

London Borough of Bromley

PART ONE - PUBLIC

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

Date: 14 September 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 February 2022, I can provide the following updates:

- Updates on key organisational priorities for 2022/23.
- Priorities for the next six months.

Updates on Key Organisational Priorities for 2022/23:

Delivery of Transformation Programme Proposals for 2022 – 2023

3.2 The Council is now in the third year of its four-year Transformation Programme. Savings identified for this year, as reflected in this year's Council Budget are circa £2.8 million in 2022/23 and £2.6 million in 2023/24, which officers have and continue to work hard to achieve.

3.3 Thinking about the future of the Transformation Programme, the Council's Transformation Board held a number of workshops between February – May this year to focus on 12 key areas of work from across our six workstreams. This included SEND Transport, our 0-25 Service, Digitalisation, Demand Management, and Adult Social Care Reform and Integration. These workshops have achieved a number of objectives, including identifying priority projects for delivery over the course of this next financial year.

3.4 As for key deliverables against our Transformation priorities for the next two years, I am pleased to report:

- Our Operational Estate Strategy will be brought to Members shortly for decision, which will set out the framework the Council uses to make decisions about the shape of the operational estate going forward.
- Transformation proposals and options for managing the budget deficit will be considered by Members in the autumn.
- Work continues to re-procure our IT contract for go-live in December 2023.
- Our updated corporate website has now gone live, which is part of our programme of work to ensure a user interface that is more customer friendly.
- Jointly working with South East London Clinical Commissioning Group (SELCCG) retendered and awarded the Primary and Secondary Intervention Service (PSIS) contract. The new contract commences on 1 October 2022.
- Brought forward a workplan to deliver improvements to our 0 – 25 service.
- Begun to tenant our three housing sites, Bushell way, Anerley Town Hall and Burnt Ash.
- Launched the Council's Electric Vehicle Charging Strategy last November, and a residential charging pilot early this year.
- Continued with the Council's four-year tree planting programme and the rollout of LED street lighting across the borough.

Financial Management

3.5 The 2022/23 Council Tax report to Executive on 9 February 2022 indicated a balanced budget this year and a budget gap of £4.3 million in 2023/24, rising to £12.9 million in 2024/25 and £19.5 million by 2025/26.

- 3.6 Since this report, figures have increased due to the significant recent financial challenges relating to higher levels of inflation, the potential costs of Adult Social Care Reform, and expected changes to the statutory override position impacting on funding for Dedicated Schools Grant (DSG) deficits.
- 3.7 In addition to this, Local Government awaits the Government's next Spending Review and outcomes of the Fair Funding Review and Business Rates. My Senior Leadership Team and I will continue to keep a close focus on monitoring of the Council's budget with the priority as ever to balance the budget and continue to take a One Council Transformation approach to minimise cost/ growth pressures and deliver planned mitigation and transformation savings.
- 3.8 Where appropriate we will also lobby Government to ensure that Bromley receives its fair share of funding to meet the current and future challenges Bromley and other local authorities face.
- 3.9 Regular 'Are We on Track' monthly assessment meetings will continue to determine whether we are on course to deliver projected budget savings, and to manage and scrutinise growth. My fortnightly Transformation Programme Board meetings similarly monitor progress against our six key workstreams, considering the level of growth the Council can afford, mitigation and/or alternative Transformation options. Members will also note that financial monitoring reports are reported at Committee on a quarterly basis.
- 3.10 In terms of the long-term impact of the COVID-19 crisis on the Council's budget, the COVID and the Collection Fund surplus earmarked reserves has provided transitional support as the Council progresses with longer term decision making. These reserves though represent one-off resource, and a review on the financing of the Council's Capital Programme will be undertaken shortly.

Making Bromley Even Better

- 3.11 During 2022, the Council and Partner agencies refreshed and signed up to deliver a new Corporate Strategy, 'Making Bromley Even Better' (MBEB). 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'
- 3.12 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
- 3.13 Members will note that all Portfolio Holder Plans (2022/23) have been aligned to the MBEB ambitions, and progress against these ambitions can be found in Portfolio Holder updates to

their respective PDS committees. Members are also set to receive an annual report on MBEB in March 2023.

