



Annual Governance Statement 2023/24

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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 2024 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 6 areas as requiring further work during 2024/25 and these are detailed overleaf.

Progress made in dealing with the governance issues identified in the 2022/23 Annual Governance Statement is detailed on pages 25 and 26.

Governance Issue	Action	Lead Officer
<p>Finance</p> <p>A balanced budget for 2024/25 has been achieved through the Transformation Savings Programme, an improved financial settlement and continuing with robust financial management. This has been achieved despite the significant increase in inflation and cost pressures remaining. There remains a “budget gap” of £16.6m in 2025/26 rising to £38.7m per annum in 2027/28. There is also an average annual Dedicated Schools Grant deficit of £5.3m for the period 2024/25 to 2027/28, with the Government’s statutory override still in place. The projections assume mitigation and transformation savings of £38.1m in 2024/25 rising to £65.3m by 2027/28. The projections from 2025/26 have to be treated with some caution, particularly as the Government’s next Spending Review is awaited and the Fair Funding Review is not expected to be completed until at least 2026/27.</p> <p>The outcome of a significant review of the Council’s capital programme funding shortfall to address the impact of the Operational Property Review and the need to address an inherent capital funding shortfall was reflected in the updated capital programme for 2023/24 and future years. This had resulted in a significant property disposals programme combined with borrowing to fund housing schemes in order to address the potential funding shortfall.</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 £130m 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 2024/25 Budget and Update on Council's Financial Strategy 2025/26 to 2027/28</p> <p>Further details of the updated capital funding strategy can be found in:</p> <p>Capital Strategy 2024/25 to 2027/28</p>	<p>Director of Finance</p>
<p>Statement of Accounts</p> <p>The statement of accounts for 2019/20 had previously been subject to considerable delays largely caused by issues concerning the valuation of the Council’s Fixed Assets.</p> <p>This backlog has now been largely addressed with the 2020/21 and</p>	<p>The Council has deployed additional resources in the closing team and is working closely with the external valuers to ensure that from 2023/24 onwards the accounts are published by the statutory deadline.</p>	<p>Director of Finance</p> <p>Head of Corporate Finance and Accounting</p>

<p>2021/22 accounts being published during 2023/24. The 2022/23 accounts are now substantially complete with the exception of the Pension Fund accounts and should be published by the end of May 2024.</p>		
<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 review of the Council's operational estate has been completed.</p> <p>Following this review those properties which are no longer required for operational purposes are being sold.</p> <p>A programme to repair the Council's remaining operational properties is progressing which will 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>It is proposed that following completion of the repair works to the operational properties that a planned maintenance programme will be established to ensure that the premises are maintained in compliance with Health & Safety legislation and can be operated to facilitate the delivery of the Council's various services.</p> <p>A new Compliance Manger will be employed to work with the Head of Facilities Management and Soft Facilities Manager to establish new supply chains and a new Computer Aided Facilities Management System to facilitate property maintenance, ensure Health and Safety compliance and management of the relevant data for audit purposes.</p>	<p>Director of Housing, Planning, Property and Regeneration</p> <p>Assistant Director, Strategic Property and Head of Facilities Management</p>
<p>Dedicated Schools Grant (DSG) deficit Financial pressures on the DSG are acknowledged as a national issue in the Government's Green Paper:</p> <p><i>'widespread recognition that the system was failing to deliver improved outcomes for children and young people, that parental and provider confidence was in decline, and, that despite substantial additional investment, the system had become financially unsustainable'.</i></p>	<p>DSG Deficit Recovery Management Plan to be updated in consultation with the Department for Education (DfE)/Education and Skills Funding Agency (ESFA)</p>	<p>Director of Education</p>

<p>The national DSG deficit is understood to have reached in excess of £2bn, with c30 LAs supported with bailouts through Safety Valve and Delivering Better Value programmes.</p> <p>Through prudent financial management and a range of proactive actions, the Council and its partners were successful in containing the local financial pressures until Bromley became one of the last London boroughs to enter a deficit position in 2020/21. Benchmarking data provided by these local financial challenges have since continued to increase, with the deficit position having increased to £16m by the end of 2023/24. Adjusting for mitigation measures included with the Medium Term Financial Strategy, the deficit is forecast to increase by circa £5m per annum. The Council is setting aside sufficient reserves to offset the DSG deficit, impacting on the Council's overall financial position.</p> <p>The pressures in Bromley are exacerbated by a shortage of local specialist places and historically limited universal and targeted provision for children with additional needs.</p>		
<p>Housing/Homelessness</p> <p>The numbers of households approaching as homeless are rising steadily year on year despite proactive prevention and partnership work to address this.</p> <p>Continuing uncertainty in the housing market means that at the present time procuring private sector accommodation has become more costly and difficult. The fall out rate is harder because there is increased competition from private renters. We are unable to procure the level that we need to meet demand.</p> <p>This puts an increased reliance on the provision of temporary</p>	<p>Phase 2 of the Meadowship acquisition programme is a 2-year acquisition programme overseen by the Meadowship board (the 2 leads are the Director of HPP&R and Head of Finance).</p> <p>The housing sites delivery programme current has 2 sites underway and a further 3 sites now approved. This is a 3-year programme overseen by the AD Culture and Regeneration.</p> <p>Conversion of the More Homes Bromley tenancies is an ongoing programme as these become available for letting overseen by the AD Housing.</p> <p>A review of landlord incentives was completed by January 2024 and runs alongside on-going negotiations for block booking arrangements and inspections</p>	<p>Director of Housing, Planning and Regeneration</p> <p>Assistant Director – Housing</p> <p>Assistant Director – Culture and Regeneration</p>

