

Report No. **London Borough of Bromley**
Please obtain
a report **PART ONE - PUBLIC**
number

Decision Maker: **EXECUTIVE**

Date: **30 June 2021**

Decision Type: Non-Urgent Executive Non-Key

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

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Chief Officer: Ade Adetosoye OBE, Chief Executive

Ward: All Wards

1. Reason for report

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

2. **RECOMMENDATION(S)**

2.1 It is recommended that the Executive:

- i) Note and comment on the report
- ii) Agree to refer the report to all PDS Committees and General Purposes and Licensing Committee.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The Adult Social Care and the 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: The cost implications of individual transformation proposal are identified in the associated report for decision to Members
 2. Budget head/performance centre: Council-wide budget
 3. Total current budget for this head: Council-wide
 4. Source of funding: The funding requirements for each individual transformation proposal are identified in the associated report for decision to 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 Programme 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 for each individual transformation proposal will be identified in the associated report for decision 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**

Transformation Programme 2019 - 23

- 3.1 In 2019, the Transformation Programme was launched through the Transforming Bromley Roadmap and outlined the organisation's local approach to tackling the key strategic challenges and significant funding pressures facing the local authority over the next four financial years and a projected emerging £31.7m budget gap by 2022/23. Through this programme, the Council has aimed to transform services to respond to increasing statutory responsibilities, a growing and ageing population, and a growth in demand for statutory services for those with increasingly complex needs.
- 3.2 The Transforming Bromley programme aims to ensure that the Council can continue to meet the needs and expectations of residents through enabling self-sufficiency, designing and delivering efficient services, and improving outcomes for residents at the earliest point of need within a sustainable financial envelope. A report outlining the key strategic principles of the Transformation Programme and the key workstreams went to Members in July 2019.
- 3.3 To ensure the good governance of the Transformation Programme, it is monitored on the Corporate Risk Register in line with the Council's risk management procedures. The Transformation Programme was also subject to an internal audit on its governance arrangements in January 2020 which reported 'substantial' assurance, indicating a sound system of control in place to achieve our strategic transformation objectives.
- 3.4 The Chief Executive has provided regular updates on the Transformation Programme at bi-annual scrutiny sessions since 2019. The Director of Finance has also provided key narrative updates informing how transformation savings have been built into the Medium Term Financial Strategy or else otherwise used to mitigate growth pressures and deliver savings to existing grant schemes in the draft budget reports for 2020/21 and 2021/22. Chief Officers have also provided transformation updates to their respective Portfolio Holder(s) and PDS Committees to inform the delivery of proposals.
- 3.5 Over the last 16 months, the transformation agenda has progressed despite the unexpected and highly challenging context of the Covid-19 pandemic. The Council has demonstrated its agile change management capacity to respond swiftly to residents' needs, delivering additional public health programmes and accelerating the rapid implementation of some key elements of our transformation agenda, including digitalisation. Across the Council, significant changes were quickly implemented to deliver alternative 'business as usual' and Covid-19 safe services. Our Covid-19 response has shown some of the ways forward: better use of technology, shared use of data and intelligence, better strategic decision-making, and better collaboration across services.
- 3.6 This report brings together an overview of the headline achievements during the first two years of the four year Transforming Bromley Programme, as well as the key transformation savings that have been achieved to date. It also provides the direction of travel for the next two years, including some newly identified priority projects against each of the transformation workstreams.
- 3.7 The £10.6m of transformation savings to be delivered by 2024/25 that were built into the Medium Term Financial Strategy for 2020/21 and 2021/22 as a result of transformation proposals from the first two years of the programme are also presented in this report.

Achievements of the first two years of the Transforming Bromley Programme

- 3.8 The Council's Transformation Programme has taken a whole Council approach to tackling medium and long-term organisational challenges. The scope of the Transformation Programme is to deliver the objectives in the context of the following workstreams:

1. Housing, Planning, Property and Regeneration
2. Children's Services and Education
3. Adult Social Care
4. Environment and Public Protection
5. Professional Services
6. Workplace Modernisation

3.9 A summary of the key achievements of each workstream and any new priority programmes for the next two years of the Transformation Programme is provided below.

Housing, Planning, Property and Regeneration

3.10 For this workstream, the Transforming Bromley Roadmap outlined the following objectives:

- 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 and explore long-term regeneration activities to meet the needs of residents.

3.11 For Bromley, one of the most significant long-term cost pressures is the impact of homelessness and provision of Temporary Accommodation (TA). The Council currently supports 1,800 households in TA with just over 1,000 in costly forms of nightly paid accommodation, which places significant strain on the Council's revenue budget. The Council continues to focus on increasing supply of accommodation through housing association partners and private sector options, like many other local authorities, this supply continues to be insufficient to meet the level of need and is likely to be further challenged as a result of COVID-19 pandemic due to an increase in financial pressures on households and evictions.