- 3.14 Officers have updated the workforce induction, committee report templates and appraisal documents as relevant to ensure that MBEB is understood and championed by all. MBEB will also increasingly be seen as a 'golden thread' that runs through a wide range of our refreshed single and joint agency strategies.
- 3.15 Updates on some key work in progress to date:
- Children, Education and Families PDS were presented a report on transforming SEN transport. The ambition is to provide a service the supports self-help and independence and placing children and families at the centre of policy developments.
 - Work continues around our 0 – 25 years' service for children and young people with disabilities, which focuses on improving arrangements for the transition into adulthood for young people, and the service recently held a successful '14 – 25 Transition Day' in April this year.
 - The One Bromley Local Care Partnership Board which replaces the previous Bromley Borough Based Board continues to meet and discuss Bromley's health economy and ensuring the right services are commissioned to meet the needs of Bromley's residents.
 - Adult Care and Health PDS approved our 'Tackling Loneliness Strategy Action Plan', which we have already begun to make progress against during Loneliness Awareness Week in June.
 - Continued work to deliver priorities against our Mental Health and Wellbeing Action Plan for 2021 – 2023 that includes the transformation of community mental health services, which has already begun through the establishment of our new Bromley Mental Health and Wellbeing Hub.
 - Delivered the first phase of the Bromley Homes for Bromley People programme, with housing schemes now coming forward in York Rise, Orpington and West Wickham.
 - As part of delivering our Economic Development Strategy we have provided £2.141 million of funding support across business support programmes to help businesses start and grow, launched the Bromley Business Hub that provides bespoke support to existing and new businesses, and increased infrastructure including Full Fibre upgrades to support economic activity.
 - Council committed to a new target that will achieve net zero in just five years' time, by 2027, which will continue the work in recent years to reduce carbon emissions such as procuring 100 per cent green energy for Council gas and electricity supplies, our £1.35 million street tree planting project and our LED street lighting upgrades which have reduced carbon dioxide emissions each year and achieved savings in energy and maintenance costs.

Operational Property Review

- 3.16 Officers have worked to establish baseline data on the operational estate to support decision making on its future management. This has included the commissioning of condition surveys, which have identified significant maintenance liabilities on operational assets.

- 3.17 Officers are now working on a strategy for managing the operational estate to reduce the maintenance challenges as part of the council's medium term financial planning.
- 3.18 The findings of the Operational Property Review will be presented to members for discussion during the autumn.

Health Integration

- 3.19 Earlier this year the Government published the White Paper 'Health and Social Care Integration: Joining Up Care for People, Places and Populations'. Our Adults Social Care Team alongside Health Colleagues have been working together to respond to the White Paper, which builds on the successes of joint working locally.
- 3.20 As part of the changes to moving into an integrated model of working, Local Care Partnership Boards have been set up across the six boroughs in the South East London (SEL) Integrated Care System (ICS).
- 3.21 Governance arrangements in Bromley have progressed in recent months with the One Bromley Local Care Partnership Board now replacing the previous Bromley Borough Based Board, which will act as the highest level for the governance procedures in Bromley.
- 3.22 Going forward we will continue to work together to deliver on the priorities set out in the Health and Care Act (2022), ensuring as always that resources and services meet the needs of our communities.

Adult Social Care and Health

- 3.23 The new Integrated Care Service arrangements for South East London came into effect on 1 July 2022. Bromley has been well placed to move to the new integrated ways of working and has already realised benefits being provided by the system in Bromley. As ever, we will continue to work with Health colleagues in responding to the 'Joining up Care for People, Places and Populations' White Paper, strengthening relationships and delivering for our residents.
- 3.24 The service will continue to work through the implications of the Government White Paper 'People at the Heart of Care: Adult Social Care Reform'. The most significant of these changes is the way Adult Social Care will work with public and care providers to reduce the gap between the fees that the Council pays and those charged to private payers. A Team will work on introducing the new systems that will both enable the introduction of the 'Lifetime Care Cap' and monitoring of individual contributions towards this and the financial impact on the Council.
- 3.25 In terms of the introduction of Information Sharing agreements across Health and Social Care, Bromley has recently started using the Shared London Care Record, which was implemented as part of the changes to the new Liquid Logic System. This new way of working will enable improved integrated working and remove a number of barriers to effective joined up working.

