

TRANSFORMATION PROGRAMME

Project Initiation Document and Terms of Reference

June 2019

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1. Background: The Council's Financial Strategy

1.1 In accordance with the London Borough of Bromley's corporate operating principles, the Council must be an efficient organisation that manages competing demands with limited resources and therefore balance its budget.

Bromley Council's budget deficit is projected to be £15.5m by 2020/21 and £31.7m by 2022/23.

	2019/20 £'m	2020/21 £'m	2021/22 £'m	2022/23 £'m
Underlying budget gap	0.0	15.5	20.8	31.7

1.2 There remains a significant shortfall in funding even before allowing for any growth/cost pressures. The Council has a statutory requirement to balance the budget and will need to review the growth/cost pressures and mitigation, ensure value for money (VFM) within services, identify income opportunities and identify further savings, with the need to utilise reserves as a last resort.

1.3 As non-recurring funding is exhausted, the steepness of the budget gap increases. Even if the Council balances the budget next year, a key consideration will be how the Council plans to address the budget gap. Chief Officers will therefore undertake significant transformation reviews across all services, focussing initially on services where demand-led pressures are causing higher spend. These reviews will be completed by mid-2019/20 with options for Members to consider significant transformation change for implementation by 2020/21.

1.4 It should be noted that these demand-led areas provide services for vulnerable residents in the community including children, young people, people with learning disabilities, people with physical disabilities and the elderly. While all proposals for transformation leading to reduced costs must be realistic, consideration will need to include proposals that are likely to be sensitive and deemed unpalatable with sections of the community. Where possible, transformation projects will define the anticipated and targeted quality standard of service delivery that is achievable within the new service configuration.

1.5 As reported to Members on 3 September 2018, the challenges for the Council are that we have successfully been a low-cost authority overall which reduces scope for further savings. We remain debt-free and have reserves that can assist in investment opportunities and provide interim funding during any major transformation programme that generates savings for the Council. It is important that we act now to ensure we can work within the overall financial envelope and avoid the risk of 'knee jerking' responses in the future.

2. Transformation Programme Terms of Reference

2.1 Purpose

The purpose of the Transformation Programme is to develop, coordinate and manage transformation activity across the council and ensure that service improvements and savings are delivered in line with Medium Term Financial Plan.

The Transformation Board will support, challenge and facilitate Council departments in the identification and delivery of stated Council budget savings targets over the next four years and to identify additional saving opportunities that the Council can take advantage of.

In the main this will focus on service redesign to ensure future service growth is contained within the overall resources available.

The Transformation Board will also consider the organisational structure that will need to be put in place to drive the council forward so that it remains fit for purpose as a modern public sector body.

2.2 Objectives

The objectives of the Transformation Programme are to:

- Facilitate and support the Council in effecting organisational transformation to help reduce the budget gap by an indicative figure of £31.7m by 2022/23
- Oversee the delivery of the mitigating options outlined in the service commissioning plans
- Consider a new operating model for the Council in terms of cross cutting professional, administrative and gateway functions
- Oversee the proposals offered by workstream transformation boards and ensure that a consistent and coherent corporate approach is adopted where the implications of the proposed savings have been considered over the life of the programme and beyond, rather than simply looking at the next financial year
- Oversee, facilitate and support the successful transition from the “as is” state to the “to be” model within departmental or corporate transformation proposals
- Ensure that transformed services are sustainable, proportionate and justified and set up to delivery clear quality expectation for residents
- Oversee the process of ensuring that impact assessments of proposals is undertaken and that engagement with the community is undertaken at the appropriate time

2.3 Programme Scope

The scope of the Transformation Programme is to deliver the objectives in the context of the following workstreams:

1. Housing
2. Adult Social Care
3. Children's Services and Education
4. Environment and Community Services
5. Professional Services
6. Workplace modernisation

A review of statutory core services will take place from January – September 2019 to inform the development of the proposals put forward by the different delivery groups.

2.4 Strategic principles

This Transformation Programme is designed to support the delivery of a balanced budget and sustainable cost base

To ensure that the Programme reflects the Council's most urgent financial priorities, it is important that certain strategic imperatives are well established which will address the immediate financial challenge and the necessary long term financial sustainability of service delivery. This will ensure that the residents of Bromley have access to essential services that are value-for-money, good quality and deliver better outcomes at a sustainable cost.

The strategic principles are as follows:

- a) **Outcome-based:** Resources must be directed to and focused on the key priorities for the Council and its strategic objectives. Activities undertaken by the Council must be aligned to delivering local outcomes for individuals and communities. Consequently activities that do not contribute significantly to these priorities and statutory responsibilities should be examined closely. We also need to be mindful and make use of our performance management information and evidence to inform how any decisions taken and how such decisions will have an impact on our performance outcomes and customer satisfaction.
- b) **Co-design and delivery of services with communities:** The significant reduction in funding means that the Council can no longer be expected to provide the current range of services under existing traditional models. Services should be designed and delivered with and not for communities, identifying and recognising the knowledge, skills and experience which already exists and can be developed and deployed for local benefit.
- c) **Alternative delivery models:** There are a number of Council services that are already provided by third party providers. However, we also need to recognise that outsourcing is not always the answer. The Programme must consider the best and most sustainable

option for each service. The analysis when reviewing service delivery models 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.