3.12 The Housing, Planning, Property and Regeneration workstream has delivered the following activities in its first two years:

- Additional prevention work to reduce levels of homelessness and increase access to private rented accommodation to relieve housing pressures
- The reopening of our Housing Revenue Account (HRA) provides an additional mechanism to allow the Council to better set the rate and pace of additional affordable supply and a vehicle for the ownership of units to ensure ongoing control of affordable units. This will enable us to directly meet statutory rehousing duties and thus reduce the current cost pressures associated with costly forms of nightly rate accommodation. This will also enable the Council to access grant funding to assist in the development and acquisition of units.
- Increasing the supply of cost-effective temporary accommodation on other Bromley-owned sites
- As part of our work to increase the supply of good quality affordable housing and reduce the costs of providing temporary accommodation, we have seen the acquisition and development of properties through various schemes including an agreement with Beehive to provide 51 properties from Hyde Housing and the creation of a limited liability partnership with Orchard and Shipman for the acquisition of approximately 242 residential properties.
- Initial approval from Members has been given and planning permission approved to provide 60 units across three Council-owned sites at Burnt Ash Lane, Bushell Way and Anerley. Off-site construction works has commenced, and it is anticipated that the sites will be ready for residents in September 2021.

- Our Housing Strategy for 2019 - 29 sets out the Council's housing priorities for good quality and affordable homes to reflect housing needs. This sits alongside the Homelessness Strategy for 2018 - 23 and our Local Plan. We also drafted the Council's Regeneration Strategy for 2020 - 2030, which sets out the Council's regeneration priorities for the borough.
- Efficiency savings through better administration of the Disabled Facilities Grant provision
- Our Community Infrastructure Levy (CIL) proposals were approved for adoption by the Council in April 2021 and will come into effect on all relevant planning permissions determined on and after 15 June 2021.
- We are continuing to improve the quality of our building control services and our planning regulatory function with suitable service improvement plans in place.

3.13 We have also progressed our commitment to transform our Property Services and our ambition to move to a corporate landlord model for the strategic, effective, and efficient management of the Council's estate and assets. This is being developed through three different work programmes:

- We have agreed a clear direction of travel for the delivery of our Property and Facilities Management services going forward to ensure that we have a comprehensive approach that meets the needs of our organisation and ultimately residents now and in the future.
- The Operational Property Review has commenced to review of all of the Council's assets with a view to producing an evidence-led Operational Accommodation Strategy supported by a full financial business case and delivery plan to meet the needs of the organisation in the short, medium and longer term.
- The Disposals Programme is a programme of work to introduce a new fund management approach for the Council's investment properties and to work with Housing, Planning and Regeneration teams to ensure that we have a robust property portfolio to meet all the needs of the Council and required services.

Housing, Planning, Property and Regeneration: next two years

3.14 Some of key emerging strategic priorities for the workstream over the next two years include:

1. Deliver transformed Property services

- Deliver the three workstreams to transform property services
- Reconfiguring the delivery of our Property and Facilities Management Service
- Agreeing and setting out the workplan for the Council's Accommodation Strategy to drive longer-term accommodation changes.

2. Implement Economic Development agenda

- Economic Development Strategy for 2021 - 2031 will go to Executive in June 2021 and sets out our aspirations to grow and support the local economy over the next decade
- Support Business Improvement Districts (BIDs) and ensure we utilise these functions to re-generate and grow our local economy.
- Engage with the Digitalisation Strategy to deliver infrastructure for economic recovery for businesses affected by the COVID-19 pandemic.

3. Develop Bromley's Leisure Strategy

- Critical reflection on what is Bromley's role as a leisure provider and our leisure offer

4. Libraries without Walls

- Work with GLL to develop our 'libraries without walls' virtual library offer, building on the benefits and outcomes already achieved through the COVID-19 pandemic.

