

BUILDING A BETTER BROMLEY

- 2020 VISION

Our shared long-term '*sustainable community strategy*'
for improving quality of life in the Borough

March 2009



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Who is the current Local Strategic Partnership?

Membership of the LSP Executive is subject to periodic review, but includes (also see Appendix 3):

Cllr Stephen Carr – Chairman of the LSP and Leader of the London Borough of Bromley

Doug Patterson – Chief Executive of the London Borough of Bromley

Chief Superintendent Charles Griggs – Borough Commander, Metropolitan Police

Elizabeth Butler – Chairman of Bromley Primary Care Trust

Simon Robbins – Chief Executive of Bromley Primary Care Trust

Jean Levy – Chairman of Community Links Bromley

Eithne Rynne – Director of Community Links Bromley

Vicky Bonner – Director of Housing, Broomleigh Housing Association (representing Federation of Housing Associations)

Relevant ‘Thematic Partnership’ chairmen and/or council elected portfolio holders

Foreword

This vision of how the London Borough of Bromley should be in the year 2020 has been prepared by local councillors in conjunction with the many different organisations responsible for delivering public services in the Borough.

In 2007, 80% of residents were satisfied with their '*local area as a place to live*' - an improvement on recent years and one of the highest levels in outer London. The facts and resident surveys confirm that local quality of life is high and improving. As chairman of the LSP I am very proud of the above, but am not complacent and the 2020 ambitions of the Partners go still higher. All are determined to make further improvements:

- Although Bromley, of course, remains a relatively safe borough, crime remains a high public concern,
- Similarly, there is public concern about the behaviour of, and activities for, young people, and about traffic congestion
- An ageing population will be a major future challenge for public services and for the local community
- There are still too many children, families, older and other vulnerable people (especially in certain parts of the Borough) who struggle to make the most of the life chance opportunities and independence most of us take for granted. They deserve a better future
- Global economic pressures will create new local challenges.

The lead representatives of the major local public service agencies in the Borough, never forget that they are accountable to local people and to local and national taxpayers. The complex challenges set out in this strategy may be solved by these public service agencies working effectively in partnership and with the local community.

Equally the members of the LSP will stand up for local interests where they are threatened. Together we will all "*Build a Better Bromley*" by 2020.



Councillor Stephen Carr
Chairman of Local Strategic Partnership
And Leader of Bromley Council



Introduction

This strategy sets out a shared long-term vision for the kind of borough we are striving to see by 2020 – one that is strong, prosperous and sustainable – in the face of current and anticipated constraints. Bromley already has considerable strengths and opportunities on which we can further capitalise. But we also need to recognise key facts, risks and challenges which could blow us off course in seeking to balance the difficult choices and trade-offs we all will face. This document also identifies how we plan to manage these risks and who is responsible for taking action.

Bromley's first long-term partnership vision (at that time called the "community plan") was written in 2003, following extensive local and public consultation. Since then we have kept updating the plan and have made considerable progress in working more closely in partnership. This new partnership vision document is mainly designed to be used and read by councillors, board members and managers within the various LSP partner organisations. The document will be supported by a summary version targeted at a public audience. The document is a further attempt to refresh a shared long-term vision for the Borough area. It paints an ambitious future long-term strategic vision, with supporting Appendices, and refers the reader to greater detail in linked supporting strategies, such as:

- Spatial plans, with work underway on a new Local Development Framework (LDF) and development plans for Bromley and Orpington town centres
- Medium-term strategies for community safety; children & young people; etc.

We will continue to keep the document up to date, so that it remains valuable in guiding all our local efforts. A considerable amount of work since 2004, and especially since 2007, has gone into considering the major future demographic, social, environmental, economic and technological trends we will face – much of the evidence used is signposted via Appendices.

Bromley is not an island and we cannot isolate ourselves from these external changes – e.g., global economic pressures. London's suburbs are changing and Bromley's unique characteristics as a residential borough with a highly valued sense of place will become even more important in the face of these developments. We also have duties to play our local part in national and global challenges. We have opportunities to manage these risks and to improve the local quality of life.

We are living in uncertain times, so successful public services of the future will have to adapt quickly to changing needs. However, we can forecast many of the major trends affecting the world we operate within over the next decade and beyond. We are moving into a very different phase of public service. The major challenges and service pressures we will face are at a time when resources will be increasingly tight, yet public expectations will continue to rise. As the major public service agencies spending over £1bn of public money each year we have new duties to work together to improve the quality of life prospects of the Borough for all its communities and residents, and to continue providing high quality, value for money services.

We recognise that most people just want to get on with their lives, so we will protect and support their liberty and independence with the minimum of interference. The Council, as elected 'community leader', and other local partners, have an important part to play in balancing competing interests, and can work increasingly smartly and seamlessly in partnership to find shared solutions. Equally importantly, will be actively supporting, involving and engaging the local community to play its part in securing success. Much in the vision has implications for all our expectations, lifestyles and behaviours - public services working alone will not find all the answers.

How will the Borough Change by 2020?

Future challenges, risks and needs

Brief headlines of major changes expected to affect the Borough by 2020:

- Demographics

By 2020 Bromley's population is currently forecast to have increased to around 307,000 and is likely to be more culturally diverse. The biggest population increases are expected to be in Bromley Town and Cray Valley East areas. The number of households is also forecast to increase to 136,000, with the average household size decreasing. It is estimated that 40% will be one-person households.

By 2020 the number of people aged over 75 years is forecast to have risen to over 7% of Bromley's population. These older people are expected to be particularly predominant in Biggin Hill, Clock House and Penge and Cator wards.

- Technology

Mobile internet may be dominant and most mobile networks should provide cheap super-fast, anywhere, anytime connectivity. This linked with real compatibility between on and off-line systems and devices will offer new opportunities for business and individuals in how they conduct business, communicate and organise their lives.

- Economic

The internet will further open worldwide access to success for businesses. With the increase of home working Bromley's role as an exporter of workers to London will probably decrease and some Bromley residents may well work for companies all over the UK without leaving the borough.

- Environmental

There are likely to be more challenging international energy conservation targets. Legislation will promote recycling. Renewable and sustainable fuel sources may be incorporated into new housing and a high percentage of existing properties may be converted and adapted to use these technologies.

Overall Vision

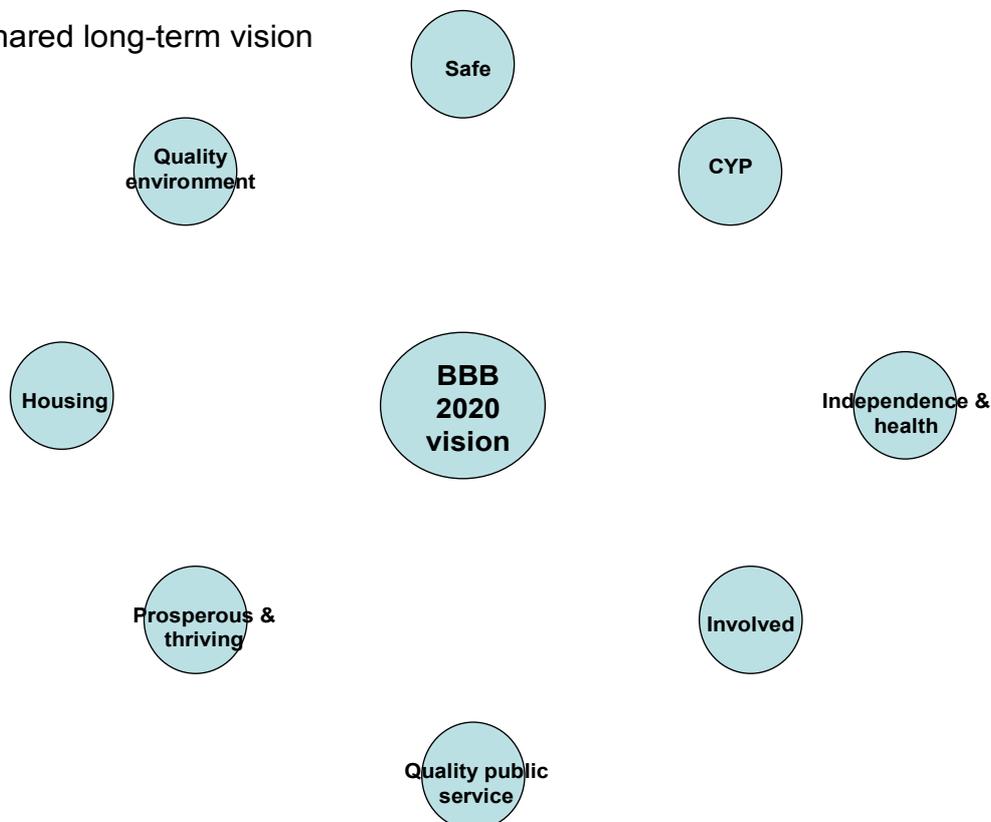
By 2020 Bromley will be widely recognised
as one of the best London boroughs to live in

The Borough will have a high and improving quality of life, where:

- *people choose to live, study and do business*
- *everyone has fair opportunities to maximise their talents, life chances, independence and dignity*
- *people have pride, take personal responsibility and have respect for others*
- *communities and citizens have opportunities to be actively involved in delivering this vision as part of an innovative and vibrant local democracy*
- *public services are efficient and effective, supporting choice, influence and personalisation, but with safeguards for the most vulnerable*
- *what we all do locally is sustainable for the future wellbeing of our community*

This over-riding vision is in turn delivered through 8 themes for BBB 2020. We have shown these themes below as like a solar system - all of the themed “planets” of our desired borough in 2020 inter-relate and need to be carefully, and continually, balanced to promote long-term community wellbeing.

Our shared long-term vision



Each of these 8 themes is now considered in turn.

Safer Communities

We take great pride in representing the two accountable bodies responsible for community safety, the Police and the Council, to be in a position to influence the future and to achieve the 2020 vision to Build a Better Bromley. Our residents tell us that a low level of crime is the most important factor that determines Bromley as a great place to live. We want it to remain that way for generations to come. We believe that, through effective partnership working, we can make a real difference. Bromley Police and Council will continue to play active roles in the Partnership. We will contribute to all eight themes of this Strategy, and work tirelessly to achieve a sustainable outcome.

As the Metropolitan Police Service changes its estate, policing services provided from a central headquarters in the Town Centre, supported by community based Safer Neighbourhood Bases will be unique to Bromley. We are one of the safest boroughs in London. Every police officer and member of support staff is committed to keeping it that way. There is no greater priority.

