Acorn Way, Orpington, BR6 7WF	Farnborough And Crofton	Highways Contribution	16/08/2016	£5,000.00	06/04/2017	£5,000.00	£0.00	£5,000.00	£0.00	£0.00	£5,000.00	£5,000.00
16/00859/FULL3	9 London Road, Bromley, BR1 1BY	Bromley Town	Traffic Management	28/10/2016	£3,000.00	07/11/2019	£3,000.00	£0.00	£3,000.00	£0.00	£0.00	£3,000.00	£3,000.00
16/02117/FULL1	Orchard Lodge, 107 William Booth Road, Penge, London, SE20 8BG	Crystal Palace	Traffic Management	25/10/2016	£27,650.00	05/12/2018	£30,067.15	£0.00	£30,067.15	£1,629.70	£0.00	£31,696.85	£31,696.85
16/05897/FULL1	Maybrey Business Park, Worsley Bridge Road, London, SE26 5AZ	Copers Cope	Highways Contribution	24/05/2018	£4,000.00	23/07/2019	£4,000.00	£0.00	£4,000.00	£0.00	£0.00	£4,000.00	£4,000.00
18/00443/FULL1	GlaxoSmithKline, Langley Court, South Eden Park Road, Beckenham	Kelsey And Eden Park	Highways Contribution	28/06/2019	£24,000.00	24/03/2021	£24,000.00	£0.00	£24,000.00	£0.00	£0.00	£24,000.00	£24,000.00
18/00443/FULL1	GlaxoSmithKline, Langley Court, South Eden Park Road, Beckenham	Kelsey And Eden Park	Public Transport	28/06/2019	£30,000.00	24/03/2021	£30,000.00	£0.00	£30,000.00	£0.00	£0.00	£30,000.00	£30,000.00
18/05204/FULL1	168 Sevenoaks Way, Orpington, BR5 3AE	Cray Valley West	Cycle Infrastructure	01/07/2020	£30,000.00	10/03/2021	£30,000.00	£0.00	£30,000.00	£0.00	£0.00	£30,000.00	£30,000.00
19/03545/FULL1	Old Town Hall, 30 Tweedy Road, Bromley, BR1 3FE	Bromley Town	Highways Contribution	09/03/2021	£2,000.00	24/03/2021	£2,000.00	£0.00	£2,000.00	£0.00	£0.00	£2,000.00	£2,000.00
19/03545/FULL1	Old Town Hall, 30 Tweedy Road, Bromley, BR1 3FE	Bromley Town	Highways Contribution	09/03/2021	£3,000.00	24/03/2021	£3,000.00	£0.00	£3,000.00	£0.00	£0.00	£3,000.00	£3,000.00
08/00535/FULL1	Focus Do It All, Homesdale Road, Bromley, BR1 2UE	Bickley	Highways Works	02/05/2008	£10,000.00	20/10/2008	£10,201.94	£0.00	£10,201.94	£261.72	£0.00	£10,463.66	£10,463.66
16/03145/OUT	South Suburban Co Op Society, Balmoral Avenue, Beckenham, BR3 3RD	Kelsey And Eden Park	Traffic Management	14/06/2017	£20,000.00	10/10/2019	£20,000.00	£0.00	£20,000.00	£0.00	£0.00	£20,000.00	£0.00
19/00286/FULL1	Kelsey House, 77 High Street, Beckenham, BR3 1AN	Copers Cope	Public Realm	20/01/2020	£100,000.00	08/10/2021	£100,000.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£100,000.00
19/03941/FULL1	Bayheath House, 4 Fairway, Petts Wood, Orpington, BR5 1EG	Petts Wood And Knoll	Car Club	23/04/2020	£2,500.00	28/02/2022	£2,500.00	£0.00	£2,500.00	£0.00	£0.00	£2,500.00	£2,500.00
18/05599/FULL1	Land Rear Of Tesco Stores, Edgington Way, Sidcup	Cray Valley East	Highways Contribution	10/07/2020	£20,000.00	09/03/2022	£20,000.00	£0.00	£20,000.00	£0.00	£0.00	£20,000.00	£20,000.00
18/05599/FULL1	Land Rear Of Tesco Stores, Edgington Way, Sidcup	Cray Valley East	Traffic Management	10/07/2020	£5,000.00	09/03/2022	£5,000.00	£0.00	£5,000.00	£0.00	£0.00	£5,000.00	£5,000.00
19/01637/FULL1	Carlton Court , Beckenham Road, Beckenham, BR3 4PP	Clock House	Car Club	07/04/2020	£2,500.00	31/07/2022	£0.00	£0.00	£0.00	£2,500.00	£0.00	£2,500.00	£2,500.00
Total for Highways Improvement Works							Opening Balance 2021/22	Additional 2021/22 expenditure	Revised Opening Balance 01 April 2022	Income 2022/23	Spent 2022/23	Closing Balance 2022/23	Unallocated Balance Held
							£404,389	£0.00	£404,389.21	£4,391	£0	£408,781	£388,781
Local Employment and Town Centres													
18/00443/FULL1	GlaxoSmithKline, Langley Court, South Eden Park Road, Beckenham	Kelsey And Eden Park	Local Labour and Services	28/06/2019	£3,500,000.00	31/12/2019	£685,679.00	£73,086.72	£612,592.28	£0.00	£0.00	£612,592.28	£612,592.28
06/01228/FULL2	Land At South Side Of, Ringers Road, Bromley	Bromley Town	Town Centre Managment	10/01/2007	£50,000.00	24/12/2013	£5,056.60	£384.85	£4,671.75	£0.00	£0.00	£4,671.75	£4,671.75
15/03774/FULL1	Former Depot Site, Church Hill, Orpington	Orpington	Local Labour and Services	08/11/2016	£3,000.00	25/04/2018	£3,043.65	£0.00	£3,043.65	£0.99	£0.00	£3,044.64	£3,044.64
Total for Local Employment and Town Centres							Opening Balance 2021/22	Additional 2021/22 expenditure	Revised Opening Balance 01 April 2022	Income 2022/23	Spent 2022/23	Closing Balance 2022/23	Unallocated Balance Held
							£693,779	£73,471.57	£620,307.68	£1	£0	£620,309	£620,309
Parking													
03/04595/FULL1	Beckenham Hospital , 379 Croydon Road, Beckenham, Kent, BR3 3QL	Kelsey And Eden Park	Parking Contribution	05/08/2004	£10,000.00	02/08/2005	£10,000.00	£0.00	£10,000.00	£0.00	£0.00	£10,000.00	£10,000.00
03/04595/FULL1	Beckenham Hospital , 379 Croydon Road, Beckenham, Kent, BR3 3QL	Kelsey And Eden Park	Parking Contribution	05/08/2004	£30,000.00	02/08/2005	£8,000.00	£0.00	£8,000.00	£0.00	£0.00	£8,000.00	£8,000.00
03/00967/FULL1	77 Addington Road, West Wickham, Kent, BR4 9BG	Hayes And Coney Hall	Parking Contribution	19/01/2004	£5,000.00	16/02/2005	£1,000.00	£0.00	£1,000.00	£0.00	£0.00	£1,000.00	£1,000.00

08/00535/FULL1	Focus Do It All, Homesdale Road, Bromley, BR1 2UE	Bickley	Parking Contribution	02/05/2008	£40,000.00	20/07/2009	£18,574.32	£0.00	£18,574.32	£476.51	£0.00	£19,050.83	£19,050.83
06/00981/FULL1	Reliance House, 3 Sherman Road, Bromley, BR1 3JH	Bromley Town	Parking Contribution	26/09/2006	£5,000.00	17/07/2008	£2,658.88	£0.00	£2,658.88	£0.00	£0.00	£2,658.88	£2,658.88
07/00154/OUT	101 Palace Road, Bromley, BR1 3JX	Plaistow And Sundridge	Parking Contribution	03/08/2007	£3,000.00	04/02/2008	£2,904.59	£0.00	£2,904.59	£0.00	£0.00	£2,904.59	£2,904.59
14/02667/FULL1	Kingswood House, Mays Hill Road, Shortlands, Bromley, BR2 0HX	Shortlands	Parking Contribution	13/01/2015	£21,000.00	21/10/2015	£21,000.00	£0.00	£21,000.00	£0.00	£0.00	£21,000.00	£21,000.00
15/04941/FULL3	Bassetts Day Care Centre, Acorn Way, Orpington, BR6 7WF	Farnborough And Crofton	Car Club	16/08/2016	£2,500.00	06/04/2017	£2,500.00	£0.00	£2,500.00	£0.00	£0.00	£2,500.00	£2,500.00
15/04324/FULL1	Oxford House, 11 London Road, Bromley, BR1 1BY	Bromley Town	Parking Contribution	17/05/2016	£3,000.00	21/06/2018	£3,041.28	£0.00	£3,041.28	£78.02	£0.00	£3,119.30	£3,119.30
16/02441/RESPA	12 Elmfield Road, Bromley, BR1 1LR	Bromley Town	Parking Contribution	27/05/2016	£5,000.00	31/10/2017	£5,000.00	£0.00	£5,000.00	£0.00	£0.00	£5,000.00	£5,000.00
20/01408/FULL1	22A Green Lane, Penge, London, SE20 7JA	Penge And Cator	Parking Contribution	12/05/2021	£4,070.00	17/05/2021	£4,070.00	£0.00	£4,070.00	£0.00	£0.00	£4,070.00	£4,070.00
13/03345/FULL1	H G Wells Centre, St Marks Road, Bromley, BR2 9HG	Bromley Town	Car Club	23/07/2015	£2,500.00	06/06/2018	£2,500.00	£0.00	£2,500.00	£0.00	£0.00	£2,500.00	£2,500.00

Total for Parking							Opening Balance 2021/22	Additional 2021/22 expenditure	Revised Opening Balance 01 April 2022	Income 2022/23	Spent 2022/23	Closing Balance 2022/23	Unallocated Balance Held
							£81,249	£0.00	£81,249.07	£555	£0	£81,804	£81,804

Landscaping

16/01091/FULL1	45 Ancaster Road, Beckenham, BR3 4DZ	Clock House	Public Realm	27/04/2016	£576.67	15/09/2016	£576.67	£0.00	£576.67	£0.00	£0.00	£576.67	£576.67
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Total for Landscaping							Opening Balance 2021/22	Additional 2021/22 expenditure	Revised Opening Balance 01 April 2022	Income 2022/23	Spent 2022/23	Closing Balance 2022/23	Unallocated Balance Held
							£577	£0.00	£576.67	£0	£0	£577	£577

Community Schemes

16/02117/FULL1	Orchard Lodge, 107 William Booth Road, Penge, London, SE20 8BG	Crystal Palace	Community Contribution	25/10/2016	£33,180.21	05/12/2018	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
11/02140/OUT	Kent County Cricket Ground, Worsley Bridge Road, Beckenham	Copers Cope	Sports facilities	29/03/2012	£300,000.00	11/02/2016	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

Total for Community Schemes							Opening Balance 2021/22	Additional 2021/22 expenditure	Revised Opening Balance 01 April 2022	Income 2022/23	Spent 2022/23	Closing Balance 2022/23	Unallocated Balance Held
							£0	£0.00	£0.00	£0	£0	£0	£0

Housing

12/00102/FULL1	Graham Chiesman House, St Pauls Cray Road, Chislehurst, BR7 6QA	Chislehurst	Affordable Housing Payment	19/06/2013	£383,397.00	22/06/2015	£0.00	£0.00	£0.00	£1,104.22	£0.00	£1,104.22	£1,104.22
12/00304/FULL1	76 High Street, Orpington, BR6 0JQ	Cray Valley East	Affordable Housing Payment	22/01/2013	£205,182.00	13/04/2015	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
14/00180/OUT	Grays Farm Production Village, Grays Farm Road, Orpington, BR5 3BD	Cray Valley West	Affordable Housing Payment	10/03/2015	£105,000.00	25/11/2015	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
18/00143/FULL1	GlaxoSmithKline, Langley Court, South Eden Park Road, Beckenham	Kelsey And Eden Park	Affordable Housing Payment	28/06/2019	£500,000.00	25/01/2017	£168,503.41	£168,503.41	£0.00	£0.00	£0.00	£0.00	£0.00
04/00164/FULL1	Dylon International Ltd, Worsley Bridge Road, London, SE26 5HD	Copers Cope	Affordable Housing Payment	16/03/2010	£40,000.00	07/11/2017	£40,738.36	£40,738.36	£0.00	£0.00	£0.00	£0.00	£0.00
09/00164/FULL1	Dylon International Ltd, Worsley Bridge Road, London, SE26 5HD	Copers Cope	Affordable Housing Payment	16/03/2010	£40,000.00	20/09/2018	£40,446.16	£0.00	£40,446.16	£0.00	£0.00	£40,446.16	£0.00
12/03606/FULL1	Sundridge Park Management Centre Ltd, Plaistow Lane, Bromley, BR1 3TP	Plaistow And Sundridge	Affordable Housing Payment	29/10/2013	£233,333.00	28/07/2014	£233,333.00	£233,333.00	£0.00	£0.00	£0.00	£0.00	£0.00
12/03606/FULL1	Sundridge Park Management Centre Ltd, Plaistow Lane, Bromley, BR1 3TP	Plaistow And Sundridge	Affordable Housing Payment	29/10/2013	£233,333.00	03/09/2015	£235,621.28	£84,873.68	£150,747.60	£0.00	£150,747.60	£0.00	£0.00
12/03606/FULL1	Sundridge Park Management Centre Ltd, Plaistow Lane, Bromley, BR1 3TP	Plaistow And Sundridge	Affordable Housing Payment	29/10/2013	£233,334.00	07/09/2016	£249,073.65	£0.00	£249,073.65	£0.00	£35,252.40	£213,821.25	£0.00
13/00145/FULL1	H G Wells Centre, St Marks Road, Bromley, BR2 9HG	Bromley Town	Affordable Housing Payment	23/07/2015	£515,000.00	06/06/2018	£515,000.00	£0.00	£515,000.00	£0.00	£0.00	£515,000.00	£0.00
14/01637/FULL1	57 Albemarle Road, Beckenham, BR3 5HL	Copers Cope	Affordable Housing Payment	28/08/2015	£351,230.05	15/05/2018	£356,257.09	£0.00	£356,257.09	£0.00	£0.00	£356,257.09	£0.00
14/02364/FULL1	Hayes Court, West Common Road, Hayes, Bromley, BR2 7AU	Hayes And Coney Hall	Affordable Housing Payment	09/12/2014	£94,000.00	19/03/2015	£94,000.00	£94,000.00	£0.00	£0.00	£0.00	£0.00	£0.00
15/02007/FULL1	1 Church Road, Biggin Hill, TN16 3LB	Biggin Hill	Affordable Housing Payment	05/04/2016	£145,000.00	03/09/2018	£145,000.00	£125,496.59	£19,503.41	£0.00	£0.00	£19,503.41	£0.00
16/02685/FULL1	Land Adjacent 2 (demolished), Main Road, Biggin Hill	Darwin	Affordable Housing Payment	03/01/2017	£100,000.00	21/12/2018	£101,025.93	£0.00	£101,025.93	£0.00	£0.00	£101,025.93	£0.00
15/04574/FULL1	Former Depot Site, Church Hill, Orpington	Orpington	Affordable Housing Payment	08/11/2016	£210,000.00	25/04/2018	£213,054.96	£213,054.96	£0.00	£0.00	£0.00	£0.00	£0.00
17/03505/FULL1	Ashling Lodge, 20 Station Road, Orpington, BR6 0SA	Orpington	Affordable Housing Payment	19/04/2019	£87,615.00	06/10/2022	£0.00	£0.00	£0.00	£87,615.00	£0.00	£87,615.00	£87,615.00

Total for Other	Opening Balance 2021/22	Additional 2021/22 expenditure	Revised Opening Balance 01 April 2022	Income 2022/23	Spent 2022/23	Closing Balance 2022/23	Unallocated Balance Held
		£550,499	£0.00	£550,498.53	£366,475	£0	£916,974

	Opening Balance 2021/22	Additional 2021/22 expenditure	Revised Opening Balance 01 April 2022	Income 2022/23	Spent 2022/23	Closing Balance 2022/23	Unallocated Balance Held
Total for Highways Improvement Works	£404,389	£0	£404,389	£4,391	£0	£408,781	£388,781
Total for Local Employment and Town Centres	£693,779	£73,472	£620,308	£1	£0	£620,309	£620,309
Total for Parking	£81,249	£0	£81,249	£555	£0	£81,804	£81,804
Total for Landscaping	£577	£0	£577	£0	£0	£577	£577
Total for Community Schemes	£0	£0	£0	£0	£0	£0	£0
Total for Housing	£2,392,054	£960,000	£1,432,054	£88,719	£186,000	£1,334,773	£88,719
Total for Healthcare / CCG	£1,475,432	£0	£1,475,432	£94,701	£321,503	£1,248,630	£490,695
Total for Education	£5,121,297	£0	£5,121,297	£39,823	£343,689	£4,817,431	£84,447
Total for Other	£550,499	£0	£550,499	£366,475	£0	£916,974	£827,263
Total all	£10,719,276	£1,033,472	£9,685,804	£594,666	£851,192	£9,429,278	£2,582,594

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Appendix 4 - 2022/23 Expenditure and Current Allocations Remaining

Expenditure 2022/23

Affordable Housing	
AH at York Rise	£186,000
Health	
Willows Clinic	£163,000
Biggin Hill Clinic	£158,503.00
Education	
Oakland Junior	£27,734
Red Hill Primary	£41,128
Stewart Fleming Primary	£265,915
Farnborough Primary	£8,912
Total Spend	
Total for Housing	£186,000
Total for Healthcare / CCG	£321,503
Total for Education	£343,689

Note - Additional expenditure not reported in 2021/22 includes:

- £73k Bromley Town Centre Improvements and acquisitions
- £ 960k Affordable Housing (Burnt Ash Lane - £105k, Anerley and Chislehurst - £283k, York Rise - £572k)

Allocations Remaining

Parking	
Parking Monitoring (Beckenham)	£20,000
Affordable Housing	
AH at the Bromley North	£515,000
AH at West Wickham Library	£356,257
AH at York Rise	£213,104
AH at Burnt Ash Lane and Anerley Town Hall	£20,221
AH at Beckenham Car Park	£141,472
Health	
Bromley Health and Well-being Centre	£352,907
Station Road Surgery*	£256,840
Orpington Health and well-being Centre	£34,395
Oaks Park Centre	£78,312
Education	
Clare House Primary School	£81,165
Farnborough Primary School	£764,479
Marian Vian Primary School	£1,376,789
Oaklands Primary School	£105,370
Poverest Primary	£231,680
Red Hill Primary School	£58,248
St Georges CE Primary School	£643,705
ST Johns CE Primary School	£1,004,047
St Pauls Cray CE Primary School	£86,591
Worsley Bridge Primary School	£380,910
Other	
Carbon Offset Fund	£3,739
Domestic Energy Efficiency Advice and Referral Service	£7,000
Electric Vehicle Charge Pilot	£7,572
School Monitoring Equipment (Air Quality)	£11,400
Disabled Renovations Grants**	£95,480
Total Allocations	
Total for Highways Improvement Works	£0
Total for Local Employment and Town Centres	£0
Total for Parking	£20,000
Total for Landscaping	£0
Total for Community Schemes	£0
Total for Housing	£1,246,054
Total for Healthcare / CCG	£722,455
Total for Education	£4,732,984
Total for Other	£125,190
Total all	£6,846,683

* This allocation was spent in June 2023

** Includes £35.5k of Health payments

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Appendix 5 - Income received between 01 April 2023 and 18 October 2023

	Closing Balance 2022/23	Income 01 April 2023 to 18 October 2023	Expenditure 01 April 2023 to 18 October 2023	Balance as of 18 October 2023
Total for Highways Improvement Works	£408,781	£30,000	£0	£438,781
Total for Local Employment and Town Centres	£620,309	£0	£0	£620,309
Total for Parking	£81,804	£5,774	£0	£87,578
Total for Landscaping	£577	£0	£0	£577
Total for Community Schemes	£0	£0	£0	£0
Total for Housing	£1,334,773	£14,392	£0	£1,349,165
Total for Healthcare / CCG	£1,248,630	£4,583	£256,840	£996,373
Total for Education	£4,817,431	£0	£0	£4,817,431
Total for Other	£916,974	£74,163	£0	£991,137
Total all	£9,429,278	£128,912	£256,840	£9,301,349

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Report No.
FSD23072

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Monday 27 November 2023

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

Title: RISK MANAGEMENT

Contact Officer: Tasnim Shawkat, Director of Corporate Services and Governance –
Corporate Services Risk Register
Tel: 020 8461 7899 E-mail: tasnim.shawkat@bromley.gov.uk

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

Charles Obazuaye, Director of Human Resources and Customer Services –
Human Resources and Customer Services Risk Register
Tel: 020 8313 4335 E-mail: charles.obazuaye@bromley.gov.uk

Chief Officer: Director of Finance

Ward: (All Wards);

1. Reason for report

This report provides the Executive, Resources and Contracts Policy, Development and Scrutiny Committee with the current iteration of the Corporate Risk Register, together with those for the Corporate Services, Finance, and Human Resources and Customer Services departments.

2. **RECOMMENDATION(S)**

Members of the Executive, Resources and Contracts Policy, Development and Scrutiny Committee are requested to review and comment on the Risk Registers.

Impact on Vulnerable Adults and Children

1. Summary of Impact: There are no direct implications for Vulnerable Adults and Children arising from the attached Risk Registers, although failure of the Council to meet its commitments in any risk area could directly impact on life chances
-

Transformation Policy

1. Policy Status: Not Applicable:
 2. Making Bromley Even Better Priority
To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Not Applicable
 4. Total current budget for this head: £ Not Applicable
 5. Source of funding: Not Applicable
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: Where applicable, the risk category is reflected as Contractual and Partnership.
-

Property

1. Summary of Property Implications: Where applicable, the risk category is reflected as 'Physical', which includes hazards/risks associated with buildings.
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: Where applicable, the risk category is reflected as Environmental.
-

Impact on the Local Economy

1. Summary of Local Economy Implications: Where applicable, the risk category is reflected as Economic.
-

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications: There are no direct Health and Wellbeing Implications arising from the attached Risk Registers, although failure of the Council to meet its commitments in any risk area could directly impact on life chances.
-

Customer Impact

1. Estimated number of users or customers (current and projected): This report is intended primarily for the benefit of members of the Executive, Resources and Contracts Policy, Development and Scrutiny Committee.
-

Ward Councillor Views

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

3. COMMENTARY

3.1 This report provides Members of the Executive, Resources and Contracts Policy, Development and Scrutiny Committee with the most recent iterations of the Risk Registers falling within their remit. Each risk register is provided both in full and as a 'heat map' format. The latter is intended to show the current status of each risk and the overall risk profile at a glance.

- Corporate Services (Appendices B and C)
- Finance (Appendices D and E)
- Human Resources and Customer Services (Appendices F and G)
- Corporate (Appendices H and I)

Each Risk Register has been drawn up in line with the Risk Assessment Guidance set out in Appendix A.

3.2 Each Director retains responsibility for the risks and controls within their division, and for their Departmental risk registers. The Corporate Risk Register is owned by Chief Officer Executive (COE) and the Corporate Leadership Team (CLT) as a collective and is reviewed by these two groups on a quarterly basis. The most recent review was September 2023. Internal Audit coordinates the Risk Management process via the Corporate Risk Management Group and the Audit and Risk Management Committee.

3.3 In line with the risk reporting cycle, the Corporate Risk Management Group met in September 2023 to discuss cross cutting issues and have planned a further dedicated session in December 2023 to review Departmental Risk Registers.

3.4 Audit and Risk Management Committee reviewed the Corporate Risk Register at their meeting on 7th November 2023, alongside further detailed commentary for all net 'High' risks in the Corporate Risk Register. Appendix H is the current iteration of the Corporate Risk Register as presented to Audit and Risk Management Committee in November.

