

Decision Maker: **Executive**

Date: **10 July**

Decision Type: Non-Urgent Executive Key

Title: **TRANSFORMING BROMLEY**

Contact Officer: Ade Adetosoye OBE, Interim Chief Executive
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Chief Officer: Ade Adetosoye OBE, Interim Chief Executive

Ward: All Wards

1. Reason for report

This report provides an overview of the Transforming Bromley roadmap for 2019 – 2023, which sets out the organisation’s strategic priorities to improve outcomes for our residents over the next four years.

The roadmap sets out the principles of the Transformation Programme, a four-year programme formed of six cross-cutting workstreams that will deliver transformation options to address the organisation’s emerging budget gap of £31.7m by 2022/23, as well as address identified growth pressures affecting service delivery.

The report also sets out the eight strategic priorities of the Roadmap alongside the Transformation Programme.

2. **RECOMMENDATION(S)**

2.1 **It is recommended that the Executive:**

i) **Note and comment on the report.**

ii) **Agree that the relevant Chief Officer reports back to their respective PDS Committee/s on the progress of the Transforming Bromley Programme as a standing item.**

iii) **Note that the Transformation Programme is on the Corporate Risk Register and will be monitored in line with the Council’s risk management procedures.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: The Adult Social Care workstream and the Children's Services and Education workstream of the Transformation Programme, as well as the strategic priority on "Prioritising the health, safety and wellbeing of residents" aim to ensure that vulnerable adults and children are kept safe from harm in Bromley as part of the Transforming Bromley agenda.
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Corporate Policy

1. Policy Status: New Policy:
 2. BBB Priority: Excellent Council
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Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre:
 4. Total current budget for this head: £
 5. Source of funding:
-

Personnel

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: None:
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

3.1 Transforming Bromley

Transforming Bromley is the organisation's local approach to tackling some of the strategic challenges facing the local authority over the next four years:

1. Significant reductions in core government funding

As a Council, Bromley has seen a 75.4% reduction in its real term central government core funding from 2010/11 - 2019/20. This has resulted in a need to save around £97m from the Council's operating budget over this period, which has had a significant impact on the Council's financial strategy and its ability to deliver services under existing delivery models.

2. Increasing statutory responsibilities

Local authorities are subject to over 1300 statutory responsibilities. In addition to our significant statutory responsibilities, the Council is now subject to additional burdens created through the Children and Families Act 2014, the Care Act 2014, the Children and Social Work Act 2017 and the Homelessness Reduction Act 2018, as well as the recent introduction of inspection regimes in environmental services such as food safety. As there is no current plan to reduce statutory responsibilities on local government, the organisation must have a strategy to continue to meet these responsibilities over the next four years.

3. Population growth

As set out in the 2017 Bromley Joint Strategic Needs Assessment (JSNA), Bromley's population is expected to increase from 330,000 to 350,000+ by 2027. This population growth will result in increased pressure for services across the Council, which will require a long-term approach to service design and delivery.

4. Longer life expectancy

As set out in the 2017 JSNA, demographic data indicates that the increased life expectancy of older people in Bromley will have an impact on the Council's adult social care provision. By 2035, there will be 6,600 more people aged 85+ in Bromley, representing a 72% increase. Of the 65+ population in 2035, around 37,000 (45%) will be living with a life limiting long-term illness. This demographic shift requires the Council's adult social care services to focus on personalisation, co-production and independence, supporting residents to receive the right level and type of support at the right time to maximise their independence and reduce the need for ongoing support.

5. Growing demand for services

Against a backdrop of continued funding reduction, greater statutory responsibilities and longer life expectancy, demand for the Council's services continues to increase. The Council will therefore have to review its service delivery across all areas in order to manage demand and continue to deliver sustainable services.

3.2 Transforming Bromley principles:

3.2.1 Given the context of the challenges facing the organisation over the next four years, the Council, with the support of the corporate leadership team, is committed to a new approach to organisational transformation, which will seek to go beyond a 'salami-slicing' approach to delivering budget savings and promote an organisation-wide review of all service areas to identify cross-cutting opportunities for change.

3.2.2 The **Transforming Bromley Roadmap 2019-2023** (Appendix 1) is modelled on the strategic principles outlined in Building a Better Bromley (in revision), the Leader's Annual Council Speech and the Council's financial forecast.

3.2.3 In order to achieve long-term structural and sustainable change in the organisation, the following principles are embedded into the Transforming Bromley programme:

1. **Outcome-based**

Resources must be directed and focused on the key priorities for the Council and its strategic objectives. Activities that do not contribute significantly to these priorities and statutory responsibilities should be examined closely.

