

**Decision Maker:** Environment & Community Services PDS Committee – 1 September 2021  
Public Protection & Enforcement PDS Committee – 7 September 2021  
Renewal, Recreation & Housing PDS Committee – 8 September 2021  
Adult Care and Health PDS Committee – 9 September 2021  
Children, Education & Families PDS Committee – 14 September 2021  
General Purposes & Licensing Committee – 21 September 2021

**Date:** September 2021

**Decision Type:** Non-Urgent                      Non-Executive                      Non-Key

**Title:** TRANSFORMING BROMLEY 2019 – 2023: FIRST TWO YEARS

**Contact Officer:** Graham Walton, Democratic Services Manager  
020 8461 7743    E-mail: graham.walton@bromley.gov.uk

**Chief Officer:** Chief Executive

**Ward:** All Wards

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1. Reason for report

1.1 At its meeting on 30<sup>th</sup> June 2021 the Executive considered the attached report on the Council's Transformation Programme, and referred the report to all PDS Committees and General Purposes and Licensing Committee. The report has already been considered by Executive, Resources and Contracts PDS Committee at its meeting on 23<sup>rd</sup> June 2021.

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2. **RECOMMENDATION**

**That progress with the Transformation Programme be noted.**

## Impact on Vulnerable Adults and Children

1. Summary of Impact: The Adult Social Care and Children's Services and Education workstreams of the Transformation Programme aim to ensure that vulnerable adults and children are kept safe from harm in Bromley as part of the Transforming Bromley agenda.
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## Corporate Policy

1. Policy Status: Existing Policy:
  2. BBB Priority: Excellent Council:
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## Financial

1. Cost of proposal: Cost implications of individual transformation proposals are identified in associated reports to Members
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: Council-wide budgets
  4. Total current budget for this head: Council-wide budgets
  5. Source of funding: Funding requirements for each proposal are identified in associated reports for decision by Members.
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## Personnel

1. Number of staff (current and additional): Council-wide
  2. If from existing staff resources, number of staff hours: The Transformation Project is embedded as part of business-as-usual service delivery.
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## Legal

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

1. Summary of Procurement Implications: The procurement implications of each transformation proposal will be identified in associated reports to Members
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## Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The Transformation Programme will benefit all 330,000 residents in the London Borough of Bromley
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## Ward Councillor Views

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

### **3. COMMENTARY**

- 3.1 At its meeting on 30<sup>th</sup> June 2021 the Executive received an update on the progress of the Transformation Programme. The draft minute from that meeting is set out below -

#### **256 TRANSFORMING BROMLEY 2019 - 2023: FIRST TWO YEARS**

The Executive received key updates on the progress of the Transforming Bromley agenda two years into the four year Transformation Programme (2019-2023).

The report had been scrutinised by the Executive, Resources and Contracts PDS Committee on 23<sup>rd</sup> June 2021 and the Committee supported the recommendations.

RESOLVED that the report be noted and referred to all PDS Committees and General Purposes and Licensing Committee.

- 3.2 The report had already been scrutinised at Executive, Resources and Contracts PDS Committee at its meeting on 23<sup>rd</sup> June 2021 – the Committee’s draft minutes are set out below –

### **21. PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS**

#### **(18)TRANSFORMING BROMLEY 2019 - 2023: FIRST TWO YEARS**

The report provided the Executive with key updates on the progress of the Transforming Bromley agenda two years into the four-year Transformation Programme (2019 - 2023).

The Chief Executive provided an overview of the report highlighting that the 2019 Staff Conference had been the genesis of transformation and details of the progress that had been made would filter through to individual PDS Committees, but it was important to recognise the importance of celebrating the progress that had undoubtedly been made. Since 2019 there had been key development around the Council’s Digital Strategy and this, along with the Building a Better Bromley Strategy would be reported to the Committee in September 2021. Despite the ongoing Covid-pandemic and the additional demands that this had placed of a number of Officers, the corporate transformation process had continued. The Covid pandemic had inevitably had an impact and had presented challenges which no one could have foreseen in 2019, however, the Transformation Roadmap had never been designed to be a static document and had instead evolved in order to respond to these new challenges.

In response to a question, the Chief Executive highlighted that in 2019, one of the key aspirations had been to introduce agile and home working. The Covid pandemic had accelerated these plans and currently 60-90% of the workforce were working flexibly. A report on the Civic Centre Accommodation Strategy would be presented to Members in the coming months.

In response to a series of questions, the Chief Executive confirmed that reports concerning the 17 strands of the Transformation Programme could be made available to Members. However, a number of these reports would have been presented to individual PDS committees or Executive as part of the savings identified in the medium-term financial strategy. It was clear that the Transformation Roadmap was an organic document and where necessary Officers would approach committees and garner comments and views from Members in order to ensure that the process of corporate transformation was flexible and reactive.

In response to a suggestion that the language of transformation should be more focused on service improvement, the Chief Executive confirmed that all members of the Corporate Leadership Team focused on three key areas:

- What could be done to improve the lives of residents?
- What could be done in terms of improving processes? and
- What innovations could be delivered?

It was only when these three key areas were addressed that savings could be delivered through transformation.

In relation to staffing resilience and continuity, the Chief Executive confirmed his awareness of the age profile of the Council’s Senior Leadership Team and the inevitable loss of experience and wisdom that was likely to manifest in the coming 5 to 10 years. In response to this, efforts were being made to develop and build programmes of support and promote internal staff. Through mentoring, supporting and coaching the Council would be able develop its own pipeline strategy. Members noted that this was not a problem unique to Bromley, in the past year 7 Chief Executives and a number of Directors across London had retired.

RESOLVED: That Executive be recommended to:

- (1) Note and comment on the report
- (2) Agree to refer the report to all PDS Committees and General Purposes and Licensing Committee.

3.3 Committees are therefore requested to consider the aspects of the Transformation Programme that affect their portfolios.

<b>Non-Applicable Sections:</b>	See attached report
Background Documents: (Access via Contact Officer)	Transforming Bromley – Report to the Executive, 10 July 2019