- d) **Early intervention and prevention:** All the evidence suggests that the capability to intervene early in partnership with other agencies drastically reduces long term demand for high cost services. Wherever necessary, service transformation needs to address and implement effective mechanisms that reduce long-term dependency on Council services. Supporting people early and effectively to prevent longer-term needs is a key principle.
- e) **Sustainability:** The Council must live within its financial means both in the short term and the longer term. Service transformation and redesign must deliver new sustainable service models. Capital expenditure must focus on reducing revenue costs or creating new income streams that can be invested in key priorities and improved outcomes.
- f) **Invest to save opportunities:** Where possible, workstreams must look to see whether savings could be achieved through 'invest to save' opportunities.
- g) **Technology and digital delivery models:** Wherever possible technology must be considered to either support better or replace traditional service delivery models. The expectation of residents and the need to reduce transactional costs must be a prime consideration when designing sustainable services. Digital health is expanding rapidly and many of our residents' needs could be met at lower cost by effective use of appropriate technology rather than expensive care packages.
- h) **Commissioning, procurement and brokerage:** The capability of the Council to deliver services on its own and with partner agencies such as health must be such that it is able to maximise the Bromley pound. We have to reduce demand for services whilst at the same time reduce each unit of cost. Whether this is through effective procurement, brokerage or strategically commissioning alternatives where the current market dictates our costs
- i) **Asset Management:** A significant element of the cost of Council services relates to the use of physical assets, which we must ensure we use these to maximum effect. 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 therefore include actions to achieve occupancy levels, maximise income and reduce revenue costs through capital investment.
- j) **Stakeholder Engagement:** It will be essential to ensure that front line staff are involved in defining change and that those affected by proposed changes including elected Members, employees, partner organisations, service users and the wider population have access to information, are consulted where required and generally engaged in why change is necessary. An Engagement Plan will be developed as part of the Transformation Programme.

- k) **Equalities:** Service redesign will take account of current and forecasted equality gaps and ensure, through Equality Impact Assessments, that any negative impact is mitigated and that services promote positive action in relation to the Council's strategic priorities.

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. This will help to define the transformational activity in the next stage once the urgent cost controls and reductions are established in the programme.

The programme will also take account of the tactical and urgent need to balance the Budget and identify how to close the gap. Transformational change will be complemented by a 'quick wins' strand in each programme.

2.4 Considerations

The programme objectives will be delivered in the context of:

1. Political and business sensitivities

The deliverables of the Transformation Programme must be in line with the Council's political priorities, including its vision for Building a Better Bromley and its values to improving outcomes for residents.

Given the sensitive nature of this programme, political empathy and support will be sought at every stage to minimise or avoid resistance, delay or derailment.

2. Legal, statutory and regulatory requirements

The services work streams identified in the Transformation Programme are regulated or governed by law. The Council is therefore restricted as to the extent to which they can increase the income received and how that income can be used. The review of core statutory services workstream will be tasked with reviewing this area.

3. Impact of proposals on individual residents and service users, the local community and other Council services

Decision making must be grounded in an assessment of the impact of the proposals on:

- Council tax payers and service users
- The local community
- Demand for other Council services
- Individual's access services
- The quality of Council services
- The borough's environment and economy
- Staff and partner agencies

4. Fluctuation in demand on services

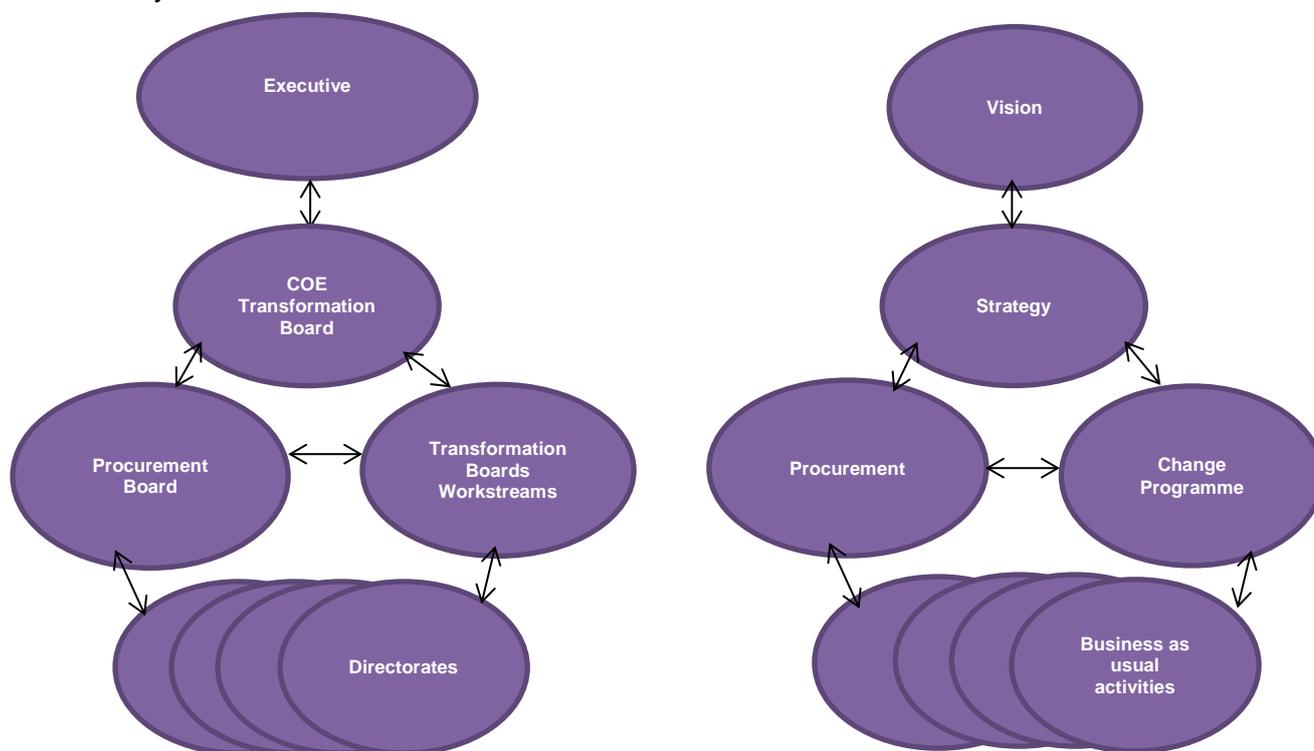
The Council has a limited ability to manage demand on its services. The Transformation Programme should therefore be delivered with due consideration to fluctuation in demand on services, which may affect the Council’s overall financial position.