Charles Griggs
Chief Superintendent
Borough Commander

Councillor Colin Bloom
Portfolio Holder
Public Protection & Safety

Vision by 2020: Bromley is seen as one of London's safest boroughs. Bromley is renowned as a safe and attractive place to live, work and do business. Crime and fear of crime is concerning residents less and less, as people generally feel safe in their homes, communities, town centres and other public places (e.g., parks, public transport etc.). Minor crimes and anti-social behaviour are challenged or prosecuted by the relevant authority until they are no longer an everyday experience. All local partners are working together, jointly with local communities, to foster responsibility and respect, and to prevent, deter and punish anti-social behaviour. Parents taking greater responsibility for the behaviour of their children will be key to dealing with many of the issues Bromley faces. We are committed to promoting an approach that shows no tolerance of crime, large or small, and demonstrates a resolute but proportional commitment that those breaking the law will be brought to justice.

Outcomes sought	Issues to be tackled	Accountable Agency
<ul style="list-style-type: none"> Increasing community re-assurance. 	Encourage the reporting of all forms of crime; and Reassure the public that Bromley is a relatively safe borough.	Safer Bromley Partnership
<ul style="list-style-type: none"> Reducing the levels of crime against the person. 	Tackle offences of violence (including Domestic Violence) as a priority area.	Police
<ul style="list-style-type: none"> Reducing the levels of crime against property. 	Includes work to reduce levels of Criminal Damage	Police
<ul style="list-style-type: none"> Reducing the levels of youth crime and victimisation. 	Address the over-representation of youths as offenders and victims in the	Youth Offending Team

<ul style="list-style-type: none"> • Reducing the levels of anti-social behaviour and nuisance. • Reducing the problems caused by drugs and alcohol use. 	<p>borough.</p> <p>Address neighbourhood concerns and provide interventions to reduce anti-social behaviour.</p> <p>Address dependence generated crime, provide appropriate education and prevention advice and deliver effective treatment</p>	<p>London Borough of Bromley (LBB)</p> <p>Drug Action Team</p>
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Did you know: Facts, challenges and risks:

- Recorded crime is low compared to other London boroughs and has generally fallen recently
- But there is believed to be a significant level of unrecorded crime (especially of 'low-level' anti-social behaviour)
- Some 50% of the public are concerned about activities (e.g., leisure, cultural, diversionary) for young people and crime - the top public concerns and higher than other outer London boroughs
- There is similar concern about parents not taking responsibility for the behaviour of their children
- But young people too are very concerned about safety and are more likely than adults to be the victims of many types of crime
- "Safer neighbourhood" teams and consultative panels are now in place in every ward to help identify and prioritise local community safety concerns – they appear to be having some success

What does good practice look like?

- Communities feel more empowered in putting the responsible majority back in control of safer, and stronger, neighbourhoods and in reducing fear

• **Partners responsible?** - Governance :

- Delivery
 - 'Safer Bromley Partnership' (consisting of Police, Council, Broomleigh, PCT etc.)
- Scrutiny
 - Public Protection & Safety PDS Committee
- Public engagement
 - Bromley Community Engagement Forum
 - Safer neighbourhood panels

• **How will we deliver the vision?** - Strategy:

- Bromley's Community Safety strategy
http://www.bromley.gov.uk/community/safety/bromley_community_safety_strategy.htm
- this includes details of: consultation; needs analysis; key programmes/actions; performance frameworks

- Policing Plan for LBB area
http://cms.met.police.uk/met/content/download/14409/65796/file/TP%202007_2008%20Leaflet%20Bromley.pdf

- **How will we judge success?**

- Reduced levels of crime and anti-social behaviour
- Reduced fear of crime and greater public reassurance
- Reduced problems caused by drug and alcohol misuse



- **What local people can do**

- Take an active part in Safer Neighbourhoods, Neighbourhood Watch and other community safety initiatives
- Take measures to protect your home, car, other property (e.g., IdentiMark) – be careful about putting your personal safety at risk
- Encourage parents and guardians to ensure that their children’s behaviour is good and not likely to cause concern to others
- Report incidents of crime, domestic violence and anti-social behaviour

Quality Environment

The quality of Bromley’s environment affects the daily lives of everyone who lives or works in the borough. A ‘clean and green’ borough is one of Bromley’s key assets, and one which we are determined to protect.

Increased recycling has been a success story in Bromley, and we are determined to keep up the momentum. We also need to ensure that less waste is produced in the first place - this is something which is of concern to all partners, including residents and local businesses.

Many residents and local businesses are concerned about congestion, leading to extended journey times and insufficient parking provision. There are opportunities to work in partnership to make a real impact on reducing unnecessary car journeys. We also need to maintain our progress in improving road safety.

Conservation of the borough’s character is a high priority in the face of pressures for greater development. Together, we must make every effort to protect the high quality of both our green spaces and the built environment.

We are also determined to work together in reducing energy consumption. There is much good practice that we can share in ensuring that Bromley is kept ‘clean and green’ up to and beyond 2020.

Councillor Colin Smith

Portfolio Holder

Environment

Vision by 2020: Bromley remains the “cleanest and greenest” environment in London. *The distinct characteristics and heritage of the Borough’s town centres, villages and other communities are protected and make Bromley the most attractive place to live, work and do business in London and the South East. Bromley retains its unique ‘sense of place’ - green, open spaces, easy access to work, leisure and cultural pastimes and a well-designed low-density built environment. Natural resources are also conserved, with local public services taking a leadership role in promoting sustainability. Less waste is produced and more recycled; energy efficiency is improved. There are fewer road traffic delays and a continuing reduction in the number of accidents. There are better choices available between different forms of personal transport and ‘well-connected’ public transport, which is more accessible, safe and reliable.*

Outcomes sought	Issues to be tackled	Accountable Agency:
Improving the street scene	Improving street cleanliness	LBB
	Maintain roads and pavements in good condition	LBB TfL for strategic routes
	Improve the standard of work carried out by utilities	LBB
Minimising, waste, landfill and energy use	Increasing the amount of waste recycled and composted	LBB
	Reducing energy use and the	LBB (jointly with key

	amount of waste sent to landfill	partners such as hospitals, schools, Mytime)
	Improving public satisfaction with refuse and recycling services	LBB
Improving transportation	Promotion of cycling, walking and public transport to achieve less congestion at peak times and reduce fuel use and pollution	LBB TfL
	Improve the road network for all users	LBB TfL for strategic routes
Protecting the local environment	Promote safe parking provision	LBB
	Effective delivery of planning policy, reflecting local priorities	LBB
	Protection, conservation and enhancement of the natural and built environment	LBB Natural England Environment Agency English Heritage
Enhancing quality of life	Maintain public satisfaction in the quality of our parks and open spaces, and facilitate new leisure opportunities for the whole community	LBB

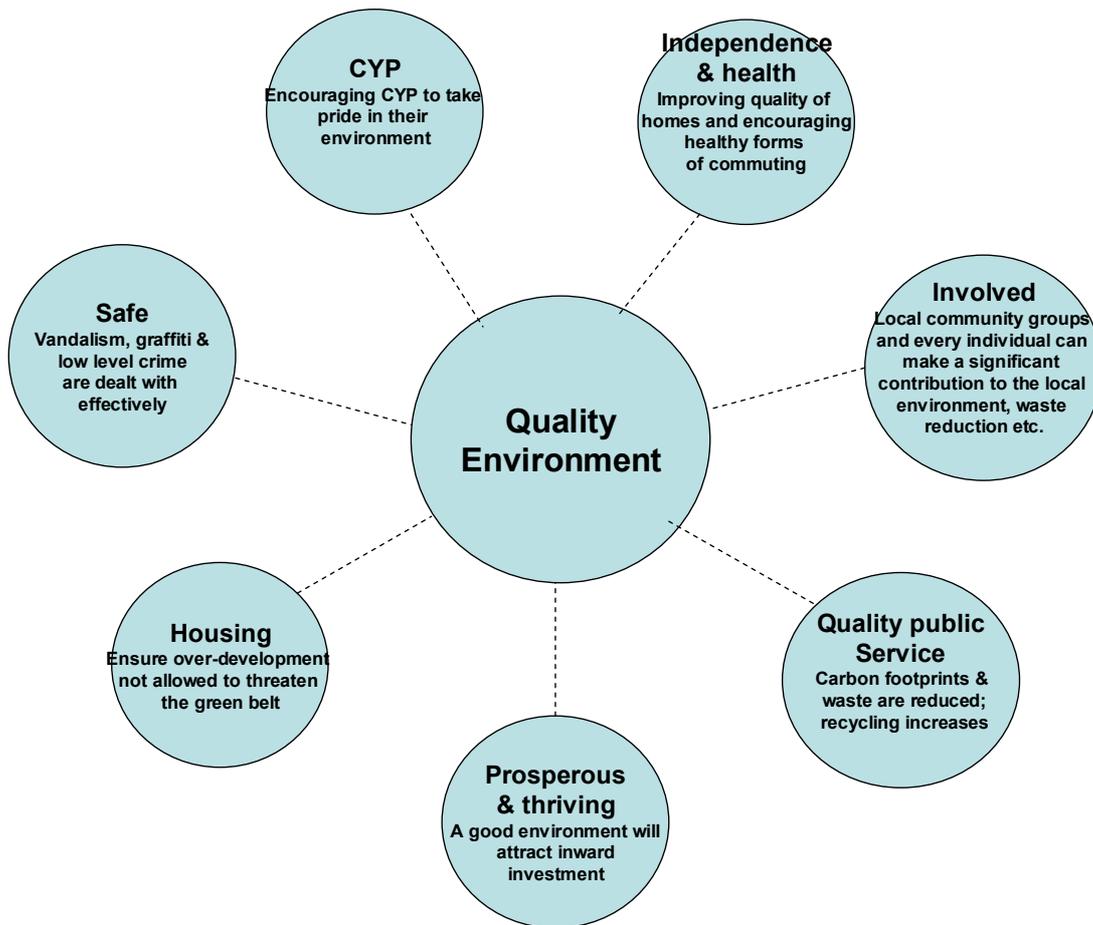
Did you know: Facts, challenges and risks:

- 60% of the borough is green belt or open land – the borough is 30% larger than the next largest London borough and has the lowest average density (20 persons per hectare). But this varies significantly from 1.62 persons per hectare in Darwin ward to 69.52 persons per hectare in Clockhouse ward.
- The Borough has a proposed world heritage site, an ‘area of outstanding national beauty’, and 6 ‘sites of special scientific interest’ (SSSIs)
- Bromley has significantly improved to one of the best recycling rates in London, but still produces one of the highest levels of waste per household
- By 2010/11 the Borough could pay up to an extra £4m in landfill tax (£30 p.a. extra for every household)
- There may be similar pressures on energy and other natural resources
- Conversely, the Borough area could earn a one-off Govt ‘bonus’ of up to £2.2m by meeting recycling, and CO₂ reduction targets by 2010
- 45% of residents are concerned about traffic congestion and this has increased in recent years – now the third highest public concern
- The potential environmental, social and economic impact of possible climate change is such that it is likely to be one of the key policy challenges for all levels of government to 2020 and beyond whether temperatures rise or fall

What does good practice look like?