Adult Social Care

- 3.15 Adults in Bromley have generally better health outcomes than the national average. Life expectancy of 81 years for males and 85 years for females exceeds national figures.
- 3.16 The Council, our health partners and providers, alongside our local community and voluntary sector, provide services for an increasing number of adults and older people with support needs. Over 750 requests for support are made each month for adults and older people's services. Over 2000 people receive packages of support in the community and high numbers of service users receive personal budgets to fund their care. Over 1500 residents live in residential care or nursing homes of which 20% are local authority funded placements.
- 3.18 For this workstream, the Transforming Bromley Roadmap outlined the following objectives:
- Modernising the social care offer and embedding strengths-based approaches and demand management in response to our sustained demographic and financial challenges.
 - Using strengths based approaches and apply principles of personalisation and co-production. Through this, we are focusing on the way we support residents to receive the right level and type of support, at the right time, to maximise their independence. This will reduce or delay their need for ongoing/or formal social care support.
 - Transforming our services by offering earlier help and prevention, enabling residents to retain and regain their independence and working closely with public, independent and voluntary sector partners to make best use of our combined resources.
- 3.19 Over the last two years, we have significantly improved partnership and collaboration with health partners, particularly in the context of the Covid-19 pandemic. During 2020, we implemented a new single point of access pathway for hospital discharges, allowing us to model pressure on adult social care services as patients have been discharged from hospital. In addition, we have restructured our services to meet the needs of our residents.
- 3.20 Since 2019, the key transformation activities across adult social care have included:
- Supporting people to remain active and independent in their communities is a key objective of our Ageing Well Strategy. We have reviewed our partnership arrangements with Bromley Well, our third sector health and wellbeing consortium provider, as part of further developing this early intervention offer. Our strategic analysis of data has supported commissioners to review priorities to sit alongside our Ageing Well strategy, our Learning Disability strategy, and our Mental Health strategy, which will deliver a renewed focus on promoting independence and wellbeing.
 - Our shared lives service, a service for adults with learning disabilities, mental health issues or other needs who cannot on live on their own and matches them with an approved carer in an adult placement, has also been developing its business plan to increase shared live placements and retention of additional carers.
 - We have launched our adult social care 'Making Practice Personal framework, in conjunction with the Social Care Institute for Excellence (SCIE), articulating our system-wide approach to working with adults in need of care, advice and support across the borough.

- Managing demand through the front door and reviewing access arrangements to adult social care services, ensuring residents are screened and signposted to appropriate services in a timely way.
- Improvements to our assessment process, ensuring timely and accurate assessment of need to enable us to work with vulnerable adults at the earliest point and reduce need for higher levels of intervention.
- Regular review of adult social care cases to ensure we are supporting people to live independently and reducing demand and expenditure for high-cost placements where achievable.
- We have undertaken strengths-based reviews of learning disability packages of support developing new working arrangements for 2021/22. We have been challenging our own traditional approach to packages of support, finding new and more creative ways of helping young people transition from children to adult social care. We have taken a similar strengths-based review approach for our older people and those with mental health support packages.
- Reviewing our commissioning arrangements for live-in care and additional 1:1 support in care homes to ensure appropriate and financially sustainable delivery of services. Our new domiciliary care services contract, awarded in September 2020 and mobilised with effect from June 2021, will ensure that the care management action, provider support and commissioning action is aligned to support the delivery of the objectives for each individual and that domiciliary care providers also work to re-able our clients.
- We have driven up the permanency rate of adult social care staff to over 80% and reducing reliance on agency and short term contracts. Our Step up to Care programme is successfully recruiting new staff into the care sector to improve recruitment and retention in adult social care.
- Delivering integration savings from health and social care, supporting people appropriately and reducing barriers to accessing high-quality services across the borough.

3.21 **Adult Social Care: next two years**

Some of key emerging strategic priorities for the workstream over the next two years include:

1. **Working with self-funders**

- Develop programme guide for self-funders, including working with the market, improved advice, information, and guidance.

2. **Broadening approach to early intervention and prevention**

- Maximising use of volunteers across a range of activities beyond social isolation
- Social prescribing
- Joint commissioning of Bromley Well through integrated care system, including key demand management analysis to assist redesign.

3. **Adult Social Care digitalisation agenda**

- Work with BT to deliver a gap analysis of current digital solutions and those that could be implemented to reduce demand on statutory services.

4. **Mental health services**

- Review of Section 75 agreement with incumbent provider.

Children's Social Care and Education:

3.22 In 2019, the key priorities for children's social care and education in the Transforming Bromley Roadmap were:

- Delivery of children's services and education is sustainable and helps our children and young people at the earliest point of need.
- To review and implement a long-term sustainable approach for residential and other specialist placements for children's services and to review transition plans and service pathways.
- Explore opportunities for developing an integrated 0 – 25 service for children and young people with SEND
- Implement the SEND reforms to ensure a more consistent and graduated range of SEND provision in Bromley.

3.23 Over the last two years, Bromley has seen a 24% increase of referrals coming into Children's Social Care. Many of these families have never been known to the Council before and the nature of some of these referrals are complex and high risk. As at March 2021, we had 335 children looked after in Bromley.