5. Budget monitoring

The Transformation Programme should consider identified overspends or underspends that affect the Council’s overall financial position through budget monitoring.

3. Programme Governance

The model below outlines the governance structure that will be adopted for the programme over the next four years.



3.1 Programme Board

The following table details the members of the COE Transformation Board. Other key officer support from across the Council may be invited to attend meetings as required.

Name	Position	Role on Transformation Board
Ade Adetosoye	Interim Chief Executive	Chairman/ Senior Responsible Officer
Mark Bowen	Director of Corporate Services	Board Member
Nigel Davies	Executive Director of ECS	Board Member
Charles Obazuaye	Director of HR and Customer Services	Board Member

Peter Turner	Director of Finance	Board Member
Naheed Chaudhry	Assistant Director, Strategy, Performance and Corporate Transformation	Corporate lead for transformation
Moushumi Bhadra	Head of Policy, Projects and Programmes	Programme Manager

3.3 Programme Board Roles and Responsibilities

Chairman

- Effectively chair and facilitate Board meetings to ensure agenda is covered and all views actively sought and considered
- Commit to effective and efficient programme governance

Senior Responsible Officer

- Responsible for the success of the Transformation Programme, ensuring the Board remains focused on achieving its objectives and realising the expected benefits
- Where concerns are escalated, e.g. a project is experiencing delays because of organisational blockers, step in to help resolve these
- Promote partnership working to engender trust amongst board members and encourage creative and collaborative relationships to develop
- Provide stability in the development, adoption and maintenance of the programme
- Encourage and facilitate frank and open conversations that may at times be difficult, working towards consensus amongst all members
- Arbitrate when disagreements arise and seek resolution

Board Members

- Support the SRO to ensure programme delivery
- Agree the overall programme goals, objectives and priorities
- Explore all areas of operation of the Council and appropriate partners to ensure value for money
- Challenge current thinking to ensure the best possible outcomes given the prevailing financial pressures that the Council is under
- Undertake detailed service reviews particularly those which are demand-led to explore options to manage these pressures going forward. This will include service redesign and market development
- Provide robust challenge and scrutiny function for all reviews
- Monitor and manage the progress of the Transformation Programme to ensure required outcomes are delivered and in the timescales required.
- Ensure the Programme Leads are adequately supported in their work to account for the delivery of their responsibilities
- Align identified transformation savings with the Council's 4 year Financial Forecast to reduce the overall funding gap.

- Manage high level interdependencies and risks associated with all Transformation Programmes and the wider portfolio of change.
- Put in place an overarching effective communications and engagement strategy sharing key messages as required.
- Advise on whether planned outputs and outcomes will lead to required benefits
- Identify, define and track required benefits and outcomes
- Manages and resolves risks
- Facilitate change and champion the programme to internal/external stakeholders
- Review papers, attend meetings and complete actions as agreed
- Seek to reach consensus opinions within the Board wherever practicable and consider matters from other perspectives, including the public and staff

Programme Manager/Corporate Transformation Lead

- Track progress and monitor the delivery plan for the programme
- Escalate concerns from the projects to the Programme Board
- Develop a programme risk register to align with the Corporate Risk Register

3.4 Board Meetings

The Programme Board will meet fortnightly drawing together key programme staff on a fortnightly basis to:

- Track progress against the programme plan
- Consider risks and issues affecting programme delivery and agree appropriate mitigations
- Review and sign-off draft reports and programme documentation
- Make decisions affecting programme delivery

Agenda and papers will be circulated at least three working days in advance of the meeting. Minutes and actions will be circulated within five working days after the meeting.

A standing agenda will be provided that will include discussion of the action log from the previous meeting, key decisions and new actions and the plan for taking these forward.

