



TRANSFORMING

B R O M L E Y



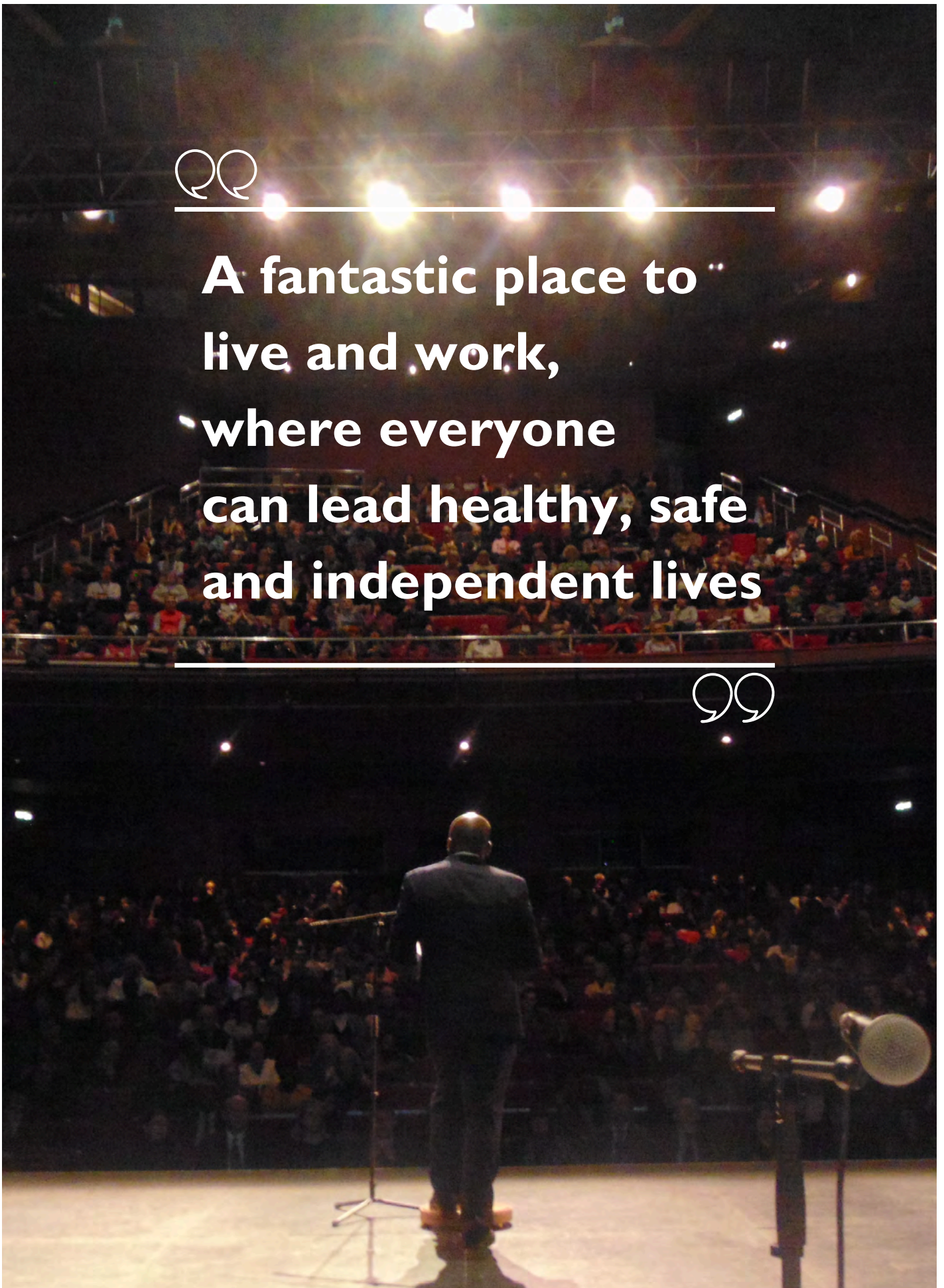
TRANSFORMING **B R O M L E Y**



2024
to 2028



**A fantastic place to
live and work,
where everyone
can lead healthy, safe
and independent lives**



Cover photo: Bromley skyline looking towards central London (Christopher Womersley from Getty Images)
Photo above: Ade Adetosoye CBE, Chief Executive, addressing the staff conference in November 2019

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Photo above: Transforming Bromley lanyards

FOREWORD

In the last four years I have been humbled by the talent and commitment of the Council's workforce. You are passionate, focused and hardworking. It is inspiring to hear about the impact you have on our residents' lives.

In performance terms, Bromley Council is one of the top performing authorities in the country - this is a credit to you. I do not underestimate how difficult this is to achieve, and I thank you for your dedication and demonstration of our REAL values.

Over the last four years the Transforming Bromley Programme 2019 to 2023 has enabled us to adapt, embrace and thrive in a rapidly changing context. We have addressed expected and unforeseen challenges, seized opportunities and improved performance aligned to our core purpose and values.

Since 2019, we have saved over £102m from our operating budget and continued to balance our budget each year despite significant pressures. While this has not been an easy task, we have achieved this by considering the needs of our residents in our decision-making, identifying the most effective methods of service delivery and seeking efficiencies in the way we supply and procure services to deliver the best outcomes for our residents.

We have reviewed and published a summary of our programme from 2019 to 2023 - it's a testimony to what we can achieve when we work together.

We have now refreshed our Transforming Bromley Programme for the next four years from 2024 to 2028. **We are facing new and unprecedented financial challenges which need sustainable solutions.** We are continuing to oversee a low-cost base but are experiencing extraordinary cost pressures. To respond we need to make some difficult decisions. Our responses over the next four years will be hard to deliver but are necessary.

Our REAL values

R = Respect
E = Empower
A = Ambition
L = Learn

> Learn more on page 45

I know you will, just as I will, want to continue to aim high and focused on outcomes for our residents. To do that we will need to do things differently and this will involve taking difficult decisions. Our new programme outlines how we plan to move forward, accelerating the process of modernisation across the Council and allowing us to deliver effective services in a challenging environment.

Over the next four years, we will further invest in our staff, buildings and technology to create more modern working practices and speed up our processes. We will work differently with our suppliers and partners and influence the markets differently to ensure that we achieve best value for money.

The Transformation Programme is key to delivering our ambitions as stated in the Council's Corporate Strategy "Making Bromley Even Better". Our track record is strong, and I take strength from what we have achieved in the last four years. I am proud that our Transformation Programme won the iESE Public Sector Transformation Award for Efficiency and Effectiveness in 2023.

Listening to colleagues across the Council gives me the confidence to know that we have what it takes to tackle the challenges we face. It is possible to ensure a financially sustainable future for the Council - I am not deterred. Our residents deserve the best.

Collectively, through our Transformation Programme, we are Making Bromley Even Better.



Ade Adetosoye

Ade Adetosoye CBE

Chief Executive



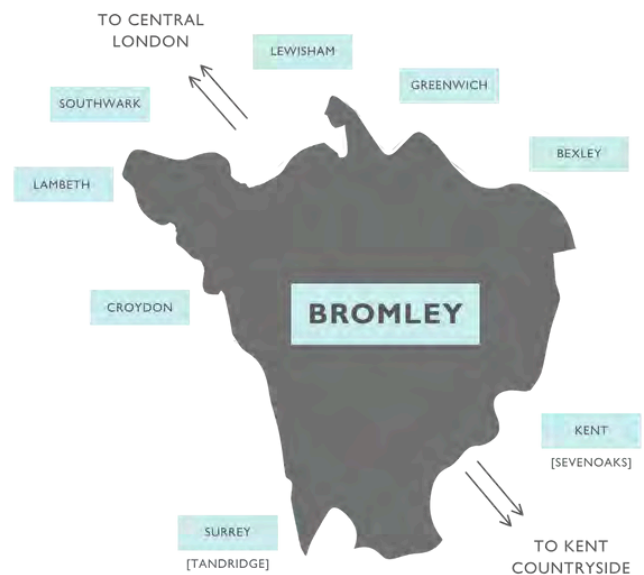
Photo above: Bromley FC celebrating winning the Buildbase FA Trophy in May 2022

ABOUT BROMLEY

Bromley is the largest London borough by area. It is a unique mix of urban and rural, with distinct town centres and over half the borough designated as green belt.