Assurance Readiness

- 3.26 Adult Social Care is also making good progress as part of preparations for the re-introduction of the assurance of services and have been aligning the Departments Transformation Programme on priority areas. Further details on areas the CQC assurance of Adult Social Care will cover are still to be formalised. However, it can be assumed that the assurance process will look at the delivery of the whole service including how budgets are managed; how carers are supported; how the service is planning for the future; how the market is being managed; and the use of Assistive Technology. It is anticipated that the assurance process will also consider integrated arrangements and will align with assurance of the ICS system.
- 3.27 The Adults Directorate already has services that are registered through CQC, namely the Shared Lives Services, Reablement and Care Link services, although the inspection of these is still temporarily ceased.

Housing Supply and Affordable Housing

- 3.28 Bromley residents have now started to move into their new homes at two of our housing developments in the borough. This includes our housing site at Bushell Way, 'Chris Witty Place', which contains 25 one and two-bedroom affordable apartments, and our development in Anerley. Our scheme at Burnt Ash Lane is also almost complete, and it is anticipated that lettings will start this month (September 2022).
- 3.29 The Council continues to progress key work to achieve its target of delivering 1,000 new affordable quality homes for Bromley residents as set out in our Housing Strategy, and housing schemes are now coming forward in York Rise, Orpington, and West Wickham.
- 3.30 Our acquisition scheme with Orchard and Shipman 'Meadowship Homes', which is also part of our approach to increasing affordable housing for residents, has now let the 100 properties from Phase One of the scheme, with the full scheme of circa 242 properties to be complete by May 2022. A second phase of property acquisitions with Orchard and Shipman for up to 300 properties was also agreed at Executive on 15 July, which will also be used for accommodation to help reduce the current pressures in relation to homelessness and temporary accommodation.
- 3.31 Officers are also exploring and carrying out options appraisals of further sites that may be suitable for self-delivery house building and strategic regeneration across the borough, including any sites identified through our Operational Property Review that can be developed or disposed of to generate a capital receipt.

Children's Services Inspection Readiness

- 3.32 Children's Services continue to prepare for an inspection of its Youth Justice Service, expected in the next 12 months, which will cover both the work of the Council and Partners.
- 3.33 Children's Social Care also continue to work hard to deliver excellent services for our children and young people, with preparations underway for an inspection in 2023.

School Places

- 3.34 Work continues with a range of schools, parents, prospective parents and the Department for Education to help ensure there are sufficient places to meet demand for school places and provide a choice of good schools. This also includes work to deliver the Borough's first Special Free School which will support children who have special communication difficulties with co-presenting social and emotional mental health needs, including high levels of anxiety. The Multi-Agency Centre of Excellence remains at the heart of the Special Free School and will ensure the site is a resource hub from families as well as delivering an effective and high-quality education for children within their local community.

Net Zero Carbon Emissions by 2027

- 3.35 Earlier this year, Council agreed a policy to achieve net zero in just five years' time, by 2027. Significant progress has already been made to reaching this target, which has included our street planting initiative to plan 5,000 street trees across the Borough, our project to upgrade 3,863 streetlights to LED lights to make the Borough more energy efficient, our electric vehicle charging pilot and the decision to procure 100% green energy for gas and electricity supplies.
- 3.36 The Council will continue to deliver key work against the following seven priority areas to achieving its target to be carbon neutral by 2027:
1. Street Lighting LED Upgrade.
 2. Buildings: energy efficiency.
 3. Renewable Energy Procure 100% renewable electricity and gas.
 4. Council Fleet Switch to electric vehicle fleet.
 5. Alternative Technologies and Renewables Investment.
 6. Woodlands, Parks & Greenspaces.
 7. Certified Carbon Offsets (from UK-based projects).

