# Building a **Better Bromley**
# Corporate Operating Principles

**Bromley citizens** expect to manage their own lives with the minimum of intervention from the Council. When they need the Council's support they expect that it will be provided **efficiently**, represent **value for money** and be free from unnecessary bureaucracy and delays.

**Bromley Council is organised around a set of core principles which are consistent with this ambition:**

1) **Member-led;** The Council's resources will be targeted at local priorities as agreed by elected Members

2) **Delivering Value for Money;** The Council's services will be provided by whoever offers customers and council tax payers excellent value for money

3) **Supporting Independence;** The Council will enable and encourage citizens to take more responsibility for their own lives, with the most vulnerable being provided with the help they need

4) **Efficient and non-bureaucratic;** The Council will seek to reduce interference and bureaucratic control whilst protecting the Borough's distinctive character.

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**Our Services:** A commissioning organisation determining who is best placed to deliver high quality services based on local priorities and value for money principles.

To support this, we will:

- Regularly review why and how we provide services.
- Identify who is best placed to deliver services by testing the benefits of:
  > Having our services delivered by others
  > Commissioning in partnership with others
  > Delivering services in partnership with others
  > Delivering services on behalf of others

- Encourage and empower the voluntary sector, community groups and individuals to take more control of how their local area and its resources are managed.

- Procure as efficiently as possible, seeking opportunities to share contracts with other local authorities and partners

**Our Customers:** We will reduce the overall need to contact the Council. Where contact is necessary, we will ensure that it is accessible, convenient, efficient and responsive to demand.

To support this, we will:

- Provide access to information and guidance that helps people to manage their own lives
- Promote and invest in the most cost effective customer contact and service delivery channels; expanding our use of the web, and other forms of self service
- Where face-to-face contact to the Council is necessary, we will make it accessible, convenient, efficient and responsive to demand
- Minimise demand for reactive services by "getting it right" first time

**Our People:** Skilled and motivated staff are key to delivering our Building a Better Bromley priorities

## To support this, we will:

- Promote our REAL core values and the Bromley Commitment to Staff
- Promote opportunities for modern, efficient and flexible ways of working that are attractive to staff, increase productivity and reduce running costs
- Develop reliable and versatile capabilities that allow staff to operate from a wide range of locations and have the right tools for the job.
- Challenge organisational structures including devolved decision-making and the ratio of managers to staff.

**Our Organisation:** With limited resources and competing demands, the Council will need to operate corporately, constantly keep under review the effectiveness of the organisation, and its investment in services and support

## To support this, we will:

- Establish common processes and deliver support functions centrally:
  - > Finance
  - > Human Resources
  - > ICT
  - > Communications
  - > Procurement
  - > Performance Management
  - > Customer Relations

- Ensure that organisational change is appropriately resourced and delivered across the whole organisation.
- Challenge bureaucratic processes and minimise process steps in all service areas by applying LEAN techniques.
- Ensure the corporate centre supports the business needs of the organisation.

**Our Assets & ICT:** we will use our assets to support the way we deliver services, maximise efficiencies and make the most of our reserves

## To support this, we will:

- Review the use of our asset portfolio aiming to secure revenue reductions, generate capital receipts or make strategic investments where desirable.

- Create a better and more modern working environment for staff by facilitating hot-desking and mobile/flexible working, reducing property costs and increasing the efficiency and effectiveness of out staff.

- Promote and invest corporately in ICT systems that meet the requirements of our customers and our current and future business needs

- Ensure that ICT investments are subject to consideration of our current capabilities and the systems used by partners and other local authorities.

- Minimise the number of 'Back Office' Systems and embed a common customer database (CRM) wherever practicable.