



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 15 March 2024

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

Councillor Simon Fawthrop (Chairman)  
Councillor Robert Evans (Vice-Chairman)  
Councillors Jeremy Adams, Mark Brock, David Cartwright QFSM, Kira Gabbert,  
Adam Jude Grant, 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 25 MARCH 2024 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, members of the public may submit one question each on matters relating to the work of the Committee. Questions must have been received in writing 10 working days before the date of the meeting - by 5pm on Monday 11 March 2024.

Questions seeking clarification of the details of a report on the agenda may be accepted within two working days of the normal publication date of the agenda – by **5pm on Tuesday 19 March 2024**.

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 5 FEBRUARY 2024 (EXCLUDING EXEMPT ITEMS)** (Pages 5 - 16)

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

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

7 **SCRUTINY OF THE CHIEF EXECUTIVE** (Pages 33 - 50)

### **HOLDING THE EXECUTIVE TO ACCOUNT**

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

Members of the Committee are requested to bring their copy of the agenda for the Executive meeting on 27 March 2024.

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

- Budget Monitoring 2023/24
- Second Homes Premium (to follow)
- Biggin Hill Update
- OPR Award of Contracts for Multidisciplinary Services

9 **POLICY DEVELOPMENT AND OTHER ITEMS**

a **ANNUAL PDS REPORT 2023/24** (Pages 51 - 70)

### **PART 2 AGENDA**

10 **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**

## 11 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS

The Executive, Resources and Contracts PDS Committee will be looking at the following Part 2 items on the Executive Agenda:

- Part 2 Budget Monitoring 2023/24
- Part 2 Biggin Hill Update
- Part 2 OPR Award of Contracts for Multidisciplinary Services

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## **EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Minutes of the meeting held at 7.00 pm on 5 February 2024

### **Present:**

Councillor Simon Fawthrop (Chairman)  
Councillor Robert Evans (Vice-Chairman)  
Councillors Jeremy Adams, Jonathan Andrews,  
David Cartwright QFSM, Kira Gabbert, Adam Jude Grant,  
Julie Ireland, Simon Jeal, Ruth McGregor, Shaun Slator,  
Melanie Stevens, Michael Tickner and Pauline Tunncliffe

### **Also Present:**

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

#### **74 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies were received from Councillor Brock and Councillor Owen.  
Councillor Andrews and Councillor Tunncliffe attended as their respective  
substitutes. Apologies were also received from Councillor Mark Smith.

#### **75 DECLARATIONS OF INTEREST**

There were no additional declarations of interest.

#### **76 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

There were no questions.

#### **77 MINUTES OF THE EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE MEETING HELD ON 16 JANUARY 2024 (EXCLUDING EXEMPT ITEMS)**

The minutes of the Executive, Resources and Contracts PDS Committee  
meeting held on 16 January 2024 (excluding exempt information), were  
agreed and signed as a correct record.

#### **78 MATTERS OUTSTANDING AND WORK PROGRAMME Report CSD24017**

*5 February 2024*

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 Chairman requested that the Expenditure on Consultants report be reinstated on the Committee's Work Programme and presented to the next meeting of the Committee.

**RESOLVED: That the report be noted.**

## **79 FORWARD PLAN OF KEY DECISIONS**

The Committee noted the Forward Plan of Key Decisions covering the period January 2024 to April 2024.

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

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

### **A COUNCIL TAX - SECOND HOME PREMIUM Report FSD24013**

The report proposed that a public consultation exercise was undertaken in which it was recommended that a Second Home Premium was introduced from April 2025.

In response to a question, the Revenues and Benefits Manager explained that it would be for the property owner to provide evidence regarding whether or not the property had a permanent resident. Evidence that could be provided included details of where residents voted, registration at a doctor's surgery etc. If evidence was not provided the property would be deemed a second home.

Turning to the issue of the Equalities Impact Assessment, the Revenues and Benefits Manager confirmed that at this stage it was difficult to identify any equalities impact however it was hoped that further information could be gathered as part of any request for comments/consultation process. As a more general point around Equalities Impact Assessments, the Chairman suggested in future there was no need to include assessments as part of reports presented to Members. Instead, a link to the Equalities Impact Assessment could be provided for Member's reference if required. Another Member suggested that in considering and taking decisions Members should be provided with all relevant information in the agenda papers for the meeting, including any Equality Impact Assessment.

A Member highlighted that there was no statutory requirement to undertake a consultation and suggested that in this instance, the consultation did not represent value for money as any consultation was unlikely to change the outcome. In response to the comments, the Legal Advisor to the Committee explained that it was good practice to undertake a consultation/request for comments, and making people aware of any changes in advance would support the Council's defence of any judicial review in the future. The Committee also noted the requirement that any request for comments/consultation had to be meaningful.

Councillor Jeal proposed that the Portfolio Holder be recommended to not agree that a public consultation exercise is undertaken in relation to the introduction of a 100% second homes premium in April 2025. The motion was seconded by Councillor Julie Ireland, put to the vote and CARRIED.  
4 in favour  
1 against  
9 abstentions.

**RESOLVED: That the Portfolio Holder be recommended to not agree that a public consultation exercise is undertaken in relation to the introduction of a 100% second homes premium in April 2025.**

**B CAPITAL PROGRAMME MONITORING - QUARTER 3 2023/24  
Report FSD24012**

At its meeting on 7<sup>th</sup> February 2024, the Executive would receive a report summarising the current position on capital expenditure and receipts following the third quarter of 2023/24 and would be asked to agree a revised capital programme for the five-year period 2023/24 to 2027/28. This report highlighted changes to be considered by the Executive in respect of the capital programme for the Resources, Commissioning and Contract Management portfolio. The revised programme for this portfolio was set out in Appendix A and detailed comments on individual schemes were shown in Appendix B.

**RESOLVED: That the Portfolio Holder be recommended to note and acknowledge the changes to be considered by the Executive on 7<sup>th</sup> February 2024.**

**C TREASURY MANAGEMENT - ANNUAL INVESTMENT  
STRATEGY 2024/25 & QUARTER 3 PERFORMANCE 2023/24  
Report FSD24016**

The report summarised treasury management activity during the third quarter of 2023/24. Investments as at 31<sup>st</sup> December 2023 totalled £370.1m (£388.7m at 31<sup>st</sup> December 2022) and there was no outstanding external borrowing.

*5 February 2024*

The report also included the Treasury Management Strategy and the Annual Investment Strategy for 2024/25, which were required by the CIPFA Code of Practice for Treasury Management in the Public Services to be approved by the Council.

The report also included Prudential Indicators (Annex 3 of Appendix 4) and the MRP (Minimum Revenue Provision) Policy Statement (paragraph 2.4 of Appendix 4), both of which required the approval of Council. For clarification, the Council was required by statute to agree and publish prudential indicators, primarily to confirm that the Council's capital expenditure plans were affordable and sustainable.

The report ensured that the Council was implementing best practice and complying with the requirements of the CIPFA Code of Practice for Treasury Management.

During discussion, the Committee discussed the advantages and disadvantages of investing in other Local Authorities. The Chairman noted that Councils were not permitted to default on loans and Bromley could therefore expect a return on its investment. The Director of Finance explained that, through a capitalisation direction, Councils could be given permission to borrow to service loans through the public works loan board. The Director highlighted that careful consideration was given to whether or not to invest in other local authorities and often investments were short term with a cautious approach being taken.

**RESOLVED: That the Portfolio Holder be recommended to**

- 1) Note the Treasury Management performance for the third quarter of 2023/24;**
- 2) Recommend that Council agrees to adopt the Treasury Management Statement and the Annual Investment Strategy for 2024/25 including:**
  - (i) the Prudential Indicators for the period 2024/25 to 2026/27 (Annex 3 of Appendix 4); and**
  - (ii) the Minimum Revenue Provision (MRP) Policy Statement (paragraph 2.4 of Appendix 4).**

**81 SCRUTINY OF THE LEADER OF THE COUNCIL**

The Leader of the Council, Councillor Colin Smith, attended the meeting to respond to questions from the Committee. Councillor Smith had previously circulated a written report to the Committee in November 2023 and noted the following updates since that time:

- The Ofsted Inspection of Children's Services had taken place and the outcome was fantastic news for the Council.



- Bromley had retained the accolade of London's Best Recycling Borough for the second year in a row.
- A great deal of work had been undertaken in relation to the preparation of the Council's budget and the budget setting meeting would take place in a few weeks' time.
- Tentative plans for service transformation savings would be presented to Members in the next round of meetings.
- Councils across the country were facing significant financial challenges. There needed to be a review of the local government settlement which was now out of date and there was a clear need for fairer funding for Council.

The Leader then responded to questions, making the following comments:

- Inflation had been budgeted at 3.5% for 2024/25 and if inflation were to continue to fall as predicted this would improve the bottom line.
- Councillor Mike Botting was championing the Armed Forces Covenant and he would be asked to provide an update on the progress made in implementing the Covenant at a future meeting.
- Portfolio Holders and PDS Committees would play a critical role in shaping plans for transformation. It was the responsibility of the Executive to shape and mould key decisions and help to facilitate service design. There was a key role for PDS Committees in terms of accountability and there was a need for all Members to read their agendas and consider the ways in which key services could be protected going forward.
- Looking forward, in addition to protecting services, one key ambition would be to fundamentally keep Bromley solvent. The Leader highlighted that unless there was a radical change in the approach to funding across Local Government, there would be little option but to cut services. There appeared to be little appetite around addressing the fairer funding question and consequently it was likely, in his opinion, that the 'cap' on future council tax increases would be lifted by whoever formed the next Government.
- In relation to Biggin Hill Airport, when there was further news, an update would be sent to all Members.

The Committee thanked the Leader for his update.

## **82 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS**

The Committee considered the following reports on the Part 1 agenda for the meeting of the Executive on 7<sup>th</sup> February 2024:

- (5) **COUNCIL TAX REPORT 2024/25**  
**Report FSD24014**

*5 February 2024*

A key part of the financial strategy was to highlight the budget issues that would need to be addressed by the Council over the coming financial years, by forecasting the level of available resources from all sources and budget pressures relating to revenue spending. This was reported to previous meeting of Executive. Details of the capital programme were reported elsewhere on this agenda.

The Provisional Local Government Finance Settlement 2024/25 only covered 2024/25, with no indication of future years funding. The settlement included continuation of the ASC precept, increase in new homes bonus, increase of repurposed social care funding (children's and adults) and market sustainability improvement fund (adult social care). However, there were significant reductions in the Services Grant.

There remained uncertainty around the level of Government funding for 2025/26 and beyond, particularly as the Government would need to address the significant increase in public debt due to the pandemic. The longer-term Spending Review together with the awaited Fair Funding Review and Devolution of Business Rates (or any revised funding proposals) was not expected until 2026/27 but could be delayed even further.

This report identified the final issues affecting the 2024/25 revenue budget and sought recommendations to the Council on the level of the Bromley element of the 2024/25 Council Tax and Adult Social Care precept.

Confirmation of the final GLA precept would be reported to the Council meeting on 26<sup>th</sup> February 2024. The report also sought final approval of the 'schools budget'. The approach reflected in this report was for the Council to not only achieve a legal and financially balanced budget in 2024/25 but to have measures in place to deal with the medium-term financial position (2025/26 to 2027/28).

Following the Government reductions in funding since austerity measures began there have been some recent improvements in funding. However, the burden of financing increasing service demands falls primarily on the level of council tax and share of business rate income. The financial forecast assumes that the level of core grant funding will remain unchanged, in real terms, from 2025/26.

In introducing the report, the Director of Finance provided an update noting the following:

- Earlier in the day the final settlement had been received which had included further one-off funding for 2023/24 of £411k;
- In addition to the funding announced on 26<sup>th</sup> January 2024, a further ongoing £24k had been received;
- A supplementary paper had been circulated to the committee providing details of the consultation responses and the minutes from the PDS Committees' consideration of the budget;
- Councils were required to produce productivity plans by July 2024;
- Details of some grants remained outstanding;
- Questions remained around the future of the Household Support Grant and further details were expected in the Spring Budget on 6<sup>th</sup> March 2024;

- Further technical recommendations would be presented to Executive on 6<sup>th</sup> February 2024.

In response to a question, the Director of Finance confirmed that the additional £411k was a business rate levy adjustment and the funds would be reflected in the Quarter 4 Budget Monitoring Report.

In response to a further question, the Director of Finance confirmed that there was no expectation that there would be any changes to the initial precept figures provided by the Mayor of London.

In relation to the Homelessness Prevention Grant, the Director of Finance explained that the final allocation was not yet known, and the report reflected a best estimate based on judgement.