3.5 Net 'High' risks on the Corporate Services, Finance and Human Resources and Corporate Services Risk Registers were presented to ER&C PDS Committee on 17 October 2023, alongside more in depth commentary from risk owners on current status and planned actions. The additional commentary has not been reproduced in this report as there have been no significant changes to the net 'high' risks since that meeting.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 There are no direct implications for Vulnerable Adults and Children arising from the attached Risk Registers although failure of the Council to meet its commitments in any risk area could indirectly impact on life chances.

5. TRANSFORMATION/POLICY IMPLICATIONS

5.1 Where applicable, the risk category in all registers is reflected as 'Financial, Operational'.

6. FINANCIAL IMPLICATIONS

6.1 The Finance department's Risk Register and Heat Map are attached as Appendices D and E. Where applicable, the risk category in all registers is reflected as 'Financial, Operational'.

7. PERSONNEL IMPLICATIONS

7.1 The Human Resources' department's Risk Register and Heat Map are attached as Appendices F and G. Where applicable, the risk category in all risk registers is reflected as 'Personnel, Operational'. The Council takes seriously the health and safety of its staff and third parties' staff on Council premises and hence every reasonable/proportionate step will be taken to fulfil the Council's moral and legal duty of care.

8. LEGAL IMPLICATIONS

8.1 Where applicable, the risk category in all registers is reflected as 'Legal, Operational'.

9. PROCUREMENT IMPLICATIONS

9.1 Where applicable, the risk category in all registers is reflected as 'Contractual and Partnership'.

10. PROPERTY IMPLICATIONS

10.1 Where applicable, the risk category is reflected as 'Physical, Operational', which includes hazards/risks associated with buildings.

11. CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS

11.1 Where applicable, the risk category is reflected as Environmental.

12. IMPACT ON THE LOCAL ECONOMY

12.1 Where applicable, the risk category is reflected as Economic.

13. IMPACT ON HEALTH AND WELLBEING

13.1 There are no direct Health and Wellbeing Implications arising from the attached Risk Register extracts, although failure of the Council to meet its commitments in any risk area could directly impact on life chances.

Non-Applicable Headings:	Customer Impact Ward Councillor Views
Background Documents: (Access via Contact Officer)	None

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Risk Assessment Guidance

Likelihood	Almost Certain (5)	5	10	15	20	25	<table border="1"> <tr> <td>15+</td> <td>High Risk - review controls and actions every month</td> </tr> <tr> <td>10 - 12</td> <td>Significant Risk - review controls and actions every 3 months</td> </tr> <tr> <td>5 - 9</td> <td>Medium Risk - review controls and actions every 6 months</td> </tr> <tr> <td>1 - 4</td> <td>Low Risk - review controls and actions at least annually</td> </tr> </table>	15+	High Risk - review controls and actions every month	10 - 12	Significant Risk - review controls and actions every 3 months	5 - 9	Medium Risk - review controls and actions every 6 months	1 - 4	Low Risk - review controls and actions at least annually
	15+	High Risk - review controls and actions every month													
	10 - 12	Significant Risk - review controls and actions every 3 months													
	5 - 9	Medium Risk - review controls and actions every 6 months													
	1 - 4	Low Risk - review controls and actions at least annually													
Highly likely (4)	4	8	12	16	20										
Likely (3)	3	6	9	12	15										
Unlikely (2)	2	4	6	8	10										
Remote (1)	1	2	3	4	5										
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)	Impact								

Risk Likelihood Key					
	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5
	Remote	Unlikely	Possible	Likely	Definite
Expected frequency	10 - yearly	3 - yearly	Annually	Quarterly	Monthly

Risk Impact Key					
Risk Impact	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5
	Insignificant	Minor	Moderate	Major	Catastrophic
Compliance & Regulation	Minor breach of internal regulations, not reportable	Minor breach of external regulations, not reportable	Breach of internal regulations leading to disciplinary action Breach of external regulations, reportable	Significant breach of external regulations leading to intervention or sanctions	Major breach leading to suspension or discontinuation of business and services
Financial	Less than £50,000	Between £50,000 and £100,000	Between £100,000 and £1,000,000	Between £1,000,000 and £5,000,000	More than £5,000,000
Service Delivery	Disruption to one service for a period of 1 week or less	Disruption to one service for a period of 2 weeks	Loss of one service for between 2-4 weeks	Loss of one or more services for a period of 1 month or more	Permanent cessation of service(s)
Reputation	Complaints from individuals / small groups of residents Low local coverage	Complaints from local stakeholders Adverse local media coverage	Broader based general dissatisfaction with the running of the council Adverse national media coverage	Significant adverse national media coverage Resignation of Director(s)	Persistent adverse national media coverage Resignation / removal of CEX / elected Member
Health & Safety	Minor incident resulting in little harm	Minor Injury to Council employee or someone in the Council's care	Serious Injury to Council employee or someone in the Council's care	Fatality to Council employee or someone in the Council's care	Multiple fatalities to Council employees or individuals in the Council's care

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Corporate Services Risk Register - Appendix B

											DATE LAST REVIEWED:	14/09/2023	
REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
1	Corporate Services	IT Security failure	<p>Cause(s): Failure of IT Security (responsibility across Bromley & BT) to manage risk of attack or intrusion leading to potential corruption / loss of data / loss of systems</p> <p>Effect(s): Loss of service, potential fines, resident dissatisfaction</p>	Data and Information	4	5	20	<ul style="list-style-type: none"> -Application of effective security management including effective application of anti-virus protection and security measures through the IT Contract with BT - Regular Penetration Testing undertaken - Information Security Team in place - Patch updates undertaken regularly - IG training programme - PSN Compliant 	3	5	15	- Security Operation Centre(SOC) will be implemented by December/January which will proactive monitoring of the LBB Data and Infrastructure.	Vinit Shukle
2	Corporate Services	Telecommunications failure Prolonged telecoms / switchboard failure	<p>Cause(s): Power surge, contractor failure, malicious attack, IT failure</p> <p>Effect(s): Widespread disruption across the Council</p>	Data and Information	3	5	15	<ul style="list-style-type: none"> - Stand-by arrangements available so that in the event of failure highest priority services can be recovered - Technical design takes into account the criticality of systems and ensures, where justified, that additional resilience is built in - All Critical Services now have additional independent lines as contingency (if not their first line) - Additional resilience in use of LBB mobile phones - The ICT Disaster Recovery Plan is in progress - Working with BT to implement disaster recovery arrangements as part of new backup contract - Effective application of anti-virus protection and security measures through the IT contract with BT 	2	3	6	<ul style="list-style-type: none"> - Virtualisation project will help facilitate disaster recovery provision - Secondary Session Initiation Protocol (SIP) connection being added to provide resilience. 	Vinit Shukle
3	Corporate Services	IT System Failure (partial loss) Partial loss of IT systems	<p>Cause(s): Failure of Outlook or similar applications Failure of Novell Filing Registry system which carries details of all departmental files</p> <p>Effect(s): Widespread disruption across the Council</p>	Data and Information - Operational	4	4	16	<ul style="list-style-type: none"> - Effective incident management / support and resilient systems in use so that single points of failure are minimised - Technical design that takes into account the criticality of systems and ensures, where justified, that additional resilience is built in - Ensure proactive monitoring tools are in place to highlight potential issues before there is a major incident - System now migrated to the server - No longer dependent on Win7 - all services successfully transferred. However, the Novell filing registry/Regnet system has no further upgrade options and is not compatible with Win10 which will be deployed before December 2019 (Win7 support expiry date) 	4	3	12	The Norwell System is currently used by legal team for historical file information only on a 'stand alone' PC. As part of any future platform upgrades, investigation will need to be carried out as to whether this option is still viable (by way of impact assessment) or look at migrating the historical data into Norwell (the current system).	Vinit Shukle
4	Corporate Services	IT System Failure (total loss) Complete failure of IT systems resulting in widespread disruption across the Council	<p>Cause(s): Complete loss of data centre and related hardware</p> <p>Effect(s): Widespread disruption across the Council Financial loss Reputational impact</p>	Data and Information - Operational	3	5	15	<ul style="list-style-type: none"> - Effective incident management / support and resilient systems in use so that single points of failure are minimised - Technical design that takes into account the criticality of systems and ensures, where justified, that additional resilience is built in - Ensure proactive monitoring tools are in place to highlight potential issues before there is a major incident - Backup power arrangements in the event of power issues (most likely) - Server room has fire suppression, water detection and significant physical security measures have been undertaken. 	2	4	8	- Property are planning additional works to resolve the issues that caused the outages, but until then we remain at an elevated risk.	Vinit Shukle
5	Corporate Services	Network Loss Loss of the customer service centre network as a result of a major malfunction of the council's network, leading to system access loss preventing staff from processing service requests.	<p>Cause(s): Major malfunction of council's network caused by Cyber Attack or other means</p> <p>Effect(s): Loss of system access Service Disruption Reputational impact</p>	Data and Information - Operational	3	3	9	<ul style="list-style-type: none"> - Existing local resilience procedures (over Liberata network via Citrix) - Business Continuity Plan and manual procedure plans in place - Prepared for use of smart telephony messaging, web banner message and reception signage 	3	2	6		Vinit Shukle
6	Corporate Services	Laptop Manufacturer/Provider Issue Current model of corporate laptop in constraint	<p>Cause(s): Delays/constraints in production due to Pandemic issues and/or component availability</p> <p>Effect (s): IT will not be able to deliver laptop requirements for new starters or provide additional laptops for existing staff</p>		4	3	12	<ul style="list-style-type: none"> BT managing the hardware roadmap with third party supplier Alternative specification laptop sourced Rolling stock management in place 	1	1	1	Alternative make and model of laptop be sourced, and tested with corporate build for compatibility and performance	Vinit Shukle
7	Corporate Services	Delay in IT Managed Service re-procurement	<p>Cause(s): Reduced resourcing within the IT Re-Procurement programme owing to current pandemic situation</p> <p>Effect (s): Current IT contractor would maintain service and revert to their standard T&Cs & pricing, affecting budgets.</p>		3	2	6	<ul style="list-style-type: none"> Central Document repository storing all information x2 Consultants already appointed in addition to LBB staff 	1	1	1	Potential renegotiation of T&C & pricing	Vinit Shukle

Corporate Services Risk Register - Appendix B

											DATE LAST REVIEWED:	14/09/2023	
REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
8	Corporate Services	Effective governance and management of information	<p>Cause(s):</p> <ul style="list-style-type: none"> - Lack of organisational buy-in from information asset owners - Lack of governance - Poor awareness / education in understanding purpose <p>Effect(s):</p> <ul style="list-style-type: none"> - Breach of statutory obligations through failure of compliance with relevant legislation e.g. GDPR, UK DPA, FOIA, EIR - potential fines - increased information security attack surface - increased storage costs for on-prem data 	Data and Information - Operational	4	4	16	<ul style="list-style-type: none"> - information governance training provided to all officers - system security reviews - SIEM system monitoring - Data Protection Impact Assessments 	3	4	12	review and implementation of retention schedule in all systems hosting data	Vinit Shukle
9	Corporate Services	Budgetary overspend	<p>Cause(s):</p> <p>Overspending budgets as a result of increased costs outside Council's direct control (e.g. increase in minimum wage, court / legal fees)</p> <p>Effect(s):</p> <p>Financial</p>	Economic - Strategic	4	3	12	<ul style="list-style-type: none"> - Effective forward budgetary planning - On-going engagement with stakeholders - On-going management of costs, demand forecasting, allocation of existing resources 	3	3	9	Identify "risk areas" (eg identify source of funding before committing resources, looking at flexible resourcing, growing our own talent by recruiting at lower grades, managing contracts proactively)	Director of Corporate Services
10	Corporate Services	Failure to follow Legal Advice Breach of law, statutory duty or carrying out inadequate consultation arising from failure of clients to follow Legal briefing procedures	<p>Cause(s):</p> <p>Advice not being sought and/or followed by clients.</p> <p>Effect(s):</p> <ul style="list-style-type: none"> - Breach of statutory obligations through failure of compliance with relevant legislation (e.g. 'Duty to Consult', EU Procurement Rules, Health and Safety etc.) leading to adverse publicity and significant costs including fines. - Council making unlawful decisions - Potential compensation to injured parties - Negative publicity - Potential judicial reviews 	Legal - Operational	3	3	9	<ul style="list-style-type: none"> - Service procurement procedures reviewed for robustness - Register of all relevant statutory requirements - Regular review of compliance - Effective training of managers in requirements of relevant legislation - Systematic consultation - Robust internal customer service standards and service delivery meetings - Continuous learning and feedback - Statutory requirements (awareness and training) 	2	3	6		Director of Corporate Services
11	Corporate Services	Data Protection Breach	<p>Cause(s):</p> <p>Failure to comply with relevant legislation (GDPR) Failure to ensure the confidentiality, integrity, and availability of information assets.</p> <p>Effect(s):</p> <ol style="list-style-type: none"> 1. Distress and/or physical impact on wellbeing of customers 2. Impact on operational integrity 3. Reputational damage to services and the authority as a whole 4. Liability in law 5. Economic damage to authority and/or customers 6. Impact on service take up due to reduced confidence from the public 	Data and Information - Operational	4	5	20	<ul style="list-style-type: none"> - LBB is currently compliant with the Public Services Network Code of Connection (PSN CoCo), Cyber Essentials and DSP Toolkit. The LBB Corporate Eladership Team formally accept the above certifications as the basis of LBB's internal information governance and security program. These standards are based on the ISO27001 international best practice and NCSC guidance for managing information security and are therefore fit for purpose for assessing and managing the Council's information risk - GDPR Training programme in place - Induction programme in place - Additional resources to manage risk 	3	4	12		Director of Corporate Services
12	Corporate Services	Failure to publish Register of Electors	<p>Cause(s):</p> <p>Failure of IT systems Insufficient resources provided to Electoral Registration Officer to deliver a comprehensive canvass Failure to follow legislative and regulatory requirements</p> <p>Effect(s):</p> <p>Disenfranchisement of local residents Potential to challenge any election which relies on an inadequate register Reputational damage</p>	Political - Strategic	2	3	6	<p>Controls:</p> <ol style="list-style-type: none"> 1. Project Plan including detailed Risk Register 2. Robust documented internal procedures 3. Monitoring by Electoral Commission through appropriate Performance Standards 	1	3	3		Carol Ling
13	Corporate Services	Failure to manage election process	<p>Cause(s):</p> <p>Failure of Council in its duty to provide sufficient resources to the Returning Officer Failure of IT systems</p> <p>Effect(s):</p> <p>Costs of dealing with a challenge to election process Reputational damage Cost of re-running an election if result is set aside</p>	Political	3	4	12	<ul style="list-style-type: none"> - Project Plan including detailed Risk Register specific to election underway - Staff Training - Adequate insurance (Returning Officer - personal liability) - Monitoring by Electoral Commission through appropriate Performance Standards. 	2	3	6		Carol Ling

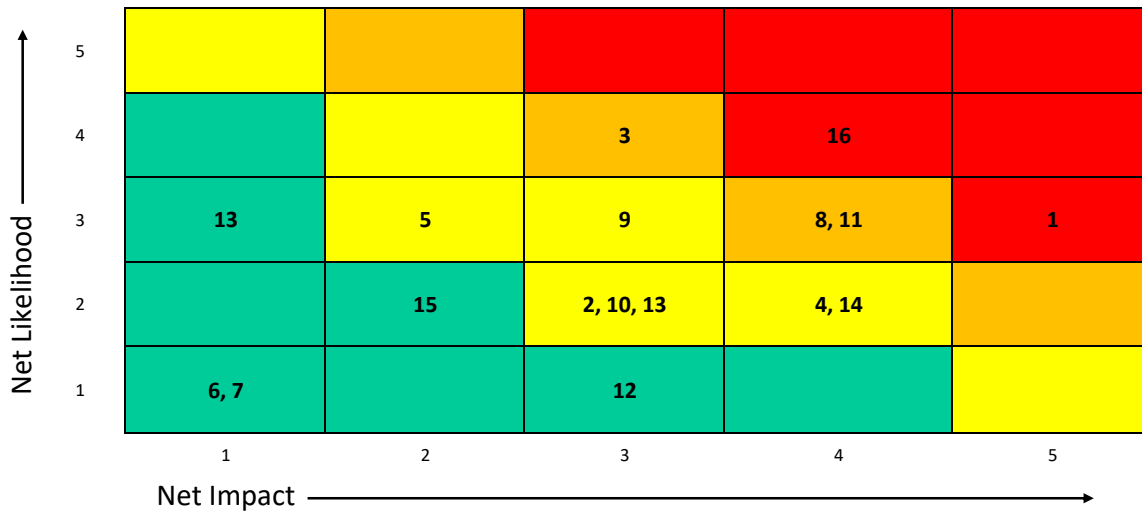
Corporate Services Risk Register - Appendix B

										DATE LAST REVIEWED:	14/09/2023		
REF	DIVISION	RISK TITLE & DESCRIPTION <small>(a line break - press alt & return - must be entered after the risk title)</small>	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING <small>(See next tab for guidance)</small>			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING <small>(See next tab for guidance)</small>			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
14	Corporate Services	Ineffective governance and management of contracts	<p>Cause(s):</p> <ol style="list-style-type: none"> Lack of awareness and/or non-compliance with Public Contracts Regulations 2015 and Councils Contract Procedure Rules. Lack of awareness and/or non-compliance with decision making and scrutiny requirements. Insufficient engagement with key support services such as Corporate Procurement, Finance and Legal. Poor planning / lack of timely action for commissioning and procurement activities. Poor record keeping of contracts and contract documentation. Insufficient or unclear arrangements for client side contract management and monitoring resource. Failure to undertake a suitable and proportionate contract management and monitoring plan. Failure of a contractor / partner / provider to maintain agreed service levels resulting in an interruption to or deterioration of service delivery. <p>Effect(s):</p> <ul style="list-style-type: none"> Failure to ensure Value for Money Procurement challenges / complaints leading to delays and potential additional costs Reputational risk Service disruptions Contracts do not deliver expected outcomes or deliver sufficient quality Increased cost and resource to manage contract issues Failure to achieve our Making Bromley Even Better priorities. 	Contract Management Contractual and Partnership	3	4	12	<ul style="list-style-type: none"> Contract Procedure Rules and regular Practice / Guidance notes to all Contract Owners Review of contract management and contract monitoring controls including any issues identified by internal audit Contracts Database and Quarterly Contracts Database Report to all relevant Committees Quarterly RAG rated contract reports to COE/CLT with individual reports to Contract Owners Procurement Board oversight Member scrutiny including regular Contract Monitoring Reports for £500k+ contracts Regular programme of training delivery to staff Quarterly Contract Owners meetings 	2	4	8	<ul style="list-style-type: none"> Contract Management guidance on toolkit to be reviewed Sample check of contract management and contract monitoring arrangements across Council Review of Third Party Spend, identification of any issues and follow up for remedial action and key messaging - this task is in progress and due for completion late 2023 ongoing and repeated high profile key messaging across the Council and monitoring of compliance review of all processes and procedures to update in light of new legislation (go live in Summer 2024) 	Service Directors supported by Assistant Director, Governance and Contracts
15	Corporate Services	Ineffective governance and management of contracts - Contracts Database	<p>Cause(s):</p> <ul style="list-style-type: none"> Lack of compliance from contract managers Unclear ownership Lack of governance Poor awareness and/or understanding of the Database <p>Effect(s):</p> <ul style="list-style-type: none"> Impacts upon decision making and outcomes Poor quality data Failure to meet transparency obligations 	Contract Management Contractual and Partnership	3	2	6	<ol style="list-style-type: none"> Database guidance issued to officers; training available Regular monitoring of CDB by Procurement Team Quarterly reporting to Members Procurement Board Regular sample checks of data quality and completeness Regular reminders to Contract Owners 	2	2	4	<ol style="list-style-type: none"> Sample check taken Spring 2023 with report to Chief Officers and Contract Owners. Next sample check early 2024 	Assistant Director, Governance and Contracts
16	Corporate Services	Information Request non-Compliance	<p>Cause(s):</p> <p>Failure to meet timescales under FOIA, EIR and GDPR Failure to provide suitable answers in respect of these requests or correctly apply exemptions</p> <p>Effect(s):</p> <ol style="list-style-type: none"> Distress on wellbeing of customers Impact on operational integrity Reputational damage to services and the authority as a whole Liability in law Economic damage to authority due to fines 	Data and Information - Operational	4	5	20	<p>SAR Team formed in the Information Management Team to ensure timely triage, collation, redaction and response.</p> <p>Appeal to COE, CLT, Manager's Briefing and all officers to support the information coordinators</p>	4	4	16	<p>Annual and increased training and awareness</p> <ul style="list-style-type: none"> experienced resources to triage and redact where necessary improved technical measures to assist Data searches 	Director of Corporate Services/Vinit Shukle

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

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Corporate Services Risk Heat Map - Appendix C



Risk Ref	Risk Description	Gross Risk Rating	Net Risk Rating
1	IT Security Failure	20	15
2	Telecommunication Failure - Prolonged telecoms / switchboard failure	15	6
3	IT System Failure (partial loss)	16	12
4	IT System Failure (total loss) Complete failure of IT systems resulting in widespread disruption across the Council	15	8
5	Network Loss Loss of the customer service centre network as a result of a major malfunction of the council's network, leading to system access loss preventing staff from processing service requests.	9	6
6	Laptop Manufacturer/Provider Issue Current model of corporate laptop in constraint	12	1
7	Delay in IT Managed Service re-procurement	6	1
8	Effective governance and management of information	16	12
9	Budgetary overspend	12	9
10	Failure to follow Legal Advice Breach of law, statutory duty or carrying out inadequate consultation arising from failure of clients to follow Legal briefing procedures	9	6
11	Data Protection Breach	20	12
12	Failure to publish Register of Electors	6	3
13	Failure to manage election process	12	6
14	Ineffective governance and management of contracts	12	8
15	Ineffective governance and management of contracts - Contracts Database	6	4
16	Information Request non-Compliance	20	16

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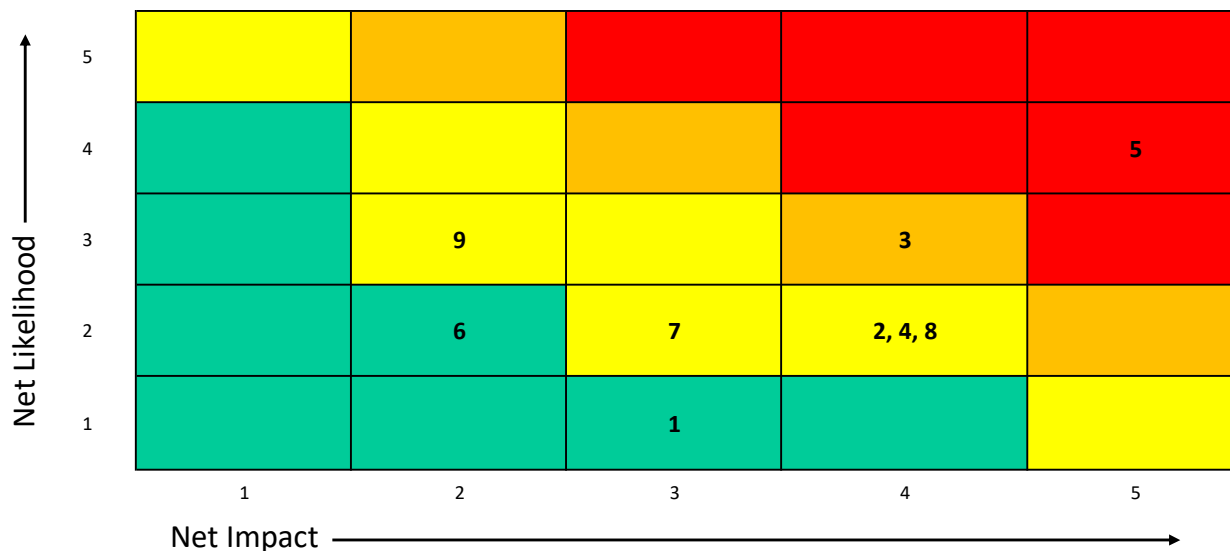
Finance Risk Register - Appendix D

