

# **ELECTORAL REVIEW OF THE LONDON BOROUGH OF BROMLEY**

## **Submission on Bromley Council Size**

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## **1. Introduction – background to the review**

- 1.1. The Local Government Boundary Commission for England (LGBCE) is undertaking a review of the London Borough of Bromley's electoral arrangements. This will be the first review of the ward boundaries in the Borough since 1999 and it forms a part of a review of arrangements across London.
- 1.2. The review examines and proposes new electoral arrangements for the whole local authority, and will take decisions upon:
- The total number of councillors to be elected to the council (Council Size)
  - The names, numbers and boundaries of wards
  - The number of councillors to be elected to represent each ward.
- 1.3 The statutory criteria that the LGBCE will apply when making its proposals and decisions are:
- Electoral equality (a consistent number of electors per councillor)
  - Community identity (strong ward boundaries that reflect communities)
  - Effective and convenient local government (coherent wards with good internal transport links).
- 1.4 The outcome of the review will be implemented in time to take effect at the Local government Elections for the Borough scheduled for May 2022. The Review will aim to ensure that its recommendations remain relevant for the long term.
- 1.5 The first stage of the review is to determine the future council size. The provisional decision on council size by the Commission will then inform the next stage of the review, which will consider size and numbers of wards, ward boundaries and the number of councillors to represent each ward.
- 1.6 The Commission will form its view about the right council size for an authority by considering the following areas:
- The governance arrangements of the council and how it takes decisions across the broad range of its responsibilities
  - The council's scrutiny functions relating to its own decision making and the council's responsibilities to outside bodies
  - The representational role of councillors in the local community and how they engage with people conduct casework and represent the council on local partner organisations.
  - A view on how the role and operation of the Council has changed since 1999 and the new and different challenges faced by elected members

## **2. Summary and recommendations**

- 2.1 The council has carefully considered the various factors outlined in the Boundary Commission's guidance documents and has evaluated the impact of increasing or decreasing the current number of councillors.
- 2.2 Bromley's electorate as at January 2019 was 242,189 (excluding overseas electors) and this equates to an electoral ratio of 4,036 electors for each councillor. The electorate is forecast to grow to 265,038 by 2022 and equate to an electorate ratio of 4,417 electors per councillor. Forward projecting twenty years to 2039 would give a projected electorate of 294,698 and an electorate ratio of 4,912 electors per councillor
- 2.3 This increase in the number of electors up to 2022 has been forecasted utilising the Local Government Boundary Commission's preferred forecasting methodology, the Greater London Authority's (GLA) population growth forecasts and also takes into account planned housing development, as well as planned and statutory activities to ensure that the borough's register of electors is as complete and accurate as possible.
- 2.4 Bromley is a well-run and effective council, with good engagement by members who play a full and active role as local representatives. We have strong governance and scrutiny and members are central to delivering this good governance. In coming to its recommendation, the council acknowledges that the current administration have stated that the existing governance arrangements (the Strong Leader model) will remain as they are working well.
- 2.5. The council considers 62 to be the optimum number of councillors required to ensure effective governance and scrutiny for the authority. Based upon the current electorate this number also offers a more beneficial electoral ratio that enables councillors to offer fair and effective representation to their ward constituents
- 2.6 An increase to 62 Members would maintain the level of representation for electors and residents as the population grows, and ensure that work on scrutiny and other areas is not damaged.
- 2.7. Although members are busy and work hard to deliver in their roles, the council has shown it works effectively with 60 members at present electorate/population levels. Reducing the number of councillors would put an unacceptable pressure on the workload both in ensuring the delivery of the Councillor role under the current governance arrangements and in their broader community role.

2.8 A decrease in the number of councillors could save some money, however this would increase the number of electors and residents per councillor to an unacceptably challenging level. This increase would make it difficult for members to effectively represent the needs and views of their communities. A reduction of councillors to even 55, which would deliver minimal savings, would see each elected member representing almost 4,819 electors by 2022 and 5,358 by 2039.

2.9 Since 2010 fewer than 10 opposition Councillors have been returned in each election (2010 - 7, 2014 – 9, 2018 - 9). There is a material risk that a reduction in the number of Councillors will have an impact on the number of opposition councillors returned which will have an impact on voter choice and the effectiveness of political opposition on the Council.

### **Recommendation**

**That the number of Members elected at Local Government Elections in Bromley is increased from 60 to 62.**

## **3 Characteristics of Bromley and Comparative Information**

3.1 Located in South East London Bromley serves a population of c331,000. It is the largest London borough. At approximately 150 square kilometres it is 30% larger than the next largest borough.

3.2 The Council is responsible of the full range of Local Government services since the abolition of the GLC in 1986 (the Mayor and GLA being an additional rather than a substitute service). Although Bromley is a relatively prosperous area, the communities within Bromley differ substantially. The North-East and North-West of the borough contend with similar issues (such as higher levels of deprivation and disease prevalence) to those found in the inner London Boroughs we border (Lambeth, Lewisham, Southwark, Greenwich), while in the South, the borough compares more with rural Kent and its issues.

3.3. Table 1 of appendix A sets out the present electoral figures by ward in Bromley and Table 2 of appendix A compares both the area and member representation at Bromley with other London Boroughs. Table 3 breaks the figures down by polling directives. Table 4 sets out the projected electorate increase by ward.

3.4 Appendices set out the projected population and electorate increases for Bromley, with the supporting methodology being at Appendix H.

3.4 Of the next 4 largest London Boroughs in size then membership is as follows:-

- Hillingdon 65
- Havering 54
- Croydon 70
- Barnet 63

All of the above have a lower elector to Councillor ratio when compared to the Elector/Councillor ratio at Bromley.

Havering does have fewer councillors. However it is 47,000 Hectares smaller in area, has a smaller electorate by c38,000 electors and a present ratio of 3,541 electors per councillor compared to a ratio of 4,023 electors per councillor at Bromley.

3.5 Consideration of the figures set out in Table 2 indicates that even after reductions to the number of members elsewhere, the ratio of electors per councillor is still higher at Bromley. Authorities with comparable electorates tend to have more elected members than Bromley.

## **4 Governance and Decision Making**

4.1 The London Borough of Bromley is made up from 22 wards comprising 60 councillors. There is 1 single member ward, 4 two member wards and 17 three member wards. Following the 2018 local elections, the political balance of the Council is currently 50 Conservatives, 8 Labour and 2 independents. The Council holds around 200 meetings each year, most of them held in public. A chart setting out the basic meeting structure is at [Appendix B](#).

### **Full Council**

4.2 Full Council is chaired by the Mayor. All Councillors serve on full Council meetings. It meets around 7 times a year, including an annual meeting in May at which appointments to Committees are made. Certain matters have to be considered by full Council, including setting the Council's annual budget and Council Tax, which is done at a meeting in February. As well as receiving reports for decision or information, the full Council meeting is a major focus for public engagement and political debate, with time allotted to dealing with questions from Councillors and members of the public, receiving public petitions and considering motions proposed by Councillors.

## **Executive Arrangements**

4.3 The Council operates a “strong leader” executive model. The Leader is appointed by full Council at the first annual meeting after the local elections, and remains in office for the four-year period until the next elections. The Leader appoints six other Members to his Executive as Portfolio Holders, one of whom is appointed Deputy Leader, each with specific areas of responsibility. The portfolios are currently -

- Adult Care and Health
- Children, Education and Families (and Deputy Leader)
- Environment and Community Services
- Public Protection and Enforcement
- Renewal, Recreation and Housing
- Resources, Commissioning and Contract Management

4.4 Portfolio Holders provide political direction and leadership for the Council services within their portfolios, working closely with Directors and other senior managers. They help the Leader to set the strategic direction of the Council, promote initiatives and challenge officers on budget management, savings, income generation and service improvement. The Leader/Portfolio Holders appoint up to six Executive Assistants to provide support to Portfolio Holders. Executive Assistants are not formal deputies and cannot exercise executive authority. They are required to submit an annual report summarising their activity - the 2018/19 report is attached as [Appendix C](#)

4.5 The Executive has about 8 scheduled meetings a year to take decisions, but usually a number of special meetings are also necessary to deal with urgent matters. Individual Portfolio Holders take decisions following pre-decision scrutiny of reports at a Policy Development and Scrutiny (PDS) meeting, or occasionally at a special Portfolio Holder meeting or following circulation of a proposed decision to all other Councillors.

4.6 The maximum size of Executive permitted by law is The Leader plus 9 other members and with an executive of 7 in total Bromley already has one of the more streamlined Executive bodies in London.

## **Regulatory functions**

4.7 There are a range of functions which the law says cannot be exercised by the executive. In addition, there are some functions where the Council has a choice whether they are executive or non-executive, and Bromley has decided that these will be treated as non-executive.

4.8 These non-executive functions require a range of committees and sub-committees to be set up to make decisions. The major committees are the Development Control Committee and its 4 Plans Sub-Committees, and the

General Purposes and Licensing Committee, which has sub-committees for Appeals, Audit, Industrial Relations, Licensing, Pensions Investment and Rights of Way. The Local Joint Consultative Panel (a forum for discussion between councillors and officers) also reports to the General Purposes and Licensing Committee. In addition, the Council has chosen to retain a Standards Committee, which considers matters relating to the conduct of councillors.

### **Planning Committees**

4.9 Development Control Committee is a large committee with 17 members which considers matters of planning policy, and also determines major planning applications. Some of these meetings attract large numbers of members of the public where a particularly controversial planning application is being considered. The four Plans Sub-Committees meet every fortnight in turn to determine planning applications. This amounts to about twenty-five meetings a year, and is a substantial workload for Councillors. These meetings always attract members of the public, who can address the sub-committee with their concerns. One person is allowed to speak in favour of each application and one against before Councillors discuss the case and come to a decision. There are 36 seats overall on these four sub-committees, although some Councillors will sit on two sub-committees, reducing the number of Councillors needed.

### **Licensing Committees**

4.10 Licensing of the sale of alcohol and public entertainment are the responsibility of the General Purposes and Licensing Committee. Licensing Sub-Committees of 3 members are appointed to hear licensing applications. These meetings can be lengthy, with substantial paperwork to consider and applicants represented by lawyers. Although the number of Licensing Sub-Committee meetings has declined in recent years, there are still about eight needed every year. Members of the Licensing Sub-committees are drawn from the 15 members of the General Purposes and Licensing committee and this level ensures an expert and informed group of members can take licensing decisions whilst avoiding risks around conflict of interest.

### **Policy Development and Scrutiny**

4.11 The Council is under a statutory duty to appoint at least one overview and scrutiny committee. Bromley's lead scrutiny committee is the Executive, Resources and Contracts Policy Development and Scrutiny (PDS) Committee. This PDS Committee has an over-arching, coordinating role on behalf of the other five PDS Committees for Adult Care and Health, Education, Children and Families, Environment and Community Services, Public Protection and Safety and Renewal, Recreation and Housing. In addition, there are sub-

committees for Health Scrutiny and Education, Children and Families Budget and Performance Monitoring. Ad hoc scrutiny reviews are undertaken from time to time.