Bromley is a relatively affluent borough ranked the 4th least deprived across London. However, around a quarter of the population live in some of the most deprived areas of the country.

We are the 8th most populous London borough with over 330,000 residents living in Bromley today. Projections estimate an increase to 350,000 by 2028 and to 395,000 by 2038. The borough is bordered by the London Boroughs of Lewisham and Greenwich to the north, Bexley to the northeast, Southwark and Lambeth to the northwest, as well as Croydon to the west. It also borders the Sevenoaks district of Kent to the east and south, and the Tandridge district of Surrey to the southwest.



Around a quarter of Bromley's population are aged 18 and under - some 78,000 young people. While this proportion is predicted to remain steady over the next 20 years, numbers will increase to around 88,000 by 2038. Population projection estimates also show that Bromley is becoming steadily more ethnically diverse – 29% of the borough's population of children and young people aged under 18 are from an Asian, black or other ethnic heritage, compared to 19% of the overall population. Bromley also houses the largest number of settled and travelling Gypsy Travellers in London in the Cray Valley area in the east of the borough, as well as being the permanent home for the travelling fairground community in Keston in the south.

Bromley is known for its good schools and educational institutions, attracting families with school-aged children. 96% of schools have been judged as 'Good' or 'Outstanding' in Bromley. Educational attainment of children and young people continues to be good at all stages, although there remains a gap in attainment for those eligible for Free Schools Meals and those who have Special Educational Needs and Disabilities (SEND).

The proportion of working age residents (from 18 to 65 years) will remain stable over the next twenty years at approximately 60% of the total population. The employment rate in Bromley is higher than the national and London averages, with a 75% employment rate for people aged 16 to 64 compared to 73% in London in 2015. Average gross annual pay in Bromley was over £37,500. Of the 152,000 Bromley residents in work, 41,000 work in Bromley (27%), 23,000 work in Westminster (15%), 9,000 work outside London (6%) and the rest work across neighbouring London boroughs. Of the 82,000 people who work in Bromley, 12,000 come from outside London (15%) and the rest either live in the borough (50%) or commute from Greater London.

Bromley has the largest population of older people of all London boroughs - 58,000 residents over 65 years of age live in the borough, some 17% of the current population. Life expectancy in the borough is currently 81 years for men and 85 years for women. However, there is a gap of almost 10 years for men and 7 years for women between the highest and lowest life expectancy in wards in Bromley. It is estimated that our older population will grow gradually but significantly over the coming years, resulting in 88,000 residents aged over 65 living in the borough by 2038.

Bromley's housing profile is more in line with the South East than London, with approximately 70% being owner-occupiers, 14% social renters and 13% private renters. Bromley, in common with London and the South East, struggles to provide affordable accommodation for its residents. Some 5,500 households approach the Council for housing advice each year and nearly 2,000 were assisted last year to remain in their own home or find alternative housing. However, there are currently around 1,650 households in temporary accommodation, much of which is nightly paid accommodation.

Bromley offers a range of cultural and social activities, including parks, recreational facilities and cultural events. We are able to boast some of the most beautiful green spaces in London, covering 7,000 hectares. There are 129 recreation grounds and open spaces, as well as 71,000 trees in the borough and 552 hectares of woodland. We have a very active Friends Group community supporting our green spaces - there are 42 groups with over 3,500 individual friends who work closely with park users, our landscape and grounds maintenance provider and the broader community. We have an excellent cultural heritage in Bromley, comprising 45 conservation areas, 800 statutory listed buildings and 1,000 locally listed buildings. Our rich heritage requires ongoing efforts to preserve sites and promote cultural activities.

Our borough

An overview

Our population

330,000+

people live in Bromley

78,000

18 years and under

194,000

aged 18 to 65 years

58,000

aged 65 years and over

85 years

life expectancy for women

81 years

life expectancy for men

Our borough

7,000+

hectares of green space

129

recreation grounds
and open spaces

552

hectares of woodland

1,800

listed buildings

42

Friends community groups



Photo above: Front cover of the Transforming Bromley roadmap for 2019 to 2023

TRANSFORMATION

– OUR JOURNEY TO DATE

In 2019 we launched our Transforming Bromley programme as a vehicle to support change across the organisation.

The Council was to transform services to respond to increasing statutory responsibilities, a growing and ageing population and a growth in demand for statutory services.

The Transformation Programme took a whole Council approach to tackling medium and long-term organisational challenges. Several transformation programmes and projects were successfully developed and delivered during our first four years.

Importantly we remain one of the best performing authorities in the country despite significant demand pressures. While this has not been an easy task, we have achieved this by considering the needs of our residents in our decision-making, identifying the most effective method of service delivery and seeking efficiencies in the way we supply and procure services to deliver the best outcomes for our communities.

During 2020 to 2021, transformation development and delivery continued despite the unexpected and highly challenging context of the Covid-19 pandemic. The Council demonstrated its agile change management capacity to respond swiftly to resident needs, delivering additional public health programmes and, for example, accelerating the rapid implementation of some digitalisation solutions.



Across the Council significant and immediate changes were implemented to deliver alternative 'business as usual' and Covid safe services. Our response reinforced some of the strategies required to move forward: better use of technology; shared use of data and intelligence; better strategic decision-making; and better operational and partnership collaboration.

We have published a review of our Programme with our headline achievements during 2019 to 2023. Whilst our successes speak for themselves, we recognise there remains much more to do over the next four years.

Learn more

Visit the Transforming Bromley SharePoint page

> <https://bromley.sharepoint.com/sites/Transform>



Photo above: Housing development above a public car park in Burnt Ash Lane

TRANSFORMATION

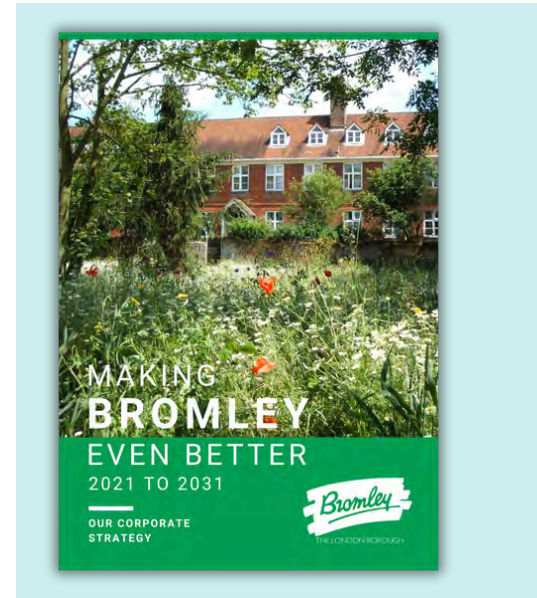
– WHAT NEXT?

Our new transformation plan sets out how we intend to improve our capabilities and the way we use our resources to help deliver our Corporate Strategy's vision and ambitions.

Transformational change is required if we are to achieve our longer-term priorities and respond to new and emerging demands and pressures.

We want our borough to be **'a fantastic place to live and work, where everyone can lead healthy, safe and independent lives.'**

Our Corporate Strategy 'Making Bromley Even Better' has five ambitions. These are:



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.



For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.



For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.



For residents to live responsibly in a safe, clean and green environment great for today and the future.



To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

The Transforming Bromley Programme will drive innovation to achieve these ambitions and the very best outcomes for our residents within the resources available to us.

OBJECTIVES

The objectives of Transforming Bromley for 2024 to 2028 are:



To support the development of a financially sustainable Council, which can deliver quality, value for money services.



To identify and help deliver financial savings through efficiencies or cost reductions.



To implement a service improvement programme that ensures that the Council can deliver high performing services and good standards of customer care.



To support the remodelling of services to deliver modern, flexible and dynamic services designed around the needs of the customer/end user.



To become a more creative and innovative organisation.



To work in collaboration with stakeholders and end users to identify the most appropriate way of delivering services.



To continue to develop an agile, well trained, flexible and empowered workforce, committed to delivering high quality services with the highest standards of customer care.



To make further use of technology in support of the Council becoming a more modern, dynamic organisation.



To act as an intelligent Council by making effective use of data to manage and improve performance, and to effectively manage demands through prevention and early intervention.



To provide an opportunity to share and recognise good practice across the organisation.



