

TRANSFORMING BROMLEY

OUR FOUR YEAR ROADMAP
2019 to 2023




TRANSFORMING
B R O M L E Y


THE LONDON BOROUGH
www.bromley.gov.uk



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FOREWORD

Three months ago, it was my honour and privilege to take up the role of Interim Chief Executive at the London Borough of Bromley. I am excited and inspired every day to come to work with my leadership team, the wider organisation and systems leaders across the local area to serve the needs of our 330,000 residents in the borough.

As I reach 100 days in post, I have prepared this Transforming Bromley Roadmap, which sets out my vision and priorities for our Council over the next four years. I have reflected here on what we already do well, where we need to improve and what we must achieve collectively to fulfil our ambitions for our residents.

I have spent the last three months in this new role listening carefully to the views of staff across the organisation and beyond, building a greater understanding of the Council's strengths, challenges and opportunities for the future. I have also had discussions with elected Members, as well as multi-agency partners and systems leaders in the borough.

I have enjoyed these conversations, identifying many examples of our tireless and impressive commitment to providing good services to our residents. I have also identified areas where we need to work collectively to deliver swift improvement in our services to our residents and communities.

We are facing unprecedented challenges in local government. It is crucial that we take this opportunity to reflect and redefine how we will work together as one organisation and with our partners over the next four years. The time is ripe for us to think about how to face these challenges, engaging the skills, hard work and talent of our workforce and partners to make change happen.

We must strike a new relationship between public services and our citizens, communities and businesses in order to meet the needs of our residents now and in the future. The scale of our challenges necessitates that we do things differently, building on the assets and strengths of individuals, families and our communities in Bromley and the delivery of local community-based intervention. We must also examine opportunities for delivering integrated and place-based services in strategic partnership with other agencies.

Building on the work in my *Journey to Excellence* and *Roadmap to Excellence* documents developed during my time as Deputy Chief Executive and Executive Director for Education, Care and Health Services, this document focuses on developing a range of key foundations.

The document outlines what the future of our organisation will look like and our approach to meeting the challenges on the road ahead, while recognising that we can only achieve system-wide change by working closely on shared issues of interest with our partners.

I am excited to hear your views and ideas on how you can contribute to delivering our Roadmap. If you would like to discuss this further with me, please look at the "How can you contribute to our Roadmap" section at the end of the document.

Ade Adetosoye OBE
Interim Chief Executive
Bromley Council

OUR PUBLIC SERVICE ETHOS

Colleagues, I want you to take a moment to think about why you come to work every day. What is it that motivates you?

I want Bromley to be a fantastic place to live and work, where everyone can lead healthy, safe and independent lives in supportive communities. Making a difference to the lives of the residents in this borough is fundamental to my core beliefs and underpins my motivation for being here.

I, like you, am guided by my commitment to serving the residents of our borough. I want our residents to be safe, our vulnerable residents protected through effective early intervention, prevention and social care services and through our public protection teams working alongside our local police borough command unit (BCU). I want our residents to have decent, safe and suitable homes, whether residing in our thriving and well-connected town centres or enjoying our impressive green spaces.

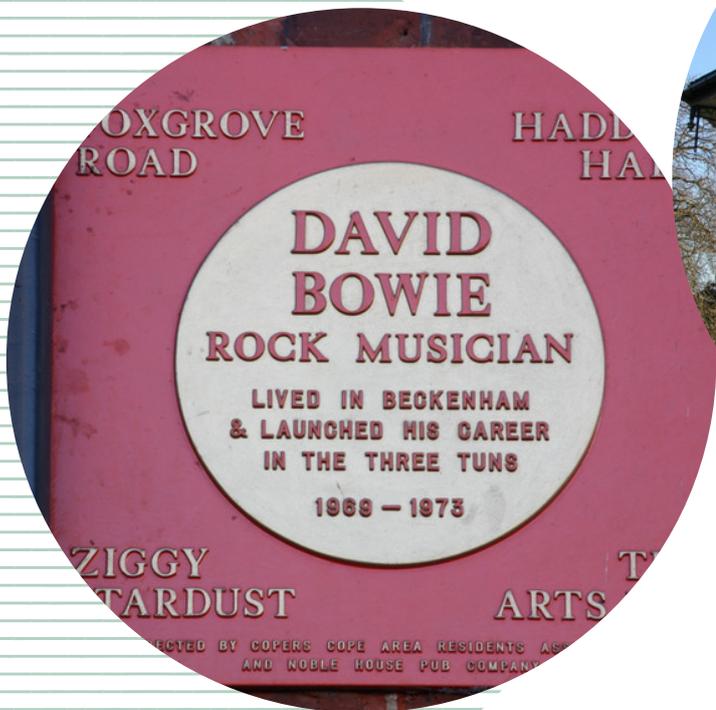


I want people who want to work in Bromley to be able to afford to live locally, rather than commuting from far away. I want our residents to access lifelong learning opportunities, from our impressive Early Years offer, which is one of the best in London, through our excellent primary and secondary education system, onto further education and our high quality adult learning courses.