- The Council, public sector partners, communities, businesses and citizens each play their part in preserving green spaces, and in reducing waste, energy consumption and unnecessary road journeys especially at peak times

- **Partners responsible? - Governance :**
 - Delivery
 - Environment portfolio holder
 - Partnership structures are under review, with a need to retain close links with bodies such as Transport for London (TfL)
 - Scrutiny
 - Environment PDS Committee
 - Public engagement
 - Statement of Community Involvement – for local planning purposes
 - Friends groups; Arts Panel; etc.
- **How will we deliver the vision? - Strategy:**
 - Key strategies for – Local Development Framework (land use planning), Transport investment, Highway Asset Management
 - Local Development Framework (UDP):
http://www.bromley.gov.uk/UDP/local_plan/contents_written.htm
 - Biodiversity Action Plan:
http://www.bromley.gov.uk/leisure/parksandoutdoor/countrysideand+nature/biodiversity_action_plan.htm
 - Waste Management Plan:
<http://www.london.gov.uk/mayor/strategies/waste/index.jsp>
 - these includes details of: consultation; needs analysis; key programmes/actions; performance framework
- **How will we judge success?**
 - Increased recycling and reduced level of waste
 - Improved public satisfaction with our 'clean and green' environment, with waste services and reduced concern about journey times and over-development
 - Reduced congestion and fewer accidents
 - Reduced energy consumption
 - Reduction in enviro-crime
 - Increased community involvement



- **What local people can do**

- Reduce waste and recycle or compost as much as you can
- Try to avoid using your car at peak times and make more use of public transport, car sharing, cycle or walk
- Consider buying environmentally friendly products and reduce energy and water usage (e.g., don't leave appliances on stand-by; switch washing machines to 30 degrees)

Children & Young People (CYP)

We want the very best for every child and young person in Bromley. We are determined that all our children and young people should have the best possible start in life and are helped and encouraged to achieve their full potential.

This is a challenging agenda. Although Bromley's children and young people generally achieve well at school, are safe, lead healthy lifestyles, engage in positive leisure-time activities and are prepared well for the world of work, we know that not all families in the borough share in this prosperity. We are never complacent in our ambition for all the Borough's children. After all, they are the young citizens of tomorrow, and the future of our community.

Although standards at all key stages of education are above national averages, there are some schools where improvements still need to be made, and we are determined to bring all of them up to the level of the best, addressing particularly the needs of vulnerable children such as those in the care of the Authority or with Special Educational Needs.

Young people themselves tell us that there is far too much bullying going on in schools; adults and young people alike are worried about behaviour in schools, in public places and on buses. That is why we are putting in a concerted effort, together with the Police and other agencies, to reduce bullying and improve the behaviour of the minority who cause trouble. This will partly be addressed by improving places to go and things to do for teenagers, through the Youth Service, and we are engaging with young people themselves in planning provision.

We also desire to improve education attendance levels. The Borough's schools, colleges and workplace training providers are doing a very good job in preparing our young people for the world of work, but too many are still turned off by education post-16 and, to address this, we will continue to develop stimulating vocational and non-vocational alternatives for these young people.

The health of our young people also continues to be a priority, tackling for example the increase in childhood obesity and high levels of teenage pregnancy in some parts of the borough. We are encouraging greater partnership working here, as this is a challenging agenda and we cannot achieve the necessary improvements alone.

Councillor Ernest Noad

Portfolio Holder

Children & Young People

Vision by 2020: All Children & young people fully achieve their potential.

Children and young people of all abilities are given a good start in life and achieve their potential. Good schools are available in all parts of the Borough, reducing the need for lengthy journeys to and from school for pupils. Children are protected from neglect and abuse and make a safe and successful transition to independent adulthood. There is a particular emphasis on the vulnerable and those leaving care, including their housing needs. There is a greater emphasis on early-identification, and targeted intervention and prevention, especially through services in community and family-based settings. All have opportunities to succeed and are equipped to play their part as active and responsible individuals and citizens, as well as having the necessary skills for the world of work. Young people behave responsibly and respect the views of others, as well as take care of their

environment. Parents and carers fully understand their role in shaping young people's attitudes and behaviour.

Outcomes sought	Issues to be tackled	Accountable Agency
Improving school buildings by increased capital investment	There is a growing number of school buildings that are no longer fit for purpose.	LBB and schools
Reduction in the reliance on out of borough placements for pupils with special needs by reconfiguring existing provision within the Borough.	Currently some children are placed further away from home than is desirable.	LBB and schools, with assistance from all partners.
Improve attendance and behaviour, reduce truanting and bullying	The culture is still not one that promotes maximum attendance by pupils. There is also a perception that young people's behaviour could improve. Bullying is not tolerated.	LBB and schools, with assistance from all partners.
Improved provision of preventative and positive activities for young people	Whilst the previous issue focuses on schools, this outcome covers out of school behaviour by young people.	LBB and schools, with assistance from all partners.
More young people in education, employment and training	Bromley's rate of young people in education, employment and training is good, but can be even better.	LBB, schools, colleges and the Connexions Service, with assistance from all partners.

Did you know: Facts, challenges and risks:

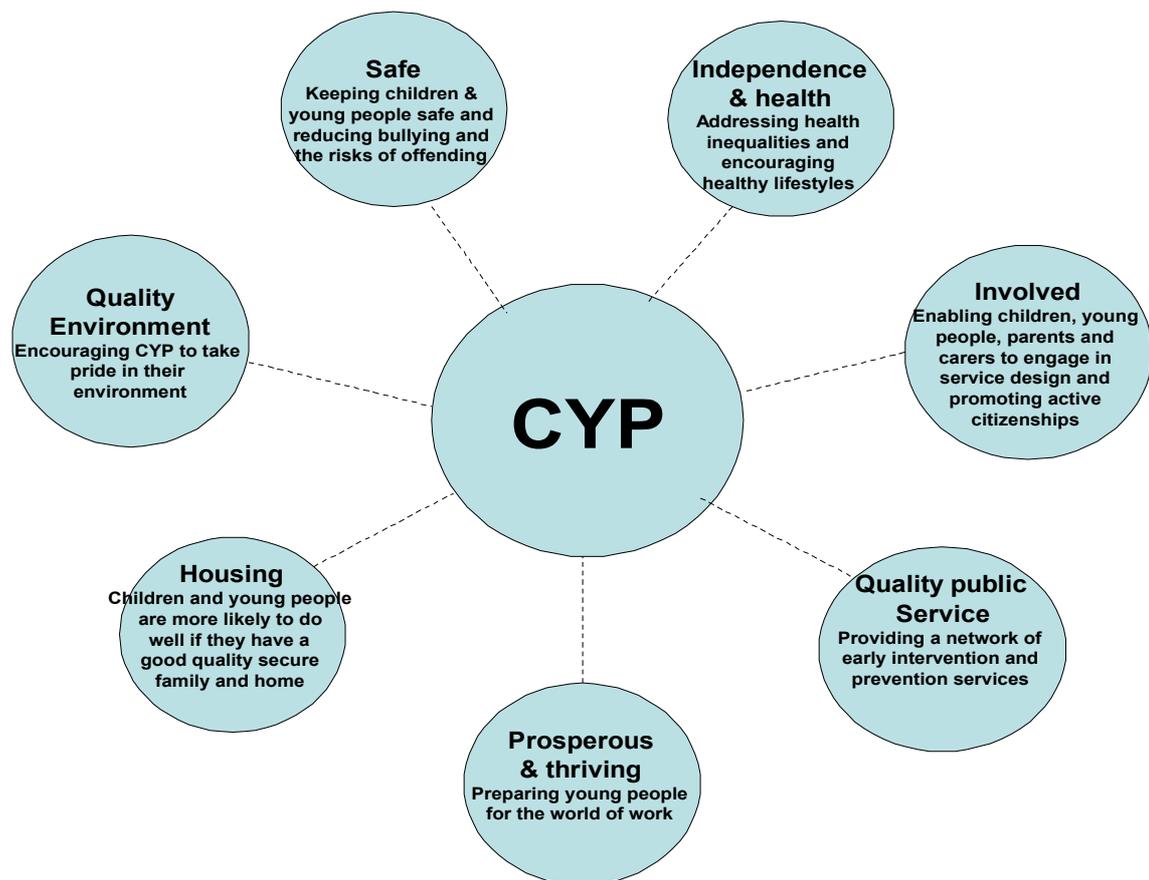
- The Council and local partners work closely through a Children's Trust to "join up" services, and target resources to jointly agreed priorities and deliver the five key outcomes for CYP
- The Borough has high educational attainment relative to national averages and our self-governing schools are generally popular and successful. Intensive support is targeted to relevant schools to help raise standards
- There is concern about young people's behaviour and a related need to improve attendance and provide 'positive activities'
- The wide diversity in Bromley means that schools and services in some localities face significant challenges in keeping children healthy and safe
- The Bromley Children and Families Project is providing multi agency locality and family-based services through Children's Centres and via a range of extended services in schools - agencies work together at local levels to identify and address the needs of CYP and families at the earliest stages, providing services, or access to services, covering: early education integrated with childcare; family support and outreach to parents; support for childminders; child and family health services; and links to JobCentre Plus
- Compared to other London Boroughs we are successful in ensuring that young people remain in education, employment or training on leaving school, but need to ensure that children who are in care and other vulnerable groups do as well as their peers
- Generally children and young people in Bromley are healthy; however there are areas that have high levels of teenage pregnancy and childhood obesity. There are

also concerns about the emotional health and well being of children and young people and access to Child and Adolescent Mental Health services.

What does good practice look like?

