

Decision Maker: Executive

Date: 15th September 2021

Decision Type: Non-Urgent Executive Non-Key

Title: Making Bromley Even Better 2021 -2031

Contact Officer: Naheed Chaudhry,
Assistant Director Strategy, Performance and Corporate Transformation

Chief Officer: Ade Adetosoye, Chief Executive

Ward: All wards

1. Reason for report

Bromley Council and partners have been working together to deliver our corporate strategy "Building a better Bromley". We have achieved much by maintaining our focus and harnessing our collective resources.

This report presents our refreshed corporate strategy "Making Bromely Even Better" 2021-2031, the ambitions outlined will be delivered through a wide range of strategic and operational plans across the Council and partner agencies.

2. **RECOMMENDATION(S)**

The Executive are asked to:

- i) Approve the refreshed Corporate Strategy; Making Bromley Even Better 2021-2031

Impact on Vulnerable Adults and Children

1. Summary of Impact: The ambitions set out within the refreshed plan seek to ensure that vulnerable children and adults continue to be supported as required.
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Corporate Policy

1. Policy Status: Not Applicable:
 2. BBB Priority: All.
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Financial

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

1. Number of staff (current and additional): N/A
 2. If from existing staff resources, number of staff hours: N/A
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Legal

1. Legal Requirement: Non-Statutory - Government Guidance:
 2. Call-in: Applicable:
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Procurement

1. Summary of Procurement Implications: N/A
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approximately 330,000 residents living in Bromley with population projections estimating an increase to 350,000 by 2027 and 395,000 by 2038.
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 Bromley Council and partners have been working together to deliver the Boroughs Corporate Strategy. We have achieved much by maintaining our focus and harnessing our collective resources.
- 3.2 This report presents a refreshed plan, building on our achievements. We are committed to taking the next steps in **'Making Bromley Even Better'**.
- 3.3 Our vision for Bromley is simple and clear. We want our borough to be ***'A fantastic place to live and work, where everyone can lead healthy, safe and independent lives'***
- 3.4 We have five ambitions for the next stage of our journey. These are:
1. For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
 2. For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 3. For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
 4. For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
 5. To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
- 3.5 Our ambitions will be delivered jointly by the Council and partner agencies. We believe firmly that strong partnerships across local public services, our voluntary and community sectors, faith and community groups and business are key to delivering our plans. We know that agencies in the partnership commission and provide many of the services which matter to residents and businesses in Bromley. Working individually and in partnerships we share responsibility for improving outcomes in the borough. We are convinced that by aligning ambitions and by strengthening our collaboration, we will succeed in making Bromley an even better borough. Pledging our support for this plan, we will be held accountable for its delivery.

4. SERVICE PROFILE / DATA ANALYSIS

- 4.1 Data analysis and performance benchmarking have informed the ambitions in this plan. What we know about Bromley today is an important starting off point– how we describe the borough helps us think about how we would want to describe it in the future and what we need to do to make this happen.
- 4.2 Bromley is the largest London borough by area. It is a unique mix of urban and rural, with distinct town centres and over half the borough designated as green belt. We are the 8th most populous London borough. There are approximately 331,000 residents living in an estimated 141,000 households.
- 4.3 22% of our population is aged 18 and under - some 71,000 young people. The proportion of working age residents (18 to 65 years) will remain fairly stable over the next twenty years, at approximately 60% of the total population (200,500 people). We have the largest population of older people of all London boroughs - 18% of the current population is aged 65 and over (58,700 people), 15% of our residents are retired, which is approximately double the London average of 7%. 20% of Bromley's population is made up of different minority ethnic groups. 29%

of the borough's current children and young people population are from minority ethnic groups. Bromley has one of the highest populations of settled travellers in the UK.

- 4.4 Bromley employment rate of 78% is the 7th highest of the 21 Outer London Boroughs. 165,000 of our residents are economically active with 80,000 commuting outside the borough for work and 109,200 employed within the borough. There are 15,000+ individual enterprises in the borough. Over 86% of our enterprises are small businesses with fewer than 5 employees. We also have 45 large enterprises with more than 250 employees. Our unemployment rate is the 2nd lowest of the Outer London Boroughs at 3.7%.