**RESOLVED That Executive be recommended to recommend to Council that:**

1. **The overall Dedicated Schools Budget (DSG) of £116.5m which matches the estimated level of Dedicated Schools Grant (DSG), after academy recoupment be approved;**
2. **The draft revenue budgets (as in Appendix 2) for 2024/25 be approved;**
3. **That Chief Officers identify alternative savings/mitigation within their departmental budgets where it is not possible to realise any savings/mitigation reported to the previous meeting of the Executive held on 17th January 2024;**
4. **A general contingency sum of £9,772k (see section 6) be approved;**
5. **The following provisions for levies for inclusion in the budget be approved:**

	000s
<b>London Pension Fund Authority*</b>	<b>460</b>
<b>London Boroughs Grant Committee</b>	<b>248</b>
<b>Environment Agency (Flood defence etc.) *</b>	<b>310</b>
<b>Lee Valley Regional Park *</b>	<b>324</b>
<b>Total</b>	<b>1,342</b>

6. **The latest position on the GLA precept, which will be finalised in the overall Council Tax figure to be reported to full Council (See section 12) be noted;**
7. **The “Bromley element” of the Council Tax for 2024/25 to be recommended to the Council, including a general increase and the Adult Social Care Precept, having regard to possible ‘referendum’ issues (see section 16) be considered;**

*5 February 2024*

- 8. The approach to reserves outlined by the Director of Finance (see Appendix 4) be approved;**
- 9. That any decision on final council tax levels will also require additional “technical” recommendations, to meet statutory requirements, which will be completed once the final outcome of levies are known at the full Council meeting (see 16.8) be noted;**
- 10. The Section 25 commentary (Local Government Act 2003), reflected in section 18 of the report, be considered in making recommendations to full council;**
- 11. The Director of Finance be authorised to report any further changes directly to Council on 26<sup>th</sup> February 2024.**

**CAPITAL STRATEGY 2024/25 TO 2027/28 & Q3 CAPITAL PROGRAMME MONITORING  
Report FSD24015**

This report incorporated the Council’s new Capital Strategy and Capital Programme for 2024/25 to 2027/28. It also summarised the current position on capital expenditure and receipts following the conclusion of the third quarter monitoring exercise.

The report included details of the new schemes that will be added to the Capital Programme and information concerning the proposed asset disposals that would be used to generate capital receipts and ultimately contribute towards the funding of the Capital Programme.

Also included were details of the related Capital Financing implications, including proposals to refinance current housing schemes through borrowing, utilisation of revenue reserves to address the shortfall in capital resources for 2023/24 onwards and details of how these proposals would impact the Council’s revenue budget.

In introducing the report, the Director of Finance highlighted the pressures on the Capital Programme and noted that any proposals for future capital work would need to clearly identify funding streams.

The Chairman reported to the Committee that he would be arranging a meeting with the Assistant Director for IT to discuss the costs around the Public Switch Telephone Network (PSTN).

Noting that the property market had been depressed, Members questioned whether now was the best time to consider selling the Civic Centre site. It was noted that all options were being assessed and Members would be provided with details of all the options being considered.

The Committee also requested that details of the costs for the work in relation to Kelsey Park Bridge be provided following the meeting.

Turning to the Capital Strategy, a Member queried whether there were any additional costs associated with re-phasing. In response, the Director of Finance confirmed that building cost inflation was very high and this increased the cost pressures when schemes were rephased, although a general provision was made at the time of re-phasing.

**RESOLVED: That Executive be recommended to**

- 1. Note the report, including a total rephasing of £27m from 2023/24 into future years as detailed in section 3.7, and agree a revised capital programme;**
- 2. Approve the Capital Strategy for 2024/25 to 2027/28 including the following amendments to the capital programme:**
  - (a) Adjustments identified as part of the capital monitoring process totalling a net reduction of £1,007k as detailed in sections 3.5 and 3.6; and**
  - (b) An increase of £2,477k in relation to new schemes to be added to the Capital Programme as detailed in section 3.11.**

**OPERATIONAL BUILDING REPAIR AND MAINTENANCE  
BUDGET 2024/25  
Report CSD24015**

Members of the Executive would be considering the Council's draft 2024/25 Budget at their meeting on 7<sup>th</sup> February 2024. This report set out indicative budget allocations reflected in the Draft 2024/25 Budget report for operational building maintenance against the repairs and maintenance budget.

In response to a question the Head of Facilities Management confirmed that the budget values reflected in the report were based on current rates and the cost of previous similar works.

The Committee requested that the following further information be provided following the meeting:

1. Details of the costs of repair and maintenance of the Council's non-operational properties;
2. Details of the cost per square meter of resurfacing the Norman Car Park, although Members noted that the works were procured through the Council's contract processes.
3. The number of 'arches' at Waterman Square.

**RESOLVED: That Executive be recommended to**

- 1. Noting the 2024/25 Budget Report considered elsewhere on the agenda, approve the following expenditure for operational**

*5 February 2024*

**building maintenance for 2024/25 – Repairs and Maintenance - £2.6m.**

- 2. Delegate Authority to the Director of Housing, Planning, Property and Regeneration to vary the planned programme and budget allocations within the repairs and maintenance budget to take actions necessary to either protect the council’s assets or make the most effective use of resources.**

## **83 POLICY DEVELOPMENT AND OTHER ITEMS**

### **A RISK MANAGEMENT Report FSC24011**

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 the Human Resources and Customer Services Risk Registers.

A Member highlighted the growing risk of electric powered personal vehicles and was pleased to note that the risks were being considered.

Another Member asked that the Director of Corporate Services and Governance review the risk matrices for Information Compliance and Cyber Crime. It was suggested that it may be helpful to provide a more detailed commentary regarding why these were both deemed carry the same weight in terms of impact.

It was noted that the Audit and Risk Management Committee regularly reviewed the risk registers.

**RESOLVED: That the report be noted.**

## **84 INFORMATION ITEMS**

The items comprised:

- Contracts Register

## **85 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**

**86 EXEMPT MINUTES OF THE MEETING HELD ON 16 JANUARY  
2024**

The Part 2 (exempt) minutes of the meeting held on 16 January 2024, were agreed and signed as a correct record.

The Meeting ended at 8.45 pm

Chairman

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# Agenda Item 5

Report No.  
CSD24035

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** 25 March 2024

**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

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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.

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2. **RECOMMENDATION(S)**

That PDS Committee reviews and comments on:

1. Progress on matters arising from previous meetings; and
2. The 2024/25 work programme, recommending any particular issues to be scrutinised in 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 1** 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 2024/25 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.

<b>Non-Applicable Headings:</b>	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 2024/25**

<b>Meeting Date: 20 May 2024</b>	<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Contracts Register and Contracts Database Update	Governance and Contracts	PDS Committee
Expenditure on Consultants	Finance	PDS Committee
Risk Register (Red Risks)	Audit	Information Briefing
<b>Meeting Date: 24 June 2024</b>	<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Treasury Management Annual performance report	Finance	Pre Decision Scrutiny (PH)
Capital Programme Outturn	Finance	Pre-Decision Scrutiny (PH)
Executive Agenda	Various	Pre Decision Scrutiny
Scrutiny of the Portfolio Holder for Resources, Commissioning and Contracts Management (including short written summary)	N/A	Holding the Portfolio Holder to Account
Customer Services - Contract Performance Report	Customer Services	PDS Committee – Monitoring Report
Exchequer Service - Contract Performance Report	Finance	PDS Committee – Monitoring Report
Benefits Service Monitoring Report	Revenues & Benefits	Pre-decision scrutiny (PH)
Revenues Service Monitoring Report	Revenues & Benefits	PDS Committee – Monitoring Report
Expenditure on Consultants	Finance	PDS Committee
Risk Registers	Audit	Information Briefing

<b>Meeting Date: 16 September 2024</b>			<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items		
Executive Agenda	Various	Pre-decision scrutiny		
Capital Programme Monitoring - 1st Quarter 2024/25	Finance	Pre-decision scrutiny (PH)		
Treasury Management Q1	Finance	Pre-decision scrutiny (PH)		
Scrutiny of the Leader	-	PDS Committee		
Contract Register and Contracts Database	Governance and Contracts	PDS Committee		
<b>Meeting Date: 10 October 2024</b>			<b>Division</b>	<b>Committee Role</b>
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		
Section 106 Agreements: Update*	Planning and Regeneration	PDS Committee		
Risk Register (Red Risks)	Audit	Information Briefing		
Scrutiny of the Chief Executive (including short written summary)	Chief Execs	PDS Committee		
<b>Meeting Date: 25 November 2024</b>			<b>Division</b>	<b>Committee Role</b>
Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items		
Executive Agenda	Various	Pre-decision scrutiny		
Treasury Management – Quarter 2 Performance 2024/25 & Mid-Year Review	Finance	Pre-decision scrutiny (PH)		
Insurance Fund – Annual Report 2023/24	Finance	Pre-decision scrutiny (PH)		
Capital Programme Monitoring Q2.	Finance	Pre-decision scrutiny (PH)		
BT/ICT Contract Monitoring Report	IT	PDS Committee – Monitoring Report		
<b>Meeting Date: 20 January 2025</b>			<b>Division</b>	<b>Committee Role</b>

Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
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

<b>Meeting Date: 10 February 2025</b>	<b>Division</b>	<b>Committee Role</b>
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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
Scrutiny of The Leader (including short written summary)	N/A	PDS Committee
Property Investment Update	Property	PDS Committee
Risk Register	Audit	Information Briefing

<b>Meeting Date: 24 March 2025</b>	<b>Division</b>	<b>Committee Role</b>
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Matters Arising/Work Programme/Forward Plan	Democratic Services	Standard Items
Executive Agenda	Various	Pre-decision scrutiny
Scrutiny of the Chief Executive (including short written summary)	N/A	PDS Committee
Annual PDS Report 2024/25	Democratic Services	PDS Committee

\*Part 2 (Exempt) Report

**LONDON BOROUGH OF BROMLEY**

**FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS PUBLISHED ON: 27 FEBRUARY 2024**

**PERIOD COVERED: February 2024 - May 2024**

**DATE FOR PUBLISHING NEXT FORWARD PLAN OF KEY AND PRIVATE EXECUTIVE DECISIONS: 23 APRIL 2024**

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?
<b>COUNCIL</b>						
WEST WICKHAM AFFORDABLE HOUSING SCHEME	Council	08 July 2024  Renewal Recreation and Housing PDS Committee and Executive	Meetings	Contact Officer:  Alicia Egan Tel: 020 8313 4559 <a href="mailto:Alicia.Egan@bromley.gov.uk">Alicia.Egan@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
COUNCIL TAX LEVEL 2025/26	Council	24 February 2025  Executive, PDS Committees, business community & local residents	Meetings	Contact Officer:  Peter Turner Tel: 020 8313 4668 <a href="mailto:peter.turner@bromley.gov.uk">peter.turner@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
REVENUE BUDGET 2025/26	Council	24 February 2025  Executive, PDS Committees, business community and local residents	Meetings	Contact Officer:  Peter Turner Tel: 020 8313 4668 <a href="mailto:peter.turner@bromley.gov.uk">peter.turner@bromley.gov.uk</a>	<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?
CAPITAL STRATEGY 2025 TO 2029	Council	24 February 2025  Executive, PDS Committees and key stakeholders	Meetings	Contact Officer:  Peter Turner Tel: 020 8313 4668 <a href="mailto:peter.turner@bromley.gov.uk">peter.turner@bromley.gov.uk</a>	<u>Meetings in public</u>	Reports and relevant background documents.
TREASURY MANAGEMENT STRATEGY 2025/26	Council	24 February 2025  Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer:  Peter Turner Tel: 020 8313 4668 <a href="mailto:peter.turner@bromley.gov.uk">peter.turner@bromley.gov.uk</a>	<u>Meeting in public</u>	Reports and relevant background documents

**EXECUTIVE**

OLDER PEOPLE CARE HOME BLOCK BEDS CONTRACT	Executive	27 March 2024  Adult Care and Health PDS Committee	Meetings	Contact Officer:  Sean Rafferty  <a href="mailto:sean.rafferty@bromley.gov.uk">sean.rafferty@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
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CONTRACT AWARD - ADULT MENTAL HEALTH RECOVERY AND REHABILITATION SUPPORT @ HOME SERVICE	Executive	27 March 2024  Adult Care and Health PDS Committee	Meetings	Contact Officer:  Kelly Sylvester Tel: 020 8461 7653 <a href="mailto:kelly.sylvester@bromley.gov.uk">kelly.sylvester@bromley.gov.uk</a>	<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
PERMISSION TO COMMENCE WITH THE PROCUREMENT TO REPLENISH THE DOMICILIARY CARE PATCH ARRANGEMENTS	Executive	27 March 2024  Adult Care and Health PDS Committee & Children, Education and Families PDS Committee	Meetings	Contact Officer:  Chanelle-Ghania Ali  <a href="mailto:Chanelle-Ghania.Ali@bromley.gov.uk">Chanelle-Ghania.Ali@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
OPR AWARD OF CONTRACTS FOR MULTIDISCIPLINARY SERVICES	Executive	27 March 2024  Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer:  Graham Soars  <a href="mailto:Graham.Soars@bromley.gov.uk">Graham.Soars@bromley.gov.uk</a>	<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
LEISURE CENTRE MAJOR WORKS PROGRAMME - APPROVAL TO PROCEED	Executive	27 March 2024  Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer:  Max Graham  <a href="mailto:Max.Graham@bromley.gov.uk">Max.Graham@bromley.gov.uk</a>	<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?
BELLEGROVE AFFORDABLE HOUSING SCHEME	Executive	27 March 2024  Renewal Recreation and Housing PDS Committee	Meetings	Contact Officer:  Alicia Egan Tel: 020 8313 4559 <a href="mailto:Alicia.Egan@bromley.gov.uk">Alicia.Egan@bromley.gov.uk</a>	<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
LIBRARY REPAIR WORKS PROGRAMME	Executive	27 March 2024  Renewal Recreation and Housing PDS Committee	Meetings	Contact Officer:  Emily Macpherson  <a href="mailto:Emily.Macpherson@bromley.gov.uk">Emily.Macpherson@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
BASIC NEED CAPITAL PROGRAMME UPDATE	Executive	27 March 2024  Children, Education and Families PDS Committee	Meetings	Contact Officer:  Robert Bollen Tel: 020 8313 4697 <a href="mailto:Robert.Bollen@bromley.gov.uk">Robert.Bollen@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
ENVIRONMENTAL SERVICES CONTRACT EXTENSION - WASTE DISPOSAL, WASTE COLLECTION & STREET ENVIRONMENT	Executive	27 March 2024  Environment and Community Services PDS Committee	Meetings	Contact Officer:  Peter McCreedy Tel: 020 8313 4942 <a href="mailto:peter.mccreedy@bromley.gov.uk">peter.mccreedy@bromley.gov.uk</a>	<u>Report is expected to be considered in the public part of the meetings with exempt material considered during confidential proceedings.</u>	