3.24 Early intervention and prevention is vital to work with families at the earliest point and reduce the likelihood of children and families requiring ongoing long-term statutory service support and thus improving their life outcomes. Over 97,505 contacts received support and services through our Children and Family Centres in 2019/20. Despite the Covid-19 pandemic, we have still seen 6,559 contacts through our centres and around 2,726 children and their families have received support through the Bromley Children's Project through our ability to provide

3.25 Alongside this, our SEN service in Bromley has, like local authorities across England, seen a sustained increase in requests for Education, Health and Care (EHC) needs assessments, EHC Plans and specialist placements, which is impacting on the availability of placements.. The number of EHC Plans has increased to 2,984 in March 2021, which represents a 17% increase, which looks likely to continue in the future alongside national trends. There is an increase in EHC Plans for children and young people with complex issues; challenging behaviours, complex mental health, childhood trauma/neglect and social communication,

3.26 Since 2019, the key transformation activities and achievements across children's social care have included:

- Our Staying Together service has been established to help children and young people at risk of entering care to stay with their families through intensive support to identify workable solutions to meet both the needs of the young person and the parent or carer (or care provider). The service worked with 40 children which resulted in only two children coming into care. The Service is now starting to move to support the Youth Offending Service to work with young people to prevent them coming into the service.
- The Council has joined the West London Alliance (WLA) in order to ensure that it has a wider and better range of high quality placements to offer our children, achieving better value for money through increased negotiating power as a result of joining the alliance. Transformation savings of £390k have been delivered from 2021/22.
- We are also working to achieve better value for money for our placements outside the WLA through renegotiating our terms with independent foster carer agencies and reducing cost through block booking placements.

- Enhancing our children's contact centre service offer and generating income by extending hours and remit at two of our centres (Royston and the Saxon Centre), which will allow supervised visits to accommodate both the Council and private clients through gaining NACC accreditation.
- Delivering efficiency savings by diverting children and young people from independent foster agency placements and better using our 3 retained emergency foster placements. To date we have placed 37 children through this scheme which has resulted in better outcomes for children in our care.
- Our children's social care service had 80 - 85% permanent staff which represents a significant improvement on our position in previous years. We continue to promote frontline staff into senior management roles in children's services through 'grow your own' and 'talent spotting' schemes.

3.27 Our key transformation activities across education services have included:

- Officers have transformed communications with schools and the early years sector through the development of the Education Matters website. This has provided an efficient vehicle for communications, document exchange, guidance and training opportunities with Bromley schools, early years providers and other partners. In addition to our communications portal, the service has also procured a system to support the management of the early years funding processes.
- We are delivering a sustained approach to earlier intervention, improving inclusion and appropriate support and challenge to deliver efficiency savings through reviewing our alternative provision services and our support services to children and young people with SEMH (Social, Emotional & Mental Health) needs. This has delivered a whole system change and the commissioning of a secondary vocational provision that has enabled the service to reduce the level of exclusions of children which has in turn assisted the service to not only contain significant budget pressures but more importantly provided better outcomes for our children and young people and their education.
- Reviewing the SEN transport policy and delivering efficiencies through the expansion of the in-house independent travel training team.
- The SEN service carried out a review of SEN Placements to seek to reduce the costs of placements through commissioning additional local provision, reducing costly out of borough or independent provision, and reviewing funding bands for Bromley special schools and additional resourced provisions. We are also undertaking a review of our SEN place planning and our current funding processes to enable the Council to be more sustainable now and in the future in its placement provision that meets the needs of our children.
- Bromley's adult education service continues to explore income generation, efficiencies and invest to save opportunities to enhance the quality of our learning offer. We have invested in technology and IT to enhance our online provision and develop creative and innovative ways of learning across all subject areas. We are advertising the use of classrooms for rent when they are not in use to support local people in a safe environment. We are also looking to pilot an intensive programme of learning for learners with learning difficulties and disabilities in addition to launching new full cost recovery courses such as professional bookkeeping and cookery courses.
- As part of the Local London Partnership, Bromley is one of nine boroughs that have submitted an application for funding for the Parental Employment Programme, working with children and family centres and family learning programmes to provide support for parents to find flexible working arrangements and access to childcare support, as well as support parents in work with career progression opportunities.

Children's Social Care and Education: next two years

3.28 Some of key emerging strategic priorities for the workstream over the next two years include:

1. **Children Social Care digitalisation programme**

Work with BT to deliver a gap analysis of current digital solutions and those that could be implemented to reduce demand on statutory services.

2. **0-25 Service offer**

Continue scoping exercise underway with a view to bringing forward a workplan for implementation over the next 2 years.

3. **Enhancing of Youth Services**

Undertake service review

4. **Use of Children's Centres**

Working with the Accommodation Strategy leads to diversify the use of children's centres outside of normal operating hours.

