



Annual Governance Statement 2021/22

DRAFT

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1. Executive Summary

The Leader of the Council and Chief Executive recognise the importance of having appropriate processes and controls in place to run the Council and ensure its services are delivered effectively.

The Council is required to produce an Annual Governance Statement (AGS) which describes how its corporate governance arrangements have been working. The Council's Audit and Risk Management Committee reviews the production of the AGS and considers and scrutinises the content.

Bromley is a Member led, commissioning authority, delivering services through whoever is best placed to provide quality and value for money to its residents, who are supported to manage their lives with the minimum of intervention from the Council. 'Making Bromley Even Better', the Council's Corporate Strategy, contains the guiding principles for Bromley Council, our vision and links with key partner organisations to help deliver important outcomes for residents, businesses and visitors to Bromley

[Making Bromley Even Better \(Corporate Strategy\)](#)

Bromley's governance framework comprises the systems and processes, culture and values, by which the authority is directed and controlled, and the activities through which it accounts to, engages with and leads its community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Bromley's policies, aims and objectives; to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at Bromley for the year ended 31st March 2022 and up to the date of approval of the Leader's Foreword and Statement of Accounts.

The Council conducts an annual review of its governance arrangements, including the system of internal control. The purpose of the review is to provide assurance from a number of sources including Members, Chief Officers, internal and external audit, other review agencies and inspectorates that corporate governance arrangements are adequate and operating effectively; or where gaps are revealed, action is planned that will ensure effective governance in future.

With substantial additional savings to be made over the next four years, the financial situation continues to drive the future direction and work of the Council.

2. Significant Governance Issues

Overall, we can confirm that the Council has appropriate systems and processes in place to ensure that good governance is maintained in line with the 'Delivering Good Governance in Local Government Framework, 2016 Edition'. Whilst we are satisfied that these generally work and can be regarded as fit for purpose, we have identified a number of areas for improvement.

Progress made in dealing with the governance issues identified in the 2020/21 Annual Governance Statement is detailed on pages 22 to 26.

Four areas, detailed overleaf, have been identified as requiring further work during 2022/23:

Governance Issue	Action	Lead Officer
<p>Finance</p> <p>A balanced budget for 2022/23 has been achieved through the Transformation Savings Programme, an improved financial settlement from Government and continuing with prudent financial management. This has been achieved despite the significant cost pressures remaining, increasing inflation, impact of national insurance increase and the impact of the 'new normal' following the pandemic. There remains a "budget gap" of £4.3m in 2023/24 rising to £19.5m per annum in 2025/26. This excludes the impact of the Adult Social Care Reforms which could increase net costs further by between £10m and £15m per annum during the financial forecast period. The projections assume mitigation and transformation savings of £17.7m in 2022/23 rising to £30m by 2025/26. The projections from 2023/24 have to be treated with some caution, particularly as the Government's next Spending Review, outcome of the Fair Funding Review and Business Rate Devolution is now expected to be implemented in 2024/25 – the outcome, including the impact on individual councils, is still awaited. The Government had provided funding support to address the impact of the Covid 19 pandemic during 2020/21 and 2021/22 with no further funding provided from 2022/23.</p>	<p>In considering action required to address the medium term "budget gap", the Council has taken significant action to reduce the cost base while protecting priority front line services and providing sustainable longer term solutions. Significant savings of over £110m were realised since 2011/12. Our council has to balance between the needs of service users and the burden of council tax on council tax payers. With the Government not providing funding to keep pace with growth/cost pressures, the burden of financing increasing service demand falls primarily upon the level of council tax and business rate income. Further information can be found in:</p> <p>Draft 2022/23 Budget and Update on Council's Financial Strategy 2023/24 to 2025/26</p>	<p>Director of Finance</p>
<p>Valuation of Fixed Assets</p> <p>Issues have been identified relating to the methodologies used for accounting and the valuation of fixed assets for reporting in the Council's 2019/20 Statement of Accounts.</p>	<p>Work is at an advanced stage to ensure that Fixed Assets are accounted for in full compliance with the CIPFA Code of Practice in Local Authority Accounting, specifically:</p> <ul style="list-style-type: none"> • Asset Valuations are fully supported and are undertaken in line with the requirements of the CIPFA Code 	<p>Assistant Director, Strategic Property</p>

	<ul style="list-style-type: none"> • Depreciation and Impairment are properly calculated and appropriately applied to relevant asset categories • Furniture and Equipment Assets are properly identified and valued on an ongoing basis <p><i>This may be updated once the External Auditors have concluded on the revised audit submissions.</i></p>	
<p>Ongoing impact of COVID-19 pandemic on service delivery</p> <p>Despite the many challenges presented by the COVID-19 pandemic, the Council has delivered some key achievements through our COVID-19 response programmes and our business-as-usual work, which includes a potential balanced budget for 2022/23.</p> <p>The pandemic has highlighted a number of long-term challenges that the Council will need to continue to address. In particular, we will need to manage significant cost/ growth pressures impacting on e.g., education, high needs transport, housing, adults, and children’s social care as well as explore opportunities for the mitigation of costs. There also remains uncertainty about the ongoing impact arising from the ‘new normal’, with no increase in core funding identified beyond 2022/23.</p> <p>As we move into the endemic phase of the pandemic, we will continue to explore opportunities to work closely with our partner agencies as part of our organisational and borough-wide recovery.</p>	<p>Our COVID-19 response:</p> <ul style="list-style-type: none"> • On 21 February 2022, the Government published its ‘COVID-19 Response: Living with COVID-19’. As part of the plan, routine contact tracing for the wider population will no longer take place. As part of decommissioning the programme, a document will be prepared for Central Government to inform how the Council will reinstate this work within a two-week period if required. • The plan also notes that the Targeted Community Testing Programme will close by 31 March 2022. Lateral Testing Sites will also close on 31 March, with decommissioning expected in the months following. • Work will continue to review data on our vulnerable groups, including care settings. • The Council will report on its management of the pandemic later in the year. • Weekly COVID COE briefings will end with a standing item on COVID going forward at fortnightly COE meetings. • Work continues to determine the longer-term approach to working with the voluntary and community sector, including the retention and engagement of the 4500 volunteers who registered with the Council to support the COVID-19 response • Through our Economic Strategy we will support the longer-term economic recovery of the borough. • Continue our partnership working through the Borough Partnership Forum to ensure a co-ordinated and mutually supportive local area response across all agencies. <p>Some of our key organisational priorities for 2022/23 include:</p> <ul style="list-style-type: none"> • Delivering Transforming Bromley Programme proposals for 2022/23 budget setting. 	<p>Chief Executive and Corporate Leadership Team</p>