- Improved outcomes for vulnerable children through the early identification of need and timely, effective, locality-based, multi-agency intervention, whilst maintaining excellent services for all Bromley's children and young people

- **Partners responsible? - Governance :**
 - Delivery
 - CYP trust board
 - Scrutiny
 - CYP PDS Committee
 - Public engagement
 - Active Involvement strategy
 - CYP Trust forum
 - Youth council
 - Schools' forum
- **How will we deliver the vision? - Strategy:**
 - <http://www.bromley.gov.uk/community/youngpeople/trust/Trustplans/>
 - this includes details of: consultation; needs analysis; key programmes/actions; performance framework
- **How will we judge success?**
 - Key indicators supporting the 5 CYP outcomes, in particular:
 - Improved levels of educational attainment and fewer NEETs
 - Improved behaviour and attendance levels
 - Better life chances for the most vulnerable CYP
 - Reduced teenage pregnancies and childhood obesity
 - Evidence that our early intervention and preventative work is cost effective



- **What local people can do**

- Help support children's education and a healthy lifestyle, including pre-school
- Take an active part, together with other parents, in your children's schools
- Help support and encourage your children's positive behaviour
- Help them to take advantage of leisure and other 'positive activity' opportunities

Independence & Health

As the borough changes and the local population grows, new challenges must be planned for. Supporting the independence and health of the people of all ages in Bromley, both now and in the future, means putting the individual at the centre of all we do as commissioners of healthcare services for the borough. In health terms this means focusing on:

- Improving further the health and well-being of everyone living in Bromley
- Generating greater personal responsibility for health among all Bromley residents
- Improving access to high quality health care in the community and in hospital, particularly for vulnerable people

However, achieving true independence and health for the Borough is dependent on real and effective partnership working; delivering co-ordinated services to support the particular needs of the individual, maximising the impact of the resources we have and sharing knowledge and expertise

No one organisation can deliver the agenda in isolation which is why Bromley PCT and the London Borough of Bromley are wholeheartedly committed to working together to Build a Better Bromley.

Elizabeth Butler
Chair
Bromley Primary Care Trust

Councillor Graham Arthur
Portfolio Holder
Adults & Community Services

Vision by 2020: Everyone leads active, healthy and independent lives.

People, particularly older people and vulnerable adults, are supported to lead active, healthy and independent lives. Service is more personalised and users have greater choice, influence and control. Barriers to people maintaining their own independence are identified and removed and health and social care support are seamlessly accessible. There is more emphasis on local community and home-based provision and less on residential or institutional settings – but with all forms of care provided to a high and consistent quality. People can make informed choices to engage in healthy lifestyles and have easy access to local health facilities. People with disabilities are integrated as fully participating members of our wider community. They are able to maximise their potential, to live with dignity, and are perceived as an asset to the community, not as a burden. People live longer, healthier lives and services are designed and targeted to reduce ‘health inequalities’ through improved access. Carers, families and communities are supported as key partners in achieving this vision.

Outcomes sought	Issues to be tackled	Accountable Agency
<ul style="list-style-type: none"> • Overall improvements in health; • thereby reducing ‘health inequalities’ within the local area by narrowing the gap in life expectancy. 	Providing clear information and support services to make it easier for everyone to choose a healthy lifestyle, to support the provision of a healthy diet and physical activity, linking this into a multi-agency “health and well-being” strategy for the	PCT, LBB, Bromley Mytime

	borough.	
<ul style="list-style-type: none"> Promoting choice and independence for vulnerable people. 	Services able to support independence and meet current and future care demands.	LBB, PCT, Age Concern Bromley
<ul style="list-style-type: none"> Improved access to services in the community and closer to home. 	<p>Improved access to health care.</p> <p>Effectiveness of inter-agency working – development of alternative approaches to service delivery.</p>	LBB, PCT
<ul style="list-style-type: none"> Improved health and well-being of carers. 	<p>Helping the increasing numbers of carers through advice, information and support</p> <p>Promotion of Direct payments and personal budgets to provide flexible support solutions.</p>	<p>LBB, Carers Bromley</p> <p>LBB, Inspire Community Trust</p>

Did you know: Facts, challenges and risks:

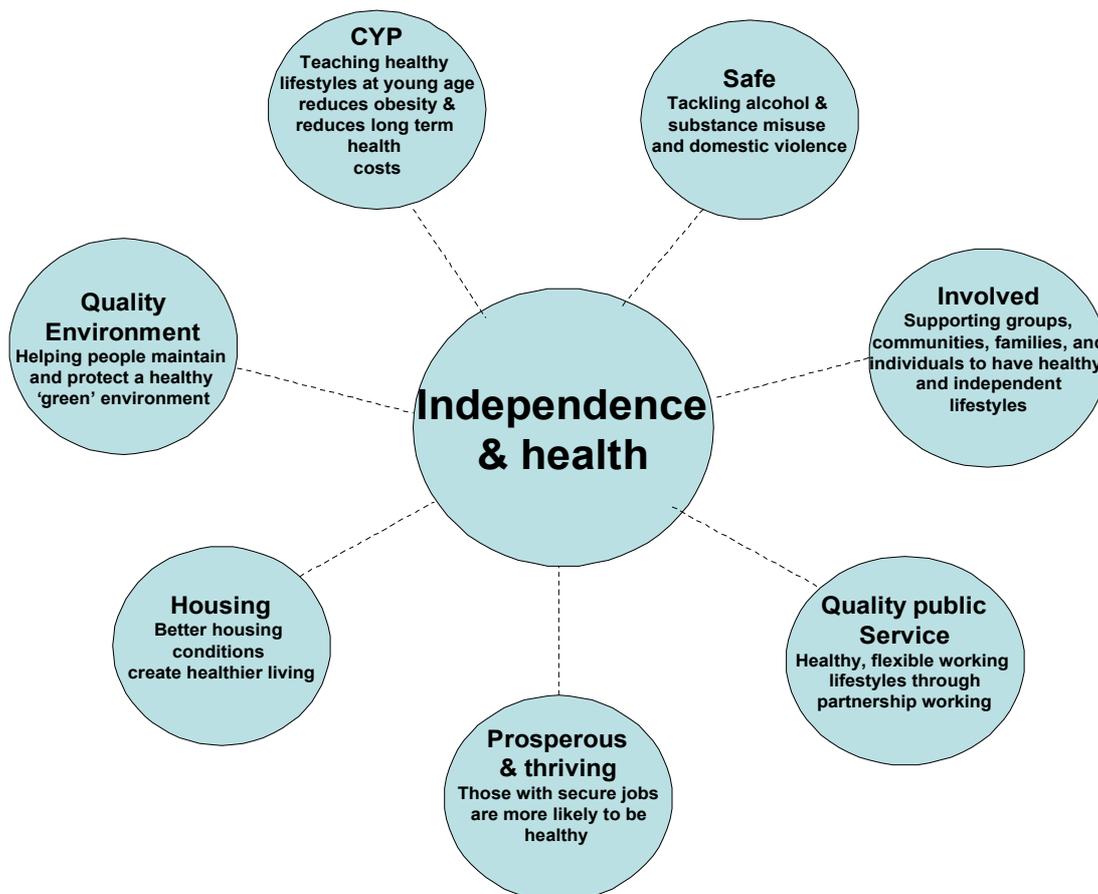
- There will be up to 1,800 more over-85s in the Borough by 2020 (increase of some 25%), with this age group projected to quadruple nationally by 2050. There will be growing numbers with dependent conditions (e.g., dementia).
- Some 15% of households already consist of a pensioner living alone - many in larger properties, which they eventually find difficult to maintain independently.
- Conversely a growing elderly population, staying fitter and more active for longer, could be an important source of community/voluntary activity
- Medical advances mean growing numbers are living with special educational needs (SEN), learning and other disabilities – but with long-term and costly support needs
- Unless obesity and alcohol abuse trends can be reversed, particularly amongst younger people, there are likely to be long-term health and social costs
- The Borough can earn a one-off Govt bonus of up to £1.8m by meeting obesity and exercise targets by 2010
- Bromley’s health is generally good relative to other London boroughs, but with large ‘health inequalities’ – e.g., life expectancy in Crystal Palace is 8.7 years less than in Shortlands

What does good practice look like?

- Integrated and personalised health/care services which broker, facilitate and maximise community- and home-based independent healthy living, with clients and their carers having greater choice, influence and control.

- Partners responsible? - Governance :**
 - Delivery
 - Health, Social Care & Housing Partnership
 - Scrutiny
 - Adult & community services PDS Committee
 - Health scrutiny
 - Public engagement

- LINKs
 - Engagement arrangements exist for Older People and other key client groups
- Private sector, for example health and sports clubs, private hospitals, and dentists.
- **How will we deliver the vision? - Strategy:**
 - Key strategies for:
 - Older People
http://www.bromley.gov.uk/socialcareandhealth/Help+for+adults/older_people_strategy_2008_2012.htm
 - and other user/client groups,
 - Carers <http://www.bromley.gov.uk/NR/rdonlyres/F72FF0B9-C15D-4F4D-A722-034769E453EB/0/CarersStrategyFinal.pdf>
 - these includes details of: consultation; needs analysis; key programmes/actions; performance framework
- **How will we judge success?**
 - Improved health and reduced differences in life expectancy (or other 'health inequalities') across the Borough (long-term)
 - Increased levels of 'independent living' for older people and other vulnerable groups
 - Improved quality of health and social care services



What local people can do

- Live a healthy lifestyle (e.g., diet, alcohol or substance abuse, physical exercise)
- Work closely with health and social care professionals to help vulnerable members of your family live independently for as long as possible

Housing

The available supply of decent housing must be one of our highest priorities as it is a prerequisite to health and wellbeing.

Three quarters of the current housing in the Borough is owner-occupied. A vibrant mixed stock housing market with a variety of property types on offer, responsive to demographic and economic trends, must be supplemented by a flexible rented sector. There are currently just over seventeen thousand Housing Association properties in the Borough and around fifteen thousand properties are privately rented. The well-established range of Housing Associations across the Borough will be supported to maintain a high quality of traditional stock. This will be further advanced by targeted development designed to assist those with special needs – either to reflect their age, abilities or frailty – and to support the Council meet its statutory duties. The private rental market is also vital to the range of properties on offer, and by continuing engagement through the Landlords Forum, private landlords will be involved in shaping future developments within their sector and in the use of their properties. Transparent choice to help people access both the social housing and private rented sectors will be improved and facilitated by accessible new technology.

Future developments will recognise the need to tailor accommodation to satisfy a variety of tenure requirements. New build homes will meet higher energy efficiency and mobility standards, but we must also encourage those responsible for our existing rental housing stock to achieve similar standards. Older housing will require refurbishment whenever this is practical and we will foster initiatives designed to bring more empty properties back into use.

Housing policy will reflect the changing needs of our residents, but we must ensure that the very special nature of the Borough is preserved.