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			CURRENT RISK RATING (See next tab for guidance)			DATE LAST REVIEWED:	04/10/2023
					LIKELIHOOD	IMPACT	RISK RATING	LIKELIHOOD	IMPACT	RISK RATING	FURTHER ACTION REQUIRED	RISK OWNER
1	Finance	Failure to ensure sufficient cover of Council assets This could result in the possibility of our insurance company refusing to cover a claim above the level of our current excess (£125k for general property and Liability, £250k for educational property).	Cause(s): 1. Incorrect/incomplete asset/risk data provided to insurer. 2. Total level of insurance insufficient e.g. to cover damage to multiple high value assets. 3. Uninsurable risks e.g. criminal/regulatory fines. Effect(s): Inadequate or no insurance cover could have significant financial implications, dependent on the value of the asset and the extent of the damage / loss.	Financial - Operational	1	4	4	1	3	3		Viknesh Gill
2	Finance	Financial Market Volatility Financial loss arising from the volatility of financial markets.	Cause(s): 1. Market volatility 2. Recession 3. Counterparty/banking failure 4. Other geopolitical risks Effect(s): 1. We do not maximise our interest earnings on balances and/or minimise borrowing costs 2. Loss of capital value of investments 3. Liquidity - insufficient cash to settle liabilities as they become due 4. Others losses from variations in Interest rates, exchange rates, Inflation, refinancing 5. Failure to comply with legal and regulatory requirements and/or reputational damage	Financial - Operational	3	4	12	2	4	8		James Mullender
3	Finance	Capital Financing Shortfall Risk of significant costs increase in the Capital Programme and possible reductions in proceeds from disposals could impact on the Council's ability to fully fund the Capital programme	Cause(s): 1. Property price reductions as a result of the economic environment could have a negative impact on sale proceeds. 2. Limited scope to identify further Council assets for disposal 3. Significant increase in cost of capital schemes due to inflation and supply issues requiring an increase in funding 4. Significant additional costs and future liabilities across the Council's operational estate arising from any further condition survey liabilities not identified at this stage. 5. Requirement to obtain funding for significant new Housing Schemes and impact of higher borrowing costs 6. In January 2023, a report titled Capital Strategy 2023-24 to 2026-27 and Q3 Capital Programme Monitoring to Executive identified a significant increase in the Council's capital programme and resulting funding proposals given the factors identified above there is a risk that significant changes in cost and proceeds could create a new capital financing shortfall that needs to be addressed. The full funding identified excludes the potential works relating to potential works on the Churchill Theatre and library with proposals expected to be reported to Members later this year. 7. Only limited earmarked reserves available to support the capital programme, once other pressures (inc revenue budget gap) are factored in. Effect(s): 1. Without alternative funding, the Council would require drawdown from revenue resources. This would increase the Council's revenue budget gap and/or further deplete earmarked reserves. 2. Increased use of external borrowing would add interest cost pressure to the Council's revenue budget along with Minimum Revenue Provision requirements for repayment of borrowing 3. Schemes would not be able to progress due to lack of funding available although the scope to do this may be limited given the critical nature of some of the works required 4. Potential requirement to sell operational or income generating investment properties to fund capital costs	Economic - Strategy	4	4	16	3	4	12		James Mullender
4	Finance	Pension Fund The pension fund not having sufficient resources to meet all liabilities as they fall due	Cause(s): 1. Investment markets fail to perform in line with expectations 2. Market yields move at a variance with assumptions 3. Investment managers fail to achieve their targets over the longer term 4. Longevity horizon continues to expand. Although the triennial valuation reported that the Council's pension fund is fully funded, there is a need to address a future risk of the pension fund not having sufficient resources 5. Deterioration in pattern of early retirements 6. Administering authority unaware of structural changes in an employer's membership e.g. large fall in employee members, large number of retirements 7. Pooling of investments (London CIV) may result in appointment of poorer performing investment managers 8. Uncertainty in financial markets due to Ukraine situation and possible future de-globalisation which can impact on performance Effect(s): Financial	Financial - Operational	3	5	15	2	4	8		Director of Finance
5	Finance	Failure to deliver a sustainable Financial Strategy which meets with Making Bromley Even Better priorities and failure of individual departments to meet budget	Cause(s): 1. The 2023/24 Draft Budget report to Executive identified the need to reduce the Council's 'budget gap' of £29.6m per annum by 2026/27. The Council received a one-year financial settlement for 2023/24, with various funding allocations for 2024/25, creates uncertainty on funding levels for the medium term. 2. The fundamental review of local government funding through the Fair Funding Review and Business Rate review is now expected to be delayed until at least 2025/26 which adds to financial uncertainty in considering the impact on the financial forecast for 2024/25 to 2026/27. Apart from cost/growth pressures relating to SEN, social care and homelessness, the significant cost increases relating to inflation continue for some time and uncertainty on the future timing of the Adult Social Reforms remain. These factors can have a significant impact on the future years' 'budget gap' identified above. More background is included in the Draft 2023/24 Budget and Update on the Council's Financial Strategy 2024/25 to 2026/27 report to Executive on 18th January 2023 and 2023/24 Council Tax report of 8th February 2023. 3. Failure to meet departmental budgets due to increased demand on key services resulting in overspends: Housing (homelessness and cost of bed and breakfast); Adult Social Care (reforms and ageing population); Children's Social Care, Education (central costs and high needs transport), Waste (growing number of households) and limited delivery of planned mitigation savings. 4. The risk of the Council not being able to carry out its statutory duties (e.g. pupil admissions, school improvement, child protection) as a consequence of funding pressures not being met. 5. Dependency on external grants to fund services (schools and housing benefits are ring-fenced) - effect if grant reduces (Public Health services) or ceases. 6. Increases in national living wage will have cost implications to the Council over the next few years (e.g. care providers and carers). 7. Local government may be required to take on new funding responsibilities in the future without adequate funding. 8. Impact of future welfare reforms and the phased roll out of Universal Credit. 9. Failure to identify and highlight frauds and weaknesses in the system of internal control (which invariably have a financial impact). Overall, fraud losses are mainly benefit related (Council Tax Support / Single Person Discount). Effect(s): - Increased overspends in particular services - Council unable to carry out its statutory duties due to services cuts - Reputational damage	Financial - Operational	5	5	25	4	5	20	The Council continues to explore transformation opportunities to help meet the ongoing budget gap	Director of Finance
6	Finance	Failure of Finance IT systems	Cause(s): Failure of Liquidlogic/LIFT/ContrOCC Failure of Oracle Failure of BACs to pay LBB Effect(s): Inability to pay creditors, calculate payments due to our suppliers / foster carers (Payments Team) or to accommodate charging information for billing clients which could result in fines, penalties and loss of goodwill / reputation.	Contractual and Partnership - Operational	3	2	6	2	2	4	Resolution of issues logged relating to Liquidlogic/LIFT/ContrOCC are being monitored closely, and preventative action taken to mitigate risk	Claudine Douglas-Brown
7	Finance	Failure of external contractors	Cause(s): Contractor ceases to trade due financial failings. Effect(s): disruption and delays to key services, financial loss and adverse publicity	Contractual and Partnership - Operational	3	3	9	2	3	6		Claudine Douglas-Brown

Finance Risk Register - Appendix D

REF	DIVISION	RISK TITLE & DESCRIPTION <small>(a line break - press alt & return - must be entered after the risk title)</small>	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING <small>(See next tab for guidance)</small>			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING <small>(See next tab for guidance)</small>			DATE LAST REVIEWED:	04/10/2023
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING	FURTHER ACTION REQUIRED	RISK OWNER
8	Finance	Contractor Poor Performance Contractor fails to meet performance expectations across Revs & Bens, Payroll, Pensions, Debtors, Financial Assessments and Accounts Payable	<p>Cause(s): Severe catastrophic IT problems Loss of key staff Organisation experiencing severe financial problems</p> <p>Effect(s): - Delay / non payment of suppliers, customers, staff salaries, pensions. - Delay in assessment and payment of benefit claims - Increase in fraudulent payments - Delayed or non repayment from debtors - Failure to carry out financial assessments and raise charges in a timely manner</p> <p>Resulting in loss of income, loss of HB Subsidy, increased costs, increase in complaints and subsequent loss of good will and / or reputational damage.</p>	Financial - Operational	3	4	12	<ol style="list-style-type: none"> Effective SLAs and contracts in place with a regime of KPIs, service credits and default notices in place Regular operational and strategic meetings monitoring progress and identifying action required Action identified and formally agreed when monitoring key performance areas Formal structures and procedures in place for monitoring and corrective action to minimise risk Process reviewed on an ongoing basis Weekly monitoring of complaints and patterns identified The contractors performance is scrutinised by Members twice a year at PDS. These reports highlight the level income and services provided. They also report on any performance issues and the action being taken to address the issues. 	2	4	8		Claudine Douglas-Brown
10	Finance	Significant Fraud/Corruption	<p>Cause(s): Increased financial difficulties - external customers, suppliers and internal staff Weaknesses in control that individuals can exploit Staff unaware of fraud risks and therefore do not challenge fraudulent internal / external requests Dishonest staff/suppliers/customers Lack of Management oversight or awareness of fraud risks and suitable measures to control these</p> <p>Effect(s): Financial loss Adverse publicity/reputational damage Staff morale lowered Resource implications for investigation</p>	Financial - Operational	4	3	12	<ol style="list-style-type: none"> Staff vetting prior to recruitment Counter Fraud Strategy which sets out managers responsibilities to assess risks in their own areas and implement appropriate controls Financial regulations and local financial procedures with sufficient measures to prevent and detect fraud Whistleblowing policy Fidelity guarantee 	3	2	6	<ol style="list-style-type: none"> Fraud Awareness activity Fraud risk assessments Programme of proactive counter fraud work Develop staff training offer 	Francesca Chivers

Finance Risk Heat Map - Appendix E



Risk Ref	Risk Description	Gross Risk Rating	Net Risk Rating
1	Failure to ensure sufficient cover of Council assets This could result in the possibility of our insurance company refusing to cover a claim above the level of our current excess (£125k for general property and Liability, £250k for educational property).	4	3
2	Financial Market Volatility Financial loss arising from the volatility of financial markets.	12	8
3	Capital Financing Shortfall Risk of significant costs increase in the Capital Programme and possible reductions in proceeds from disposals could impact on the Council's ability to fully fund the Capital programme	16	12
4	Pension Fund The pension fund not having sufficient resources to meet all liabilities as they fall due	15	8
5	Failure to deliver a sustainable Financial Strategy which meets with Making Bromley Even Better priorities and failure of individual departments to meet budget	25	20
6	Failure of Finance IT systems	6	4
7	Failure of external contractors	9	6
8	Contractor Poor Performance Contractor fails to meet performance expectations across Revs & Bens, Payroll, Pensions, Debtors and Accounts Payable	12	8
9	Significant Fraud/Corruption	12	6

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Human Resources and Customer Services Risk Register - Appendix F

											DATE LAST REVIEWED:	03/11/2023	
REF	DIVISION	RISK TITLE & DESCRIPTION	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
1	Human Resources	Ability to respond to industrial action, changes in government initiatives or legal requirements.	Cause(s): - Changes to staff terms and conditions (localisation agenda) - Lack of flexibility of workforce - Poor horizon scanning and networking Effect(s): - Increased costs (bank / agency usage) - Reputation damage - Impacts on service delivery	Political	2	2	4	1. Early and effective engagement with staff and trade unions 2. Sound internal and external legal advice 3. Identifying appropriate legal options 4. Pro-active intelligence gathering via London Councils and other networks 5. HR processes in place for dealing with industrial action	2	2	4	- Submitting timely proposals to Chief Officers and / or members of the Industrial relations committee.	Director of HR, Customer Services and Public Affairs
2	Human Resources	Failure to comply with HR related legislative requirements e.g. Equality Act 2010	Cause(s): - Lack of awareness with legislation - Failure to effectively consult staff where appropriate - Indirect / direct discrimination - Human error / lack of understanding - Lack of capacity and capability to deliver Effect(s): - Reputation damage - Financial costs - Regulatory inspection / intervention	Legal	4	3	12	1. Bromley Council policies & procedures in place e.g.. Equality Scheme 2. Requirement to report and record accurate information e.g. equalities 3. Training in place for managers and staff to ensure they are aware of their responsibilities 4. Organisation to carry out a Capacity Risk Assessment	3	2	6	- Professional updates / HR Mgt Team forward planning	Director of HR, Customer Services and Public Affairs
3	Human Resources	1) Ineffective workforce planning initiatives including succession planning, talent management. 2) Upskilling of staff - lack of training resources/opportunities	Cause(s): - Insufficient strategic management control and planning - Staff turnover (capacity) - Lack of resources Effect(s): - Potential service delivery impacts - Loss of skilled/experienced staff - Missed opportunity to develop and retain talent "in house" - Recruitment Costs	Personnel / Operational	3	3	9	Clear workforce planning strategy in place, including - Graduate Intern Scheme - Apprenticeship Scheme - Career Pathway - Leadership Development Programme - Succession Planning Tool - Kickstart	2	2	4	Review of 1. Development of a Talent Management Strategy 2. Ensure that Apprenticeship Levy funds are utilised effectively 3. Consideration to resurrect 'Future Leaders Programme'	Director of HR, Customer Services and Public Affairs
4	Human Resources	Ineffective recruitment and retention strategies for hard to fill posts	Cause(s): - Physical environment/hygiene facilities - Culture - Increasingly fluid market - Increases in demand and/or reductions in supply - Lack of experienced staff in the labour pool - Budget constraints - Lack of leadership - Recruitment can fluctuate due to external pressures Effect(s): - Potential service delivery impacts - Increased costs due to use of agency workers - Reduction in quality of service	Personnel / Operational	3	4	12	1. Horizon scanning to anticipate changes and trends to complement staff 2. Keeping up to date on national trends for hard to recruit professions 3. Case load review 4. Review of pay and comparison with neighbouring LAs 5. R&R Board to regularly review 6. No Quit Policy in place 7. Implement grow your own initiatives e.g. senior practitioners progression pathway, training pathways for social workers, graduate trainees, apprentices 8. Overseas recruitment 9. Signed up to the London Pledge - all Councils have a memorandum or understanding to pay social workers same rate 10. LBB staff present at recruitment fairs/events 11. Recruitment event took place in January	3	3	9	Review of retention strategies 1. Development of a Talent Management Strategy 2. Ensure that Apprenticeship Levy funds are utilised effectively 3. Consideration to resurrect 'Future Leaders Programme'	Director of HR, Customer Services and Public Affairs

Human Resources and Customer Services Risk Register - Appendix F

											DATE LAST REVIEWED:	03/11/2023	
REF	DIVISION	RISK TITLE & DESCRIPTION	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
5	Human Resources	Ineffective pre-employment checks including for agency workers	<p>Cause(s):</p> <ul style="list-style-type: none"> - Poor procedures - Inadequate monitoring - Lack of awareness / understanding <p>Effect(s):</p> <ul style="list-style-type: none"> - Workers with safeguarding concerns not identified - Safeguarding incident occurs (harm / injury) - Agency worker ID fraud - Reputation damage - Legal compliance implications inc. fines and sanctions 	Personnel / Operational	4	3	12	<ol style="list-style-type: none"> 1. HR Business Services carry out checks for LBB workers & agencies to check agency workers. 2. Managers check identity of candidate and of agency workers when arriving for work, with copy of DBS and proof of identity. E.g. passport, and original copy of birth certificate. 3. Up front audits with Adecco undertaken to ensure processes are robust for agency workers. 4. Training provided for managers. 5. Internal audit undertakes a review of arrangement as part of their annual audit plan. 	4	1	4	- Consideration as to whether training should be mandatory	Director of HR, Customer Services and Public Affairs
6	Human Resources	Management of the on-going transitional and transformational changes (commissioning process, baseline exercise and service redesigns and alternative delivery options)	<p>Cause(s):</p> <ul style="list-style-type: none"> - Lack of adequate financial resources - Lack of expertise - Unexpected delays - Changes in strategic direction - Lack of capacity to undertake in a timely manner - Conflicting priorities <p>Effect(s):</p> <ul style="list-style-type: none"> - New service models are ineffective / not fit for purpose - Increased costs - Legislative and legal requirements breached (e.g. TUPE) - Reduction in service quality / provision - Reputation damage 	Personnel / Operational	4	3	12	<ol style="list-style-type: none"> 1. Managing change procedure in place 2. Capacity building and additional resources to support the change process 3. Effective communication and engagement with staff and their representatives 4. Formal consultation processes and departmental representatives 5. Regularly meetings include Members 6. Terms of Reference for each workstream led by Chief Officers 	3	2	6	<ul style="list-style-type: none"> - One-off funding required to support transformation programmes and workstreams - Review HR Processes in light of new working arrangements 	Director of HR, Customer Services and Public Affairs
7	Human Resources	HR systems failures e.g. payroll, recruitment, HR self-service, pensions	<p>Cause(s):</p> <ul style="list-style-type: none"> - Contractual failure - IT failure - Loss of power - Data breach / Cyber attack - Ineffective business continuity plan for manual work around <p>Effect(s):</p> <ul style="list-style-type: none"> - Delays or restriction in level of HR support available - Staff not paid - Staff morale reduction if for a long period - Delays in ability to recruit - Failure to apply for jobs, employment/legal issues - Failure to comply with contractual obligations - Industrial action 	Data and Information	2	5	10	<ol style="list-style-type: none"> 1. Back-up payroll processes/systems 2. Regular saving of personnel information on Resource Link 3. Business Continuity Plan in place 4. Internal audit carry out reviews as part of annual review programme 5. Regular meetings with contractors and Business Continuity Plans for each contract 	4	2	8	None identified	Director of HR, Customer Services and Public Affairs

Human Resources and Customer Services Risk Register - Appendix F

											DATE LAST REVIEWED:	03/11/2023	
REF	DIVISION	RISK TITLE & DESCRIPTION	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
8	Human Resources	Ineffective compliance with IR35	<p>Cause(s):</p> <ul style="list-style-type: none"> - Inadequate information from managers, - Non submission of requests for HR scrutiny - Non submission of approval by relevant Chief Officers - Poor knowledge of what is required <p>Effect(s):</p> <ul style="list-style-type: none"> - Huge fine by IRS - Reputational damage - IRS investigation of the authority 	Financial / Legal	2	5	10	<ol style="list-style-type: none"> 1. Clear standards and expectations are set out in the procedure/manual 2. Dedicated HR Officer with updated knowledge of IR35 requirements 3. Access to external expert advice commissioned if required 4. HR monitoring 	1	3	3	<ul style="list-style-type: none"> - Regular awareness sessions on IR35 for managers - 6-monthly compliance report to CLT/COE - Joint HR/audit review 	Director of HR, Customer Services and Public Affairs
9	Human Resources/ Health and Safety	Staff not completing mandatory and/or required training	<p>Cause(s):</p> <ul style="list-style-type: none"> - Lack of staff capacity to complete training - Lack of knowledge of mandatory courses - Lack of monitoring of who has completed the courses <p>Effect (s):</p> <ul style="list-style-type: none"> - Potential accidents/fatalities if staff don't receive required training, which could mean potential prosecution of Council and / or civil claims for compensation should - Lack of competency in workforce 	Personnel / Operational & Health and Safety	4	3	12	<ol style="list-style-type: none"> 1. Reporting on who has completed Fire Prevention and Evacuation e-learning course regularly done 2. Reminder emails regularly sent about completing mandatory courses 3. Automatic reminders sent out to staff members by the Evolve system when staff members need to redo their fire prevention and evacuation e-learning course (it has to be done annually) 4. H&S training completion rates included in reporting to committees such as CLT and the Corporate Health and Safety Committee 	3	3	9	<ul style="list-style-type: none"> - Assistant Director for Human Resources drafting a report to COE on list of mandatory courses 	Director of HR, Customer Services and Public Affairs
10	Human Resources / Health & Safety	<p>Health & Safety (Council) Ineffective management, processes and systems across all Council departments. Including (but not limited to) in the following areas:</p> <ul style="list-style-type: none"> Lone working Violence & aggression at work Control of substances hazardous to health Incident reporting and recording Assessment of risks Display screen equipment (DSE) Manual handling Working at heights 	<p>Cause(s):</p> <ul style="list-style-type: none"> - Inadequate risk assessments - Outdated policies and processes - Poor use of data around incidents - Lack of capacity to discharge the Council's H&S responsibilities - Lack of clarity over the breakdown of responsibilities across the organisation - Ineffective monitoring of risks - Lack of competency across the workforce <p>Effect (s):</p> <ul style="list-style-type: none"> - Potential prosecution of Council and / or civil claims for compensation - Increased sickness/absence - Poor staff morale - Impact on staff retention - Insurance claims - Potential accidents/fatalities - Corporate manslaughter 	Health & Safety	3	5	15	<ol style="list-style-type: none"> 1. Revised Corporate Health and Safety Policy published in June 2023. This outlines responsibilities for health and safety in the organisation, and the arrangements in place to ensure the safety and wellbeing of staff and others. 2. Health and safety policies reviewed and updated regularly - ongoing 3. Commitment to health and safety from Chief Executive and Directors 4. Health and safety training, including mandatory training, for staff and others 5. Corporate Health and Safety Committee and Departmental Safety Committees meet regularly 6. Quarterly health and safety updates provided to Corporate Leadership Team (CLT) 7. Risk assessments done on local and corporate levels 	3	3	9	<ul style="list-style-type: none"> - Continuation of risk assessing & proactive monitoring. - Informal H&S audits to be undertaken by Corporate Health and Safety. - Continue to revise policies which need to be updated including COSHH, working at heights, electrical safety, PPE, lone working, legionella management and asbestos. - Review the current incident reporting system in place, and see if an alternative can be implemented. 	Director of HR, Customer Services and Public Affairs

