

London Borough of Bromley

PART ONE – PUBLIC

Decision Maker: EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 07 February 2022

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

Title: SCRUTINY OF THE CHIEF EXECUTIVE

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Chief Officer: Ade Adetosoye CBE, Chief Executive

Ward: All Wards

1. Reason for Report

This report provides a written update to inform the scrutiny of the Chief Executive at Executive, Resources and Contracts PDS Committee.

2. **RECOMMENDATION(S)**

Members are requested to note the report.

3. COMMENTARY

Introduction

3.1 Since my previous scrutiny session in October 2021, I can provide the following updates:

- Updates on key organisational priorities for 2022.
- COVID-19 updates.
- Council achievements in 2021.
- Strategic Priorities for 2022/23.

4. Updates on Key Organisational Priorities for 2022

4.1 Senior Leadership Team Update

4.2 Last November, Bromley welcomed two new director colleagues, Richard Baldwin our new Director of Children's Services, and Tasnim Shawkat our new Director of Corporate Services and Governance, both of whom have extensive and impressive careers in Local Government.

4.3 Both directors have now met with their departmental colleagues and have begun to deliver on a number of key priorities for the organisation.

4.4 My thanks to Janet Bailey, our former Director of Children's Services for all her support, hard work and dedication over the last five years at Bromley. Janet has provided impressive leadership and direction in the journey of improvement within Children's Services and unequivocally represents the virtues of public service.

4.5 Janet's leadership is attested to in the high praise Bromley received from Ofsted in October 2021 following a focused visit in September that confirmed 'children in care in Bromley continue to make good progress, supported by a stable and skilled workforce. Ambitious and determined leadership ensures that services continue to strengthen so there is a positive experience for children in care'¹. Our priority will always be to deliver the best for our children and young people which going forward will be led under the esteemed direction of Richard Baldwin.

4.6 Making Bromley Even Better 2021 – 2031 Corporate Plan

4.7 In October last year, the Council and its partner agencies formally signed up to work together to deliver the new Corporate Strategy, 'Making Bromley Even Better'. Hundreds of organisations, councillors and residents contributed to the new Strategy which outlines five main ambitions for Bromley over the next ten years, and a shared vision to make the Borough: 'A fantastic place to live and work, where everyone can lead healthy, safe and independent lives'.

4.8 Our five ambitions for the next stage of our journey 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.

¹ Ofsted Focused Visit to London Borough of Bromley Children's Services, <https://files.ofsted.gov.uk/v1/file/50170757>, accessed Thursday 6 January 2022.

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.

4.9 The Medium-Term Financial strategy will enable the delivery of the Corporate Strategy, a 'golden thread' that runs through a wide range of strategic and operational plans across the Council and partner agencies such as those that support Portfolios, with teams and individuals also reflecting the ambitions throughout their work.

4.10 We have already achieved much through our longstanding 'Building a Better Bromley' principles, harnessing resources, and strengthening our partnerships for the good of our Borough, our communities, businesses, and our residents. Now we will move forward with renewed enthusiasm to deliver our refreshed and updated ambitions for 'Making Bromley Even Better'.

4.11 Delivery of Transforming Bromley Programme 2019 – 2023

4.12 Now in the third year of our four-year Transformation Programme, the Transformation Board continues to meet on a fortnightly basis to scrutinise the development and delivery of transformation proposals across six workstreams to help reduce the Council's emerging budget gap over the next four years:

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

4.13 Underpinned by our shared organisational culture and values of Respect, Empowerment, Ambition, Leadership (REAL), the Council continues to work to meet the needs and expectations of residents through enabling self-sufficiency, sustainable core services and improving outcomes for residents at the earliest point of need all within a responsible financial envelope.

4.14 We have already progressed a number of key transformation projects, and transformation savings identified for this year have been reflected in the Draft 2022/23 Budget: we anticipate this will deliver circa £2.8 million in 2022/23 and £2.6 million in 2023/24.