Reports on progress will be submitted to Cabinet on a regular basis.

4. Transformation Board Workstreams

4.1 Transformation Board workstreams

There are six high-level Transformation Board workstreams that form part of the Transformation Programme and that will deliver options to Members for transformation in their respective service areas over the next four years. The table below details the designated work stream leads for each workstream..

Work Stream	Work Stream Lead	Project Support
1. Housing	<ul style="list-style-type: none">• Sara Bowrey, Director of Housing	Corporate Projects Team
2. Adult Social Care	<ul style="list-style-type: none">• Kim Carey, Interim Director of Adult Social Care• Paul Feven, Interim Director of Programmes	Corporate Projects Team
3. Children's Services and Education	<ul style="list-style-type: none">• Janet Bailey, Interim Director of Children's Services• Jared Nehra, Director of Education	Corporate Projects Team
4. Environment and Community Services	<ul style="list-style-type: none">• Nigel Davies, Executive Director of ECS	Corporate Projects Team
5. Professional Services	<ul style="list-style-type: none">• Peter Turner, Director of Finance• Charles Obazuaye, Director of HR	Corporate Projects Team
6. Workplace Modernisation	<ul style="list-style-type: none">• Nigel Davies, Executive Director of ECS• Charles Obazuaye, Director of HR	Corporate Projects Team

A review of core statutory services will take place alongside the delivery timelines of the workstreams to inform the proposals put forward by the other workstreams.

4.2 Work Stream Leads

Work stream leads are responsible for leading and managing the delivery of activity within each of the identified work streams and within the delivery period. In addition they are responsible for the following:

- Planning and designing the programme and coordinating projects
- Proactively monitoring progress, reporting to the board
- Facilitating project team appointments
- Resolving issues
- Accountable for project control
- Ensuring anticipated and targeted quality standards in new service delivery configuration are defined and understood by decision makers

4.3 Governance of the Transformation Board workstreams

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, as well as further briefing to Members where required. Proposals will be presented to the Executive for decision making.

Each Transformation Board workstream will have its own board meeting fortnightly to track the delivery of its various supporting sub-workstreams and projects. Each workstream will have a dedicated project lead from the Corporate Projects team to support the delivery of each workstream, using Bromley's programme and project management tools. The workstream project leads will report into the Assistant Director, Strategy, Performance and Corporate Transformation,

Each workstream will prepare regular update reports for the Transformation Board. Associate members of the Board (who will not be required to attend each meeting) will be consulted and invited as required. Representation from project partners (including service providers) will be arranged as required.

4.4 Scope of Transformation Board workstreams

The scope of the six Transformation Board workstreams is listed as follows:

1) Housing

Given the pressures on the Housing nightly paid budget over the next 4 years, the Housing Transformation Board has been set up to consider the following options:

- Explore all options to increase the supply of affordable housing within Bromley – both permanent and temporary including within the private rented sector
- Review other Local Authorities initiatives for managing temporary accommodation pressures and whether any would be suitable for Bromley
- Expand More Homes Bromley SPV – or set up a similar SPV
- Deliver Modular Homes work stream
- Explore Government Funding opportunities
- Review proposals from Providers that responded to the Pin Notice and which can be progressed further
- Potential to acquire sites for housing use
- Opportunities for other service groups including older persons, mental health, learning disabilities and leaving care clients
- To ensure planning policies align with the housing priorities and mitigate against risks including viability assessments and provision of affordable housing requirements.
- Options for CPOs
- Prepare detailed Business Case for Executive setting out options to progress, timescales, financial benefits and potential risks that need to be considered.
- Sign off all related committee reports
- Set up and manage the delivery of all projects agreed as part of the housing commissioning approach, supported by the Corporate Project Management Team

Outcomes required:

- Options identified to manage £10m Housing cost pressures as well as additional funding to contribute towards meeting the Councils funding gap.
- Options identified to meet client specific housing needs
- Options identified to meet longer term housing requirements and supply targets

Board Members will include:

Sara Bowrey, Director of Housing

Shupriya Iqbal, Head of Legal Services

Laurence Downes, Assistant Director, Corporate Procurement

Colin Brand, Director of Regeneration

Emma Pearce, Head of Performance and Corporate Projects

David Bradshaw, Head of Finance (Children's Services and Education)

Lynette Chamielec, Head of Allocations and Accommodation

Planner - TBC

Representatives will also attend as required in respects of specific service groups.

2) Adult Social Care

The Board needs to ensure that adult social care delivery is financially sustainable for the future. Key elements of the Board's work are:

- Focus on outcome based delivery for service users
- Identify methods of enhancing prevention and early intervention including using technology
- Co-design and co-delivery, considering alternative methods of delivery where possible
- Ensure that operational services are appropriately focused with pathways that aim to enhance independence and reduce reliance on long term support
- Ensure the efficient use of commissioned resources including those provided by health and voluntary sector partners
- Oversee delivery of £1.1m mitigating actions and efficiencies agreed as part of growth/budget setting
- Identify additional efficiencies to contribute towards meeting the Council's overall funding gap

The Board will track the delivery of each work stream to ensure that key deadlines are met and will be supported by the Commissioning Programme Management Team using the normal programme and project management tools.