Councillor Graham Arthur

Portfolio Holder

Adults & Community Services

Vision by 2020: Housing of highest quality, meeting local needs. *There is an adequate supply of a variety of decent housing available for people to buy or rent, with new developments reflecting the distinct environmental characteristics of the borough – e.g., with appropriate levels of density in town centres and around major travel points, in turn enhancing their vibrancy and safety. The number of people who are homeless or in temporary accommodation has been reduced by preventative policies. Technology helps those accessing rented property to make informed choices. Those with special housing needs, such as older people and others with disabilities, care or mobility needs are met through assessment and adaptations across all local housing market tenures. The quality of our housing stock, where necessary, is brought up to improved standards. Energy efficient housing standards will be reflected in new builds and improved in the existing stock. Suitable sites for new homes are available to meet locally identified future needs.*

<i>Outcomes sought</i>	<i>Issues to be tackled</i>	<i>Accountable Agency:</i>
A sustainable supply of new homes across all tenures	Housing Association “Right to buy”	Housing Associations/ LBB
More residents able to become home owners	More shared Ownership schemes	Housing Associations/ LBB
Reduction in the number of homeless applications and acceptances	Helping households access private sector accommodation Preventing homelessness through housing advice	Housing Associations/ LBB/ Homeless Forum/ Landlords Forum
Reduction in the number of families in temporary accommodation	Making the best use of the housing stock	Housing Associations/ Landlords Forum
Reduced overcrowding	Projected growth of single person households	Housing Associations/ Landlords Forum
Increase in the number of properties adapted for people with disabilities	People with special housing needs needing support	Housing Associations/ LBB
Unfit houses improved to national standards	Housing in poor condition	Housing Associations/ LBB
Improved access and choice for those on housing register	Bromley Homeseekers (Choice Based Lettings) rolled out to more Housing Associations	LBB/ Housing Associations
Sufficient housing and debt/money advice services	Impact of economic downturn, uncertainty in mortgage market, potential increase in mortgage repossessions	LBB/ Housing Associations

Did you know: Facts, challenges and risks:

- Of the 130,000 homes in the Borough some three-quarters were owner-occupied (3rd highest in London); 13% social rented; and 12% private rented – although the ‘buy to let’ market may now have increased this percentage.
- House price trends, and more recently the unavailability of mortgage funding, have made it increasingly difficult for local people (especially the young and those on low pay) to get a foot on the property ladder, or to find affordable rented homes. The average borough ‘starter home’ costs (2008) between £130k to £200k – an average household’s salary is some £41k, with borough-based jobs having lower average pay levels than this and a newly qualified teacher (for example) earning some £23k
- The house price downturn, financing restrictions and a recession could have a destabilising impact on the local housing market and new builds
- Approximately one-third of private sector homes in the borough don’t meet the decent homes standard (2005),. By 2020 a sizeable proportion of the housing stock will be approaching 100 years old.
- Increasing numbers of vulnerable people require housing with relevant support services
- Demographic trends would lead to a natural increase of some 6,790 additional households in the Borough by 2021, largely as a result of more elderly and single person households. National/London targets will probably require the Borough to allocate sites for some additional homes in the Borough each year.

What does good practice look like?

- Planning and other policies to secure an appropriate and sustainable future balance of 'fit' housing supply and demand, which is kept under review to reflect changing market conditions.

- **Partners responsible? - Governance :**

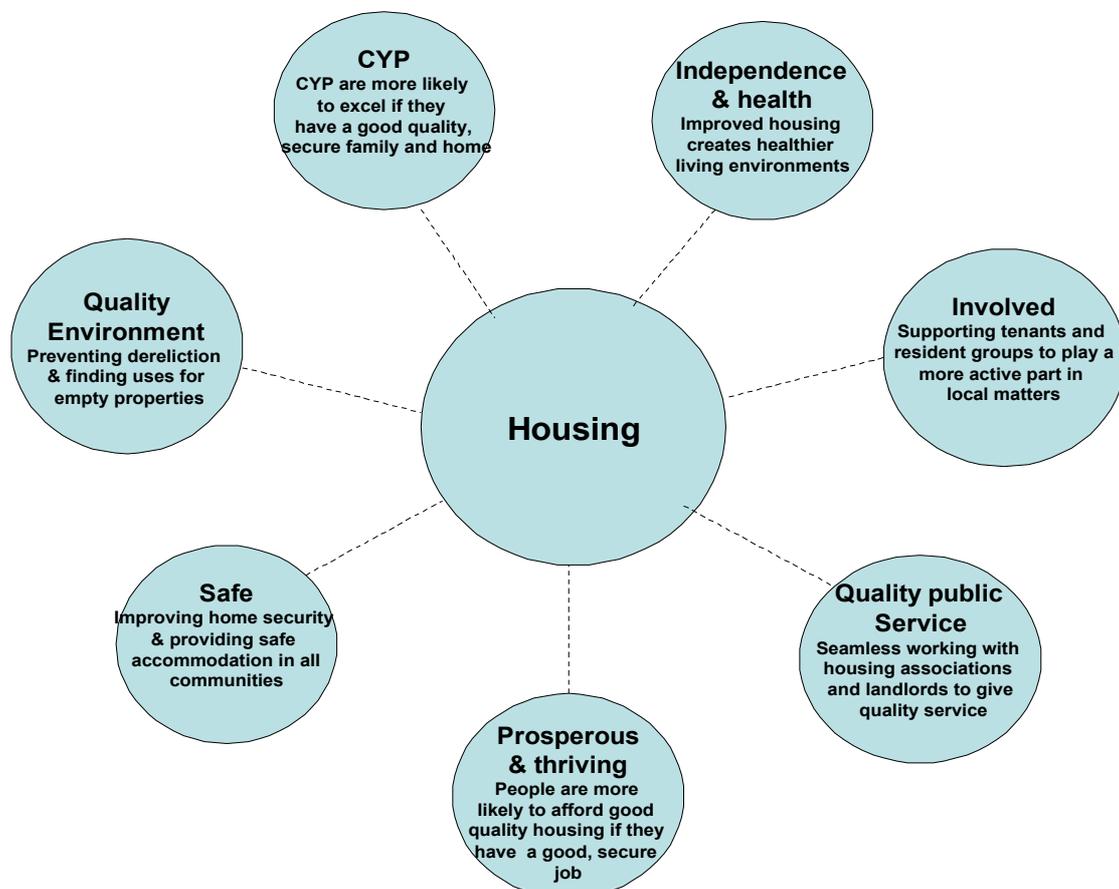
- Delivery
 - Part of Health, Social Care & Housing Partnership
- Scrutiny
 - Adult & community services PDS Committee
- Public engagement
 - Tenants forum
 - Panels

- **How will we deliver the vision? - Strategy:**

- <http://www.bromley.gov.uk/housing/strategy/Housing+strategy+2004-07.htm> (dated and currently under review)
- this includes details of: consultation; needs analysis; key programmes/actions; performance framework

- **How will we judge success?**

- Levels of housing supply and need, including reduced levels of homelessness and use of temporary accommodation
- Indicators of 'affordability', including levels of public concern
- Fewer unfit homes and improved energy efficiency



- **What local people can do**

- Improve the energy efficiency of your home (saving on your fuel bills) – e.g., loft insulation, heating controls, double glazing, low energy lights, cavity wall insulation

Prosperous & Thriving

The prosperity of the borough is crucial for the overall well-being and quality of life of its residents. It is also important to ensure that everyone has an opportunity to participate in and benefit from its prosperity.

The borough is part of the wider London and south east economy and this provides both opportunities but also challenges and competition for businesses and workers. We need to do all we can to ensure that residents have the opportunity to equip themselves for jobs across the region. Helping reduce the barriers for residents to access employment is key to increasing independence and quality of life. This is likely to be best accomplished through education for jobs, land for business, and minimal bureaucracy.

The Borough's town centres provide the focus for economic activity and facilities for local communities and helping their renewal and success is important for Bromley's residents, businesses and shoppers. This is about creating vibrant and thriving town centres, offering a wide range of facilities, where people of all ages want to visit and spend time

Allowing existing businesses to prosper by minimising bureaucratic interference and ensuring that adequate land is allocated for new businesses to become established will help to strengthen the economic base of the Borough.

Councillor Julian Benington

Portfolio Holder

Local economy

Vision by 2020: Bromley is one of the most prosperous, thriving and skilled boroughs in London. *The local economy is prosperous and regulation and other obstacles to business growth are well understood and have been minimised; town centres and local parades thrive. Bromley's town centre renewal has secured a more prosperous, vibrant, safe and sustainable town centre and place to live, with leisure and cultural activities being an integral part. Other developments in Orpington and Beckenham have likewise delivered improvements for shoppers, those at leisure, and for local residents, businesses and employees. Bromley's economy has supported a recognised niche in high skill-based jobs, with businesses encouraged to start-up, grow, invest and remain locally. There are accessible lifelong learning opportunities to acquire new skills for the 21st Century to equip people with secure and well-paid jobs. Borough businesses and shops are supported by local people and visitors alike - and prosper. There are fewer with low skills who are unemployed or in low paid jobs – fewer adults and families, including those with learning difficulties, rely on publicly-funded benefits or other 'dependency' services, giving them a better quality of life*

Outcomes sought	Issues to be tackled	Accountable Agency
<ul style="list-style-type: none"> Vibrant Town Centres 	<p>To develop further the long term strategic vision for Bromley, Beckenham and Orpington Town Centres.</p> <p>Developing the strengths of the smaller town centres</p> <p>Crime, fear of crime, poor</p>	<p>LB Bromley</p> <p>LB Bromley</p> <p>LB Bromley</p> <p>Metropolitan Police</p>

	environment and image of parts of the borough.	
<ul style="list-style-type: none"> An improved skills base 	<p>Reducing the number of residents and workers with low skills levels.</p> <p>Increasing the proportion of local residents with higher skill levels.</p>	<p>LB Bromley Local colleges</p> <p>LB Bromley Local Colleges</p>
<ul style="list-style-type: none"> Improved employment opportunities for local residents 	<p>Barriers to employment for some residents and limited access to a range of opportunities, reliance on a few sectors, some relatively low pay.</p>	<p>LB Bromley JobCentre Plus</p>
<ul style="list-style-type: none"> Sustaining and growing local businesses, and minimising 'red tape' or other obstacles 	<p>Protecting and maximising use of suitable employment land to accommodate the full range of business types and sectors</p> <p>Exploiting the potential for high tech, banking, financial and service industries and strengthening existing clusters, for instance, in Biggin Hill</p> <p>Limited funding for support to businesses and complexity of support at the national, regional and local level.</p> <p>Reducing unnecessary local regulation, helping local businesses to bid successfully for public service contracts etc.</p>	<p>LB Bromley</p> <p>LB Bromley</p> <p>LB Bromley, Business Link London</p> <p>LB Bromley, PCT, Hospital Trusts, Broomleigh</p>
<ul style="list-style-type: none"> Increased inward and local investment in the borough 	<p>Bromley is not generally portrayed or perceived as a 'business-friendly' place for business investment and a balance as a place to live, work and visit is required.</p> <p>Accessibility and infrastructure constraints in parts of the borough.</p>	<p>L B Bromley</p> <p>LB Bromley TfL</p>

Did you know: Facts, challenges and risks:

- Some 20,000 residents of working age are dependent on benefits – with some parts of the community most adversely affected by unemployment, low skills/pay, child poverty

etc.