I also want Bromley to be a well-run borough for our residents to live in. I want our residents to be able to move freely and successfully in, around and out of the borough on well-maintained roads and an efficient transport infrastructure. I want our residents to enjoy our beautiful parks and the borough's wider cultural and leisure offer.

As public servants, we come into work every day to try and make sense of the challenges facing our residents and to provide quality services that meet their needs. Our services must be needs-led, delivered by a committed, agile and innovative workforce in order to serve our residents. We must create a fit-for-purpose workplace environment and ensure that our professional services are appropriately resourced to facilitate effective delivery of day-to-day business.

It is important to know that with the right support, leadership and guidance, these key commitments will be achievable in Bromley in the long term. We will see this achieved if we pull together to make it happen.



OUR VISION FOR BROMLEY



The London Borough of Bromley is a fantastic place to live and work, where everyone can lead healthy, safe and independent lives in supportive communities

At the London Borough of Bromley, we have a vision for our residents to lead fulfilling and successful lives. As an organisation, we strive to be a flexible and responsive to the needs of our residents, embracing new ways of working with partners, staff and our communities to improve services to those in need within our available resources.

As a Council, we have made significant strides forward and have continued to improve outcomes for our residents against a backdrop of significant financial challenges and increasing demands for services.

Since 2010/11, we have saved over £97m 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 method of service delivery and seeking efficiencies in the way we supply and procure services to deliver the best outcomes for our communities.

In this document, we set out our Roadmap to delivering good services in the borough and preparing to face the challenges on the road ahead.

What will our services look like in the next four years?

In delivering the vision for the future, we must look towards new ways of working in partnership with other public sector agencies and our local communities. We will use this Roadmap to drive forward a new approach to improving the wellbeing of our residents through a collective agenda of promoting early intervention, independence, flexibility and choice, supporting local community-based solutions to supplement and extend our core offer. Where possible and desirable, we will seek to jointly commission services or integrate service delivery with our health and social care partners.

Over the next four years, we are committed to transforming the organisation and our approach to services delivery through the following activities:

Developing place-based leadership with our partners

We will work with other system leaders in the local area to work together to achieve common goals, delivering on our shared priorities and commitments to our residents. We will work jointly with residents, local businesses, the private sector, our public sector partners from health, social care, police, fire and rescue services, schools, and voluntary and community sector groups locally and across London.

Leadership, management and workforce

Our services require the right leadership to inspire people to think and work differently, to co-operate and create successful partnerships, challenging performance where we can do more for our residents. Our services need to be efficient and well-structured, which delivers better value for money and supports staff to work closely together across service areas and with partners. We must welcome innovative ways of working, empowering our staff to bring their knowledge, skills and talent to service delivery.

Managing demand

We are facing increasing demand for our services in Bromley due to population growth and longer life expectancy leading to an ageing population. This demand is also greater due to the increased complexity and multiplicity of needs among many of our service users. We must enhance our understanding of our demand pressures by mapping need and aligning our service offer to ensure the most effective use of targeted resources.

Community empowerment

We will work to create the capacity, expertise and capability for individuals and communities to deliver community-based intervention, enabling people to receive local support that meets their needs.

Commissioner and broker of public services for innovative service delivery

Through the work of our Transforming Bromley programme, the council may act as a broker and commissioner of services if it is more effective than directly delivering services. Where this happens, services will be responsive to local needs of residents and their wider communities. We will also seek opportunities to be innovative in our relationships with commissioned providers, delivering more for our residents.

Increasing economic growth and improving the public realm

We have a key role in growing the local economy through facilitating a diverse housing market, effective transport link and infrastructure, as well as promoting our cultural heritage and local leisure activities. This will be done in line with the wishes of residents, ensuring any regeneration activity preserves the character of our borough.

Influencing growth and reform across London and beyond

Bromley will continue to play a key role in shaping and influence local government policy and strategy across London and the South East. The Council will continue to be at the forefront of lobbying activities for effective and proportionate funding to protect our valuable services, seeking a better funding deal for our residents, as well as taking advantage of opportunities that come from devolution.



REAL CULTURE AND VALUES

The Transforming Bromley Roadmap 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. This is vital for working collectively towards the same vision and meeting our responsibilities and commitments as public servants for our residents and service users.

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

COMPETENCIES FOR THE FUTURE

As public servants, we must also adapt our workforce competencies as we change our systems, services and processes over the next four years.

We want our workforce to be **innovative** and **creative**, bringing fresh new ideas to improve services.

We want our workforce to be **flexible** and **adaptable**, recognising that the challenges facing the Council may necessitate swift changes to how services are delivered.

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.

BROMLEY: ABOUT OUR BOROUGH

As staff, it is important that we understand the context of the borough, which enables us to serve the needs of our residents. We have provided a short overview for your reference.