The Board will prepare regular update reports for the Interim Chief Executive, Transformation Board and any other Boards as required at a frequency to be agreed.

Adult Social Care workstreams

All work streams will review the key areas to review the management of demand for adult social care services:

- Managing demand through the front door
- Managing demand from acute hospitals including measures to prevent the over-provision of care at hospital discharge
- Ensuring pathways reinforce recovery and progression
 - Reablement and recuperation
 - Recovery and support networks
 - Rehabilitation (including equipment)
 - Progression to meet agreed goals
- Review/sample effectiveness of assessments – ensuring appropriate focus on strength based approaches and community based solutions to meeting need; review of good practice and comparison with Bromley
- Review guidance and support to staff (including training and appropriate tools) to ensure Bromley's service culture promotes the above and prevents the over-provision of care on the basis that it supports dependency
- Short term interventions for people in the community – having the right range of interventions in place - with a focus on effective help for people to recover from an event without the need for longer term assistance
- Managing long term care conditions with a focus on recovery, regaining independence and self-care
- Reviewing the role of the voluntary sector in all/any of the above

- Reviewing the use of preventative (commissioned) services to assist people in staying out of the formal care system

1. Managing Demand through the front door

- Review access arrangements to ensure people are appropriately screened and diverted where appropriate
- Review of eligibility criteria to ensure consistency of application
- Investment in preventative services that encourage short term interventions for people in the community – with a focus on effective help for people to recover from an event without the need for longer term assistance
- Manage safeguarding referrals in a timely and safe way
- Managing demand from acute hospitals including measures to prevent the over-provision of care at hospital discharge
- Developing the role of the voluntary sector to support people not in need of long term formal support.
- Develop specific proposals to enhance the focus on greater user of community resources including community connectors, greater use of Bromley Well, expansion of social prescribing

2. Assessment

- Identify clear processes for dealing with assessments that are: urgent, non-urgent, joint funded, transition
- Develop and deliver quality standards and expectation
- Manage long term care conditions – focus on recovery/regaining independence and self-care
- Ensure pathways reinforce early intervention, recovery and progression towards independence
 - Re-ablement and recuperation
 - Recovery and support networks
 - Rehabilitation
 - Progression to meet agreed goals

3. Review

- Ensure reviews are carried out in a timely and appropriate way for all, specifically concentrating on hospitals, short term, long term, double handed, those people in transition
- Review delivery model including opportunities for integration with health
- Review/sample effectiveness of assessments
 - ensuring appropriate focus on strength based approaches
 - focus on community based solutions to meeting need including review of the use of telecare
 - evaluate the effectiveness of new and innovative approaches such as digital assessment tools and on line support
 - explore the use of trusted assessors (for example within Bromley Well service)
 - review of good practice in other local authorities
- Review methods of increasing direct payments in each specialist area and any possible reductions in internal costs; explore the use of ISFs to enhance direct payments
- Review all residential and nursing placements (with the CCG) to maximise the council/CG's position in the local market and reduce costs of residential placements
- Ensure use of Emergency Beds are reviewed in timely manner (within 6 weeks)

- Review existing residential and other high cost placements to confirm value for money and consider the outcomes they are achieving for local people. (Mental Health/LD)

4. Commissioning

Review opportunities to:

- Develop new or expand existing Supported Living Schemes to reduce residential and out of borough placements
- Expand opportunities for move-on accommodation, step-down, use of social housing stock, use of private sector stock (in tandem with the Housing Board)
- Review opportunities for ensuring that people currently living in social housing with care needs consider alternatives – particularly where this may release family sized social housing
- Complete review of nominations process and voids
- Implement processes to maximise efficiency including referral and nominations process and reduce voids to minimum
- Conduct needs analysis for future extra care housing requirements
- Explore opportunities for block booking residential placements
- Review the need for developing Extra Care for people with learning disabilities including the potential for existing schemes to be reconfigured

Review Dementia support and Dementia Hub:

- Review support for people with early onset of dementia and with complex needs – how is the Council meeting this need and are there better models of care that need to be considered?

Review prevention/early intervention:

- Review Oxleas performance and delivery
- Review Bromley Well Service
- Identify areas for efficiency
- Implementation of further LD Placements/accommodation efficiency review (following successful programme in 2017/18).
- Review of Day Care service including commissioning opportunities such as Shared Lives Day provision
- Review pressures emerging from Transforming Care and identify action to minimise pressures upon the council (LD)
- Review the current and future needs of people with learning disabilities and the council's vision for people with learning disabilities including the promotion of independence (within development of LD Strategy)
- Develop and deliver a residential and nursing care placements strategy for the council and CCG

5. Carers

- Review of carers, carer's needs and how effectively they are met – including exploration of carer's coordination, use of emergency contingency planning and emergency support to carers

6. Performance and finance

- Ensure timely and accurate reporting that aid decision making

- Create capacity to interrogate data, spotting trends and opportunities
- Ensure monitoring of spend against activity
- Monitoring of savings
- Review arrangements for S117 funding – review cases to ensure appropriate funding in place
- Review use of CHC and joint funding
- Review Charging Policy to ensure full cost recover across all service areas
- Explore all available funding opportunities