To identify where additional capacity and/or resources may be required to support the process of change and transformation.

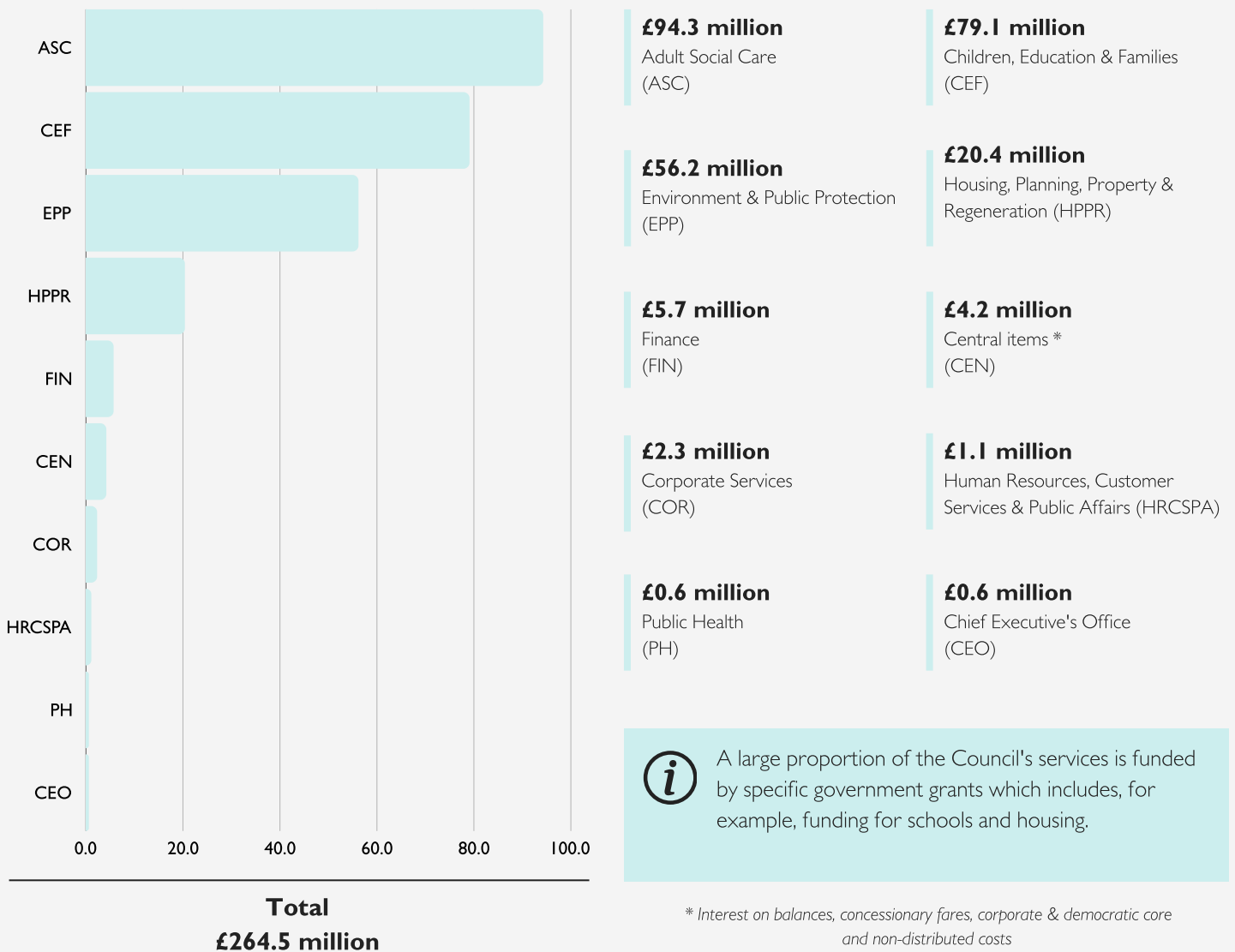


To make effective use of communications, staff engagement and Learning and Development programmes to help create the necessary culture and behavioural change.

THE FINANCIAL IMPERATIVE

Like other local authorities, Bromley Council is facing a challenging future. Reductions in government funding and a rapid growth in the demand for, and costs of providing, services have contributed to an increasing budget deficit that will need to be addressed by the Council in our Medium-Term Financial Strategy (MTFS).

HOW MUCH IS THE COUNCIL'S NET BUDGET?

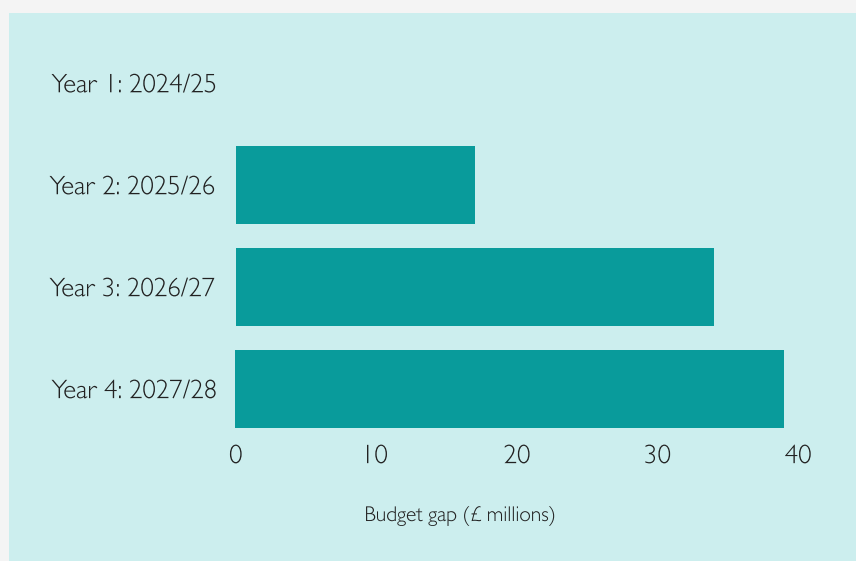


WHAT IS THE BUDGET GAP?

During the life of this four-year Transformation Programme we are anticipating a budgetary shortfall as follows:

- Balanced in year 1 (2024 to 2025)
- £17m in year 2 (2025 to 2026)
- £34m in year 3 (2026 to 2027)
- £39m in year 4 (2027 to 2028)

Source: 2024/25 Council Tax report February 2024



The Council has a **statutory duty to achieve a balanced budget**, meaning action will be required to eliminate the budget gap in years 2, 3 and 4 which will involve difficult choices. Our balanced budget in year one gives us some time to think through and plan for the delivery of a significant change programme.



Photo above: Wake Up 2 Care recruitment campaign display in Bromley High Street

WHY IS THERE A BUDGET GAP?

Bromley has the second lowest level of settlement funding per head of population in London, giving us £123 per head of population in 2024 to 2025 compared to the London average of £314 and the highest of £556. The Council has expressed serious concerns with the Government about the fairness of the funding system. If the Council received the average level of grant funding for London, our income would increase by £53.7 million.

The 2024 to 2025 local government settlement was the sixth 'one-year settlement' in succession. This continues to hamper our strategic longer-term planning, making it especially challenging to set a Medium-Term Financial Strategy (MTFS). Further uncertainty remains as the Fair Funding Review has been delayed until at least 2026/27.

By and large we have managed growth pressures successfully, with the number of residents coming to our statutory services benchmarking really well against London and national averages. We have understood our demand and have, where possible, intervened earlier. The changes we have put in place over the last four years are a credit to all staff enabling our residents to reduce risk and reduce their statutory needs.

However, there has undoubtedly been a significant increase in costs of statutory services due to inflation. In some departments we are experiencing average cost growth by 10 to 12%. In particular, we are seeing significant placement cost pressures for looked after children and transport costs for children who have special educational needs and disabilities (SEND).

We are facing a severe housing crisis brought on by high property prices, market rents and a shortage of affordable housing which are all adding to our growth pressures. We are having to fund solutions to address homelessness and ensure adequate and affordable housing for our residents. Adult social care reforms are also creating new financial burdens for the Council, included significant increases to the cost of care.

We have continued to see some reduction in parking income following changes to shopping habits post pandemic. Although we are working hard to support businesses impacted by the economic downturn and have been working creatively to get residents back into the town centres.