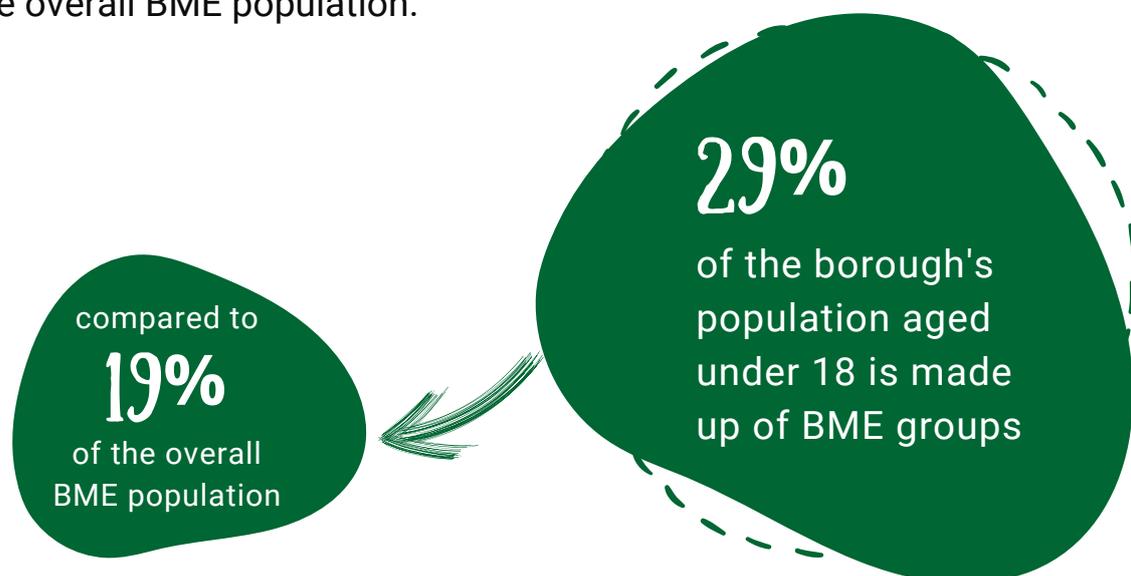
Bromley is the largest borough in Greater London by geographical area, covering more than 150 square kilometres. 330,000 people live in Bromley and the resident population is expected to increase to over 350,000 by 2027.

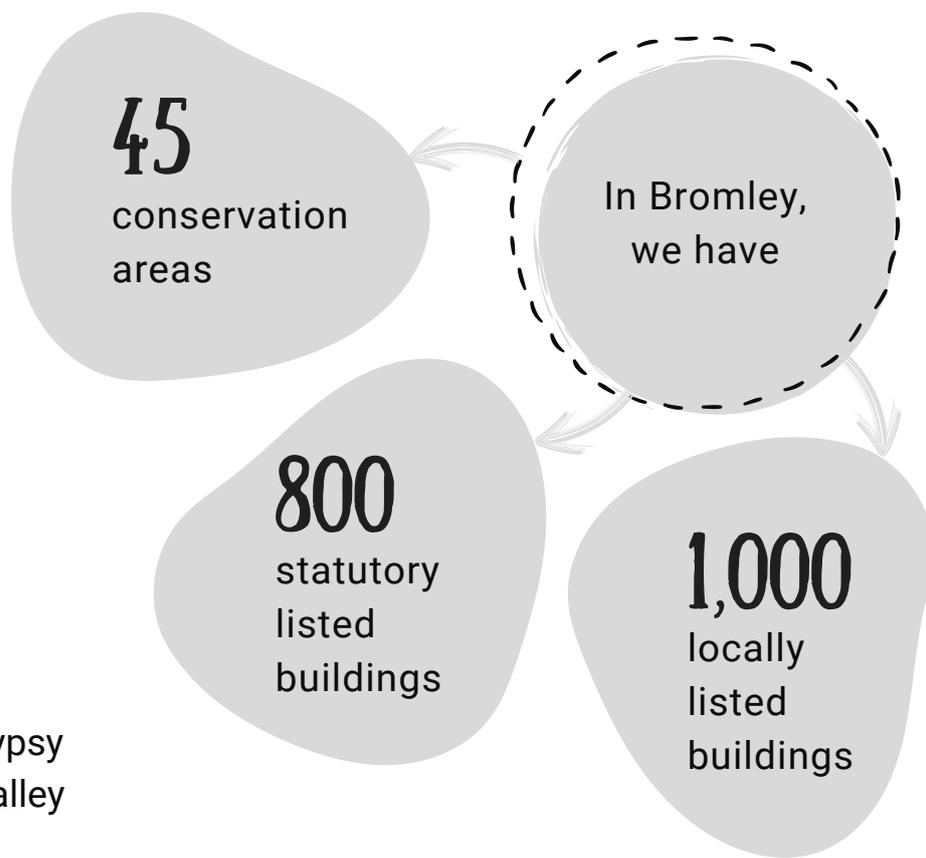


Most of the population live in the north and west of the borough, as well as in Biggin Hill in the far south. The borough is bordered by the London boroughs of Lewisham and Greenwich to the north, Bexley to the north east, Southwark and Lambeth to the northwest, as well as Croydon to the west. It also borders the Sevenoaks District of Kent to the east and south, and the Tandridge District of Surrey to the southwest.