7. Integration

- Conduct self-assessment (with health) as part of Local Area Review – use of System Overview Information Request
- Review reablement service including integration options with health in order to maximise the use of the service
- Review rapid response services to prevent admission at crisis (e.g. as part of new hospital at home service developed by CCG)
- Review impact of Integrated Care Networks in order to determine whether further investment will help to reduce demand on ASC – including role of Bromley Well and care navigators
- Develop opportunities for further integration in line with ambitions within One Bromley

8. Workforce

- Develop guidance and support to staff (including training and appropriate tools) to ensure Bromley promotes strength based assessments and avoids dependency/over-provision of care
- Ensure a robust, well trained and suitably qualified workforce with decreased reliance on agency and short term contracted staff.
- Develop a programme that encourages and enhances succession planning and keeps talent in Bromley.

Board members

Kim Carey, Interim Director of Adult Social Care

Paul Feven, Interim Director of Programmes (Commissioning)

Emma Pearce – Programme Manager /s

Tricia Wennell, Head of Service, Assessment and Care Management

Stephan Ohrmann, Head of Service, Learning Disabilities

Grace John-Baptiste – Mental Health Lead

Nada Lemic – Director of Public Health

Claudette Rose – Head of Service, Complex and Long Term Commissioning

Kelly Sylvester – Head of Early Intervention, Prevention and Community Services Commissioning

Ruth Wood – Head of Service, Placements & Brokerage

James Mullender – Head of Finance (Adult Social Care, Health & Housing)

Leads from Performance/Corporate Procurement/HR/Legal – as required

Requirements of work stream leads

Each work stream will be required to provide an update report (using template provided) on a frequency to be agreed.

3) Children's Services and Education

The Children's Services and Education Board has been set up to:

- Review residential and other types of placements to confirm value for money and consider the outcomes they are achieving.
- Review high cost placements particularly with regard to CCG contributions and opportunities to commission services in a more efficient way.
- Review the Speech and Language Therapy to make in fit for purpose and contain it within current financial parameters. Contain more children within mainstream settings.
- Continue with the monitoring of agency staff spend in children's services to maximise permanent staff to achieve and maintain 90% permanency
- Implement the mapping of children coming through the system so that accurate forecasting of needs can take place
- Implement the Fostering policy to increase the numbers of in-house foster carers and special Guardianship Orders to reduce reliance on Independent foster carers. Produce a detailed fostering provision report
- Explore the opportunity to renegotiate terms with the main Independent foster carer agencies
- Maintain effective safeguarding arrangements for vulnerable adolescents, including those at risk of CSE, missing, and gangs
- Confirm the overall strategy for Direct Payments and the financial and service benefits that could be realised from increasing the overall take-up of DP's particularly around officer support (brokerage team etc.)
- Expand and develop Supported Lodgings and identify the lower cost placements that will be suitable for this type of placement and financial savings that could be realised.
- Review transition plans and service pathways
- Opportunities for block booking placements
- Impact of housing accommodation and opportunities that need to be explored (in part also covered by Housing Board).
- Produce a Young Person's pathway for all young people with eligible accommodation needs
- Develop team to provide therapeutic interventions to prevent future children entering care
- Increase the ability of in house staff to reduce the need for Independent Social Workers for specialist assessments
- Review of 16-18 years olds to explore whether they are ready to become a Care Leaver
- Explore in house provision where applicable such as children's homes and specialist placements. Increase access to children's Homes locally
- Drug and Alcohol support – Therapeutic interventions with the whole family. Develop linkages
- Review transition plans and service pathways
- Implement the mapping of children coming through the system so that accurate forecasting of needs can take place
- Develop Transport services further, exploring the possibility of merging fleets/journeys, etc with Adults. Look at possibility of a joint contract
- Review the Health Visiting service to ensure that it meets needs within the financial envelope
- Establish a SEN Advisory service

- Develop new Additional Resource provision in the borough. Ensure that existing provision is fully utilised
- CAMHS review. Use trailblazer funding to help children with SEMH stay in mainstream settings
- Implement a Secondary Outreach provision to stop high levels of exclusion of children in secondary schools
- Reduce Tribunals by being proactive and engaging a SEND lawyer
- Develop targeted services to reduce out of borough placements and maintain children in borough
- Explore any Government Funding opportunities/joint working
- Sign off all related committee reports
- Set up and manage the delivery of all projects agreed, supported by the Commissioning Programme Management Team where appropriate

Meetings of the Board will be held every two weeks to review and discuss the progress and report on the outcomes of all proposed and ongoing projects. Individual project proposals will be submitted to the Chairman of the Board on an ongoing basis via the Council's approved Business Case template.

Board Members:

Janet Bailey, Director of Children's Social Care

David Dare, Head of Safeguarding and Care Planning West

Rachel Dunley, Head of Early Intervention and Family Support Services

Jared Nehra, Director of Education

Debi Christie, Head of SEN Service

David Bradshaw, Head of Finance (Children's Services and Education)

Leads from Legal/Corporate Procurement/Commissioning/Adult Social Care – as required
Programme manager – Emma Pearce

Reporting and Enabling Mechanisms

The Board will track the delivery of the various project work streams to ensure that key deadlines are met and will be supported by the Commissioning Programme Management Team using the normal programme and project management tools.