<p>accommodation, which is increasingly volatile; with prices escalating and supply drying up.</p> <p>Consequently, we are continuing to see an increase in the numbers in Nightly Paid Accommodation whilst numbers in the more affordable forms of TA are decreasing month on month. New accommodation that is sourced is done so at an increased cost.</p> <p>It is also increasingly difficult to secure in-borough temporary accommodation. This impacts negatively when trying to gain access to services and support for vulnerable residents. The majority of out of borough placements are in other parts of London or Kent, but Bromley, along with all other London authorities, are being forced to secure homes further and further away from the borough boundaries (such as West Bromwich, Worthing and Leicester) to ensure that we are able to meet our statutory obligations in respect of Housing.</p>	<p>against the SLAs to ensure standards are met.</p> <p>Officers also continue to engage with the market to explore all potential schemes which may increase supply and these are brought to members for consideration when such scheme opportunities arise.</p> <p>The Allocations Scheme has been revised and the new scheme was approved in February 2024.</p> <p>There is counter fraud work in progress to ensure TA properties are occupied by the intended tenant and we are also exploring joint fraud work with social landlords.</p> <p>We are actively pursuing additional grant funding to increase affordable housing supply through development acquisition and empty homes.</p> <p>Progress against actions is reviewed minimum quarterly.</p>	
<p>Environment Contract Sustainability.</p> <p>Contract for the provision of arboricultural services:</p> <p>Contractor performance issues have had a significant impact on the delivery of the contract and consequently changes to service delivery have been agreed by the Executive (ES20282).</p>	<p>A historic backlog of works has been removed from the contract and has been tendered through a Neutral Vendor Framework, with three additional contractors appointed to do defined packages of work for a fixed price. <i>(to be completed by June 2024)</i></p> <p>A tender for the procurement of additional contractors to supplement the supply chain on a permanent basis is underway. <i>(Contracts are due to be mobilised for 1 September 2024)</i></p> <p>The Corrective Action Plan process is being used to manage performance with officers taking a pragmatic approach to the application of Performance Adjusted Values in order to keep the contract operational</p>	<p>Director of Environment and Public Protection</p> <p>Assistant Director – Carbon Management and Greenspace</p>

<p>Contract for the provision of Highways Management</p> <p>Backlog of highways works</p>	<p>and functioning. <i>(Corrective Action Plans are due to conclude by 1 July 2024)</i></p> <p>Issues with the accuracy of data submitted in relation to emergency call outs have been identified and are being addressed through the contract governance arrangements, with changes to the way this data is collected and reported implemented. <i>(Completed)</i></p> <p>Concerns about the percentage of works inspected identified as Service Failures has been raised through contract meetings with investigations by both the contractor and Council underway to identify changes to reduce instances. <i>(Ongoing)</i></p> <p>Between May – August 2023 a second contractor was employed to assist in clearing the backlog of works.</p> <p><i>(Completed August 2023)</i></p> <p>Weekly meetings are being held with the contractor in an effort to expedite outstanding works and clear the backlog of outstanding works.</p> <p>An improvement plan is in place and the main contractor is expected to meet the KPI requirements and complete the overall backlog by June 2024.</p> <p><i>(Due for completion by June 2024)</i></p>	<p>Assistant Director - Highways</p>
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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.
- ▶ Governance processes should be both efficient and effective.

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 2024/25 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', the delivery of which is monitored through Portfolio Plans
- 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 that individuals 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 and Risk Management Committee whose remit incorporates 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 including publication of our Contracts Register
- 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