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OPTIONS FOR FUTURE HIGHWAY MAINTENANCE CONTRACTS	Executive	27 March 2024  Environment and Community Services PDS Committee	Meetings	Contact Officer:  Garry Warner Tel: 020 8313 4929 <a href="mailto:garry.warner@bromley.gov.uk">garry.warner@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background documents
YORK RISE	Executive	Before 30 April 2024  Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer:  Max Graham  <a href="mailto:Max.Graham@bromley.gov.uk">Max.Graham@bromley.gov.uk</a>	<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
CRYSTAL PALACE PARK REGENERATION PLAN - PROCEED TO PROCUREMENT FOR CAPITAL WORKS	Executive	Before 30 April 2024  Renewal Recreation and Housing PDS Committee	Meetings	Contact Officer:  Tom Bevan  <a href="mailto:Tom.Bevan@bromley.gov.uk">Tom.Bevan@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background papers
CRM REPLACEMENT CAPITAL PROJECT - WEBSITE REDESIGN UPDATE REPORT	Executive	22 May 2024  Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer:  Duncan Bridgewater Tel: 0208 461 7676 <a href="mailto:Duncan.Bridgewater@bromley.gov.uk">Duncan.Bridgewater@bromley.gov.uk</a>	<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?
PROPOSED NEW BROMLEY HEALTH AND WELLBEING CENTRE - PROJECT UPDATE AND CONSTRUCTION CONTRACT AWARD	Executive	22 May 2024  Executive, Resources and Contracts PDS Committee	Meetings	Contact Officer:  Simon Goodburn  <a href="mailto:Simon.Goodburn@bromley.gov.uk">Simon.Goodburn@bromley.gov.uk</a>	<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
CHURCHILL COURT - LETTING STRATEGY	Executive	22 May 2024  Executive Resources and Contracts PDS Committee	Meetings	Contact Officer:  Darren Essex  <a href="mailto:darren.essex@bromley.gov.uk">darren.essex@bromley.gov.uk</a>	<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
PROPERTY INVESTMENT REPORT	Executive	22 May 2024  Executive Resources and Contracts PDS Committee	Meetings	Contact Officer:  John Kulasek  <a href="mailto:John.Kulasek@bromley.gov.uk">John.Kulasek@bromley.gov.uk</a>	<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
TRANSPORT GATEWAY REPORT	Executive	26 June 2024  Adult Care and Health PDS Committee and Children, Education and Families PDS Committee	Meetings	Contact Officer:  Maya Vadgama Tel: 0208 313 4740 <a href="mailto:Maya.Vadgama@bromley.gov.uk">Maya.Vadgama@bromley.gov.uk</a>	<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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OPTIONS FOR THE FUTURE DELIVERY OF PARKS MANAGEMENT AND GROUNDS MAINTENANCE SERVICES.	Executive	26 June 2024  Environment and Community Services PDS Committee	Meetings	Contact Officer:  Hannah Jackson Tel: 0208 461 7690 <a href="mailto:Hannah.Jackson@bromley.gov.uk">Hannah.Jackson@bromley.gov.uk</a>	<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
DEPOT IMPROVEMENT WORKS UPDATE	Executive	26 June 2024  Environment and Community Services PDS Committee	Meetings	Contact Officer:  Peter McCreedy Tel: 020 8313 4942 <a href="mailto:peter.mccreedy@bromley.gov.uk">peter.mccreedy@bromley.gov.uk</a>	<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
<b>ADULT CARE &amp; HEALTH PORTFOLIO</b>						
PERMISSION TO COMMENCE WITH THE PROCUREMENT OF A DOMICILIARY CARE FRAMEWORK	Director of Adult Social Care	June 2024  Adult Care and Health PDS Committee and Executive	Meetings	Contact Officer:  Chanelle-Ghania Ali, Kelly Sylvester Tel: 020 8461 7653 <a href="mailto:Chanelle-Ghania.Ali@bromley.gov.uk">Chanelle-Ghania.Ali@bromley.gov.uk</a> , <a href="mailto:kelly.sylvester@bromley.gov.uk">kelly.sylvester@bromley.gov.uk</a>	<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?
0-19 CONTRACT WITH BROMLEY HEALTHCARE	Director of Public Health	Between 01 September 2024 and 30 November 2024  Adult Care and Health PDS Committee	Meetings	Contact Officer:  Dr Jenny Selway Tel: 0208 313 4769 <a href="mailto:jenny.selway@bromley.gov.uk">jenny.selway@bromley.gov.uk</a>	<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
<b>CHILDREN, EDUCATION &amp; FAMILIES PORTFOLIO</b>						
EXTENSION OF EDUCATIONAL PSYCHOLOGY SUPPORT CONTRACT	Portfolio Holder for Children, Education and Families	Not before 21 March 2024  Children, Education and Families PDS Committee	Meetings	Contact Officer:  Scott Bagshaw Tel: 020 8313 4442 <a href="mailto:scott.bagshaw@bromley.gov.uk">scott.bagshaw@bromley.gov.uk</a>	<u>Meeting in public</u>	Report and relevant background papers
SHORT BREAKS CONTRACT	Director of Children's Services	Not before 21 March 2024  Children, Education and Families PDS Committee 20 March 2024	Meetings	Contact Officer:  Daniel Manns Tel: 020 8313 4618 <a href="mailto:daniel.manns@bromley.gov.uk">daniel.manns@bromley.gov.uk</a>	<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
<b>ENVIRONMENT</b>						
<b>PUBLIC PROTECTION &amp; ENFORCEMENT PORTFOLIO</b>						
<b>RENEWAL, RECREATION &amp; HOUSING PORTFOLIO</b>						

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?
HOMELESS PREVENTION FUND CREDIT UNION	Portfolio Holder for Renewal, Recreation and Housing	Not before 15 March 2024  Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer:  Alice Atabong  <a href="mailto:alice.atabong@bromley.gov.uk">alice.atabong@bromley.gov.uk</a>		
BELLEGROVE HOUSING DEVELOPMENT - APPROVAL TO APPOINT PROFESSIONAL SERVICES	Portfolio Holder for Renewal, Recreation and Housing	Not before 15 March 2024  Renewal, Recreation and Housing PDS Committee	Meetings	Contact Officer:  Max Graham  <a href="mailto:Max.Graham@bromley.gov.uk">Max.Graham@bromley.gov.uk</a>	<u>Meeting in Public</u>	Report and relevant background documents
<b>RESOURCES, COMMISSIONING &amp; CONTRACT MANAGEMENT PORTFOLIO</b>						
<b>TRANSPORT, HIGHWAYS AND OPEN SPACES</b>						

London Borough of Bromley: 020 8464 3333 [www.bromley.gov.uk](http://www.bromley.gov.uk)

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

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## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** 25 March 2024

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

**Title:** SCRUTINY OF THE CHIEF EXECUTIVE

**Contact Officer:** Ade Adetosoye CBE, Chief Executive  
Tel: 020 8313 4197 E-mail: [Ade.Adetosoye@bromley.gov.uk](mailto:Ade.Adetosoye@bromley.gov.uk)

**Chief Officer:** Ade Adetosoye CBE, Chief Executive

**Ward:** All Wards

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1. Reason for report

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

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2. **RECOMMENDATION(S)**

**Members are requested to note the report.**

### 3. COMMENTARY

#### Introduction

3.1 Since my previous scrutiny session in September 2023, I can provide the following updates:

- Updates on key organisational priorities for 2023/24.
- Council achievements in 2023/24.
- Strategic priorities for 2024/25.
- Priorities for the next six months.

#### 4. Updates on Key Organisational Priorities for 2023/24

##### Financial Management

4.1 The 2024/25 Council Tax Report to Executive on 26 February 2024 identified a balanced budget in 2024/25 and a budget gap of £16.6 million in 2025/26, rising to £34.3 million in 2026/27 and £38.7 million per annum by 2027/28.

4.2 The Council continues to face increasing challenges to manage a statutory balanced budget. This includes the need to address the ongoing Dedicated Schools Grant (DSG) funding deficits, the medium-term risk of depletion of Reserves and the resultant impact, funding the future Capital Programme and progressing to the next steps for the Transformation Programme.

4.3 In response, the Council will continue its prudent financial management, ensuring the Council 'spends within its means' in considering not just next year's budget but the impact on future years.

4.4 The Senior Leadership Team and I keep a close focus on the monitoring of the Council's budget at meetings of Chief Officer's Executive (COE) and Budget Challenges Sessions. Equally, fortnightly meetings of Transformation Board continue to monitor delivery against agreed savings, alongside identifying other opportunities to generate savings and cost efficiencies.

##### Delivery of Transforming Bromley 2019 – 2023

4.5 In 2019 I launched the 'Transforming Bromley Roadmap', which took a whole Council approach in responding to the significant funding pressures over the last four years.

4.6 Since its launch, the Transforming Bromley Programme has enabled us to adapt, embrace and thrive in a rapidly changing context. Over the course of this time, we have addressed expected and unforeseen challenges, seized opportunities and improved performance aligned to our core purpose and values. In 2024/25 the full year effect of the Phase Three Transformation Savings combined with new changes totals £4.9 million, which will increase to £6.9 million per annum in 2027/28.

4.7 Several Transformation programmes and projects have been successfully developed and delivered and have resulted in a balanced budget delivered through savings, mitigations of growth and Transformation.

4.8 I take this opportunity to highlight a few of the achievements we have made against our six key workstreams:

1. Professional Services
  - Established a new Corporate Leadership Team, with five operational Directors to lead the delivery of two front line Departments (People and Place) and three Corporate Directors to mobilise a Chief Executive's Department delivering Professional Services alongside a new Assistant Director of Corporate Transformation.
  - Management oversight was improved with the implementation of a new HR and Finance Monitoring System.
  - Invested in a new Social Care Casework Management System to replace the existing CareFirst Database, delivering an integrated system for both Children's and Adult Social Care.
  - Achieved income through Treasury Management to help offset the impact of inflation and protect key Services.
2. Workplace Modernisation
  - Expedited the IT Strategy ensuring a COVID-compliant laptop rollout.
  - Upgraded our new SharePoint site to support smarter working.
  - Reviewed and realigned our HR policies and procedures to support our culture change.
  - Purchased Churchill Court, our new Council Hub.
3. Housing, Planning, Property and Regeneration
  - Re-opened the Housing Revenue Account (HRA) to enable the Council to hold housing stock.
  - Acquired and/ or developed over 600 properties through various schemes.
  - Delivered a significant Operational Property Review to review all of the Council's assets, leading to an evidenced Capital Programme to meet the needs of the organisation in the short, medium, and long term.
4. Children's Services and Education
  - Improved the Council's early intervention referral and assessment pathway by launching the Children and Families Hub.
  - Joined a Commissioning Alliance with other local authorities across London.
  - Carried out reviews of SEN Transport Services and SEN Placements to reduce costs and meet the needs of our children and young people.
5. Adult Social Care
  - Launched the Adult Social Care Roadmap to Excellence to underline and direct our improvement journey.
  - Launched our 'Strengths and Outcomes-Based Practice Framework' that builds on the strengths of service users to meet their needs.
  - Significantly improved partnership and collaboration with Health Partners.
6. Environment and Community Services
  - Delivered a number of key initiatives as part of our work to achieve Net Zero Carbon by 2027.
  - Began procuring green energy at no additional cost to the Council.
  - Launched the Platinum Jubilee Park Fund, committing £1 million to contribute towards community led projects that improve our green spaces.

## **Transforming Bromley 2024 – 2028**

- 4.9 The Transforming Bromley Programme has now been refreshed for the next four years 2024 – 2028 and sets out how we intend to improve our capabilities and the way we use our resources to help deliver our Corporate Plan's vision and ambitions.