- 4.12 Scrutiny is an important part of the Council's governance arrangements under the Local Government Act 2000. Although scrutiny committees have no decision making powers, they hold the Executive and individual executive portfolio holders to account, examine executive decisions and propose new policies. Most non-executive councillors sit on at least one of the PDS committees.
- 4.13 In recent years a key element of the work of scrutiny has been to undertake pre-decision scrutiny of decisions by the Executive and individual Portfolio Holders. This enhances democratic accountability and ensures that matters which impact on the council membership, as a whole and the electorate can be input into the decision making process at an early stage which supports transparency and the democratic process and ensures that executive councillors are accountable for the decisions that they make.
- 4.14 PDS Committees have broad scope to scrutinise beyond the boundaries of Council services, particularly in areas such as health and public protection. Two councillors from Bromley sit on a joint health overview and scrutiny committee covering all of South East London. This ability to scrutinise partner organisations is crucial at a time when more and more services are delivered through partnerships.
- 4.15 PDS Committees are each scheduled to meet at least 5 times a year, but beyond these formal meetings, many councillors carry out additional work such as attending visits or presentations, carrying out research and attending working group meetings. A reduction in the number of councillors would have a particular effect on the ability of councillors to carry out scrutiny effectively.
- 4.16 An Annual Scrutiny Report is published summarising scrutiny activity - the 2018/19 report is attached at [Appendix C](#).

### **Outside Bodies**

- 4.17 Councillors are appointed by the General Purposes and Licensing Committee to serve on a range of "outside bodies" - local or regional organisations and charities. Most Executive members attend meetings of London Councils relating to their specific portfolio responsibilities. Some of these positions with the more local charities may be filled by members of the public, but some 60 to 70 roles are allocated to Councillors. The amount of work involved may vary, but most roles involve attendance at several meetings a year, sometimes outside the borough. A list of outside body appointments is attached as [Appendix D](#).



## **Delegation of Functions**

4.18 The Council's Scheme of Delegation to Officers sets out in detail those matters which have been delegated to senior officers either by the Leader (executive matters) or by the Council and its committees (non-executive matters.)

## **Role of the Mayor**

4.19 The Mayor is chosen annually by the full Council and is chairman of full Council meetings. The Mayor chooses a Deputy Mayor to assist them during their year in office.

4.20 The Mayor represents the Queen and is the "first citizen" of the borough. He or she is the ceremonial representative of the Council. The Mayor represents the Council at civic functions and undertakes fundraising activities on behalf of their chosen charity or charities. Other than chairing full Council meetings the Mayor does not participate in the Council's decision making and is expected to be politically impartial during their year in office.

4.22 The mayoral function is widely respected and of great significance to the residents of Bromley. In recent years some Mayors and their deputies have attended over 900 Civic functions and events. It is unusual for less than 450 functions/events to be carried out in a Mayoral Year.

## **Roles of Councillors**

4.23 Councillors perform a number of roles, which can be summarised in terms of their responsibilities (i) to represent the residents in their wards, (ii) to serve the borough as a whole, and (iii) to serve in particular roles.

4.24 Bromley is a large and diverse borough, with some wards having a very urban, inner city atmosphere, some being suburban in character and some containing large tracts of green belt and open countryside. Bromley Councillors set a very high value on representing the interests of their wards, and the residents and businesses in them. The amount and nature of casework for ward councillors can vary substantially, and there are pockets of deprivation which place an additional burden on some ward councillors.

4.25 All Councillors are more accessible than ever due to the impact of electronic communication and social media, with greater demands placed on them to respond immediately and provide instant solutions. As the borough's population increases it is likely that these demands will also increase. In some wards, Councillors continue to hold surgeries or are available at prominent locations in their wards to meet with their residents, but an increasing amount

of casework is now conducted by email. All councillors are offered a choice of computer and telephone equipment to use for their Council work.

4.26 All councillors are expected to contribute to the Council's strategic work by attending full Council meetings and (with the exception of the Mayor) a range of committees, sub-committees and other meetings. In addition, they will probably be attending a range of pre-meetings, party group meetings, residents' group meetings in their ward and other meetings. A list of numbers of meetings held in 2016/17 and 2017/18 is attached at [Appendix E](#), with a summary of councillor attendance for 2017/18 at [Appendix F](#). There are no plans to make any substantial changes to the current Executive and Committee arrangements.

4.27 More than half of councillors have a particular role as an executive Portfolio Holder, Chairman or Vice-Chairman. Some of these roles will involve investment of considerable amounts of time, outside the specific formal meetings. 32 councillors receive special responsibility allowances for carrying out particular roles; 36 councillors receive a "quasi-judicial" allowance for serving on a Plans Sub-Committee, a Licensing Sub-Committee or the Fostering and Adoption Panel.

## **Conclusions**

4.28 The role of the Councillor has become more complex and demanding, with a higher public profile and greater expectations from the public. The current governance arrangements for the Council are based on a compliment of 60. However it is likely to be less sustainable as the electorate and population grow and a modest increase from 60 to 62 elected councillors will have minimal additional cost whilst ensuring that Councillors can fulfil their representational and democratic roles and responsibilities.

**Table 1**

Ward	No of Councillors	Electorate as at 31.01.2019	Average Electorate per Elected Member
Bickley	3	11799	3933
Biggin Hill	2	7900	3950
Bromley Common & Keston	3	12792	4264
Bromley Town	3	13444	4481
Chelsfield & Pratts Bottom	3	11200	3733
Chislehurst	3	12099	4033
Clock House	3	11907	3969
Copers Cope	3	12717	4239
Cray Valley East	3	11643	3881
Cray Valley West	3	12278	4093
Crystal Palace	2	9244	4622
Darwin	1	4145	4145
Farnborough & Crofton	3	11785	3928
Hayes & Coney Hall	3	12721	4240
Kelsey & Eden Park	3	12470	4157
Mottingham & Chislehurst N	2	7433	3717
Orpington	3	12291	4097
Penge & Cator	3	12632	4211
Petts Wood & Knoll	3	10792	3597
Plaiستow & Sundridge	3	11762	3921
Shortlands	2	7724	3862
West Wickham	3	12014	4004
		<b>242792</b>	

**Table 2**

London Borough	Hectares	Electorate (3/9/18)	No. of Cllrs	Avg. Electorate per Cllrs	Review started	Proposed size	Comments on Proposed size	Wards	3 member wards	2 member wards	1 member wards
Barking & Dagenham	3609.04	134,011	51	2,628	No	-					
Barnet	8673.72	252,832	63	4,013	Yes	63	Same				
Bexley	6055.95	175,488	63	2,786	Completed	45	Reduced (-18)	17	11	6	0
Brent	4323.52	228,781	63	3,631	Yes	57	Reduced (-6)				
Bromley	15015.45	241,406	60	4,023	No	-					
Camden	2179.6	153,917	54	2,850	Yes	54	Same				
Croydon	8651.89	281,944	70	4,028	Completed	70	Same	28	15	12	1
Ealing	5552.5	245,712	69	3,561	Yes	70	Increase (+1) (as per LGBCE)				
Enfield	8082.94	214,192	63	3,400	Yes	63	Same				
Greenwich	4734.38	188,001	51	3,686	No	-					
Hackney	1906.35	179,136	57	3,143	Completed	57	Same	21	15	6	0
Hammersmith & Fulham	1640.4	125,104	46	2,719	No	-					
Haringey	2958.85	176,884	57	3,103	Yes	57	Same				
Harrow	5046.91	180,521	63	2,865	Yes	55	Reduced (-8)				
Havering	11236.35	191,224	54	3,541	No	-					
Hillingdon	11569.87	203,380	65	3,141	Yes	53	Reduced (-12)				
Hounslow	5598.62	194,932	60	3,249	Yes	60	Same				
Islington	1485.95	152,235	48	3,171	No	-					
Kensington & Chelsea	1212.95	94,547	54	1,890	Completed	50	Reduced (-4)	18	14	4	0
Kingston upon Thames	3724.69	115,451	48	2,405	No	-					
Lambeth	2682.14	220,801	63	3,504	No	-					
Lewisham	3514.54	199,555	54	3,695	No	-					
Merton	3760.87	150,732	60	2,512	No	-					
Newham	3622.36	206,906	60	3,448	No	-					
Redbridge	5641.14	208,348	63	3,307	Completed	63	Same	22	19	3	0
Richmond upon Thames	5741.52	139,321	54	2,580	No	-					
Southwark	2885.41	218,239	63	3,464	Completed	63	Same	23	17	6	0
Sutton	4385.02	150,302	54	2,783	No	-					
Tower Hamlets	1976.9	194,553	51	4,323	Completed	45	Reduced (-6)	20	7	11	2
Waltham Forest	3881.4	187,360	60	3,122	No	-					
Wandsworth	3426.29	229,155	60	3,819	No	-					
Westminster	2147.78	133,943	60	2,232	No	-					

Table 3

<b>London Borough of Bromley</b>		
<b>Analysis Borough Electorate Totals for January 2019 Register</b>		
Borough	Polling District	Electorate
Bickley	BK1 -	2,022
	BK2 -	1,058
	BK3 -	1,238
	BK4 -	3,031
	BK5 -	1,444
	BK6 -	2,954
	<b>Total for Bickley</b>	<b>11,745</b>
Biggin Hill	BH1 -	2,808
	BH2 -	3,250
	BH3 -	1,830
	<b>Total for Biggin Hill</b>	<b>7,888</b>
Bromley Common & Keston	BC1 -	2,548
	BC2 -	1,547
	BC3 -	3,883
	BC4 -	2,835
	BC5 -	1,865
	<b>Total for Bromley Common &amp; Keston</b>	<b>12,778</b>
Bromley Town	BT1 -	1,708
	BT2 -	2,071
	BT3 -	891
	BT4 -	2,312
	BT5 -	1,560
	BT6 -	3,119
	BT7 -	1,757
	<b>Total for Bromley Town</b>	<b>13,418</b>
Chelsfield & Pratts Bottom	CB1 -	2,717
	CB2 -	2,508
	CB3 -	2,490
	CB4 -	265
	CB5 -	2,382
	CB6 -	812
	<b>Total for Chelsfield &amp; Pratts Bottom</b>	<b>11,174</b>
Chislehurst	CH1 -	1,440
	CH2 -	3,201
	CH3 -	2,319
	CH4 -	4,144
	CH5 -	962
	<b>Total for Chislehurst</b>	<b>12,066</b>
Clock House	CL1 -	2,917
	CL2 -	1,868
	CL3 -	2,855
	CL4 -	3,306
	CL5 -	1,104
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Analysis Borough Electorate Totals for January 2019 Register		
Borough	Polling District	Electorate
	<b>Total for Clock House</b>	<b>11,850</b>
Copers Cope	CC1 -	4,278
	CC2 -	4,331
	CC3 -	4,041
	<b>Total for Copers Cope</b>	<b>12,650</b>
Cray Valley East	CE1 -	3,199
	CE2 -	1,718
	CE3 -	1,389
	CE4 -	1,284
	CE5 -	1,207
	CE6 -	2,816
	<b>Total for Cray Valley East</b>	<b>11,613</b>
Cray Valley West	CW1 -	1,795
	CW2 -	2,850
	CW3 -	3,993
	CW4 -	3,615
	<b>Total for Cray Valley West</b>	<b>12,253</b>
Crystal Palace	CP1 -	1,289
	CP2 -	2,868
	CP3 -	3,372
	CP4 -	1,885
	<b>Total for Crystal Palace</b>	<b>9,214</b>
Darwin	DA1 -	966
	DA2 -	537
	DA3 -	353
	DA4 -	622
	DA5 -	500
	DA6 -	357
	DA7 -	793
	<b>Total for Darwin</b>	<b>4,128</b>
Farnborough & Crofton	FC1 -	1,929
	FC2 -	878
	FC3 -	2,086
	FC4 -	4,088
	FC5 -	1,357
	FC6 -	1,438
	<b>Total for Farnborough &amp; Crofton</b>	<b>11,776</b>
Hayes & Coney Hall	HA1 -	1,781
	HA2 -	1,602
	HA3 -	2,023
	HA4 -	2,945
	HA5 -	3,334
	HA6 -	1,022
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## London Borough of Bromley