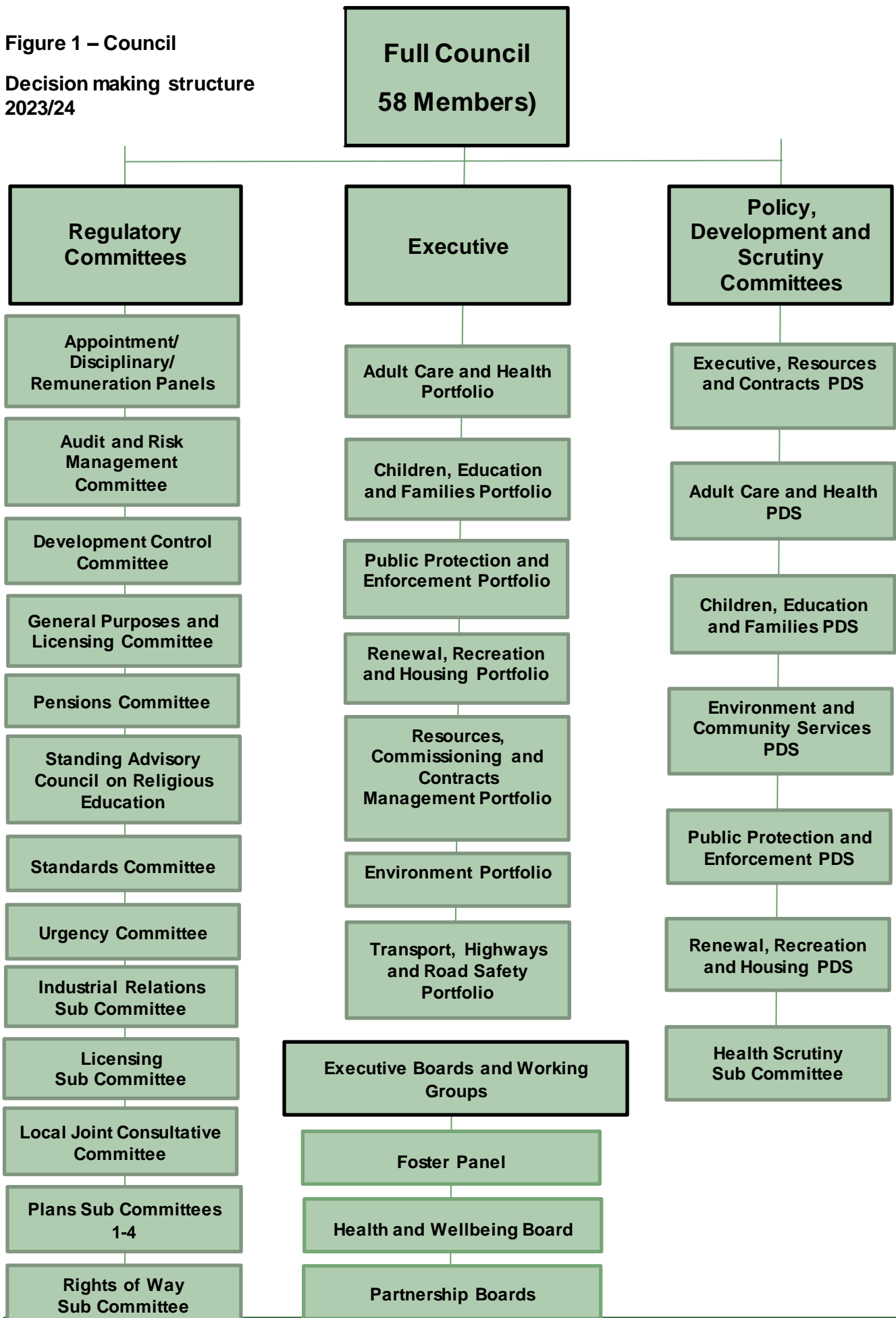
4. The Council: How it Works

This Annual Governance Statement covers the period 1st April 2023 to 31st March 2024, but it should remain up to date until the accounts are approved and audited.

In the 2023/24 Council year the Council was made up of 58 Councillors. The decision making structure is divided between Executive and non-Executive matters. Executive duties are carried out by an Executive body of Councillors, which, in 2023/24 included the Leader and seven Councillors) with specific Portfolio responsibilities. Non-Executive duties are performed mainly by the Development Control Committee, the General Purposes and Licensing Committee, the Audit and Risk Management Committee, the Pensions Committee and the Standards Committee.

The established decision making structure is depicted overleaf:

Figure 1 – Council
Decision making structure
2023/24



5. The Procurement process

In 2023/2024, procurement practice and process continued to be led through the Corporate Procurement Team working in accordance with the LBB Contract Procedure Rules and the Public Contracts Regulations 2015.

The key governance arrangements in place continue to include:

- All procurement over £5k must be conducted in consultation with the Corporate Procurement Team;
- 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 and Risk Management 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 Executive, Resources and Contracts (ER&C) Policy, Development and Scrutiny (ER&C) Committee 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 (COE) 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.

The Procurement Act 2023 was finalised in late 2023 and is expected to 'go live' in late 2024. This will replace the Public Contracts Regulations 2015 and introduces several new requirements including a substantial increase in the number of formal Notices required when undertaking a procurement project. In addition, new procurement legislation was introduced in January 2024 – the NHS Provider Selection Regime. This legislation is separate to the Procurement Act 2023 and covers Health Services. The introduction of two new sets of procurement legislation necessitates a review and update of the Contract Procedure Rules which is planned for 2024. This will also be an opportunity to review and update the supporting governance arrangements for procurement decisions which have been unchanged for several years. During the transition period, 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 contributed to the 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.