	<ul style="list-style-type: none"> • Managing growth and delivering budget mitigations as part of our long-term financial management strategy. • Building an equality profile to strengthen service delivery. • Progressing development of Integrated Care System in South East London. • Increasing housing supply and affordable housing and concluding options appraisals to bring forward further sites for housing and strategic regeneration projects. • Reporting on outcomes of Operational Property Review. • Delivery of the Digital Strategy and Digital Roadmap. • Supporting hybrid meetings. • Successful rollout of the 2022 Local Elections. • Responding to legislative changes and macro issues from Central Government. 	
<p>Condition of the operational property estate to ensure that premises are compliant with Health & Safety legislation and can be operated to facilitate the delivery of the Council's various services.</p>	<p>A programme has been established to identify the Council's optimal operational estate taking into account maintenance liabilities, condition, business needs and funding.</p> <p>The output of this programme will be an accommodation strategy, business case and delivery plan – subject to Member approval.</p> <p>The Programme will report its findings to Members in Summer 2022.</p> <p>A new supply chain has been established to ensure Health and Safety compliance together with a new Computer Aided Facilities Management System to house said compliance data.</p>	<p>Assistant Director, Property and Assistant Director, Special Projects</p>

3. What is Corporate Governance?

3.1 Definition

The CIPFA International Framework 'Good Governance in the Public Sector' defines governance as:-

'The arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved'

It also states that:-

'To deliver good governance in the public sector, both governing bodies and individuals working for public sector entities must try to achieve their entity's objectives while acting in the public interest at all times'

'Acting in the public interest implies primary consideration of the benefits for society, which should result in positive outcomes for service users and other stakeholders'

Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, provide leadership to their communities.

Effective corporate governance and the capacity to lead and manage change are essential to meet the ever increasing challenges for the public sector. Good governance is important to all involved in local government and a key responsibility of the Chief Executive, the Leader of the Council and other statutory governance Chief Officers.

Our governance framework comprises the culture, values, systems and processes by which the Council is directed and controlled. It brings together an underlying set of legislative and regulatory requirements, good practice principles and management practice.

Bromley Council recognises that:

- ▶ Good governance leads to good management, good performance, good stewardship of public money, good public engagement and, ultimately, good outcomes for residents and service users
- ▶ Good governance enables an authority to pursue its vision effectively, as well as underpinning that vision with appropriate mechanisms for control and management of risk
- ▶ All authorities should aim to meet the standards of the best and governance arrangements should not only be sound, but also be seen to be sound.

3.2 The Principles

Principle A – Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law

How we do this

- Having regard for the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- Being accountable for decisions to the public and co-operating fully with whatever scrutiny is appropriate to one's office
- Commitment to promoting an anti-fraud and corruption culture evidenced through a detailed anti-fraud and corruption policy and ensuring fraud and corruption are dealt with effectively
- Adherence to ethical values and respect for the rule of law
- Creating a culture where statutory officers and other key post holders are able to fulfil their responsibilities

Principle B – Ensuring openness and comprehensive stakeholder engagement

How we do this

- Ensuring transparency of decisions supported by an effective scrutiny and challenge process
- Consulting with residents during the budget setting process for 2022/23 and beyond
- Demonstrating engagement with all groups of stakeholders to determine the most appropriate course of action/effective intervention
- Ensuring a clear, evidence based, decision making path

Principle C – Defining outcomes in terms of sustainable, economic, social and environmental benefits

How we do this

- Having a clear vision and strategy, with key partner organisations through 'Making Bromley Even Better'
- Delivering defined, sustainable outcomes within the limits of resources and authority

- Balancing competing demands with finite resources when determining priorities; managing service users' expectations effectively with regard to determining priorities and making the best use of the available resources
- Taking a longer term view with regard to decision making, taking account of potential conflicts between the organisation's vision and short term factors such as financial constraints

Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes

How we do this

- Having a clear vision and strategy setting out our intended outcomes for citizens and service users
- Ensuring decision makers receive a robust best value option analysis detailing associated risks and outcomes to be achieved
- Considering stakeholder feedback and future impact when making decisions about service delivery, prioritising competing demands

Principle E – Developing capacity including the capability of leadership and individuals

How we do this

- Ensuring that the decision making process is clearly defined and supported by protocols to ensure a shared understanding of roles and objectives is maintained
- Ensuring Members and Officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities, reflecting the structure and diversity of the community
- Evaluating, and supporting, staff performance through regular reviews which take into account training and development needs
- Supporting the workforce to maintain their health and wellbeing

Principle F – Managing risks and performance through robust internal control and strong public financial management

How we do this

- Regular review of Corporate and Departmental Risks and Risk Registers

- Integration of effective risk management arrangements into the decision making process
- Ensuring an effective scrutiny function which provides a constructive challenge and allows for debate at all stages of the decision making process
- Ensuring effective counter fraud and anti-corruption policies are in place and there is good staff awareness
- Having an effective Audit Sub-Committee whose remit incorporates financial delegation, fraud prevention, and internal and external audit

Principle G – Implementing good practices in transparency, reporting and audit to deliver effective accountability

How we do this

- Publishing information on our activities and decisions
- Maintaining a rigorous, effective and transparent decision making and scrutiny process
- Ensuring that public reports are easily accessible and use a style appropriate to the intended audience
- Embracing peer challenge, reviews and inspections from regulatory bodies, implementing recommendations for corrective action as required
- Maintaining an effective internal and external audit service, with direct access to Members