### Analysis Borough Electorate Totals for January 2019 Register

Borough	Polling District	Electorate
	<b>Total for Hayes &amp; Coney Hall</b>	<b>12,707</b>
Kelsey and Eden Park	KP1 -	2,168
	KP2 -	2,680
	KP3 -	3,426
	KP4 -	4,183
	<b>Total for Kelsey and Eden Park</b>	<b>12,457</b>
Mottingham & Chislehurst North	MO1 -	1,763
	MO2 -	2,038
	MO3 -	2,420
	MO4 -	1,181
	<b>Total for Mottingham &amp; Chislehurst North</b>	<b>7,402</b>
Orpington	OR1 -	2,002
	OR2 -	1,122
	OR3 -	2,690
	OR4 -	2,893
	OR5 -	1,363
	OR6 -	2,198
	<b>Total for Orpington</b>	<b>12,268</b>
Penge and Cator	PE1 -	2,179
	PE2 -	1,188
	PE3 -	1,196
	PE4 -	3,214
	PE5 -	2,331
	PE6 -	2,461
	<b>Total for Penge and Cator</b>	<b>12,569</b>
Petts Wood & Knoll	PW1 -	2,792
	PW2 -	687
	PW3 -	4,553
	PW4 -	2,755
	<b>Total for Petts Wood &amp; Knoll</b>	<b>10,787</b>
Plastow & Sundridge	PS1 -	1,358
	PS2 -	3,117
	PS3 -	2,247
	PS4 -	2,517
	PS5 -	2,480
	<b>Total for Plastow &amp; Sundridge</b>	<b>11,719</b>
Shortlands	SH1 -	1,894
	SH2 -	2,092
	SH3 -	1,578
	SH4 -	2,158
	<b>Total for Shortlands</b>	<b>7,722</b>

## London Borough of Bromley

### Analysis Borough Electorate Totals for January 2019 Register

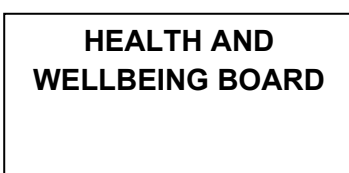
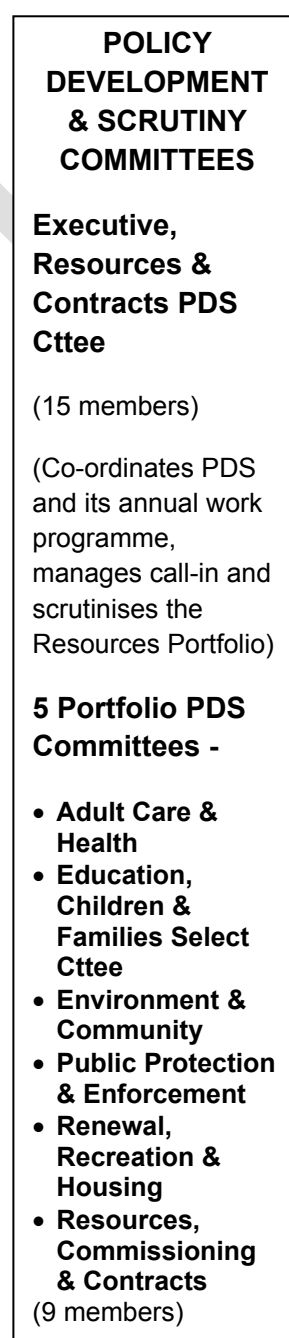
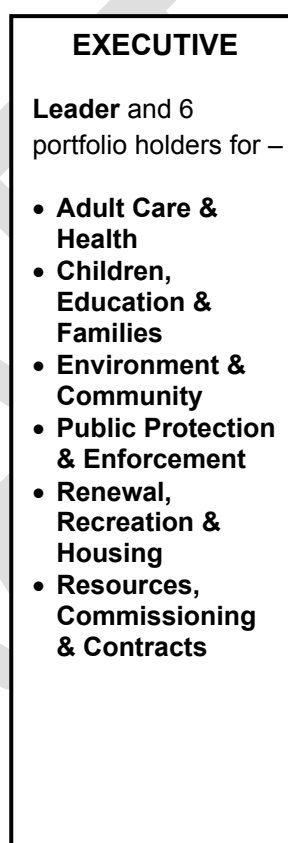
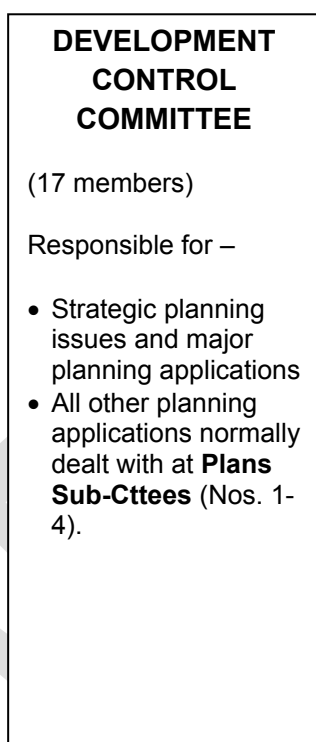
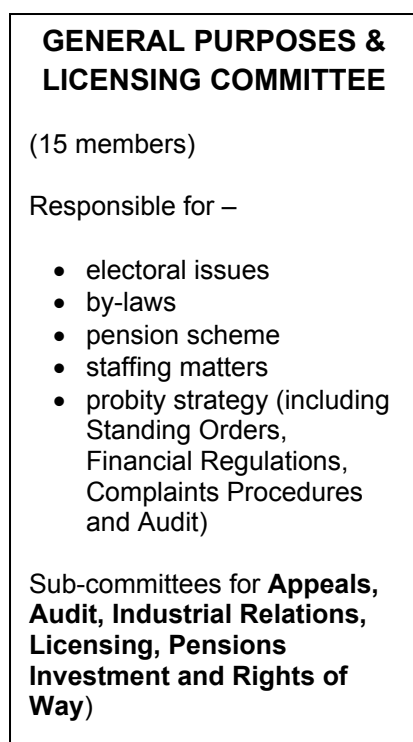
Borough	Polling District	Electorate
West Wickham	WW1 -	1,876
	WW2 -	2,992
	WW3 -	2,712
	WW4 -	4,425
	<b>Total for West Wickham</b>	<b>12,005</b>
	<b>Report Total</b>	<b>242,189</b>



**Table 4**

<b>Ward Code</b>	<b>Ward</b>	<b>2019</b>	<b>2024</b>	<b>Change 2019 to 2014</b>
E05000106	Bickley	12,432	12,620	188
E05000107	Biggin Hill	8,317	8,428	111
E05000108	Bromley Common and Keston	13,282	13,315	33
E05000109	Bromley Town	15,056	17,013	1,957
E05000110	Chelsfield and Pratts Bottom	11,810	11,864	54
E05000111	Chislehurst	12,902	12,950	48
E05000112	Clock House	13,016	13,045	29
E05000113	Copers Cope	14,268	14,350	81
E05000114	Cray Valley East	12,330	12,340	10
E05000115	Cray Valley West	13,155	13,501	346
E05000116	Crystal Palace	11,076	11,460	384
E05000117	Darwin	4,247	4,250	3
E05000118	Farnborough and Crofton	12,034	12,223	190
E05000119	Hayes and Coney Hall	12,929	13,067	137
E05000120	Kelsey and Eden Park	13,164	13,270	106
E05000121	Mottingham and Chislehurst North	7,904	7,970	66
E05000122	Orpington	12,805	13,121	317
E05000123	Penge and Cator	14,105	14,128	22
E05000124	Petts Wood and Knoll	11,374	11,486	112
E05000125	Plaistow and Sundridge	12,527	12,572	45
E05000126	Shortlands	8,161	8,230	69
E05000127	West Wickham	12,067	12,188	121

## Council Structure



## **Reports from Executive Assistants, 2018/19**

### **Cllr Angela Page, Executive Assistant to the Adult Care & Health Portfolio Holder**

This is my second year in the position of Executive Assistant to the Portfolio Holder for Adult Care & Health, Cllr Diane Smith.

My main focus continues to be the monitoring of the work of the Contract Compliance and Monitoring team. Following the changes that were implemented previously, I have now worked with officers in the development of a Dashboard as a departmental management tool which enables a quick reference to care homes used in the Borough and is used to update the Portfolio Holder on a regular basis. A version of the Dashboard to support the domiciliary care framework monitoring is now in the process of being developed.

At the beginning of each month the Contract Compliance and Monitoring team supply a set of spreadsheets which set out comprehensive details of which monitoring visits have been undertaken and are planned and now also provide a dialogue for each individual provider, an update I asked to be added. These reports cover not just care homes and domiciliary care services but also extra care housing and learning disability & mental health facilities.

The Portfolio Holder previously accompanied contract visits but this has now been delegated to me as part of the overall task of monitoring and working with the department.

Additionally, I receive a weekly report from the CQC setting out which inspection reports are published. If appropriate I follow up with the contracts monitoring team to establish what actions (if any) need to be taken.

I have also taken on the responsibility for monitoring the responses to complaints received directly to the complaints team in respect of Adult Care Services. I receive a weekly update on the outstanding complaints and I also meet with the Head of Service for Customer Engagement and Complaints on a regular basis to discuss individual complaints and get a general overview.

As well as the specific projects mentioned above, each month I also attend at least two of the weekly meetings that the Portfolio Holder has with the Interim Chief Executive and senior departmental officers.

Throughout the year I have attended a number of visits with the Portfolio Holder.

In February we visited two Adult Day Care Centres – The Saxon Centre in Orpington and Bertha James in Bromley. At each we met with members of the boards as well as interacting with the residents visiting the centres.

During the year we have also visited a number of Extra Care Housing providers. In March we visited Apsley Court in St Mary Cray. In August we visited Norton Court and Sutherland Court in Beckenham. In September we visited Regency Court and Crown Meadow Court on Bromley Common. On each of these visits we speak with staff and residents to get feedback on the care being given and received.

I also joined the Portfolio Holder in a walkabout in July in the Adult Care departments where we spent time talking to the staff.

I also took part in the general visits arranged for councillors to the Florence House Nursing Home in Bromley and to Bromley Healthcare where we were all given a presentation on their work as well as meeting staff.

In April, I was invited in my role of Executive Assistant to visit the Beechmore Court Care Home in Bickley to view the facilities on offer and speak with the board.

I have represented the Portfolio Holder at further meetings of Care Home providers in Bromley where representatives are invited to come along to discuss concerns and issues and ideas.

I also attend the Care Services PDS meetings as an observer.

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**Cllr Nicky Dykes  
Executive Assistant to the Children, Education & Families Portfolio Holder**

It's been a busy nine months since taking on the Executive Assistant role to Cllr Peter Fortune, Portfolio Holder for Children, Education and Families. A lot has been done but there is still more to do. In summary here is an outline of the work undertaken so far and what I will be focussing on over the coming months.

**Activity Undertaken**

1. I have been keen to get to know the department well and have spent time meeting key teams on a one to one basis covering SEN provision, Early Years, strategy and education. These are the areas that are of interest to me and where I felt I could make a difference.
2. The department does great work and part of my role is to help shine a light on this and help the council programmes and initiatives reach more

Bromley families. A good example of this is the Mayor of London's Healthy Early Years London programme. The initiative aims to encourage early years' and childminders to focus on health and wellbeing to support the achievement and education of young children. Bromley is outperforming the rest of London in both uptake and awards of bronze, silver and gold. I was delighted to attend the award ceremony last year with the acting Chief Executive which was covered in the local paper -

<https://www.newsshopper.co.uk/news/17188722.healthy-early-years-programme-gets-off-to-a-flying-start-in-bromley/>. We are now discussing how we push this further and get even more providers on board.