5 STAKEHOLDER CONSULTATION

- 5.1 Partners and Council staff have been consulted during the refresh of this plan. We have asked residents, staff and partners 'What is good about living and working in the borough?'. In responses to the 'I Love Bromley' engagement campaign, people have made a wide range of comments, many repeating similar views;

- 5.2 I love Bromley because.....

- ✓ *It's green, the parks and open spaces are well kept and accessible*
- ✓ *It has natural beauty with its fields and trees*
- ✓ *There's a sense of community, there's lots to do and get involved with*
- ✓ *It's got good transport links, excellent links to London*
- ✓ *The high streets and town centres are great, it's urban but close to lovely countryside*
- ✓ *I know people care in Bromley - there's a great community spirit*
- ✓ *Bromley has excellent schools, I know my children have a positive future in Bromley*

- 5.3 We have used this engagement to shape our ambitions; building on what we know is good about the borough.
- 5.4 We also consulted over 100 Council staff who attended workshops to review the proposed ambitions. There was strong support that the ambitions appropriately reflected the priorities of the Council and its partners. Staff felt that having clear ambitions which filtered through from the corporate plan into strategic documents and their personal work plans were important motivational drivers. We have made provisions to ensure this "golden thread" approach.

6 SUSTAINABILITY / IMPACT ASSESSMENT

- 6.1 We know that we have refreshed our plan and drafted our five ambitions in the context of unprecedented demands on public services and the ongoing need for financial stringency. Our response to the Covid-19 pandemic demonstrated our huge collective strength, it is a testament to our joint ability to respond at pace to deliver what is required.
- 6.2 The ongoing need for adaptability to changing circumstances and new pressures means that during the delivery of this plan we must also continue to be transformational in the ways in which we deliver services; in the ways in which we work as a partnership and in the ways in which we engage with our residents, service users and communities.

7 IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 7.1 In order to achieve our vision of Bromley as '*a fantastic place to live and work, where everyone can lead healthy, safe and independent lives*' we are explicit about our ambitions for children and adults, including those who are more vulnerable.

8 POLICY IMPLICATIONS

- 8.1 The national and local context has changed since our last corporate plan was launched, external tests of the efficiency and effectiveness of councils have been withdrawn or reduced. The abolition of the Audit Commission, the ending of the Comprehensive Area Assessment regime and the Localism Act have left councils with greater autonomy in the ways in which they plan and deliver services with more local accountability. Arguably, these steps have increased the need for councils to ensure their own efficiency and effectiveness and to 'self-regulate'.
- 8.2 Learning from past and present external corporate assessment and service inspection regimes includes the importance of self-knowledge throughout an organisation – in simple terms, people in effective organisations know the organisation's vision, objectives; priorities and plans; how well they are performing against these plans and what needs to be done for plans to be achieved. We recognise that Leaders and managers in effective organisations put in place clear frameworks for planning and performance management at all levels and make rational decisions about priorities and performance based on sound information.

9 FINANCIAL IMPLICATIONS

- 9.1 To meet the ambitions for our residents we know that as agencies across the partnership we must use available resources and deploy our workforce wisely. We have therefore agreed a fifth ambition: Service Efficiency - 'To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents. The Council's commitment to deliver this new corporate plan will inform the Medium Term Financial Strategy.

10 LEGAL CONSIDERATIONS

- 10.1 There is no statutory requirement for Councils or partners to jointly draft an overarching plan. However there remain subject specific statutory expectations for agencies to work together - for example, partners are required to have specific arrangements in place for co-operation to improve children's well-being, for the support of older people, and for the promotion of community safety. These expectations provide flexibility to tailor arrangements to meet our own circumstances and organise our own planning and commissioning priorities.

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	[Title of document and date] [Appendices to be included]