- 4.10 As over the last four years, Transforming Bromley will develop and deliver savings, efficiency and transformation change programmes. It will continue to foster a culture of innovation, embracing new ways of working and make optimal use of resources, including financial, human and technological assets. The Programme will also encourage an inclusive and integrated approach that makes best use of people, systems and processes. Part of this will include investment in our staff, buildings and technology, encouraging modern working practices and developing the skills, culture and behaviours required to make change possible.
- 4.11 Transformation proposals will work within cross cutting themes, including;
- Our business efficiency (to include AI/Digitalisation, better use of Technology);
  - Managing rising demand differently;
  - Changing how we fund and provide services;
  - Increasing our income and commercial models;
  - Reduction or cessation of services;
  - Re/commissioning and procurement opportunities;
  - Realignment of services
  - Invest to save opportunities to provide future savings in the Council's revenue budget;
  - Continuing to maximise Treasury Management income.
- 4.12 In order to deliver the next phase of Transforming Bromley 2024-28 the council will reinstate programme management capacity to develop and implement programmes that will deliver cashable savings and further growth mitigation. The Hub Programme Management Office will work with satellite spoke Project Management Officers (PMOs) to develop and implement programmes. The Hub will define the policy and procedures, while the local satellite PMOs will develop and implement the projects.

### **Making Bromley Even Better**

- 4.13 Now in the third year since launching the Corporate Strategy, progress updates against our five key ambitions include:
1. For children and young people to grow up, thrive and have the best life changes in families who flourish and are happy to call Bromley home.
    - The recent Ofsted inspection confirmed Bromley's Children's Services as 'Outstanding' in all areas of social work.
    - Several playground improvement projects have been delivered this year at sites including Betts Park and Chislehurst Recreation Ground.
    - Bromley's rate of First-Time Entrants (FTE) has reduced annually by 7% and is 35% lower than the average for London (the latest comparator data available is for 2022 – 2023). This has been supported by the further extension of prevention support for children on the cusp of offending by the Youth Justice Service and includes programmes such as 'Turnaround' and 'Engage'.
    - Allocated £200k from the People and Skills allocations of the UK Shared Prosperity Fund (UKSPF) to increase the number of young people aged 18 – 25 with Special Educational Needs and Disabilities (SEND) to engage in job searing and who gain employment following support.
  2. For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices.

- 74% of Adult Social Care Service Users are supported in the community (2,569 of 3,471 at the end of September 2023).
  - The Innovation Fund has been used to support the establishment of a Wellbeing Café in the Crays. Proposals to develop more day activities are included in the current round of Innovation Fund bids.
  - Piloted technology such as 'OwnFone' to support patients discharged from hospital. The initiative aims to increase social interaction, confidence when living independently, and is supporting prevention work in the community.
  - Several Platinum Jubilee Parks Fund projects are supporting work to tackle loneliness, with opportunities for people to become more involved in their local green space and make connections with other volunteers through projects at Beckenham Green, Richmal Crompton Fields and Winsford Gardens.
  - Held events for 'Silver Sunday' and 'Befriending Week' in November 2023 to raise awareness, and support groups at risk of and experiencing loneliness.
3. For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- Launched the Bromley Business Growth initiative in December 2023 to provide free advice and assistance to Bromley's businesses, including two new local support services available via the Council's Partners at Goldsmiths, University of London and Newable.
  - Launched Good Works Bromley Exchange that bring a range of Partners to support people into employment through Sector-Based Work Academy Programmes (SWAPs) and Work Skill Programmes, including those with additional needs.
  - Increases full-fibre broadband coverage across the borough from only 1% in May 2020 (prior to the MOU and Openreach rollout) to over 46% in November 2023.
  - Completed the restoration of the Crystal Palace Subway in November 2023.
  - Produced Supplementary Planning Documents (SPDs) to provide further guidance on Planning for Orpington and Bromley Town Centre.
  - Took forward a programme of improvement works across the borough's libraries, including the refurbishment of St Paul's Cray Library and Community Centre.
  - As part of the Night Time Enterprise Zone, the Council held a number of events attracting thousands of visitors.
4. For residents to live responsibly and prosper in a safe, clean, and green environment great for today and a sustainable future.
- Completed Phase One of Affordable Housing Developments, with additional developments in progress (e.g., York Rise and West Wickham).
  - Approximately 327 units have been acquired through the Housing Acquisition Schemes, with a further 182 planned through the Meadowship Homes Phase Two Scheme.
  - Green Flag Awards were achieved at seven of the borough's directly managed open spaces.
  - Through the Council's Treemendous Programme, 1,510 trees were planted in 2022/23. The Council is also on track to exceed its targets for 2023/24, with over 1,200 trees planted to date.
  - Begun the process of rolling out an electric vehicle gully charging project across the borough as a paid for service, at no cost to the Council.
  - Begun plans to redevelop both the Walnuts and West Wickham Leisure Centre to modern standards and enhance the leisure facilities available to

- residents within the borough.
  - Provided residents with the best options to travel as suits their requirements, which has included investment of new zebra crossings.
5. To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
- Purchased the Council's new and modern Office building, Churchill Court.
  - Achieved a balanced budget in 2024/25 and continued with our Transformation Programme to develop and deliver savings, efficiency, and transformation change programmes.
  - Adult Social Care concluded the first phase of work with the Social Care Institute for Excellence (SCIE) to deliver efficiencies both in terms of cost and capacity.
  - Maximised Treasury Management income.

### **Accommodation Move Progress**

- 4.14 With the successful acquisition of the Churchill court site at the end of July 2023, the priority has been to ensure the site is fit for purpose and can accommodate our staff and Council Chambers.
- 4.15 Construction work is now fully underway across eleven floors of the building and, following this, internal fit out works will commence and include the construction of a main reception area for residents and other visitors to use, a range of meeting rooms and a Council Chamber.
- 4.16 The expectation is that we will be in a position to fully vacate the current Civic Centre by the end of September 2024.
- 4.17 To support staff on this journey, I am pleased that we will have another all-staff conference on Wednesday 13 March.

### **The Constitution**

- 4.18 The Constitution Working Group have now approved a new structure for the Council's Constitution that has been simplified and streamlined for ease of access.
- 4.19 Where relevant, the document has been updated and duplicate material removed, with no changes to the substance of the content made at this stage.
- 4.20 Further reviews are expected, with particular focus on the Financial Procedure Rules and Contract Procedure Rules, the Key Decisions Thresholds, the Local Planning Protocol and Code of Conduct, and Outside Bodies. Before any changes are introduced, the appropriate Members and Officers will be properly consulted.

### **Legislative Changes**

#### Election Preparations

- 4.21 Major changes were announced in 2022 through the Elections Act. The first tranche of changes included the introduction of photo ID at polling stations, the issue of a free Voter Authority Certificate (VAC) to eligible residents without valid photo ID, and new accessibility requirements.

- 4.22 The second tranche of changes, which comes into force in advance of the May 2024 elections, includes new measures relating to Absent Voting, Overseas Electors, European (EU) Citizens Voting and Candidacy Rights, and other election related changes such as postal vote handling and the voting system at certain elections.
- 4.23 The Electoral Team are well underway with preparations, but it is envisaged that the implementation of the new measures will substantially increase the work of staff.
- 4.24 A 'new burdens' agreement between the Government and Local Government to fully fund additional burdens has been promised, however, as this will be an ongoing pressure, the Electoral Registration Officer (ERO)/ Returning Officer (RO) may require additional resources from the Council, unless the Government fully funds the ongoing costs associated with these new measures.

#### Procurement Pipeline

- 4.25 The Procurement Act 2023 requires contracting authorities to publish an annual Procurement Pipeline Notice which must be published at the beginning of each financial year. The Notice must provide specific detail on all planned procurements with an estimated whole life value of £2 million and above, including detail on what each procurement is, when it will commence and when it will be awarded. Each published Notice must cover an 18-month period, and in year updates may be required.
- 4.26 The Procurement Bill is expected to go live this year, so it is assumed the first formal Procurement Pipeline Notice will need to be published in April 2025 for the period April 2025 to September 2026.
- 4.27 The Corporate Procurement Team are in the process of developing a Procurement Pipeline that will capture information on planned procurements for all value contracts with a whole life value of £25k or higher, which goes beyond the statutory requirements.
- 4.28 This will support meaningful forward planning for all procurements, including better resource planning, phasing of projects and strategic category management where appropriate.

#### Adult Social Care Reforms

- 4.29 In December 2021, the Adult Social Care Reform White Paper 'People at the Heart of Care' set out a 10-year Vision for how the government will transform support and care in England.
- 4.30 Despite much of the reforms now being delayed, the Council has continued with a programme of work that has included maximising opportunities to utilise technology and digitalisation and has developed an Adult Social Care Digital Transformation Strategy 2024 to 2034 that considers the improvements in digital capabilities, connectivity, and infrastructure, in relation to the care solutions offered and delivered for residents, providing more engagement choice and support efficient ways of working.
- 4.31 Also, a five-year Adult Social Care Strategy has been developed, which notes how the Council will respond to demand and cost pressures in the borough, provide good quality and safe care and support to residents, service users and carers, and the transformational work necessary to help achieve the key objectives.

### Internal Audit Standards

- 4.32 In January 2024, the Global Institute of Internal Auditors released new internal auditing professional standards, with an implementation date of January 2025. These new standards represent some significant changes from the previous standards, with the overall aim to strengthen and enhance the profession and practices of internal audit.
- 4.33 Will have new audit standards to be introduced next January, will need to rework processes, carry out a gap analysis and training, will report changes to a future meeting of COE. Put additional responsibilities on senior management and Audit Committee. Waiting to see if CIPFA will iron out any difficulties for the public sector.
- 4.34 During the course of this year, the Audit Team will undertake a gap analysis against the new standards as a whole and identify actions needed to be compliant.
- 4.35 One of the key changes to the Standards concerns the governance of internal audit, with specific 'essential conditions' (expectations) for both senior management (COE) and Audit and Risk Management Committee.
- 4.36 For senior management (COE), the conditions largely relate to ensuring that the role of internal audit is fully discussed, agreed and understood and that Internal Audit is supported to operate independently and effectively throughout the organisation.
- 4.37 Some of the new governance requirements relating to Audit and Risk Management Committee are, however, problematic for the public sector and local government. In response, CIPFA are assessing whether they need to provide additional interpretations for the public sector and a decision on this is expected shortly.

### **Inspection Readiness**

- 4.38 At the start of this year, Ofsted confirmed that children in the borough receive 'exceptionally strong Services' and confirmed Bromley's Children Services as outstanding in all areas, which is the highest rating Ofsted can give, and makes the Service one of the very best in the country.
- 4.39 The Council and Partners will continue to work hard for our children and young people and build on key learning from inspection feedback, which will also help inform preparations for the inspection of our Local Area Special Educational Needs and Disabilities (SEND) Inspection.
- 4.40 Part of our continued transformational work includes the recently launched 'EMBRACE' Service to provide bespoke care for our most traumatised and vulnerable young people, allowing them the opportunity to reach their full potential within a family environment and to live within a family home until they are 18 years old.

### Youth Justice Service (YJS)

- 4.41 Bromley YJS partnership is currently in line for inspection by His Majesty's Inspectorate of Probation, which is anticipated between now and the end of September.
- 4.42 In preparation, the Service continues to maintain its position of continual service



improvement that includes strategic development, and at the end of last year the Service drafted its Reducing Reoffending Strategy 2023 – 2026. The aim of the Strategy is to support the wider partnership in planning how to meet changing needs with a view to keeping reoffending rates in Bromley low.

- 4.43 As for HMIPs consultation on a new inspection framework, engagement has taken place with the sector, and it is anticipated that the new framework will commence in October this year.

#### Adult Services

- 4.44 Adult Services have been working through identified areas for attention following an appraisal of the Service that is helpfully informing inspection readiness preparations. Key work for review has included that in relation to hospital discharge arrangements, support to carers, use of technology and safeguarding practice.
- 4.45 In addition to this, a new Principal Social Worker has been recruited, who has been leading on a number of things, as well as supporting inspection preparedness.
- 4.46 Alongside Care Quality Commission (CQC) assurance preparedness, the Adults Directorate has also continued its preparations for inspection of its Adult Education and Shared Lives Services, which are both expected imminently.

#### **Partnership Working**

##### Safer Bromley Partnership

- 4.47 The Safer Bromley Partnership brings together statutory agencies, Bromley Council, Metropolitan Police, London Fire Brigade, South East London Integrated Care Board and National Probation Service, commissioned Services and community and voluntary representatives.
- 4.48 The Partnership is in the process of developing its new Community Safety Strategy for 2024 to 2027, which is being formulated based on the findings of the Annual Strategic Assessment and the following three priorities:
- Prevention: Being Stronger Together.
  - People: Protecting People.
  - Places: Resilient Communities.
- 4.49 This is an important document for the work of the Partnership over the course of the next few years, and Partners are in the process of reviewing feedback following a consultation phase that ended on Thursday 29 February.
- 4.50 The strength of partnership has continued to go from strength to strength and has been identified and noted by the chair of the Safer Neighbourhood Board, Sharon Baldwin, as ‘an excellent example of partnership working, something not necessarily shared by other boroughs. This provided the opportunity to make collaborative decisions that would directly and positively impact on local communities’<sup>1</sup>.
- 4.51 In this way, the Partnership will continue to respond to strategic and operational priorities, focusing particularly on additional work with Education to help children and young people to stay safe and holding an Anti-Social Behaviour (ASB) conference on 11 March to understand concerns on the issue and to work on local solutions to

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<sup>1</sup> [Safer Bromley Partnership Board Minutes](#), 6 December 2023, 6.

prevent and resolve ASB.