4.15 Key transformation work continues, and further proposals will be reported to Members in the future as part of addressing the four-year financial forecast and meeting the budget gap in future years.

4.16 Long-Term Budget Management and Financial Strategy

4.17 The Council prides itself in consistently maintaining a strong focus on prudent financial management and is the only debt-free London local authority.

- 4.18 Our innovative approach to generating investment income that has supported the delivery of our ambitious housing programme, and long history of excellent financial performance has been recognised nationally with the Council winning the 'Excellence in Asset Management Award' in the Public Finance Awards 2021.
- 4.19 On Wednesday 12 January 2022 Finance colleagues took the [Draft 2022/23 Budget and Update on Council's Financial Strategy 2023/24 to 2025/26](#) to Executive, which enables the Council to continue to deliver on key priorities and the financial forecast enables medium-term financial planning. The draft budget is broadly balanced next year; however, the future year's budget gap is projected to increase to £19.5 million per annum by 2025/26.
- 4.20 A significant challenge for Bromley will be the funding of the Capital Programme to meet the need for additional housing provision and meeting other Council-wide ambitions, as well as the financial challenges related to the Adult Social Care Reforms that Bromley and similarly other local authorities face.
- 4.21 Public finances are also faced with the impact of the global COVID-19 pandemic, inflation, and growth/ cost pressures, and in this way the importance of scrutinising growth and delivering on mitigation and transformation cannot be understated.
- 4.22 As part of our financial management and monitoring, Chief Officers continue to meet monthly to determine whether we are on course to deliver projected budget savings, to manage and scrutinise growth, and to undertake transformational reviews across all services.
- 4.23 Update on Bromley's Economic Development Strategy 2021 to 2031**
- 4.24 Since the launch of Bromley's first Economic Development Strategy, the Council has kickstart work towards achieving its vision of Bromley as a prosperous borough where businesses thrive, new businesses aspire to locate, and our residents experience high levels of employability.
- 4.25 So far this has been delivered through:
- Financial support – £2.141 million of funding support allocated post the Economic Development Strategy launch (above the £10 million already distributed) across business support programmes to help businesses start and grow, to revitalise our high streets and town centres through cultural programmes and set up costs for taking on vacant units.
 - Increased engagement and reach – launched the Bromley Business Hub, an online resource providing a range of resources and communications to existing and new businesses which has had over 600 new users within the first two months. Through the business lounges in Bromley, Orpington and Biggin Hill, bespoke support for start-up businesses is being delivered including mentorship, and advice in marketing and web design.
 - Increased infrastructure to allow economic activity – Over 37,500 premises in Bromley have been provided with Full Fibre upgrades. This is an increase from 1% of premises in the borough in May 2021 to 24.7% by December 2022. 4G/5G capacity in the borough has been increased by the deployment of 14 small cell equipment. Over the next year a further 30 cells will be deployed.

- Supporting the creation of vibrant town centres – Installed flower towers in district town centres, and through partnerships with the Business Improvement Districts (BIDs), provided a free ice rink in Orpington and a Snowman Trail in Bromley.

4.26 Key priorities in 2022 will include:

1. Financial support to September 2022 – A third-top up of the Additional Restrictions Grant (ARG) will continue the support businesses and high streets, supporting between 12 – 25 businesses depending on allocation decisions. The new COVID-19 Additional Relief Fund will provide relief, and potential for increased reach, to sectors beyond hospitality and retail. These two funds and existing programmes will be dispensed by March with monitoring through to September.
2. Build the economic evidence base to inform priority actions – This will include commissioning research for an economic evidence study, to support priority actions for delivering against the Economic Development Strategy.
3. Build broader economic partnerships – We will increase and broaden our strategic economic partnerships to position Bromley for securing investment in post-COVID recovery landscape.
4. Continue increasing infrastructure – New improvements to patchy service across the Brighton mainline route will see improvements to digital connections in three locations in Penge subject to planning. Bromley’s percentage of premises with Full Fibre Broadband is still below the average for comparator boroughs, so we will continue to increase digital full fibre broadband connectivity over the year.
5. Greater collaboration with other boroughs – Working more closely with other London boroughs, we will work on economic development at scale required for achieving value for money and to increase Bromley’s influence in lobbying.