3. I have been delighted to join the SEN Governance Board and am looking at how members can help promote the Local Offer.

4. An initiative I have been very passionate about is involving families in policy development and improving communication. I have therefore been very excited to join forces with Cllr Aisha Cuthbert in launching a new playgroup - Talk, Tots and Tumble. It is held on a Saturday every other month in the free soft play area at The Glades. The purpose of hosting this on a weekend and in a child friendly environment is to make it more convenient for parents and carers to attend.

The sessions are advertised on social media, including on the Glades Twitter account and website as well as posters in Central Library and in our Children and Family Centres. We were pleased that our first session was covered in the Bromley Times. You can find out more on our Facebook page -

<https://www.facebook.com/talktotstumble/>.

They have been well attended with areas of interest being childcare funding and healthcare services. We have created information packs to hand out at the sessions which have been popular, with residents very much appreciating the opportunity to discuss issues of importance to them and their families.

5. Attending the Children, Education and Families Select committee to support Cllr Fortune and the Budget Sub Committee.

#### **Areas of Focus Going Forward**

Whilst much of the work outlined above will of course continue I have identified with the Portfolio Holder and officers the areas I would like to focus on next.

1. Working with Rachel Dunley we will be investigating how the services provided at our children centres can be promoted and communicated to reach even more of the families in the Borough. Clearly setting out the journey from birth through to key parenting milestones and the support services available. This is likely to include social media as well.

- 2. School places – the school places planning group will be meeting soon, and I am currently in discussions about how this can evolve to incorporate a greater parent voice and community involvement.
- 3. Early years sufficiency report – the Borough is required to provide secure and sufficient child care places and a report setting out how this is achieved. I have recently met with the new early years manager to discuss this and shaping the content. This will be worked on over the coming months.

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**Cllr Kira Gabbert**  
**Executive Assistant to the Environment & Community Services Portfolio Holder**

Having been appointed by Cllr William Huntington-Thresher in May 2018, this is my first year in the position of an Executive Assistant. Environment portfolio covers a vast range of issues and I am grateful for the opportunity to learn about its' various aspects.

The Portfolio Holder asked me to continually monitor Fix My Street (“FMS”) as it was felt that the communications aspect of this extremely useful tool could be improved. I am monitoring FMS threads for different Wards on a weekly basis, following up with the service leads when it is felt that an intervention might be required. I also receive fortnightly RAG reports to help me with this task.

As part of the FMS initiative, I have recently attended a meeting with the Street Lighting Project Board, to discuss how we can work together with our service provider to ensure continuous improvements in handling of FMS inquiries. I have requested for the changes in frequency of FMS updates to be implemented in order to improve the communications aspect of FMS for our residents.

At the request of the Portfolio Holder, I have been liaising with Lorraine McQuillan, Town Centres & BID (Business Improvement District) Development Manager. Our aim is to closely engage with the BID managers to ensure the BIDs' needs are being met in the context of an agreed framework. The next meeting with the BID Managers is scheduled to take place in the second half of February. At this meeting the new Environment contract can be outlined and there will also be an opportunity for the Managers to raise any other specific issues. Going forward we will look to have a meeting every 3 months with all the BID Managers and the relevant officers from the Council.

I am working with the Neighbourhood Management Team with a view to introduce a street care plan and eventually present this to the Environment PDS for their consideration and approval.  
As a separate initiative, I am continuing discussions with the officers aimed at reducing the use of pesticides in the Borough's parks and green spaces

through collaboration with IdVerde and looking into possibilities to trial and employ eco-friendly weed-control methods such as hot-foam technology.

I very much enjoyed representing the Portfolio Holder and LBB at the opening of FC Elmstead new clubhouse at Chislehurst Recreation Ground, and at a recent launch of a crowdfunding campaign by Friends of Kings Meadow community group. These had been very positive experiences, as I was able to see what real difference community groups could make with the right support from the Council.

I have attended meetings with the Portfolio Holder as and when required as well as the Environment PDS meetings.

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**Cllr Hannah Gray,  
Executive Assistant to the Renewal, Recreation and Housing Portfolio  
Holder**

I have been delighted to continue as Executive Assistant to Cllr Morgan since being invited to the post in 2017.

In my role, I have attended monthly meetings with Cllr Morgan and on occasions when requested the weekly meeting between himself, Colin Brand, and his team which covered a varied and wide range of issues that are dealt with within the Portfolio.

My initial project has been to develop a strategy to ensure that Bromley has the best coverage possible for both Broadband and Mobile. In order to progress this project I have met with Kevin Munnely and other professionals and specialists in this sphere; researched the current situation and providers that would be able to offer a better service and will continue to negotiate with potential providers. I have previously had meetings with Steve Barnes (deputy chair of Downe residents association and former Senior BT Executive in this field) who successfully increased the coverage in the Downe area and whose knowledge has been invaluable and will be very useful going forward. I have also met with local Tier 1 providers who are keen to be involved once we have the final completed information back that we have commissioned, which is unfortunately taking longer than anticipated.

I have attended Bromley Economic Partnership meetings and increased the awareness of the meeting by inviting additional influential businesses. Cllr Morgan has identified the benefits that can be had from creating an open networking session in conjunction with the Bromley Economic Partnership meetings. Cllr Morgan is aware of my extensive networking experience with small and medium size business and has therefore tasked me with expanding his idea. I have developed this in order for local businesses to strengthen their

relationship, communication, mutual support and provide an environment for off agenda discussions.

I will continue to work closely and promote LBB with small to medium size business in Bromley at the many networking events I attend throughout the Borough to ensure businesses are aware of, and participating in, the support Bromley Council facilitates.

I have deputised for Cllr Morgan at the Bromley BID meetings and liaised with the BID teams to offer assistance on projects and surveys.

I have also attended Night Tsar meetings representing Bromley during discussions at City Hall re London's night time economy and the part Bromley plays.

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**Cllr Gary Stevens,  
Executive Assistant to the Resources, Commissioning & Contract  
Management Portfolio Holder**

(Extract from the minutes of the Executive, Resources and Contracts PDS Committee meeting on 7<sup>th</sup> February 2019)

The Executive Assistant for Resources, Contracts and Commissioning, Cllr Gary Stevens, addressed the Committee providing an overview of what he had been doing since taking up the post in May 2018, and highlighting the following areas:

- Prior on embarking on the role of Executive Assistant, Cllr Stevens had looked at areas where he could best add value.
- Using existing professional knowledge, Cllr Stevens had been involved the IT Transformation project, working with the Head of ICT to deliver the revised IT Strategy.
- Attention had now turned to the wider organisational transformation project which had commenced.

In response to questions from Members, the Executive Assistant made the following points:

- Cllr Stevens was willing to lend his IT expertise to the wider organisational transformation project, although time pressure may be a limitation on involvement.
- On taking on the role there had been no established work programme or key performance indicators; instead there had been a loose framework setting out general areas of involvement. A Member suggested that establishing a work programme and key performance indicators might be something that the Constitutional Improvement Working Group may wish to review in order to provide a more structured framework against which value for money for the Executive Assistant allowance could be measured.



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**Cllr Aisha Cuthbert,  
Executive Assistant to the Executive Assistant to the Leader - Portfolio  
Holder**

I was appointed Executive Assistant to the Leader, Cllr Colin Smith in May 2018. This is my first year as an EA and I have enjoyed getting to know various different departments and working with Cllr Smith on tackling some of the challenges we're facing as a borough.

In November, I had the opportunity to speak at the Executive, Resources and Contracts Policy Development and Scrutiny Committee about my role and some of things I have achieved so far. I highlighted some of the work I've been focusing on in relation to housing given that there are significant resource and financial pressures on temporary accommodation in the borough. I also highlighted a new project I started with Cllr Dykes to reach out to Bromley's busy families about the various programmes and resources available for families and children.

I've been working with the housing department to ascertain policies that can help reduce our temporary accommodation costs and other challenges that relate to the housing crisis. Some of the areas that I have looked at include:

- Working with the portfolio holder for housing and officers on potential projects and programmes that will address the financial pressures associated with homelessness.
- Looking at our relationship with housing associations and investigate potential regeneration sites that could increase the number of social homes in the borough, helping to reduce our reliance on TA.
- Research other housing policies that will help the "stretched middle" in Bromley – those that are earning too much money to qualify for social rent, but who struggle to afford market rent.
- Looking at keyworker accommodation and the types of professions we need to attract to the borough like social workers and healthcare professionals.

As the EA to the Leader, it was important for me to look at other areas that I could support and it was clear that although Bromley offers some fantastic resources and programmes to families and children, reaching out and getting the message to parents and carers is challenging. Cllr Nicola Dykes and I started a new initiative which seeks to address the communication gap, called "Talk, Tots and Tumble". The programme brings information to Bromley's young families at the soft play area in The Glades. Our aim is to bring a new policy topic to every event we host to showcase the fantastic services that LBB offers. At the time of writing, we have hosted two events, the first was on family

policies and the second held at the end of January was on health. We intend to hold a third in the spring on housing and related services.

I have enjoyed my time so far as EA to the Leader and I look forward to continuing to work with, and, support Cllr Colin Smith.

DRAFT



THE LONDON BOROUGH

**Policy Development & Scrutiny  
Annual Report 2018/19**

**For submission to Full Council on 8<sup>th</sup> April 2019**

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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 2018/2019, which summarises the work that has been carried out by the Committees during the Council year.

2. The continuing Government reductions in funding support for local councils and the ongoing cost pressures faced by Bromley Council leaves a long term funding gap. The 2019/20 budget has been balanced, however for future years the gap as follows; £16M for 2020/21 and £21M for 2021/22 and £32M for 2022/23 which means that total cumulative cash savings of around £68M over the next 4 years need to be found. The Council has a legal obligation to set a balanced budget, so effort is needed to generate income and find additional savings over this period. The Government will implement the devolution of business rates to individual boroughs from 2020/21 which will allow Bromley to retain a greater share of the business rates it collects (subject to equalisation). Although Bromley is currently part of a London Business rate pilot, the devolution to individual boroughs will offer Bromley an opportunity to be rewarded for growth as well as challenges with any downside risk. Over the next few years this will mean that the Growth Fund will be very important to drive additional business rate revenue.

3. Against this tough background 2018/19 has come in on budget subject to the use of some contingency. Over recent years the Council has set balanced budgets, without significantly impairing the delivery of frontline services. However, in light of the looming budget gap, the Council has increased Council Tax this year by a Bromley element of 3.99%, including the 2% increase to fund social care. In addition the Labour London Mayor and GLA also increased its precept by 5.1%, making the net overall increase of 4.21% for Bromley residents. Current assumptions indicate a 4.99% increase in Bromley's Council Tax share in 2019/20. Bromley Council continues to be debt free, meaning our residents' Council Tax is spent on services and not on interest payments.