#### Integrated Care System (ICS)

- 4.52 The Council continues to work with South East London Integrated Care Board (SEL ICB) to explore further opportunities for local integration of Health and Social Care that includes the pooling of resources across the locality if it enables better opportunities for value for money, economies of scale, reduce duplication and streamline processes. As ever Bromley's Local Care Partnership maintains oversight of decisions to join up and or integrate Services, ensuring the best outcomes for Bromley residents.
- 4.53 Some developments to deliver integrated Health and Care Services across care pathways has included a review of the discharge pathway, which has led to the Hospital Social Work Team managing all out-of-borough hospital discharges and enhanced care discharges.
- 4.54 Together with Partners, the Council developed the Bromley Carers Plan, which was agreed by Executive in the latter part of last year, and is a joint plan agreed across the Council and SEL ICB that sets out what advice, guidance and support is available to unpaid carers in the borough and how this offer to carers will be developed further over the next two years.
- 4.55 Our Adult Social Care Strategy 2023 – 2028 and Health and Wellbeing Strategy 2024 – 2029 have also been developed in Partnership. The latter cross-references with our Making Bromley Even Better 2021 – 2031 and existing current and relevant Council strategies, such as the Tackling Loneliness Strategy 2022 – 2026, and aligns with the Bromley Local Care Partnership Five-Year Strategy and South East London Integrated Care Service Strategy.
- 4.56 The Bromley Homeless Health project is also a collaboration between the Council, NHS and the voluntary and community sector to provide a health and wellbeing clinic for Bromley's homeless community. This joint initiative sponsored by Public Health and funded by the local Integrated Care Board (ICB) is working with the homeless community to facilitate access to mainstream Services.
- 4.57 In terms of future work, a new Mental Health Joint Strategic Needs Assessment (JSNA) is being commissioned and this will inform the development of a new strategy to take effect from next year. Also, the new joint Adult Mental Health Recovery and Rehabilitation Support at Home Service will commence in October this year.

#### Community Groups

- 4.58 Key achievements have been made to deliver the ambitions of the Open Space Strategy over the course of the last year, much of which has been possible through the partnerships created with community groups, including our Friends of Parks, who in many cases have been able to raise additional funds to support the improvement of their local green spaces.
- 4.59 As an example, the Friends of Cator Park and Alexandra Recreation Ground have fund raised to plant a Tiny Forest in Cator Park, planting a mix of native trees in a small area to replicate the natural processes of forest regeneration.
- 4.60 Additionally, Green Flag Awards have been achieved at seven of the borough's directly managed open spaces, with Idverde aiming to achieve this award at another

four sites by next year, with the support of the local Friends Groups.

### **Progress to Achieve Net Zero Carbon by 2027**

- 4.61 The Council's Net Zero Action Plan is in its fourth year of implementation, and action to reduce emissions is continuing to demonstrate a positive impact with the Council's net zero emissions for Year Four (2022/23), in line with previous years assessment and reporting, totalling 3,133 tonnes<sup>2</sup> CO<sub>2</sub>e. This is a 14% reduction on Year Three (2021/22) and a 56% reduction on the baseline year of 2018/19.
- 4.62 Key focuses for the Council to continue to reduce its direct emissions include moving towards low carbon energy sources for heating where possible as part of work related to the Operational Property Review, completing the final phase of the LED streetlight conversion, working with the Greater London Authority (GLA) on a pan-London renewable PPA procurement option for 2025, which would allow all London boroughs to access renewable energy and achieve zero emissions on electricity use, continuing the move towards a paperless Office and more electronic storage, and exploring options such as the expansion of woodlands within the borough as part of carbon offsetting initiatives.

### **Armed Forces Covenant**

- 4.63 The Council received the Bronze Award last month (February 2024) from the Ministry of Defence Employer Recognition Scheme, which makes Bromley one of only twelve local authorities to achieve this in recognition of the Council's commitment to Bromley's armed forces community.
- 4.64 The logos are now proudly displayed on the Council's website along with information pages signposting the armed forces communities towards support and advice.
- 4.65 To continue to meet our Armed Forces Covenant (AFC) commitments, the Culture Team have produced an Action Plan that identifies workstreams and lead Officers responsible for the implementation and monitoring of progress against each key area, which will report into the newly established Working Group.
- 4.66 An expression of interest is in the process of being made for the Silver Award.

### **Housing Provision**

- 4.67 A priority for the council is increasing the supply of accommodation, which is reflected in our Housing Transformation Plan.
- 4.68 Going into 2024/25, five schemes have been approved that will deliver approximately 109 affordable housing units at York Rise, Burnt Ash, Anerley, Bushell Way and West Wickham.
- 4.69 A further two schemes to the Capital Programme, Bromley North and Beckenham Car park, were approved in the latter part of last year, which are expected to provide a further 78 social housing units one complete.
- 4.70 In addition to our housing development schemes, approximately 327 units have been acquired through the housing acquisition schemes, with a further 182 planned through the Meadowship Homes Phase Two Scheme. Combining all schemes, this total 691 new units.

- 4.71 Feasibility works for developments at the current Bellegrove site, as well as further scoping exercises for sites at Manorfields and Poverest are also underway.

### **Local London**

- 4.72 The Council joined Local London and signed the Inter Authority Agreement (IAA) for the Local London SRP last year.
- 4.73 A number of projects have been delivered over the course of the last year, which has only been possible since joining the SRP. This has included securing SIF funding to enable the Council to deploy new dark fibre and increase connectivity across the borough, and the launch of the London E-Business Support Programme that Bromley businesses now have access to.
- 4.74 UK Shared Prosperity Fund (SPF) grant funding has also been secured, which will be used in the delivery of employment and skills projects in Bromley. The Bromley People and Skills SPF Programme consists of three strands; the Good Work Bromley Exchange, Supporting Care Leavers into employment and SEND Programme.

### **Health and Wellbeing Strategy 2024 to 2029**

- 4.75 The new Health and Wellbeing Strategy has been approved, which contains three priority areas:
- Improving Health and Wellbeing of Young People (to include obesity, youth violence, adolescent mental health).
  - Improving Health and Wellbeing of Adults (to include obesity, diabetes, dementia, mental health, substance misuse).
  - Disease Prevention and Helping People to Stay Well (linking with the South East London Integrated Care Board (SEL ICB) prevention priority and achieving this through vital five work).
- 4.76 Action plans are in development with the support of local Partners, including South East London Integrated Care System (SEL ICS), SEL ICB, One Bromley, Healthwatch Bromley, Community Links Bromley, Bromley Safeguarding Adults Board and Bromley Safeguarding Children's Partnership, and will help monitoring progress against key priorities.

### **Supporting Our Staff**

#### Digital Transformation

- 4.77 As part of the Council's Digital Transformation Programme, telephony functions migrated from the on-premises Skype for Business 2015 to a cloud-hosted Microsoft Teams with direct routing solution, which removes the Council's dependency on on-premises systems.
- 4.78 The cloud provides many benefits to the Council, which includes higher degrees of automation, culminating in the quicker provision of the latest features and security solutions.
- 4.79 The project has been a major move for the Council and closely aligns to the objectives of the IT Strategy around scalability, cost savings, enhanced reliability and availability, and flexibility and agility.

#### Health and Wellbeing Initiatives

- 4.80 NHS Health Checks were offered to all eligible staff and have now successfully completed. The results show that this was a worthwhile intervention in promoting staff health and wellbeing, with 242 members of staff attending.
- 4.81 Feedback was overwhelmingly positive, with 90% of those who completed a satisfaction survey reporting they would recommend the Staff NHS Health Check to Colleagues.
- 4.82 Public Health have continued to work with HR and the Learning and Development Team to support the health and wellbeing of staff, which currently includes support with weight management.
- 4.83 Staff, and residents, also have access to 'Lower my Drinking' which is a new addition to Bromley's Drug and Alcohol Support commissioned by the Council, which aims to help individuals identify the risks associated with their level of drinking alcohol and what actions can be taken to help stay in control.
- 4.84 Additionally, our Occupational Health and Employee Assistance Programme (EAP) provide health screening, ill-health referrals, general medical advice, confidential counselling and practical expert advice on a variety of personal, family and workplace issues. Both Services have undergone comprehensive reviews that have now concluded, and new contracts are expected to commence from 1 April.

#### Workforce Development Strategy

- 4.85 A new Workforce Development Strategy is currently in development and will neatly align to our refreshed Transforming Bromley Programme to further develop and transform the workforce to be ready to address new and future challenges by ensuring that staff can develop the necessary skills, knowledge and behaviours required to support the type of change required.

#### Disability Confident Scheme

- 4.86 A key objective is to elevate the Council's commitment to disability inclusion from Level One to Level Two under the Disability Confident Scheme. The Scheme supports employers to challenge attitudes, increase understanding, and remove barriers to disability, ensuring that those with disabilities or long-term health conditions are able to fulfil their potential.
- 4.87 To achieve Level Two, a comprehensive gap analysis and assessment is currently underway, which involves evaluating our current practices, policies, and support mechanisms to identify areas where improvements are needed.

#### Pay Award and Merited Rewards

- 4.88 The Council adopted local terms and conditions of employment in November 2012 and since then the annual pay award has been set as part of the annual Council Budget/ Council Tax by Members/ Councillors, following consultations with staff and their representatives and the public.
- 4.89 Despite ongoing pressure on the Council's finances, Full Council agreed a 3% pay increase across the board, the removal of the equivalent of spinal points nine to eleven (affecting BR3 grade) with assimilation to equivalent of spinal point twelve

(BR4), and an increase to the merit reward pot by 3% in 2024/25, which is used to recognise the exceptional performances of staff. As in previous years, staff will receive the payments in their April pay.

4.90 My thanks to Members for the continued recognition of staff and the work they do in the borough.

## 5. Council Achievements in 2023

5.1 As a Council we received national recognition for a number of projects and innovations in 2023. Key accolades include:

- Received the Gold Award in the 'Efficiency and Effectiveness' category in the national iESA Transformation Awards.
- Shortlisted for 'Use of Data Insight' in the Public Sector Transformation Awards.
- Our Living in Care Council and Care Leaver Forum (Change for Care Leavers) won Coram British Association for Adoption and Fostering (BAAF) 'Young Persons Voice' first prize at their annual Amplify Event organised by the National Children in Care Council (A National Voice) for ensuring the voices of young people are heard.
- The Early Help Service came 'Runners Up' for Early Help Services in the Children and Young People Awards 2023.
- Our Tackling Loneliness poster was chosen for exhibition at The Campaign to End Loneliness International Conference, with Bromley being the only local authority recognised in this way.
- The Council's 'Loneliness Workshop' won in the 'Princess Royal Training Awards'.
- Won the prestigious national Affordable Housing Award for Homeless Project of the Year 2023. This award recognises projects that deliver exceptional work with homeless clients, and the remarkable individuals who lead by example.
- The Burnt Ash (Zed Pod) Housing Scheme received an 'Energy Efficiency Award' in the summer.
- The borough's libraries were recognised for issuing over one million books last year, more than any other London Borough.
- Local Land Chargers were 'Runners Up' for 'Team of the Year' in the Land Data Local Land Charges Awards.
- Nine parks and green spaces in the borough were winners of the 'Green Flag' Award Scheme' this year.
- Came first place across all London Boroughs for household recycling (Defra statistics for 2021/22, released April 2023).
- Five Park Mark Awards were renewed in car parks across the borough with Bromley retaining this standard across all its car parks.
- Awarded the highest number of STARS points across London in a borough as a percentage of the possible maximum for a borough, signifying the best school's engagement by a London borough.
- The Fraud Team won 'Excellence' in the Institute of Revenues Ratings and Valuation category 'Protecting the Public Purse'.
- The Local Land Charges Team have been shortlisted in the best performing NLIS Level 2 Local Land Charges Department at the Land Data Local Land Charges Awards 2023.

5.2 We also saw a number of staff recognised for their individual contributions and achievements to public service. This included:

- Charmaine Malcolm, our Principle Social Worker, scooped first prize in the 'National Leader Award' by Front Line.
- Of our Bromley Adult Care Award winners, five received acclaim in the London Great British Care Awards 2023:
  - The Home Care Award (Highly Commended) – Kellie Mitchell, Home Instead Bromley, Chislehurst and Orpington.
  - The Supported Living Team Award (Winner) – Bromley Active Team, Creative Support.
  - The Frontline Leader Award (Winner) – Emma Smith, Choice Support.
  - The Housing with Care Award (Highly Commended) – Opeyemi Ovinsan, Achieve Together.
  - The Care Newcomer Award (Winner) – Elle Sena, Chislehurst Healthcare.
    - Both Bromley Active and Emma Smith will be part of the National Finals in Birmingham this year.
- Tracey Wilson was shortlisted in the 2023 Local Government Chronicle (LGC) national awards in the 'Outstanding Individual Contribution' category in support of our work for Ukraine locally.
- Graeme Preston, Trading Standards Manager, was shortlisted for the London Trading Standards Manager of the Year Award.
- Julie Langman, Principal Trading Standards Enforcement Officer, was nominated in the London Trading Standards Investigator of the Year category.
- Helen Stickling was recognised in Pro Landscaper's 30 under 30.