Human Resources and Customer Services Risk Register - Appendix F

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11	Human Resources / Health & Safety	Failure to comply with H&S related legislative requirements e.g. Health and Safety at Work etc. Act 1974	<p>Cause(s):</p> <ul style="list-style-type: none"> - Lack of awareness with legislation - Failure to effectively consult staff where appropriate - Human error / lack of understanding - Lack of capacity and capability to deliver - Lack of competency across the workforce - Lack of resources <p>Effect(s):</p> <ul style="list-style-type: none"> - Reputation damage - Prosecution - Insurance claims - Financial costs - Regulatory inspection / intervention 	Health & Safety/Legal	3	5	15	<ol style="list-style-type: none"> 1. Policies reviewed and updated regularly - ongoing 2. Regular updates provided to Corporate Health and Safety Committee on changes to legislation 3. Information provided from enforcing bodies shared with colleagues 4. Any areas of non-compliance identified are reported to Director of Human Resources, Customer Services and Public Affairs 5. Holding the relevant colleagues to account for managing Council premises to required legal standards 6. Up to date Corporate Health and Safety Policy in place, which has been signed by the Chief Executive 	3	3	9	<ul style="list-style-type: none"> - Ensure all staff do H&S training to ensure they are aware of their responsibilities. - Continue to share information about recent prosecutions in similar industries with staff members so lessons can be learnt by LBB. 	Director of HR, Customer Services and Public Affairs
12	Health and Safety/Property	Insufficient fire safety arrangements Non compliance with Regulatory Reform (Fire Safety) Order 2005, as amended by the Fire Safety Act 2021	<p>Cause(s)</p> <ul style="list-style-type: none"> - No trained fire responsible person (legal) for some sites - Insufficient numbers of trained fire wardens and fire marshals onsite to safely manage an evacuation (in accordance with the Fire Risk Assessments). Cover has become even more stretched now that additional sites are operating simultaneously - Insufficient fire safety and fire fighting equipment - Property related issues, including property not being suitable for fire safety requirements - Insufficient arrangements for outside of normal working hours - Insufficient arrangements to support those who may need additional assistance evacuating in a fire - including the lack of undertaking of personal emergency evacuation plans - Fire risk assessments not undertaken - Insufficient arrangements for monitoring who is on site at any given time e.g. check in and check out arrangements - Lack of clarity on who is responsible for what should there be an emergency <p>Effect(s)</p> <ul style="list-style-type: none"> - Non compliance with the Regulatory Reform (Fire Safety) Order 2005, as amended by the Fire Safety Act 2021 - Inadequate plans for fire safety and evacuation for current occupation plans putting staff and visitors at risk 	Health & Safety/Property	4	5	20	<ol style="list-style-type: none"> 1. Reduced number of staff on site 2. Check in and check out arrangements adopted at the Civic Centre site 3. Fire evacuation instructions for the Civic Centre site published 4. All staff required to complete fire prevention and evacuation e-learning course 5. Currently trying to recruit more volunteers to be fire wardens 6. New monthly allowance provided to fire wardens to encourage more people to volunteer 7. Fire Safety is standing item at Corporate Health and Safety Committee 8. Fire Safety policy published 9. Arrangements for new accommodation implemented and are under constant review 10. Fire drills undertaken 	3	5	15	<ul style="list-style-type: none"> - Learning and Development to arrange training. - Facilities Management to ensure Fire Risk Assessments are completed. - Facilities Management to engage fire safety supplier to produce Emergency Plans for sites. - Civic Centre Emergency Plan is to include the revised fire evacuation procedure which meets the best practice advice from the London Fire Brigade and HSE. - Facilities Management team to implement new signage etc. - Facilities Management team to distribute emergency plan to site occupiers and to arrange training on plan for fire marshals. - Fire safety documents to be stored corporately to retain corporate knowledge and ensure regularly reviewed. - Fire Safety to be added to COE agenda as a standing item. - Fire drills to be undertaken. - Alternatives to current Civic Centre check in and check out arrangements to be reviewed due to issues with current arrangements. - The creation of a Fire Safety Committee is to be considered. - A report regarding possible options for electric powered personal vehicles (EPPVs) to go to COE. 	Director of HR, Customer Services and Public Affairs & Director of Housing, Planning and Regeneration

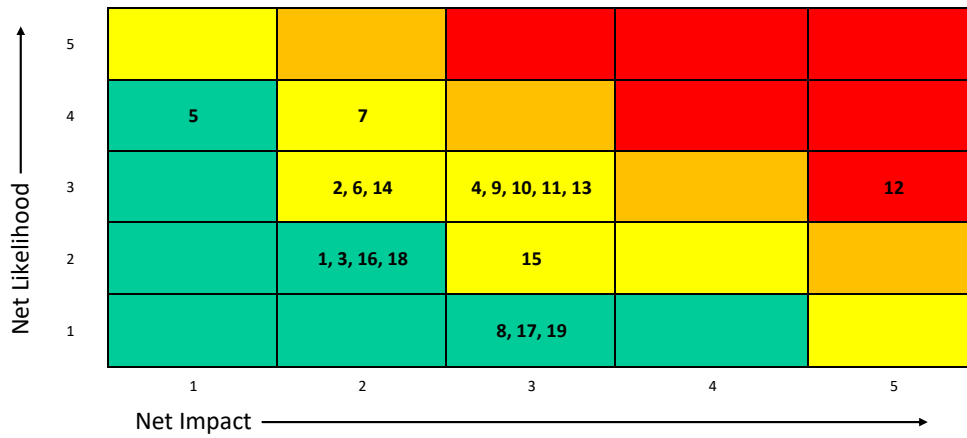
Human Resources and Customer Services Risk Register - Appendix F

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13	Human Resources/Health and Safety	Insufficient first aid arrangements Non compliance with Health and Safety (First Aid) Regulations 1981	<p>Cause(s) - Insufficient first aid cover, for both inside and outside of normal office operating hours. Cover has become even more stretched now that additional sites are operating simultaneously - Delays in requested first aider training being delivered</p> <p>Effect(s) - Non compliance with the Health and Safety (First Aid) Regulations 1981</p>	Health & Safety	3	4	15	1. Reduced number of staff on site 2. Current Civic Centre first aiders list displayed on notice boards across the Civic Centre site and on the intranet. On the list, it encourages people to contact the Attendants Lodge who would know who the available first aiders are and make contact with them 3. Two defibrillators located at Civic Centre site 4. Further first aid training recently undertaken. Further dates are currently being arranged 5. Further recruitment of first aiders being undertaken 6. Increased monthly allowance provided to first aiders to encourage more people to volunteer	3	3	9	- Review to be undertaken of sites which need defibrillators.	Director of HR, Customer Services and Public Affairs
14	Customer Services	Fall in income from Registrars Economic downturn and uncertainty regarding accommodation and other external factors contributing to a significant fall in income in Registrars e.g.loss of Old Palace as a venue option and transition to new building	<p>Cause(s): Uncertainty regarding accommodation Leaving Civic Centre for a less appealing venue</p> <p>Effect(s): Reduced level of bookings Financial impact</p>	Financial - Operational	3	3	9	- Regular budget and activity monitoring - Targeted marketing of ceremonies, venues etc. to maximise income, website videos, use of social media - Flexible use of staff to maximise income in periods of high activity and reduce costs in quieter periods - Development of web based advertising for suppliers such as florists, photographers etc.	3	2	6		Assistant Director of Customer Services
15	Customer Services	Contractor Failure	<p>Cause(s): Contractor (such as Liberata) cease trading due to financial or other failure.</p> <p>Effect(s): Interruption to or deterioration of service due to failure of contractors (out of hours security guards @ Civic Centre, for example)</p>	Contractual and Partnership - Operational	2	4	8	- Regular monitoring of performance and monthly operational meetings to identify any continued and ongoing reduction in service delivery - Core contract monitoring and overview of other elements of the contract to identify shortfalls in other areas of service delivery - Effective scrutiny of potential contractors - Appropriate performance bonds or parent company guarantees - Business continuity planning - Standardised contract letting procedures and documentation as contracts renew	2	3	6	-Identify potential alternative contractors	Assistant Director of Customer Services
16	Customer Services	Contractor Performance	<p>Cause(s): Failure to effectively manage service delivery contracts provided such as Liberata</p> <p>Effect(s): Continued and ongoing poor performance and/or increased customer complaints.</p>	Contractual and Partnership - Operational	4	3	12	- Daily, weekly, monthly and annual monitoring of performance and key performance indicators - Monthly operational meetings with contractor to discuss performance and monitor against balanced score card - Escalation through core contract route of any continued and ongoing shortfalls in performance	2	2	4		Assistant Director of Customer Services

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17	Customer Services	Maintenance of Statutory and GRO standards	Cause(s): Increase in life events (births / deaths) within Bromley Staffing pressures Effect(s): Drop in standards leading to a potential breach of statutory duty and extended wait time to register	Legal - Operational	3	3	9	1. Regular monitoring of registration activity and timescales, close liaison with Medical Examiner and Bereavement/Maternity services 2. Use of casual staff to perform statutory registrations 3. Close monitoring of quality and performance from GRO system reporting 4. Annual report produced for GRO in May	1	3	3		Assistant Director of Customer Services
18	Customer Services	Loss of Facility Loss of customer service accommodation as a result of a major power failure or other incident that prevents access to the Civic Centre	Cause(s): Major power failure or other incident that prevents access to the Civic Centre Effect(s): Major disruption to council services	Data and Information - Operational	3	3	9	Business Continuity Plan regularly reviewed - Existing local resilience procedures (overflow to alternative Liberata Office) establish in a temporary alternative location Considered as part of the overall corporate business continuity plan options for temporary accommodation	2	2	4		Assistant Director of Customer Services
19	Customer Services	Safety of Statutory Records	Cause(s): Fire / flooding Strong room not GRO compliant Effect(s): Damage to or destruction of historic statutory registration records	Operational	3	3	9	Developer of new building advised of Strong Room specifications as directed by GRO, construction of new Strong Room to be completed and signed off by GRO prior to service move	1	3	3		Assistant Director of Customer Services

Human Resources and Customer Services Heat Map - Appendix G



Risk Ref	Risk Description	Gross Risk Rating	Net Risk Rating
1	Ability to respond to industrial action, changes in government initiatives or legal requirements	4	4
2	Failure to comply with HR related legislative requirements e.g. Equalities Act 2010	12	6
3	1) ineffective workforce planning initiatives including succession planning, talent management. 2) upskilling of staff - lack of training resources/opportunities	9	4
4	Ineffective recruitment and retention strategies for hard to fill posts e.g. Adult's Social Workers, Children's Social Workers, Housing, Planning, Building Control	12	9
5	Ineffective pre-employment checks including agency workers	12	4
6	Management of the on-going transitional and transformational changes (Commissioning process, baseline exercise and service redesigns and alternative delivery options)	12	6
7	HR systems failures e.g. payroll, recruitment, HR self-service, pensions	10	8
8	Ineffective compliance with IR35	10	3
9	Staff not completing mandatory and/or required training	12	9
10	Health & Safety (Council) Ineffective management, processes and systems across all Council departments Including in relation to the following areas: Fire Safety Lone Working Violence & Aggression at work	15	9
11	Failure to comply with H&S related legislative requirements e.g. Health and Safety at Work etc. Act 1974	15	9
12	Insufficient fire safety arrangements Non compliance with Regulatory Reform (Fire Safety) Order 2005, as amended by the Fire Safety Act 2021	20	15
13	Insufficient first aid arrangements Non compliance with Health and Safety (First Aid) Regulations 1981	15	9
14	Fall in income from Registrars	9	6
15	Contractor Failure	8	6
16	Contractor Performance	12	4
17	Maintenance of Statutory and GRO standards	9	3
18	Loss of Facility	9	4
19	Safety of Statutory Records	9	3

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Corporate Risk Register - Appendix H

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			CURRENT RISK RATING (See next tab for guidance)			DATE COMPLETED:	RISK OWNER		
					LIKELIHOOD	IMPACT	RISK RATING	LIKELIHOOD	IMPACT	RISK RATING	FURTHER ACTION REQUIRED			
1	Corporate Risk	Failure to deliver a sustainable Financial Strategy which meets with Making Bromley Even Better priorities and failure of individual departments to meet budget	<p>Cause(s):</p> <ol style="list-style-type: none"> The 2023/24 Draft Budget report to Executive identified the need to reduce the Council's 'budget gap' of £29.6m per annum by 2026/27. The Council received a one-year financial settlement for 2023/24, with various funding allocations for 2024/25 which creates uncertainty on funding levels for the medium term. The fundamental review of local government funding through the Fair Funding Review and Business Rate review is now expected to be delayed until at least 2026/27 which adds to financial uncertainty in considering the impact on the financial forecast for 2024/25 to 2026/27. Apart from cost/growth pressures relating to SEN, social care and homelessness, the significant cost increases relating to inflation continue for some time and uncertainty on the future timing of the Adult Social Care Reforms remain. These factors can have a significant impact on the future years' 'budget gap' identified above. More background is included in the Draft 2023/24 Budget and Update on the Council's Financial Strategy 2024/25 to 2026/27 report to Executive on 18th January 2023 and 2023/24 Council Tax report of 6th February 2023. Failure to meet departmental budgets due to increased demand on key services resulting in overspends: Housing (homelessness and cost of bed and breakfast); Adult Social Care (reforms and ageing population); Children's Social Care, Education (central costs, high needs transport and DSG deficit), Waste (growing number of households) and limited delivery of planned mitigation savings. Dependency on external grants to fund services (schools and housing benefits are ring-fenced) - effect if grant reduces (Public Health services) or ceases. Increases in national living wage will have cost implications to the Council over the next few years (e.g. care providers and carers). Local government may be required to take on new funding responsibilities in the future without adequate funding. Impact of future welfare reforms. Ongoing risk of inflation exceeding Bank of England inflation target levels. Failure to identify and highlight frauds and weaknesses in the system of internal control (which invariably have a financial impact). Overall, identified fraud losses are mainly benefit related (Council Tax Support / Single Person Discount). <p>Effect(s):</p> <ol style="list-style-type: none"> Increased overspends in particular services Council unable to carry out its statutory duties due to services cuts Reputational damage 	Finance Financial	5	5	25		4	5	20	The Council continues to explore transformation opportunities to help meet the ongoing budget gap	Director of Finance	
4	Corporate Risk	Ineffective governance and management of contracts	<p>Cause(s):</p> <ol style="list-style-type: none"> Lack of awareness and/or non-compliance with Public Contracts Regulations 2015 and Councils Contract Procedure Rules. Lack of awareness and/or non-compliance with decision making and scrutiny requirements. Insufficient engagement with key support services such as Corporate Procurement, Finance and Legal. Poor planning / lack of timely action for commissioning and procurement activities. Poor record keeping of contracts and contract documentation. Insufficient or unclear arrangements for client side contract management and monitoring resource. Failure to undertake a suitable and proportionate contract management and monitoring plan. Failure of a contractor / partner / provider to maintain agreed service levels resulting in an interruption to or deterioration of service delivery. <p>Effect(s):</p> <ol style="list-style-type: none"> Failure to ensure Value for Money Procurement challenges / complaints leading to delays and potential additional costs Reputational risk Service disruptions Contracts do not deliver expected outcomes or deliver sufficient quality Increased cost and resource to manage contract issues Failure to achieve our Making Bromley Even Better priorities. 	Contract Management Contractual and Partnership	3	4	12		2	4	8	<ul style="list-style-type: none"> Contract Procedure Rules and regular Practice / Guidance notes to all Contract Owners Review of contract management and contract monitoring controls including any issues identified by internal audit Contracts Database and Quarterly Contracts Database Report to all relevant Committees Quarterly RAG rated contract reports to COE/CLT with individual reports to Contract Owners Procurement Board oversight Member scrutiny including regular Contract Monitoring Reports for £500k+ contracts Regular programme of training delivery to staff Quarterly Contract Owners meetings 	<ul style="list-style-type: none"> Contract Management guidance on toolkit to be reviewed Ongoing training delivery Sample check of contract management and contract monitoring arrangements across Council Review of Third Party Spend, identification of any issues and follow up for remedial action and key messaging ongoing and repeated high profile key messaging across the Council and monitoring of compliance 	Service Directors supported by Assistant Director, Governance and Contracts
5	Corporate Risk	Failure to maintain and develop ICT information systems to reliably support departmental service delivery	<p>Cause(s):</p> <ol style="list-style-type: none"> Some information systems not fully fit for future business purpose Insufficient capacity and skill within Corporate IT and services to maintain and support systems during a period of significant change and in the future, including for individual systems Increasing reliance on stability of ICT infrastructure in all areas of the Council (Lync telephony service). Council website now a major channel for the delivery of services (Pay for it, Apply for it, Report it). - (Phase 2 upgrade of website planned) IT failure impacting on critical operational systems. Over the next 3 years we will need to undertake gateway reviews / procurement plans for Council's business critical systems for example, Uniform, Housing info system and Education's Capita One system plus the main LBB website Transfer of IT contract to a provider following procurement process Potential risk in transferring from one site to another if there is lack of adequate support and sufficient timeframe <p>Effect(s):</p> <ol style="list-style-type: none"> Service disruptions Inability to access key systems Reputational damage Inability to support organisation change and savings targets Failure to achieve our MBEB priorities. 	ICT Data and Information Technological	3	4	12		2	4	8	<ul style="list-style-type: none"> Robust backup arrangements in the new accommodation Enhanced antivirus/cyber security, tested system restoration arrangements. Cloud migration project New contract Accommodation better equipped to support resilience 	<ul style="list-style-type: none"> Review data storage /hosting arrangements. Completion of cloud migration, office accommodation, contract procurement and award 	Director of Corporate Services supported by AD IT
6	Corporate Risk	Cyber attack and failure to comply with GDPR	<p>Cause(s):</p> <ol style="list-style-type: none"> Cyber Attack through vulnerability exploitation Failure to comply with principles unlawful disclosure of information Human error <p>Effect(s):</p> <ol style="list-style-type: none"> Service Disruption Data loss Inability to access systems ICO Fine 	ICT Data and Information Technological	4	5	20		3	5	15	<ul style="list-style-type: none"> information governance training provided to all officers system security reviews ITHC/PSN Compliance reviews (Annual) SIEM system monitoring Data Protection Impact Assessments ongoing vulnerability management through Tenable system phishing exercises to raise awareness PCI DSS compliance reviews (Quarterly) 	<ul style="list-style-type: none"> review and implementation of retention schedule in all systems hosting data Further phishing exercises increased training and awareness of Cyber Security continuously improve technical measures to assist Cyber Security, Data Management and Data Search Security Operation Centre(SOC) will be implemented by December/January which will proactive monitoring all of the LBB Data and Infrastructure. 	Service Directors supported by Assistant Director, IT
7	Corporate Risk	Failure to maintain robust Business Continuity and Emergency Planning arrangements	<p>Cause(s):</p> <ol style="list-style-type: none"> Insufficient Emergency Planning structure and processes Insufficient Business Continuity arrangements and procedures, including those of key suppliers Failure to fulfil obligations under the Civil Contingencies Act 2004 as a Category One Responder Inadequate partnership working and collaboration Lack of buy in from senior officers Lack of testing and exercising of plans and processes <p>Effect(s):</p> <ol style="list-style-type: none"> Ineffective response to an emergency / business disruption Significantly prolonged service disruptions Reputational damage / loss of credibility Increased costs to rectify disruptions Injury / harm Failure to fulfil statutory duties in a timely manner 	Business Continuity Physical Reputational	3	4	12		2	4	8	<ul style="list-style-type: none"> Corporate business continuity management programme established Full suite of Business Continuity plans in place at service level across all Directorates Overarching Corporate Business Continuity plan developed identifying prioritisation of all services Corporate Major Emergency Response plan in place On call rota for Emergency Response Manager and at Director level Ongoing training, testing and exercising programme 	<ul style="list-style-type: none"> CLT to continue drive of business continuity management programme Further development of Business Continuity response to a cyber attack Further development of corporate business continuity plan following completion of directorate testing and exercising regime 	Director of Environment and Public Protection

Corporate Risk Register - Appendix H

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			DATE COMPLETED:	17 10 23	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
					FURTHER ACTION REQUIRED									
8	Corporate Risk	Failure to deliver effective Children's services The Council is unable to deliver an effective children's service to fulfil its statutory obligations in safeguarding and protect those at risk of significant harm or death, sexual exploitation or missing from care	<p>Cause(s):</p> <ul style="list-style-type: none"> 1. Inability to recruit and retain sufficient numbers of staff to carry out statutory duties across the division to manage current levels of demand <p>Effect(s):</p> <ul style="list-style-type: none"> 1. Impact on life chances and outcomes for children 2. Adverse inspection leading to reputational damage and further operational difficulties (staff leave etc) 	Children's Social Care Legal, Reputational	3	5	15	<ul style="list-style-type: none"> - Multi Agency Bromley Children's Safeguarding Partnership (BCSP) Training programme 2023/24 has been agreed. - Dedicated HR programme of support in place to recruit social workers to front line posts. We have recently reviewed social media publicity/"Refer a Friend" scheme to ensure we have a broad and comprehensive approach. We are also currently actively recruiting from overseas. - Scrutiny of Performance Management Framework and Indicators - Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Quality Assurance Audit Programme continues to be in place. We have also added "Dip Sampling" of cases to the ways in which we are auditing quality of practice. - Children's Service Practice Improvement Board; this meeting continues to be the key forum for discussing and evaluating the quality of practice. - Continued monitoring of caseloads to keep these in line with the Bromley Caseload Promise. - Identified training plan for qualified social workers and other professionals reviewed and updated quarterly 	2	5	10	<ul style="list-style-type: none"> - Phase 3 'to excellence' plan continues with Performance Improvement Board (PIB) sessions continuing to be held quarterly. - Practice review cycle has continued as has Practice Assurance Stocktakes (PAS) 	Director of Children's Services	
9	Corporate Risk	Temporary Accommodation Inability to effectively manage the volume of people presenting themselves as homeless and the additional pressures placed on the homeless budgets	<p>Cause(s):</p> <ul style="list-style-type: none"> 1. Changes in government funding 2. Rising numbers of placements (approx. 15 per month). 3. Lack of local affordable sustainable options 4. Rising energy and other costs households facing increasing risk of homelessness 5. Uncertainty around the impact of move on requirements for schemes such as Homes for Ukraine, Afghanistan resettlement programme <p>Effect(s):</p> <ul style="list-style-type: none"> 1. Failure to fulfil statutory obligations 2. Impact on life chances and outcomes for individuals and families in temporary accommodation 3. Increased risk of legal challenge due to unsuitable accommodation and increased risk of Out of Borough Placements 4. Increased risk of legal challenge due to provision of unsuitable accommodation (including shared accommodation) 5. Pressure on other services 6. Increase in the number of out of borough placements 	Housing Social	5	4	20	<ul style="list-style-type: none"> - Focus on preventing homelessness and diversion to alternative housing options through:- - Landlord and Tenancy advice, support and sustainment - Assistance, (including financial aid) to access the private rented sector - Access to employment and training - Debt, money, budgeting and welfare benefits advice, including assistance to resolve rent and mortgage arrears - Sanctuary scheme for the protection of victims of domestic violence - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Development of social housing on LBB sites and implementation of Meadowship Homes acquisition - Implementing the Homelessness Strategy - setting up the multi agency Homelessness forum and taking forward the priorities of the strategy - New incentive campaign for private sector landlords embedded and benefits being realised 	4	4	16	<ul style="list-style-type: none"> - Phase 2 of meadowship homes property acquisition now live. Approval to progress with a further 3 housing sites under the LBB affordable housing delivery programme - ongoing conversion of tenancies in the More Homes Bromley scheme from temporary to permanent - Undertake rolling programme of SLA agreements and quality assurance programme for TA to ensure that accommodation procured meets all required accommodation standards - Review requirement for block bookings to ensure sufficient TA supply - Undertake a review of the support and incentives provided to increase access to private sector accommodation. 	Director of Housing, Planning and Regeneration	
11	Corporate Risk	Failure to deliver the Transforming Bromley Programme	<p>Cause(s):</p> <ul style="list-style-type: none"> 1. Failure to identify and put forward sufficient transformation proposals required to deliver a balanced budget in the Medium Term Financial Strategy 2. Failure to deliver appropriate mitigation of existing projected growth pressures within the financial forecast 3. Failure to appropriately resource each Transforming Bromley workstream with sufficient project support and subject matter expertise to enable the identification of proposals 4. Insufficient management oversight and governance arrangements to shape the delivery of proposals to enable Member decision making and inform budget setting for each financial year 5. Insufficient consultation and engagement with relevant stakeholders to ensure the successful delivery of proposals. 6. Additional demand pressures on council services. <p>Effect(s)</p> <ul style="list-style-type: none"> - Inability to address the Council's budget gap. - Unable to meet key commitments of the Medium Term Financial Strategy 	Finance Financial	4	5	20	<ul style="list-style-type: none"> 1. Robust governance process: fortnightly meetings of the Transformation Board, chaired by the Chief Executive and attended by Chief Officers 2. Each Transformation Board workstream attends the Transformation Board before proposals are reviewed by Cabinet/Directors, PDS Committees and the Executive. 3. Each Transformation workstream has appropriate resources to successfully deliver proposals 4. Monthly Transformation newsletter in place to appropriately engage with key stakeholders 5. Where transformation proposals have public law implications, an appropriate assessment is carried out and stakeholders are engaged, including Procurement and Legal Services. 6. Each Chief Officer gives an update at their respective PDS Committee(s) on Transformation progress 7. Transformation Fund supports the successful delivery of transformation proposals subject to a suitable business case being provided 8. A review of core statutory minimum service requirements took place to enable each service area to identify where potential savings could be and to evidence that where discretionary services are delivered. They are done so on a cost-recovery basis and/or they reduce long-term dependency on higher levels of statutory intervention which generate longer term growth pressures for the Council 9. All relevant proposals will be submitted to the Executive to inform budget setting for MTFS. 10. Finance provide assurances through budget monitoring to ensure that agreed mitigation and transformation programmes are on track to deliver the savings identified. Where Directors declare a deviation from the plan, alternative proposals are sought for approval. 	3	5	15	<ul style="list-style-type: none"> In the event that the Transformation Programme fails to support the successful identification of the required quantum of savings to address the Council's underlying budget gap by 2024/25, the Council will still be legally required to deliver a balanced budget as set out in the Local Government Finance Act 1988. If funding reductions remain and growth/cost pressures continue, these decisions are likely to have an impact on the delivery of services to our residents and service users. Timeframe against which savings proposals are established and agreed to enable a balanced MTFS. -Nov/December 2023, Options consulted, EIA, discussed at PDS committees and Executive - January 2024, MTFS discussed and agreed at ERC PDS and Executive - 26 February 2024, Approval of budget at "Special Budget Council" 	Chief Executive	
13	Corporate Risk	Climate Change Failure to adapt the borough and Council services to our changing climate	<p>Cause(s)</p> <ul style="list-style-type: none"> Severe weather events including extreme heat, storms, floods etc <p>Effects</p> <ul style="list-style-type: none"> Resulting in threats to service service provision, environmental quality and residents' health in addition to reputational damage caused by perceived lack of action to tackle climate change 	Service Delivery	3	4	12	<ul style="list-style-type: none"> - 1. Adopt best adaptation practice as identified through the London Councils Climate Programme - Implementation Plan for 2023 to 2025, identifying, mitigating and managing climate risks creating a green and resilient borough. 2. Implementation of LBB's Carbon Management Programme 3. LBB Surface Water Management Plan and Draft Local Flood Risk Strategy 4. Establish net zero (direct) carbon emissions target for 2027 as part of 10 year climate plan 5. Climate Change included within Corporate Risk Register and risks associated with climate change e.g. increased number of extreme weather events, included within Contract Risk Registers. Note the findings of the Independent Assessment of UK Climate Risk published on a 5 cycle. 	2	4	8	<ul style="list-style-type: none"> 1. Emergency Planning to liaise with Public Health on cross-cutting issues e.g. excess summer deaths and vector-borne disease etc. 2. Detailed climate action plan developed as part of ongoing Carbon Management Programme, in order to achieve net zero organisational carbon emissions by 2027. 3. Public signposting document to be developed early in 2023/24 to support homeowners and businesses to reduce their emissions. 	Director of Environment and Public Protection	