4. The Council continues to promote significant change, both in organisational terms and in its ability to continue to provide services expected by residents. The Council has over 1300 statutory obligations to discharge, and the associated costs represent a significant proportion of the Council's overall budget. 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 its 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 whilst managing any associated risks. 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 have an increasingly 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 Council's 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 2018/19



Cllr Simon Fawthrop  
Executive, Resources & Contracts



Cllr Mary Cooke  
Adult Care & Health Services



Cllr Nicholas Bennett JP  
Education, Children & Families Select  
Committee



Cllr Will Harmer  
Environment and Community Services



Cllr David Cartright  
Public Protection and Enforcement



Cllr Michael Rutherford  
Renewal, Recreation & Housing

## 3. Policy Development and Scrutiny in Bromley

### Introduction

- 3.1 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).
- 3.2 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
  - Education, Children and Families Select Committee
  - Environment & Community Services
  - Public Protection and Enforcement
  - Renewal, Recreation & Housing
- 3.3 In addition to these Committees there are two PDS Sub-Committees:
- Education, Children and Families Budget and Performance Monitoring Sub-Committee
  - Health Scrutiny Sub-Committee
- 3.4 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

- 3.5 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

- 3.6 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**

- 3.7 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.
- 3.8 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**

- 3.9 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.
- 3.10 At the time of writing, one call-in has been made in 2018/19. 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. Keith Onslow**

### **1. Introduction**

In 2018/19 the Committee held 8 scheduled meetings, and 1 additional meeting. The regular meetings included the scrutiny of items to be decided at the Executive's meetings, in addition to matters reported to the Committee. The Committee also has Contracts and Commissioning Sub-Committee, chaired by Cllr Wells with support from Cllr Neil Reddin as Vice-Chairman, which has undertaken some very useful work in coordinating the end to end contract scrutiny process and analysing gaps in the processes. 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 ad hoc meetings.

### **2. Scrutiny of the Executive and the Resources, Contracts and Commissioning Portfolio Holder**

The Committee's principal role is to scrutinise the decisions of the Executive and to hold the Leader of the Council, the Chief Executive Officer and the Resources, Contracts and Commissioning 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. I would also like to thank the PDS Chairmen for their regular reports and contributions, as well as Committee members for bringing their insight and wisdom to the meetings.

### **3. Review of Council Activities**

The Committee has been very conscious of the need to reduce costs and has diligently scrutinised 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. In addition the Committee considered the disposal of assets including the Old Town Hall site.

### **4. Scrutiny of Contracts.**

The Committee also reviewed the work of key supplier contracts including the IT Services contract provided by BT (as I am an employee of BT these items were chaired by Cllr Onslow, to avoid any conflict of interest). We also reviewed the work of Liberata and Amey. 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, Amey has been more challenging. Bromley's employees often bring poor performance and poor standards by Amey to me on a

confidential basis, whilst some things have changed, the fact that these complaints continue means further and deeper scrutiny is required. The retendering of the Exchequer Services Contract was being scrutinised by the Contracts and Commissioning Sub Committee under Cllr Wells.

## **5. 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.

Keeping on top of the cost pressures, which include additional growth items of up to £33m in 2022/23, partly offset by mitigation of £15m, will be crucial in delivering a balanced budget in future years. The main challenge is closing the funding gap of £32 million by 2022/23, and a lot of hard work remains to ensure the Council continues to set legal budgets over the coming years. On a positive note a Brexit bounce for the economy is just around the corner.

## **6. Conclusions**

The Council is undergoing significant change, both in organisational terms and in its ability to continue to provide services expected by residents. The era of streamlining, re-organising and cost cutting, whilst continuing to provide services "as usual" is becoming harder and difficult decisions will now have to be taken about reducing certain service provision. Statutory obligations will have to take precedence over providing discretionary support.

It remains essential that we take action to meet our statutory obligations, to have a balanced budget and ensure the Council provide key services whilst 'living within its means'.

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 less central tax payer support year on year and 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 confines of the Building a Better Bromley, 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 Mary Cooke**

**Vice Chairman. Cllr Robert McIlveen**

The Adult Care & Health PDS and the Health Scrutiny Sub-Committee held a total of 9 meetings this year. The Sub-Committee considered moving its start time from 4pm to later in the day but after consultation with partners agreed that this would not be a positive move.

I begin by expressing thanks to all Committee Members, both elected and Co-Opted, officers and staff of LBB and the representatives of our health partners who have given unstintingly of their time and their expertise. In particular I would like to pay tribute to Kerry Nicholls, the Clerk to the Committees, who left LBB at the beginning of February. I wish her every success.

### **Review of 2018/2019**

1. The Service is demand-led and the predicted overspend was mitigated by the release of funding from the Improved Better Care Fund, the Bromley Clinical Commissioning Group (BCCG) reserve and the work undertaken by the Invest to Save team.
2. During the year the Committee was pleased to note the “Good” outcome of the Reablement inspection in May 2018, the “Good” outcome of NHS England’s annual review of Bromley Clinical Commissioning Group, and the expected positive outcome of the Shared Lives Service Inspection which took place in early 2019.
3. There has been more proactive management of contracts reflecting the Committee’s role in scrutinising the improvement process and Members agree that they have a much improved line of sight of procurement and contract management. The previous flow of urgent decisions has ceased and at its last meeting the Committee was pleased to note that only one contract is red flagged and that is due to the proximity of the end of the contract.
4. The Committee scrutinised reports from the Public Health service which it found helpful. It resolved new funding of £603k to continue the Health Support to Schools programme targeted at children with medical and safeguarding needs to continue when the Better Care Funding ceases in March 2019.
5. Key highlights of the year include:
  - Successful partnership working with the Bromley Safeguarding Adults Board including the provision of safeguarding training for all Members of the Committee.
  - The recruitment of 15 newly qualified social workers strengthened the Adult Social Care Service.
  - The procurement of a new Social Care Case Management IT system.

- Attention has been given to both Supported Living and Shared Lives Schemes and recommendations successfully introduced to meet winter pressure demands in 2017/18. These were enhanced for 2018/19 and a report from the BCCG is planned for the March meeting of the Health Scrutiny Sub Committee. made as to procurement process
- The comprehensive evaluation of winter health services carried out by BCCG. A range of services were successfully introduced to meet winter pressure demands in 2017/18. These were enhanced for 2018/19 and a report from the BCCG is planned for the March meeting of the Health Scrutiny Sub Committee.

6. Sustained efforts have been undertaken to strengthen our relationship with our partners. The Chairman and the Portfolio Holder now have regular meetings with Bromley Healthcare and, health representatives meet the Health Sub-Committee bi-annually. We are also confident that relationships with Oxleas NHS Foundation Trust will improve following the appointment of Matthew Trainer (previously COO at the PRUH) as Chief Executive at Oxleas and the appointment of Cllr Yvonne Bear to the Oxleas Council of Governors. King's College Hospital NHS Foundation Trust has been subject to a number of severe challenges since it was placed in Financial Special Measures in December 2017, including the need to recruit a Chief Executive at the PRUH. However the inability to field a representative to attend the Sub Committee meeting in January or the meeting scheduled for the 6 March 2019 is more than regrettable.

#### **Objectives for 2019/20**

1. Continue to monitor the performance against budget with vigour paying particular attention to the Council's statutory duties that fall under the Committee's purview
- 2 Focus on mental health taking a holistic approach to encourage partners to work more closely to strive to ensure that physical, mental and social care needs of people are met. In particular scrutinise the process for transition from child to adult mental health services.
- 3 While appreciating the value of the present schedule of visits to Care Homes etc the Committee does not believe it is the appropriate forum for in depth scrutiny. It will, therefore, invite the providers of high value contracts and users of the service to contribute to the work of the Committee either by attending the meeting or giving feedback in a more appropriate way.
4. Scrutinise the contracts register and the contracts data base. Recognising that its role is to scrutinise the shaping of services and not to micro manage; it will scrutinise the in principle decision as to whether to provide a service and scrutinise the decision of the selection of a provider.

**Councillor Mary Cooke**

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

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

**Chairman:** Cllr. Nicholas Bennett JP

**Vice-Chairman:** Cllr. Neil Reddin

1. The Committee has now been in its present form as a Select Committee for three years and has bedded in well. All the members serving on the Committee have expressed their view that the way the Committee undertakes scrutiny and produces subsequent policy proposals is more effective than in the old PDS format where the emphasis was largely on scrutiny of the Portfolio Holder and his proposed decisions. The Select Committee process recognises that policy flows from the Executive but that, by Committee having control of what it scrutinises, it is able to examine in detail specific areas and make proposals for improvements. The new system holds the Portfolio Holder to account at each meeting and also over the year calls the senior officers for examination of their work. In addition, the Sub-Committee and, when necessary the main committee scrutinises contract decisions which the Portfolio Holder is minded to make.
2. The expansion of the Sub-Committee's role to include performance monitoring has enabled the Committee to give a fuller examination of the budget, the capital programme, contracts and risk registers, the Portfolio Plan and the annual reports of the Virtual School, Private Fostering, Adoption, Local Authority Designated Officer, the Independent Reviewing Officer, the Annual ECHS Complaints Report and the Bromley Safeguarding Children Board. These annual reports are produced at great cost and effort and deserve proper consideration. The Sub-Committee also invited the whole membership of the main Committee for the report into St Olave's School.
3. The Select Committee met five times in the year with an additional meeting to examine the sustainability of the Education Budget. This was one of two inquiries covering the entire budget under the Portfolio. The children's social care budget accounts for 20% of the Council's total controllable budget and therefore must play a considerable role in the way in which the total budget is managed and controlled. The Education budget is largely devolved to schools but some 2% is controlled by the Council. The Committee has made 22 proposals in total, across the two budgets, to improve the effectiveness, economy and efficiency of the way the budget is spent.
4. In addition to the two Reports referred to above the Committee conducted three other major inquiries into:
  - ***Post 16 Non-university technical education and apprenticeship Opportunities in Bromley***
  - ***The impact of Benefit Changes on Children and Families***
  - ***Lifelong Learning***

5. Three mini inquiries were held on the **Youth Offending Service** and **Adult Education**. Given the importance of the role of the Council as **Corporate Parents**, the Committee also looked at how Council Members could play a greater role in the lives of the children which the Council looks after.
6. The Portfolio Holder appeared for scrutiny at all but one of the meetings and, in addition, the Deputy Chief Executive and Director of Education Care and Health Services, the Interim Director of Children's Care and the new Director of Education have all been before the Committee for scrutiny sessions.
7. The Committee was very pleased that the **Living in Care Council** arranged for the Committee to view their new video '**Listen When I Speak**' and it raised important issues which we have considered in our examination of our role as Corporate Parents.
8. The Committee had one important presentation during the year when Gillian Palmer, the Interim Director of Education, presented a valuable research report on **Education Outcomes in Bromley**. The report was extremely helpful, particularly to new members of the Council, on the factors affecting progress at each of the key stages in the education of Children in the Borough.
9. The Committee will have new leadership in 2019-20 as I take on the role of Mayor and Cllr Reddin stands down as Chairman of the Sub-committee. We hope that the new Chairman and Deputy Chairman will build on the progress made by the Select Committee and its Sub-Committee. There are number areas for further improvement. We hope that all witnesses will, in future produce written evidence to be circulated with the agenda and secondly that the range of witnesses can be expanded outside the Council staff. We appreciate that it has been difficult to get schools to give evidence (and we are grateful to these who did respond to the inquiry on post 16 education). We were disappointed that the NHS, the largest employer in the Borough could not find anyone to attend the Post 16 education inquiry and that we have yet to get private sector witnesses to give evidence.
10. I would like to thank the former Director of Education, Care and Health Services, Ade Adetosoye OBE, Gillian Palmer, the former Interim Director of Education, Jared Nehra, our new Director of Education and Janet Bailey, Interim Director of Children's Care, together with all their staff for their help and assistance with the work of the Committee during the year.
11. My thanks also to all the members of the Committee and Sub-committee both elected and co-opted for their thoughtful contributions and cross party cooperation.
12. The behind the scenes work of preparing for the Committee includes an annual meeting with colleagues to discuss the year ahead and then, with my Deputy Chairman, an agenda planning meeting and a call over meeting with officers for each meeting in the annual cycle. I want particularly to pay tribute to Cllr Neil Reddin, the best Deputy I have ever worked with. Neil and I have worked closely together over six of my seven years as Chairman and I shall miss his calm, common sense approach both as Deputy Chairman and in his efficient chairing of the Sub-committee. Last but not least a huge thank you to

Philippa Gibbs, our Committee Clerk and administrator. Without her hard work in preparing the agendas, writing the minutes and drafting our Inquiry Reports the Committee would not operate in the efficient and effective way which it has done over the past years.