4.27 Tackling Loneliness: A Strategy for Bromley 2022 to 2026

4.28 Bromley Council’s well-established work to combat loneliness has been taken forward with the launch of a new ‘Tackling Loneliness’ strategy last December. The strategy, coproduced by the Council and our partners, shines a light on those affected, the causes and solutions of loneliness, and builds on the knowledge gained and achievements made since our very first loneliness summit in 2019 and stakeholder workshops held in the summer and autumn of last year.

4.29 Our strategy seeks to address and work in partnership with the voluntary, charity and private sectors across Bromley to help minimise loneliness in our borough. We want to ‘create strong, integrated communities and challenge obstacles that isolate people or groups’ so that Bromley is a borough where families, friends and communities support each other, especially at vulnerable points in life when people are at greater risk of loneliness, and where loneliness is recognised and acted on without stigma or shame.

4.30 The three main priorities of the ‘Tackling Loneliness’ strategy are:

1. Organisations and services.
2. Community infrastructure that empowers social connections.
3. Building a culture that encourages strong social relationships.

4.31 These priorities focus on bringing together information and services and establishing community champions that will enable people to be more connected within a culture that encourages strong social relationships to grow. People and communities will be a critical part

of the solution going forward, as well as challenging obstacles that isolate people and groups.

4.32 Health Integration

4.33 The One Bromley partnership brings together local NHS health providers, the Council, commissioners, and the voluntary sector to work together more formally to deliver seamless and personalised care for Bromley residents.

4.34 The partnership has recently been recognised nationally for two care and health initiatives developed in Bromley during the COVID-19 pandemic at the MJ Achievement Awards 2021, winning the 'Care and Health Integration Award' for the improved way residents leave hospital and receive the help they need to recover.

4.35 In terms of new structural arrangements with the Integrated Care System (ICS), plans are progressing well with agreement reached on how it will be governed and led in Bromley. The implementation of the new arrangements though has been pushed back to July 2022 to allow for energies to be concentrated on the COVID-19 pandemic, but this will not affect local plans.

4.36 Responding to Adult Social Care Reform

4.37 Since the Prime Ministers announcement in September 2021, which set out reforms for how people will pay for their social care, Parliament has published its Adult Social Care Reform White Paper 'People at the Heart of Care'.

4.38 The three objectives of 'People at the Heart of Care' are:

1. People have choice, control, and support to live independent lives.
2. People can access outstanding quality and tailored care and support.
3. People find adult social care fair and accessible.

4.39 One of the main changes of the White Paper is the financial impact of the introduction of the care cap. Initial concerns relate to the number of self-funders that will be brought into funding and the lack of financial recompense for this. There is also some risk about the requirement to increase costs to reduce the gap between what the Council pays and what private fee payers are charged, and more detail is needed regarding allowable costs as individuals will still be required to pay for non-care costs which is not currently the case. Adult Services await further guidance and details on how the changes will be implemented.

4.40 One other new area is the re-introduction of inspections in Adult Services, and an initial risk assessment has not flagged any significant areas of concern that the Service is not already addressing.

4.41 As for all other priority areas identified in the White Paper, which include for example, offering more choice, control and independence for care users, information on workforce reform, inspection and quality assurance, integrated housing support and integration with health services, these are already being addressed within our Adult Services Transformation plans.

4.42 New Electoral Arrangements and May 2022 Preparations

4.43 In 2018, the Local Government Boundary Commission (LGBC) began a programme of statutory electoral reviews of London Boroughs. In 2021 the Bromley Order implemented the final recommendations of the review for changes to our electoral arrangements. New ward arrangements, polling districts and polling places for Bromley will come into force at the local elections this year:

- The number of wards in the borough remains the same (22 wards).
- The total number of Councillors will decrease from 60 to 58 (15 three Councillor wards, 6 two Councillor wards and 1 single Councillor ward across the Borough).
- The boundaries of all existing wards, and the names of some, will change.