- Residents' skill levels are generally high, relative to other boroughs, but there is a significant minority with low skills and some skills gaps v borough job vacancies. A significant proportion of those with high skills travel to work in central London
- Conversely borough-based jobs tend to have lower skill and wage levels, with a significant retail emphasis – there is a sizeable travel to work pattern from cheaper house price areas in Kent
- Lower skill and retail jobs could get squeezed in the longer-term through globalisation and internet shopping – by 2020 China will be the second largest and India the sixth largest economy in the world. Jointly they will comprise 40% of the world's workforce
- Conversely this will open up potential new markets. Similarly the markets in “green collar” environmental technologies are predicted to double in the next decade with the move towards a lower energy, lower waste economy
- Office accommodation voids in town centres are high and employment land is coming under pressure for other development (e.g., housing)
- There are significant uncertainties and risks in the medium- to long-term re local jobs, investment and prosperity – e.g., global recession and/or loss of banking/city jobs; impact on suburbs and of Bromley Town centre redevelopment
- Increasingly we need to work collaboratively with other London boroughs and parts of north-west Kent

What does good practice look like?

- Key partners in the Borough, including local businesses themselves, use their collective planning, land assembly, education/training and other policies to facilitate a skilled 'knowledge-based' workforce, less unemployment and a prosperous private sector local economy, which is robust and sustainable in the face of economic challenges.

- **Partners responsible? - Governance :**

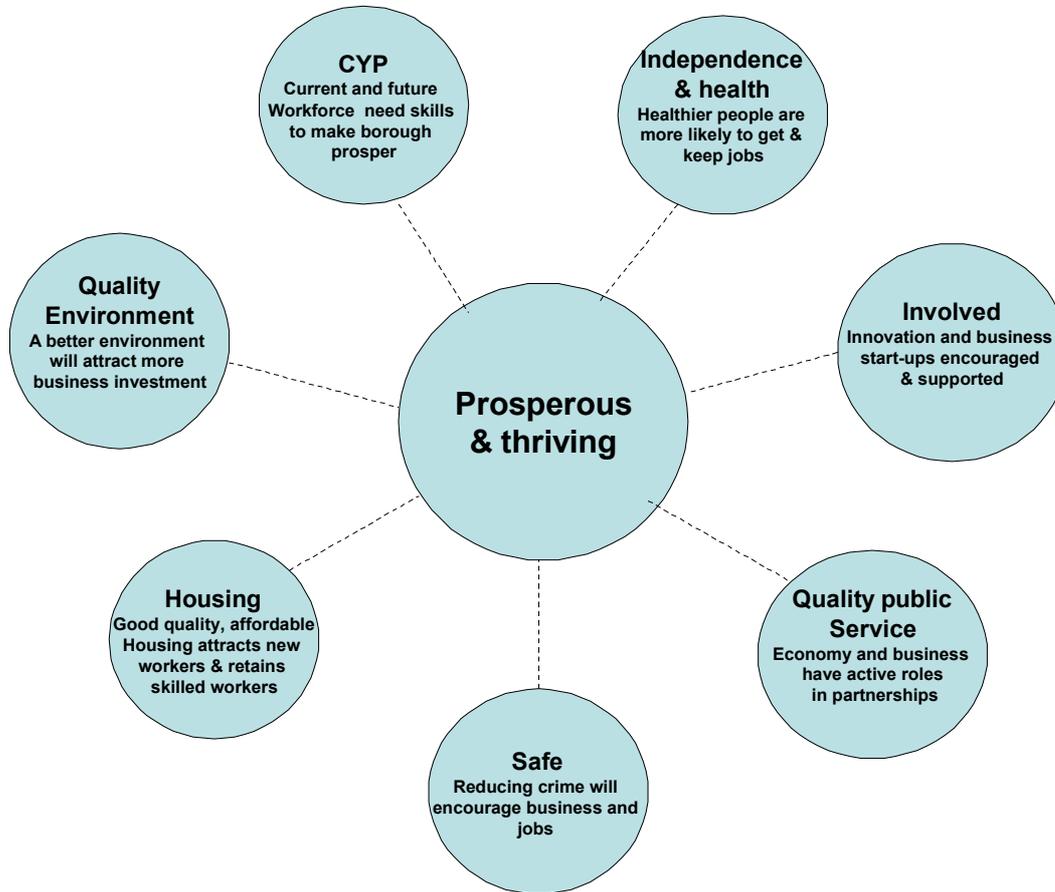
- Delivery
 - Local economy portfolio holder
 - Partnership structures are under review, to facilitate better joint working between the Council, local businesses, colleges, Job Centre Plus, leisure/cultural organisations etc.
- Scrutiny
 - Local economy PDS Committee
- Public engagement
 - Town centre and Business Chambers/federations etc.

- **How will we deliver the vision? - Strategy:**

- Key strategies include:
 - Bromley area action plan progress reports
<http://sharepoint.bromley.gov.uk/Public%20Docs/06-LE-PDS-141008.doc> and
<http://sharepoint.bromley.gov.uk/Public%20Docs/06-LE-PDS-141008-App1.doc>
 - Orpington Masterplan http://www.bromley.gov.uk/NR/rdonlyres/10E81C8A-F743-4B9B-995B-96041395A74D/0/OrpingtonTCMasterplan_270508lowres.pdf
 - Other town centre improvement plans,
 - Adult learning plan
<http://www.bromley.gov.uk/NR/rdonlyres/FB233B56-A9A4-44CD-8FA1-1B027D3C738F/0/PersonalandCommunityDevelopmentLearningProspectus200809.pdf>
- these includes details of: consultation; needs analysis; key programmes/actions; performance framework

- **How will we judge success?**

- The improvement of the economic health, vibrancy and safety of town centres.
- Improved adult skills and reduced numbers with low skills
- Reduced levels of unemployment, especially in those wards with above average %ages (relative to the economic cycle)
- Business perceptions, including re 'red tape' or other local obstacles



- **What local people can do**

- Take opportunities to continually improve your skills and learning throughout your life
- Try to support local businesses and shops wherever possible

Involving Communities & Citizens

Bromley's voluntary and community sector is a major resource within the Borough, because of its links to local communities and organisations serving them, its variety of scale and range of services, its local intelligence and its adaptability. It provides a range of opportunities for local people to become involved in their communities and, through the voluntary sector forums and other networks, there is a voice for a whole range of organisations comprising, and serving, local people, including vulnerable people and their carers. Through its connections in all the various Bromley communities, understanding of their needs, identifying areas for improvement and opportunities to meet those needs, it encourages cohesion and resilience in the whole community.

Community Links Bromley is already working to strengthen the capacity of local voluntary and community organisations, to identify emerging needs, to develop appropriate services to meet them, and to improve channels for communications with statutory partners. Through the partnerships between the Council, elected councillors and statutory colleagues, we believe that others can be encouraged to become engaged and involved in a variety of ways. Many people become volunteers through a desire to make a difference and the belief that it is possible to do that, amongst other reasons. We need to create an environment that encourages more citizens to offer their support and become involved in their communities: indeed it will be vital that we enable people to become engaged in this way. We believe that the views and contributions of local people really do matter, and support the vision and strategy that encourages active participation.

As well as creating better opportunities for local people to get involved, however, we recognise that people live busy lives and many will choose not to, or will be selective in how and when. Alongside 'participation' it is vital to have a strong and healthy local democracy. Local councillors are, uniquely, locally elected to represent and balance conflicting local interests and link closely with residents' associations and other local community groups. Local democracy and voluntary participation can, and do, work well together and complement each other – they are not an 'either/or'.



Jean Levy
Chairman
Community Links Bromley (CLB)



Councillor Stephen Carr
Chairman of Local Strategic Partnership
and Leader of Bromley Council

Vision by 2020: All communities and citizens actively involved and enabled to take greater control. *There is an innovative, best practice and vibrant framework of local democracy and democratic accountability, down to local ward and community level, to reflect distinct locally-determined needs. Involvement arrangements support and strengthen local democracy and ward councillors' role, and there are safeguards to prevent the most vocal and active dominating the views of the silent majority of residents or the less articulate. The Council and other local agencies actively support and encourage local people having such involvement and stand up firmly for the needs of the local area where they face external threats. There is a strong and vibrant voluntary sector, which increasingly mobilises community capacity through volunteering and other involvement, but remains an important independent provider of value for money local services. All residents have good opportunities to be consulted and involved on issues that especially concern them and as active citizens.*

Outcomes sought	Issues to be tackled	Accountable Agency
Increase percentage of people who feel they can influence decisions locally	Health of local democracy and accountability of local public service agencies Use of new engagement technology (e.g., web, SMS etc)	LBB
Increase participation in local volunteering, as part of a strong and vibrant local voluntary and community sector	Update image of volunteering Evaluate recruitment approaches Continuing to recognise the independence and lobbying role of the voluntary sector	CLB

Did you know: Facts, challenges and risks:

- Citizens are less willing to engage through traditional democratic means alone (political parties, voting, public meetings etc.). This especially goes for young people and disadvantaged or other minority groups who are half as likely to take part in traditional ways
- Whereas local services generally get a 60% public satisfaction rating only some 3 in 10 feel they can influence decisions about their local area. There is still likely to be a limit to which people will actively take part in practice, but a clear expectation that they have better opportunities
- Public services have new duties to involve and engage local people which could help to address rising public expectations
- Technology offers new opportunities, but could also create a risk of vocal minority interests having a disproportionate say (e.g., e-petitions) which our framework of local democracy needs to protect
- Solving the 2020 vision's challenges will not happen without widespread public support and active participation (e.g., waste, traffic, anti-social behaviour, stronger families, supporting older people, etc)
- Local public services will not have the future budgets to solve these challenges and will need to engage and support citizens to take greater control themselves

What does good practice look like?

- Although they are less likely to take part in traditional ways, citizens do still feel passionately about their local area. Appropriately used technology also offers a significant opportunity to engage them in new ways and almost as 'virtual public service co-workers' – just think how the interactive and user-generated revolution we are seeing with E-bay, Wiki, Face book, You tube etc., could be applied to public service.