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 across the wards in Bromley.

A quarter of Bromley residents are aged 18 and under, representing around 78,400 residents. The GLA population projection estimates show that Bromley is becoming steadily more ethnically diverse; 29 per cent of the borough's population of children and young people aged under 18 is made up of black and minority ethnic (BME) groups, compared to 19% of the overall BME 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.

Bromley is overall a fairly affluent borough, ranking 183 out of 326 local authorities in the 2015 Indices of Income Deprivation Affecting Children Index (IDACI) where 1 is the most deprived. However, nine Bromley wards are ranked by IDACI as more deprived than the England average, indicating that there are pockets of deprivation.

Bromley's housing profile is more in line with the South East than London with approximately 70 per cent being owner-occupiers, 14 per cent social renters and 13 per cent 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 approximately 1,650 households in temporary accommodation, much of which is nightly paid accommodation.

Bromley has an excellent educational offer: 92% of schools in Bromley have been judged as 'Good' or 'Outstanding' in Bromley. Educational attainment of children and young people in Bromley continues to be good at all stages, although there continues to be a gap in attainment for those eligible for Free Schools Meals and with Special Educational Needs and Disabilities.

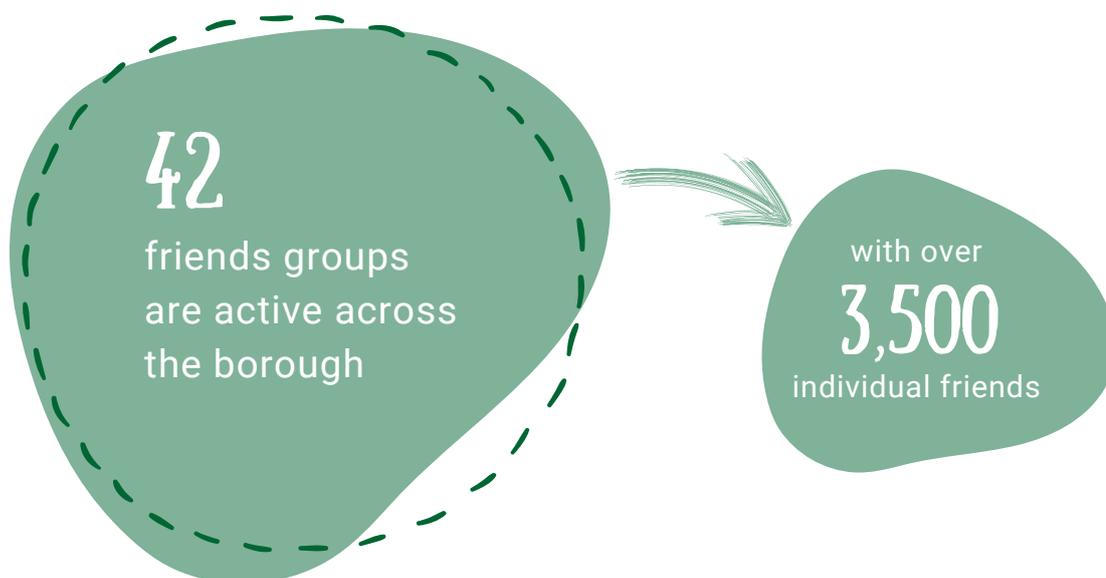
The employment rate in Bromley is higher than the national and London average, with a 75 per cent employment rate for people aged 16 to 64 compared to 73 per cent across London in 2015. Gross annual pay in Bromley was over £37,500 in 2015, which is the seventh highest in London.

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 come to 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 boasts some of the most beautiful green spaces in London, covering 7000 hectares, and more than half of the borough is designated as green belt countryside. 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 active 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 1000 locally listed buildings.



A YEAR IN BROMLEY:

As an organisation, we achieve a lot for our residents. In the last year, we...

Managed

350+

contracts through our contracts database with an annual value of

£144M

Helped

5,000+

households with housing advice & supported

1,500+

households in temporary accommodation

Determined

94%

of planning applications on time

Recruited

15

apprentices to offer employment opportunities to Bromley residents

Removed

145,000

tonnes of household waste

Achieved a

6%

drop in landfill waste and launched our Food for Thought campaign to reduce food waste

Completed

5,000

statutory assessments in children's and adult social care

Maintained

7,000

hectares of green space

Processed

100%

of our licensing applications on time

Saved residents

£3M+

from scammers and rogue traders through the work of our Trading Standards Team

Cleared

1,100

tonnes of leaves from our streets through our street cleansing work

Led the way in tackling Blue Badge Fraud in London

Collected Council Tax, business rates and general income of

£345M

Processed housing benefit and Council Tax support claims for

19,500

claimants

TRANSFORMING BROMLEY ROADMAP PRIORITY THEMES



In order to transform the Council over the next four years, we have outlined below the key priority themes that enable us to achieve our vision for our organisation, for our staff, and for our resident and partners:

1. Transformation Programme

The Council's Transformation Programme is a whole Council approach to tackling medium and long-term organisational challenges over the next four financial years in order to reduce the indicative budget gap by £31.7m by 2022/23.