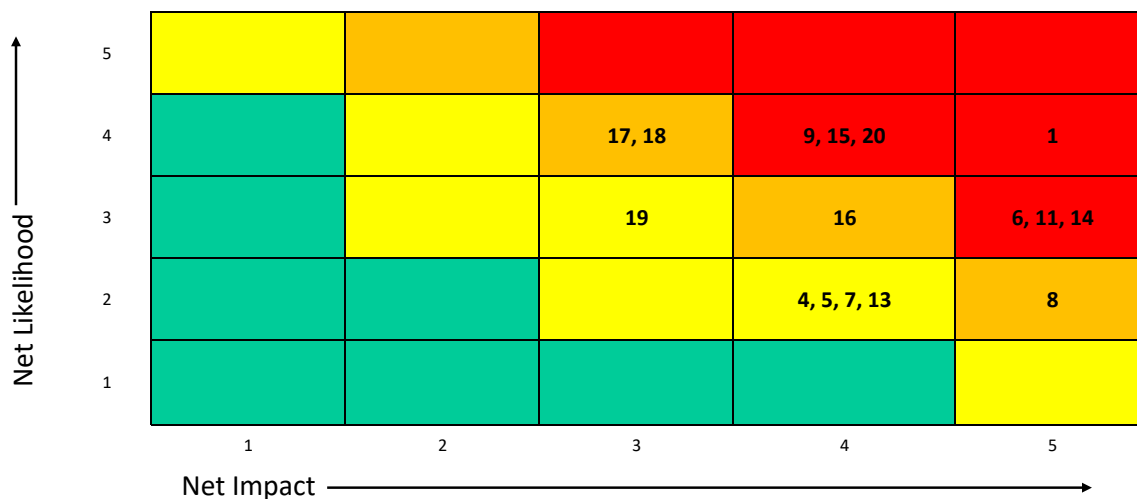
Corporate Risk Register - Appendix H

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			DATE COMPLETED:	17 10 23
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING	FURTHER ACTION REQUIRED	RISK OWNER
14	Corporate Risk	Health & Safety (Fire and First Aid) Non compliance with legislation	<p>Cause(s)</p> <ol style="list-style-type: none"> No trained fire responsible person (legal) for some sites Insufficient numbers of trained fire wardens working from the site to safely manage an evacuation (in accordance with the Fire Risk Assessments). Insufficient fire safety and fire fighting equipment and insufficient first aid supplies Property related issues Insufficient numbers of trained first aiders working from site to ensure sufficient first aid cover Insufficient arrangements for monitoring who is onsite at any given time Fire risk assessments not undertaken <p>Effect(s)</p> <ul style="list-style-type: none"> Non compliance with legislation which could lead to legal and financial consequences Inadequate plans for fire safety and evacuation Non compliance with Health and Safety (First Aid) Regulations 1981 in terms of adequate first aid provision in the form of trained first aiders and appropriate equipment if employees are injured or become ill at work 	Legislative Reputational Legal Physical Personnel	5	5	25	<ul style="list-style-type: none"> Reduced number of staff on site Check in and check out arrangements adopted at the Civic Centre site New fire evacuation instructions for the Civic Centre site published All staff required to complete fire prevention and evacuation e-learning course Currently trying to recruit more volunteers to be fire wardens and first aiders To encourage people to become fire wardens and first aiders, monthly allowance volunteers receive was increased Fire Safety is standing item at Corporate Health and Safety Committee New Fire Safety policy published Arrangements for new accommodation implemented and are under constant review 	3	5	15	<ol style="list-style-type: none"> Learning and Development arranging fire responsible person, fire warden and first aider training. Facilities Management to ensure Fire Risk Assessments are completed. Facilities Management to engage fire safety supplier to produce Emergency Plans. Civic Centre Emergency Plan is to include the revised fire evacuation procedure which meets the best practice advice from the London Fire Brigade and HSE. Facilities Management team to implement new signage etc. Facilities Management team to distribute emergency plan to site occupiers and to arrange training on plan for fire marshals. Fire safety documents to be stored corporately to retain corporate knowledge and ensure regularly reviewed. Fire Safety to be added to COE agenda as a standing item. Fire drills to be undertaken. Alternatives to current Civic Centre check in and check out arrangements to be reviewed due to issues with current arrangements. Out of normal office hours arrangement to be reviewed. 	Director of Housing, Planning and Regeneration Director of Human Resources, Customer Services and Public Affairs
15	Corporate Risk	Homes for Ukraine and other Refugee programmes Inability to effectively manage the volume of people, including unaccompanied minors who may present as homeless due to cessation of sponsor accommodation, safeguarding concerns and the resulting additional pressures placed on the homeless budgets and children's social care	<p>Cause(s):</p> <ol style="list-style-type: none"> Volume of refugees arriving increasing Breakdown in relationship between sponsor and guest Accommodation coming to an end at the pre-agreed period with no alternatives readily available, other than temporary accommodation or foster care <p>Effect(s):</p> <ol style="list-style-type: none"> Failure to fulfil statutory obligations Impact on life chances and outcomes for individuals and families in temporary accommodation, particularly given the vulnerability of the refugees Increased risk of legal challenge due to provision of unsuitable accommodation (including shared accommodation) Pressure on Children's Social Care if the sponsor placement fails and a Foster Placement is required Impact on available accommodation to meet other statutory duties 	Housing Social	5	4	20	<ul style="list-style-type: none"> Focus on preventing homelessness and diversion to alternative housing options through:- Landlord and Tenancy advice, support and sustainment Assistance, (including financial aid) to access the private rented sector Access to employment and training Debt, money, budgeting and welfare benefits advice, including assistance to resolve rent and mortgage arrears Sanctuary scheme for the protection of victims of domestic violence Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money Implementation of the More Homes Bromley initiative to ensure the supply reduces the reliance on nightly paid accommodation Implementing the Homelessness Strategy - setting up the multi agency Homelessness forum and taking forward the priorities of the strategy New incentive campaign for private sector landlords embedded and benefits being realised Modelling taking place to forecast how many households may need accommodation around the 6 month mark Expression of Interest data being utilised and home assessments and DBS checks will be carried out so that alternative sponsor accommodation is available 	4	4	16	<ul style="list-style-type: none"> Approval to progress housing development schemes and reopening of the HRA. First 3 schemes now in development phases with options appraisals in place for further sites. Transformation Board action plan in place for next 3-4 years to increase available housing supply with an overall initial target of 1000 additional affordable homes. Continue to develop partnership working with private sector landlords to assist households to remain in private sector accommodation. Work innovatively with a range of providers to increase access to a supply of affordable accommodation. Continue to focus on early intervention and prevention of homelessness assessing trends in approaches to tackle main causes of homelessness. Beehive acquisition schemes has secured 90 new units of accommodation with Executive approval to enter into an acquisition programme with Orchard and Shipman for c250 homes. Approval given to continue to operate the dedicated team for the next twelve months Deliver incentive scheme for hosts prepared to extend sponsor placement Continue to extend and deliver range of floating support schemes Implement dedicated housing advice role to offer intensive support to families at risk of placement breakdown Ongoing dialogue with sponsors to enable modelling of when placements may come to an end Implementing the re matching service 	Director of Housing, Planning and Regeneration
16	Corporate Risk	Capital Financing Shortfall Risk of significant costs increase in the Capital Programme and possible reductions in proceeds from disposals could impact on the Council's ability to fully fund the Capital programme	<p>Cause(s):</p> <ol style="list-style-type: none"> Property price reductions as a result of the economic environment could have a negative impact on sale proceeds. Limited scope to identify further Council assets for disposal Significant increase in cost of capital schemes due to inflation and supply issues requiring an increase in funding Significant additional costs and future liabilities across the Council's operational estate arising from any further condition survey liabilities not identified at this stage. Requirement to obtain funding for significant new Housing Schemes and impact of higher borrowing costs In January 2023, a report titled Capital Strategy 2023-24 to 2026-27 and Q3 Capital Programme Monitoring to Executive identified a significant increase in the Council's capital programme and resulting funding proposals given the factors identified above there is a risk that significant changes in cost and proceeds could create a new capital financing shortfall that needs to be addressed. The full funding identified excludes the potential works relating to potential works on the Churchill Theatre and library with proposals expected to be reported to Members later this year. Only limited earmarked reserves available to support the capital programme, once other pressures (inc revenue budget gap) are factored in. <p>Effect(s):</p> <p>Without alternative funding, the Council would require drawdown from revenue resources. This would increase the Council's revenue budget gap. Or many schemes would not progress due to lack of funding available although the scope to do this may be limited given the critical nature of some of the works required.</p>	Economic - Strategy	4	4	16	<ol style="list-style-type: none"> Fundamental review of capital programme undertaken to inform updated Capital Strategy 2023/24 to 2026/27 as reported to Executive in January 2023 - this includes full capital programme, approved asset disposals, mitigations and agreed financing options. Regular reporting to Members via SAG, FSG and Executive Tight control and scrutiny [by finance] of capital spending commitments as they reach the level of business case. Quarterly capital programme monitoring reports to Executive. Current programme has now had funding agreed (ie Members have approved PWLB borrowing to refinance existing housing schemes (£50m via PWLB) and the additional option of up to £10m support from the Council's revenue earmarked reserves). 	3	4	12	Director of Finance	
17	Corporate Risk	Operational Property Repair The OPR Programme cannot be delivered to budget and within programme	<p>Cause(s):</p> <ol style="list-style-type: none"> That building cost inflation and other economic uncertainties continue The scope of works required exceeds the budget The programme continues beyond the time anticipated Resource to deliver the programme not available as anticipated <p>Effect(s):</p> <ol style="list-style-type: none"> Not all works required can be implemented Impacted properties may continue to have repair liabilities beyond those anticipated Impacted properties may not be compliant for building regulations and health & safety Works continue beyond the end of the anticipated programme 		5	4	20	<ul style="list-style-type: none"> Surveys undertaken across the portfolio, Cost estimates undertaken utilising average cost per m², Executive Report on findings of the review and proposed capital works to refurbish the properties agreed at Full Council in Dec '22 Ensure alternative and adequate resources are available 	4	3	12	Monitor costs at Programme Board	Director of Housing, Planning and Regeneration

Corporate Risk Register - Appendix H

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)			DATE COMPLETED:	17 10 23
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING	FURTHER ACTION REQUIRED	RISK OWNER
18	Corporate Risk	Operational Property Repair Buildings within the OPR Programme fail prior to commencement of works	<p>Cause(s):</p> <ol style="list-style-type: none"> Infrastructure that is beyond economic repair fails <p>Effect:</p> <ol style="list-style-type: none"> The property cannot be occupied A Council service or stakeholder is unable to continue to offer a service from the property There is a health & safety incident 5. The Council suffers financial and/or reputational loss 		5	4	20	Works on properties known to be at risk are being accelerated	4	3	12	Monitor Facilities Management reports of infrastructure failure	Director of Housing, Planning and Regeneration
19	Corporate Risk	Recruitment and Retention Ineffective recruitment and retention strategies for hard to fill posts	<p>Cause(s):</p> <ol style="list-style-type: none"> Physical environment/hygiene facilities Culture Increasingly fluid market Increases in demand and/or reductions in supply Lack of experienced staff in the labour pool Budget constraints Lack of leadership Failure to compete with other organisations to recruit the highest quality candidates to build an agile work force Cost of living rises deter potential candidates from working in London Recruitment can fluctuate due to external pressures <p>Effect(s):</p> <ol style="list-style-type: none"> Potential service delivery impacts Increased costs due to use of agency workers Reduction in quality of service 	Personnel / Operational	3	4	12	<ol style="list-style-type: none"> Horizon scanning to anticipate changes and trends to staff complement Keeping up to date on national trends for hard to recruit professions Case load review Review of pay and comparison with neighbouring LAs R&R Board to regularly review No Quit Policy in place Implement grow your own initiatives e.g. senior practitioners progression pathway, training pathways for social workers, graduate trainees, apprentices Overseas recruitment Signed up to the London Pledge - all Councils have a memorandum or understanding to pay social workers same rate LBB staff present at recruitment fairs/events Dedicated HR team to support managers in recruiting hard to fill positions in CSC and Education Recruitment drive to convert locums to permanent staff Exit interviews to understand why staff leave Recruitment event took place in January 2023 	3	3	9	<ol style="list-style-type: none"> Review of retention strategies Development of a Talent Management Strategy. Consideration to resurrect 'Future Leaders Programme' 	Director of HR, Customer Services and Public Affairs
20	Corporate Risk	Accommodation Move to Direct Line Building	<p>Cause(s)</p> <ol style="list-style-type: none"> Purchase is not financially viable. Scope Creep Conflicting Council Priorities and resources Building not ready for occupation Unable to dispose of the Civic Centre Unable to Maintain the Building Dual running costs of 2 sites Lack of as is surveys and drawings <p>Effect(s):</p> <ol style="list-style-type: none"> Overspend on the capital and revenue budgets. Unable to occupy the building. Subject to circa £40m of works on the Civic Site Wasted costs on the due diligence work Public and staff dissatisfaction Reputational damage Financial implications of not being able to dispose of CC site including ongoing dual running costs 	Financial & Political	5	5	25	<p>Building purchased and Phase 3 level 2/3 operational for a number of staff classed as early movers</p> <ul style="list-style-type: none"> - Subject to member approval Awarded the contract for the refurbishment works - 2 stage tender process so that we can work in partnership with the awarded contractor to work up the final desk and costs - Engaged key property consultants to market the civic centre site and already a lot of interest already - Key workstreams up and running with oversight through a Programme Board and COE 	4	4	16	On-going monitoring as one of the Council's biggest Capital Programme with clear governance process in place and oversight through COE.	Director of Environment and Public Protection

Corporate Risk Register Heat Map - Appendix I



CRR Risk Ref	Risk Description	Gross Risk Rating	Current Risk Rating
1	Failure to deliver a sustainable Financial Strategy which meets with MBEB priorities and failure of individual departments to meet budget	25	20
4	Ineffective governance and management of contracts	12	8
5	Failure to maintain and develop ICT information systems to reliably support Departmental service delivery	12	8
6	Cyber Attack and failure to comply with GDPR	20	15
7	Failure to maintain robust Business Continuity and Emergency Planning arrangements	12	8
8	Failure to deliver effective Children's Services	15	10
9	Temporary Accommodation	20	16
11	Failure to deliver the Transforming Bromley programme	20	15
13	Climate Change	12	8
14	Health and Safety (Fire and First Aid)	25	15
15	Homes for Ukraine and other Refugee Programmes	20	16
16	Capital Financing Shortfall	16	12
17	Operational Property Repair - Budget	20	12
18	Operational Property Repair - Buildings failure	20	12
19	Recruitment and Retention	12	9
20	Accommodation move to Direct Line Building	25	16

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Report
Number:

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE, RESOURCES & CONTRACTS PDS COMMITTEE

Date: 27th November 2023

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

Title: Corporate Contract Register

Contact Officer: Laurence Downes, Assistant Director of Governance and Contracts
Tel: 020 8313 4805 E-mail: laurence.downes@bromley.gov.uk

Chief Officer: Tasnim Shawkat, Director of Corporate Services & Governance
Tel: 020 461 7899 E-mail: Tasnim.shawkat@bromley.gov.uk

Ward: All Wards

1. Reason for report

- 1.1 This report presents November's Corporate Contracts Register for consideration.
 - 1.2 Detailed scrutiny of individual contracts is the responsibility of the six PDS Committees but ER&C PDS takes an overview of the Council's larger value (£200k+) contracts to ensure that commissioning and procurement activity is progressed in a consistent manner. This report provides both the Council wide £200k+ register together with the £50k+ register specific to the ER&C Portfolio.
 - 1.3 A full report is provided twice a year (May and November) including a detailed Part 2 report which includes a commentary on each relevant contract to inform Members of any issues or developments. Otherwise, a Part 1 Register only will be provided as a For Information item with an accompanying Part 2 report only for any contracts RAG rated Red by the Corporate Procurement Team.
 - 1.4 The full report is not being provided this November cycle due to server migration of the Contracts Database. The next full report will be May 2024. No contracts have been RAG rated as Red by the Corporate Procurement Team so there is no accompanying Part 2 report.
-

2. RECOMMENDATIONS

That the Executive, Resources and Contracts PDS Committee:

- 2.1 Notes that the appended Part 1 Contract Register forms part of the Council's commitment to data transparency.

Impact on Vulnerable Adults and Children

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

Corporate Policy

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

Financial

1. Cost of proposal:
 2. Ongoing costs: - N/A
 3. Budget head/performance centre:
 4. Total current budget for this head:
 5. Source of funding:
-

Personnel

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

Legal

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

Procurement

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Corporate & PDS Contracts Registers

- 3.1 The appended Corporate Contracts Register details key information on the Council's 155 active contracts with a Total Contract Value (TCV) greater than £200k, as of 3rd November 2023 when the database snap-shot was taken. Each PDS committee meeting will receive an extract from the CDB of its active contracts with a TCV greater than £50k.
- 3.2 The Register is generated from the Contracts Database (CDB), which is administered by the Corporate Procurement Directorate but populated by the relevant Contract Managers. The Appendix of contracts is ordered by Portfolio, then value.
- 3.3 As a Commissioning Council, this information is vital to facilitate an accurate, comprehensive and up-to-date understanding of the Council's procurement activity, opportunities and costs.
- 3.4 A full list of the Council's active contracts held on the Contracts Database (irrespective of value) will be uploaded to Bromley.gov.uk immediately following this meeting as part of the Council's ongoing commitment to data transparency.
- 3.5 The next Contracts Register will be presented to Members in February 2024.

Contract Register Summary

- 3.6 As you will see from the latest Contracts Database Register (attached) as at 3rd November 2023 the Council had 155 active contracts with a Total Contract Value of £200k and above, of which 0 have been flagged as a concern.

Item	Category	May 2023	September 2023	November 2023
Contracts (>£200k TCV)	All Portfolios	143	145	155
Flagged as a concern	All Portfolios	1	1	0
Capital Contracts	All Portfolios	4	3	17
Portfolio	Adult Care and Health	38	38	40
	Executive, Resources and Contracts	43	39	41
	Public Protection and Enforcement	6	6	6
	Renewal and Recreation and Housing	24	28	33
	Children, Education and Families	18	18	18
	Environment and Community Services	14	16	17
Risk Index	Higher Risk	67	66	72
	Lower Risk	76	79	83

- 3.7 Contract Owners and Directors keep any flagged contracts under review.
- 3.8 For the Executive, Resources and Contracts Portfolio as at 3rd November 2023 the Portfolio had 77 Contracts with a Total Contract Value of £50k and above, with 0 flagged for the attention of the Contract Owner.

Executive, Resources and Contracts

Item	Category	May 2023	September 2023	November 2023
Total Contracts	£50k+	79	76	77
Concern Flag	Concern Flag	2	2	0
	Higher Risk	13	11	11
	Lower Risk	66	65	66

3.9 Appendix 1 sets out a Key to the Contracts Register, explaining the meaning of RAG ratings such as Procurement Status.

3.10 A full report is provided twice a year (May and November) with a detailed Part 2 report providing commentary on all relevant contracts. For all contracts flagged by the Register as approaching their end date, a commentary on the status of the contract is provided by the Contract Owner and the Corporate Procurement team. In addition, a manual RAG rating is assigned by the Assistant Director Governance & Contracts to all relevant contracts to reflect the status of the contract. The definitions of the manual RAG ratings are as follows:

- Red – there are potential issues with the contract or the timescales are tight and it requires close monitoring. For example, a decision on a procurement action is past due or there is a risk that procurement action cannot be completed before the contract end date;
- Amber – appropriate procurement action is either in progress or should be commencing shortly. For example, a tender is underway or an authorisation to extend a contract needs to be in place shortly. Progress needs to be monitored but there are not necessarily any issues;
- Green – appropriate procurement action has been successfully taken (and there should be no issues other than mobilisation as necessary) or there is still sufficient time to commence and complete a procurement action. For example, a tender has been completed and contract award approved; or an extension option has been authorised; or there is still significant time remaining before action needs to commence.
- Neutral – the contract has not been flagged by the Database as approaching its end date. No commentary or RAG rating is required at this time.

4. IMPACT ON VULNERABLE ADULTS & CHILDREN

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

5. POLICY IMPLICATIONS

5.1 The Council's renewed ambition is set out in [Making Bromley Even Better 2021 - 2031](#) and the Contracts Database (and Contract Registers) help in delivering the aims (especially in delivering Ambition Five – Resources & Efficiencies). For Ambition Five, this activity specifically helps by supporting 'robust and active contract management'.

6. PROCUREMENT IMPLICATIONS

6.1 Officers are required to update the Database with information on contracts with a TCV greater than £50k (officers may also add contracts with a TCV greater than £5k). The Database helps to ensure that

procurement activity is undertaken in a timely manner, that Contract Procedure Rules are followed and that Members can systematically scrutinise procurement activity.

7. FINANCIAL IMPLICATIONS

7.1 The Contracts Database and Contract Registers are not primarily financial tools – the Council has other systems and reports for this purpose such as the Budget Monitoring reports. That said, the CDB and associated Registers do contain financial information such as contract dates and values .