The Board will prepare regular update reports for the Transformation Board frequency to be agreed.

4) Environment and Community Services

Background

Alongside the challenges of austerity, there are transformation opportunities to be realised within Environment and Community Services. There is an increasing recognition that no single service or agency has all the answers to the complex socio-economic challenges facing our residents. The delivery of effective public services require new forms of collaboration and ways of working, shared decision-making and risks. With enabling legislation in place and a need to find efficiencies, there is a greater appetite for alternative delivery models.

We recognise that we must transform services whilst also securing services at best value. We aim to become expert commissioners in the medium to long term, we understand that this will require us to develop new ways of working within the Council as well as with our local communities, partners and service providers, and the ECS Transformation Board will be an enabler for this change.

Workstreams of the Transformation Board

There are 7 high-level workstreams as part of the ECS transformation programme

1. Culture and regeneration
 - Review of library services
 - Culture, leisure and regeneration
2. Markets
 - Commissioning of markets – to include maintenance and operational delivery
 - Licencing options in relation to the London Local Authorities Act/Food safety Act
3. Planning
 - Streamlining of the planning decision making
 - Review of discretionary planning activities
 - Use of Community Infrastructure Levy (CIL)
 - Review of delegations/planning committee
 - Reviewing ways of working
 - Building control delivery options
4. Public Protection
 - Whole service review of public protection services
 - Mortuary provision
 - Landlord licencing
 - CCTV review
5. Traffic and Parking
 - Review of parking contract
 - Review of parking service
6. Neighbourhood management
 - Waste collection and waste disposal options
 - Parks model
 - Street cleansing
 - Enforcement review

7. Highways

- Highway inspection commissioning
- Highways service options
- Street lighting

Financial Resourcing

Project funding to support the aforementioned deliverables of the Board will be delivered from existing revenue budget, with any recommendations for changes to existing services and associated budgets to be managed via existing approval routes, in line with Finance Regulations and Contract Procedure Rules.

Membership

The membership of the ECS Transformation Board is as detailed below. Representatives will be asked to accept membership or nominate a replacement.

Membership of the Board includes:

Chair – Nigel Davies, Executive Director of Environment & Community Services

Vice Chair - Colin Brand, Director of Regeneration

Jim Kehoe, Chief Planner

Sarah Foster, Head of Performance Management and Business Support

Peter McCready, Assistant Director, Environment

Joanne Stowell, Assistant Director, Public Protection

Angus Culverwell, Assistant Director, Traffic and Road Safety

Garry Warner, Assistant Director, Highways

Claire Martin, Head of Finance, ECS

Nicola Smith, HR

Clerk – A representative from the Performance Management & Business Support team

Associate members of the Board (who will not be required to attend each meeting but will be consulted and invited as required) include representatives from legal, commissioning and IT

Meetings of the Board will be held every four weeks to review and discuss the progress and report on the outcomes of all proposed and ongoing projects. Individual project proposals will be submitted to the Chairman of the Board on an ongoing basis via the Council's approved Business Case template.

Representation from project partners (including service providers) will be arranged as required.

Reporting and Enabling Mechanisms

Minutes from each meeting will be recorded and circulated to the Board within 3 working days of each meeting. All related documentation will be saved on the team Business Management site (administrated by the ECS Performance Management & Business Support section).

The Board will submit a work programme to ES DMT for approval.

The Board will provide a monthly update to ES DMT, and report by exception.

5) Professional Services

Background

The role of professional services including Finance, HR, Legal and Governance Services, Performance Management, Customer Services, Commissioning & Contracts, and business support at the corporate and department levels in the organisation is vitally important to achieving an “Excellent Council” and the other service priorities under Building A Better Bromley. Services, managers and staff in general rely on this professional support to maximise organisational performance and employee’s contributions. Professional services are integral not peripheral to any organisation’s bottom line.

In any organisation, the size of the support function is influenced by a number of factors, including finance/cost, business delivery model (e.g. commissioning), organisational culture, technology, etc. Exploring the relationship between these factors on the size and shape of professional service is the focus of the Professional Services Transformation Board. It is important to recognise that professional services include direct service delivery to the residents of the borough e.g. housing benefit assessments and payments.

Context

- 1) The impact of the commissioning journey on the size of the workforce. Currently there are around 1,660 FTE staff (excluding schools delegated budgets) compared to over 2,600 in 2008/09.
- 2) The total staff salary cost is circa £76m representing 16% of the Council’s revenue budget.

Purpose

In light of the above, the Professional Services Board has been set up to:

- Complete a scoping exercise of professional services in the organisation, both centrally and departmentally). This will look at the relationship with and the impact of the support arrangements, including business support and secretarial arrangements embedded in services in order to explore opportunities for efficiencies.
- Assess the Council’s vision and strategy following the outcome of the key services transformational review, to determine the short, medium and longer term requirements of delivering fit-for-purpose cost-effective professional services to support frontline services, supporting change through the transformational period of all services as well as meet the requirements of the Council relating to core governance. This will include, for example, being clear on the impact of services on the shape, structure and level of professional support required by the organisation (i.e. structural-functionalism meaning the functions in any organisation largely determine the corporate and departmental arrangements). Hence, there is an obvious link between the work of the Board and work stream on the review of statutory core services.
- Review effectiveness of current corporate and departmental arrangements to compare with the short, medium and longer term requirements identified above.
- Consider best practice elsewhere and review commissioning arrangements for professional services, including opportunities for shared services with other organisations and shared senior management.