Environment and Public Protection

3.29 Bromley is London's largest borough by geographical area, covering 58 square miles, with 7,000 acres of green space, over 100,000 plotted trees and around 560 hectares of woodland, including 45 conservation areas. Bromley maintains over 128 parks which are highly valued by our residents for their benefits to good health and wellbeing. With around 330,000 residents, we are also responsible for a vast portfolio of services including the management of all the borough's waste and recycling requirements including more than 35,000 green garden waste collections. We maintain and clean 3,700 footways and 2,900 carriageways, combat fly tipping and ensure Bromley's street scene is kept to a good standard. The Council also works well with its Friends Groups, with over 4000 Snow Friends in 426 Snow Friend groups and over 1,500 Street Friends and 49 active Friends of Parks Groups with over 3,500 members.

3.30 Our Public Protection and Enforcement team leads on the delivery of the Council's individual and coordinated activity to ensure that Bromley continues to be a safe and healthy place to live, visit and work. The service spans Food Safety, Licensing, Trading Standards and Enforcement activities.

3.31 Our transformation priorities for environment and public protection services included:

- Reviewing the feasibility of various transport-related initiatives
- Delivering a more sustainable waste management approach by promoting recycling, composting, and reducing landfill waste
- Reviewing highway services, including long term funding arrangements for road resurfacing

3.32 Our strategic transformation priorities have further developed over the last two years to respond to emerging programmes including the Council's commitment to achieve net zero carbon emission by 2029 through our carbon management, as well as the Council's ongoing commitment to tackling poor air quality. We also recently established our first Green Recovery Board to tackle longer term environmental challenges for the local area.

3.33 Our key transformation activities and achievements have included:

- Significant reductions in the use of off-site storage through a digitalisation project has also delivered efficiency savings through our Information Management Strategy. This has coincided with the upgrade of the SharePoint platform to enable officers to effectively manage digitalised documents.
- Agreement to proceed with enforcement of moving traffic contraventions, which is expected to start later in 2021.
- Our Automatic Number Plate Recognition (ANPR) parking approach in the Civic Centre car park is delivering efficiency savings
- The invest-to-save programme to upgrade 4000 street lights has been completed and it is expected to deliver both future savings and contribute to the Council's pledge to have net zero carbon emissions by 2029.
- We have adopted a five-year Air Quality Action Plan for the borough to ensure that while Bromley continues to be the least polluted of all London boroughs, we can continue to make progress in mitigating the impact of poor air quality, including the adverse health impacts associated with air pollution
- Pedestrian and cycling improvements and tree planting schemes which will encourage walking and cycling and enhance the local environment.
- We continue to make significant progress against our Food Safety Service Plan, which sets out the Council's annual plan for effective enforcement of food safety legislation.
- We are undertaking a review of our Woodland Strategy to support biodiversity and to assist with meeting our net zero carbon target.
- The Safer Bromley Partnership Strategy went to Members for approval in July 2020. Four key priorities will be tackling burglary, domestic violence, non-domestic violence with injury and anti-social behaviour.
- We are developing a local information network regarding substance misuse in working with the Safer Bromley Partnership.
- The Public Protection Enforcement policy was adopted in February 2020. It aims to ensure that the public, the regulated community and other stakeholders know what to expect from the services within public protection.

Environment and Public Protection: next two years

3.34 Some of key emerging strategic priorities for the workstream over the next two years include:

1. **Carbon reduction and air quality plans to deliver Council's net zero ambitions**
2. **Green Energy plan including cross-cutting proposals with other departments.**
3. **Review of three main environmental contracts**
Opportunity for further efficiency savings through life of contract
4. **Departmental structure review**
Ongoing review to ensure structure is fit for purpose
5. **Link to Regeneration Strategy**
Ensuring synergy between work of the department and the Regeneration Strategy to meet future needs