Working individually and in partnership we share responsibility for improving outcomes in the Borough. Agencies in our partnerships commission and provide many of the services which matter to residents and businesses in Bromley. 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.

As a learning organisation we continue to reflect on “best practice” models of change and transformation. We are committed to adopting favourable solutions that are tried and tested.

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 2023/24](#)

[Children, Education and Families Portfolio Plan 2023/24](#)

[Housing, Planning and Regeneration Portfolio Plan 2023/24 \(Strategic Project Tracker, including Q1 update\)](#)

[Housing, Planning and Regeneration Portfolio Plan 2023/24 \(Operational KPIs, including Q1 update\)](#)

[Environment and Community Services Portfolio Plan 2023/24](#)

[Public Protection and Enforcement Portfolio Plan 2023/24](#)

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

[Adult, Care and Health Portfolio Plan 2023/24 - Quarter Two Update Covering Report \(November 2023\)](#)

[Adult, Care and Health Portfolio Plan 2023/24 - Quarter Two Update \(November 2023\)](#)

[Children, Education and Families Portfolio Plan 2023/24 - Quarter Three Update Covering Report \(March 2024\)](#)

[Children, Education and Families Portfolio Plan 2023/24 - Quarter Three Update \(March 2024\)](#)

[Housing, Planning and Regeneration Portfolio Plan 2023/24 - Quarter Three Update Covering Report \(January 2024\)](#)

[Appendix A - Housing, Planning and Regeneration Strategic Project Tracker 2023/24 - Quarter Three Update \(January 2024\)](#)

[Appendix B - Housing, Planning and Regeneration Operational Key Performance Indicators 2023/24 - Quarter Three Update \(January 2024\)](#)

[Environment and Community Services Performance Overview 2023/24 - January 2024 Update Covering Report \(March 2024\)](#)

[Environment and Community Services Performance Overview 2023/24 - January 2024 Update \(March 2024\)](#)

[Public Protection and Enforcement Performance Overview 2023/24 - January 2024 Update Covering Report \(March 2024\)](#)

[Public Protection and Enforcement Performance Overview 2023/24 - January 2024 Update \(March 2024\)](#)

6.3 Managing our Resources (Value for Money)

Statement of Accounts

In relation to the Council's Statement of Accounts for 2019/20, draft accounts were published on 30th June 2020, with the external audit starting during August 2020. 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 asset valuations carried out by the previous valuation which impacted on the Council's accounting treatment of fixed assets. These required significant work by property officers to rectify core valuation information and owing to this and other outstanding matters completion of the audit was delayed to 2023. The external auditor produced an updated Audit Results report which was considered by the Audit and Risk Management Committee on 8th March 2023. This report stated that the audit was 'substantially completed', though some matters remain outstanding. The annual audit letter for 2019/20 was issued in October 2023 which provided an unqualified opinion.

On the 8th February 2024, the Department for Levelling Up, Housing and Communities (DLUHC) released a consultation on proposed changes to address the significant backlog of local authority audits across England. As a result of this EY have focused their resources on value for money reporting requirements for 2020/21, 2021/22 and 2022/23 and planning for the 2023/24 audit and are expecting to issue a disclaimed opinion on the 2020/21 to 2022/23 accounts, and have emphasised that this is a result of the national initiative and does not reflect any specific concerns around the Council's financial position.

CIPFA Financial Management Code

The Council's financial management arrangements conform with good governance. An assessment was previously undertaken against compliance with the CIPFA Financial Management Code. The Council is complying with all of the requirements but there will be ongoing consideration to ensure that the Council retains the level of assurance with each standard contained within the code.

Value For Money (VFM) Conclusion

The Council's external auditor has not yet been able to issue a VFM conclusion for 2018/19 or 2019/20 owing to outstanding objections. As a result of the objections the audit cannot be formally concluded and an audit certificate issued. EY issued their provisional view on the 2018/19 objection in October 2023 and reported to the Audit and Risk Management Committee in March 2024 that this was now nearly concluded. A interim VFM report to cover 1 April 2020 – 31 March 2023 will be brought to June Audit and Risk Management Committee.

The detailed approach of the Council towards budgeting over the medium to longer term was reported to Executive on 17th January 2024 with the approach on using reserves and other key financial matters reported to Executive on 7th February 2024. 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 Local Government Finance Settlement 2024/25. It is important to note that some caution is required in considering any projections for 2025/26 to 2027/28 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 continuation of a one year financial settlement from Government continues to create a higher level of uncertainty for the financial forecasting in future years.

[Draft 2024/25 Budget and Update on Council's Financial Strategy 2025/26 to 2027/28](#)

[2024/25 Council Tax](#)

Counter Fraud Arrangements

Ensuring that effective arrangements for counter fraud are in place is important to protect the Council's resources so that all funds are used to deliver the best possible outcomes for our residents. Through data from across the public sector, we know that fraud risks increased during the pandemic and continue to increase as the cost of living rises.