2. **Co-design and delivery of services with communities**

Services should be designed and delivered with communities, identifying and recognising the knowledge, skills and experience which already exist and can be developed and deployed to benefit local communities.

3. **Alternative delivery models:**

We must consider the best and most sustainable option for each service. When reviewing service delivery models, the analysis should reflect local circumstances and market forces: if market forces work against the Council securing best value, then alternative strategies must be brought forward at pace.

4. **Early intervention and prevention:**

Wherever necessary, service transformation needs to address and implement effective mechanisms that reduce long-term dependency and cost implications for Council services.

5. **Sustainability:**

Service transformation and redesign must deliver new sustainable service models. Capital expenditure must focus on reducing revenue costs or creating new income streams for investment in key priorities and to deliver improved outcomes.

6. **Technology and digital delivery models:**

Wherever possible, technology must be considered to either better support or replace traditional service delivery models. The expectation of residents and the need to reduce transactional costs must inform the design of our services to ensure sustainability.

7. **Commissioning, procurement and brokerage:**

The capability of the Council to deliver services on its own and in partnership with other agencies such as health must maximise the Bromley pound. We have to reduce demand for services whilst at the same time reducing each unit of cost, whether through effective procurement, brokerage or strategically commissioning alternatives where the current market dictates our cost

8. **Asset Management:**

A significant element of the cost of Council services relates to the use of physical assets. Surplus and underperforming assets must either be disposed of or used more effectively to meet our strategic objectives and address our financial pressures effectively and at pace. The Transformation Programme should include actions to achieve occupancy levels, maximise income and reduce revenue costs through capital investment.

9. **Stakeholder Engagement:**

Frontline staff must be involved and engaged in defining change, as well as those affected by proposed changes, including elected Members, employees, partner organisations, service users and the wider population. Consequently, the Programme will be informed by a Communications Plan to ensure that these stakeholder groups have access to information, are consulted where required and are engaged on why change is necessary. Where there are public law implications for transformation proposals, appropriate

assessments will take place and will involve stakeholder engagement.

The Transformation Programme will test current service activities against these strategic principles, with the Programme Board working alongside Directors, management teams and frontline staff with appropriate challenge and support.

3.3 Transforming Bromley roadmap for 2019 – 2023

The Transforming Bromley roadmap for 2019 – 2023 is comprised of the Transformation Programme and eight further strategic priorities to ensure the continued provision of good quality services in the borough that improve the lives of residents:

1. Transformation Programme

The Transformation Programme is formed of six cross-cutting high-level workstreams that will deliver transformation proposals to Members in order to help reduce the Council's budget gap by an indicative figure of £31.7m by 2022/23. It also includes approaches to managing growth pressures in service delivery. Further detail on the six workstreams is outlined in para 3.4.

2. Responsible financial management strategy

The organisation requires a long term financial management strategy to balance its budget within a sustainable cost base. We will:

- Continue to identify budget challenges and forecast the level of available resources
- Review our growth/cost pressures and deliver appropriate mitigation.
- Generate further income streams to sustain our service offer to residents.
- Support invest-to-save initiatives to achieve longer-term and sustainable cost savings.
- Identify government and wider grant funding opportunities.
- Ensure efficiency in our investment management strategy.
- Use reserves sustainably for investment in order to future proof service delivery.

3. Maintaining organisational resilience

As an organisation, we need to be able to identify and address potential changes, challenges and threats that may impact the Council in effectively discharging its organisational responsibilities. We will:

- Update business continuity plans to prepare for any significant challenges or changes.
- Update our emergency planning procedures regularly and train a suitable number of staff to Gold, Silver and Bronze emergency planning standards.
- Prepare policy briefings so that the Council's corporate and political leadership are regularly sighted on any central Government policies that may affect local government activity in the short, medium and long term.
- Remain sighted on key organisational challenges and risks through internal and external audit processes, including Priority 1s, and close monitoring of departmental and corporate risk registers.

4. Empowering leadership, management and governance

The organisation's senior leaders and managers need to inspire their staff, manage effectively and govern in a transparent and consistent manner. We will:

- Review our senior leadership structure to provide the governance and management oversight to deliver the Transforming Bromley roadmap.
- Ensure effective governance through regular meetings of the Chief Officer Executive Group (COE), Corporate Leadership Team (CLT) and Managers' Briefing.
- Work closely with systems leaders via the Borough Partnership.

5. **Modern, efficient and flexible work environment**

We need an organisational work environment that is fit-for-purpose and our staff need the right tools to their work. We will:

- Deliver our office accommodation strategy.
- Deliver our IT strategy and Information Management strategy.
- Review our Contract Procedure Rules.
- Build a talent pipeline to incentivise the recruitment and retention of capable staff at all levels of management.