Professional Services

- 3.35 In Bromley, our professional services include our enabling strategic and back office functions in the Council, such as Finance, HR, Legal, Corporate Procurement, Performance Management, Customer Services, Commissioning and Contracts, and our business support. Some of our professional services also includes direct service delivery to residents of the borough e.g. housing benefit assessments and payments. Frontline services and managers rely on these professional services for support and challenge to maximise organisational performance. The size of our support function is influenced by a number of factors, including cost, business delivery model (e.g. in-house, shared services or commissioned), organisational culture, the level of centralised or decentralised professional functions and technology.
- 3.36 The Professional Services transformation workstream set out to identify any potential opportunities for efficiency in the delivery of these service, ensuring that our services are fit-for-purpose and provide sufficient, capacity, skills, knowledge and experience available to the Council to deliver our priorities for the future.
- 3.37 During the pandemic, procurement services provided flexible advice adapting to challenges and varying contract arrangements where required. The pandemic also saw temporary easements to in-person committee meetings.
- 3.38 Our key transformation activities and achievements in this area have included:
- Delivering a significant corporate restructure and key efficiencies by establishing a streamlined corporate leadership team in September 2019 with five operational directors to lead the delivery of two front lines departments (People and Place) and three corporate directors to oversee central business functions through the Chief Executive's department and provide oversight to our professional services. At divisional level, the Directors have carried out further staffing and service realignment to deliver local efficiencies.
 - All professional services underwent a service review, ensuring that capacity and skills were fit for purpose in all areas. A business case to increase capacity in the legal department funded through a commercial model has ensured additional and specialist capacity to support housing and social care departments.
 - All departments have worked to deliver a 3% vacancy factor to ensure efficiencies where possible and COE agreed the approach for all contract managers to find between 2% and 5% efficiencies across all contracts at the point of review.
 - A new 'umbrella' contract to appoint agency staff was procured to ensure the Council had access to the right short-term skills and experience. The new contract allows for a streamlined process to manage and appoint staff, delivering better value for money.
 - Efficiencies to our staff training budgets to ensure value for money in our spending.
 - The retendering of the new Exchequer Services contract includes housing benefit assessments and payments with enhanced services and an increased scope to better meet the needs for residents.

Professional Services: next two years

- 3.39 Some of key emerging strategic priorities for the workstream over the next two years include:
1. **Ongoing review of Professional Services**
 - Continued assessment to ensure that back office functions are fit for purpose including ongoing capacity risk assessments delivering services with lean professional services.

- Support and challenge of business cases to ensure the right capacity, skills and knowledge is available to support statutory front line BAU and transformation.
2. **Liberata ‘Preventative Service Model’**
 - Deliver a proposals report to Liberata outlining the work programme to be delivered over the contract term, including four key elements: Going Digital Programme, Intelligence Automation, Digital Analytics Programme and the move towards an enhanced Single Financial Assessment Service and monitor through this workstream.
 3. **Cashless Council**
 - Conduct research to consider the feasibility of becoming a ‘cashless council’ and develop a business case for 2022/23 to progress within the regulatory parameters if feasible.
 4. **Outsourced Contracts**
 - Directors to review existing outsourced contracts where required to ensure the best method of service delivery and costs benefits. Where external contracts already exist, Directors to look for opportunities to further extend roles and responsibility.

Workforce Modernisation

- 3.40 Our Workplace Modernisation workstream has been the driver for delivering a modern working environment for our council offices. Before the pandemic, our Civic Centre campus could accommodate up to 1000 staff working on site during any working day, hardwired into the network on desktop computers.
- 3.41 The workstream is responsible for delivering a new Civic Centre campus office accommodation, driving our IT transformation programme and enhanced digital approach to service delivery, and our cultural change programme that enable a smarter and more flexible working environment to enhance staff wellbeing, productivity and retention. Enabling and empowering staff to identify the best ways of working within their services underpins our bottom line of delivering services within a sustainable financial envelope.
- 3.42 The COVID-19 pandemic has significantly affected this workstream perhaps more than others. It has informed critical reflection on our Civic Centre accommodation strategy business case and designs to reflect the potential for a more hybrid style of office working in the future. IT colleagues have sped up significant elements of our Information Management, IT and Digital strategies and we have begun the internal conversations with managers and their staff on striking the right balance between smarter working, employee wellbeing and ensuring high-quality delivery of services.
- 3.43 Since 2019, the Workforce Modernisation programme has delivered the following achievements:
- As up to 90% of staff have been working at home during the COVID-19 pandemic, we expedited the delivery of the IT strategy by rolling out over 1400 laptops in a COVID-19 safe manner from April to August 2020. This rollout included the migration to our Windows 10 operating platform, our move to Office 365 and the rollout of Microsoft Teams to further enable home working.
 - At the back end of our IT services, we upgraded our data centre infrastructure and improved network connectivity with new wireless connections across our sites. Work has also started on the new SharePoint intranet site - an initial version went live in May 2021

and will be finalised by October 2021, allowing for smarter working whilst managing information in line with best practice.

- Our digital vision for the future of Council services has been informed by the Digital Innovation Conference, held virtually in November 2020, which will inform our new Digital Strategy that is due to be published in 2021. Our experience during the pandemic, moving many of our services quickly online to support residents and staff during the pandemic, has shown the potential for a digital first approach to services. Moving forward, we are reflecting on what our new model of service should look like. How much of this 'channel shift' we should retain.
- Our transformative work with our IT provider has received national recognition as Bromley was shortlisted for the Public/Private Partnership award category of the 2020 Local Government Chronicle (LGC) Awards for IT partnership with BT.