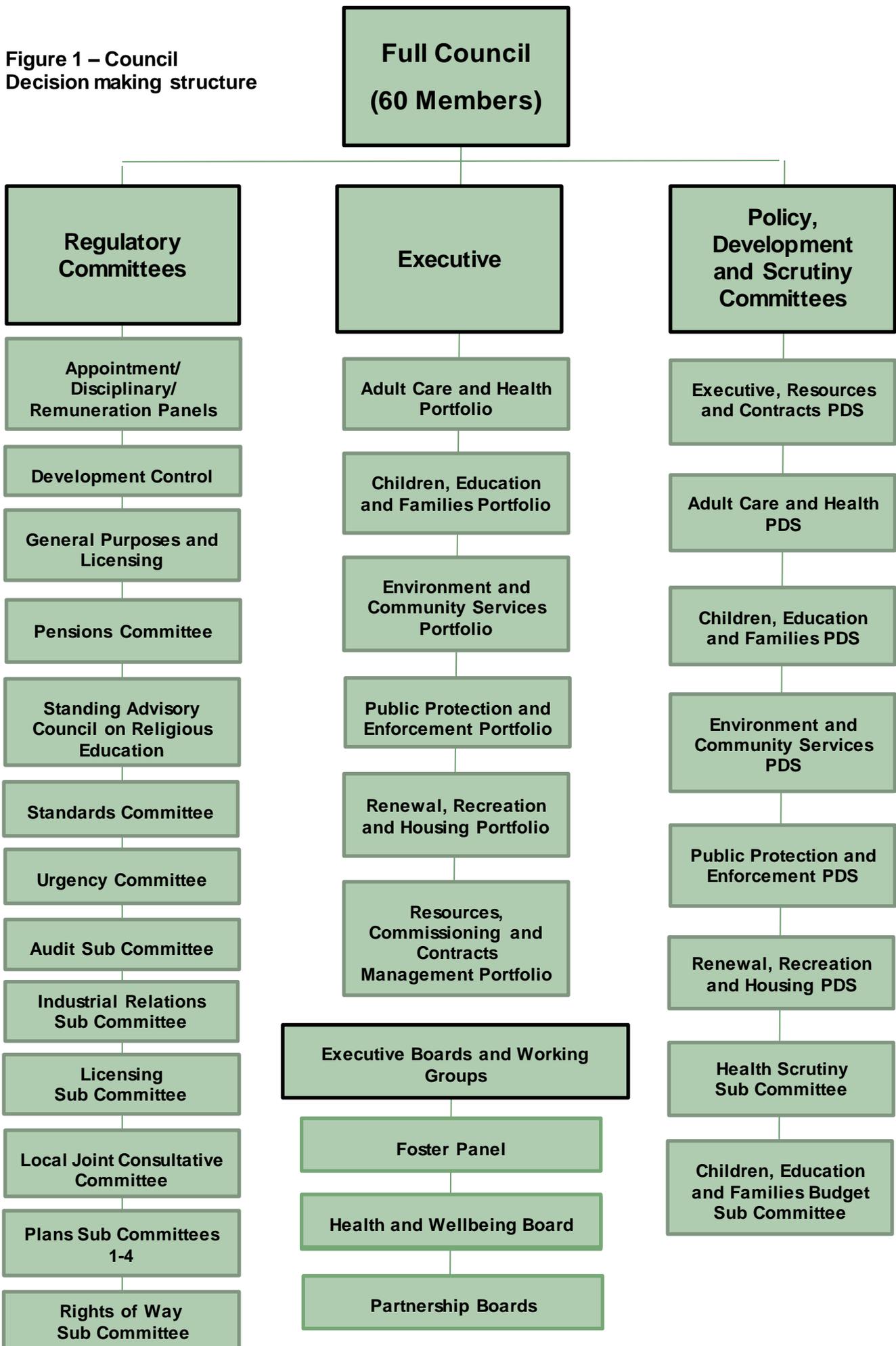
4. The Council: How it Works

This Annual Governance Statement covers the period 1st April 2021 to 31st March 2022, but it should remain up to date until the accounts are approved and audited.

The Council is made up of 60 Councillors (to be reduced to 58 in May 2022) with the decision making structure divided between Executive and non-Executive matters. Executive duties are carried out by an Executive body of Councillors, which includes the Leader and six Councillors with specific Portfolio responsibilities. Non-Executive duties are performed mainly by the Development Control Committee, the General Purposes and Licensing Committee, the Pensions Committee and the Standards Committee.

The established decision making structure is depicted overleaf:

Figure 1 – Council Decision making structure



5. COVID-19: Amendments to the Governance Process

5.1 Democratic Principles

In response to the Covid 19 pandemic, the Council considered as a matter of urgency a number of amendments to its governance processes in order to ensure that effective decision making could continue whilst democratic accountability was preserved during the coronavirus pandemic.

The measures were designed to help the Council redeploy its resources to deal with the pandemic and ensure essential business continued whilst upholding democratic principles and protecting the health and safety of Members, officers and the public, in line with official public health guidance.

In April 2021, committee meetings were still being held online and being live-streamed so that members of the public could hear and see Councillors making decisions. In May 2021 the temporary provision for local authorities to hold virtual meetings online was removed, and all Council, Executive, Committee and Sub-Committee meetings returned to being held in-person in the Council Chamber, with social distancing measures in place and limits on the numbers of members of the public attending.

5.2 Procurement Process

In 2020/2021, arrangements were put in place to respond to the extraordinary circumstances of the Covid-19 pandemic. These arrangements were aligned to Cabinet Office Procurement Policy Notes (PPN 01/20 and 02/20) on suitable and compliant procurement actions that could be taken in response to the pandemic. In terms of procurement governance, additional delegated authorities to take appropriate procurement action were sought from Executive and the Leader and were in place throughout 2020/2021.

In 2021/2022, procurement action and governance reverted to standard procedures and normal custom and practice as governed through the Council's Contract Procedure Rules and the Public Contracts Regulations 2015.

The key governance arrangements in place continue to include:

- Member decision on proceeding to procurement and contract award for all procurements with a whole life value of £500k or higher;
- Member decision on formal extension options, extensions beyond term, variation (modifications) and exemptions at £100k or higher, including reporting to Audit Sub-Committee for anything £50k or higher;
- All procurement decisions at both Member and Officer authority to be supported by a formal Gateway paper;
- Annual monitoring reports to Members for all contracts with a whole life value of £500k or higher;
- Quarterly Contract Register report to ER&C PDS on all contracts over £200k and to each PDS for contracts over £50k; including commentary on the status of the contract from the Contract Owner and additional commentary and RAG rating from the Corporate Procurement Team;
- Regular reports to Chief Officers Executive and Corporate Leadership Team on the status of all contracts due to end within the next twelve months with commentary from Corporate Procurement;
- Procurement Board led by Corporate Procurement to review and advise on key contracts in advance of seeking decisions on procurement actions;
- Regular training on Commissioning and Procurement available to all Officers;
- Quarterly meetings for all Contract Owners to provide news, guidance, advice and support.

In December 2020, the Government issued a Green Paper on Transforming Public Procurement. The latest advice from Cabinet Office is that proposals under the Green Paper will not come into force until 2023 at the earliest. During the transition period between confirmation of legislation and

implementation date, the Corporate Procurement team will review and update the Contract Procedure Rules and other relevant processes and procedures to ensure compliance with the new legislation. Changes are expected to be primarily technical in nature. Communication and training will be implemented to support any changes.

6. Outcomes and Value for Money

6.1 Making Bromley Even Better

Bromley Council's partner agencies formally signed up to work together with the Council to deliver a new Corporate Strategy – 'Making Bromley Even Better' in October 2021. Hundreds of organisations, councillors and residents have contributed to the new strategy which outlines five main ambitions for Bromley over the next ten years with the shared vision of making the Borough: 'A fantastic place to live and work, where everyone can lead healthy, safe and independent lives'. The Medium Term Financial Strategy will enable the delivery of the Corporate Strategy as a 'golden thread' that runs through all plans such as those that support Portfolios with teams and individuals reflecting the ambitions throughout their work.

'Making Bromley Even Better' has five overarching ambitions:

1. For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
2. For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
3. For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
4. For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
5. To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

We have already achieved much through our longstanding 'Building a Better Bromley' principles, harnessing resources and strengthening our partnerships for the good of our Borough, our communities, businesses and our residents.

Now we will move forward with renewed enthusiasm to deliver our refreshed and updated ambitions for 'Making Bromley Even Better'. Agencies in our partnerships commission and provide many of the services which matter to residents and businesses in Bromley.

Working individually and in partnership we share responsibility for improving outcomes in the Borough. We are convinced that by aligning ambitions and by strengthening our collaboration, we will succeed in making Bromley an even better Borough. It is crucial to have a sense of shared direction and a course to navigate for the future, no ten-year plan can ever be set in stone. Therefore we will monitor progress regularly and develop our plan as circumstances, demand and legislative changes require.

Underpinned by our shared organisational culture and values of Respect, Empowerment, Ambition, Leadership (REAL), the Council works to meet the needs and expectations of residents through enabling self-sufficiency, sustainable core services and improving outcomes for residents at the earliest point of need within a responsible financial envelope.