- Review opportunities for shared or joint headship of professional services within the organisation.
- Explore the impact of technology and digitalisation opportunities to a) reduce face to face delivery of professional services and b) empower managers and staff (the main customers of professional services) to do things themselves and thus reduce the number and cost of professional services staff.
- Review of effectiveness of 'non-standardised' workers including agency staff/consultants, etc. in professional services.
- Review the management to staff ratio. This is key to the staffing saving target in the budget planning forecast.
- Review the ratio of professional staff to staff taking into account complexity, uniqueness, and industry standards etc., and the added value of professional services, especially during implementation and review of the transformation work.
- Consider the cost of professional services and any benchmark data available (including alternative structures) to enable comparisons with other organisations and identify opportunities for more cost effective outcomes.

Board Members:

The 2 appointed COE leads for the Professional Services workstream are Charles Obazuaye, Director of HR and Customer Services and Pete Turner, Director of Finance.

The service representatives/leads on the group consist of:

Shupriya Iqbal, Head of Legal

Claudine Douglas-Brown, Assistant Director, Exchequer Services

Tammy Eglington, Head of HR Consultancy

Vinit Shukle, Head of IT

Laurence Downes, Assistant Director, Corporate Procurement

Naheed Chaudhry, Assistant Director Strategy, Performance and Corporate Transformation

Paul Feven, Director of Programmes (Commissioning)

Sarah Foster, Head of Performance Management & Business Support

Initial Service Review:

The individual representatives on the group have been tasked to undertake an initial service review for completion in May 2019 using the following template/structure:

1. Cost of services including staff numbers and breakdown of budget
2. Details of functions/work undertaken
3. Statutory/Non-statutory requirements
4. SWOT Analysis
5. Recognition of stakeholders and inclusion of stakeholder views
6. Scope for improvement/financial savings
7. Benchmarking/comparisons with other organisations
8. Outsourcing/Shared services options etc. - identifying commissioning savings opportunities
9. Options for service – cessation of service, transfer to another provider/shared services, market testing, partnership, improved in-house service impact, alternative structures (centralisation vs devolving to depts.)
10. Service Improvements and financial saving conclusions

11. Proposals for change and managing the change
12. Commentary relating to further changes from outcome of other transformational reviews.

Following the completion of the templates the group will provide challenge to the initial work of other colleagues and also identify any key linkages that need to be included within the final work.

A stakeholder group will also be formed at a later stage to provide challenge and comment to help inform the final outcome/direction of this transformation work.

This review will also consider the opportunities for reducing overall staff budgets including vacancy factors and opportunities to reduce the cost burden of using agency staff.

The outcome or progress of other transformation programme work will also be considered by this transformation group to inform the future direction of this work.

Outcome

- Design a fit-for-purpose organisational structure properly aligned to the Council's core services and vision for the future, supporting the planned outcomes arising from the other transformational reviews.
- Understand the associated risk (organisational capacity, meeting statutory requirements, financial, reputational and other risks).
- Reduce the cost of delivering professional services.
- Putting the customer first.
- Effective arrangements for the managements of the Council's pension fund, revenue spend, treasury management and capital programme, providing tools (IT) and supporting staff in delivering key services and ensuring effective legal and governance arrangements in the use of public money for services.

6) Workplace modernisation

The development of a flexible and effective workplace is a fundamental prerequisite of a modern and efficient organisation that is best equipped to provide value for money.

With the wider transformation programme, a changing workforce and pressures on accommodation the Board has been set up to:-

- Oversee the accommodation strategy
- Provide modern and flexible offices
- Ensure customer friendly reception facilities
- Provide suitable meeting, breakout and refreshment areas
- Provide Members with suitable facilities
- Ensure technology is fit for purpose
- Move to a paper light environment
- Develop flexible working with associated IT
- Embed a positive working culture
- Review and realign HR policies/procedures accordingly.
- Develop and deliver appropriate training support for managers and staff
- Develop and reward good flexible working practices
- Promote an empowering culture and challenge the myths of flexible working

The anticipated outcome of the Workplace Modernisation Transformation Board is to ensure the effective delivery of a workplace modernisation programme including accommodation, technology and our people.

The board members are:

- Nigel Davies, Executive Director, Environment and Community Services
- Charles Obazuaye, Director of HR and Customer Services
- Mark Bowen, Director of Corporate Services
- Colin Brand, Director of Regeneration
- Vinit Shukle, Head of IT
- Peter Turner, Director of Finance
- Shupriya Iqbal, Head of Legal

The Board will track the delivery of the various Project work streams to ensure that key deadlines are met and will be supported by the Commissioning Programme Management Team using the normal programme and project management tools.

The Board will prepare regular update reports for the Interim Chief Executive, Transformation Board and any other Boards as required at a frequency to be agreed.