We have invested in a significant capital programme to improve and maintain our Corporate Property Infrastructure, including a once in a generation decision to relocate our Civic Centre, with plans well under way to move all staff into the fantastic new Churchill Court site during 2024.

WHAT MUST WE DO TO ADDRESS OUR BUDGET GAP?

- If we do not respond to inflationary and demand pressures, the risk is the budget gap will increase.
- We must accurately forecast the level of available resources from all sources and budget pressures relating to revenue and capital spending.
- Manage growth pressures, including reviewing the quality, timeliness and scope of services.
- Continue to monitor and investigate areas of routine/repetitive spend with a view to making further reductions in expenditure in these areas, where appropriate.
- Support the identification and delivery of efficiency savings at both a corporate and service level.
- Identify other opportunities for efficiency savings through cost reductions and/or smarter ways of working.
- Ensure that the Council can make best use of internal and external 'Invest to Save' opportunities to generate financial and/or productivity savings.
- Identify income opportunities to enable the Council to generate further income streams that will sustain our service offer to residents.
- Identify government and wider grant funding opportunities to support innovation and best practice in service delivery.
- Ensure the Council has robust processes in place for contract management that are clear for staff at all levels of the organisation and adhered to across all our diverse services.
- Think more innovatively in relation to commissioning and procurement activities and to challenge existing ways of working.
- More innovatively managing and influencing markets and suppliers.
- Use reserves sustainably for investment in order to future proof service delivery in the organisation.

Even without a financial imperative, standing still is not an option.

Residents' expectations of how, when and where they should be able to access Council services have shifted. Change is needed both to maintain continuing effectiveness and deliver improvements.

We are aiming to accelerate the process of modernisation across the Council, to continue to deliver high quality, cost-effective services within the context of a challenging external environment.

We must continue to work collaboratively with local, regional and national authorities, as well as engage with communities and stakeholders, to address future challenges effectively.

We remain committed to finding significant opportunities for efficiencies, demand management, cost-reduction and income generation to meet our projected budget shortfalls. It may be necessary to 'invest to save' to unlock these opportunities at scale, and to protect critical services from the impact of budget reductions.



Photo above: Bromley LED streetlamp lighting upgrade

OUTCOMES

The outcomes that should be delivered through this programme are:



Improved value for money.



Improved service quality within our budgetary means.



Delivery of 'cashable' financial savings.



Delivery of 'cost avoidance' to reduce predicted growth pressures.



Customer focussed services, which are purposeful and responsive.



A motivated workforce, highly trained, more engaged and flexible.



A learning and 'can do' culture.



The best possible standards of customer care that our budget can afford.



Increases in the level of income generated.



Modern and efficient work processes.



Photo above: Orpington library

HOW ARE WE GOING TO DO IT?

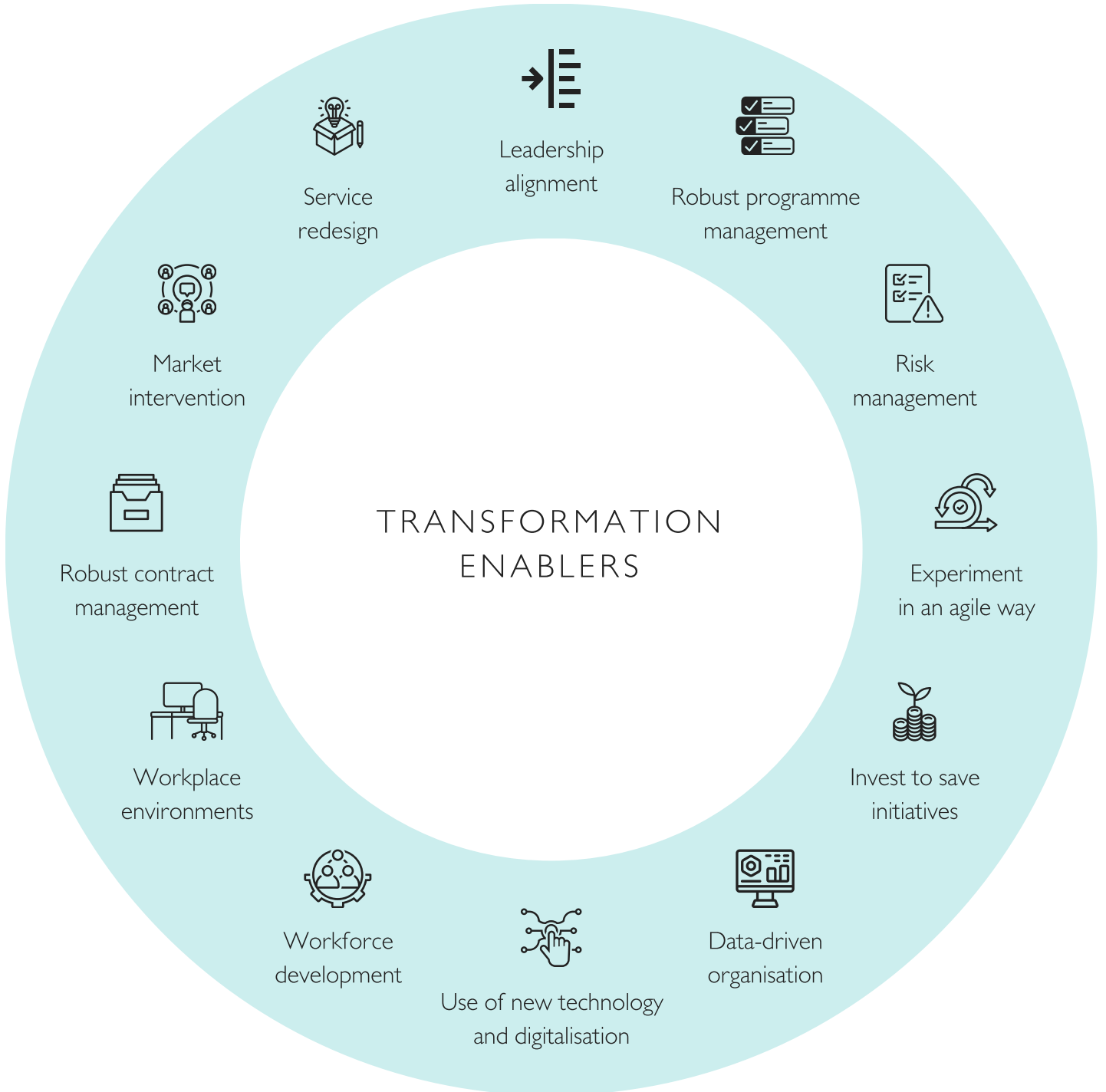
In order to transform the Council, we have outlined below twelve key enablers that will help us achieve our vision. We need to ensure that services are sustainable and that we are making best use of our resources, and must deliver efficient ways of working which result in cost reductions and service efficiencies.

Transforming Bromley will continue to foster a culture of innovation, embracing new ways of working and making optimal use of our resources, including financial, human and technological assets. We will make data-driven decisions in the short, medium and long term.

We will encourage an inclusive and integrated approach to transformation that makes best use of our people, systems and processes. We will invest in our staff, buildings and technology and will encourage modern working practices. We will also develop the skills, culture and behaviours required to make change possible.

We want to maintain our very good performance in efficiency, effectiveness, quality and resident satisfaction and guard ourselves against misconceptions about our transformation plans which could negatively influence perceptions and support.

OUR KEY TRANSFORMATION ENABLERS





LEADERSHIP ALIGNMENT

Ensuring that all decision-makers are aligned with the transformation vision and objectives. A lack of alignment may lead to conflicting priorities and slow our progress. External factors such as changes in government policies, economic downturns and global events (e.g. pandemics) can also disrupt plans and strategies.



ROBUST PROGRAMME MANAGEMENT

Implementing a Hub and Spoke Programme Management Office (PMO) during 2024 to 2028 will help us to ensure good project management practices and clear benefit realisation.



RISK MANAGEMENT

There are of course potential risks and challenges that may arise during the transformation process. We need to collectively mitigate these risks to ensure we deliver effective change which results in quality services. Four significant risks are:

Resistance to change:

Change can be met with resistance from employees, stakeholders and the community. Resistance may stem from a fear of the unknown, concerns about job security or a preference for the status quo.