8. PERSONNEL IMPLICATIONS

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

9. LEGAL IMPLICATIONS

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

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

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	Appendix 1 –Contracts Database Background information Appendix 2 – Contracts Database and PDS Extract PART 1

Appendix 1 - Contracts Register Key and Background Information

Contract Register Key

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

Register Category	Explanation
Risk Index	Ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) reflecting the contract's intrinsic risk – reported as either Higher Risk or Lower Risk
Contract ID	Unique reference used in contract authorisations
Owner	Manager/commissioner with day-to-day budgetary / service provision responsibility
Approver	Contract Owner's manager, responsible for approving data quality
Contract Title	Commonly used or formal title of service / contract
Supplier	Main contractor or supplier responsible for service provision
Portfolio	Relevant Portfolio for receiving procurement strategy, contract award, contract monitoring and budget monitoring reports
Total Contract Value	The contract's value from commencement to expiry of formally approved period (excludes any extensions yet to be formally approved)
Original Annual Value	Value of the contract its first year (which may be difference from the annual value in subsequent years, due to start-up costs etc.)
Procurement Status (twice a year)	For all contracts automatically ranked by the Database as approaching their end date, a manual RAG rating is assigned by the Assistant Director Governance & Contracts to reflect the status of the contract. The RAG ratings are as follows: Red – there are potential issues with the contract or the timescales are tight and it requires close monitoring. Amber – appropriate procurement action is either in progress or should be commencing shortly. Green – appropriate procurement action has been successfully taken or there is still sufficient time to commence and complete a procurement action.
Start & End Dates	Approved contract start date and end date (excluding any extension which has yet to be authorised)
Months duration	Contract term in months
Commentary	Contract Owners provide a comment where contracts approach their end date. Corporate Procurement may add an additional comment for Members' consideration <i>The Commentary only appears in the 'Part 2' Contracts Register</i>
Capital	Most of the Council's contracts are revenue-funded. Capital-funded contracts are separately identified (and listed at the foot of the Contracts Register) because different reporting / accounting rules apply

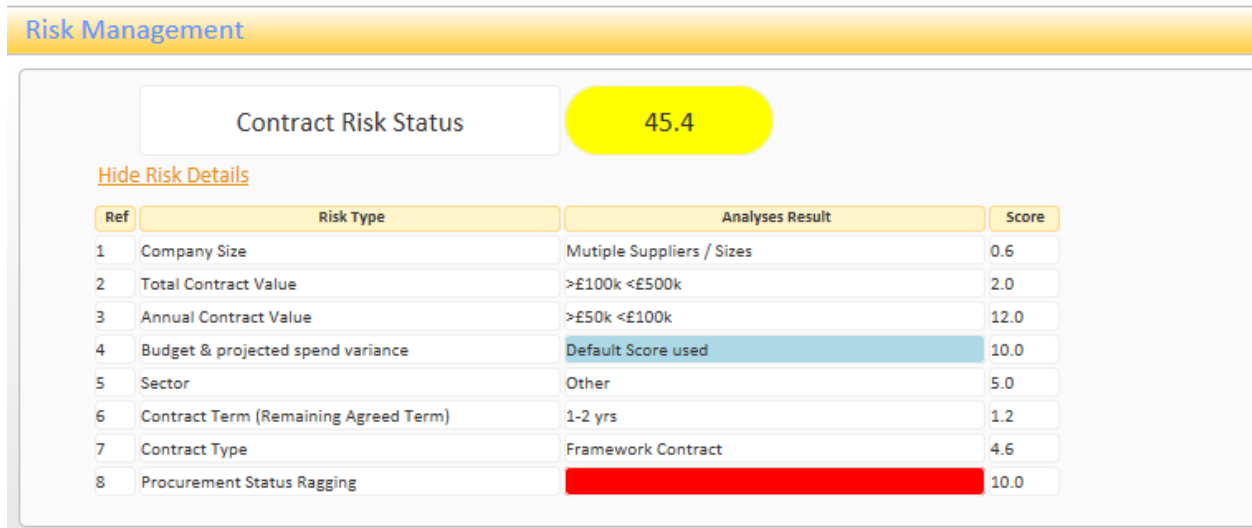
Contract Register Order

1.2 The Contracts Register is ordered by Portfolio and Contract Value. Capital contracts appear at the foot of the Register and 'contracts of concern' (to Corporate Procurement) are flagged at the top.

Risk Index

1.3 The Risk Index is designed to focus attention on contracts presenting the most significant risks to the Council. Risk needs to be controlled to an acceptable level (our risk appetite) rather than entirely eliminated and so the issue is how best to assess and mitigate contract risk. Contract risk is assessed (in

the CDB) according to eight separate factors and scored and weighted to produce a Risk Index figure (out of 100). The Risk Index is reported as either 'Higher Risk' or 'Lower Risk'.



Procurement Status

- 1.4 The Database will highlight contracts approaching their end date through a combination of the Total Contract Value and number of months to expiry . Twice a year, for all contracts highlighted by the Database as potentially requiring action soon, a commentary is provided on the status of the contract and a manual RAG rating is assigned.

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Corporate Contract Register - November 2023

	Main Contract Data						Finance Data		Contract Terms			
Risk Index	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Start Date	End Date	Months Duration	Capital
Higher Risk	230	Kelly Sylvester	Kim Carey	Mental Health - Section 31 Agreement for the Exercise of Mental Health Function - LBB and Oxleas	Oxleas NHS Foundation Trust	Adult Care and Health	30,438,550	1,570,450	01/12/2004	30/11/2024	240	
Higher Risk	5016	Dr Jenny Selway	Nada Lemic	Public Contract Award for 0-19 Years Public Health Nursing Service	Bromley Healthcare CIC Ltd	Adult Care and Health	20,245,000	4,049,000	01/10/2020	30/09/2025	60	
Higher Risk	3795	Christian Markandu	Kim Carey	Older People - Nursing Beds (PF & EMI)	Mission Care Trading Ltd	Adult Care and Health	17,873,000	2,482,000	02/01/2018	01/01/2025	84	
Higher Risk	5136	Kelly Sylvester	Kim Carey	Domiciliary Care Framework Contract	Multiple Suppliers	Adult Care and Health	16,080,000	4,020,000	28/08/2021	27/08/2025	48	
Higher Risk	6343	Kelly Sylvester	Kim Carey	Integrated Community Equipment Service	NRS Healthcare	Adult Care and Health	13,000,000	2,600,000	01/04/2023	31/03/2028	60	
Higher Risk	2597	Jamie Currie	Kim Carey	Adults - Extra Care Housing, Lot 2 - Norton Court, Crown Meadow Court, Durham House	Mears Limited	Adult Care and Health	12,913,000	1,966,000	01/08/2017	31/07/2024	84	
Higher Risk	6287	Kelly Sylvester	Kim Carey	Primary & Secondary Intervention Service	Bromley Third Sector Enterprise	Adult Care and Health	11,945,000	2,389,000	01/10/2022	30/09/2027	60	
Higher Risk	2596	Jamie Currie	Kim Carey	Adults - Extra Care Housing, Lot 1 - Apsley Court, Sutherland House, Regency Court	Creative Support Ltd	Adult Care and Health	11,777,000	1,663,000	01/08/2017	31/07/2024	84	
Higher Risk	5183	Christian Markandu	Kim Carey	Learning Disabilities Supported Living – 213 Widmore Road, Lancaster House, Amplio House, Swingfield Court, Goldsmiths Close	Avenues Trust Group	Adult Care and Health	9,696,500	1,939,300	25/01/2022	24/01/2027	60	
Higher Risk	5077	Christian Markandu	Kim Carey	Learning Disability Supported Living Services	Diagrama	Adult Care and Health	8,765,000	1,753,000	01/04/2021	31/03/2026	60	
Higher Risk	6232	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Enterprise Care Support Ltd	Adult Care and Health	8,442,000	1,688,400	01/03/2022	27/04/2026	49	
Higher Risk	5140	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Carepoint Services Ltd	Adult Care and Health	8,442,000	1,688,400	28/08/2021	27/08/2026	60	
Higher Risk	3813	Mimi Morris-Cotterill	Nada Lemic	Public Health - Adults Substance Misuse Service	Change Grow Live (CGL)	Adult Care and Health	7,702,728	1,348,824	01/12/2018	31/03/2024	64	
Higher Risk	6316	Mimi Morris-Cotterill	Nada Lemic	Integrated Sexual Health Services	Kings College Hospital NHS Foundation Trust	Adult Care and Health	7,158,345	1,551,538	01/04/2023	31/03/2028	60	
Higher Risk	5137	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Absolute Care Services Ltd	Adult Care and Health	6,097,000	1,219,400	28/08/2021	27/08/2026	60	
Higher Risk	5139	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Care Outlook	Adult Care and Health	6,097,000	1,219,400	28/08/2021	27/08/2026	60	
Higher Risk	5181	Christian Markandu	Kim Carey	Learning Disabilities Supported Living – Coppice, Spinney and the Glade	The Brandon Trust	Adult Care and Health	6,022,500	1,204,500	25/01/2022	24/01/2027	60	
Higher Risk	5180	Christian Markandu	Kim Carey	Learning Disabilities Supported Living – 109 & 111 Masons Hill, 18 Century Way, 19 Century Way	The Regard Partnership t/a Achieve Together	Adult Care and Health	5,995,000	1,199,000	25/01/2022	24/01/2027	60	
Higher Risk	5182	Christian Markandu	Kim Carey	Learning Disabilities Supported Living – 173 Crofton Road, 182 Crofton Road, 26 Devonshire Road, Johnson Court	Lewisham Nexus Services Ltd	Adult Care and Health	5,381,500	1,076,300	25/01/2022	24/01/2027	60	
Higher Risk	5138	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Bluefield Care Services Ltd	Adult Care and Health	5,315,333	1,063,067	28/08/2021	27/08/2026	60	
Higher Risk	5143	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Soma Healthcare	Adult Care and Health	5,315,333	1,063,067	28/08/2021	27/08/2026	60	
Higher Risk	5144	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Supreme Care Services	Adult Care and Health	5,315,333	1,063,067	28/08/2021	27/08/2026	60	
Higher Risk	5006	Kelly Sylvester	Kim Carey	Dementia Post Diagnosis Support Services	Bromley, Lewisham and Greenwich Mind	Adult Care and Health	3,430,000	490,000	01/07/2020	30/06/2025	60	
Higher Risk	6340	Christian Markandu	Kim Carey	Supported Living Services at 3 Properties: Brosse Way, Bromley Road & Padua Road	Creative Support Ltd	Adult Care and Health	3,195,000	799,000	06/03/2023	05/03/2027	48	
Higher Risk	5117	Christian Markandu	Kim Carey	Learning Disability Complex Needs Day Service	Eleanor Nursing & Social Care Ltd	Adult Care and Health	2,577,000	859,000	16/08/2021	15/08/2024	36	
Higher Risk	7375	Christian Markandu	Kim Carey	Learning Disability Short Breaks Service	Ambient	Adult Care and Health	2,350,000	470,000	01/04/2023	31/03/2028	60	
Lower Risk	5015	Gillian Fiumicelli	Nada Lemic	Public Health - GP SLAs	General Practitioners	Adult Care and Health	2,100,000	420,000	01/04/2021	31/03/2026	60	
Lower Risk	4921	Christian Markandu	Kim Carey	Hestia - Provision of Mental Health Flexible Support Services	Hestia Housing and Support	Adult Care and Health	2,011,000	391,000	01/10/2019	30/09/2024	60	
Higher Risk	5142	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Profad Care Agency Limited	Adult Care and Health	1,876,000	375,200	28/08/2021	27/08/2026	60	
Lower Risk	6352	Kelly Sylvester	Kim Carey	Advocacy Services for Bromley	Advocacy for All	Adult Care and Health	1,425,000	285,000	01/04/2023	31/03/2028	60	
Lower Risk	5063	Kelly Sylvester	Kim Carey	Direct Payment Support and Payroll Service	Vibrance	Adult Care and Health	1,101,000	202,000	08/04/2021	07/04/2026	60	
Higher Risk	3814	Mimi Morris-Cotterill	Nada Lemic	Public Health - Young Persons Substance Misuse Service	Change Grow Live (CGL)	Adult Care and Health	846,100	148,620	01/12/2018	31/03/2024	64	

Lower Risk	5011	Kelly Sylvester	Kim Carey	Infrastructure support services to the voluntary, community and social enterprise sector	Community Links Bromley	Adult Care and Health	779,305	155,861	01/10/2020	30/09/2025	60	
Lower Risk	5014	Jane Campbell	Kim Carey	Services for the Blind and Partially Sighted	Kent Association for the Blind	Adult Care and Health	592,000	148,000	01/10/2020	30/09/2024	48	
Lower Risk	4841	Jane Campbell	Kim Carey	Physical Disability and Sensory Impairment – DeafPlus Resource Centre for the Deaf	DeafPlus	Adult Care and Health	341,026	48,718	01/10/2018	30/09/2025	84	
Lower Risk	250	Nicola Gage	Kim Carey	Older People - St Marks PCC (Lease)	Biggin Hill Community Care Association	Adult Care and Health	322,500	20,991	10/10/2001	09/10/2031	360	
Lower Risk	5076	Mimi Morris-Cotterill	Nada Lemic	Service for Co-Occuring Mental Health, Alcohol and Drugs Conditions	Oxleas NHS Foundation Trust	Adult Care and Health	278,915	87,000	01/04/2021	31/03/2024	36	
Lower Risk	10434 *	Nicola Gage	Kim Carey	Minor Adaptations DPS	Independent CIC	Adult Care and Health	250,000	50,000	01/04/2023	30/09/2028	66	
Lower Risk	5062	Kelly Sylvester	Kim Carey	Healthwatch Bromley	Healthwatch Bromley	Adult Care and Health	221,994	81,398	01/04/2021	31/03/2024	36	
Lower Risk	3715	Kelly Sylvester	Kim Carey	Building Management - Lewis House	Bromley Experts By Experience CIC	Adult Care and Health	218,000	36,000	01/01/2018	31/12/2023	72	
Higher Risk	5018	Scott Bagshaw	Jared Nehra	Passenger Transport Services Framework Contracts	Multiple Suppliers	Children, Education and Families	49,000,000	7,000,000	19/09/2020	31/08/2025	59	
Higher Risk	5035	Kelly Sylvester	Richard Baldwin	Bromley Children and Young People's Mental Health and Emotional Wellbeing Service.	Bromley Y	Children, Education and Families	4,520,000	904,000	01/04/2021	31/03/2026	60	
Higher Risk	4945	Vicky West	Richard Baldwin	Provision of Adoption Services	CORAM VOICE	Children, Education and Families	2,316,000	386,000	01/06/2019	30/05/2025	72	
Higher Risk	6281	Robert Bollen	Jared Nehra	Consultancy Services for Education Capital Projects - Lot 1	Bailey Partnership (Consultants) LLP	Children, Education and Families	1,300,000	325,000	01/08/2022	31/07/2026	48	
Higher Risk	6282	Robert Bollen	Jared Nehra	Consultancy Services for Education Capital Projects - Lot 2	Bailey Partnership (Consultants) LLP	Children, Education and Families	1,200,000	300,000	01/08/2022	31/07/2026	48	
Higher Risk	6284	Robert Bollen	Jared Nehra	Consultancy Services for Education Capital Projects - Lot 4	Baily Garner LLP	Children, Education and Families	1,100,000	275,000	01/08/2022	31/07/2026	48	
Lower Risk	6283	Robert Bollen	Jared Nehra	Consultancy Services for Education Capital Projects - Lot 3	Pellings LLP	Children, Education and Families	1,100,000	275,000	01/08/2022	31/07/2026	48	
Lower Risk	6328	Daniel Manns	Richard Baldwin	Holiday and Saturday Group based Short Break Service for Disabled Children and Young People	Riverside School	Children, Education and Families	672,675	219,832	01/04/2023	31/03/2026	36	
Lower Risk	4854	Aneesa Kaprie	Richard Baldwin	Family Group Conferencing Service	Daybreak Family Group Conferences	Children, Education and Families	554,000	90,000	01/04/2019	31/03/2024	60	
Lower Risk	5171	Carol Whiting	Richard Baldwin	Family Drug and Alcohol Court (FDAC) Service	The Tavistock and Portman NHS Foundation Trust	Children, Education and Families	501,900	165,000	01/01/2022	31/12/2024	36	
Lower Risk	4946	David Dare	Richard Baldwin	Participation in West London Alliance for Children's Care and Support Services	West London Alliance	Children, Education and Families	484,500	117,000	01/11/2019	30/04/2024	54	
Lower Risk	4905	Rachel Dunley	Richard Baldwin	Cleaning Services to Children and Family Centres and Nurseries	Chequers	Children, Education and Families	464,634	83,394	01/08/2019	30/09/2024	62	
Lower Risk	4957	Scott Bagshaw	Jared Nehra	ICT - Capita ONE Integrated Management Information System	Capita Business Services Ltd	Children, Education and Families	450,000	90,000	01/04/2020	31/03/2025	60	
Lower Risk	179	Scott Bagshaw	Jared Nehra	Education - Co-ordination of admissions between 32 London boroughs	London Grid For Learning Trust	Children, Education and Families	268,863	14,000	01/04/2004	03/06/2026	266	
Lower Risk	3712	Linda King	Betty McDonald	Post 16 Learner Tracker	Royal Borough of Kingston upon Thames	Children, Education and Families	252,000	42,000	01/04/2018	31/03/2024	72	
Lower Risk	5135	Mark Smith	Vicky West	Individual Short Breaks Service	Bromley Mencap	Children, Education and Families	224,998	75,000	01/10/2021	30/09/2024	36	
Lower Risk	5047	Cathy Lloyd williams	Richard Baldwin	Independent Visitors	CORAM VOICE	Children, Education and Families	217,000	43,000	01/03/2021	28/02/2026	60	
Higher Risk	4868	Peter McCready	Colin Brand	Environment Services Lot 2: Waste Collection, Management of Waste Sites and Materials Handling & Sale of Recyclates	Veolia Environmental Services (UK) PLC	Environment and Community Services	102,030,546	12,304,583	01/04/2019	31/03/2027	96	
Higher Risk	3764	Garry Warner	Colin Brand	Highway Maintenance	JB Riney & Co Ltd	Environment and Community Services	90,000,000		01/07/2018	30/06/2027	108	
Higher Risk	4867	Peter McCready	Colin Brand	Environment Services Lot 1: Disposal of Residual Waste	Veolia Environmental Services (UK) PLC	Environment and Community Services	74,902,756	9,595,359	01/04/2019	31/03/2027	96	
Higher Risk	4869	Jim Cowan	Colin Brand	Environment Services Lot 3: Street Environment	Veolia Environmental Services (UK) PLC	Environment and Community Services	44,936,034	5,617,004	01/04/2019	31/03/2027	96	
Higher Risk	4870	Hannah Jackson	Colin Brand	Environment Services Lot 4: Parks Management and Grounds Maintenance	id verde	Environment and Community Services	40,806,832	4,698,854	01/04/2019	31/03/2035	192	
Higher Risk	1371	Chloe Wenbourne	Colin Brand	Parking Enforcement and Associated Services	APCOA Parking (UK) Ltd	Environment and Community Services	19,731,776	1,922,217	03/04/2017	02/04/2027	120	
Lower Risk	4866	Hannah Jackson	Colin Brand	Environmental Services: LOT 5 - Arboricultural Maintenance Services	Glendale Countryside Ltd	Environment and Community Services	4,075,624	509,453	01/04/2019	31/03/2027	96	
Lower Risk	7412	Paul Chilton	Colin Brand	Lease Car Provision	Crown Commercial Suppliers (CCS): Vehicle Lease Framework	Environment and Community Services	2,960,000	808,000	16/05/2023	14/01/2027	44	
Lower Risk	5203	Hugh Chapman	Peter McCready	Tree Planting & Establishment 2023	Gristwood and Toms Ltd	Environment and Community Services	1,175,250	293,813	17/02/2023	31/03/2027	49	
Lower Risk	5184	Peter McCready	Colin Brand	Bromley Market Stall Assembly	MarketForce Services Limited	Environment and Community Services	436,000	109,000	01/01/2022	31/12/2025	48	
Lower Risk	6254	Peter McCready	Colin Brand	FixMyStreet Pro & WasteWorks	SocietyWorks Ltd	Environment and Community Services	432,000	54,000	01/04/2023	31/03/2031	96	