Our Counter Fraud and Corruption Strategy, approved by Audit and Risk Management Committee in 2022, contains prevention and detection as key strands of counter fraud work and consequently the fraud team has increased their focus on these areas in 2023/24. The fraud team has undertaken two specific pro active counter fraud pieces of work in high risk areas and has provided fraud awareness training in Adult Social Care. These exercises have led to some recoveries, referrals and fraud investigations, demonstrating that there is an ongoing need for pro active work.

To further strengthen counter fraud in the Council, there is a need to develop robust counter fraud risk assessments and counter fraud training that all officers can access. These will be priorities going forward into the next financial year.

7. How do we know our arrangements are working?

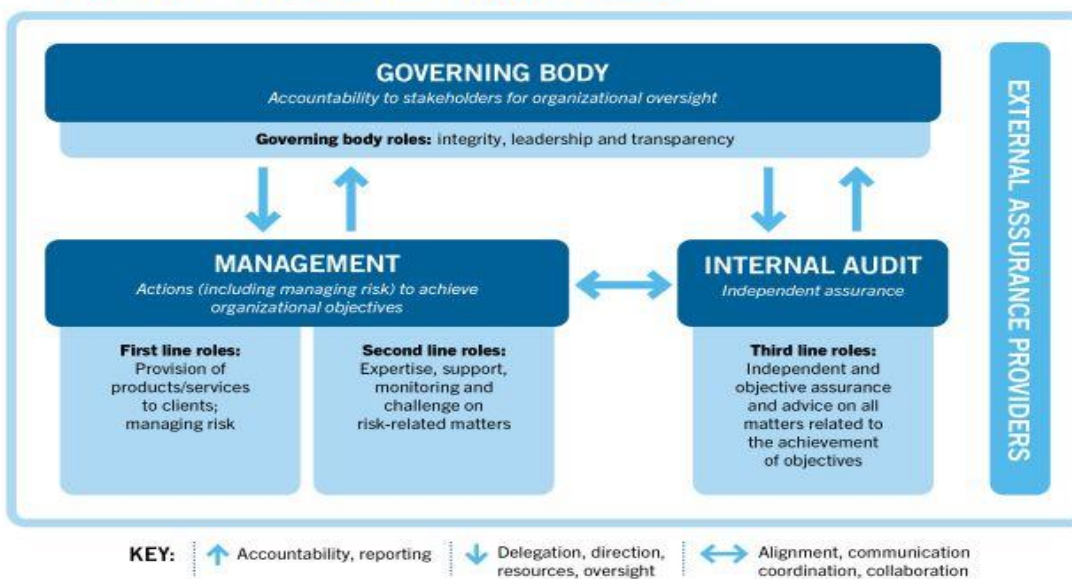
7.1 The Role of Management

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.

- ▶ 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)



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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.

As part of developing this Annual Governance Statement, each Chief Officer has completed an assurance statement (set out in 7.4) confirming the effectiveness of governance arrangements in their department and identifying any improvement actions. Significant actions are set out in Section 2.

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.

Functions within the Council which have a role to play in 'second line' assurance include Procurement, Customer Engagement and Complaints, Health and Safety, Information Technology, Legal Services, Safeguarding (Adults and Children) and Performance Reporting and Reviews. Lead officers for these functions have also completed an assurance statement as part of this review.

Member oversight is also key. The Standards Committee of 20th February 2024 considered the Monitoring Officer's General Report. This updated the Committee on a number of Standards issues including an update to the Procedure for the consideration of Code of Conduct (Standards) complaints against elected Councillors.

[Monitoring Officer's General Report 20th February 2024](#)

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 25th March 2024 and will be presented to Full Council on 8th July 2024.

[Policy, Development and Scrutiny Annual Report 2023/24](#)

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 and Risk Management Committee

For 2023/24, the Council appointed an Audit and Risk Management Committee which considers internal and external audit, risk management and fraud. It meets three times a year and reports directly to Full Council. For the 2023/24 municipal year, following a recruitment process, two independent Members were appointed to the Committee for the first time.

[Audit and Risk Management Committee Meetings \(Agendas, Papers, Minutes\)](#)

The Audit and Risk Management Committee plays an important role in ensuring that the Council learns from Internal Audit findings and rectifies identified weaknesses in control.

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	
	Anti-Money Laundering Policy	
	Audit and Risk Management 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	
	Counter Fraud and Corruption Strategy	
	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 and Assurance	
	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 and Governance)	
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 has confirmed 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
- ▶ There are quarterly budget monitoring arrangements in place which are reviewed and agreed through budget holders, Senior Leadership Team, Directors and through PDS and Executive
- ▶ 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

Local Government & Social Care Ombudsman

The Council received the annual Local Government & Social Care Ombudsman letter for the year ending 31st March 2023, 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. Quarterly complaints reports are discussed at COE and CLT.