Resource allocation:

Efficiently allocating and managing resources, including human capital and technology, to support the transformation can be complex, especially when competing demands exist.

Digitalisation challenges:

Implementing new technologies or upgrading existing systems may lead to technical difficulties, system integration issues and downtime, impacting service delivery. With increased digitisation and data-driven initiatives, there are risks related to data security breaches and privacy violations. Protecting sensitive information is crucial.

Bureaucracy:

Overcoming bureaucratic and governance hurdles may slow down the transformation process. Ensuring that transformation efforts comply with all relevant laws, regulations and ethical standards is essential to avoid legal repercussions.

To mitigate these risks and challenges, Bromley's transformation plans will include comprehensive risk assessments, change management plans, effective communication strategies and contingency plans.

Additionally, involving key stakeholders and fostering a culture of adaptability and resilience can help address and navigate these challenges more effectively.



EXPERIMENT IN AN AGILE WAY

We are positioning this journey as transforming our services so that they become more sustainable, this might be best achieved iteratively. We will use a four-step or phase approach for experimentation: discover; prototype; pilot; and scale.



INVEST TO SAVE INITIATIVES

Financial limitations can impede or slow the execution of transformation initiatives which require significant investments. Subject to good business cases, we will invest to save and reduce growth pressures.



BE A DATA-DRIVEN ORGANISATION

We will increasingly rely on insights from data analytics and predictive modelling to make informed decisions, allocating resources efficiently and addressing needs proactively. This will be enabled by our improved digital and IT infrastructure.

Becoming a data-driven Council means that we will enhance our service delivery to:

Become predictive:

What trends can we see in data and how can these trends affect service delivery? Can we predict when and where the need will shift, and adjust budgets and workloads accordingly?

Become proactive:

If we have all the data available, we will build on an offer of support and proactively send out proposals of support to our residents.

Become preventative:

Based on data, we will spot early warning signs and take precautions to keep situations from arising or to minimise them.

Be personalised:

Equipped with the right data about residents, their situations and behaviours, can we provide more personalised services?

Apart from providing benefits to residents, becoming a data-driven organisation also brings internal value, including greater efficiency and better utilisation of resources. It can also bring innovation, as data analysis generates new ideas, processes, or services to transform our ways of working.



USING OF NEW TECHNOLOGY AND DIGITALISATION TO DRIVE IMPROVEMENTS

Investing in a corporate infrastructure to enable digitalisation, to embrace technologies which improve service delivery, to enhance transparency, and to engage with residents effectively. In 2024 we will be launching our new **Digital and IT Strategy** to continue to make better use of technology to deliver smarter, efficient service processes and to deliver a better experience for customers. This includes exploring the possibilities of utilising Artificial Intelligence (AI) and a 'single view' of the resident to aid service delivery.



WORKFORCE DEVELOPMENT

Ensuring that staff can develop the necessary skills, knowledge and behaviours required to support the type of change required. In 2024 we will be launching our new **Workforce Development Strategy**. We will need to engage staff in our change process, providing opportunities for skill development, recognising contributions and attracting the best talent into our borough. Attracting and retaining skilled personnel, particularly in specialised fields, may be difficult in competitive job markets.



WORKPLACE ENVIRONMENTS

Enabling remote working practices adopted during the pandemic where they support business needs, with Remote Work and Hybrid Models influencing the structure and operation of Council Services in our new Civic Centre at Churchill Court and beyond.



ROBUST CONTRACT AND MARKET MANAGEMENT

Managing contracts with vendors, markets and service providers, ensuring compliance and achieving value for money, can be challenging. Working through alternative ways of supplying services, shared services, in and out-sourcing of services.



SERVICE REDESIGN

Reviewing services, divisions and departments to ensure that we are providing a sustainable and creative approach to service design. Our service redesign will include reviewing, remodelling and improving all Council services.

TRANSFORMING BROMLEY PROGRAMME

Transforming Bromley will enable the delivery of the five ambitions within our Corporate Strategy, *Making Bromley Even Better*.

The programme will drive innovation to achieve these ambitions and the very best outcomes for our residents within the resources available to us.

Transformation should be regarded as an ongoing process and therefore this will be a dynamic programme which will require reviewing and updating on an annual basis.



Photo above: Cafe and planters on Bromley High Street

CORPORATE STRATEGY AMBITION ONE



Photo above: Children at a primary school

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.

PROGRAMME LEAD

Director of Children's Services

WHAT ARE WE GOING TO TRANSFORM TO DELIVER THIS AMBITION?

- ✓ Continue to grow and improve on our already excellent services.
- ✓ Restructure/realign children social care to ensure that the division is fit for purpose to manage demand pressures.
- ✓ Review our children social care core offer ensuring that services are financially sustainable, outcome-based, personalised and co-produced.
- ✓ Review and implement a long-term sustainable approach for specialist placements for looked after children, including alternative commissioning arrangements.
- ✓ Test the feasibility of the Council running its own children's homes to deliver more cost-effective care to meet anticipated demand pressures.
- ✓ Digital transformation through the completion of the Coram Microsoft Programme pilot for efficiencies for social workers/practice and consider its wider roll out.

- ✓ Establish a robust prevention service which reduces the risks of adolescents coming into care.
- ✓ Deliver block purchase arrangements for cost effective placements to meet anticipated demand pressures.
- ✓ Prepare for inspections of our Youth Justice Service, Special Educational Needs and Disability (SEND) and Adult Education.
- ✓ Review and implement a long-term sustainable approach for specialist placements for children with special educational needs, including a feasibility study for a new 200-place secondary special school.
- ✓ Progress the development of a new special school in Chislehurst, which is due for completion later next year.
- ✓ Review transition plans and pathways for children with SEND likely to require adult social care support.
- ✓ Review the number and impact of youth centres, contact centres and children centres, and rationalise where possible to create efficiencies.
- ✓ Consider innovative options to recruit specialist foster carers through alternative campaigns and ensure sufficiency as required.
- ✓ Ensure that the delivery service for children who have SEND is sustainable and helps our children and young people at the earliest point of need, including working with partner agencies on their demand management.
- ✓ Drive down the cost of SEND Transport through enhancing the transport offer to eligible families with Education, Health and Care (EHC) Plans, further extending the travel training offer and use of Personal Transport Budgets.
- ✓ Consider the feasibility of shared services with other local authorities, including considering the viability of managed service providers for areas where recruitment and retention is impacting on service delivery and cost.
- ✓ Continue in the successes of previous years and secure children and young people their first choice Primary and Secondary School at National Offer Day.

CORPORATE STRATEGY AMBITION TWO



Photo above: A multi-generational family walking in the countryside

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.

PROGRAMME LEAD

Director of Adult Services

WHAT ARE WE GOING TO TRANSFORM TO DELIVER THIS AMBITION?

- ✔ Continue preparations for the inspection of Adult Services.
- ✔ Deliver on the priorities and promises of the Adult Social Care Strategy for 2023 to 2028.
- ✔ Embed our strength-based practice through the implementation of the Learning and Development Strategy.
- ✔ Identify methods of enhancing prevention and early intervention services.
- ✔ Strengthen partnership working and consider opportunities to deliver services more efficiently.
- ✔ Develop effective relationships with existing and future providers, shaping the market to deliver quality services.

- ✓ Establish a business case to develop housing with care services as opposed to the continued growth in nursing and residential care home placements.
- ✓ Deliver the integrated support programme to care homes.
- ✓ Pilot and support the development of new community-based services and hubs.
- ✓ Increase co-production with service users and carers.
- ✓ Continue to increase the use of Direct Payments as a model of service delivery.
- ✓ Develop and publish a number of strategies, including a new Mental Health and Wellbeing Strategy, Adult Services Workforce Strategy, Carers Strategy and Adult Services Digital Strategy.
- ✓ Manage demand for adult social care through the front door and following discharge from hospitals, promoting independence for residents.
- ✓ Maximise the use of digital technology to enable greater independence of an ageing community and adult social care service users.
- ✓ Maximise the impact of Carelink using additional assistive technology.
- ✓ Enable/facilitate a growth in community groups and structured volunteering, building community capacity to support the prevention approach.
- ✓ Work with One Bromley partners to develop neighbourhood working for care and health services.
- ✓ Ensure that the reablement service is well integrated and impactful at keeping residents at home after hospital discharge.
- ✓ Increase the impact of the Shared Lives service.