Higher Risk	7425	Garry Warner	Colin Brand	Accommodation Move Programme – Paper Based Document Scanning	Hugh Symons Information Management Services Limited	Environment and Community Services	422,700	422,700	01/08/2023	31/07/2024	12	
Lower Risk	4891	Chloe Wenbourne	Colin Brand	Videalert Ltd	Videalert Ltd	Environment and Community Services	394,496	125,396	01/06/2019	31/05/2026	84	
Lower Risk	5024	Garry Warner	Colin Brand	Rock Salt Access Agreement	ICL UK (SALES) LTD	Environment and Community Services	270,000	90,000	01/10/2020	31/12/2023	39	
Higher Risk	4972	Claudine Douglas-Brown	Peter Turner	Provision of Exchequer Services (Consolidated Summary)	Liberata UK Ltd	Executive, Resources and Contracts	57,460,728	7,171,636	01/04/2020	31/03/2028	96	
Higher Risk	5072	Emma Downie	Charles Obazuaye	Agency Worker Provision	Matrix SCM Ltd	Executive, Resources and Contracts	50,000,000	12,000,000	22/04/2021	21/04/2025	48	
Higher Risk	9433 *	Vinit Shukle	Tasnim Shawkat	** Now Live ** IT Managed Services Contract	British Telecommunications plc	Executive, Resources and Contracts	16,549,000	3,362,000	05/09/2023	04/09/2028	60	
Higher Risk	358	Vinit Shukle	Tasnim Shawkat	WCC Framework BT Lot 1	BT Global	Executive, Resources and Contracts	15,906,939	1,160,277	01/04/2016	15/12/2023	92	
Higher Risk	4973	Duncan Bridgewater	Charles Obazuaye	Exchequer Services - Customer Services and Bromley knowledge	Liberata UK Ltd	Executive, Resources and Contracts	7,197,600	899,700	01/04/2020	31/03/2028	96	
Higher Risk	6270	Vince Shine	Michael Watkins	Reactive Maintenance DPS	London Construction Programme (LB Haringey)	Executive, Resources and Contracts	7,000,000	1,000,000	29/07/2019	28/07/2026	84	
Higher Risk	357	Vinit Shukle	Tasnim Shawkat	WCC Framework BT Lot 3	*Multiple Suppliers	Executive, Resources and Contracts	5,143,061	734,723	01/04/2016	15/12/2023	92	
Lower Risk	75	Francesca Chivers	Peter Turner	Counter Fraud Services	London Borough of Greenwich	Executive, Resources and Contracts	5,047,589	295,000	01/04/2002	31/03/2025	276	
Higher Risk	63	Claudine Douglas-Brown	Peter Turner	Academy Processing System	Capita Secure Systems Ltd	Executive, Resources and Contracts	2,558,102	115,000	01/04/2011	31/03/2024	156	
Lower Risk	3825	Vinit Shukle	Tasnim Shawkat	WCC Framework BT Lot 4	BT Global Services	Executive, Resources and Contracts	2,240,000	560,000	01/01/2019	31/12/2023	60	
Lower Risk	4893	Francesca Chivers	Peter Turner	Insurance Policy – Combined Liability	Maven Public Sector	Executive, Resources and Contracts	1,710,738	342,148	01/05/2019	30/04/2024	60	
Higher Risk	5034	Shupriya Iqbal	Tasnim Shawkat	LBLA Barristers Framework Access Agreement	The Mayor and Commonalty and Citizens of The City of London	Executive, Resources and Contracts	1,400,000	300,000	01/01/2020	31/12/2023	48	
Lower Risk	329	Dan Parsons	Peter Turner	Pension System	Heywood LTD	Executive, Resources and Contracts	1,105,000	73,300	01/10/2013	30/06/2025	141	
Lower Risk	7403	Antoinette Thorne	Charles Obazuaye	Use of Permanent Recruitment Agencies Arrangement	Multiple Suppliers	Executive, Resources and Contracts	1,000,000	200,000	01/04/2023	31/03/2028	60	
Lower Risk	6221	Shakeela Shourie	Charles Obazuaye	Mandatory Training & Development Programmes and Resources/Tools	Multiple Suppliers	Executive, Resources and Contracts	990,000	330,000	01/04/2022	31/03/2025	36	
Lower Risk	5123	Mike Jarman	Sara Bowrey	Security Services	SSG Support Services Group Ltd	Executive, Resources and Contracts	932,963	225,885	01/09/2021	31/10/2025	50	
Higher Risk	5157	Mike Jarman	Sara Bowrey	M&E PPM and Reactive Repairs	B & M McHugh Ltd	Executive, Resources and Contracts	834,729	355,509	01/10/2021	30/09/2024	36	
Lower Risk	4892	Francesca Chivers	Peter Turner	Insurance Policy – Buildings Insurance	Travelers Insurance Company Limited	Executive, Resources and Contracts	833,210	166,642	01/05/2019	30/04/2024	60	
Lower Risk	4975	David Bradshaw	Peter Turner	Exchequer Services - School Finance	Liberata UK Ltd	Executive, Resources and Contracts	720,480	90,060	01/04/2020	31/03/2028	96	
Lower Risk	5000	Dee Jackson	Vinit Shukle	Social Care Case Management Software Licence (1)	LiquidLogic Limited	Executive, Resources and Contracts	708,060	236,020	01/06/2022	30/06/2025	37	
Higher Risk	5088	Mike Jarman	Sara Bowrey	Cleaning Services at Bromley Civic Centre, Stockwell Close and Walnuts Offices, The Walnuts, Orpington	City Cleaning and Support Services Limited	Executive, Resources and Contracts	684,770	228,257	01/10/2021	30/09/2024	36	
Lower Risk	5120	Mike Jarman	Sara Bowrey	Fire Systems Maintenance	AJS Group Services Ltd,	Executive, Resources and Contracts	669,092	167,273	01/10/2021	30/09/2025	48	
Lower Risk	4991	Francesca Chivers	Peter Turner	Insurance shared service	London Borough of Sutton	Executive, Resources and Contracts	520,000	104,000	01/04/2020	31/03/2025	60	
Lower Risk	3663	Francesca Chivers	Peter Turner	Insurance - Legal Panel	Various	Executive, Resources and Contracts	500,000	100,000	01/04/2020	31/03/2025	60	
Lower Risk	3739	Vinit Shukle	Tasnim Shawkat	Public Service Network Internet Connection	London Grid For Learning Trust	Executive, Resources and Contracts	437,990	62,998	01/04/2015	12/11/2023	103	
Lower Risk	3733	James Mullender	Peter Turner	Pension Fund – Actuarial Services	Mercer Ltd	Executive, Resources and Contracts	331,000	55,000	01/04/2018	31/03/2024	72	
Lower Risk	6280	Dan Parsons	Peter Turner	Pensions Fund Admin Shared Service	London Borough of Wandsworth	Executive, Resources and Contracts	328,950	65,790	12/08/2021	31/08/2026	60	
Lower Risk	5121	Mike Jarman	Sara Bowrey	Asbestos Services	Riverside Environmental Services Ltd	Executive, Resources and Contracts	301,300	75,325	01/10/2021	30/09/2025	48	
Lower Risk	1468	James Mullender	Peter Turner	Banking Services	HSBC Bank Plc	Executive, Resources and Contracts	287,880	50,970	01/04/2017	31/03/2024	84	
Lower Risk	5133	Mike Jarman	Amy Milton	Lift Maintenance Services	RJ Lift Services Ltd	Executive, Resources and Contracts	281,448	70,372	01/10/2021	30/09/2025	48	
Lower Risk	5089	Mike Jarman	Sara Bowrey	Postal Services	Royal Mail PLC	Executive, Resources and Contracts	270,000	90,000	16/07/2021	15/09/2024	38	
Lower Risk	4951	Mike Jarman	Sara Bowrey	Document Management Solutions	Restore PLC	Executive, Resources and Contracts	240,000	80,000	01/01/2020	31/12/2023	48	
Lower Risk	73	Claudine Douglas-Brown	Peter Turner	Payment Management System	Capita Secure Systems Ltd	Executive, Resources and Contracts	237,150	237,150	01/04/2011	31/03/2026	180	

Lower Risk	4906	Francesca Chivers	Peter Turner	Motor Insurance Policy – Fleet & Staff Leased Cars	Zurich Insurance plc	Executive, Resources and Contracts	235,035	47,007	01/05/2019	30/04/2024	60	
Lower Risk	6237	Shupriya Iqbal	Tasnim Shawkat	LBLA (London Boroughs Legal Alliance) Solicitors Framework	The Mayor and Commonalty and Citizens of The City of London	Executive, Resources and Contracts	202,500	67,500	08/07/2022	07/07/2025	36	
Lower Risk	6238	Shupriya Iqbal	Tasnim Shawkat	EM Lawshare Access Agreement Framework	Nottinghamshire County Council	Executive, Resources and Contracts	200,000	50,000	01/04/2022	31/03/2026	48	
Higher Risk	4859	Robert Vale	Colin Brand	CCTV Monitoring	Enigma CCTV Ltd	Public Protection and Enforcement	2,593,800	288,200	01/04/2019	31/03/2028	108	
Higher Risk	4858	Robert Vale	Colin Brand	CCTV Repair and Maintenance Contract	Tyco Fire & Intergrated Souldion (UK) Ltd	Public Protection and Enforcement	1,233,369	135,573	01/04/2019	31/03/2028	108	
Lower Risk	4941	Louise Watkinson	Colin Brand	Mortuary Contract	Princess Royal University Hospital Mortuary via Kings College Hospital NHS Foundation Trust (with LB Bexley)	Public Protection and Enforcement	1,011,000	180,000	01/10/2019	30/09/2025	72	
Lower Risk	6374	Sarah Newman	Sarah Newman	Domestic Abuse Services For Victim Survivors	Bromley & Croydon Women's Aid	Public Protection and Enforcement	467,686	233,843	01/04/2023	31/03/2025	24	
Lower Risk	3799	Louise Watkinson	Colin Brand	Coroners Service	London Borough of Croydon	Public Protection and Enforcement	448,640	224,320	01/04/1966	31/08/2029	762	
Lower Risk	6276	Louise Watkinson	Colin Brand	Idox - Public Protection Department	Idox Software Ltd	Public Protection and Enforcement	248,619	138,993	01/06/2022	31/05/2025	36	
Higher Risk	3699	Paula Young	Sara Bowrey	Provision of Library Services	Greenwich Leisure Ltd	Renewal and Recreation and Housing	41,809,437	4,724,066	01/11/2017	31/10/2027	120	
Higher Risk	4873	Paula Young	Sara Bowrey	Mytime Active - Beckenham Spa	MyTime Active	Renewal and Recreation and Housing	15,600,000	390,000	01/04/2019	31/03/2059	480	
Higher Risk	300	Lynnette Chamielec	Sara Bowrey	Housing - Private Sector Leasing for use as Temporary Accommodation	Orchard and Shipman PLC	Renewal and Recreation and Housing	12,312,100	1,562,420	01/04/2016	31/03/2024	96	
Higher Risk	4878	Paula Young	Sara Bowrey	Mytime Active - FRIL Pavilion	MyTime Active	Renewal and Recreation and Housing	10,000,000	250,000	01/04/2019	31/03/2059	480	
Higher Risk	6332	Amy Milton	Sara Bowrey	Energy Services - Natural Gas Utility Supply	SEFE Energy	Renewal and Recreation and Housing	3,285,000	1,095,000	02/11/2022	30/09/2025	34	
Higher Risk	9429 *	Emma Pearce	Sara Bowrey	Facilities Management - Ascot Services	Ascot Services UK Limited	Renewal and Recreation and Housing	3,125,000	1,562,000	28/07/2023	28/07/2025	24	
Higher Risk	6321	Tracey Wilson	Sarah Hogan	Blackhawk Energy Support	BLACKHAWK NETWORK EMEA LIMITED	Renewal and Recreation and Housing	2,000,000	1,000,000	01/12/2022	21/11/2024	23	
Lower Risk	4877	Paula Young	Sara Bowrey	Mytime Active - FRIL for High Elms Golf Course	MyTime Active	Renewal and Recreation and Housing	2,000,000	50,000	01/04/2019	31/03/2059	480	
Lower Risk	6243	Lydia Lewinson	Sara Bowrey	Accommodation and Tenancy Sustainment Service for Young People	DePaul UK Ltd	Renewal and Recreation and Housing	1,940,000	388,000	08/09/2022	07/09/2027	60	
Lower Risk	6302	Lynnette Chamielec	Sara Bowrey	Accommodation, Support and Tenancy Sustainment Service	Hestia Housing and Support	Renewal and Recreation and Housing	1,170,000	234,000	01/02/2023	31/01/2028	60	
Lower Risk	5160	Lynnette Chamielec	Sara Bowrey	Tenancy Support Services for Homeless People	The Riverside Group Limited	Renewal and Recreation and Housing	1,150,000	230,000	01/04/2022	31/03/2027	60	
Lower Risk	5066	Tracey Wilson	Sara Bowrey	Essential Household Goods Framework (Housing - Framework for Essential Household Goods)	Family Fund Trading Ltd	Renewal and Recreation and Housing	1,101,000	259,000	01/04/2021	31/03/2026	60	
Higher Risk	2594	Tracey Wilson	Sara Bowrey	Housing Information Systems	Orchard Information Systems Ltd	Renewal and Recreation and Housing	1,029,406	117,929	10/04/2017	09/04/2024	84	
Lower Risk	4875	Paula Young	Sara Bowrey	Mytime Active - FRIL Lease for Bromley Golf Course	MyTime Active	Renewal and Recreation and Housing	1,000,000	25,000	01/04/2019	31/03/2059	480	
Lower Risk	4876	Paula Young	Sara Bowrey	Mytime Active - FRIL for Crofton Halls	MyTime Active	Renewal and Recreation and Housing	1,000,000	25,000	01/04/2019	31/03/2059	480	
Lower Risk	4986	Alicia Munday	Sara Bowrey	Crystal Palace Park Café Lease	Brown and Green Café Ltd	Renewal and Recreation and Housing	639,000	54,000	01/05/2019	30/04/2029	120	
Lower Risk	5179	Lydia Lewinson	Sara Bowrey	Women's Refuge, Support and Tenancy Sustainment Service	Bromley & Croydon Women's Aid	Renewal and Recreation and Housing	619,989	123,998	01/01/2022	31/01/2027	61	
Lower Risk	5167	Amy Milton	Sara Bowrey	Property and Estate Management Services - Montagu Evans LLP	Montagu Evans LLP	Renewal and Recreation and Housing	450,000	112,000	01/11/2021	30/11/2025	49	
Lower Risk	5168	Amy Milton	Sara Bowrey	Property and Estate Management Services – Stiles Harold Williams Partnership LLP (SHW)	Stiles Harold Williams Partnership LLP (SHW)	Renewal and Recreation and Housing	450,000	112,000	01/11/2021	30/11/2025	49	
Lower Risk	4874	Paula Young	Sara Bowrey	Mytime Active - FRIL for Biggin Hill	MyTime Active	Renewal and Recreation and Housing	400,000	10,000	01/04/2019	31/03/2059	480	
Lower Risk	6312	Amy Milton	Sara Bowrey	Statutory Asset Valuations 2022 – 2027	Montagu Evans LLP	Renewal and Recreation and Housing	398,640	80,000	01/10/2022	31/12/2027	63	
Lower Risk	5122	Mike Jarman	Sara Bowrey	Property Management Software System (CAFM and Helpdesk)	Concerto Support Services Ltd	Renewal and Recreation and Housing	378,000	129,000	01/09/2021	31/08/2025	48	
Lower Risk	7395	Tim Horsman	Sara Bowrey	Planning and Building Control Case Management IT System	Arcus Global Ltd	Renewal and Recreation and Housing	323,520	88,880	05/05/2023	04/05/2027	48	
Higher Risk	9434 *	Alicia Munday	Sara Bowrey	Churchill Theatre External Lighting	Elcom Projects Ltd	Renewal and Recreation and Housing	267,000	267,000	16/06/2023	23/12/2023	6	
Lower Risk	10436 *	Amy Milton	Sara Bowrey	Multi-Function Device (MFD) Contract Award and Refresh of Units out of Contract/Lease Period(s)	Canon (UK) Ltd	Renewal and Recreation and Housing	211,470	42,294	01/05/2023	30/04/2028	60	
Higher Risk	5025	Robert Bollen	Jared Nehra	Phase 3 Works at Beacon Academy Orpington	ARC Group London Limited	Children, Education and Families	1,146,552	1,146,552	01/07/2019	16/11/2023	52	Capital

Higher Risk	10443 *	Simon Goodburn	Colin Brand	** Now Live ** Accommodation Move Programme - Neilcott Construction Limited	Neilcott Construction Ltd	Environment and Community Services	9,000,000	83,915	01/10/2023	30/09/2025	24	Capital
Higher Risk	4980	Peter McCready	Colin Brand	Multi disciplinary consultancy services for Depots Improvement Scheme	Pick Everard	Environment and Community Services	758,105		13/03/2020	31/03/2025	60	Capital
Lower Risk	7386	Emma Pearce	Colin Brand	Accommodation Move Programme – Design Consultants Contract	Pellings LLP	Environment and Community Services	225,197	225,197	30/03/2023	31/05/2025	26	Capital
Lower Risk	5219	Amy Milton	Sara Bowrey	Health and Wellbeing Centre (Civic Centre) - Project Architect	Gardner Stewart Architects	Executive, Resources and Contracts	786,000	675,000	21/02/2022	30/09/2026	55	Capital
Lower Risk	5212	Simon Goodburn	Sara Bowrey	Health and Well Being Centre (Civic Centre) Western Gateway - Project Management	K2 Consultancy Ltd	Executive, Resources and Contracts	493,617	283,773	10/05/2022	30/09/2026	52	Capital
Lower Risk	5214	Simon Goodburn	Sara Bowrey	Health and Wellbeing Centre (Civic Centre) Western Gateway - MEPH	Waterman Group	Executive, Resources and Contracts	403,450	288,100	10/05/2022	30/09/2026	52	Capital
Lower Risk	5211	Simon Goodburn	Sara Bowrey	Health and Well Being Centre (Civic Centre) Western Gateway - Quantity Surveyor	K2 Consultancy Ltd	Executive, Resources and Contracts	321,638	188,000	10/05/2022	30/09/2026	52	Capital
Lower Risk	5213	Simon Goodburn	Sara Bowrey	Health and Well Being Centre (Civic Centre) Western Gateway - C & S Engineers	Clarkbond Engineering Services	Executive, Resources and Contracts	219,000	171,500	10/05/2022	30/09/2026	52	Capital
Higher Risk	7398	Alicia Munday	Sara Bowrey	West Wickham Housing & Library Project - Lot 2 Housing and Road Works	Buxton Building Contractors Ltd	Renewal and Recreation and Housing	7,050,800	7,050,800	06/12/2022	31/03/2026	39	Capital
Higher Risk	9430 *	Mollie Lyon	Alicia Munday	Interpretation and design services for the Crystal Palace Park Regeneration	HTA Design LLP	Renewal and Recreation and Housing	4,700,000	1,566,666	01/08/2023	31/03/2026	32	Capital
Higher Risk	7397	Alicia Munday	Sara Bowrey	West Wickham Housing & Library Project - Lot 1 Library	ARC Group London Limited	Renewal and Recreation and Housing	3,927,246	3,927,246	06/12/2022	31/10/2025	34	Capital
Lower Risk	10435 *	Darren Essex	Sara Bowrey	PROFESSIONAL APPOINTMENT Incorporating and amending the JCT Consultancy Agreement, 2016 Edition	K2 Consultancy Ltd	Renewal and Recreation and Housing	1,634,000		01/04/2023	31/03/2027	48	Capital
Higher Risk	9432 *	Mollie Lyon	Alicia Munday	Multi-disciplinary services for the Crystal Palace Park Regeneration - HTA	Fulkers Bailey Russell	Renewal and Recreation and Housing	1,498,745	927,827	13/06/2023	30/06/2026	36	Capital
Higher Risk	9427 *	Simon Goodburn	Sara Bowrey	Orpington Library Air Source Heat Pump Installation	A D ENVIRONMENTAL LTD	Renewal and Recreation and Housing	235,055	235,055	10/07/2023	18/09/2024	14	Capital
Lower Risk	6292	Simon Goodburn	Sara Bowrey	Boiler Design, Supply, Installation: Walnuts Orpington / Saxon Centre	BSW Heating	Renewal and Recreation and Housing	208,678	208,678	17/10/2022	18/11/2024	25	Capital
Higher Risk	7427 *	Alicia Munday	Sara Bowrey	Changing Places – Crystal Palace Park & High Elms Country Park	Rise Adaptions Ltd	Renewal and Recreation and Housing	203,650	203,650	13/07/2023	31/12/2023	5	Capital

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Contract Register Report - £50k Portfolio Filtered - Executive, Resources and Contracts

November 2023

Risk Index	Main Contract Data						Finance Data		Contract Terms			Capital
	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Start Date	End Date	Months Duration	
Higher Risk	4972	Claudine Douglas-Brown	Peter Turner	Provision of Exchequer Services (Consolidated Summary)	Liberata UK Ltd	Executive, Resources and Contracts	57,460,728	7,171,636	01/04/2020	31/03/2028	96	
Higher Risk	5072	Emma Downie	Charles Obazuaye	Agency Worker Provision	Matrix SCM Ltd	Executive, Resources and Contracts	50,000,000	12,000,000	22/04/2021	21/04/2025	48	
Higher Risk	9433	Vinit Shukle	Tasnim Shawkat	** Now Live ** IT Managed Services Contract	British Telecommunications plc	Executive, Resources and Contracts	16,549,000	3,362,000	05/09/2023	04/09/2028	60	
Higher Risk	358	Vinit Shukle	Tasnim Shawkat	WCC Framework BT Lot 1	BT Global	Executive, Resources and Contracts	15,906,939	1,160,277	01/04/2016	15/12/2023	92	
Higher Risk	4973	Duncan Bridgewater	Charles Obazuaye	Exchequer Services - Customer Services and Bromley knowledge	Liberata UK Ltd	Executive, Resources and Contracts	7,197,600	899,700	01/04/2020	31/03/2028	96	
Higher Risk	6270	Vince Shine	Michael Watkins	Reactive Maintenance DPS	London Construction Programme (LB Haringey)	Executive, Resources and Contracts	7,000,000	1,000,000	29/07/2019	28/07/2026	84	
Higher Risk	357	Vinit Shukle	Tasnim Shawkat	WCC Framework BT Lot 3	*Multiple Suppliers	Executive, Resources and Contracts	5,143,061	734,723	01/04/2016	15/12/2023	92	
Lower Risk	75	Francesca Chivers	Peter Turner	Counter Fraud Services	London Borough of Greenwich	Executive, Resources and Contracts	5,047,589	295,000	01/04/2002	31/03/2025	276	
Higher Risk	63	Claudine Douglas-Brown	Peter Turner	Academy Processing System	Capita Secure Systems Ltd	Executive, Resources and Contracts	2,558,102	115,000	01/04/2011	31/03/2024	156	
Lower Risk	3825	Vinit Shukle	Tasnim Shawkat	WCC Framework BT Lot 4	BT Global Services	Executive, Resources and Contracts	2,240,000	560,000	01/01/2019	31/12/2023	60	
Lower Risk	4893	Francesca Chivers	Peter Turner	Insurance Policy – Combined Liability	Maven Public Sector	Executive, Resources and Contracts	1,710,738	342,148	01/05/2019	30/04/2024	60	
Higher Risk	5034	Shupriya Iqbal	Tasnim Shawkat	LBLA Barristers Framework Access Agreement	The Mayor and Commonalty and Citizens of The City of London	Executive, Resources and Contracts	1,400,000	300,000	01/01/2020	31/12/2023	48	
Lower Risk	329	Dan Parsons	Peter Turner	Pension System	Heywood LTD	Executive, Resources and Contracts	1,105,000	73,300	01/10/2013	30/06/2025	141	
Lower Risk	7403	Antoinette Thorne	Charles Obazuaye	Use of Permanent Recruitment Agencies Arrangement	Multiple Suppliers	Executive, Resources and Contracts	1,000,000	200,000	01/04/2023	31/03/2028	60	
Lower Risk	6221	Shakeela Shourie	Charles Obazuaye	Mandatory Training & Development Programmes and Resources/Tools	Multiple Suppliers	Executive, Resources and Contracts	990,000	330,000	01/04/2022	31/03/2025	36	
Lower Risk	5123	Mike Jarman	Sara Bowrey	Security Services	SSG Support Services Group Ltd	Executive, Resources and Contracts	932,963	225,885	01/09/2021	31/10/2025	50	
Higher Risk	5157	Mike Jarman	Sara Bowrey	M&E PPM and Reactive Repairs	B & M McHugh Ltd	Executive, Resources and Contracts	834,729	355,509	01/10/2021	30/09/2024	36	
Lower Risk	4892	Francesca Chivers	Peter Turner	Insurance Policy – Buildings Insurance	Travelers Insurance Company Limited	Executive, Resources and Contracts	833,210	166,642	01/05/2019	30/04/2024	60	
Lower Risk	4975	David Bradshaw	Peter Turner	Exchequer Services - School Finance	Liberata UK Ltd	Executive, Resources and Contracts	720,480	90,060	01/04/2020	31/03/2028	96	
Lower Risk	5000	Dee Jackson	Vinit Shukle	Social Care Case Management Software Licence (1)	LiquidLogic Limited	Executive, Resources and Contracts	708,060	236,020	01/06/2022	30/06/2025	37	
Higher Risk	5088	Mike Jarman	Sara Bowrey	Cleaning Services at Bromley Civic Centre, Stockwell Close and Walnuts Offices, The Walnuts, Orpington	City Cleaning and Support Services Limited	Executive, Resources and Contracts	684,770	228,257	01/10/2021	30/09/2024	36	
Lower Risk	5120	Mike Jarman	Sara Bowrey	Fire Systems Maintenance	AJS Group Services Ltd,	Executive, Resources and Contracts	669,092	167,273	01/10/2021	30/09/2025	48	
Lower Risk	4991	Francesca Chivers	Peter Turner	Insurance shared service	London Borough of Sutton	Executive, Resources and Contracts	520,000	104,000	01/04/2020	31/03/2025	60	
Lower Risk	3663	Francesca Chivers	Peter Turner	Insurance - Legal Panel	Various	Executive, Resources and Contracts	500,000	100,000	01/04/2020	31/03/2025	60	
Lower Risk	3739	Vinit Shukle	Tasnim Shawkat	Public Service Network Internet Connection	London Grid For Learning Trust	Executive, Resources and Contracts	437,990	62,998	01/04/2015	12/11/2023	103	
Lower Risk	3733	James Mullender	Peter Turner	Pension Fund – Actuarial Services	Mercer Ltd	Executive, Resources and Contracts	331,000	55,000	01/04/2018	31/03/2024	72	
Lower Risk	6280	Dan Parsons	Peter Turner	Pensions Fund Admin Shared Service	London Borough of Wandsworth	Executive, Resources and Contracts	328,950	65,790	12/08/2021	31/08/2026	60	
Lower Risk	5121	Mike Jarman	Sara Bowrey	Asbestos Services	Riverside Environmental Services Ltd	Executive, Resources and Contracts	301,300	75,325	01/10/2021	30/09/2025	48	
Lower Risk	1468	James Mullender	Peter Turner	Banking Services	HSBC Bank Plc	Executive, Resources and Contracts	287,880	50,970	01/04/2017	31/03/2024	84	
Lower Risk	5133	Mike Jarman	Amy Milton	Lift Maintenance Services	RJ Lift Services Ltd	Executive, Resources and Contracts	281,448	70,372	01/10/2021	30/09/2025	48	
Lower Risk	5089	Mike Jarman	Sara Bowrey	Postal Services	Royal Mail PLC	Executive, Resources and Contracts	270,000	90,000	16/07/2021	15/09/2024	38	
Lower Risk	4951	Mike Jarman	Sara Bowrey	Document Management Solutions	Restore PLC	Executive, Resources and Contracts	240,000	80,000	01/01/2020	31/12/2023	48	
Lower Risk	73	Claudine Douglas-Brown	Peter Turner	Payment Management System	Capita Secure Systems Ltd	Executive, Resources and Contracts	237,150	237,150	01/04/2011	31/03/2026	180	