Within the Annual Letter, the Ombudsman acknowledged that the Council had implemented its recommendations in 28 separate cases. Whilst also acknowledging the pressures that Councils are under, the Ombudsman noted timeliness of response and recommendation delivery as the overall theme for improvement.

Ofsted Inspection of Children's Services

In November 2023, Ofsted inspectors undertook a one week 'Inspecting Local Authority Children's Services' (ILACS) inspection of children's social care services in Bromley. The inspectors reviewed the effectiveness of services for children in need of help and protection, children in care and care leavers. They also judged the impact of leaders on social work practice with children and families and evaluated the overall effectiveness of children's services in Bromley. A judgement of 'Outstanding' was received in all areas.

The previous inspection of Children's services was undertaken in November 2018 and provided an overall grade of 'Good' with 'Outstanding' leadership. This outcome was, in itself, a significant achievement given the judgement of "Inadequate" which had been received in 2016.

On this basis, the current judgement of 'Outstanding' in all areas allows LB Bromley to have completed the improvement journey over the past seven years.

[Ofsted Inspection of Children's Services \(13th to 17th November 2023\) Report](#)

Ofsted Inspection of Community Vision Nursery

In October 2023, Ofsted undertook a routine inspection of the Community Vision Nursery (Early Years). All five categories reviewed, together with 'Overall Effectiveness' were awarded a judgement of 'Good'.

[Ofsted Inspection of Community Vision Nursery \(Early Years\), 9th October 2023](#)

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.

Through its risk-based approach to work, Internal Audit provides independent and objective assurance to the Council's Audit and Risk Management 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 to:

- Facilitate the Council's achievement of its core purpose and its objectives as set out in 'Making Bromley Even Better' and other supporting strategies
- Enhance the effectiveness of governance, risk management and control throughout the Council
- Make an effective contribution towards the ethical governance and culture of the Council, including the counter fraud culture and framework

Internal Audit's purpose, authority and responsibility are formally defined in the Internal Audit Charter, which is periodically reviewed and presented to Chief Officers Executive and the Audit and Risk Management Committee for approval. The latest updates to the Charter were approved by the Audit and Risk Management Committee on 28th March 2024.

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).

Each year, 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. This opinion should be considered alongside the Annual Governance Statement as it provides assurance to those reviewing and approving the AGS.

The overall opinion is primarily based on the finalised audits from the 2023/24 Internal Audit Plan. However, it also takes into account:

- ▶ Follow up of recommendations
- ▶ Counter fraud work and other investigations throughout the year
- ▶ Ad-hoc advisory work
- ▶ Informal audit observations of the organisation, for example through attendance at Corporate Leadership Team, Corporate Risk Management Group and other forums
- ▶ External professional assurance, in particular the Ofsted inspection of Children's Social Care

The overall opinion for 2023/24 is that Internal Audit can 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. Reasonable assurance is defined as 'generally a sound system of control in place but there are weaknesses which put some of the service or system objectives at risk.'

The Head of Internal Audit's Annual report (Audit and Risk Management Committee June 2024) provides details of exceptions and provides further context. Where weaknesses are identified, Internal Audit raises recommendations and these are tracked and reported to Audit and Risk Management Committee until implemented or discharged.

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 Risk Management Strategy is currently under review and will be finalised in the 2024/25 financial year. This review takes into account public sector best practice guidance and learning from governance failures elsewhere and aims to ensure that the strategy is adequate for the current risk environment.

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 Officer Executive as a collective owns the Corporate Risk Register. 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 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 risk management arrangements.

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 and Risk Management Committee.

During 2023/24, the Corporate Risk Management Group met on four occasions. In addition to its usual programme of scrutiny in May and September 2023 and January 2024, a further meeting was convened in December 2023 to review and peer challenge the Departmental Risk Registers.

Risk Registers remained live documents throughout the year, and the Corporate Risk Register was presented to COE and CLT for review on three occasions. Audit and Risk Management Committee received the refreshed Corporate Risk Register at their meetings of July and November 2023. The Departmental Risk Registers were presented by way of Heat Maps. Each relevant PDS Committee had the opportunity to scrutinise the Departmental Risk Register falling within its remit.

In order to ensure a greater degree of oversight and assurance over the highest risks, Audit and Risk Management Committee also now receives separate commentary from the risk owner on all risks with a net 'High' rating.