During the last twelve months, we have continued with our transformation development and delivery agenda despite the challenging context of a pandemic. The Council has demonstrated its agile change management capacity to respond swiftly to residents' needs, delivering additional public health programmes and accelerating the rapid implementation of some key elements of our transformation agenda, including some digitalisation. Across the Council significant and immediate changes were implemented to deliver alternative 'business as usual' and Covid safe services. Our response has

shown some of the ways forward: better use of technology, shared use of data and intelligence; better strategic decision-making and better operational collaboration which ensures value for money.

As a learning organisation we have also been reflecting on “best practice” models of change and transformation implemented by other local authorities. We are committed to adopting favourable solutions that are tried and tested.

We know that there are further improvements to be made to respond to the needs of an aging population and ongoing demand for critical services in housing and social care. As well as responding to new pressures brought on by the pandemic, responding to additional public health pressures, economic recovery for our town centres, and ensuring that our young people are supported into good employment and training.

National policy agendas around health and social care integration promise better outcomes for patients and residents but will require significant work with key partners to achieve. Our residents rightly have growing expectations about how we respond to global issues including the climate emergency, public mental health, matters of equality and community cohesion. We recognise that we will only be successful in responding to these challenges through successful collaboration between all public organisations, the voluntary, community and faith sector, businesses, and, critically, service users and residents themselves.

Despite the unprecedented financial challenge, Bromley will serve and advocate on behalf of its residents and aim to deliver cost-effective services. Working with strategic partners, it will also continue to ensure that it receives the fairest deal from the Government on issues that are important to Bromley residents.

Bromley’s achievements over the past year and plans for the future are reported in the Leader’s Foreword and Statement of Accounts.

6.2 Portfolio Plans

Portfolio Plans set out each Portfolio Holder’s aims in the current year and the supporting performance targets, using a range of national and local indicators. Overseeing the successful delivery of each plan is the joint responsibility of the Portfolio Holder and the Members of the appropriate Policy Development and Scrutiny Committee (PDS). The Portfolios are aligned to the priorities identified in Making Bromley Even Better. In addition, the Health and Wellbeing Board is a collaboration between Bromley Council and various partner agencies whose role is to understand their local community’s needs, agree priorities and encourage commissioners to work in a more joined up way.

[Adult Care and Health Portfolio Plan 2021-2022 Refresh](#)

[Children Education and Families Portfolio Plan 2021-2022 Refresh](#)

[Housing Planning and Regeneration Portfolio Plan 2021-2022 Refresh](#)

[Environment and Community Services Portfolio Plan 2021-2022](#)

[Public Protection and Enforcement Portfolio Plan 2021-2022](#)

Updates on progress are reported to Members through the Policy, Development and Scrutiny process. Examples of this include:

[Adult Care and Health Portfolio Plan 2021/22 - Quarter Two Update Covering Report \(November 2021\)](#)

[Adult Care and Health Portfolio Plan 2021/22 - Quarter Two Update \(November 2021\)](#)

[Children, Education and Families Portfolio Plan 2021/22 - Quarter Three Update Covering Report \(March 2022\)](#)

[Children, Education and Families Portfolio Plan 2021/22 - Quarter Three Update \(March 2022\)](#)

[Housing, Planning and Regeneration Portfolio Plan 2021/22 - Quarter Three Update Covering Report \(January 2022\)](#)

[Housing, Planning and Regeneration Portfolio Plan 2021/22 - Quarter Three Update \(January 2022\)](#)

[Housing, Planning and Regeneration Portfolio Plan 2021/22 - Quarter Three Update Planning Focus \(January 2022\)](#)

[Environment and Community Services Performance Overview \(March 2022\)](#)

[Public Protection and Enforcement Performance Overview \(March 2022\)](#)

6.3 Managing our Resources (Value for Money)

Statement of Accounts

The Accounts and Audit Regulations (2015) require the Statement of Accounts to be considered and approved by resolution of a Committee or Full Council. Following approval, the Statement of Accounts must be signed and dated by the person presiding at the meeting at which that approval was given. Before the Committee is able to approve, the Director of Finance must re-confirm on behalf of the authority that he is satisfied that the Statement of Accounts presents a true and fair view of the financial position of the authority at the end of the financial year and of the authority's income and expenditure for that year.

The Accounts and Audit Regulations were amended during 2020 in light of the Coronavirus pandemic, extending the deadline for publication of the draft accounts from 31st May to 31st August. The Regulations also extended the deadline for publication of the final audited accounts from 31st July to 30th November.

The Regulations were further amended during 2021 with the deadlines for draft and final audited accounts set at 31st July and 30th September. These updated Regulations will apply for 2020/21 and 2021/22 and then be subject to a further review.

In relation to the Council's Statement of Accounts for 2019/20, draft accounts were published on 30th June, with the external audit starting during August. Whilst good progress was made in most areas, there were delays in the provision of information to EY and in responding to auditor queries. Some delays occurred due to the Coronavirus pandemic, with officers working off site and documentation not being readily accessible in an electronic format (in some cases paper documents and records required bulk scanning). Most significantly, the audit revealed a number of errors in relation to the Council's accounting treatment of fixed assets. These have required significant work by property officers to rectify core valuation information and owing to this and other outstanding matters completion of the audit has been delayed to 2022. The external auditor produced an updated Audit Results report which was considered by the General Purposes and Licencing Committee on 8th February 2022. This report stated that the audit was 'substantially completed', though some matters remain outstanding. The auditor also stated that it will need to consider the impact of uncorrected mis-statements and other areas of uncertainty on the final audit opinion for 2019/20.

The statement of accounts for 2020/21 remains incomplete mainly due to the valuation issues identified above, but it is anticipated that draft accounts will be published and the audit will commence during 2022 once the 2019/20 audit has been completed. Consequently, it is also likely that completion of the 2021/22 draft accounts and audit will also be delayed.

CIPFA Financial Management Code

The Council's financial management arrangements conform with good governance. An assessment was undertaken in the year against compliance with the CIPFA Financial Management Code. The Council is complying with all of the requirements however an action plan is being developed to improve the level of assurance with each standard contained within the code.

Value For Money (VFM) Conclusion

The Local Audit and Accountability Act 2014 requires auditors of local government bodies to be satisfied that the Authority 'has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources'.

The Council's external auditor has not yet been able to issue a VFM conclusion for 2018/19 owing to outstanding objections. As a result of the objections the audit cannot be formally concluded and an audit certificate issued. The detailed approach of the Council towards budgeting over the medium to longer term was reported to Executive on 12th January 2022 with the approach on using reserves and other key financial matters reported to Executive on 9th February 2022. Forward financial planning and financial management is a key strength at Bromley. These reports continue to forecast the financial prospects for the next 4 years and include the outcome of the Provisional Local Government Finance Settlement 2022/23. It is important to note that some caution is required in considering any projections for 2023/24 to 2025/26 as this depends on the outcome of the Government's next awaited Spending Review period as well as the awaited impact of the Fair Funding Review and Devolution of Business Rates. The report on 12th January 2022 provided an update on the funding and costs of the Covid 19 pandemic and the estimated financial impact for 2022/23. The Covid 19 pandemic has created a higher level of uncertainty for the financial forecasting in future years, particularly with uncertain outcome of the 'new normal'.