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Lower Risk	4906	Francesca Chivers	Peter Turner	Motor Insurance Policy – Fleet & Staff Leased Cars	Zurich Insurance plc	Executive, Resources and Contracts	235,035	47,007	01/05/2019	30/04/2024	60	
Lower Risk	6237	Shupriya Iqbal	Tasnim Shawkat	LBLA (London Boroughs Legal Alliance) Solicitors Framework	The Mayor and Commonalty and Citizens of The City of London	Executive, Resources and Contracts	202,500	67,500	08/07/2022	07/07/2025	36	
Lower Risk	6238	Shupriya Iqbal	Tasnim Shawkat	EM Lawshare Access Agreement Framework	Nottinghamshire County Council	Executive, Resources and Contracts	200,000	50,000	01/04/2022	31/03/2026	48	
Lower Risk	4853	Emma Downie	Charles Obazuaye	Web Recruitment System	Havas People	Executive, Resources and Contracts	197,024	27,750	27/09/2018	31/12/2025	87	
Lower Risk	5131	Mike Jarman	Sara Bowrey	Water Hygiene Services	Healthy Buildings (Ireland) Ltd (HBE)	Executive, Resources and Contracts	182,898	45,763	01/10/2021	30/09/2025	48	
Lower Risk	7392	Vinit Shukle	Tasnim Shawkat	IT Consultancy	Gartner UK limited	Executive, Resources and Contracts	174,400	87,200	01/04/2023	31/03/2025	24	
Lower Risk	5173	James Mullender	Peter Turner	WTax Specialist Tax Advice	WTax UK Ltd	Executive, Resources and Contracts	160,000	80,000	01/04/2022	31/03/2024	24	
Lower Risk	5010	Duncan Bridgewater	Charles Obazuaye	Jadu CXM	Jadu Creative Ltd	Executive, Resources and Contracts	157,400	58,400	25/09/2020	18/04/2025	54	
Lower Risk	5151	Duncan Bridgewater	Charles Obazuaye	Jadu Hosting Service	Jadu Creative Ltd	Executive, Resources and Contracts	156,000	41,400	14/10/2021	14/10/2025	48	
Lower Risk	1362	Claudine Douglas-Brown	Peter Turner	Aspien Corporate Debt Recovery System (Licence, implementation, support)	Ash Information Systems Ltd	Executive, Resources and Contracts	152,124	9,255	12/04/2016	31/01/2024	93	
Lower Risk	3784	Francesca Chivers	Peter Turner	Croydon Framework - provision of internal Audit & Anti-Fraud services	Croydon Council	Executive, Resources and Contracts	150,000	16,666	01/05/2018	29/04/2024	72	
Lower Risk	4949	Emma Downie	Charles Obazuaye	Occupational Health Service	Medigold Health Consultancy Ltd	Executive, Resources and Contracts	148,428	37,107	01/04/2020	31/03/2024	48	
Lower Risk	4897	Francesca Chivers	Peter Turner	Insurance Policy – First Loss terrorism policy	Atrium Underwriters Limited	Executive, Resources and Contracts	143,853	28,771	01/05/2019	30/04/2024	60	
Lower Risk	5197	Mike Jarman	Sara Bowrey	Security Systems Maintenance	ABCA Systems Ltd	Executive, Resources and Contracts	141,532	70,766	01/04/2022	31/03/2024	24	
Lower Risk	88	Graham Walton	Tasnim Shawkat	Modern.gov support	Civica UK Limited	Executive, Resources and Contracts	130,000	13,098	01/04/2009	31/03/2024	180	
Lower Risk	7381	Laurence Downes	Tasnim Shawkat	Office Supplies, Stationery and Ad Hoc Low Value Purchases	Amazon Business	Executive, Resources and Contracts	120,000	30,000	01/04/2023	31/03/2027	48	
Lower Risk	5078	Amy Milton	Sara Bowrey	Investment Portfolio Strategic Advisor	Montagu Evans LLP	Executive, Resources and Contracts	118,500	50,000	27/04/2021	26/04/2025	48	
Lower Risk	5073	Antoinette Thorne	Charles Obazuaye	Suite of Safeguarding E-Learning Courses – Multi-Agency 2021-2023	ME Learning Ltd	Executive, Resources and Contracts	116,820	29,064	01/04/2021	31/03/2025	48	
Lower Risk	5220	Claudine Douglas-Brown	Peter Turner	Public Health Funeral Services	Roland Brothers Ltd	Executive, Resources and Contracts	113,400	25,000	17/02/2020	16/02/2025	60	
Lower Risk	5126	James Mullender	Peter Turner	Pension Fund Advice Service	MJ Hudson Allenbridge	Executive, Resources and Contracts	112,000	22,000	01/11/2021	31/10/2024	36	
Lower Risk	3787	Duncan Bridgewater	Charles Obazuaye	Jadu Ltd – Continuum Contract	Jadu Limited	Executive, Resources and Contracts	110,754		01/07/2018	30/06/2035	204	
Lower Risk	6260	Shupriya Iqbal	Tasnim Shawkat	Iken Case Management and Time Recording System	Iken Business Ltd	Executive, Resources and Contracts	109,654	54,827	01/07/2022	30/06/2024	24	
Lower Risk	5216	Simon Goodburn	Sara Bowrey	Health and Well Being Centre (Civic Centre) Western Gateway – GE Development Consultants	GERALDEVE	Executive, Resources and Contracts	100,000	75,000	29/03/2022	28/03/2025	36	
Lower Risk	4871	Antoinette Thorne	Charles Obazuaye	Learning Management System and e Learning Courses	Learning Nexus Ltd	Executive, Resources and Contracts	95,600	19,120	01/12/2020	30/11/2024	48	
Lower Risk	6342	Lucinda Bowen	Tasnim Shawkat	London Borough of Bromley Privacy Program - Data Mapping and Privacy Impact Assessment Tool	Barrier Networks	Executive, Resources and Contracts	93,312	22,464	28/09/2020	27/09/2024	48	
Lower Risk	3672	James Mullender	Peter Turner	Inform CPI Ltd - Analyse Local Systems and Svces	Inform CPI Ltd	Executive, Resources and Contracts	90,000	10,000	31/01/2017	01/02/2026	108	
Lower Risk	4970	Duncan Bridgewater	Charles Obazuaye	Netcall Liberty Voice Recognition Software Annual Support Contract	Netcall Technology Limited	Executive, Resources and Contracts	87,355	17,471	01/04/2020	31/03/2025	60	
Lower Risk	5023	Francesca Chivers	Peter Turner	Insurance Brokerage Service	JLT Specialty Limited	Executive, Resources and Contracts	83,050	9,285	01/01/2010	31/08/2027	212	
Lower Risk	7380	Laurence Downes	Tasnim Shawkat	Office Supplies and Stationery	Banner Group Limited	Executive, Resources and Contracts	80,000	20,000	01/04/2023	31/03/2027	48	
Lower Risk	3778	Duncan Bridgewater	Charles Obazuaye	Siteimprove	Siteimprove	Executive, Resources and Contracts	76,462	2,773	12/06/2012	11/06/2035	276	
Lower Risk	5033	Carol Ling	Tasnim Shawkat	Elections Payroll Managed Service	The Access Group	Executive, Resources and Contracts	75,302		01/01/2014	31/12/2023	120	
Lower Risk	6307	Shupriya Iqbal	Tasnim Shawkat	Online Legal Libraries Services	Thompson Reuters	Executive, Resources and Contracts	69,115	21,924	01/04/2023	30/11/2025	32	
Lower Risk	4895	Francesca Chivers	Peter Turner	Insurance Policy – Personal Accident & Travel	Risk Management Partners Limited	Executive, Resources and Contracts	68,552	13,710	01/05/2019	30/04/2024	60	
Lower Risk	4974	Emma Downie	Charles Obazuaye	Exchequer Services -HR Schools & Academy	Liberata UK Ltd	Executive, Resources and Contracts	62,600	18,780	01/04/2020	31/03/2028	96	
Lower Risk	1488	James Mullender	Peter Turner	Treasury Management System	Logotech System	Executive, Resources and Contracts	60,660	2,250	01/12/2002	30/11/2024	264	
Lower Risk	5125	James Mullender	Peter Turner	Treasury Management Advice Service	Link Treasury Services	Executive, Resources and Contracts	50,000	10,000	01/01/2022	31/12/2026	60	

Lower Risk	5219	Amy Milton	Sara Bowrey	Health and Wellbeing Centre (Civic Centre) - Project Architect	Gardner Stewart Architects	Executive, Resources and Contracts	786,000	675,000	21/02/2022	30/09/2026	55	Capital
Lower Risk	5212	Simon Goodburn	Sara Bowrey	Health and Well Being Centre (Civic Centre) Western Gateway - Project Management	K2 Consultancy Ltd	Executive, Resources and Contracts	493,617	283,773	10/05/2022	30/09/2026	52	Capital
Lower Risk	5214	Simon Goodburn	Sara Bowrey	Health and Wellbeing Centre (Civic Centre) Western Gateway - MEPH	Waterman Group	Executive, Resources and Contracts	403,450	288,100	10/05/2022	30/09/2026	52	Capital
Lower Risk	5211	Simon Goodburn	Sara Bowrey	Health and Well Being Centre (Civic Centre) Western Gateway - Quantity Surveyor	K2 Consultancy Ltd	Executive, Resources and Contracts	321,638	188,000	10/05/2022	30/09/2026	52	Capital
Lower Risk	5213	Simon Goodburn	Sara Bowrey	Health and Well Being Centre (Civic Centre) Western Gateway - C & S Engineers	Clarkbond Engineering Services	Executive, Resources and Contracts	219,000	171,500	10/05/2022	30/09/2026	52	Capital
Lower Risk	4944	Amy Milton	Sara Bowrey	Replacement of the District Heating System Boilers and Related works to Walnuts Leisure Centre	Frankham Consultancy Group	Executive, Resources and Contracts	154,713	53,747	12/11/2019	12/11/2023	48	Capital
Lower Risk	6246	Amy Milton	Sara Bowrey	Health and Well Being Centre (Civic Centre) Western Gateway - Legal Resource	Sharpe Pritchard LLP	Executive, Resources and Contracts	150,000	12,500	22/03/2022	30/09/2026	54	Capital
Lower Risk	5215	Simon Goodburn	Sara Bowrey	Health and Well Being Centre (Civic Centre) Western Gateway – GE Planning	GERALDEVE	Executive, Resources and Contracts	77,500	77,500	29/03/2022	28/03/2025	36	Capital

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Report No.
CSD22020

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE, RESOURCES & CONTRACTS PDS
COMMITTEE

Date: 27 November 2023

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

Title: REVIEW OF THE COUNCIL'S MEASURES ON
FREEDOM OF SPEECH FOR EMPLOYEES

Contact Officer: Shupriya Iqbal, Assistant Director, Legal Services
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Chief Officer: Tasnim Shawkat, Director of Corporate Services and Governance
Charles Obazuaye , Director of HR, Customer Services and Public
Affairs

Ward: All

1. REASON FOR REPORT

1.1 The Chairman of ERC PDS committee requested a report to review the Council's process, policy and procedure to protect and defend freedom of speech for Council staff and for those who work for the Council's contactors. This report looks at the process, policy, and procedure to protect and defend freedom of speech for Council staff and considers the measures available to staff who work for the Council's contractors.

2. RECOMMENDATIONS

2.1. Members are asked to note the contents of the report and make any recommendations to the Executive or GP&L.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Not applicable
-

Corporate Policy

1. Policy Status: Existing Policy Further Details
 2. BBB Priority: Managing our Resources well
-

Financial

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

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Members of ERC PDS wish to be informed of the current process, procedures, and policies the Council currently has to enable employees to speak out on issues without fear of being ostracised or disciplined. It is recognised that as a part of good governance of an organisation it is important that employees feel free to speak out about issues of concern or poor practice. There is also wider legal framework to protect freedom of speech/expression for individuals and the rights of an organisation to protect confidentiality and rights of others. This report will set out below the legal framework around protection of free speech followed by the current LBB measures available to staff to raise concerns.

4. LEGAL FRAMEWORK

Article 10 of the Human Rights Act

- 4.1 Under Article 10 everyone has the right to freedom of expression. This right shall include freedom to hold opinions and to receive and impart information and ideas without interference by public authority and regardless of frontiers.
- 4.2 This right comes with qualifications, which must be construed narrowly. The exercise of these freedoms, since it carries with it duties and responsibilities, may be subject to such formalities, conditions, restrictions or penalties as are prescribed by law and are necessary in a democratic society, in the interests of national security, territorial integrity or public safety, for the prevention of disorder or crime, for the protection of health or morals, for the protection of the reputation or rights of others, for preventing the disclosure of information received in confidence, or for maintaining the authority and impartiality of the judiciary.
- 4.3 Article 10 affords a particularly high degree of protection to political speech and disclosure of information in the public interest. There is little scope for interfering with such speech.
- 4.4 Under the Human Rights Act 1998 the Council is a public authority and therefore must not act incompatibly with the right to freedom of expression in carrying out its public functions. The Council's relationship with its employees will in most cases be a matter of private law. However Article 10 rights and duties form part of the employment relationship – and present a liability risk to the Council – in two important ways.
- 4.5 First, an Employment Tribunal considering an unfair dismissal claim brought by a Council employee would itself be bound to act compatibly with Article 10. It would therefore apply free speech protections in assessing whether the Council had acted reasonably in dismissing the employee. Tribunals are increasingly disposed to entertain Article 10 arguments, therefore the Council needs to be alive to the risks in dismissing employees even for apparently 'offensive' speech.
- 4.6 Second, recent decisions of the Employment Appeal Tribunal in cases such as *Higgs v Farmor's School* (2023) EAT has highlighted that gender critical belief that an employee may hold is a religious and philosophical belief and therefore a protected characteristic under the Equality Act 2010. The Employment Appeal

Tribunal (EAT noted that protection for belief is not limited to merely holding the belief without the ability to express those beliefs. The protection also covers the lawful manifestation of the belief. The EAT found that employers cannot decide to discipline or dismiss an employee for manifesting a protected belief on the basis that someone else might be offended. Doing so risks discrimination unless an employer has also considered whether the action is both necessary and proportionate. Any objective justification of a restriction is always dependent on context and is employment-specific.

The above developments pose particular risks for the Council in dealing with competing rights. The EAT set out some broad principles to help employers take a balanced approach which employers should consider when dealing with complaints of offensive speech against employees:

- the nature of the employment relationship;
- the content and tone of what was said;
- who the likely audience is or was;
- whether the views intrude on others' rights;
- the likely impact on the employer's business;
- whether the employee or worker made it clear the views were personal;
- any wider reputational risk; and
- any power imbalance between the employee or worker and their employer.

4.7 Whilst Article 10 gives protection to freedom of expression in the workplace, the Council legitimately expects staff to respect others and not cause offence to other employees, Members or third parties they deal with. It is important to note that offensive speech *per se* is protected by Article 10 and the English common law. It cannot on its own justify interference with speech rights, in particular where the speech concerns debate of questions of public interest, i.e. politics. However, when offensive speech harms the Council's interests, or makes the employment relationship untenable, it can be a fair ground for dismissal. It is therefore important that the Council's HR policy recognises this distinction, takes into account all relevant circumstances, and does not rely on a blanket prohibition of offensive speech.

4.8 The Council's employment contract and employment policies and procedures set out clear standards of behaviour expected from employees. For example, hate speech or sexual or racial abuse or other forms of discrimination incompatible with the Council's obligations under legislation such as the Equality Act 2010 and the Council's equal opportunities policy and thus is not acceptable to the Council. If an employee expresses him or herself in a way that is defamatory, discriminatory, or harassing then this could lead to disciplinary action against the offending employee. Freedom of speech within the employment context is subject to responsibility and accountability hence staff cannot for example, make disparaging remarks about their employers without consequences.

4.9 The Equality Act 2010 provides protection for individuals in the event of treatment that is considered unfair. It both protects expression of belief, as set out above,

and restricts certain speech relating to 'protected characteristics', although the tribunal has held that it does not protect 'hyper-sensitivity'. There are 9 protected characteristics in the Equality Act 2010 namely age, disability, race, religion and philosophical beliefs, sex, sexuality, marriage and civil partnership, gender reassignment and being pregnant and maternity leave. Freedom of expression and the protection of these individual characteristics have been tested in the employment tribunal due to the potential conflict that arises between competing rights.

- 4.10 The Employment Rights Act 1996 set out the rights of employees in situations such as dismissal, unfair dismissal, parental leave, and redundancy. The contract of employment also sets out obligations on both the employer and the employee to regulate the employment relationship. There is an implied obligation on both employer and employee not to act in any way that is calculated to, or likely to, breach trust and confidence. Any unlawful restrictions or prohibitions from expressing a legitimate view can potentially give rise to arguments that there has been a breach of the implied trust and confidence obligation in the employment contract. A breach of this obligation could potentially give rise to unfair/constructive dismissal claims, pursuant to the Employment Rights Act 1996.
- 4.11 Under the Local Government and Housing Act 1989 certain posts are politically restricted to ensure political impartiality of local government staff. Officers in politically restricted posts cannot express political views likely to undermine their impartiality or public confidence in their neutrality.

5. RAISING CONCERNS (WHISTLEBLOWING) POLICY

- 5.1 The Employment Rights Act 1996 (as amended by the Public Interest Disclosure Act 1998) protects whistle-blowers from detrimental treatment by their employer as a result of making a public interest disclosure. To be counted as a public interest disclosure / "whistleblowing" disclosure, information must be disclosed; it is not sufficient to gather information or threaten to make a disclosure. The individual reporting must reasonably believe that the information relates to one of six categories listed in The Employment Rights Act:
- commission of a criminal offence
 - failure to comply with a legal obligation
 - a miscarriage of justice
 - danger to the health and safety of any individual
 - damage to the environment
 - the deliberate concealment of information falling within any of these categories.
- 5.2 A public interest disclosure must, in the reasonable belief of the employee, be made in the public interest. It will not be a public interest disclosure if the person making the disclosure commits an offence by making the disclosure, for example, under the Official Secrets Act. A public interest disclosure must be made to certain people (e.g. the employer) in order to attract statutory protection.
- 5.3 The Employment Rights Act requirements are addressed by the Council in its Raising Concerns (Whistleblowing) Policy. Employees are often the first to realise that there may be something wrong within an organisation. The Whistleblowing Policy is intended to encourage and enable employees and

members to raise serious concerns. This policy applies to all those who work for the Council whether full-time or part-time, employed through an agency, contractors or as a volunteer.

- 5.4 The procedures in the policy are in addition to the Council's complaints procedures and other statutory reporting procedures applying to some departments. Complaint about an employee's employment or how they have been treated fall outside this procedure and are dealt with under the grievance procedure.
- 5.5 The Whistleblowing Policy is primarily for concerns where the interests of others or of the organisation itself are at risk. These include:
- conduct which is an offence or a breach of law
 - disclosures related to miscarriages of justice
 - health and safety risks, including risks to the public as well as other employees
 - the unauthorised use of public funds
 - possible fraud and corruption
 - sexual, physical, verbal, or financial abuse of clients
- 5.6 The policy sets out how concerns can be raised and provides contact information for relevant senior officers and Members. Concerns may be raised verbally or in writing. The Council gives the assurance under the policy that individuals will not be at risk of losing their jobs or suffer any detriment as a result of raising a genuine concern under the policy. The policy encourages staff to raise concerns with Members if they feel unable to raise them with officers. The Employment Rights Act provides legal protection in this regard to those who raise genuine concerns falling within the remit of the Act.
- 5.7 The Policy also signposts those with concerns to Protect which is a charity which provides independent advice.
- 5.8 Under the Whistleblowing policy staff employed through agencies or employed by the Council's contractors can raise concerns in the same way that Council staff can.
- 5.9 In addition to the above legal route and safeguards in place there are other options available to raise concerns.

6. STAFF SURGERIES

- 6.1 All staff are able to meet with the Chief Executive at staff surgeries on a one to one basis to discuss issues and concerns. Staff are also able to meet with Service Directors on a one to one basis to raise concerns.

7. DEPARTMENTAL REPRESENTATIVES AND TRADE UNIONS

7.1 The Council has a number of staff who are departmental representatives. The role of departmental representatives are as follows:

- To represent employees within their own departments as part of the council's consultative process
- Who work alongside other departmental representatives and trade unions to ensure that employees interests are represented
- To be consulted on organisational change other work related proposals
- Support employees and suggest options available on an individual or collective basis send meetings with chief officers and trade unions

7.2 Trade Unions are also available to staff individually or collectively. The role, of trade unions include:

- negotiating agreements with employers on pay and conditions
- discussing big changes like large scale redundancy
- discussing members' concerns with employers
- going with members to disciplinary and grievance meetings

7.3 Staff can raise issues of concern with departmental representatives and trade union representatives. Both sets of representatives have informal and formal access to the Chief Executive and the Director of HR, Customer Services and Public Affairs. The Chief Executive encourages the departmental representatives and the trade union representatives to raise issues of concerns with him in a timely and sensitive manner of behalf of staff.

8. GRIEVANCE PROCEDURE

8.1 In the course of the normal employee/manager relationship, employees may raise problems or complaints that are dealt with informally at source. The purpose of the Grievance Procedure is to establish a formal arrangement under which individual employees or groups of employees who feel aggrieved about a matter relating to their employment, which they have tried to resolve informally with their manager without success, can register that grievance. The aim of the procedure is for grievances to be heard and determined promptly and fairly and as close as possible to the point of origin.

9. BROMLEY VALUES

9.1 Bromley Council values of Respect, Empower, Ambition and Learn (REAL) set out the fundamental standards which govern the behaviours of individuals within the Council. Bromley values are embedded into how the Council recruits, manages, and develops staff so that we can achieve the Council's organisational goals. The Council also has a clear set of competency framework to help establish consistent standards across all service areas and to collectively towards achieving organisational goals. The four key behaviours that form the core of the Council's competency framework for managers and employees are:

- accountability and responsibility

- building relationships
- communication
- continuous improvement

9.2 Culturally, staff are empowered and encouraged to raise ideas and opinions. As our greatest assets 'the voice of staff is key to the transformation journey' and the delivery of 'Making Bromley even a better place'. Hence, the Council actively seek their opinions and suggestions through a number formal and informal channels including staff surveys, 'Ask the Chief Executive sessions, the use of online suggestion box (Ideas' Aloud) on the Transform website, and so on.

9.3 The Council's Equal Opportunities Policy also sets out how the Council treats all people with equal respect, concern and consideration and sets out principles the Council will promote in the employment context, service provision, community leadership and so on.

10. LEGAL IMPLICATIONS

Legal implications are set out within the body of the report.

Non-Applicable Sections:	Impact on Vulnerable Adults and Children/Policy/Financial/Personnel/Procurement
Background Documents: (Access via Contact Officer)	Raising Concerns (Whistleblowing) policy

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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