5.3 We have also started 2024 strong, with equally positive recognition in the following:

- The Ofsted inspection of Bromley's Children Services concluded that children in the borough receive "exceptionally strong services", with an outstanding rating in all categories.
- Bromley was again recognised as London's top recycling borough for a consecutive year, with almost half (48.7%) of household waste being recycled (Defra statistics for 2022/23, released January 2024).
- Our Loneliness work received the 'Gold Award' in the 'Community and Customer Focus' category at the iESE Public Sector Awards 2024.
- The Bromley Homelessness Health Project collected the 'Silver Award' in the 'Working Together' category at the iESE Public Sector Awards 2024.

## 6. **Strategic Priorities for 2024/25**

6.1 The following is a snapshot of some of the key deliverables across the Council's Departments for this financial year.

### **Finance**

6.2 The Department will continue to support work to deliver a balanced budget and long-term financial planning to understand how to deal with the challenges the Council faces and respond to any early indications where action is required.

6.3 As an enabler, the Department's priorities go beyond financial planning and budget monitoring and will continue to include support to key Departmental and Corporate Projects and Programmes including Housing initiatives, the Operational Property Review (OPR), Disposals, the Accommodation Move and Transformation.

- 6.4 Alongside this, new and innovative opportunities to do things differently and more efficiently will be explored and will include reviewing how the Council manages Capital spend, considering alternative approaches such as borrowing to support Housing projects and generating opportunities for income through Treasury Management.

### **Human Resources (HR), Customer Services and Public Affairs**

- 6.5 Succession planning, upskilling the workforce and managing critical posts are just some of the priorities HR Colleagues are focusing on as part of recruitment and retention initiatives. This work will be further supported through the maximisation of the Apprenticeship Levy to both upskill staff and recruit more apprenticeship posts.
- 6.6 The Department will also continue to facilitate the delivery of wider Council priorities and objectives, which includes that related to our Accommodation Move, progressing the next phase of the CRM Website upgrades, enhancing system efficiencies through the HR/ Payroll System and launching the new Occupational Health and Employee Assistance Programme (EAP) in April.

### **Corporate Services and Governance**

- 6.7 Corporate Services will continue to optimise digitalisation where appropriate to realise efficiencies in Service delivery and achieve projected savings.
- 6.8 Important key developments across IT includes work to upgrade the Council's IT infrastructure, namely the migration of business applications to Microsoft Azure Cloud Data Centres, which will provide many benefits to the Council such as higher degrees of automation, quicker provision of the latest features and security solutions.
- 6.9 Aligning these key developments will be the new Digital and IT Strategy, which will set out the vision of our Services for the future and areas for delivery including the replacement of Windows 10 as it reaches end of support in 2025.
- 6.10 Other key priorities for the Service include supporting the Public Switched Telephone Network (PSTN) roll out and leading on a culture of compliance across the Council.

### **Children, Education and Families**

- 6.11 Always seeking to continually improve our excellent Services, the Children, Education and Families Department will look to further grow and improve its 'outstanding' Services, using the findings of the recent Ofsted inspection.
- 6.12 Learning from the recent Ofsted Inspection will also serve to benefit the Department in its preparations for inspection of the Council's Youth Justice Service, Special Educational Needs and Disabilities (SEND) and Adult Education.
- 6.13 The Department will also take forward a number of Transformation projects with the aim of improving outcomes for children and young people, complete a restructure of Children's Services and deliver a new Special School in Chislehurst later this year.

### **Adult Services**

- 6.14 Key priorities in Adult Social Care this year will expand on the already fantastic work undertaken across the Service. Notably, preparations for the inspection of Adult Services.



- 6.15 The Department will also seek to deliver key work to fulfil the priorities and promises of strategic documents published last year, which includes the Adult Social Care Strategy 2023 – 2028 and the implementation of the Learning and Development Strategy.
- 6.16 As ever, partnership work across the System is key, and further opportunities to deliver Services more efficiently will be considered, which includes continued work with the ICB to roll out community hubs.

### **Public Health**

- 6.17 Following the publication of a number of key strategies for the Department last year that includes the Health and Wellbeing Strategy, Officers will be working hard to ensure that outcomes and priorities are delivered.
- 6.18 The Department will also publish a number of high-level plans and strategies this year that includes the Suicide Prevention Plan, Joint Strategic Needs Assessment (JSNA) Chapters of Brain Health, Cancer and Morbidity and Mortality in Bromley, finalisation of the Alcohol Needs Assessment and Homeless Needs Assessment and update of the Children and Young People JSNA.
- 6.19 In addition to strategy development and setting the vision for future years, the Department will also focus on optimising grant allocations, transform and redesign prevention pathways in line with the NHS, and develop, modernise and expand key Services across areas including weight management, smoking cessation and sexual health.
- 6.20 Partnership working remains key to the success of initiatives, and the Department will continue to develop these relationships to make lasting change in our communities, as an example, through the Combatting Drugs Partnership.

### **Housing, Planning, Property and Regeneration**

- 6.21 The Department will progress further with the Council's Operational Property Review and Disposals Programme, which includes the sale of the Civic Centre.
- 6.22 Key work will also continue around the Council's Accommodation Move that includes the review of existing operational contracts and the development of a Lettings Strategy for Churchill Court.
- 6.23 A number of strategies are in the process of being developed to inform the delivery and direction of future work including the new Homelessness Strategy, Leisure Strategy, Sport and Physical Activity Strategy and Regeneration Strategy, sign-off of the Council's Allocation Scheme and Housing Assistance Policy, as well as producing a first draft of the new Bromley Local Plan.
- 6.24 Other key deliverables include taking forward construction on West Wickham and York Rise housing schemes and new housing developments at Bromley North, Beckenham and Bellegrove. Also, progressing the next stage of the Leisure refurbishment design schemes for West Wickham and Walnuts Leisure Centres.

### **Environment and Public Protection**

- 6.25 Alongside maintaining the excellent work of Environmental Services, the Department will also look to the work it must do to plan and protect the borough's environment, to fulfil our Corporate Strategies vision for Bromley to be safe, clean, green, and

sustainable, great for today and for the future.

- 6.26 Key pieces of work will include the delivery of Highway Safety Scheme improvements across the borough, the implementation of new walking schemes and cycle routes as part of 'Active Travel' ambitions, delivering sustainable travel plans and increasing the availability of Electric Vehicle Charging Points.
- 6.27 The Department will also expand on the already fantastic work to date to support key ambitions including our vision for net zero emissions by 2027 and ambitions under our Reduction and Recycling Plan (RRP).

## **7. Priorities for the Next Six Months**

- 1. Delivery of the Transforming Bromley Programme.
- 2. Support Directors in meeting departmental programmes as set out above.
- 3. Maintain our Long-Term Budget Management and Financial Strategy to manage demand and growth.
- 4. Move the Council's Hub to the new Civic office.
- 5. Meet our statutory and regulatory requirements and inspection readiness.
- 6. Support our workforce.
- 7. Support organisational compliance against all standards and regulations.
- 8. Respond to legislative changes and macro issues from Central Government.
- 9. Inspection and regulatory readiness.
- 10. Partnerships and improved interface with elected members on ward related issues.

Report No.  
CSD24040

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE  
COUNCIL

**Date:** 25 March 2024  
8 July 2024

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

**Title:** ANNUAL SCRUTINY REPORT 2023/24

**Contact Officer:** Philippa Gibbs, Deputy Democratic Services Manager  
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**Ward:** (All Wards);

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1. Reason for report

The Council's Constitution (Article 6.03 (d)) requires that a report is made each year to full Council which summarises work carried out by Policy Development and Scrutiny (PDS) Committees. The 2023/24 report (attached), including contributions from PDS Chairmen summarising the work of their committees, is due to be considered and approved by Executive, Resources and Contracts PDS Committee on 25 March 2024 and received and noted by Full Council.

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2. RECOMMENDATION

2.1 That the Executive, Resources and Contracts PDS Committee consider the Annual Scrutiny Report 2023/24.

2.2 That Full Council receive and note the Annual Scrutiny Report 2023/24.

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
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Corporate Policy

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

1. Cost of proposal: No Cost:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: £366,000
  5. Source of funding: Revenue Budget
- 

Personnel

1. Number of staff (current and additional): 7 posts (6.67fte)
  2. If from existing staff resources, number of staff hours: 2 hours
- 

Legal

1. Legal Requirement: None:
  2. Call-in: Not Applicable: Full Council decisions are not subject to call-in
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Procurement

1. Summary of Procurement Implications: None
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All Members of the Council and interested members of the public.
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable

<b>Non-Applicable Sections:</b>	Policy/Financial/Legal/Personnel
Background Documents: (Access via Contact Officer)	Constitution of the London Borough of Bromley (Article 6) 2022/23 Annual PDS Report



# **Policy Development & Scrutiny Annual Report 2023/24**

**For submission to Full Council on 8<sup>th</sup> July 2024**

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# 1. Foreword

1. On behalf of all my colleagues who are engaged in Policy Development and Scrutiny Committees in the London Borough of Bromley, I have great pleasure in presenting our Annual Report for 2023/2024, which summarises the work that has been carried out by the Committees during the Council year.
2. The economy has been through a turbulent time, with inflation impacting heavily on the Council's financial performance. A spike in the CPI inflation measures added to the ongoing cost pressures faced by Bromley Council over the fiscal year just ending. The consequence of the challenges faced, around the revenue budget constraints and the capital and maintenance programme challenges leaves a funding gap in the medium to long term which has to be settled. The 2024/25 budget has been balanced, however for future years the gap as follows; £16.6M for 2025/26 and £34.2M for 2026/27 and £38.7M for 2027/28. These figures allow for growth pressures (net of mitigation) of £24.9M in 2025/6 rising to £36.5M in 2027/8. As part of the budgeting process growth must be contained to ensure that future years budget gaps are met. £10M growth saved in the coming year will reduce the budget gap and reduce the pressure on 2025/6 budget. Early savings will reduce the need to eat into reserves and maintain the income from treasury management. The Council has a legal obligation to set a balanced budget, so effort is needed to generate income and find additional savings over the next 3 year period. Innovation and initiatives, joint procurement, cost initiatives and good contract management over the next few years will be really important in driving down the budget gap for future years. This will mean investing in IT including AI and following through on the accommodation strategy to ensure the Council is fit for the future. But this strategy is even more important in meeting the net zero carbon dioxide target for direct Council activities by 2027. Over the next year more invest to save and efficiency measures should come forward to help promote these ambitions.
3. Against this tough background 2023/24 has come in on budget subject to the use of some contingency and additional income from interest on balances. Over recent years the Council has set balanced budgets, without significantly impairing the delivery of frontline services. However, in light of the challenges ahead, the Council will increase Council Tax this coming year by a Bromley element of 4.99%, including the 2% increase to fund social care. In addition the Labour London Mayor and GLA also increased their precept by a whopping 8.6% when the current CPI rate is 4% making a net overall increase of 5.8% for Bromley residents. Current assumptions indicate a 2.99% increase in Bromley's Council Tax share in 2025/6, although this level could be reviewed up to 4.99%. Bromley Council will as a result of the changes could sacrifice its debt free status, meaning that residents will now contribute towards debt interest rather than benefitting from interest on reserves.
4. The Council continues to promote significant change, both in organizational terms and in its ability to continue to provide services expected by residents. The Council has over 1300 statutory obligations to discharge, which cost several millions of pounds per annum. These take priority over discretionary spending. The funding gap can't be closed without taking some difficult decisions and halting some services all together. Due to prudent financial management, Bromley Council is able to deal with these challenges but needs to ensure that early decisions are taken and adequate reserves are retained and where appropriate invested to maintain sustainable finances.
5. In addition to the financial challenges ahead and the need to become a different organisation with fewer resources, the Council should grasp opportunities for wider integration across public services including health and local government and look at cooperation with other Local Authorities to drive efficiencies. The Council will need to identify new investment opportunities to help protect key services. This might need a new look with an investment and revenue generation sub-committee, to help grow revenue outside the usual call on tax payer funds. Scrutiny will remain key to ensure that there is adequate control and stability. In the context of these challenges, the Council should review its current structures including the PDS function to ensure that scrutiny can drill down to an appropriate level when looking at opportunities for value for money.

6. The PDS Committees will continue to have an important role over the coming years to formulate acceptable solutions for the reduction in service provision, which has to come, whilst continuing to deliver quality services to the residents of Bromley.
7. Finally, I would like to thank all Committee Chairmen, members, and the dedicated Council officers for their diligence and hard work during last year in finding practical solutions, which have ensured that Bromley Council could formulate a balanced budget and is able to continue to provide essential services next year, which are important to our residents.