[Draft 2022/23 Budget and Update on Council's Financial Strategy 2023/24 to 2025/26](#)

[2022/23 Council Tax](#)

7. How do we know our arrangements are working?

7.1 The Role of Management

The senior officer forum is the Chief Officers Executive (COE). Membership includes the Chief Executive and his senior leadership team:

- Chief Executive
- Director of Children Education and Families
- Director of Environment and Public Protection
- Director of Housing, Planning and Regeneration
- Director of Corporate Services and Governance
- Director of Adult Services
- Director of Public Health
- Director of Finance
- Director of Human Resources, Customer Services and Public Affairs

The purpose of the Chief Officers Executive (COE) is:

- ▶ High-level officer decision making: COE is the highest officer forum for high-level decision making to facilitate the effective working of the organisation
- ▶ Discussion of governance issues / review of the Council's Forward Plan: COE is the officer forum for the discussion of any key governance issues and reviews the Council's Forward Plan on a regular basis to ensure smooth and timely decision making
- ▶ Information sharing: an opportunity for Directors to provide high-level updates of activity in their respective service areas in an informal environment
- ▶ Review progress of COE sponsored working groups reporting to Corporate Leadership Team (CLT): CLT working groups will report into COE for advice and guidance prior to reporting back to CLT
- ▶ Overview of the delivery of the Transforming Bromley agenda: COE Transformation Board is an extension of COE and meets fortnightly to oversee the successful delivery of the Transformation Programme and the key principles of the Transforming Bromley Roadmap.

The Corporate Leadership Team is responsible for the Strategic Leadership of the organisation, with managers having day to day responsibility for the management and control of service delivery. Our managers set the 'tone from the top' and develop and implement policies, procedures, processes and controls. They ensure compliance.

The Corporate Risk Management Group (CRMG), chaired by the Director of Finance and including the Head of Audit & Assurance in its membership, oversees the Council's governance arrangements and delivery of the Annual Governance Statement.

Each Director retains responsibility for the Risks and Controls within their division, with Internal Audit coordinating the Risk Management process via the Corporate Risk Management Group and Audit Sub Committee.

During 2021/22, the Corporate Risk Management Group met three times (April 2021, September 2021 and February 2022), undertaking its usual programme of scrutiny. The membership of the Group has recently been refreshed to ensure representation from all Departments at an appropriate level of seniority.

Risk Registers remained live documents throughout the year, with the Risk Reporting cycle to the Corporate Leadership Team and Committee completed in full. Audit Sub Committee received the refreshed Corporate Risk Register and all Departmental Risk Registers at their meetings of June and October 2021. Executive, Resources and Contracts PDS received five Risk Information Briefings and each relevant PDS Committee had the opportunity to scrutinise the Departmental Risk Register falling within its remit.

The Standards Committee of 8th March 2022 considered the Monitoring Officer's General Report. This updated the Committee on a number of Standards issues including the Local Government Association's Guide for Councillors on Handling Intimidation (including online intimidation), draft Social Media Guidance for Councillors, Complaints, Dispensations granted by the Monitoring Officer and Members' Gifts and Hospitality Register entries.

[Monitoring Officer's General Report 8th March 2022](#)

[Appendix 4 - Social Media Guidance for Councillors](#)

The Council's Constitution requires that a report is made each year to full Council which summarises work carried out by Policy Development and Scrutiny (PDS) Committees. This report was considered by the Executive, Resources and Contracts PDS Committee on 24th March 2022 and Full Council on 11th April 2022.

[Policy, Development and Scrutiny Annual Report 2021/22](#)

The outcome of this is that we have adequate governance arrangements in place and relevant to the environment we work in.

7.2 The Role of the Audit Committee

For 2021/22, the Council has appointed an Audit Sub-Committee which considers financial delegations, fraud prevention, internal and external audit. It is a sub-committee of the General Purposes and Licensing Committee and meets three times a year.

[Audit Sub Committee Meetings \(Agendas, Papers, Minutes\)](#)

The Audit Sub-Committee plays an important role in ensuring that the Council learns from Internal Audit findings and rectifies identified weaknesses in control. All Priority One recommendations from Internal Audit are tracked by the Committee until implemented.

7.3 Our Governance Framework

Key Policies/Processes/Posts/Functions in our Governance Framework include:

	Policy/Process
A	Annual Audit Letter
	Annual Governance Statement
	Anti-Bribery Policy and Procedures
	Anti-Fraud and Corruption Strategy
	Anti-Money Laundering Policy
	Audit Sub Committee
C	Capital Strategy
	Code of Conduct for Members
	Complaints System
	Constitution
	Contract Procedure Rules/Standing Orders
	Corporate Induction Process
	Corporate Leadership Team
	Corporate Operating Principles
	Customer Access Channel Strategy
	Customer Services Charter
D	DISCUSS Appraisal Scheme
E	Executive and Resources PDS Committee Annual Report
F	Financial Regulations
	Financial Strategy
	Forward Plan of Key Decisions
G	'Getting it Right' – Complaints, Compliments and Suggestions
	Gifts and Hospitality Code of Conduct
H	Head of Audit
	Head of Paid Service
I	Internal and External Audit Reports
	Internal Audit Opinion and Annual Report
	Internal Controls
	IT Governance
L	Leader's Foreword and Statement of Accounts
	Learning and Development
	Local Development Framework
M	Making Bromley Even Better
	Member/Officer Protocol
	Monitoring Officer (Director of Corporate Services)
P	Portfolio Plans
	Public Consultations/Meetings
R	'Raising Concerns' whistle blowing
	Register of Interests
	Risk Management Strategy
S	Scheme of Delegation
	Section 151 Officer (Director of Finance)
	Statement of Accounts
T	Treasury Management Strategy

7.4 Annual Governance Assurance Statement

Each member of the COE is required to confirm that:

'In meeting my responsibilities above, I have:

- ▶ Contributed to the review of Risk Registers and the outcomes
- ▶ Ensured that there are controls in place to mitigate the risks highlighted in the above exercise
- ▶ Considered relevant assessments of key service areas within the Department
e.g. benchmarking, peer review
- ▶ Taken into account internal and external audit and inspection reports and results of follow ups regarding implementation of recommendations

I am satisfied that to the best of my knowledge, the following procedures are in place:

- ▶ The service is planned and managed in accordance with the Council's Corporate Operating Principles
- ▶ Business risks are identified, assessed and reported on a regular basis
- ▶ Key controls over systems and processes are in place to ensure the Council's assets are safeguarded
- ▶ Business Continuity Plans are maintained and reviewed as circumstances change
- ▶ The monthly Cumulative Spend Report has been reviewed and agreed as part of the Full Budget Monitoring System
- ▶ Key contract information is kept up to date in the Contracts Database to allow Contract Registers and other management information to be reported

Where unable to confirm all, or some of these, the areas for improvement and planned actions must be detailed'.