4.44 The Boundary Commission is also in the process of reviewing parliamentary constituencies in England, and the amended parliamentary constituencies are expected to be introduced in 2023 – 24. Our Electoral Service works hard to ensure the smooth introduction of all new and proposed changes.

4.45 Electoral arrangements are well underway for the local elections on Thursday 5 May 2022, and the pre-election period will begin from Thursday 24 March 2022.

5.0 COVID-19 Updates

5.1 Response to the Omicron Variant

5.2 On 26 November 2021, the World Health Organisation (WHO) designated Omicron as a variant of concern and on 8 December 2021 the Prime Minister announced that England would move to Plan B following the rapid spread of the Omicron variant in the UK.

5.3 As part of our continued essential role in tackling the virus the Council maintained its position that staff should work from home and only come into the office where this is essential.

5.4 Our Customer Services have remained open on an appointment only basis, seeing 'walk-ins' for emergency/ vulnerable residents, and with time allocated for additional cleaning in the middle of the day. A normal duty rota for Registrars was also in place over the Christmas and New Year bank holidays for either urgent burials or emergency marriages.

5.5 Chief Officers have and continue to meet on a fortnightly basis to monitor and respond to the emerging situation, and daily reporting on resilience and absence monitoring is reported to Central Government once a week by our Emergency Planning lead.

5.6 Local Contact Tracing Programme

5.7 Our local contact tracing programme continues to contact those COVID positive patients that the national Test and Trace team have failed to reach. With the emergence of the Omicron variant, we saw an increase of cases into the programme with an average of 400/ 500 new cases per day from week commencing 13 December 2021. In response to the rise, the number of shifts increased on weekdays (Monday to Thursday) to work until 7pm, and weekend working was reintroduced.

5.8 As of 19 January 2022, the number of cases into our local contact tracing programme has reduced, with an average of 150 new cases per day. 12 call handlers continue to work on a rota basis to contact COVID positive patients, and shift hours have returned to normal.

5.9 Our current local call success rate stands at 58.8%, meaning 88.4% of Bromley COVID-19 patients are being reached through our local call scheme or the national team.

5.10 Self-Isolation Support Programme

5.11 Our self-isolation support programme links in very closely to the local contact tracing programme and has also seen an increase in the number of cases and contacts asking for support from the Council.

5.12 On average the programme is receiving 26 cases and two contacts each day requesting support for self-isolation, and the Council responds and signposts cases to a range of support available.

5.13 Community Testing Programme

5.14 The UK Health Security Agency has confirmed its approval for the Targeted Community Testing (TCT) Programme to continue until the end of March 2022. While the focus continues with targeting the disproportionately impacted and underserved groups, Bromley and other Councils were asked to widen the scope for two weeks from 13 December 2021 to include non-targeted groups due to the rise in COVID-19 infections.

5.15 As a result of the daily testing of close contacts, our test centre experienced a higher than planned demand. At the same time, the distribution of our Later Flow Device (LFD) test kits was disrupted by the national logistic challenges, leading to a near depletion of our stock. The situation was further compounded as supplies to other distribution points such as community pharmacies were not fulfilled. Consequently, there was a surge of requests from both the general public and organisations who were unable to get any kits from their usual source of supply. In response to these unexpected demands, our Programme re-prioritised distribution and limited the number of boxes for collection, and we were successfully able to support and meet requirements over the Christmas and New Year period and at the same time continue with our planned distribution to targeted communities and support to NHS vaccination pop up clinics.

5.16 Vaccinations and Booster Programme

5.17 The Council continues to support the NHS to increase vaccination rates in Bromley and played a key part in the national vaccination effort following the Prime Minister's announcement that every adult is offered a booster by December 2021.