**Cllr. Simon Fawthrop**

**Chairman, Executive Resources and Contracts PDS Committee**



## 2. Policy Development and Scrutiny Chairmen 2023/24



Cllr Simon Fawthrop  
Executive, Resources & Contracts



Cllr Mark Brock  
Adult Care & Health Services



Cllr Kira Gabbert  
Children, Education & Families



Cllr Adam Grant  
Environment and Community Services



Cllr David Cartwright  
Public Protection and Enforcement



Cllr Tony Owen  
Renewal, Recreation & Housing

# 3. Policy Development and Scrutiny in Bromley

## Introduction

- 2.1 Six Policy Development and Scrutiny (PDS) Committees at Bromley discharge the overview and scrutiny functions conferred by sections 21 and 32 of the Local Government Act 2000 and successive legislation. The Executive and Resources PDS Committee has an over-arching, co-ordinating role on behalf of the other five PDS Committees and is required by the Council's Constitution to present Full Council with an Annual Report "on the Policy Development and Scrutiny functions and PDS budget, and amended working methods if appropriate" (Article 6, Section 6.03 (d) of the Constitution).
- 2.2 The PDS Committees mirror the Council's executive portfolios:
- Executive, Resources & Contracts (covering both the Resources, Contracts and Commissioning Portfolio and the Executive)
  - Adult Care & Health Services
  - Children, Education & Families
  - Environment & Community Services
  - Public Protection and Enforcement
  - Renewal, Recreation & Housing
- 2.3 In addition to these Committees there is one PDS Sub-Committees:
- Health Scrutiny Sub-Committee (Adult Care and Health)
- 2.4 Although they have no decision-making powers, PDS Committees and Sub-Committees have key roles in contributing to policy development and scrutinising the decisions of the Executive and individual Portfolio Holders.

## Policy Reviews

- 2.5 PDS Committees advise Portfolio Holders, the Executive and Full Council on policies, budgets and service delivery. PDS Committees can commission groups of Councillors to review an issue or policy, so assisting a Portfolio Holder or the Executive to improve a service or function affecting local people. This can be linked to a forthcoming decision by a Portfolio Holder or the Executive or to assist in formulating fresh, new policy. In each case detailed, evidence-based assessments are carried out and recommendations made in a report. In the process, Councillors can speak to a broad range of people to help gather information for their evidence-based reports.

## One-Off Reviews

- 2.6 In addition to in-depth policy reviews, PDS Committees can also review a topical issue at Committee with comments and recommendations referred on to the Portfolio Holder. These reviews are often based around a presentation or an evidence-giving session with expert witnesses.

## Performance and Budget Monitoring

- 2.7 PDS Committees monitor the performance of services, functions and contracts within their remit, assessing performance against key performance indicators and policy objectives. Concerns are reported to a Portfolio Holder who can then, if necessary, be called to a PDS Committee meeting to account for the performance of his or her Portfolio.
- 2.8 PDS Committees are also involved in the budget setting process and provide considered comments and recommendations for the Executive to take account of when formulating the Council's annual budget. Similarly, PDS Committees also monitor in-year spend of budgets and raise concerns where there is any possibility of overspend or other issues affecting spending priorities.

## Call-in

- 2.9 The call-in process is a key means by which PDS Committees can hold the Executive to account. Any five Councillors can call in a decision and prevent it from taking immediate effect until it has been re-considered by a PDS Committee. The Committee can then interview the Portfolio Holder and officers and consider whether the decision is appropriate, within the Council's policy framework, and whether it should be reconsidered. If the Committee feels that the decision should be reversed or altered, it can make a recommendation to the Executive, which then has to reconsider the matter.
- 2.10 At the time of writing, no call-ins have been made. The continued low level of call-in reflects an emphasis given to pre-decision scrutiny leading to better and more robust decisions which are less likely to be challenged.

# 4. Report from Executive, Resources & Contracts PDS Committee

**Chairman: Cllr. Simon Fawthrop**

**Vice-Chairman: Cllr. Robert Evans**

## 1. Introduction

In 2023/24 the Committee held 9 scheduled meetings. The regular meetings included the scrutiny of items to be decided at the Executive's meetings, in addition to matters reported to the directly to the Committee. I would also like to thank the members of the committee for their contributions and thank the Officer team, for their support across the year, including call overs and agenda setting as well as numerous adhoc meetings and briefings. I'd also like to thank Cllr Evans for Chairing the meeting whilst I had covid.

## 2. Policy Development

This has been an interesting year for policy development as the Council has developed and progressed its ground-breaking free speech policy. This gives additional protection to our employees, allowing them to speak out without unintended consequences. Being able to respect, understand and debate other views even if not agreeing with them is fundamental to a healthy democratic society, and to the good functioning of local Government. The Policy has been approved also by the Constitutional Improvement Working Party as well as by the General Purposes and Licensing Committee. There will be more work to do going forward, but a great start has been made.

## 3. Scrutiny of the Executive and the Resources Portfolio Holder

The Committee's principal role is to scrutinize the decisions of the Executive, The Resources Portfolio Holder and to hold the Leader of the Council, the Chief Executive Officer and the Resources Portfolio Holder to account. This Committee has discharged its responsibilities diligently and competently during the year. I would like to thank all the above for their valuable contributions.

## 4. Review of Council Activities

The Committee has been very conscious of the need to reduce costs and has diligently scrutinized budget and capital programme reports and measures to bring costs under control, including overspends across some budget headings. The contracts register and the disposal of various surplus assets, the performance of the Council Tax support scheme and issues concerning homelessness and temporary accommodation, Treasury Management performance which continues in the top 10% of Local authority performances, the various invest-to-save projects, as well as details on the growth fund and investment fund initiatives and the risk register were also considered. The committee also considered the best use of assets and had a major report on the capital assets and the future HQ including the potential Library re-location. Lastly the Council is undergoing a transformation programme to help shape the Council's future and change the way it does business, at every stage the programme needs to have the ability to roll back if the transformation leads to degradation in service to our residents, however it should be recognised that ultimately the financial imperative will be over-riding service standards. That does not mean to say that services cannot or should not be delivered differently to how they are delivered today, but value for money has to be extracted for every penny of tax-payer funds.

## 5. Scrutiny of Contracts.

The Committee also reviewed the work of key supplier contracts including the IT Services contract provided by BT. We also reviewed the work of Liberata, whilst it has been good to see the Liberata contract performing well and showing both good value for money and a good level of service, we have also looked at the ways in which they can add more value to their services. We will be looking at both contractors and consultants in the near future to help the drive towards permanent employees which help provide a more consistent service for Bromley's residents.

## **6. Outlook**

The Government's cost reductions have continued to impact on the Council's finances. The task to find the savings necessary to balance the Council's budget has been a major factor across this year. By keeping on top of the cost pressures which include additional growth items, this year will be crucial in delivering a balanced budget in future years. The main challenge is closing the funding gap of £38.7 million by 2027/28, a lot of hard work remains to ensure the Council continues to set legal budgets over the coming years. On a positive note at the time of writing, business confidence is at an all time high, inflation is falling and there are positive signs for the economy on the horizon.

## **7. Conclusions**

The Council is about to enter a new transformation phase, undergoing significant organizational and estate changes, whilst maintaining its ability to continue to provide services expected by residents. The era of streamlining, re-organizing and efficiencies, whilst continuing to provide services "as usual" is becoming harder and difficult decisions will now have to be taken about service provision. Statutory obligations will have to take precedence over providing discretionary support, but innovation and technologies including AI might be able to help contain growth pressures.

The challenges for Bromley Council in the coming years are the need to make the wider public fully aware of the Council's financial position of balancing on-going service pressures against a backdrop of challenging central Tax payer support to ensure that planning is in place for dealing with the budget gap in future years. This will include both cost reductions and revenue generation within the policies of managing resources well, the 2027 zero carbon target and the clean and green approach adopted by the Conservative administration.

**Councillor Simon Fawthrop**  
**Chairman, Executive & Resources PDS Committee**

# 5. Report from Adult Care and Health PDS Committee

**Chairman: Cllr. Mark Brock**

**Vice-Chairman: Cllr. Felicity Bainbridge**

## Introduction

The Committee has met 4 times so far this municipal year with a further meeting on the 12<sup>th</sup> March. Alongside the elected Members on the Committee we also have co-opted members representing Bromley Carers, Lived Experience and Safeguarding and Special Educational Needs.

## Policy Development & Scrutiny

During the year the Committee reviewed various services and initiatives as well as decisions for the Executive and the Adults, Care and Health Portfolio Holder.

Key areas scrutinised by the Committee this year were:

- The Portfolio Plan
- Budget Monitoring, Capital Programme and Contracts Register
- Integrated Provision of Mental Health Services
- Tackling Loneliness Strategy
- Housing With Care Strategy
- Carers Plan 2023-2025
- Contract Extension Bromley Healthwatch Service
- Adult Social Care Strategy
- Draft Budget 2024-2025
- Vibrance Direct Payments Support and Payroll Service Provider
- Residents Voice Project and Working Group
- Adult Care Transformation Programme
- Co-Occurring Conditions of Mental Health and Substance Misuse
- Additional Learning Disabilities Funding

Updates were received on the following:

- Bromley Safeguarding Adults Board 2022-2023
- Adult Social Care Reform
- Members Visits
- Tackling Loneliness Action Plan
- Engagement Framework
- Social Care Institute of Excellence and Assistive Technology
- Extra Care Housing Scheme
- Dementia Hub

Information Briefings were received on:

- Risk Register
- Bromley Local Account 2022-2023
- Complaints & Compliments Annual Report 2022-2023
- Capital Program
- Contracts Register
- Minutes from Health Scrutiny Sub-Committee Meetings

## **Key Areas Scrutinised:**

### **Adult Social Care Strategy**

The Council has developed a new Adult Social Care Strategy for the period 2023 to 2028 to take account of developments across the social care market, changing government policy and wider technological, demographic and economic changes.

The strategy considers the key challenges of increased service demand and rising costs pressures in relation to supporting vulnerable older residents and working age adults with a disability and/or a long-term health condition.

The previous draft of the strategy had been provided to the Adult Care and Health PDS Committee in March 2023. Further consultation had taken place and key changes have been made to the document.

### **Tackling Loneliness Strategy**

The Committee received two further updates this municipal year on the progress of the Tackling Loneliness Strategy Action Plan 2022-2026 which was launched in at the end of 2021. The Principal Loneliness Champion informed Members that a bespoke London Borough of Bromley Tackling Loneliness Workshops had commenced in March 2023. The workshops had received fantastic feedback with 95% of participants having found it to be 'useful' or 'extremely useful', over 250 people have now participated in these workshops. A reminder to members who have not participated in this workshop to please make time to attend one of the on-line sessions. A Tackling Loneliness Summit had been held at Bromley Civic Centre on Friday 16th June 2023 which had been attended by over 100 people. A number of events had taken place across the Borough for "Silver Sunday" and "Befriending Week" had taken place at the start of November 2023

### **Bromley Safeguarding Adults Board 2022/23 Annual Report**

The Committee welcomed the Independent Chairman of the Bromley Safeguarding Adult Board, and the Bromley Safeguarding Adult Board Manager, who presented a video providing an overview of the Annual Report. Members noted the tremendous volume of work completed by the BSAB.

It was explained that an area of focus for the Board was to ensure that there was no disruption to care arising from transition from Child to Adult. In addition, for the past year the Council had been operating a 0-25 Service which sat within Children's Services. This helped to facilitate better management of transition and in terms of transition, there was also flexibility within Health Services to ensure services to young adults were not disrupted by transition.

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Lastly, I would like to thank all officers, members and co-opted members of the Committee for their hard work and excellent input during this municipal year to the meetings.

**Councillor Mark Brock**  
**Chairman, Adult Care & Health PDS and Health Scrutiny Sub-Committee**

# 6. Report from Children, Education & Families PDS Committee

**Chairman: Cllr. Kira Gabbert**

**Vice-Chairman: Cllr. Jonathan Andrews**

## **Introduction**

The Committee has considered reports across a range of services including early intervention and family support, education planned maintenance programme, procurement for the Family Group Conference service, the refreshed Engagement Framework, spending by Primary, Secondary and Special maintained schools, award of contract for capital works at Oaklands Primary School, Castlecombe Youth Centre and Mottingham Community Support Centre, Ofsted Inspection of Children's Services, 2024/25 Dedicated Schools Grant and the Children, Education and Families Portfolio Draft Budget 2024/25.

The Committee also has a statutory responsibility to conduct annual reviews of key services including the provision of transport services for all client groups, progress of the 0-25 service, private fostering, adoption, Corporate Parenting, the Youth Justice Service, school place planning and the work of the Bromley Safeguarding Children's Partnership (BSCP), Local Authority Designated Officer (LADO) and Independent Reviewing Officer.

Deep Dives were undertaken on the areas of mental health services for children and young people, Education, Health and Care plans, Youth Support and NEET (young people not in education, employment or training).

## **Our role as corporate parents**

This year's Children Looked After Celebration of Achievement Awards Ceremony took place in February 2024 at The Warren. This annual event is very popular and recognises various achievements of our children in academic, sporting or artistic fields.