7.5 External Inspections/Peer Reviews

The Council received the annual Local Government & Social Care Ombudsman letter for the year ending 31st March 2021, which summarised Ombudsman complaints/enquiries received, and the decisions made about, the London Borough of Bromley. With a commitment to an ethos of continuous improvement and using feedback from a variety of sources to learn, understand and take action to improve services; we continue to place our focus on the outcomes of complaints and what can be learned from them.

[Local Government and Social Care Ombudsman Annual Review Letter 2021 \(21st July 2021\)](#)

On 14th and 15th September, Ofsted carried out a focused visit of Children's Services, considering the arrangements for children in care, including disabled children in care.

[Ofsted - Focused visit to London Borough of Bromley's Children's Services \(19th October 2021\)](#)

7.6 The Role of Internal Audit

Internal Audit is a key component of Corporate Governance within the Council. As required by the Accounts and Audit Regulations 2015, the Council must ensure an effective system of internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.

An independent and objective Internal Audit function will, through its risk-based approach to work, provide assurance to the Council's Audit Sub-Committee and senior management on the higher risk and more complex areas of the Council's business, allowing management to focus on providing coverage of routine operations.

Internal Audit's objectives include supporting a positive culture of internal control improvement, effective risk management and good governance. The purpose, authority and responsibility of the internal audit activity are formally defined in the Internal Audit Charter, which is periodically reviewed and presented to senior management and the Audit Sub-Committee for approval. The latest updates to the Charter were approved by the Audit Sub Committee on the 2nd March 2022.

7.7 The Role of the Head of Audit and Opinion on Governance Risk and Control

The Council is responsible for ensuring that it has a sound system of governance (incorporating the system of internal control).

The Head of Audit & Assurance is required to provide an independent opinion on the overall adequacy and effectiveness of the Council's governance, risk and control framework. Their Annual Report and Opinion has been considered and any significant issues incorporated as a result.

The Annual assessment is based on the following:

- The Audit work undertaken including the assurance opinion ratings
- The follow up of Priority 1 recommendations determining how the authority responds to key identified weaknesses
- Counter fraud work and other investigations throughout the year
- Ad-hoc advisory work
- Work to support various Covid grant schemes including risks and controls advice and pre payment assurance checks
- Informal observations of the organisation, for example through attendance at Corporate Leadership Team, Corporate Risk Management Group and other forums.

The results of the above provide reasonable assurance that there is an adequate and effective framework of governance, risk management and control within the Council, designed to meet the organisation's objectives. Where significant weaknesses are identified, Priority 1 recommendations are made and are tracked by the Corporate Leadership Team and the Audit Sub Committee (Audit and Risk Committee from April 2022 onwards) until implemented or discharged. The Head of Internal Audit's Annual report (Audit and Risk Management Committee June 2022) provides details of exceptions and provides further context. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud.

8. Our Strategic Risks

Risk management is an important element of the system of internal control at Bromley Council. It is based on a process designed to identify, prioritise and control the risks to achieving Bromley's policies, aims and objectives.

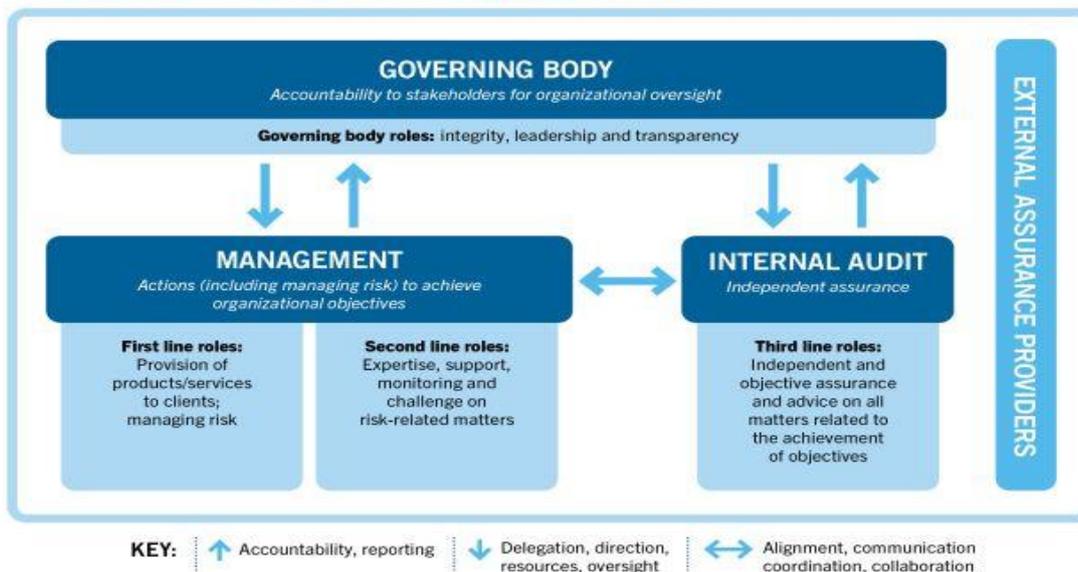
The Corporate Risk Register is a key document in the Council's approach to risk management; it captures the key strategic risks to the delivery of the corporate objectives as set out in the 'Making Bromley Even Better' vision. It also provides a context through which high level risks are identified and is used to inform decision making about business planning and service delivery. Chief Officers assume the lead role for Strategic Risks affecting their own service areas with the Corporate Risk Register reviewed at least annually. The Corporate Risk Management Group takes the lead in championing and co-ordinating the Council's approach to risk management, and ensures that effective risk management processes are fully embedded.

The 'three lines' of assurance model, as detailed below, provides a simple framework for understanding the roles and responsibilities in the overall risk management and internal control processes of an organisation. The Council's third line of defence includes Internal Audit, who provide independent assurance to senior management and the Audit Sub-Committee on how effectively the first and second lines of defence have been operating.

- ▶ First line – operational management controls
- ▶ Second line – monitoring controls, e.g. the policy or system owner / sponsor
- ▶ Third line – independent assurance

Figure 2 – 3 Lines Model

The IIA's Three Lines Model (2020)



The published Corporate Risk Register can be viewed via following the link

[Corporate Risk Register](#)