3.44 We have also made significant progress on our cultural change agenda, led by Human Resources, to promote our organisational REAL values (respect, empower, ambition and learning). We recognise that our transformation agenda can only be achieved if we take staff on this journey with us and we engage in regular and open dialogue on how our organisational values can drive more efficient services and better outcomes for our residents.

- We rolled out our first two-day all staff conference in November 2019, engaging our staff in important dialogue about our Transformation Programme, our Digital Strategy and our culture change programme.
- We have held a series of thematic discussions on our corporate REAL values and will be re-launching our Bromley 'Values and Behaviours' competency framework in summer 2021, setting out desired skills and behaviours of managers and staff.
- We have improved our online HR toolkit and corporate and departmental workforce induction programmes to ensure that new starters are able to feel connected to the organisation in a hybrid working environment.
- Our learning and developing training offer during the pandemic has focused on personal mental and physical wellbeing responding to feedback from staff about the isolation of working from home.

3.45 To ensure that we were able to support our staff effectively, we have rolled out two COVID-19 staff wellbeing surveys, one in May 2020 and again in January 2021 to ensure that we were able to support staff to work effectively from home while also assessing their general wellbeing.

3.46 Some of the key headlines that will affect our transformation agenda going forward include:

- By January 2021, 96% of staff expressed confidence in working from home with their new technology.
- Only 7% of our staff want to work in the office full time, with 78% preferring a hybrid approach and 15% wishing to work remotely full time. Identified benefits to remote working include efficiency and better productivity while working from home, flexibility, no commute time, and better work/life balance. On the other hand, other staff have identified benefits to office working, including greater contact with colleagues, combatting loneliness, better workplace collaboration, and a more distinguished divide between work and home. We hope that a hybrid approach will draw out the benefits of both home and office-based working for the vast majority of our staff.

Workforce Modernisation: next two years

3.47 Some of key emerging strategic priorities for the workstream over the next two years include:

1. Redefine the Civic Centre Accommodation strategy

- Considering 'post Covid' change in behaviour patterns and ways of working, including the potential use of outposts reflections of service hubs and geography.

2. Implementation of Digital Strategy

- Digital-led approach to service delivery, supporting long term challenges regarding managing demand and enhancing user experience for residents
- Work programme to outline individual projects and providing separate invest-to-save business cases for any activities where funding is required and identified return on investment, in addition to ensuring co-funding opportunities are explored.

3. Re-procure IT Contract to meet new and emerging needs of Council

This re-procurement exercise will include the new normal impact on IT support requirements, ensuring that the service is fit-for-purpose now and in the future. The scoping work will take place in 2021/22 with the new contract due to go live in December 2023.

4. Refresh of the external website

Ongoing programme of work to ensure a user interface that is more customer friendly that drives the delivery of services with a single resident account linking into the work under the Council's Digital Strategy and other areas of work under this programme including Liberata's Preventative Model.

5. Information management and enabling smarter working

Through the roll out of the Council's new SharePoint system with the first phase due to go live in May 2021 and the rest to be completed by October 2021, we hope to improve communication, access to information and collaboration across the organisation and our partners.

Financial savings from the first two years of the Transformation Programme

3.48 The Transformation Programme has so far identified and built in over £10.6m in transformation savings into the Council's Medium Term Financial Strategy (MTFS) that will be delivered by 2024/25. The table below provides an overview of the savings built into the 2020/21 MTFS and the 2021/22 MTFS, which are also provided.

Transformation Programme 2019 - 2023	Savings				
	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)
Estimated total savings (net)	-4,096	-7,723	-10,141	-10,532	-10,608

3.49 Alongside these savings, some additional transformation savings have been earmarked to mitigate growth and this is included in the tables below for clarity. Where investments have been required to deliver transformation savings, this is also noted in the MTFS.