For the first time, Celebrating Bromley SEND (Special Educational Needs and Disability) Stars took place in September 2023. It was a wonderful and hugely popular event with the Mayor of Bromley present at the celebrations. After the huge inaugural success, this event will now be happening on an annual basis.

Every summer, our Corporate Parenting Fun Day is taking place, and this year it will be held on Sunday 28<sup>th</sup> July.

## **SEND (Special Educational Needs and Disability)**

Our SEND services remain crucial. SEND transport transformation programme is under way. Work is continuing to establish a new Special Free School in the Borough which will provide a much needed in-borough offer to Bromley children whilst reducing the number of costly out-of-borough placements and associated costs such as transport.

Woodlodge is an independent living skills centre in Bickley and Sundridge Ward that supports the development of independence and social skills for children and young people with special educational needs and disabilities. Funding of this vital service has been agreed during the reporting period.

## **Education and schools**

Figures from this year's National Secondary Offer Day (as published on 01 March) reveal that just under 92% of Bromley's school children will be attending one of their top four choices of



secondary school, with just under 69% offered their first preference. The figures demonstrate that our continued collaborative working with the Borough's schools has ensured a sufficiency of places. Since 2020, the Borough has seen provision increased by 150 places, equivalent to 5 forms.

## **Budget**

### Budget 2024/25

Members are aware that there is a clear need to make savings in current and future years. Service transformation is a key mechanism to deliver the required savings. Recruitment and retention of in-house social workers remains an area of primary focus of the department. Recruiting more of the in-house foster carers is also a priority as relying on external agencies creates additional cost pressures. Following a recent fostering recruitment campaign, there are encouraging developments with more candidates expressing the interest in becoming Bromley foster carers.

### Dedicated Schools Grant

There is a significant Government funding deficit, particularly within High Needs Block, which reflects the experience of other local authorities across the country and in London. The officers have developed a Dedicated Schools Grant Recovery Management Plan in consultation with the Department for Education to mitigate the overspend as far as practicable. This remains an area of focus and a huge challenge for the Department and the Committee.

## **Ofsted**

In November 2023 the Ofsted Inspection of Bromley's Children's Services took place and concluded that children in the Borough received "exceptionally strong services". The outstanding rating across all 5 areas was the highest rating that Ofsted could give and Bromley was only the third local authority to have received a judgement of outstanding in all areas since the introduction of the new Ofsted Inspection framework in 2022, which included a new judgement for experiences and progress of care leavers. The outcome of the inspection is a testament to Bromley's position as one of the best boroughs in the country to raise a family, delivering exceptional support to children and young people and their families and carers.

## **Final comments**

I would like to thank the Committee Clerk, Vice-Chairman and all Members of the CEF PDS Committee for their support and input. All Members work in a collegiate way, with new ideas and innovative suggestions often brought up for a discussion. The Members are mindful of both the increasing demand and enormous cost pressures on the services and understand the need to innovate and improve. It is important to acknowledge that representatives of Bromley Youth Council, Church representatives and Parent Governor members provide vital insights and unique perspective to the Committee.

Children and families are at the very heart of what we do in Bromley. I would like to thank every person working in the department for their hard work and dedication. In the face of the enormous challenges and limited funding, the officers and department directors, the Council's senior leadership team and the Portfolio Holder deliver excellence and demonstrate their absolute commitment to achieving the best outcomes for children of our Borough.

**Councillor Kira Gabbert**  
**Chairman, Children, Education and Families PDS Committee**

## **7. Report from Environment and Community Services PDS Committee**

**Chairman: Cllr. Adam Grant**

**Vice-Chairman: Cllr. Felicity Bainbridge**

To be provided

**Councillor Adam Grant**

**Chairman, Environment and Community Services PDS Committee**

## 8. Report from Public Protection and Enforcement PDS Committee

**Chairman: Cllr David Cartwright**  
**Vice-Chairman: Cllr Kim Botting**

The PP&E PDS has had a busy year scrutinising both the local authority and its partners' work in "Making Bromley Even Better". It has worked closely with council officers, the police, fire brigade and other partners within the Safer Bromley Partnership, to keep Bromley safe by protecting consumers and residents, supporting, and regulating businesses, and protecting and improving our environment. By utilising an approach of support for our businesses and residents, along with assertive enforcement where necessary, Bromley continues to be one of the safest London Boroughs in which to live, work and visit. The breadth of the Committee's scrutiny work over the last year is wide and includes:

**Safer Bromley Partnership (SBP) & Community Safety:** It has been a demanding but exciting year for our community and the different partners within the SBP. Crime increased across London, including Bromley in 2023 when compared to 2022, however, at 5.5% this was lower than the London increase of 6.5%. However, it's important to highlight that with an offence rate of 82.4 offences per 1,000 population in Bromley, compared to the 115.4 rate across London, people are over 28% less likely to be a victim of crime in Bromley. The PDS has worked closely with Bromley's new Superintendent for Neighbourhood Policing, continuing to scrutinise the Police with particular emphasis around the reporting of their performance and priorities. Further, the London Fire Brigade provided its Annual Update which enables members to discuss their key priorities and consider the LFB's Risk Management Strategy and how it applies to Bromley. The PP&E PDS has scrutinised other specific partners including 'Change Grow Live', Bromley's drug and alcohol service. The PDS also scrutinised the MOPAC spending plan for projects which support community safety in the borough. Over the past year there have been 12 successful Community Impact Days which have been well attended by a range of partners, including relevant Council departments, The Police, the Fire Brigade, Clarion, Veolia, IdVerde, DVLA and Living Well. As well as providing valuable community engagement opportunities, where property has been marked and crime prevention has been shared, they have also facilitated the removal of waste and graffiti, dealt with unlawful vehicles, and checked areas for hidden weapons.

**Statutory Noise Nuisance Out of Hours Service:** This project was successfully launched and refocused to cover times of most need. Since then, over 905 site inspections have been conducted made up of 156 response complaints, 77 inspections of events licensed by Temporary Events Notices, and 616 programmed inspections to check compliance on those where notices have already been served. This activity has resulted in 26 formal warnings and 2 enforcement notices.

**Emergency Planning & Corporate Resilience.** Another busy year for the team, who recently organised the Local Authority's response during London's annual Counter Terrorism exercise for the blue light services, which was based upon a terrorist attack in the Glades Shopping Centre. From an incident perspective, the team dealt with 29 emergencies affecting our residents over the year. The largest being a response at 3AM to a flat fire in Orchard Grove Penge that saw all the occupants of 10 flats displaced. The team also assisted Environment colleagues in the planning and delivery of the response to Storms Ciaran and Henk. A full range of training was delivered to staff and volunteers, resulting in a significant increase in our emergency response capability. The team oversaw the update of the Council's business Continuity plans during the year and delivered a full testing and exercising programme across all Directorates, better preparing us for any disruption to the provision of our services. Finally, the team were successful in a joint funding bid to the GLA to deliver a project to co-produce new approaches to local community resilience in Bromley.

**Food Safety & Hygiene Programme:** With over 1,283 food rating inspections completed last year the number of outstanding inspections in 22/23 has fallen from 2,450 to 1,877 in 23/24 and now to 825 for next year. There is a new contract and programme in place to address the last covid related backlog within the Food Inspection Programme. Bromley is responsible for ensuring appropriate and safe food provision of these establishments. The problems associated with the Covid Pandemic caused the cessation of food safety inspections of food businesses. The resulting backlog of existing food businesses requiring inspection

and the number of new food businesses registering during this period grew significantly, as it did across London and indeed the country. Bromley's food safety officers have worked closely with the Food Standards Agency (FSA) to develop an achievable and acceptable plan to reduce this backlog. This has been particularly difficult as there is, currently, a national shortage of available accredited and experienced food safety officers and recruitment to overcome this backlog has been a serious problem. The FSA are fully aware of, and acknowledge, this continuing issue.

**Houses in Multiple Occupation (HMOs):** With an increasing demand over recent years for HMOs in Bromley, the PDS fully supported the recent strengthening of planning control for HMOs. Further assessment of HMO's was scrutinised by the PDS ensuring the most robust measures are in place and in full use. This has continued to improve the Council's ability to ensure HMOs are of satisfactory quality and not a nuisance to their neighbours. There are 312 licenced HMOs in Bromley, with a further 33 applications currently being processed. HMOs operating before the recent changes in planning regulations do not require retrospective planning permission.

**Trading Standards:** This is an important area of the Council's responsibility. Trading Standards Officers have continued their highly regarded work over the past year. Through regular updates to local residents, warning of ongoing 'scams' such as cold calling, telephone and doorstep sales etc., they continue to support all Bromley residents and in particular the elderly and most vulnerable. The end of February saw the outcome of prosecutions against two doorstep traders, with one receiving a 21 month imprisonment (suspended for 2 years) with unpaid work and rehabilitation activity, and the other imprisoned for 12 months; [Rogue traders receive prison sentences in Trading Standards prosecutions – London Borough of Bromley](#). Trading standards work is wide and varied and, by way of example, nearly 5000 illicit vapes were seized in 2023 and 1800 already in 2024.

**Environmental Enforcement & the Fly tipping Action Plan:** The Committee has continued to support the Neighbourhood Management Team's commitment to keep the borough's streets clean and green, to reduce litter, fly tipping and dog fouling. In the past 12 months funds have been utilised to procure Artificial Intelligence CCTV, which has aided the team by capturing evidence of fly tipping at two sites within the Borough. Further resource has also been added via expansion of the contract held by Parking Services with APCOA. The contract amendment, of January 2024, provides three dedicated Neighbourhood Enforcement Officers who role is to patrol the borough engaging with residents and issuing fixed penalty notices for low level environmental crimes.

**Parking Enforcement:** Parking enforcement activities are undertaken in accordance with the Bromley Parking Strategy. This covers the management of public car parks, on-street parking, and civil parking enforcement. It also includes Penalty Charge Notices (PCNs) issued by CCTV for school zigzag lines, bus stops and moving traffic contraventions, as well enforcing 'blue badge' fraud. When a PCN is issued, the registered keeper has a minimum of 2 chances to appeal and a formal representation can be made directly to the Council. In 22/23 112,750 PCNs were issued, 30,478 appeals were processed by the Council with only 226 cases heard by an independent adjudicator, of which only 45 were upheld.

This is but a small sample of the work of the PP&E PDS. Other areas of scrutiny undertaken over the past year include planning enforcement, extension of the Public Spaces Protection Orders (PSPO) for ASB and Dog Control & Fouling Enforcement Power, the valuable work of the Bromley Youth Council and the performance of the South London and Maudsley NHS Trust in respect of public and community safety.

I would like to take this opportunity to, firstly, thank the Portfolio Holder for Public Protection and Enforcement for all her support and guidance over the past year. Secondly, I would thank all members who have served on the PP&E PDS for their enthusiastic and positive contribution and wise counsel, which has ensured the continued safety of Bromley borough, its communities, and its local residents. Finally, I would like to place on record my sincere thanks and appreciation for the sterling work of all Council officers who have not only supported the PP&E PDS in carrying out its scrutiny function, but who continue to serve and support all those who live, work and visit our borough.

**Councillor David Cartwright**  
**Chairman, Public Protection & Enforcement PDS Committee**

# 9. Report from Renewal, Recreation and Housing PDS Committee

**Chairman: Cllr Tony Owen**

**Vice-Chairman: Cllr Thomas Turrell**

The Renewal, Recreation & Housing Portfolio is one of the most wide ranging in the Council and is one of the major cost drivers. Temporary Housing demand is increasing as accommodation costs rocket, but supply is limited. Staff continue to be innovative in controlling costs and finding grant funding for various projects.

A new Local Plan is in the pipeline.

Subjects that have been scrutinised in the last year are listed below in (mainly) chronological order. Detail is available in committee papers and minutes.

- Refurbishment of St Paul's Cray library
- Bromley North housing
- Crystal Palace Trust
- Full fibre roll out
- Coronation street parties
- Housing Information Technology
- Asset Management Strategy
- Tenancy Strategy and Management
- National Planning Policy Framework
- Building Control Service
- Housing - Meadowship scheme and building own
- Housing revenue account
- Lawn Tennis Association grant for tennis court renovation
- Orpington supplementary planning document
- Urban design guide
- Homelessness prevention grant
- Ex offenders programme
- Rough sleeping initiative
- England & Wales cricket board grant for non turf pitches
- More homes Bromley (Mears group)
- Leisure centre redevelopment
- Walnuts (Orpington) and West Wickham leisure centres
- Changing places (specialist toilets for complex needs)
- York Rise development
- Crofton Roman Villa (external building)
- Local parades
- Bromley supplementary planning document
- Housing allocation scheme
- Star Lane works
- Temporary accommodation costs
- Supply problems with homelessness accommodation
- Loss of private rental accommodation
- Mottingham Community Support Centre

- Crystal Palace regeneration
- Crystal Palace subway
- Network Rail land availability
- Carbon management within contracts
- Homelessness prevention funds
- Bellegrove housing development
- Library repair works
- Extra affordable housing in West Wickham
- Local London sub regional partnership

Monitoring of budgets, capital programme, contracts and key performance indicators (KPIs) takes place regularly.

**Councillor Tony Owen**  
**Chairman, Renewal, Recreation and Housing PDS Committee**