9. Looking Back on 2020/21

Governance Issue	Action	Progress
<p>Finance</p> <p>A potential balanced budget for the next two years has been achieved through the Transformation Savings Programme, an improved financial settlement from Government and continuing with prudent financial management, but there remains a “budget gap” of £2.5m in 2023/24 rising to £14.1m per annum in 2024/25. The projections assume mitigation and transformation savings of £16.3m in 2021/22 rising to £40.3m by 2024/25. The projections from 2022/23 have to be treated with some caution, particularly as the Government’s next Spending Review, outcome of the Fair Funding Review and Business Rate Devolution is now expected to be implemented from 2022/23 – the outcome, including the impact on individual councils, is still awaited. The Government has provided funding support to address the impact of the Covid 19 pandemic, but uncertainty remains on the medium and longer term impact from the ‘new normal’.</p>	<p>In considering action required to address the medium term “budget gap”, the Council has taken significant action to reduce the cost base while protecting priority front line services and providing sustainable longer term solutions. Significant savings of around £100m were realised since 2011/12. Our council has to balance between the needs of service users and the burden of council tax on council tax payers. With the Government not providing funding to keep pace with growth/cost pressures, the burden of financing increasing service demand falls primarily upon the level of council tax and business rate income. Further information can be found in:</p> <p>Draft 2021/22 Budget and Update on Council's Financial Strategy 2022/23 to 2024/25</p>	<p>A balanced budget was delivered for 2020/21 and 2021/22 partly due to the significant savings from the Transformation Savings Programme, effective use of Covid resources provided by Government and ongoing prudent financial management approach. This was delivered despite the significant ongoing cost pressures across key service areas remaining.</p>
<p>Valuation of Fixed Assets</p> <p>Issues have been identified relating to the methodologies used for accounting and the valuation of fixed assets for reporting in the Council’s 2019/20 Statement of Accounts.</p>	<p>Work will be required to ensure that Fixed Assets are accounted for in full compliance with the CIPFA Code of Practice in Local Authority Accounting, specifically:</p> <ul style="list-style-type: none"> • Asset Valuations are fully supported and are undertaken in line with the requirements of the CIPFA Code • Depreciation and Impairment are properly calculated and appropriately applied to relevant asset categories 	<p>The Council has appointed new Professional Advisors whose methodology for valuations has been shared with the Council’s external auditors.</p> <p>The 2020/21 Asset Valuations have been progressed with a joint working approach between the Council’s external auditor and appointed advisors – so that a mutually agreed approach has been adopted.</p>

	<ul style="list-style-type: none"> • Furniture and Equipment Assets are properly identified and valued on an ongoing basis 	<p><i>This may be updated once the External Auditors have concluded on the revised audit submissions.</i></p>
<p>Ongoing impact of COVID-19 pandemic on service delivery</p> <p>Despite the many challenges presented by the COVID-19 pandemic, the Council has delivered some key achievements through our COVID-19 response programmes and our business-as-usual work, including a balanced budget for 2021/22.</p> <p>The pandemic has highlighted a number of long-term challenges that we will need to continue to address. In particular, we will continue to face ongoing cost pressures on the organisation which will need to be locally managed, particularly with regard to social care provision and our ongoing local contact tracing response.</p> <p>However, there are also a number of potential opportunities for greater partnership working, particularly with the voluntary and community sector, that will form part of our recovery planning approach.</p> <p>Our work this year will be critical not only for our ongoing response to the pandemic supporting Bromley's residents, but also our commitment to the delivery of the Transformation Programme, as well as managing growth and delivering budget mitigations as part of our long-term financial management strategy.</p>	<p>The Council will continue its ongoing work to support the COVID-19 response:</p> <ul style="list-style-type: none"> • Continued lateral flow testing offer in line with local requirements • Bromley's mass vaccination centre at the Civic Centre site will run until at least September 2021, with a maximum potential vaccination rate of 1300 residents per day • Ongoing local contact tracing in close partnership with the national scheme • Preparing agile and ready-to-implement testing plans if surge testing is required in the borough • Close monitoring of hospital discharges and any longer term potential pressure on adult social care capacity due to Covid-19 pressures • Prudent financial management of COVID-19 grants distributed by the local authority • Appropriate enforcement measures through the Public Protection service to ensure compliance with COVID-19 legislation • Determining the longer-term approach to working with the voluntary and community sector, including the retention and engagement of the 4500 volunteers who registered with the Council to support the COVID-19 response • Supporting the longer-term economic recovery of the borough • Ongoing partnership working through the Borough Partnership Forum to ensure a co-ordinated and mutually supportive local area response across all agencies <p>Some of our key organisational priorities for 2021/22 include:</p>	<p>The Council has continued its ongoing work to support the COVID-19 response:</p> <ul style="list-style-type: none"> • The Council's Lateral Flow Testing (LFT) rapid testing programme has supported staff working in the community and the Council's frontline services. • The Council's local contact tracing programme continued to support COVID positive patients the national Test and Trace Team failed to reach. Our current local call success rate averaged at 52.9% with approximately 88.4% of Bromley COVID-19 patients reached either through our local call scheme or the national Team. • Bromley's mass vaccination centre at the Civic Centre has remained open seven days a week to deliver first and second vaccinations, and the booster programme. Over 500,000 vaccinations have been delivered in the borough. • The Inequalities in Vaccination Taskforce have delivered on a programme of work to address vaccine hesitancy, which has included a helpline for health and social care staff, communications and targeted pop-up clinics across the borough. • Continued important work to enable people to be discharged from hospital in a timely way and awarded the MJ Achievement Award for Integration of Social Care and Health. Joint working initiatives

- Delivering the new Council's intranet site for our staff and launching Bromley's Digital Roadmap
- Relaunching the new 'Building a Better Bromley' Corporate Plan later this year, which will articulate key priorities for the Council over the next five years.
- Delivering the £10 million investment in new housing to boost our housing supply and tackle homelessness
- Our ongoing operational property review to determine the future of the Civic Centre site and satellite offices
- Successful rollout of the 2021 GLA elections
- Continuing our ongoing staff wellbeing engagement work, including addressing the findings of the second Staff Wellbeing Survey
- Reviewing the progress of the Transforming Bromley programme at the mid-way point and identifying future transformation priorities to be delivered by 2023.

To achieve the identified transformation and mitigation savings set out the 2021/22 budget, the Chief Executive's leadership team have agreed the following monitoring activity:

- Regular 'Are We On Track' monthly assessments through departmental meetings to determine whether we are on course to deliver the projections
- Monthly overview discussion of transformation/mitigation savings and financial impact of COVID-19 at Transformation Board
- Bi-monthly 'hot spot' monitoring will continue
- Full quarterly financial monitoring reports will be undertaken quarterly as at present.

have supported the improved way residents leave hospital and receive the help they need to recover. This collaborative working also supported the Department over the winter period and made planning much easier.

- The Council has used allocated COVID-19 funding (£86 million in 2021/22) to support residents, businesses, and service delivery. Any unused unringfenced COVID grant is set aside to support the 'new normal' going forward.
- Following the end of Lockdown restrictions in July 2021, the Council evaluated its response across all COVID-19 programmes and identified where business-as-usual services could pick up any ongoing requirements to reduce any ongoing financial exposure to COVID-19 associated costs.
- An overarching recovery plan for the Council has been drafted and is supported by local departmental recovery plans owned by each member of the Chief Officers' Executive Group.

Progress against our organisational priorities includes:

- Published our Economic Development Strategy which includes plans to help support business growth following the effects of the pandemic and the Council's plans to support economic growth across the borough up to 2031. Economic Recovery – Refer to Strategy
- Published our Corporate Strategy 'Making Bromley Even Better' 2021-2031, which sets out our ambitions that will be jointly delivered with the Council's partner agencies over the next ten years.