5.18 Staff across the Council responded to the call to volunteer as a vaccinator, a steward or a clinical assessor, and we had 37 vaccinators, two admin and two reserve volunteers supporting the effort over the Christmas period.

5.19 Our COVID-19 vaccination centre at the Bromley Civic Centre was open four days a week but opening times were increased before Christmas and will now be open for seven days a week from 31 January 2022. On 10 January the vaccination centre delivered its 150,000th jab, and is currently providing 1,000 injections each day, which are a mixture of appointments and walk-ins.

- 5.20 Current vaccination data indicates that 84% of Bromley's adult population have now had their first vaccine, 81% have had two doses, and 76% have had their booster.
- 5.21 Publicity campaigns aimed to increase vaccination uptake continues, and a big focus of the One Bromley winter newsletter circulated to all households was the promotion of the COVID vaccination programme, which was also made available in other languages.
- 5.22 We are also still recruiting to the One Bromley Community Champions Network which will play a key part in sharing messages, including encouraging people to get vaccinated.
- 5.23 Our Vaccine Inequalities Group continues to oversee work to support first and second vaccinations in 12 – 15s, under 18s, pregnant work and our Black, Asian and Minority Ethnic (BAME) groups. Part of this work has included an outreach event in South East London Colleges for 16 – 18-year-olds on 13 December 2021 to engage with students and address misconceptions around vaccination. Going forward, the Group is hoping to develop peer educators so that students can inform and support each other.
- 5.24 A large number of Community Pharmacies are also delivering COVID vaccinations which has improved local access considerably as those coming forward for their first and second doses as well as boosters have increased at these locations. As part of work to further improve accessibility across the borough, short-term clinics will be set up.
- 5.25 Vaccination as a Condition of Deployment**
- 5.26 Vaccination as a Condition of Deployment became a legal requirement from 11 November 2021, and HR consulted with Trade Unions and Departmental Representatives as soon as the regulations were affected.
- 5.27 Adult services undertook risk assessments by team looking at the number of vaccinated and unvaccinated workers in each area and noted low risk in most teams based on the current numbers.
- 5.28 A series of engagement events for all staff have been made available which have included a number of expert speakers to discuss any concerns and answer questions.
- 5.29 New legislation on vaccination requirements for staff in healthcare have since been passed by Parliament, and from 1 April 2022 COVID-19 vaccination will be a requirement for staff providing face to face care in healthcare and social care settings not covered by the existing legislation and extends to those supporting people in their own homes from April 2022.

6.0 Council Awards in 2021

- 6.1 As a Council we received national recognition for a number of projects and innovations in 2021, all whilst responding to the challenges of the COVID-19 pandemic. Key accolades include:
- Our Burnt Ash Lane housing development won the 'best affordable housing development' award for projects with a scheme value of under £5 million at the Inside Housing Development Awards. The award demonstrates the quality of the housing development, which has delivered 25 much needed one- and two-bedroom affordable apartments in the borough.

- The shared parking service for Bromley and Bexley Councils was commended by the British Parking Association in the 'Positive Responses to the Pandemic' category, for its work on special free temporary parking arrangements to assist key workers during the pandemic. The service was one of the first in London to ensure arrangements were in place to support key workers access to free parking, which ensured they could continue in their critical work to support residents and communities.
- Received the 'Excellence in Asset Management Award' at the Public Finance Awards for Bromley's robust treasury management and the strong performance of the Council's Pension Fund.
- Announced winner of the 'Care and Health Integration Award' at the MJ Achievement Awards for our 'single point of access for discharge' (SPA) which has brought together services and improved the way residents leave hospital and receive the help they need to recover.
- Excellent performance maintained in managing discharges from hospital and reduced bed days resulting in investment from the acute sector into community-based services.
- Our 'integrated care home support programme' has provided care and support to Bromley's 53 care homes throughout the COVID-19 pandemic and received national recognition at the MJ Achievement Awards.
- One Bromley has well established joint leadership across the Council and CCG providing a robust basis for a Place Based response to the Integrated Care Systems (ICS) changes in South East London. The co-chairmen are also from both a clinical and political background providing excellent leadership across the system.
- Recognised by London Councils to have outperformed every other London borough in terms of Black, Asian, and Minority Ethnic (BAME) representation in senior leadership roles from the head of service to the top leadership level.
- Our Local Land Charges Team for the second year in a row won the award for 'Best Performing NLIS Level 2 LLC Department' at the Local Land Charges Awards 2021.