**Cllr Nicholas Bennett MA JP**  
**Chairman**

**Education, Children and Families Select Committee**

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

Chairman: Cllr. William Harmer

Vice-Chairman: Cllr. David Jefferys



I would like to start by thanking all the people who worked to ensure the success of the Committee in 2018/19. In particular:

- Our committee members whose questioning and contributions have shaped and improved the proposals coming through the committee
- The Director of Environment and Community Services, Nigel Davies and his team for their contributions both to the reports and to the meetings
- Cllr Huntingdon-Thresher for his courteous and knowledgeable responses to committee questions and concerns as Portfolio Holder with his Executive Assistant Cllr. Kira Gabbert
- Mr. Keith Pringle, our committee clerk who ensured each meeting ran smoothly
- The members of the public who in asking their own questions supported the committee in holding the Executive to account and demonstrated a clear passion for enhancing the neighbourhoods in which they live.

The services within this portfolio impact every resident in the Borough, from waste collection, parks and recycling to pot holes and road safety. Residents expectations from the service are changing and we're seeing increased emphasis on continuing to improve the safety of our roads, switching to new and more efficient ways of contacting the council, such as through FixMyStreet and the Bromley.gov.uk website and increasing demands to enhance and improve our parks. The committee has responded to these changing expectations driving ambitious policies.

As a Policy Development and Scrutiny function we serve two roles, firstly to scrutinise decisions relating to our area and secondly to develop and influence the direction of the Council's policy in this portfolio area.

I'm hopeful that members who participated in the committee and members of the public who took the time to attend felt that they had contributed to achieving tangible outcomes in both those roles. I highlight on the next page three key items (but not exhaustive) that the committee has achieved over the course of the year.

As we look forward, the committee will need to grapple with a number of challenges. This list is broad but includes continuing our excellent record on road safety, understanding the impact of electric and possibly autonomous forms of transport, dealing with the increasing number of cars in the Borough and working with our fantastic friends groups to improve our parks and neighbourhoods. All of this will be against a context of continuing and significant reduction to the funding which we will need to respond to in order to keep the Council on a stable financial footing.

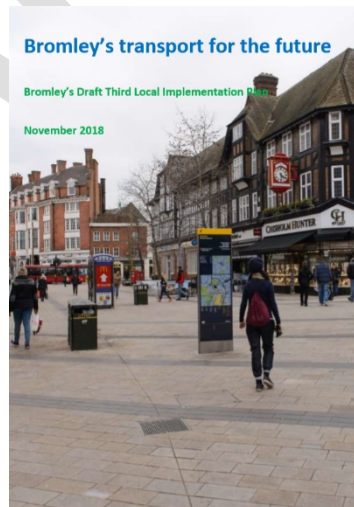
**Key PDS Achievements 18/19**

**1 Proactively holding our contractors to account:** Recognising the role of the Local Authority as a Commissioning organisation, the PDS started the civic year agreeing stretch targets for the delivery of our key services. A standing item was placed at the start each meeting to review how our services were performing.

Service Area	Target	Actual	Performance
Highways	...	...	...
Waste	...	...	...
Street Cleaning	...	...	...
Public Works	...	...	...

Those contractors whose performance slipped below acceptable performance were brought to the committee to explain the reasons and their plan to fix. This proved to be an effective approach in driving the best performance out of our services

**2 Developing our future transport strategy:** The PDS committee helped develop and agreed our future transport strategy through the production of our Local Implementation Plan (LIP) document. The LIP details the borough's approach to transport, including the council's continued objective to improve road safety and reduce road danger, and includes its investment priorities for both the next three years as well as in the longer term to 2041 at a more strategic level. This LIP set out an ambitious vision and aspirations to bring about improvements locally, not just in how we travel but in the impacts this travel can have. The strategy proposes ambitious strategies to improve road safety, to improve the conditions for pedestrians and cyclists as well as looking to reduce congestion on our roads, which has benefits for everyone.



The public response was very positive and we've already made progress in its implementation through our successful multi-million pound Liveable Neighbourhoods bid in the Shortlands and Ravensbourne area and through the introduction of a number of schemes to encourage active forms of travel.

**3 Securing new park, waste, recycling and street cleaning partners:** One of the most significant decisions of the Council this year was to agree providers for our critical environment services for up to the next 16 years. The Committee played an important role with a significant amount of scrutiny of both who our new supplier is and the service we want to deliver.

We successfully agreed suppliers across four parts of the service (waste collection, waste disposal, street cleansing and parks) ensuring that we continue to deliver a high quality and value for money service with minimal disruption as the existing contract comes to an end.

**Cllr Will Harmer**

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

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

**Chairman: Cllr David Cartwright QFSM**

**Vice-Chairman: Cllr. Christopher Pierce**

The Public Protection & Enforcement Policy Development and Scrutiny Committee (PP&E PDS) will have met six times during the 2018-19 Council year. (The final meeting of the year is scheduled for Thursday 28 March 2019).

This year marked the addition of the “Enforcement” reference to the Public Protection and Safety Portfolio. A significant amount of early work needed to be undertaken to identify the limits and extent of the responsibilities of the new PP&E PDS to ensure the assimilation of Enforcement went smoothly and that any overlap with other portfolios was clearly identified. A small, cross-party “task and finish” group met early in the Council year and identified the following areas of Enforcement activity which would now fall under the PP&E PDS sphere of responsibility:

- Planning Enforcement
- Parking Enforcement
- Neighbourhood Management/Environment Enforcement
- Public Protection and Safety Enforcement

The task and finish group completed its work in time for the September meeting of the PP&E PDS and its recommendations were agreed. Formal reports were then scheduled to be taken at the remaining PP&E PDS meetings to enable full and proper scrutiny to take place.

### **Portfolio Priorities and PDS Reports**

At the first PP&E PDS meeting held on 3 July 2018, the Public Protection & Enforcement Portfolio Holder, Cllr Kate Lymer, outlined her Draft Portfolio Plan priorities for 2018-19. These fall under the following headings:

- **Safe:** Tackling antisocial behaviour and criminal activity (such as doorstep crime), securing health and safety in the workplace and coordinating the Council’s response to the PREVENT programme.
- **Quality Environment:** Through tackling nuisance behaviour, by implementing fly-tipping and littering controls, as well as taking intelligence-led environmental and planning enforcement.
- **Children and Young People:** Tackling the unlawful sale of age-related products, particularly alcohol, tobacco and knives, through test purchase operations.
- **Housing:** Assisting in the provision of safe and secure housing in the private rented sector.
- **Involved:** working closely with our partners and the community to develop and deliver our services.

- **Prosperous and Thriving:** through responsible regulation and enforcement to ensure a fair and safe trading environment for residents, businesses and visitors.
- **Quality Public Services:** Delivering quality Public Protection and Enforcement services with significantly less funding, maintaining a focus on budgetary control contract performance, monitoring and management, and commissioning opportunities.
- **Support and Regulate Businesses:** Monitor Food Safety, Health & Safety and Licensing through inspections, investigations and targeted operations.

The PP&E PDS agreed that the Portfolio Plan be adopted with these outcomes as the policy priorities for the year.

In line with agreed policy priorities, by the end of the year Members will have received detailed written and / or verbal reports on:

- Planning enforcement
- Parking enforcement
- Public Protection and Safety enforcement
- Neighbourhood Management & Environment enforcement
- The Knife and Serious Violence Action Plan
- The Food Standards Agency Audit of Food Hygiene Service Delivery
- The Food Safety Service Plan 2018 to 2019
- The Trading Standards Service Plan
- Animal Welfare Licensing
- The CCTV Procurement Strategy
- The review of the Mortuary Service Contract
- Emergency Planning and Business Continuity Service Update Reports
- The Mayor's Office for Police and Crime (MOPAC) Updates
- The Asset Recovery Incentivisation Scheme (ARIS)
- Issues surrounding Travellers in the Borough.
- Blue Badge abuse.
- Fly tipping.

### **Police Scrutiny**

With regard to crime, the Mayor of London has identified, as his priorities for the capital, sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime. The PP&E PDS accepted these priorities and added its own local priorities, burglary, violent crime and antisocial behaviour (ASB), which would include moped crime and drug dealing. These priorities were agreed by MOPAC.

All PP&E PDS meetings included a comprehensive Police Update presented by the Bromley Borough Commander or one of his deputies. Members used the priorities identified above as the basis to scrutinise the work of the Police and to raise questions.

It has been sad to note the increase in crime over the past 12 months, both in Bromley and indeed across London as a whole. The PP&E PDS was particularly concerned to note the rising trend in violent and weapon-based crime, burglary and gang related incidents.

However, with the exception of the northern part of the borough, local figures show that over the last 12 months across Bromley, possession of weapons offences has actually fallen by 10% (against the London trend), and this is despite a big increase in local “Stop and Search” operations, which would normally mean these numbers would rise. Burglary and ASB however appear to be following the London trend and are increasing.

It would appear that the Police currently feel under-resourced, both financially and in terms of establishment. The PP&E PDS continues to register its concerns, particularly in the area of local neighbourhood policing, where Community Advisory Panels (CAP) across the borough feel that police visibility, locally, is a major worry, especially with the perceived rise in burglary and ASB. There is also concern that dedicated Ward officers (DWOs) are frequently not in position in their Wards to undertake their duties. Currently the Committee is pursuing this situation with the Police Borough Commander.

Over the past year, a significant amount of discussion has taken place between Members and the Police in Bromley regarding the new “Tri-Borough” policing arrangement which has, over the last 12 months been rolled-out across London. This has seen the amalgamation of policing across the boroughs of Bromley, Croydon and Sutton. Considerable concern was originally raised at the detrimental effect this could have on policing within the perceived “quieter” boroughs i.e. Bromley and Sutton, when considering the higher rates of crime in Croydon. The PP&E PDS Committee lobbied the Deputy Mayor of London for Policing and Crime to keep Bromley’s dedicated borough response team. We welcomed the decision by the Deputy Mayor to reverse the original plan of having one merged response team across all three boroughs, and that each would retain their individual response teams along with their existing number of response officers. The PP&E PDS will continue to monitor closely this new arrangement over the coming year, to see how it beds in.

### **Food Safety**

A visit by the Food Standards Agency (FSA) in April 2017 found that the existing system of food hygiene inspections was working well, but more trained inspection officers were needed to reduce the backlog of visits to food premises. To this end, a total of two full-time permanent and three full-time temporary food safety officers (up to 18 months) were recruited in 2017. Officers continue to work closely with the FSA in respect of the reducing backlog, but there is a country-wide shortage of trained and qualified Food Safety Inspecting Officers and the recruitment of these officers is proving difficult. The PP&E PDS continues to monitor this situation through regular reports.

### **Emergency Planning**

A new full-time temporary Emergency Planning and Business Continuity Officer has recently been recruited and the PP&E PDS received his very comprehensive report at its January 2019 meeting. This report clearly identified that, following the Grenfell Tower Fire and its aftermath, there is significant work to be carried out in the area of planning for major disasters, to ensure that Bromley Council stands fully and properly prepared.