✓ Deliver a feasibility study of alternative ways of delivering a sustainable care market, including exploring directly provided services.

✓ Improve the information offer to enable those that fund their own care to make better informed decisions.

PROGRAMME LEAD

Director of Public Health

✓ Publish a number of high-level plans and strategies, such as:

→ Annual Public Health Report that focuses on vascular prevention.

→ Suicide Prevention Plan.

→ Joint Strategic Needs Assessment (JSNA) chapters on Brain Health, Cancer and Morbidity and Mortality.

→ Finalisation of the Alcohol Needs Assessment and Homeless Needs Assessment.

→ An update of the Children and Young People JSNA.

✓ Deliver on the outcomes and priorities identified in our Health and Wellbeing Strategy.

✓ Ensure that the wider determinants of health deliver a prevention model to health and wellbeing, avoiding or delaying the need for high-cost care and health interventions.

✓ Optimise grant allocations to develop and expand key services, such as our Weight Management and specialist Smoking Cessation Services.

✓ Utilise the Supplemental Substance Misuse Treatment and Recovery Grant (SSMTR) to support the objectives of the Combatting Drugs Partnership, focusing especially on engaging wider partners and those with lived experience.

✓ Work with our partners in health, social care, the police and schools to widen the reach of our services.

✔ Support the development of the Health and Wellbeing Centre as it is integrated into Churchill Court, putting an important health service at the heart of Bromley town centre.

✔ Modernise our services by providing/commissioning further digital offers, such as:

→ NHS Health Checks – include a digital offer for at least some elements of the check in addition to standard face-to-face checks.

→ Obesity management – include an online (app) offer into the weight management offer.

→ Smoking cessation – commission an online specialist smoking cessation service.

→ Sexual health – work with South East London (SEL) Sexual Health Commissioners in the development of a digital tool (Find Sexual Health) to improve access across SEL with the potential to transform further into a booking system.

→ Sexual health – switch from a generic/universal approach to deliver bespoke health promotion/prevention programmes to engage high risk cohorts/communities through digital platforms and social media to minimise the rise of Sexually Transmitted Infections (STI).

→ Substance misuse provider service (CGL Bromley) – new specification/contract includes: the use of innovative digital techniques to engage young people; the use of digital and online support for all ages; the redesign of the website to include sections for professionals and service user feedback; and the use of digital platforms to advertise the service to a range of audiences.

✔ Review the 0-19 Public Health children services in preparation for re-commissioning in 2025 and develop a “Start for Life” offer for children and young people aged from birth to 19 in Bromley.

✔ Transform/re-design prevention pathways in line with the NHS offer to make savings and streamline services.

✔ Modernise and automate the work and the products produced by the Public Health Intelligence Team, such as the transformation of our JSNA to make it more digital, interactive, modern, automated and accessible. This will involve working with IT to determine the best platform to host our new look JSNA and linking it into the wider work that is happening across the Council on a data depository.

✔ Communication and engagement – work with the communications team and other One Bromley partners to maximise the use of digital messaging and resources to support Public Health publicity and engagement campaigns.

CORPORATE STRATEGY AMBITION THREE



Photo above: External signs for the Bromley Civic Centre being installed at Churchill Court

For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.

PROGRAMME LEAD

Director of Housing, Regeneration and Planning

WHAT ARE WE GOING TO TRANSFORM TO DELIVER THIS AMBITION?

- ✓ Deliver the Civic Centre accommodation move to create a modern flexible workplace fit for our future workforce and ways of working.
- ✓ Review existing operational contracts and develop a Lettings Strategy for Churchill Court.
- ✓ Progress the new Health and Wellbeing Centre at Churchill Court.
- ✓ Continue to ensure the best use of the Council's Operational Property which enables further efficiency and best value money.
- ✓ Manage the effective delivery of the Operation Property Review to improve the condition of the estate and dispose as required.
- ✓ Negotiate the future of the Churchill Theatre.

- ✔ Review early intervention and prevention service to relieve housing and homelessness pressures.
- ✔ Ensure housing accommodation is available to those whom the Council owes a statutory duty.
- ✔ Explore all options to increase the supply of permanent affordable housing within Bromley.
- ✔ Review the approach taken for housing options viability assessments to ensure that the business case is considered within the lens of the latest revenue costs of temporary accommodation.
- ✔ Review our initiatives to manage temporary accommodation pressures.
- ✔ Explore the viability of leasing schemes in meeting the housing needs of our residents.
- ✔ Explore the viability of block accommodation placements as a way of managing down the temporary accommodation costs pressures.
- ✔ Take forward construction on West Wickham and York Rise Housing Schemes and new housing developments at Bromley North, Beckenham and Bellegrove.
- ✔ Work with Adult Services to ensure an appropriate level and range of housing provision for those with extra needs.
- ✔ Roll out Tranche Four of the Household Support Grant and review, benchmark and propose changes to the Disabled Facilities Grants (DFG).
- ✔ Review the Local Plan and ensure effective statutory public consultation, which should include identifying alternative options for housing and regeneration.
- ✔ Implement a new case management IT System across all teams in Planning and Building Control.
- ✔ Explore opportunities around skills and employment which contribute to the local economy.

- ✓ Launch the new 'Pathway to Employment' to promote independence through intensive language and enhanced employment support.
- ✓ Review the Economic Development Strategy to improve local growth and encourage local investment.
- ✓ Progress the next stage of the refurbishment design schemes for West Wickham and Walnuts leisure centres.
- ✓ Support the borough's cultural offer enabling communities to build on social capital, including maximising the use of the libraries estate.
- ✓ Negotiate with Biggin Hill Airport on the future Noise Action Plan (NAP).
- ✓ Utilise UK Shared Prosperity Fund (UKSPF) monies to support cohorts that statutory services are already engaged with to complement Revenue Budgets and catalyse on the opportunity to use external funding to establish an Employment and Skills Hub within the borough.



Photo above: East Street, Bromley, paving and street improvements

CORPORATE STRATEGY AMBITION FOUR



Photo above: Tree planting on a Bromley street as part of the Council's Tremendous tree planting programme

For residents to live responsibly in a safe, clean and green environment great for today and the future.

PROGRAMME LEAD

Director of Environment and Public Protection

WHAT ARE WE GOING TO TRANSFORM TO DELIVER THIS AMBITION?

- ✔ Review all major contracts and consider extensions and/or retendering to ensure best value for money (including Waste Management, Highway Management, Parks and Open Spaces, Arboriculture and Parking Services), and this should include the delivery model, such as in/outsourcing.
- ✔ Complete detailed service reviews for each division to identify recommendations for improvements in service delivery methodologies, including staffing provision.
- ✔ Identify proposed cost efficiencies and income generation opportunities, demonstrating value-for-money.
- ✔ Ensure we maximise income and reduce costs associated with the management of the flow of waste, taking on board the Government's waste reforms.
- ✔ Complete tree planting for year three of the 'Tremendous' Programme.

- ✓ Respond to changes in parking legislation.
- ✓ Deliver Highway Safety Scheme improvements across the borough.
- ✓ Implement new walking schemes and cycle routes as part of 'Active Travel' ambitions.
- ✓ Deliver sustainable travel plans and increase the availability of Electric Vehicle Charging Points.
- ✓ Continue with enforcement responsibilities across Parking and Environmental Health.
- ✓ Deliver a plan for our net zero ambitions to meet the Council's stated target of Net Zero by 2027.
- ✓ Maximise external funding to adapt retained estate to deliver carbon reduction.
- ✓ Develop residential electric vehicle charging infrastructure and other key works to support our net zero emissions by 2027 vision.
- ✓ Respond to key national developments in relation to waste and Penalty Charge Notices (PCNs).
- ✓ Ensure appropriate provision is made for the management of waste from new homes.
- ✓ Maximise effectiveness and income from garden green waste services.

✓ Launch a number of campaigns to support broader ambitions under our Reduction and Recycling Plan (RRP).

✓ Complete the development of a new Safer Bromley Partnership Community Safety Strategy for 2024 to 2027.

✓ Install and implement a new cloud-based case management database for the division.