2. Responsible financial management strategy

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

3. Maintaining organisational resilience

As an organisation, we need to be able to identify and address potential changes, challenges and threats that may have an impact on the ability of the Council to effectively discharge its organisational responsibilities.

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.

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 do their work.

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.

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 through the delivery of value-for-money environmental services provided at a consistently high standard. The Council 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.

8. Flexibility, independence and choice in service delivery

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

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

By working together with our agency 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.

Consultation and governance arrangements

The delivery of the Transforming Bromley Roadmap will be monitored and reviewed through the Chief Officer Executive (COE) Transformation Board and regular reports will be submitted to Corporate Leadership Team (CLT) and to Managers Briefing.

1. TRANSFORMATION PROGRAMME

The Council's Transformation Programme is a whole Council approach to tackling medium and long-term organisational challenges over the next four financial years in order to 'future proof' the organisation. The intention of this programme is to enable self-sufficiency with a core offer of sustainable services that improve outcomes for our residents at the earliest point of need within a responsible financial envelope. Stewardship and delivering sustainable finances to meet service needs becomes increasingly important whilst the Government's fiscal squeeze continues.

What we will do:

1.1 Deliver our six transformation workstreams and the necessary organisational transformation to help reduce the budget gap by an indicative figure of £31.7m by 2022/23:

1. 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 and prevention to relieve housing and homelessness pressures

2. Adult Social Care

- 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

- 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

- Explore long-term regeneration activities to meet the needs of local residents
- Deliver a more sustainable waste management approach by promoting recycling, composting and reducing landfill waste
- Explore opportunities to generate income through strategic asset management

5. Professional Services

- Design a fit-for-purpose organisational structure aligned to the Council's core services and vision for the future

- Provide sufficient capacity in back-office functions to enable the delivery of the Transformation Programme's key proposals
- Provide sufficient officer support to Members to enable the discharge of their responsibilities

6. Workplace Modernisation

- Oversee the delivery of a modern and flexible work environment through the implementation of the accommodation strategy, an agile approach to working, and a comprehensive training and support offer for staff

1.2 Identify opportunities for the use of invest-to-save funding for prudent investments that will generate long-term cost savings in service delivery.

1.3 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 multi-disciplinary teams and integrated services.

1.4 Engage our staff, partners and key stakeholders on the Transforming Bromley Programme to identify the best ways of working to deliver services within our financial envelope.

For further information on the Transformation Programme, please see the Transformation Programme PID and strategy document on oneBromley.

2. RESPONSIBLE FINANCIAL MANAGEMENT STRATEGY

The organisation requires a long-term financial management strategy to balance its budget within a sustainable cost base. As part of this, the Council must forecast and review its growth/cost pressures to enable departments to deliver appropriate mitigation. It must also identify income opportunities to offset core funding reductions and identify further saving opportunities through effective transformation proposals so that the Council can pursue a sustainable approach to budget management.

What we will do:

2.1 Continue to identify the budget challenges that will need to be addressed by the Council over the coming financial years.

2.2 Forecast the level of available resources from all sources and budget pressures relating to revenue spending.

2.3 Review our growth/cost pressures and advise departments to deliver appropriate mitigation.

2.4 Identify opportunities to enable the Council to generate further income streams that will sustain our service offer to residents.

2.5 Support invest-to-save initiatives that will enable the Council to provide initial funding for projects that will achieve a longer-term and sustainable cost saving on service delivery.

2.6 Identify government and wider grant funding opportunities to support innovation and best practice in service delivery.

2.7 Ensure efficiency in our investment management strategy through regular reporting to COE and close Member oversight, maximising opportunities to generate additional income through the Council's assets.

2.8 Use reserves sustainably for investment in order to future proof service delivery in the organisation.

2.9 Consider the impact of the 'One Council' approach reported to the Executive in January 2019 together with the outcomes of the Transformation and Core Statutory Minimum Reviews.



3. MAINTAINING ORGANISATIONAL RESILIENCE

The next four financial years are likely to be a period of significant change locally, regionally and nationally. As an organisation, we need to be able to identify and address potential changes, challenges and threats that may have an impact on the ability of the Council to effectively discharge its organisational responsibilities and commitments to our service users and residents.

What we will do:

3.1 Update our business continuity plans regularly so that the organisation is prepared for any significant challenges or changes that affect day-to-day business.