7.0 Strategic Priorities and Challenges for 2022/23

7.1 Council-Wide

7.2 Delivering our Transforming Bromley Programme proposals for 2023/24 budget setting remains important as ever to continue to have a sustainable budget, and opportunities for partnership working, collaboration, and transformation of services will continue to be explored to address the budget gap over the next four years.

7.3 Finance

7.4 At a national level, uncertainty remains in terms of Government funding available in the future, the impact of inflation, a recession or austerity measures, the 'new normal' and the potential impact of 'levelling up' for the borough. These are all ever-increasing risks that the Council has and continues to plan for.

- 7.5 Another significant challenge for Bromley, and other local authorities, is managing growth and delivering budget mitigations as part of our long-term financial management strategy, which Finance colleagues continue to monitor to ensure these remain at manageable levels and allow Members to have choices.
- 7.6 The Council must also continue to meet the growing challenge of funding its Capital Programme to meet the need of, for example, additional housing and other ambitions of the Council. Our Transforming Strategic Property and its primary objective to deliver and fully integrate a Corporate Landlord Model of management is key to this and continues to make progress to identify potential capital receipts to help fund costs.
- 7.7 Human Resources, Customer Services and Public Affairs**
- 7.8 Our REAL values (Respect, Ambition, Empower and Learn) are the fundamental standards which govern the behaviours of our workforce and align with our established values so that together we can achieve our Making Bromley Even Better objectives. In this way our priority is to continue to promote culture change initiatives and activities, with our first series of seminars on our REAL values this year planned to take place over the next few months.
- 7.9 The directorate also continues to work on the corporate website upgrade planned for a go live date later in the year.
- 7.10 Corporate Services and Governance**
- 7.11 The implementation of the Council's Digital Strategy and the re-procurement of our IT services contract well before it comes to an end are key priorities for the Directorate, and plans continue to progress. In addition, a review of legal services will be embarked upon this year.
- 7.12 The response to the Consultation on the Green Paper 'Transforming Public Procurement' published last December has scaled back, removed, and clarified several elements of the Green Paper, and in anticipation of legislation being finalised some time in 2023, the Corporate Procurement Team will use information that is available to review existing business processes and documentation. However, changes cannot be implemented until legislation is confirmed and detailed guidance becomes available. A paper to update Members will be brought to a later meeting of Committee.
- 7.13 Children, Education and Families**
- 7.14 Children's Services and Education continues to make ongoing improvement to deliver an outstanding service for our children and young people, and preparation work is underway in anticipation of a number of inspections across the directorate, including an inspection of our Youth Offending Service (YOS) anticipated in the first half of this year and a Children's inspection in 2023.
- 7.15 Additional priorities for the service include managing demand i.e., Education, Health and Care Plans (EHCPs), and ensuring that assessments are carried out effectively, and need is met at the right time and at the right level.
- 7.16 Other pieces of work in progress are in relation to our 0-25 service offer and SEND Transport, with viable options for consideration expected at Committee at a later date.