- There are currently five housing schemes in delivery and/ or approved as part of the capital programme to increase the housing supply across the borough. These five schemes are Burnt Ash, Bushell Way, Anerley, York Rise and West Wickham Library Car Park. The Council's Burnt Ash Lane development won 'best affordable housing development with a value of under £5 million' at the Inside Housing Development Awards 2021.
- Work continues to progress in relation to the Operational Property Review, and full findings will be presented to Members by June/ July 2022.
- Continued to support the wellbeing of staff, regularly promoting and communicating the Council's wellbeing offer that has included our Employee Assistance Programme (EAP) and Mental Health First Aiders.
- The Council is now in the third year of the four-year Transformation Programme. The Transformation Board continues to meet on a fortnightly basis to scrutinise the development and delivery of transformation proposals across its six workstreams to help reduce the Council's emerging budget gap over the next four years.

In terms of monitoring identified transformation and mitigation savings set out the 2021/22 budget, the Chief Executive's leadership team have:

- Continued monthly 'Are We On Track' assessments through departmental meetings.

		<ul style="list-style-type: none"> • Reviewed on a monthly basis transformation/mitigation savings and the financial impact of COVID-19 at Transformation Board. • Held bi-monthly 'hot spot' monitoring. • Delivered full quarterly financial monitoring reports.
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To the best of our knowledge, the governance arrangements as defined above, have been operating effectively during the year and remain fit for purpose.

We propose to take steps over the coming year to address the Significant Governance Issues defined on pages 3 - 5 to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed

Signed

Chief Executive

Leader of the Council

Date

Date

Appendix 1 – Links to Documents

Page 2	Making Bromley Even Better
https://www.bromley.gov.uk/info/10020/policies_and_plans/993/making_bromley_even_better_corporate_strategy_london_borough_of_bromley	
Page 3	Draft 2022/23 Budget and Update on Council's Financial Strategy 2023/24 to 2025/26
https://cds.bromley.gov.uk/documents/s50094496/Executive%20120122%20Budget%20Report.pdf	
Page 13	Adult Care and Health Portfolio Plan 2021/22
https://cds.bromley.gov.uk/documents/s50089739/ACH21-035%20APPENDIX%202%20Adult%20Care%20and%20Health%20Portfolio%20Plan%202021-22%20ACH%20PDS%2029.06.21.pdf	
Page 13	Children, Education and Families Portfolio Plan 2021/22
https://cds.bromley.gov.uk/documents/s50089418/Appendix%201%20-%20Children%20Education%20and%20Families%20Portfolio%20Plan%202021-2022%20Refresh.pdf	
Page 13	Housing, Regeneration and Planning Portfolio Plan 2021/22
https://cds.bromley.gov.uk/documents/s50089473/Housing%20Planning%20and%20Regeneration%20Portfolio%20Plan%202021-22.pdf	
Page 13	Environment and Community Services Portfolio Plan 2021/22
https://www.bromley.gov.uk/downloads/file/547/environment_and_community_services_portfolio_plan	
Page 13	Public Protection and Enforcement Portfolio Plan 2021/22
https://www.bromley.gov.uk/downloads/file/548/public_protection_and_enforcement_portfolio_plan	
Page 13	Adult, Care and Health Portfolio Plan 2021/22 Quarter Two Update Covering Report (November 2021)
https://cds.bromley.gov.uk/documents/s50093711/ACH21-044%20ACH%20Portfolio%20Plan%202021-22%20Q2%20Update%20ACH%20PDS%2023.11.21.pdf	

Page 13	Adult Care and Health Portfolio Plan 2021/22 - Quarter Two Update (November 2021)
https://cds.bromley.gov.uk/documents/s50093712/ACH21-044%202021-22%20ACH%20Portfolio%20Plan%20Q2%20Update%20ACH%20PDS%2023.11.21.pdf	
Page 14	Children, Education and Families Portfolio Plan 2021/22 - Quarter Three Update Covering Report (March 2022)
https://cds.bromley.gov.uk/documents/s50096817/Portfolio%20Plan.pdf	
Page 14	Children, Education and Families Portfolio Plan 2021/22 - Quarter Three Update (March 2022)
https://cds.bromley.gov.uk/documents/s50096818/Enc.%20%20for%20Portfolio%20Plan.pdf	
Page 14	Housing, Planning and Regeneration Portfolio Plan 2021/22 Quarter Three Update Covering Report (January 2022)
https://cds.bromley.gov.uk/documents/s50095832/1.%20Cover%20Sheet%20Q3.pdf	
Page 14	Housing, Planning and Regeneration Portfolio Plan 2021/22 - Quarter Three Update (January 2022)
https://cds.bromley.gov.uk/documents/s50095904/RRH%20PDS%20260122%20Portfolio%20Plan%20Q3%20Update%20Appendix%201.pdf	
Page 14	Housing, Planning and Regeneration Portfolio Plan 2021/22 - Quarter Three Update (January 2022)
https://cds.bromley.gov.uk/documents/s50095834/3.%20Q3%20Portfolio%20Reporting%20-%20Planning%20Focus%20Appendix%202.pdf	
Page 14	Environment and Community Services Performance Overview (March 2022)
https://cds.bromley.gov.uk/documents/s50097026/22.03%20ECS%20Performance%20Overview_FINAL%20RELEASED%20PDF.pdf	
Page 14	Public Protection and Enforcement Performance Overview (March 2022)
https://cds.bromley.gov.uk/documents/s50097024/22.03%20PPE%20Performance%20Overview_FINAL%20RELEASED%20PDF.pdf	
Page 15	Draft 2022/23 Budget and Update on Council's Financial Strategy 2023/24 to 2025/26

https://cds.bromley.gov.uk/documents/s50094496/Executive%20120122%20Budget%20Report.pdf	
Page 15	2022/23 Council Tax
https://cds.bromley.gov.uk/documents/s50096106/Executive%20090222%20Council%20Tax%20Report.pdf	
Page 16	Monitoring Officer's General Report 8th March 2022
https://cds.bromley.gov.uk/documents/s50096866/MONITORING%20OFFICERS%20GENERAL%20REPORT.pdf	
Page 16	Appendix 4 – Social Media Guidance for Councillors
https://cds.bromley.gov.uk/documents/s50096870/App%204%20for%20MONITORING%20OFFICERS%20GENERAL%20REPORT.pdf	
Page 17	Policy, Development and Scrutiny Annual Report 2021/22
https://cds.bromley.gov.uk/documents/s50097391/Annual%20Scrutiny%20Report%202022.pdf	
Page 17	Audit Sub Committee Meetings (Agendas, Papers, Minutes)
http://cds.bromley.gov.uk/ieListMeetings.aspx?CId=135&Year=0	
Page 19	Local Government and Social Care Ombudsman Annual Review Letter 2021 (21st July 2021)
https://www.lgo.org.uk/documents/councilperformance/2021/london%20borough%20of%20bromley.pdf	
Page 19	Ofsted Children's Services focused visit (19th October 2021)
https://files.ofsted.gov.uk/v1/file/50170757	
Page 21	Corporate Risk Register
https://cds.bromley.gov.uk/documents/s50064510/Appendix%20A2%20-%20Corporate%20Risk%20Register.pdf?CT=2	
Page 22	Draft 2022/23 Budget and Update on Council's Financial Strategy 2023/24 to 2025/26

<https://cds.bromley.gov.uk/documents/s50094496/Executive%20120122%20Budget%20Report.pdf>