TRANSFORMATION INCLUDED WITHIN THE 2020/21 MTFS

Transformation Board	Proposal	Savings			
		2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)
Housing Phase 1: Immediate Measures	Further increasing level of homelessness prevention and access to private rented accommodation to prevent/relieve housing pressures - additional prevention work	0	-85	-241	-397
Housing Phase 2: Increasing the supply of cost effective temporary accommodation.	York Rise Modular provision Phase 1 - Tender Process				
	Phase 2 – Implementation Phase	-286	-568	-568	-568
	Included in the mitigation in the MTFS	286	568	568	568
	250 additional TA units on Bromley-owned sites through modular construction	-800	-1,600	-1,600	-1,600
Housing Phase 3: Property Acquisitions	Property acquisition partner - delivery of up to 400 units	0	-780	-2,340	-2,600
	Included in the mitigation in the MTFS	0	780	2,340	2,600
Housing Phase 4: Realignment and ongoing supply	Realignment and profiling of existing TA portfolio and reduction of bad debt provision.	-250	-500	-500	-500
	Managing demand through the front door More timely response for our Service Users Reduce the need for additional staff Reduce the cost of care packages Provide effective help without need for long term assistance Increase short term interventions within the community Reduction in LD Transition costs	-55	-55	-55	-55
ASC - Assessment	Meet the Council Statutory requirements with appropriate assessment forms More timely response for our Service Users Reduce the need for additional staff Reduce the cost of care packages Reduction of double handed care packages	-369	-369	-369	-369
	ASC - Review Ensuring we are supporting people to live independently Dealing with poor performing providers Reduction in the number of placements costing over the maximum rate Reduce the long term reliance on S.117 Ensure that the appropriate funding in place Reduce the level of 1:1 packages	-132	-132	-132	-132
ASC - Commissioning	Appropriate and Financial sustainable delivery of services	-68	-68	-136	-136
ASC - Workforce	Robust well trained and suitably qualified work force Reduction in the number of agency staff Increase in the number of permanent staff Decrease reliance on agency and short term contracts Reduction in dependency and over-provision of care Higher staff retention Reduction in the cost of staffing Driving Change	-167	-167	-167	-167
	Children's Social Care Placement demand LAC Investment required for above Phase 1 WLA Framework LAC Placements West London Alliance Placements other than WLA Included in the mitigation in the MTFS	-320 100 -150 -400 500	-320 100 -390 -800 750	-320 100 -390 -800 750	-320 100 -390 -800 750
Traffic and parking	Car Parks - Car Washing Facilities	-19	-19	-19	-19
	Car Parks - Advertising in the car parks	-18	-18	-18	-18
Accommodation	Delivery of accommodation strategy: Saving opportunities from rationalisation of meeting rooms, office space and 70/30 occupancy ratio Reduction in the use of off-site storage			-40	-40
Financial services	Exchequer Services Contract phase 1	-678	-678	-678	-678
HR	Review of agency staff to permanent staff	-14	-14	-14	-14
Senior leadership review and savings	Realignment of current leadership structure	-971	-971	-971	-1,000
	3% vacancy factor	-1,785	-1,785	-1,785	-1,785
	Already included in the mitigation in the MTFS	1,500	1,500	1,500	1,500
	Estimated total savings (net)	-4,096	-5,621	-5,885	-6,070

TRANSFORMATION INCLUDED WITHIN THE 2021/22 MTFS					
Transformation Board	Proposal	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)
Housing, Planning and Regeneration	DFG Funding and Administration of the DFG provision	-200	-200	-200	-200
Children's Services	Emergency Foster Placement	-26	-105	-184	-263
Children's Services	Contact Centres	-64	-104	-104	-104
Children's Services	Transport Services Policy	-111	-248	-298	-298
Children's Services	Adult Education	-49	-48	-35	-32
Environment and Public Protection	Enforcement of Moving Traffic Contraventions	-1,173	-2,969	-3,059	-3,059
Environment and Public Protection	Car Parks - ANPR solution in the Civic Offices car park	-29	-29	-29	-29
Professional Services	Review of Training Budgets	-50	-50	-50	-50
Professional Services	Staff realignment	-200	-200	-200	-200
Professional Services	Retendering	0	-103	-103	-103
Professional Services	Retendering	-200	-200	-200	-200
		-2,102	-4,256	-4,462	-4,538

Next steps

3.50 To continue the ongoing oversight of the Transformation Programme, the following next steps are recommended:

1. That the Executive refer the Transforming Bromley 2019 - 2023: first two years report to all PDS Committee and General Purposes and Licensing Committee for review and comment
2. Ongoing oversight through the Chief Executive's scrutiny sessions bi-annually at Executive, Resources and Contract PDS Committee
3. Regular reporting by Chief Officers at their respective PDS Committees on the progress of the newly emerging and ongoing priorities for the second half of the Transforming Bromley programme

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 The Adult Social Care and the 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.

5. POLICY IMPLICATIONS

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

6. FINANCIAL IMPLICATIONS

6.1 Through the work of the Transformation Programme, there will be transformation proposals with financial implications as part of the work to reduce the emerging budget gap. Each Transformation Programme workstream has a finance lead supporting the development of

transformation proposals. Consequently, each individual proposal will outline cost implications for Members in order to enable effective decision making.

7. PERSONNEL IMPLICATIONS

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

8. LEGAL IMPLICATIONS

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

9. PROCUREMENT IMPLICATIONS

9.1 Through the work of the Transformation Programme, each Transformation Programme workstream will have the support of a Corporate Procurement lead to develop transformation proposals. The procurement implications for each individual transformation proposal will be identified in the associated report for decision to Members

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	Transforming Bromley - Executive, 10 July 2019