Photo above: Church House Garden in Bromley

CORPORATE STRATEGY AMBITION FIVE



Photo above: Farnborough village and High Elms Park footprint trail signpost

To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Approaches for all departments

WHAT ARE WE GOING TO TRANSFORM TO DELIVER THIS AMBITION?

- ✓ Managing resources and "getting the basics right".
- ✓ Benchmark our core service offer against other local authorities to identify opportunities for collaboration and/or shared services with other boroughs.
- ✓ Explore all income generation and grant opportunities to ensure the Council maximises income.
- ✓ Continue to review partnership arrangements which leverage and make the best use of cross cutting resources, including service commissioning and delivery.

Chief Executive with the Chief Transformation Officer

WHAT ARE WE GOING TO TRANSFORM TO DELIVER THIS AMBITION?

- ✔ Design a fit-for-purpose organisational structure aligned to the Council's core services and vision for the future, which includes a realignment of the senior leadership team.
- ✔ Oversee the delivery of a modern and flexible work environment through the implementation of the accommodation strategy.
- ✔ Provide sufficient capacity in back-office functions to enable the delivery of the key proposals.
- ✔ Use data more effectively to inform better decision making in the short, medium and long term.
- ✔ Ensure a consistent effective approach to Programme and Project Management, and develop competency around benefit realisation.
- ✔ Identify and implement cross-cutting approaches as part of transformation workstreams in recognition of specific challenges, making the most of interdependencies between service areas to create integrated services.



Photo above: Orpington Village Hall

Director of Finance

WHAT ARE WE GOING TO TRANSFORM TO DELIVER THIS AMBITION?

- ✔ Work to deliver a balanced budget and continue with long-term financial planning to understand how to deal with these new challenges and respond to any early indications where action is required.
- ✔ Identify opportunities to lobby the Government for a better funding deal.
- ✔ Review how the Council manages capital spend, considering alternative approaches such as borrowing to support housing projects.
- ✔ Maintain the historic excellent performance of the Pension Fund despite a volatile financial market.
- ✔ Generate opportunities for income through Treasury Management.
- ✔ Continue to review fees and charges to ensure best value for money for residents.
- ✔ Assist in greater innovation and set aside resources for investment in the future, and identify opportunities for the use of invest-to-save funding for prudent investments that will generate long-term cost savings in service delivery.
- ✔ Support key departmental and corporate projects and programmes, including: housing initiatives; the Operational Property Review (OPR); disposals; the accommodation move; and transformation.
- ✔ Respond to any outstanding impact from Covid-19 related to payments to businesses and the wider community, and recovery of income.
- ✔ Protect key services and support departments in finding solutions and resources.
- ✔ Work in partnership with the Royal Borough of Greenwich to strengthen work related to fraud.

Director of Corporate Services

WHAT ARE WE GOING TO TRANSFORM TO DELIVER THIS AMBITION?

✔ Review all contracts to maximise efficiency and value for money, including service redesign and service reduction where necessary.

✔ Review all contracts to control and negotiate inflationary impacts.

✔ Prepare for new and upcoming legislation relating to procurement and elections.

✔ Develop a Digital and IT Strategy including work to replace Windows 10 as it reaches end of support.

✔ Enable digital inclusion and ensure that innovation is shared and communicated to wider public service providers.

✔ Exploit the benefits of digitalisation, including for example machine learning/AI, and a 'single view of the resident' at the earliest opportunity to reduce demand pressures and improve customer contact, where appropriate

✔ Complete the migration to the cloud.

✔ Increase the use of technology to achieve efficiencies and deliver on projected savings.

✔ Support the Public Switched Telephone Network (PSTN) roll out.

✔ Lead on a compliance culture, focusing on improvements in timely Freedom of Information Act (FOIA) responses, data protection, cyber security, procurement, contract management and governance.

✔ Continue to provide IT, procurement and legal support to the accommodation move programme.

Director of Human Resources, Customer Services and Public Affairs

WHAT ARE WE GOING TO TRANSFORM TO DELIVER THIS AMBITION?

- ✔ Develop a targeted Workforce Strategy bespoke to the needs and challenges of specific functions, which will include recruitment, retention, skills and competency.
- ✔ Continue to develop and transform the workforce to be ready to address new and future challenges through effective industrial relations and staff engagement.
- ✔ Deliver an annual staff pay award.
- ✔ Enhance system efficiencies through the Human Resources/Payroll System.
- ✔ Review local benefits to align offerings with staff needs and preferences.
- ✔ Launch and embed the Occupational Health and Employee Assistance Programme to enhance wellbeing support.
- ✔ Implement further recruitment and retention initiatives to manage critical posts and strengthen succession planning.
- ✔ Maximise the use of the Apprenticeship Levy to upskill staff and recruit more apprenticeship posts.
- ✔ Progress Phase Two of Customer Relationship Management (CRM) website upgrades.
- ✔ Support the successful move to Churchill Court.
- ✔ Deliver on Equality, Diversity and Inclusion (EDI) projects, including the development of several strategies aimed at advancing our EDI initiatives.

✓ Elevate the Council's commitment to disability inclusion from Level One to Level Two under the Disability Confident Scheme.

✓ Continue to work with Trade Unions and Department Representatives on workforce priorities.



Photo above: Crystal Palace Transmitting Station



Photo above: Bromley Civic Centre signs at Churchill Court

GOVERNANCE

Over the last four years our Transformation Board has carefully monitored the success of our initiatives.

One of the strengths of the current Transformation Programme has been the governance arrangements for overseeing the management and delivery of the programme. Our track record of good governance was acknowledged through two very good corporate audits between 2019 and 2023.

HUB AND SPOKE MODEL

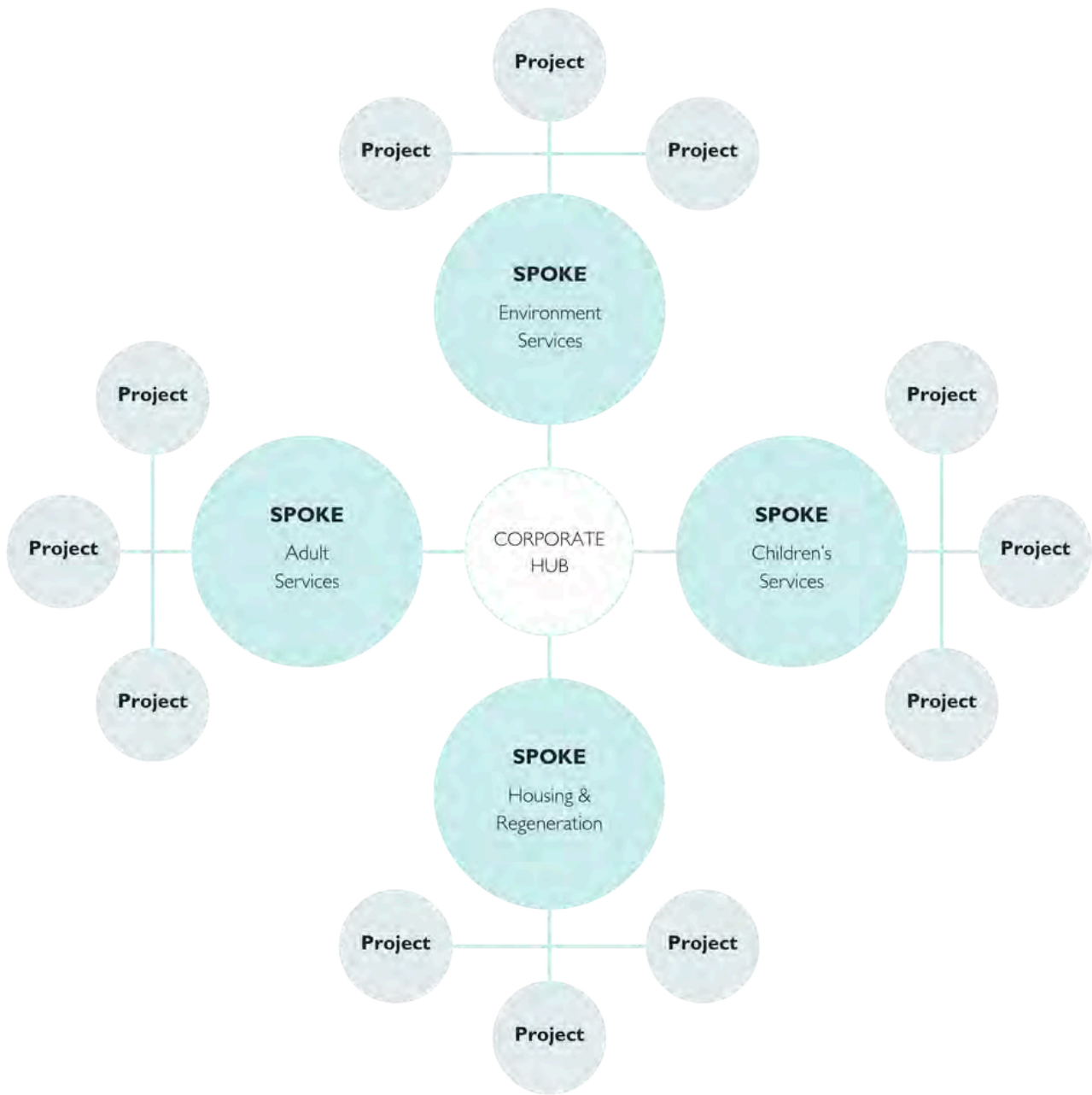
Lessons learnt from the Transformation Programme in the last four years demonstrated the importance of having dedicated resources to help deliver an effective organisational change and transformation programme. This capacity allows the programmes to be developed and delivered in a structured and timely way and to drive actions, oversee progress and to support an effective monitoring and reporting framework.