6. **Effective resident engagement**

We will engage with our residents to ensure we fully understand their needs. We will use this understanding in shaping how we co-design our services. We will:

- Consult our residents on transformation activities that have an impact on services.
- Co-produce services in partnership with our residents.
- Listen and engage with residents, using existing forums such as Friends Groups and Residents Associations, as well as online consultation opportunities.

7. **Improving the public realm, maintaining our green spaces and promoting economic growth**

We will sustain a clean, green and tidy environment for our residents. The organisation will also have a key role in growing the local economy through facilitating a diverse housing market, excellent transport links and maximising town centre opportunities. We will:

- Promote and support regeneration activities to deliver modern and thriving public spaces.
- Maintain our highways and ensure that they are fit-for-purpose.
- Provide effective waste management services and seek to reduce household waste.
- Maintain our recreation grounds and green spaces.
- Consult and work collaboratively with our local Business Improvement Districts.

8. **Flexibility, independence and choice in service delivery**

We will enable and empower residents, promoting flexibility, independence and choice in service design and delivery. The organisation will:

- Invest in digital technology to enhance and improve service delivery and engagement
- Pursue options for Direct Payments
- Provide a timely targeted and effective offer of reablement and rehabilitation services
- Develop a new Adult Wellbeing Partnership Board, supporting greater integration of services.
- Improve the Council website, ensuring that there is comprehensive and up-to-date information for service users.

9. **Prioritising the health, safety and wellbeing of residents**

By working together with partners, we will ensure that every resident in Bromley has the right help at the right time to keep them safe and to meet their needs so that they achieve, thrive and reach their full potential.

- Deliver our Children's Social Care 'Roadmap to Excellence' to sustain improvements to children's services following our Ofsted inspection in November 2018.
- Maintain effective early intervention and prevention support services to reduce the need for statutory intervention.
- Deliver quality public health services to reduce health inequalities and improve the health and wellbeing of the people that live in the borough.
- Address our housing and homelessness pressures through delivery of the Housing Strategy 2019 - 2029 and Homelessness Strategy 2018 - 2023.
- Continue to improve our local offer for children and young people with special educational needs and/or disabilities (SEND)

- Meet our public protection responsibilities, including our requirements under the Prevent duty and reduce rates of violence against women and girls (VAWG).

3.4 Transformation Programme workstreams

3.4.1 Each Transformation Programme workstream is managed by a board of senior officers, including the relevant Chief Officers, and each workstream is underpinned by a clearly defined Terms of Reference. This is outlined in the Transformation Programme Project Initiation Document (PID) (Appendix 2).

The six workstreams and their respective leads are as below:

1. **Housing** – Sara Bowrey, Director of Housing
 - Explore all options to increase the supply of affordable housing within Bromley, including permanent and temporary accommodation and within the private rented sector.
 - Review our initiatives to manage temporary accommodation pressures.
 - Focus on early intervention/prevention to relieve housing and homelessness pressures.
2. **Adult social care** – Kim Carey, Director of Adult Social Care and Paul Feven, Director of Programmes
 - Develop and implement an operational roadmap to transform adult social care.
 - Ensure that adult social care delivery is financially sustainable for the future and that our core offer is outcome-based, personalised and co-produced.
 - Identify methods of enhancing prevention and early intervention services, including use of technology and digital health services.
 - Managing demand for adult social care through the front door and following discharge from acute hospitals, promoting independence for our residents.
 - Developing effective relationships with existing and potential future providers to shape the market to deliver quality services to our residents.
3. **Children’s services and Education** – Janet Bailey, Director, Children’s Social Care and Jared Nehra, Director of Education
 - Ensure that the delivery of children’s services and education is sustainable and helps our children and young people at the earliest point of need.
 - Review and implement a long-term sustainable approach for residential and other specialist placements.
 - Review transition plans and service pathways.
 - Explore opportunities for developing an integrated 0 – 25 service offer for children and young people with SEND.
 - Implement the SEND reforms to ensure a more consistent and graduated range of SEND provision in Bromley.
4. **Environment and Community Services** – Nigel Davies, Executive Director, Environment and Community Services

The ECS transformation programme is focused on the delivery of seven sub-workstreams which will lead to transformative proposals across each key service area within the department:

- Culture and regeneration
- Markets
- Planning
- Public Protection
- Traffic and Parking