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

[Corporate Risk Register](#)

9. Looking Back on 2022/23

Governance Issue	Action	Progress
<p>Finance</p> <p>A balanced budget for 2023/24 has been achieved through the Transformation Savings Programme, an improved financial settlement including redesignation of funding set aside for Adult Social Care reforms and continuing with robust financial management. This has been achieved despite the significant increase in inflation and cost pressures remaining. There remains a “budget gap” of £1.7m in 2024/25 rising to £29.6m per annum in 2026/27. There is also an estimated increase in the Dedicated Schools Grant of £10.9m per annum by 2026/27, compared with 2022/23. The projections assume mitigation and transformation savings of £28.2m in 2023/24 rising to £59.5m by 2026/27. The financial forecast is currently being updated to reflect inflation remaining high and further cost pressures being identified. The projections from 2025/26 have to be treated with some caution, particularly as the Government’s next Spending Review is awaited and the Fair Funding Review is not expected to be completed until at least 2026/27. There has been a significant review of the Council’s capital programme funding shortfall to address the impact of the Operational Property Review and the need to address an inherent capital funding shortfall. This has resulted to a significant property disposals programme combined with borrowing to fund housing</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 £120m 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 2023/24 Budget and Update on Council’s Financial Strategy 2024/25 to 2026/27</p> <p>Further details of the updated capital funding strategy can be found in:</p> <p>Capital Strategy 2023/24 to 2026/27</p>	<p>A balanced budget for 2023/24 had been achieved through the Transformation Savings Programme, drawing of reserves, an improved financial settlement including redesignation of funding set aside for Adult Social Care reforms and continuing with robust financial management. This has been achieved despite the significant increase in inflation and cost pressures remaining.</p> <p>As indicated within Section 2 above there is a future years budget gap, following finalisation of the 2024/25 Budget, of £16.6m in 2025/26 rising to £38.7m per annum in 2027/28. There is also an average annual Dedicated Schools Grant deficit of £5.3m for the period 2024/25 to 2027/28, with the Government’s statutory override still in place. This assumes that significant savings from transformation and growth mitigation will be delivered (details in Section 2). There is very limited funding available for future capital scheme without consideration of borrowing and each proposal will be considered as part of a business case including funding available.</p> <p>There were significant additional cost pressures experienced during 2023/24 particularly relating children’s social care and housing with impact also on education and adult social care. Full details were included in the Financial Monitoring 2023/24 report to Executive in March 2024.</p> <p>Budget Monitoring 2023/24</p> <p>These additional cost pressures were reflected in the 2024/25 Budget and need to be monitored closely, particularly given the full year impact in future years.</p>

schemes in order to address the potential funding shortfall.		
<p>Statement of Accounts The Council's statement of accounts for the period 2019/20 onwards remain incomplete owing to considerable delays largely caused by issues concerning the valuation of the Council's Fixed Assets. Consequently, whilst the 2019/20 accounts are currently being finalised, production of the draft accounts for 2020/21, 2021/22 and 2022/23 have been delayed beyond the statutory publication dates.</p>	<p>The Council has implemented a timetable to address the backlog of work required to produce draft accounts for the respective financial years. This includes the deployment of additional resources in the closing team and advance work taking place to ensure that asset valuations are properly supported.</p>	<p>The Council has deployed additional resources in the closing team and is working closely with the external valuers to ensure that from 2023/24 onwards the accounts are published by the statutory deadline</p>

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 page 3 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/downloads/download/142/making-bromley-even-better-corporate-strategy-london-borough-of-bromley-even-better-corporate-strategy-london-borough-of-bromley	
Page 3	Draft 2024/25 Budget and Update on Council's Financial Strategy 2025/26 to 2027/28
https://cde.bromley.gov.uk/documents/s50112929/Budget%20report%202024%2025%201.pdf	
Page 3	Capital Strategy 2024/25 to 2027/28
https://cde.bromley.gov.uk/documents/s50113893/Executive%20-%20Capital%20Strategy%20Report.pdf	
Page 14	Adult Care and Health Portfolio Plan 2023/24
https://cde.bromley.gov.uk/documents/s50105961/Appendix%20-%20ACH%20Portfolio%20Plan%202023-24%20-%20June%202023.pdf	
Page 14	Children, Education and Families Portfolio Plan 2023/24
https://cde.bromley.gov.uk/documents/s50105467/App.%20-%20Refreshed%20Plan.pdf	
Page 14	Housing, Planning and Regeneration Portfolio Plan 2023/24 (Strategic Project Tracker, including Q1 update)
https://cde.bromley.gov.uk/documents/s50108620/App.%201%20-%20Strategic%20Project%20Tracker.pdf	
Page 15	Housing, Planning and Regeneration Portfolio Plan 2023/24 (Operational KPIs, including Q1 update)
https://cde.bromley.gov.uk/documents/s50108621/App.%20-%20HPR%20Operational%20KPIs.pdf	
Page 15	Environment and Community Services Portfolio Plan 2023/24

<https://cde.bromley.gov.uk/documents/s50103839/ECS%20Portfolio%20Plan%20Appendix%201%20FINAL%20VERSION.pdf>

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Public Protection and Enforcement Portfolio Plan 2023/24

<https://cde.bromley.gov.uk/documents/s50104173/PPE%20Draft%20Portfolio%20Plan%20Appendix.pdf>

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Adult, Care and Health Portfolio Plan 2023/24 - Quarter Two Update Covering Report (November 2023)

<https://cde.bromley.gov.uk/documents/s50111951/ACH23-048%20ACH%20Portfolio%20Plan%20Half%20Yearly%20Update%20-%20ACH%20PDS%2021.11.23.pdf>