7.17 Adult Services

- 7.18 Key priorities for the directorate, and as identified earlier in this report, are to continue plans for the integration of Health and Care with a new Integrated Care System (ICS) to be created from April this year and responding to the Adult Social Care Reform White Paper 'People at the Heart of Care' published last December.
- 7.19 The biggest new financial challenge relates to Adult Social Care Reform, which includes the Capping of Care Costs and Fair Costs of Care. Care costs will be capped at £86,000 which represents the maximum someone will pay towards their cost of care. There are changes also to the means-test limits and individuals will still pay the 'hotel costs' for residential care, irrespective of the cap, when they can afford it. Funding of £804k has been provided in 2022/23 for the Capping of Care Costs and Fair Cost of Care reform to cover preparation costs. This may increase to £8 million per annum by 2024/25 {cap and means test (£5.6 million) and fair cost of care (£2.4 million)}, depending on the distribution formula used.
- 7.20 Although this represents additional funding for local government there will be significant reductions in income to the council from these reforms as well as additional commissioning costs which may more than offset this grant funding. This funding also covers the setting up costs. There is likely to be a significant shortfall of funding in meeting this new responsibility in the longer term with potential Fair Cost of Care additional costs of between £10 million and £15 million per annum. Although the financial forecast assumes that the changes will be fully funded at this stage, whilst a more detailed assessment is required, this represents a significant financial risk to the Council.
- 7.21 Other priority areas for the service include supporting and promoting the delivery of Direct Payments to eligible Adult Social Care residents and preparing for the implementation of the new Mental Capacity (Amendment) Act 2019 in April this year, which will replace the current Deprivation of Liberty Safeguards (DoLS) regime with the new Liberty Protection Safeguards (LPS).

7.22 Public Health

- 7.23 Since March 2020 the Council has delivered an extensive programme of support to residents, businesses, and the boroughs communities during the COVID-19 pandemic and will continue in this way to monitor the situation, fulfil new responsibilities and duties of health protection roles, and remain diligent in our response to the ever-changing nature of the situation.

7.24 Housing, Planning, Property and Regeneration

- 7.25 Housing pressures, particularly affordable housing, remains a challenge for Bromley as it is for most other local authorities. As identified in our Housing Strategy, we are committed to providing 1000 new homes on Council owned sites to provide much needed Bromley homes for Bromley people by 2030. To date, we have successfully progressed a number of development opportunities on a range of sites across the borough, including Burnt Ash Lane, with further schemes underway including Bushell Way, Anerley, and York Rise.
- 7.26 The department looks forward to concluding options appraisals to bring forward further sites for housing and strategic regeneration projects in the borough, such as Crystal Palace Park,

and linked to this is the launch of 'Supplementary Planning Documents' for both Orpington and Bromley Centres that will help guide future planning applications in these areas.

7.27 Work continues to progress in relation to the Operational Property Review, and full findings and a Strategy will be brought to a future meeting of Committee later this year.

7.28 The country looks forward to the Queen's Platinum Jubilee celebrations, and preparations are already underway at both a national and local level to deliver on a number of commemorative programmes to mark the event.

7.29 Environment and Public Protection

7.30 The Council continues to deliver on the commitment to be net zero carbon by 2029, and a number of key projects including the replacement of street lights with energy saving LED lighting and an extensive street tree planting initiative that will see an additional 5000 trees planted in the borough over the next four years are already underway.

7.31 Our Electric Vehicle Charging Strategy approved last November will also support our organisational objectives and a borough-wide transition to low or zero emission vehicles before the 2030 ban on the sale of new petrol and diesel cars and vans, and details of a pilot to trial residential charging solutions in the borough is expected at Committee shortly.

7.32 Key to the delivery of our projects and strategies is funding, and the department continues to look to lever more external funding, as well as maximising the value and income from built assets.

8.0 Priorities for the Next Six Months

1. Delivery of Transforming Bromley Programme 2019 – 2023.
2. Maintaining our Long-Term Budget Management and Financial Strategy to manage demand and growth.
3. Delivery of key findings from the Operational Property Review.
4. Progressing development of Integrated Care System (ICS).
5. Ongoing management of our COVID-19 response and moving to organisational and borough wide recovery.
6. Meeting our statutory and regulatory requirements and inspection readiness.
7. Rollout and implementation of cross cutting corporate plans and strategies.
8. Departmental service reviews for efficiencies in Legal Services, Customer Services and Performance.
9. May 2022 Elections readiness and delivery.
10. Responding to legislative changes and macro issues from Central Government.