- **Partners responsible? - Governance :**
 - Delivery
 - LSP
 - Scrutiny
 - Executive & Resources PDS Committee
 - Public engagement
 - Public meetings, consultation, user/partnership fora etc
 - Voluntary Sector Reference Group
- **How will we deliver the vision? - Strategy:**

- Community engagement strategy – currently under review

- **How will we judge success?**

- Vitality of local democracy (e.g., electoral turnout, resident perceptions of local public services' accountability)
- Perceptions of local people being able to influence local decisions
- Strength of the local voluntary and community sector, including levels of volunteering
- Levels of participation in local neighbourhood or ward matters (e.g., Safer Neighbourhood Panels; ward councillor surgeries; etc)



- **What local people can do**

- Vote in local elections and use your MP and ward councillor when issues of local interest and concern come up
- Work with local neighbours and take an active part in local voluntary and community groups, including as a volunteer
- Make sure you have your say when the Council or other public services consult or engage you or hold local meetings
- Use new technology which is increasingly being used to help you have your say more easily – e.g., the Council's and other local websites - you can access the internet via your local library if you don't have it at home

Quality Public Service

Good schools, hospitals, police, parks, clean streets, waste, health and social care etc are the essential bedrock of any sustainable local area. They are “*what we do*”^{*} locally and we will never neglect our focus on securing high quality, and improving, value for money public services with taxpayers’ money. But working together effectively in partnership, we can make even more of an impact to quality of life – adding more than the sum of our separate parts. So often we see that one agency is having to deal with ‘problems’ which working together we might have been able to minimise in the first place. Equally, we all have to prioritise our scarce resources to deal with the same groups or areas of the Borough. We already have solid partnership working in place, but with more to do to meet 2020 challenges.

We will still respect our different responsibilities and identities, but together we can, and will, make more of a difference.



Councillor Stephen Carr

Chairman of Local Strategic Partnership
and Leader of Bromley Council

* Local public service agencies including: Bromley council, Police, Primary Care and Hospital trusts, Community Links Bromley, Broomleigh housing association

Vision by 2020: Local public services of the very best quality, working seamlessly in partnership. *Public services have high ambitions for the Borough, learn from best practice elsewhere, are of a consistent high quality, efficient and provide value for money. They are seamless, accessible and personalised. They are effective, innovative and support independence and choice, but with safeguards for the most vulnerable. They help local people take more responsibility for their own lives, promote prevention, self service and self-reliance and aim to “get it right first time” and eliminate waste. They are transparent, equitable and accountable to users, to taxpayers and to the diverse wider community. Local public service agencies work together, increasingly pooling resources, sharing staff, accommodation and access points, reducing all forms of overhead and delivering community outcomes more efficiently. They demonstrate local community leadership in support of this 2020 vision, and with local democratic accountability at its heart. They have high-quality shared intelligence about the local area and service performance. This is used smartly to identify changing local needs and to target increasingly scarce resources to secure outcomes and to prevent problems occurring. They have first rate commissioning, facilitation and brokerage skills to secure value for money services from a wide variety of providers according to changing markets.*

Outcomes sought	Issues to be tackled	Accountable Agency
Increase satisfaction with local area and with coordinated public services	Public expectations and public service spending pressures	LBB/LSP
Public services work together more seamlessly and effectively	LSP governance and performance management improvements	LBB/ LSP

Did you know: Facts, challenges and risks:

- Borough public service agencies spend well over £1bn p.a., and together are by far the largest employer and land/property owner of any local organisation
- Public services need to achieve 3% p.a. cashable efficiency improvement in the current 3 year spending round – and probably beyond – making strong financial management and value for money increasingly important
- They have a new ‘duty to cooperate’ – e.g., in agreeing and delivering a new “Local Area Agreement” consisting of some 40 local priority outcome targets with potential reward grant worth up to £10m.
- There are new freedoms to spend some national grants more flexibly and new accountability arrangements to scrutinise all local public services. This will raise complex governance issues and will need careful handling to strengthen (and not damage) partnership working.

What does good practice look like?

- Local partners have an ambitious shared vision and priorities. They have a mature relationship, which respects each other’s distinct role and an ability to hold themselves, and each other, constructively to account within an overall framework of democratic accountability.

• Partners responsible? - Governance :

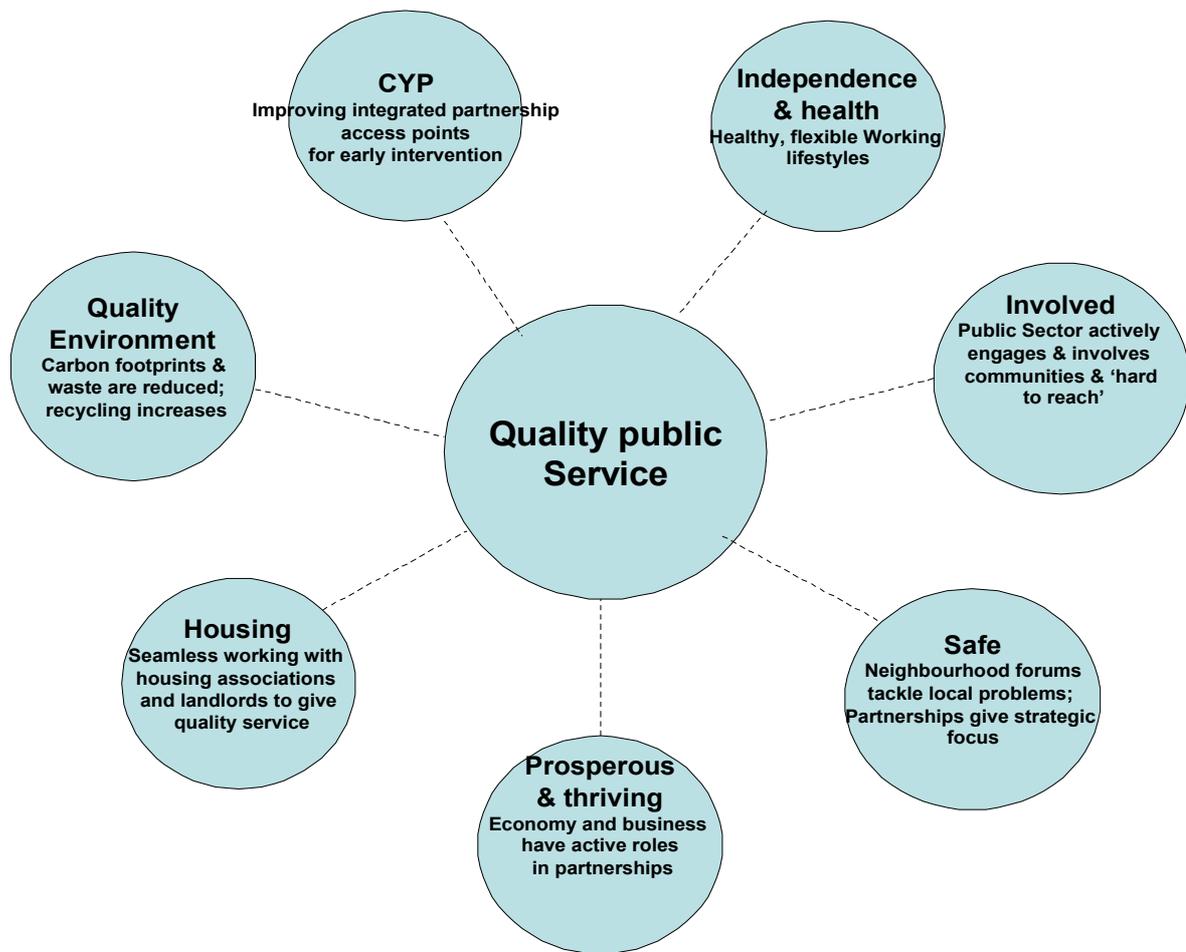
- Delivery
 - LSP collectively
 - Individual agencies
- Scrutiny
 - Executive & Resources PDS Committee
- Public engagement
 - LSP’s community conference/forum

• How will we deliver the vision? - Strategy:

- LSP agencies’ business plans

• How will we judge success?

- Residents’ satisfaction with local public services
- Indicators of value for money and efficiency improvements achieved
- Independent regulators’ assessments of local services/agencies’ performance and value for money
- Indicators of deeper integration between local public service agencies in how they secure local services



- **What local people can do**
 - Give your views when local agencies consult and engage with you about their services and future plans/priorities

APPENDICES

Each of the earlier sections on the individual vision themes has referenced certain common elements which have helped to define their part of the vision and should help make it become a reality:

- Future challenges, risks and key facts
- Partners responsible? - Governance arrangements
- How will we deliver the vision? - Strategy:
- How will we judge success?

The following Appendices help to summarise a number of the above issues, together with supporting evidence, in overall vision and/or borough-wide terms.

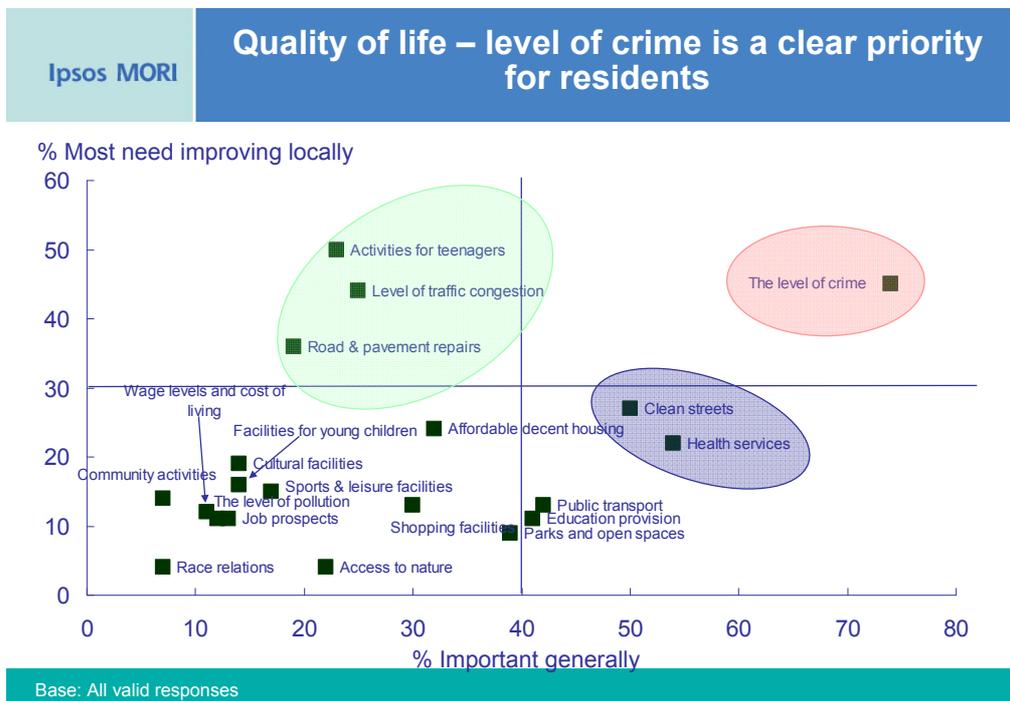
One. What do local people think?