3.2 Update our emergency planning procedures on a regular basis so Bromley can respond appropriately in the event of a crisis affecting the local area.

3.3 Train a suitable number of staff to Gold, Silver and Bronze emergency planning standards so that we are meeting our emergency planning responsibilities as a local authority.

3.4 Ensure that the Council's corporate and political leadership are regularly sighted on any central Government policies that may affect the effective management of local government activity in the short, medium and long term.

3.5 Remain sighted on key organisational risks through regular risk register reporting at departmental and corporate level, through departmental leadership team meetings and at CLT.

3.6 Remain sighted on key organisational challenges identified through internal and external audit processes, including Priority 1s.

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. As leaders and managers, we need to model the Council's culture and values inside and outside the organisation, regularly refresh our leadership and management skillset and implement appropriate governance arrangements to review the effectiveness of service delivery, making interventions as needed to address poor performance. The organisation will need to work closely with its partners and stakeholders locally, across London and nationally, including the voluntary and community sector, to collaborate, share knowledge and learning, to more effectively support our residents.

What we will do:

4.1 Review our senior leadership structure for robust and effective leadership and management arrangements that facilitate the delivery of the Transforming Bromley Roadmap.

4.2 Ensure leadership and management oversight across all departments through regular meetings of the Chief Officer Executive Group (COE) and Corporate Leadership Team (CLT).

4.3 Cascade key leadership and management information through monthly Managers' Briefing meetings and supporting communications to the wider organisation, including the Inform newsletter and the staff intranet.

4.4 Ensure all COE and CLT members receive regular training to refresh their leadership and management skillset.

4.5 Ensure that our leadership teams are sighted on organisational performance through robust and regular departmental and corporate performance management reports to COE and CLT, enabling the scrutiny of poor performance and the ability to intervene to make improvements to service delivery.



4.6 Review organisational complaints and compliments by division/department through quarterly reports to CLT in order to address performance issues and promote learning.

4.7 Ensure that the Council is well-sighted on local issues through closer partnership working and regular meetings of the Borough Partnership.



5. MODERN, EFFICIENT AND FLEXIBLE WORK ENVIRONMENT

To deliver the Transformation Programme, we need an organisational work environment that is fit-for-purpose and our staff need the right tools to do their work. Professional services (HR, Legal, Audit, Finance, Communications, Strategy, Performance, Engagement, Commissioning and Procurement, Customer Services) need to be effectively structured and resourced to enable our core business to run smoothly. The organisation also needs to build a talent pipeline for effective succession planning, ensuring that the Council is able to recruit, train and retain a workforce to deliver its core offer of services from the frontline to senior management positions.

What we will do:

5.1 Deliver our office accommodation strategy, ensuring that our workforce across the Civic Centre and our satellite offices are working in an agile, modern and fit-for-purpose office environment.

5.2 Robustly monitor our facilities management contract, ensuring that our office spaces are well-maintained and managed effectively.

5.3 Deliver our IT strategy and Information Management Strategy, ensuring that the Council's IT infrastructure enables the smooth running of the Council's business and promotes closer information sharing and partnership working with other agencies.

5.4 Ensure appropriate strategic commissioning and contract monitoring at a corporate level and within departments through the work of the Governance and Contracts Board.

5.5 Review our Contract Procedure Rules to enable Members and Officers to work together effectively when entering into contracts on behalf of the Council.

5.6 Map and monitor the performance of our organisational business systems in line with the implementation of the IT strategy, including the need to procure replacement systems.

5.7 Promote higher levels of staff permanency and staff retention through robust corporate recruitment and retention strategies and underpinned by a comprehensive workforce development offer.

5.8 Building a talent pipeline to incentivise the recruitment and retention of capable staff at all levels of management, through our graduate scheme offer, apprenticeships scheme, and our management development pathway.

5.9 Promote different ways of working (agile working, remote working, flexible working) in line with the needs of staff and their service area.

5.10 Review our current agency worker provision and identify a sustainable long-term solution to recruiting agency staff across the Council.



6. EFFECTIVE RESIDENT ENGAGEMENT

To deliver the transformation agenda, we will ensure that we listen to the views of our residents when re-designing our services. We will consult when required and involve our residents when exploring transformation activities.

What we will do:

6.1 We will consult with our residents on transformation activities that will have an impact on services.

6.2 We will co-produce services in partnership with our residents, who know what good services look like for them.

6.3 We will listen and engage with residents, using existing forums such as Friends Groups and Residents Associations, as well as online consultation opportunities.

6.4 We will listen to and seek to resolve complaints from residents, using the learning from complaints to drive forward service improvement.

6.5 We will listen to compliments and suggestions from residents, reviewing this feedback to shape services as appropriate.



7. IMPROVING THE PUBLIC REALM, MAINTAINING OUR GREEN SPACES AND PROMOTING ECONOMIC GROWTH

The Council will sustain a clean, green and tidy environment for our residents. It will continue to improve the public realm through town centre regeneration and actively work to improve the competitiveness of our town centres for local businesses and our residents. It will work with its partners to develop the necessary transport infrastructure to enable our residents to move smoothly in and around the borough. The Council 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.