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Adult, Care and Health Portfolio Plan 2023/24 - Quarter Two Update (November 2023)

<https://cde.bromley.gov.uk/documents/s50111952/Appendix%201%20-%20ACH%20Portfolio%20Plan%202023-24%20-%20Q2%20Update.pdf>

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Children, Education and Families Portfolio Plan 2023/24 - Quarter Three Update Covering Report (March 2024)

<https://cde.bromley.gov.uk/documents/s50114372/Children%20Education%20and%20Families%20Portfolio%20Plan%20-%20202324%20Q3%20Update.pdf>

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Children, Education and Families Portfolio Plan 2023/24 - Quarter Three Update (March 2024)

<https://cde.bromley.gov.uk/documents/s50114373/App.%201%20-%20Children%20Education%20and%20Families%20Portfolio%20Plan.pdf>

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Housing, Planning and Regeneration Portfolio Plan 2023/24 - Quarter Three Update Covering Report (January 2024)

<https://cde.bromley.gov.uk/documents/s50113205/HPR%20Portfolio%20Plan%20Update%20-%20202324%20Q3%20Update.pdf>

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Appendix A - Housing, Planning and Regeneration Strategic Project Tracker 2023/24 – Quarter Three Update (January 2024)

https://cds.bromley.gov.uk/documents/s50113212/App.%20A%20-%20Strategic%20Project%20Tracker.pdf	
Page 15	Appendix B - Housing, Planning and Regeneration Operational Key Performance Indicators 2023/24 – Quarter Three Update (January 2024)
https://cds.bromley.gov.uk/documents/s50113213/App.%20B%20-%20HPR%20Operational%20KPIs.pdf	
Page 15	Environment and Community Services Performance Overview 2023/24 – January 2024 Update Covering Report (March 2024)
https://cds.bromley.gov.uk/documents/s50114028/ECS%20Performance%20Overview.pdf	
Page 15	Environment and Community Services Performance Overview 2023/24 - January 2024 Update (March 2024)
https://cds.bromley.gov.uk/documents/s50114202/ECS%20Performance%20Overview%20Information%20Ite.m.%20March%202024.pdf	
Page 15	Public Protection and Enforcement Performance Overview 2023/24 - January 2024 Update Covering Report (March 2024)
https://cds.bromley.gov.uk/documents/s50114203/PPE%20PO%20Appendix%20for%20March.pdf	
Page 15	Public Protection and Enforcement Performance Overview 2023/24 - January 2024 Update (March 2024)
https://cds.bromley.gov.uk/documents/s50113979/PPE%20Performance%20Overview.pdf	
Page 16	Draft 2024/25 Budget and Update on Council's Financial Strategy 2025/26 to 2027/28
https://cds.bromley.gov.uk/documents/s50112929/Budget%20report%202024%2025%201.pdf	
Page 16	2024/25 Council Tax
https://cds.bromley.gov.uk/documents/s50113320/CT%20Budget%20report%202425%20NEW%20Combined.pdf	

Page 18	Monitoring Officer's General Report 20th February 2024
https://cds.bromley.gov.uk/documents/s50113608/Monitoring%20Officer%20Report%20February%202024.pdf	
Page 18	Policy, Development and Scrutiny Annual Report 2023/24
https://cds.bromley.gov.uk/documents/s50114682/Annual%20Scrutiny%20Report%202023-2024.pdf	
Page 19	Audit and Risk Management Committee Meetings (Agendas, Papers, Minutes)
http://cds.bromley.gov.uk/ieListMeetings.aspx?CId=135&Year=0	
Page 22	Local Government and Social Care Ombudsman Annual Review Letter 2023 (19th July 2023)
https://www.lgo.org.uk/documents/councilperformance/2023/london%20borough%20of%20bromley.pdf	
Page 22	Ofsted Inspection of Children's Services (13th to 17th November 2023) Report
https://files.ofsted.gov.uk/v1/file/50237004	
Page 22	Ofsted Inspection of Community Vision Nursery (Early Years), 9th October 2023
https://files.ofsted.gov.uk/v1/file/50234600	
Page 24	Corporate Risk Register
https://www.bromley.gov.uk/downloads/download/145/corporate-risk-register-crr	
Page 25	Draft 2023/24 Budget and Update on Council's Financial Strategy 2025/26 to 2026/27
https://cds.bromley.gov.uk/documents/s50102579/DRAFT%20BUDGET%20202324%20updated%20Appendix%2013.01.23.pdf	
Page 25	Capital Strategy 2023/24 to 2026/27
https://cds.bromley.gov.uk/documents/s50103134/Capital%20Strategy%20202324%20to%20202627%20and%20Q3%20Capital%20Programme%20Monitoring.pdf	

<https://cds.bromley.gov.uk/documents/s50114816/Budget%20Monitoring%20Report%20December%20202324.doc.pdf>