Digital Strategy and Digital Agenda for the Council

- 3.37 The current and new circumstances have made the move of digital Transformation more urgent. Significant progress has been made towards our vision for the future, and updates against our digital projects and programme includes:
- The Council agreed a Memorandum of Understanding (MoU) with Openreach to improve connectivity across the borough.
 - Since May 2020 – December 2021, there has been a significant improvement in full fibre broadband access in Bromley with 24.7% of premises within Bromley with full access, which compares significantly with the position as of May 2020 which showed just 1% had full access.
 - The Council refreshed and launched its new and upgraded website.
 - Implemented technology in the Council Chamber to enable hybrid meetings.
 - Rolled out Microsoft Products such as SharePoint, Microsoft Teams, Microsoft Power BI, Forms and Power Applications to improve communication, access to information and collaboration across the organisation and out partners to allow for smarter working, whilst managing information in line with best practice.
- 3.38 Next steps on our digitalisation journey is the implementation of our 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.

3.39 Additionally, work to re-procure our IT contract to meet the new and emerging needs of the Council is underway, with the new contract due to go live in December 2023.

Realignment of Communications

3.40 Following the structural change at the end of last year that saw our Public Affairs Team move to the leadership of our Director of HR and Customer Services, we have increased staffing capacity in the Team. This has supported our ambitions for communications in the last year, and some of our successes include:

- **Stronger communications planning** – A long term calendar has been developed as part of introducing better communications planning, with senior officers across the Council contributing to the planning process.
- **Enhanced digital engagement** – The ‘Update’ email newsletter to residents has been successfully operating for the last 18 months with high readership (circa 40,000) and distribution (circa 70,000) statistics directly supporting increased website use.
- **Digital marketing** – Online advertising has been used to engage with residents, with tracking technology monitoring its effectiveness.
- **Improved social media presence** – Social media platforms including Twitter and Facebook have been optimised.

Ukraine Response

3.41 The Council is delivering vital support as part of the local response to the war in Ukraine, which includes supporting Government schemes such as ‘Homes for Ukraine’.

3.42 Our Ukraine Support Hub and telephone service provides accessibility to information, advice, and support, including advice about healthcare, employment, education, learning English and everyday issues.

3.43 In terms of the delivery of our programme over the next few months, we have increased staffing capacity and ESOL (English for Speakers of Other Languages) provision within the borough, which all Ukrainian adults and their family members over the age of 19 are eligible for.

3.44 Updates on the impact of the crisis on the Council and our services continue to be monitored at my Senior Leadership Team meetings, and regular communications to Members on our response continue.

Workforce Development

3.45 As part of work to build a strong and resilient workforce, our Workforce Development Team has taken forward several initiatives. This has included:

- Training and development programmes that are accessible to all staff to enhance professional development by learning new skills continue, including our 'Career Planning Workshops' and post-entry training/ qualifications.
- A number of secondment opportunities have been promoted throughout the organisation, including opportunities to support our local response to the Ukraine crisis.
- From 1 April this year, training and development management and administration across the organisation was centralised under the HR Organisational Development Team alongside the training and development budgets and funding to support the aim of continuing to develop a skilled, agile, able workforce that is supported to deliver Bromley's corporate objectives and respond to local and Government priorities.
- Colleagues in HR have now completed the recruitment process of our 2022 cohort of Graduates, which is one of our 'grow your own' and succession planning initiatives that supports recent undergraduates to develop their career in local Government, with the aim of retaining them at the Council long-term. Of our 2020 cohort, four of the nine Graduates have already secured permanent positions within the Council.
- Apprenticeships are being used to support succession planning and to upskill existing members or staff, and the four apprentices we currently have at the Council are studying in Infrastructure Tech, Artificial Intelligence, Regulatory Compliance and Social Care.
- The Kickstart programme has been running since last October and is progressing well, with a total of 16 placements offered to young people across the Council. Of the first cohort, four have been offered temporary/ fixed term contracts in Bromley in departments including HR, Housing and Legal.
- We continue to hold locum to permanent events in Social Care, with our most recent taking place on 18 May 2022 for Children's Social Care staff to find out more about converting from a locum to permanent qualified social work position at Bromley.
- Our cross-borough mentoring programme, led by the Council, progresses well, and has received positive feedback, and we continue to support the OneBromley Mentoring Programme.

4. Priorities for the next six months

4.1 The key organisational priorities for the next six months are:

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. Delivering preparations within Adults Social Care as part of reforms.
5. Supporting the integration of Health and Social Care.
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. Responding to legislative changes and macro issues from Central Government.
10. Continuing with our local response to the war in Ukraine.