What we will do:

7.1 Promote and support regeneration activities to deliver modern and thriving public spaces.

7.2 Maintain our highways and ensure that they are fit-for-purpose, fixing potholes and other road issues in a timely manner.

7.3 Provide effective waste management services and seek to reduce household waste through effective recycling, food waste and composting schemes.

7.4 Maintain our recreation grounds and green spaces through an effective ground maintenance service and in partnership with our Friends Groups.

7.5 Keep our streets safe and clean through our street cleansing service, as well as our work with our Street Friends and Snow Friends.

7.6 Provide adequate parking facilities for residents.

7.7 Review planning proposals in a timely manner, effectively regulating the development and use of land in Bromley in the public interest.

7.8 Finalise and deliver the Local Implementation Plan to support the delivery of the Mayor of London's Transport Strategy within Bromley.

7.9 Convene regular meetings of the Bromley Economic Partnership, harnessing the skills, knowledge and experience of key stakeholders to promote Bromley's local economy.

7.10 Employ strategic asset management, including appropriate disposal of surplus assets, to enable the most effective use of this land and generate regular income to sustain the Council's core offer.

7.11 Deliver the Master Plan for the development of Bromley town centre.

7.12 Consult and work collaboratively with our local Business Improvement Districts (BIDs) in the design and development of new infrastructure in the borough.

7.13 Provide a comprehensive and efficient library service for Bromley residents.

7.14 Work with MyTime Active to provide a strong leisure services offer in the borough.

7.15 Collaborate and engage with Friends Groups and Residents Associations when making improvements to the public realm.

7.16 Work with partners from the Borough Partnership to identify opportunities to promote economic growth in the borough.



8. FLEXIBILITY, INDEPENDENCE AND CHOICE IN SERVICE DESIGN AND DELIVERY

The Council will enable and empower residents, promoting flexibility, independence and choice in service design and delivery. Where possible, we will look at service delivery methods that deliver value-for-money and enhance independence for service users, such as digitisation of services, integrated services and strategic commissioning.

What we will do:

8.1 Invest in digital technology to enhance and improve service delivery and engagement for our residents and service users.

8.2 Pursue options for Direct Payments to allow service users to purchase and manage their own packages of care.

8.3 Provide a timely targeted and effective offer of reablement and rehabilitation services to focus on independence and self-management for adult social care users.

8.4 Strengthen the governance arrangements for services for adults and older people in Bromley through a new Adult Wellbeing Partnership Board, supporting greater integration of services.

8.5 Improve the Council website, ensuring that there is comprehensive and up-to-date information to reduce need for service users to contact the Council via telephone and in person.

8.6 Promote take-up of MyBromley, a safe, secure and flexible way for residents to do business with the Council.

8.7 Use strategic commissioning as an approach to identify where services could be delivered more effectively by a third party provider.

8.8 Use our Better Care Fund to further join-up health and care services, enabling a more comprehensive and seamless adult social care offer across partners.

8.9 Provide high quality customer services online and in person for our residents, including our registrars' service.



9. PRIORITISING THE SAFETY, HEALTH AND WELLBEING OF OUR RESIDENTS

By working together with our agency 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. We will do this within a sustainable service offer that recognises the benefits of early intervention and prevention as key facilitators in promoting independence, wellbeing and reducing need for long-term targeted intervention. We will also work with schools, Multi-Academy Trusts (MAT) and local partners to provide lifelong learning opportunities, helping to bridge the skills gap and promote employment opportunities for all.

What we will do:

9.1 Deliver our Children's Social Care 'Roadmap to Excellence' to sustain improvements to children's services following our Ofsted inspection in November 2018.

9.2 Maintain effective early intervention and prevention support services to reduce the need for statutory intervention.

9.3 Deliver quality public health services to reduce health inequalities and improve the health and wellbeing of the people that live in the borough.

9.4 Build on the success of Bromley Well, ensuring it is properly integrated into the social care prevention offer.

9.5 Address our housing and homelessness pressures through delivery of the Housing Strategy 2019 to 2024 and Homelessness Strategy 2018 to 2023.

9.6 Deliver our Adult Social Care Roadmap to Excellence, addressing long-term pressures of growing demand and increasing complexity of care requirements.

9.7 Continue to improve our local offer for children and young people with special educational needs and/or disabilities (SEND) through the work of our SEND Governance Board.

9.8 Support the activities of the Safer Bromley Partnership to bring together public sector agencies, VCS and businesses to work together with local communities to reduce crime and improve safety.