### **Contact Compliance and Scrutiny**

During the past year, the PP&E PDS closely scrutinised the finalising of the CCTV specification, and tendering process, prior to the award of the contract in February 2019. In addition, the Committee also scrutinised the enforcement work of APCOA, the Council's parking contractor, to ensure the agreed key performance indicators were being fully met and that the Council were achieving the requisite value for money.

### **Member Visits**

During the year, Members were able to visit the refurbished CCTV control room at the Civic Centre as part of their considerations in respect of the contract renewal. Members also have an open invitation to attend Community Impact Days and test purchasing exercises of age-restricted goods as observers.

### **Safer Neighbourhood Board**

Over the year, Members received feedback from the meetings of the Safer Neighbourhood Board (SNB), which scrutinises the Police and helps to identify and set the local Borough priorities with regard to crime. These then feed into and complement the Mayor of London's crime priorities. Both the Portfolio Holder and the Vice Chairman of the PP&E PDS regularly attend the meetings of the SNB and the Chairman and PDS Members also attended the SNB annual Crime Summit held on 29 September 2018.

### **Bromley Youth Council (BYC)**

The BYC has two representatives on the PP&E PDS and their contribution has been most welcome. The Chair of the BYC, Cameron Ward, in particular, has played a full and active role in the scrutiny work of the PDS. He has raised many valuable issues which affect young people in our Borough and has been able to register the views and concerns of those he represents, especially in the area of youth crime, drugs and gangs. He continues to forge closer links with the Police in Bromley.

It is interesting to note that last year's Chair of the BYC, Katie Bacon, has gone on, this year, to form the London Youth Assembly, which now represents youth across all the London Boroughs. Her initiative has resulted in the formation of the LYA Council, which is supported by the Greater London Assembly and which meets in City Hall. The LYA Council comprises representatives of all of London's local Borough Youth Councils and Katie is this year's Chair. The Chairman of the PP&E PDS attended the most recent meeting of the LYA Council at City Hall and witnessed the enthusiastic and extremely able young representatives identify the main issues affecting youth in London and start to formulate strategies to address the problems facing young people across the capital city. This is an initiative which should be supported by all London Boroughs.

I would like to thank all members of the PP&E PDS, for their contribution and support over the past year and I would also like to thank those Council Officers who have worked diligently and hard to ensure the PDS has been able to fulfil its role.

Finally I would like to thank the PP&E Portfolio Holder, Cllr. Lymer, for her support and guidance and also for her hard work and enthusiasm over a very busy year.

**Cllr David Cartwright QFSM**  
**Public Protection & Enforcement PDS Chairman**  
**March 2019**

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

**Chairman: Cllr. Michael Rutherford**

**Vice-Chairman: Cllr. Suraj Sharma**

The Committee met five times this municipal year. Each meeting has scrutinised the reports for decision by the Renewal, Recreation and Housing Portfolio Holder and considered policy development for key areas across the portfolio. Alongside the elected Members on the PDS Committee, we were also pleased to welcome a co-opted member from the Bromley Youth Council, Mr. Sheldon Thomas. Through this past year, the RR&H PDS Committee has scrutinised a range of proposals and performance metrics and added further scrutiny to the planning service.

The Committee have monitored performance against the Renewal, Recreation and Housing strategic outcomes for the municipal year. In its June 2018 meeting considered the housing part of the portfolio plan to be insufficiently detailed, and targets insufficiently ambitious and sent it back for revision. It was therefore pleased to support an updated plan and key performance indicators at the September 2018 meeting.

Topics the PDS Committee have focused on include:

### **Town Centres**

**Bromley:** The RR&H PDS Committee remained supportive of improvements to the public realm in Bromley to encourage footfall and the vibrancy of our town centre. However it scrutinised proposals to ensure value for money. As part of this, it rejected a recommendation to build canopies at the current cost, which it was pleased the portfolio holder upheld. It also recommended that excess profit from new commercial units was used to support the maintenance and enhanced cleaning of the pedestrianised High Street, a recommendation that was also upheld.

**Beckenham:** The Committee was grateful for the successful completion of the work of its sub-committee, the Beckenham Town Centre Working Group. Throughout the duration of the Beckenham High Street improvements, it has successfully engaged businesses and residents in the process. The works have been completed successfully.

**Orpington:** Scrutiny was given to an opportunity paper on how various sites in Orpington could increase housing stock and improve the town centre. The committee supported the proposals but expressed concern about the lack of pace. It also asked that a working party was set up for the Framework Plan, including representatives of Orpington 1st BID, Orpington College and traders. The recommendation was approved.

**Penge:** The committee remained supportive of the council's improvements to Penge town centre, including to the High Street and shopfronts.

### **Housing**

**Affordable housing:** The Committee scrutinised a number of schemes to increase the supply of affordable housing in the borough including More Homes Bromley and the use of Section 106 funds through housing associations. It successfully requested that the Portfolio Holder

take responsibility for achieving more affordable housing by being a member of the Housing Transformation Board.

Temporary housing: The Committee also analysed performance and proposals for temporary accommodation and was concerned about the decrease in available housing with demand increasing. It requested further involvement in scrutinising such schemes and ensuring performance levels of all schemes were high.

## **Leisure and Culture**

Leisure: The Committee is supportive of the council's work to reduce the costs of services without impacting quality. It was therefore pleased with the value for money provided by the new leisure contract which saves council taxpayers' money without affecting service quality.

Libraries: The Committee is also supportive of improving services at the borough's libraries. It was therefore pleased that the new Penge library was delivered under budget and is providing a popular service. It has also supported the proposed West Wickham Leisure Centre and Library, which will also deliver new homes.

## **Planning**

The performance of the planning service was assessed, with a particular focus on the performance of planning enforcement. The committee also scrutinised planning appeals, considering those appeals received and decided and the costs incurred by the council. As a result of ongoing concerns about planning enforcement, it called additional scrutiny at the committee and was pleased that surgeries had been set up to highlight problematic cases.

Scrutiny was applied to the Building Control service and options for its future. It was supportive of plans to undertake a full review of the service in order to achieve an improved service. However it considered it too soon to agree a shared service approach and that commissioning should be considered as part of that review.

The Committee has been tenacious in ensuring that the council takes a proactive approach to private sector buildings with flammable cladding. It has successfully lobbied for officers to speak to ministers to clarify the legal position and take appropriate steps to make the surrounding area of one building more safe.

## **Scrutiny of the Portfolio Holder**

The Committee scrutinised the portfolio budget, requesting that officers and the portfolio holder explained areas where spending was increasing. Particular attention was given to ensure that where third parties run council services, the quality remains unchanged or better and that cost reduces throughout the contract.

The Committee also analysed the contract register twice throughout the year, challenging on specific contracts to ensure that contracts avoid being managed effectively and there is suitable foresight of where new contracts are required.

## **Presentations**

The Committee is grateful to Crystal Palace Community Trust and Countryside for visiting and presenting to it.

## **Proposals for the forthcoming year**

The Committee considers the Transformation Programme to be a great opportunity to cut the costs of homelessness and temporary accommodation while providing our residents with better and more certain housing. It encourages the council to take more steps to increase the affordable housing stock. In particular it encourages further use of Section 106 payments to build affordable homes with housing associations, as outlined at its November 2018 meeting.

## **Thanks**

I would like to thank all the members of the Committee for their diligence and hard work throughout the year. A lot of work has been carried out, which has covered a very broad range of subjects. I would also like to thank the officers in the RR&H department and Mrs. Lisa Thornley for their tireless work at the committee meetings and the ongoing day to day running of the department.

**Councillor Michael Rutherford**  
**Chairman, Renewal, Recreation and Housing PDS Committee**

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## Appendix E

### APPOINTMENTS TO OUTSIDE BODIES 2018/19

Outside Body	Representatives
Adult's Safeguarding Board	Cllr Colin Smith & Cllr Diane Smith
Age UK London	Cllr Mary Cooke
Beckenham Parochial Charities	Mr A J Duncan, Mr G Scales & Mrs Kathryn Strachan, Cllr Russell Mellor, Mrs Peggy Duffin & Mr Robert Mitchell
Biggin Hill Airport Consultative Committee	Council as freeholder: Cllr Peter Morgan (Reserve: Cllr Christopher Marlow) Biggin Hill Ward: Cllr Melanie Stevens (reserve: Cllr Julian Benington) Darwin Ward: Cllr Richard Scoates (reserve: Cllr Simon Fawthrop)
Bromley "Y" Project	Cllrs Judi Ellis and Peter Fortune
Bromley Arts Council	Cllrs Gareth Allatt, Mike Botting, Robert Mcilveen & Alexa Michael
Bromley Duke of Edinburgh's Award Support Committee	Cllr Peter Fortune (1 vacancy)
Bromley Economic Partnership	Cllr Peter Morgan
Bromley Mentoring Initiative Steering Group	Cllr David Cartwright & Cllr Kate Lymer
Bromley Town Twinning Association	Cllrs Kathy Bance, Mary Cooke & Suraj Sharma
Bromley Youth Music Trust Board of Directors	Cllr Robert Mcilveen
Children's Safeguarding Board	Cllr Colin Smith & Cllr Peter Fortune
Clarion Housing Group South London Regional Scrutiny Committee	Cllr Chris Pierce
Community Links Bromley	Cllr Peter Fortune & Cllr Nicky Dykes
Cray Valley Library and War Memorial Institute	Cllrs Peter Fortune, Yvonne Bear & Harry Stranger (one vacancy)
Crystal Palace Community Development Trust	Cllr Marina Ahmad
Diocese of Rochester Board of Education	Cllr Robert Evans
Early Years Development and Childcare Partnership	Cllr Peter Fortune
Hayes (Kent) Trust	Mrs Alison Naish & Mrs C Truelove
Keston Village Hall Trust	Mr M Baker, Mrs Pam Broughton & Mrs Maureen Marshall
London Road Safety Council	Cllr Will Harmer
London Councils Children and Young People lead member	Cllr Peter Fortune
London Councils Crime and Public Protection lead member	Cllr Kate Lymer

London Councils Culture, Tourism & Sport lead member	Cllr Peter Morgan
London Councils Economic Development/Regeneration lead member	Cllr Peter Morgan
London Councils Grants Committee	Cllr Colin Smith (Reserves Cllrs Diane Smith, Peter Fortune, Kate Lymer & William Huntington-Thresher)
London Councils Greater London Employment Forum	Cllr Pauline Tunnicliffe (reserve: Cllr Michael Turner)
London Councils Health and Adult Services lead member	Cllr Diane Smith
London Councils Housing lead member	Cllr Peter Morgan
London Councils Leaders' Committee	Cllr Colin Smith (Reserves: Cllrs Peter Fortune & Kate Lymer)
London Councils Transport and Environment Committee	Cllr William Huntington-Thresher (Reserves: Cllrs Kira Gabbert, Will Harmer, David Jefferys & Kieran Terry)
London Youth Games	Cllr Graham Arthur
Management Committee of Wood Lodge Living Skills Centre	Cllr Kira Gabbert
Mytime Active Board	Cllrs Aisha Cuthbert & Robert Evans
Nash College	Cllr Stephen Wells
Newable Ltd (formerly GLE - Greater London Enterprise)	Cllr Peter Morgan
Oxleas NHS Trust: Foundation Trust Council of Governors	Cllr Yvonne Bear
Petts Wood and Hawkwood Committee	Cllr Kieran Terry (Deputy: Simon Fawthrop)
Phillips and Lubbock Foundations	Cllr Julian Benington, Mr J C Bowers, Mrs B A Powell & Mrs J Woodhead
Proactive Bromley	Cllrs Peter Fortune & Michael Rutherford
Reserve Forces and Cadets Association for Greater London	Cllr Peter Fortune
Safer Bromley Partnership	Cllr Kate Lymer
Safer Neighbourhood Board	Cllrs Kathy Bance, David Cartwright & Chris Pierce
Southern Regional Flood Defence Committee	Cllr Alan Downing (LB Bexley)
St Olave's and St Saviour's Grammar School Foundation	Cllrs Robert Evans & Stephen Wells
Thames Regional Flood Defence Committee	(LB Lewisham)
Thomas Stringer Charity, Cudham	Cllrs Richard Scoates & Melanie Stevens
University of Kent	Cllr Peter Fortune