- Neighbourhood management
- Highways

5. **Professional Services** – Peter Turner, Director of Finance and Charles Obazuaye, Director of HR and Customer Services
- Complete an initial service review of professional services in the organisation, both centrally and departmentally, in order to explore opportunities for efficiencies.
 - Consider best practice elsewhere and review commissioning arrangements for professional services, including opportunities for shared services with other organisations.
 - Explore the impact of technology and digitalisation opportunities to reduce face-to-face delivery of professional services.
6. **Workplace modernisation** – Nigel Davies, Executive Director, Environment and Community Services and Charles Obazuaye, Director of HR and Customer Services:
- Oversee the accommodation strategy to deliver a fit-for-purpose working environment
 - Provide modern and flexible offices, customer-friendly reception facilities and suitable meeting, breakout and refreshment areas.
 - Provide Members with suitable facilities.
 - Ensure technology is fit-for-purpose and move to a paper light environment.
 - Review and realign HR policies/procedures, develop and deliver appropriate training support for managers and staff.
 - Promote an empowering culture and develop effective flexible working practices.

3.5 Statutory services review

- 3.5.1 Through the six Transformation Board workstreams, each service area will carry out a review to ensure that the Council is meeting its statutory obligations and evidence that discretionary services are financially self-sustaining and reduce statutory intervention, thus helping residents at the earliest point of need and reducing longer-term cost pressures for the organisation.

3.6 Governance arrangements for Transforming Bromley roadmap

- 3.6.1 The Chief Officer Executive (COE) Transformation Board is the overarching officer Board which will review the progress of each workstream and it is chaired by the Interim Chief Executive.
- 3.6.2 The lead officers for each Transformation Programme workstream will report to their respective PDS Committee/s on the progress of their workstream/s as a standing item at each meeting. All transformation proposals will be considered by the relevant PDS committee/s for early input, steer, challenge and support. Proposals will be presented to the Executive for decision making.
- 3.6.3 The Assistant Director, Strategy, Performance and Corporate Transformation will act as the corporate lead for transformation and will oversee the Corporate Transformation (Projects) team. Each of the six Transformation Programme workstreams will be supported by a dedicated Project Manager from the Corporate Transformation (Projects) team, as well as receiving support from HR, Procurement, Legal and Finance to develop individual transformation proposals.
- 3.6.4 The Corporate Transformation team will:
- Provide robust programme and project management support to ensure the successful delivery of transformation proposals to the COE Transformation Board and to Members for decision.
 - Support the identification and management of risk across each workstream and the whole programme.

- Work collaboratively to identify any cross-cutting interdependencies between proposals for Member decision.
- Monitor the progress of the Transformation Action Plans aligned to the eight strategic priorities of the Transforming Bromley roadmap;
- Ensure effective communication and engagement takes place to ensure broad ownership and understanding of the activities of the Transformation Programme workstreams.

3.6.5 A Communications and Engagement Plan has been developed as part of the Transformation Programme to ensure that officers, Members, partners and other key stakeholders are updated on the key developments of the Programme. This will include a monthly Transforming Bromley newsletter, staff briefings and roadshows, Member engagement and updates at Committee meetings, as well as briefings at partnership meetings.

3.6.6 There is also a Transformation Fund available for the workstreams to buy in external subject matter expertise as required, subject to the approval of a supporting business case by the Interim Chief Executive and the Director of Finance.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 The Adult Social Care workstream and the Children’s Services and Education workstream of the Transformation Programme, as well as the strategic priority on “Prioritising the health, safety and wellbeing of residents” aim to ensure that vulnerable adults and children are kept safe from harm in Bromley as part of the Transforming Bromley agenda.

5. POLICY IMPLICATIONS

5.1 Through the work of the Transformation Programme, there will be proposals for Member decision that will require a policy decision. These individual proposals will be developed in consultation with Members as set out in section 3.6 to enable effective decision making.

6. FINANCIAL IMPLICATIONS

6.1 Through the work of the Transformation Programme, there will be transformation proposals with financial implications as part of the work to reduce the emerging budget gap. Each Transformation Programme workstream has a finance lead supporting the development of transformation proposals. Consequently, each individual proposal will outline cost implications for Members in order to enable effective decision making.

7. PERSONNEL IMPLICATIONS

7.1 The Professional Services workstream of the Transformation Programme will look at professional services supporting both service departments and corporate functions, including looking at staffing capacity in the organisation. Each of the Transformation Programme workstreams has a HR lead supporting the development of transformation proposals. Consequently, each individual proposal will outline HR implications for Members in order to enable effective decision making.

8. LEGAL IMPLICATIONS

8.1 Each of the Transformation Programme workstreams has a Legal Services lead supporting the development of transformation proposals. Consequently, each individual proposal will outline legal implications for Members in order to enable effective decision making.

9. PROCUREMENT IMPLICATIONS

- 9.1 Through the work of the Transformation Programme, each Transformation Programme workstream will have the support of a Corporate Procurement lead to develop transformation proposals.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	