9.9 Maintain our community safety and trading standards services, protecting vulnerable residents in Bromley.

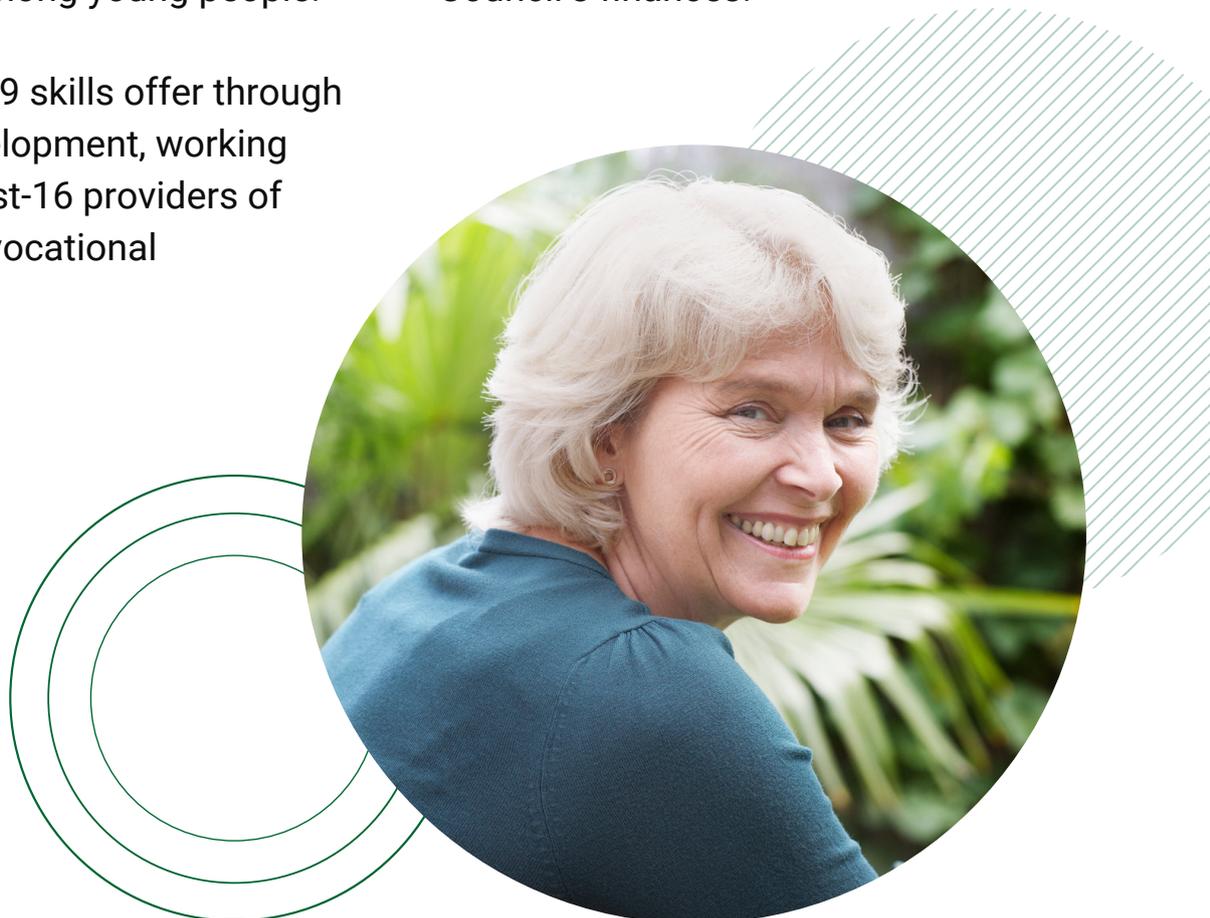
9.10 Deliver our Youth Offending Services improvement plan and facilitate a joint partnership-led approach to tackling the root causes of youth crime and reducing re-offending rates among young people.

9.11 Develop a 14–19 skills offer through post-16 system development, working with schools and post-16 providers of both academic and vocational programmes.

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

9.13 Keep residents safe through appropriate and proportionate use of CCTV in public spaces.

9.14 Review growth pressures and associated costs on social care and housing, with effective use of resources, while ensuring the delivery of mitigation activities to reduce the impact on the Council's finances.





HOW CAN YOU CONTRIBUTE TO OUR ROADMAP?

My approach to leadership is about building partnerships with staff, our residents, our partners and wider stakeholders in the Borough. I 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.

As we begin on this Roadmap, I rely upon each of you to work alongside me to deliver the best outcomes for our residents. We need to communicate well with each other and 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.

I also want you to believe that we can achieve our goals together if we are determined, focused and confident that we have what it takes to change outcomes for Bromley.



I will be very demanding of you and in turn I expect you to be very demanding of me in leading our organisation on this journey over the next few years. 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.

I am keen to hear your thoughts and feedback on the vision, values, and priorities laid out in this document.

Please feel free to share any comments or suggestions you have. You can come along to one of my staff surgery sessions, email me directly at ade.adetosoye@bromley.gov.uk or arrange a time for me to come along to one of your team meetings.

Ade Adetosoye OBE
Interim Chief Executive
Bromley Council

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