**Council Meeting Numbers - 2017/18 and 2018/19**

<b>Meeting Name</b>	<b>Number of Meetings in 2017/18</b>	<b>Number of meetings in 2018/19</b>
<b>Council, Committees &amp; Sub-Committees</b>		
Council	10	8
General Purposes & Licensing	6	8
Appeals Sub-Committee	3	6
Audit Sub-Committee	3	3
Licensing Sub-Committee	10	7
Local Joint Consultative Committee	3	2
Pensions Investment Sub-Committee	5	6
Development Control Committee	6	7
Plans Sub-Committees (x4)	24	25
Appointment Panel	1	1
Standards Committee	2	1
<b>PDS Committees and Sub-Committees</b>		
Adult Care & Health PDS Committee	7	6
Education, Children & Families Select Committee	4	6
Environment & Community PDS Committee	6	6
Executive, Resources & Contracts PDS Committee	10	10
Public Protection & Enforcement PDS Committee	5	5
Renewal, Recreation & Housing PDS Committee	4	6
EC&F Budget & PM Sub-Committee	4	4
Health Scrutiny Sub-Committee	3	5
Contracts Sub-Committee	5	6
OHSEL Joint Scrutiny Committee	3	2

<b>Executive meetings</b>		
Executive	16	10
Portfolio Holder Meetings	1	1
<b>Other Meetings</b>		
Health & Wellbeing Board	4	5
SACRE	3	3
Bromley Economic Partnership	4	4
Safer Bromley Partnership	4	4
Foster Panel	12	0
Fostering & Adoption Panel	17	24
Chief Executive Remuneration Panel	0	1
Crystal Palace Park Executive Project Board	1	0
Honorary Aldermen WG	1	0
<b>Executive Working Groups</b>		
Constitution Improvement WG	1	1
Local Development Framework Advisory Panel	1	0
Children's Services Governance WG	11	7
<b>PDS Working Groups</b>		
Beckenham Town Centre WG	5	5
School Places WG	1	1
<b>TOTAL</b>	<b>206</b>	<b>194</b>

## Appendix G

### Councillor Attendance 2017/18

	<b>Present</b> <i>(Figures in brackets are for attendance as a substitute)</i>	<b>Absent</b> <i>(Figures in brackets are for apologies received)</i>	<b>Percentage meetings attended</b> <i>(excludes as a visiting Member)</i>	<b>Present as Visiting Member</b>	<b>Total meetings attended</b>
Cllr Vanessa Allen	32 (2)	4 (4)	89	3	35
Cllr Graham Arthur	26 (1)	1 (1)	96	13	39
Cllr Douglas Auld ***	16	11	59	1	16
Cllr Kathy Bance *	8	0	100	0	8
Cllr Julian Benington	18	1 (1)	95	3	21
Cllr Nicholas Bennett	50 (1)	8 (8)	85	13	63
Cllr Ruth Bennett	19 (1)	5 (4)	79	0	19
Cllr Eric Bosshard	18	2 (2)	90	1	19
Cllr Kim Botting	21	5 (5)	81	0	21
Cllr Katy Boughey	22	5 (4)	81	0	22
Cllr Kevin Brooks*	27	11 (6)	71	1	28
Cllr Lydia Buttinger	25 (1)	4 (4)	86	0	25
Cllr Stephen Carr	27	4 (3)	87	3	30
Cllr David Cartwright	16	6 (6)	73	0	16
Cllr Alan Collins	28	17 (4)	62	0	28
Cllr Mary Cooke	49 (1)	9 (9)	84	3	52
Cllr Peter Dean	14	8 (5)	64	1	15
Cllr Ian Dunn	44 (6)	5 (5)	90	6	50
Cllr Nicky Dykes**	27	11 (10)	71	0	27
Cllr Judi Ellis	34	5 (5)	85	0	34
Cllr Robert Evans	49	3 (3)	94	2	51
Cllr Simon Fawthrop	57 (6)	1 (1)	98	11	68
Cllr Peter Fookes	6	2 (2)	75	4	10
Cllr Peter Fortune	30	6 (6)	83	7	37
Cllr Hannah Gray	18	3 (2)	86	7	25
Cllr Ellie Harmer	22 (3)	7 (4)	76	2	24
Cllr Will Harmer**	13	9 (7)	59	1	14
Cllr S H-Thresher	27 (1)	2 (2)	93	0	27
Cllr W H-Thresher	37	4 (4)	90	12	49
Cllr David Jefferys	15	11 (11)	58	0	15
Cllr Charles Joel	23	5 (5)	82	0	23
Cllr David Livett	45	3 (2)	93	0	45
Cllr Kate Lymer	46	9 (9)	84	6	52
Cllr Russell Mellor	47 (4)	5 (4)	90	3	50
Cllr Alexa Michael	48	0	100	1	49
Cllr Peter Morgan	28	2 (2)	93	6	34
Cllr Terence Nathan***	20	11 (9)	65	0	20
Cllr Keith Onslow	44 (9)	4 (4)	92	6	50



	<b>Present</b> <i>(Figures in brackets are for attendance as substitute)</i>	<b>Absent</b> <i>(Figures in brackets are for apologies received)</i>	<b>Percentage meetings attended</b>	<b>Present as Visiting Member</b>	<b>Total meetings attended</b>
Cllr Tony Owen	45 (2)	6 (6)	88	2	47
Cllr Angela Page	17 (1)	3 (3)	85	9	26
Cllr Ian F. Payne	23 (1)	13 (8)	64	2	25
Cllr Sarah Phillips	20	5 (5)	80	1	21
Cllr Tom Philpott	12	2 (2)	86	7	19
Cllr Chris Pierce	17	2 (2)	89	0	17
Cllr Neil Reddin	41	0	100	0	41
Cllr Catherine Rideout	12 (1)	4 (4)	75	1	13
Cllr Charles Rideout	24	4 (4)	86	1	25
Cllr Michael Rutherford	20 (1)	3 (3)	87	2	22
Cllr Richard Scoates	22	5 (4)	81	2	24
Cllr Colin Smith	33 (2)	1 (1)	97	12	45
Cllr Diane Smith	30	3 (3)	89	12	42
Cllr Melanie Stevens	19	2 (2)	90	2	21
Cllr Tim Stevens	13 (1)	3 (3)	81	3	16
Cllr Teresa Te	25 (1)	2 (2)	93	1	26
Cllr Michael Tickner	21	3 (3)	88	2	23
Cllr Pauline Tunnicliffe	23	6 (4)	79	0	25
Cllr Michael Turner	35	4 (3)	90	1	36
Cllr Stephen Wells	44 (2)	9 (4)	83	4	48
Cllr Angela Wilkins	46 (9)	3 (3)	94	9	55
Cllr Richard Williams***	4	25 (25)	13	0	4

\* Mayor/Deputy Mayor for 2017/18

\*\* Maternity/Paternity Leave

\*\*\* Unwell for part of the year

### **Bromley Electorate Forecasting Methodology (Electoral Commission Boundary Review)**

The Local Government Boundary Commission seeks electorate forecasts for 2024 at polling district level. A standard forecasting methodology is available for boroughs to apply, whereby the past share of electorate by polling district is used to distribute the forecasted borough level electorate.

The Commission invites councils to present an alternative methodology, provided it is supported by appropriate evidence.

The standard methodology is based on ONS data and uses historic data trends to automate part of the electoral forecasting process. Bromley, along with other London boroughs has therefore elected to apply an alternative methodology, based on the Greater London Authority (GLA) population projections which are widely accepted to better forecast the population of London's boroughs. Furthermore the standard forecasting methodology does not take into account any planned development beyond what might be anticipated to be natural growth, and does not therefore acknowledge the geographical spread of developmental changes proposed through the recently adopted Local Plan (2019).

#### Bromley Methodology

Baseline dwelling figures by polling district are established using a baseline year of 2015, consistent with the Local Plan housing trajectory baseline and the GLA ward-level population forecast used.

#### Development Data

Projected housing change for the years 2015-2024 based on the housing trajectory within Bromley's Local Plan (2019) Appendix 10.1 is assigned to relevant polling districts. The housing trajectory sets out development consistent with meeting and exceeding the minimum housing target of 641 dwellings per year as set out in the London Plan (2016). The Bromley Local Plan (2019) sets out various components of future housing supply which are distributed between polling districts as set out in A – D below.

- A. Identified sites of 9 or more units are allocated to the polling districts within which they are located. Where a site is split across more than one polling district and, detailed masterplanning is not yet available, an indicative share of the total housing yield is assigned to each polling district proportionate to the share of total site area occurring in that polling district.
- B. Housing on sites of 9 or more units not currently identified but projected to come forward in the broad locations of Bromley and Orpington Town Centres are assigned to polling districts within which those town centres are located. As these sites are unidentified, the overall broad location housing figure for each town centre is divided up proportionately to the share of town centre

land area contained in each polling district. The polling district 'land area' having first been adjusted to avoid potential 'double dipping' with sites considered under A (above).

- C. Housing of 9 or more units on retail sites and public land not currently identified but projected to come forward are assigned to polling districts where locations most likely to contain these sites. For the purposes of this exercise, this approximation is limited to land within the boundaries of town centres at District level or higher (as recognised in the Local Plan). This includes Bromley (Metropolitan level), Orpington (Major level), Beckenham, Penge, Petts Wood, West Wickham and Crystal Palace (all District level) Town Centres. Similarly 'B', above these sites are unidentified, and therefore, the overall broad location housing figure for each town centre is divided up proportionately to the share of town centre land area contained in each polling district (excluding the land area of 'A' sites).
- D. Various sources of housing of less than 9 units, including completions between the baseline year and the Local Plan adoption date, commenced and projected small sites and the vacant units and prior approvals projections are generally distributed equally across wards and then assigned equally amongst polling districts within those wards, with adjustment to reflect the reduced capacity within Green Belt (Darwin Ward) and greater growth capacity, in around Bromley Metropolitan Town Centre and Orpington Major Town Centre (Bromley Town and Orpington wards)

#### Forecasting the electorate by Polling District

The figures for existing dwellings and proposed changes in dwellings per polling districts are combined to produce a figure for the total dwellings per polling district for 2024.

An average number of adults per dwelling is calculated for each ward, using the total dwellings per polling district data and the GLA 2024 ward-level population projections for persons 18 years or older (Note : the GLA's 2024 ward-level population projections are mid-year estimates and therefore include individuals ('attainers') who become 18 during 2024). The GLA projections also reflect the housing trajectory information from Bromley's Local Plan.

The ward-level average 'adults per dwelling' calculation is applied to each polling district within that ward, forecasting the voting aged population by polling district for 2024.

Guided by the Local Government Boundary Commission for England, the conversion of voting aged population to electorate utilises the change ratio methodology set out in their 'Polling District Forecasting Tool'. The electorate by ward is compared to the GLA ward-level population projections for years 2016, 2017 and 2018 to produce ward specific 'change ratios' for each years 2016 – 2018. An average change ratio across the three years is produce for each individual ward.

The relevant ward specific average change ratio is applied to the forecast 2024 voting aged population of each polling district to produce an electorate forecast for each polling district.

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