Moving forward through a new Hub and Spoke Model we want to underpin monitoring and delivery with a comprehensive performance management approach ensuring the effective implementation and delivery of our programme.

The Hub and Spoke model will introduce rigour and consistency, whilst providing support and guidance to help deliver successful change.

This model is strategically employed to facilitate centralised control, coordination and governance, all while preserving the essential elements of flexibility and autonomy at the project or programme level.

Hub and Spoke Model



APPROACH

<p>Governance systems are set up by the Corporate Hub to ensure effective corporate oversight.</p>	<p>Structures and methods are defined by the Corporate Hub.</p>	<p>Resources are hosted by the departmental Spoke and report into the Corporate Hub.</p>	<p>Performance and project control are led by the departmental Spoke.</p>
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To successfully deliver the next phase of Transforming Bromley, departments may adopt Specialist Delivery Partners who will act as local satellite PMOs.

ROLES AND RESPONSIBILITIES

The Transformation Board

The Transformation Board is chaired by the Chief Executive, and will place a greater emphasis on benefit realisation and outcomes achieved. The membership of the Transformation Board will be widened to include Directors, Assistant Directors and transformation leads who will be responsible for delivery.

The Board will also help to identify solutions to barriers that may be impacting on progress.

A key objective of the Transformation Board is to provide robust and inclusive governance arrangements that encourage and promote creativity and agility across the organisation in support of sustainable change and transformation.

The Corporate Programme Management Hub

This Corporate Hub will provide structure and method that will contribute to 'how we work'.

The Hub is responsible for monitoring the organisation's overarching goals and objectives and ensuring projects and programmes align with the Council's strategic vision.

The Transformation Board will strengthen its role in monitoring outcomes through a new Digital Programme Management IT system managed by the Corporate Programme Hub. This will bring an even greater focus to the delivery aspects of the programme.

Projects and programmes will conform to a unified framework and strategy, fostering consistency and alignment with the overarching objectives of the Council.

The Hub will enable all Spokes to manage projects and programmes consistently with the use of a Digital Programme Management Tool aligned to a corporate framework on how we manage and deliver change.

The Hub will monitor the savings achieved and risks, and escalate issues to the Transformation Board.

The Spokes and Delivery

The Departmental Spokes will be responsible for overseeing and managing the departmental programmes.

Focussed delivery groups and/or individuals will be established to support the implementation of each of the transformation projects and programmes within the departments and these will be led by a Chief Officers Executive (COE) Director.

The Spokes will lead on the relationship with project delivery groups and/or individuals. Where helpful we will procure support through specialist external partners.

The Spoke will handle the day-to-day delivery of the department programme by playing a pivotal role in offering support and guidance to ensure the success of change initiatives.

Each Spoke will operate semi-autonomously focusing on its specific outcomes, including the delivery of savings in the MTFs. These will vary according to the size and complexity of the change and if a specialist partner is involved in the delivery.

The Spokes will provide regular updates to the Corporate Hub on progress, risks, issues, dependencies, benefits realisation and resource requirements. Quarterly progress meetings will be held with the Transformation Board.

Each Spoke will also produce end of year summary reports and agree a new delivery plan for the following year taking into account the priorities agreed at the Transformation Board.

OUR ETHOS

It is only possible to deliver our plans if we adhere to our core public service values.

Transforming Bromley is underpinned by the principle of a shared culture, set of values and common ethos that will guide our thinking, decision-making and behaviours as leaders, managers and frontline workers. Public service values are fundamental principles that underpin governance and service delivery in the public sector.

In Bromley, our values are about REAL leadership:



RESPECT for ourselves, the people we work with and the customers that we deal with when providing our services.



EMPOWER ourselves, other agencies and the community to deliver services that meet the needs of our customers in the most appropriate and efficient manner.



AMBITION for ourselves and our community should drive our efforts to improve services and find new ways of working – we should never accept second best for our customers



LEARN from others and our own experiences to improve and extend our own performance and that of the organisation.

Our values guide our behaviour and decisions, ensuring that we operate in an ethical, responsible and accountable manner, as described in our **Corporate Behaviour Framework**

HOW YOU CAN CONTRIBUTE TO TRANSFORMING BROMLEY 2024-28

STAFF ENGAGEMENT AND COMMUNICATION

You will by now have experienced our approach to leadership, which is about building partnerships with staff, our residents, our partners and wider stakeholders in the borough. We want every person who works in the Council to understand and believe that they have a voice and the right to be heard and valued.

We rely upon each of you to work together to deliver the best outcomes for our residents. We need to be determined, ambitious and innovative in our approach. We need to work better together, providing joined up services that leave a positive impact. We will need to hold each other to account in our joint commitment to delivering high quality services.

We must be demanding of each other. If we work together, we will provide good services to the residents and the communities that we are here to serve and we will celebrate our achievements together.

We want to empower you to be innovative and creative and to bring new ideas to improve services. It is not just 'what' we achieve, it is also about 'how' we do it. We want to foster a 'One Council' culture that embodies positivity, personal responsibility, openness and transparency. People will need to be empowered to be advocates of change and adopt our values and behaviours. These behaviours can create a shared culture that celebrates a fresh and unique approach to public service, and how we expect our workforce to behave. By demonstrating more outcomes and people focussed values and behaviours, we can help provide the best possible service to our communities and create a great place to work.

Staff will have a range of opportunities to become involved within the Transformation Programme, including:



Staff intranet
'Transform'



Transformation newsletter



Suggestions and ideas



Participation in
projects and reviews



Passing on customer
views and feedback



Staff surveys

WORKFORCE LEARNING AND DEVELOPMENT

The Council's Learning and Development function will also have a key role to play in any organisational transformation programme, by ensuring that staff are able to develop the necessary skills, knowledge and behaviours required to support the type of change required.

The Transformation Programme itself can also have a role to play in supporting the development of these skills and behaviours by actively engaging staff in the work of the programme.

The programme should also seek to develop the skills and knowledge required to support a sustainable approach to the transformation journey which will enable teams to resource their own change and improvement work on an ongoing basis.

Learning and development activity will be aligned to supporting the delivery of the Transformation Programme through leadership and management development programmes, and the development of specific skills, such as digital skills.

We must adapt our workforce competencies as we change our systems, services and processes. We want our workforce to be:

- **Empathetic and committed**, keeping the needs of their residents at the heart of their day-to-day working activities.
- **Innovative and creative**, bringing fresh new ideas to improve services.
- **Flexible and adaptable**, recognising that the challenges facing the Council may necessitate rapid changes to how services are delivered.

The Council's new **Workforce Development Strategy** will be launched in 2024.



Photo above: Down House, the home of Charles Darwin, in Downe



TRANSFORMING

B R O M L E Y

For more information, contact:
Strategy, Performance and
Corporate Transformation

London Borough of Bromley

Civic Centre, Stockwell Close
Bromley BR1 3UH

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THE LONDON BOROUGH