The original 2003 Community Strategy vision emerged via a lengthy process of consultations with partners, councillors, community reps, businesses, residents and other organisations - this included a series of “visioning “ conferences, plus MORI and RBA market research.

Annual resident surveys are a cornerstone of our aspiration “to be seen as excellent in the eyes of local people”. We have closely tracked trends and changes in local views re satisfaction, priorities and concerns - ensuring that they are reflected in regular updates of our Community Strategy and other high-level Plans. This will continue with the new residents’ “Place survey” starting from 2008 and this Appendix will be updated once we have the first results from that survey in 2009. We will be closely watching whether issues such as an economic downturn, housing market volatility or ageing population have a future impact on local wellbeing and residents’ priorities.

So we already have a considerable body of (tracked and benchmarked) consultation research from which this latest 2008 Strategy is grounded. This was also supplemented by a June 2008 “Community Conference”. Key findings from the latest MORI residents’ survey in 2007 are set out below:

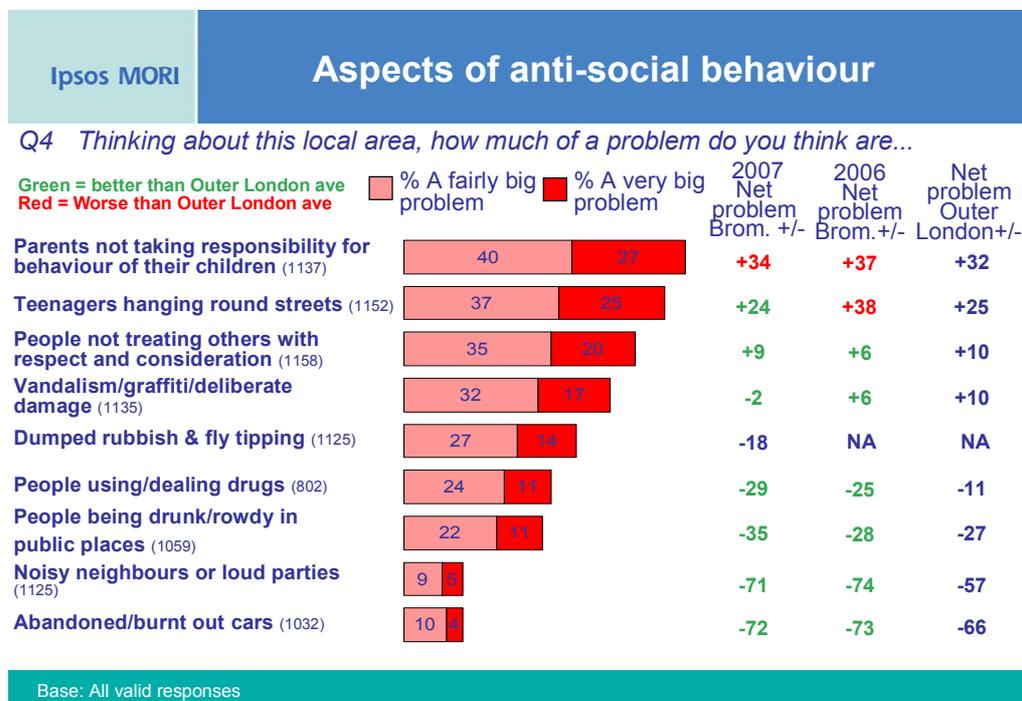
- Residents’ **satisfaction** with their **local area** has increased, with 80% now satisfied compared with 76% in 2006 and 2005. This is well ahead of Outer London as a whole (65% in 2006).



- In terms of what most needs improving in their local area and what is important in making somewhere a good place to live, **level of crime** is the most important priority. While the level of crime remains a key concern, reported crime has reduced in severity from 58% in 2005 to 52% in 2006 and now down to 45% in 2007 (much in line with Outer London where 47% said it needed improving in 2006). It also needs to be seen in the context that most people (79%) feel it is safe in the Borough. This is up from 75% in 2006, and more in line with 2005’s measure of 81%. Actual recorded crime is also relatively low by London standards, although

there is believed to be a significant level of unrecorded crime (especially of 'low-level' anti-social behaviour).

- Some way behind crime come **clean streets** and **health services**. Activities for teenagers, **traffic congestion** and road and pavement repairs are all considered in need of improvement locally but are deemed less important. Other issues are seen as less important and less in need of improvement. However, the proportion of residents citing **activities for teenagers** as something that needs improving has increased since 2005 (50% of residents mentioned activities for teenagers as an issue, which is statistically similar to the picture in 2006 (53%) but worse than 2005 (40%)). And activities for teenagers are more of a priority in Bromley (50%) than for Outer London as a whole (38%).
- **Clean streets** are undoubtedly very important to residents, but there is less of a perceived need for improvement than in Outer London generally (27% say this needs improving in Bromley compared with 34% in outer London). Satisfaction with cleanliness of public land clear of litter and refuse stands at 68%, very much in line with 2006. This is better than the picture for Outer London (63% satisfied in 2006).
- The issues most frequently mentioned as being a very big or fairly big problem in their local area are parents not taking **responsibility** for the **behaviour** of their **children** (67%) and teenagers hanging around on the streets (62%). However, the proportion of residents thinking that teenagers hanging around is a problem has gone down – it had been stable at 69% since 2003. A fairly high proportion (55%) also feel that people not treating other people with **respect** is a problem, in line with the 2006 findings. Vandalism, graffiti and other deliberate damage to property or vehicles is considered a problem by 49% of residents, an improvement from 53% in 2006 and well down on the 2005 figure of 74%.



- Over three quarters of residents (77%) feel that their local area is a place where **people** from **different backgrounds get on well** together, and this is consistent with the 2006 picture, and with Outer London as a whole.

- Looking at the **three main towns** in the borough, Bromley town centre has improved as being considered a good place to shop, up from 70% in 2005 to 77% currently among those who gave an opinion. On this measure for Beckenham and Orpington town centres the picture is unchanged since 2005 (at 39% and 31% respectively). As pleasant and safe town centres to visit there has been no change since 2005 for any of the three (Beckenham 61%, Bromley 58%, Orpington 32%).
- The overall results were also analysed by **4 geographic areas** – West, Central, East and Rural South. On most issues there are no significant differences in views between these 4 areas, but on satisfaction with the local area, feeling Bromley is safe and feeling that they can influence local decisions, those living in the central part of the Borough are more positive.
- There were signs of improvement in 2007, but perceptions of local **involvement** and ability to **influence local decisions** (33%) are still relatively low and below other London boroughs. However, other research indicates that residents' appetite to actually get involved in practice is equally low unless it is on an issue which directly concerns them.
- Similarly, nationally and locally, levels of concern about **jobs** and the **economy** are at a historically low level. But there are some early indications that concern is beginning to increase and this could well be a further trend if an economic downturn impacts on local jobs, businesses and prosperity.

Two. Where are we now?

“Story of Place 2008”

As part of revising Bromley’s “Local Area Agreement” (LAA) for 2008/11 a “story of place” was agreed to describe the Borough and where we were in 2008. Key headlines are set out below. The full LAA document and a summary version are available on-line at:

<http://www.bromley.gov.uk/council/strategies/long/Local+Area+Agreement.htm>

Key “headline” features of Bromley

Population: in 2006 the Borough had a population of 299,100. At 58 square miles, the Borough is by far the largest in London. The key demographic features of Bromley are;

- Low percentages of 20-35 year olds (Bromley: 10.8% London Average: 16.9%)
- High percentages of 50-80 year olds (Bromley: 16.3% London Average: 12.4%)
- Reducing proportions of people aged 16-30 years
- The age structure indicates an ageing population with the number of people 60+ exceeding those under 16 years of age.

Economic: high employment / low unemployment - Borough average unemployment of 2.2% with employment levels running around 10.4% above the London average. A significant proportion of residents work in central London, but there is also a substantial local retail economy with Bromley town centre being a major regional centre. Education and skill levels are generally above average.

Environmental: 60% of the Borough is protected Greenbelt or Metropolitan Open Land, the area is well served with parks and open spaces, has relatively low-level density of development and generally matches its “clean and green” image. The Borough’s special environmental and residential characters are the main reasons local people like the area and choose to live here – and they are very keen to protect this.

Social: Reported crime is low relative to other outer London borough averages, the quality of housing is generally good, there is a strong voluntary sector and communities have a distinct sense of place and local identity. Health is good on average despite the greater demands of an above average elderly population, and the highest proportion of over 85 year olds in London. Bromley is the 9th healthiest Borough in London.

Quality of Life: Given the size of the Borough, it is not surprising that the nature of the communities we serve differs substantially. In the northwest, the Borough resembles and faces many issues and problems similar to those found in bordering inner London boroughs (Lambeth, Southwark, Lewisham, and Greenwich). In the south of the Borough, however, it is more akin to rural Kent.

Our communities differ in terms of their general population make-up and quality of life factors such as health, crime, skills/unemployment, etc. – e.g., Crystal Palace ward has average unemployment levels similar to the inner London average (5.8%) with two further wards just below the Greater London average (Penge & Cator 4.4% and Mottingham & Chislehurst 4.4%). Bromley overall is ranked at 238th out of 354 Councils for the lowest levels of disadvantage, but within its wards and population groups, there are marked differences. Within London (apart from the City of London), Bromley has the greatest range of extremes with Super Output Areas (SOA’s) ranked both in the top 15% most disadvantaged and the top 5% least disadvantaged nationally. There are significant pockets of disadvantage in five of the Borough’s 22 wards

(Penge & Cator, Mottingham and Chislehurst North, Cray Valley East, Cray Valley West, and Crystal Palace).

Compared to the national average, 5% of Bromley's SOAs are ranked in the 20% most disadvantaged areas. Additionally, 29% of Bromley's SOAs are more disadvantaged than the England average (21.67). Bromley has a significantly large population of settled travellers, who live mainly in the east (Cray Valley), while in the north-west, four wards exceed the borough average of 14% of the population being from ethnic minorities (Crystal Palace 34%, Penge & Cator 29%, Clockhouse 20%, and Coper's Cope 18%). Four primary schools and three secondary schools (mainly in the northwest) have more than 40% of pupils from minority ethnic communities.

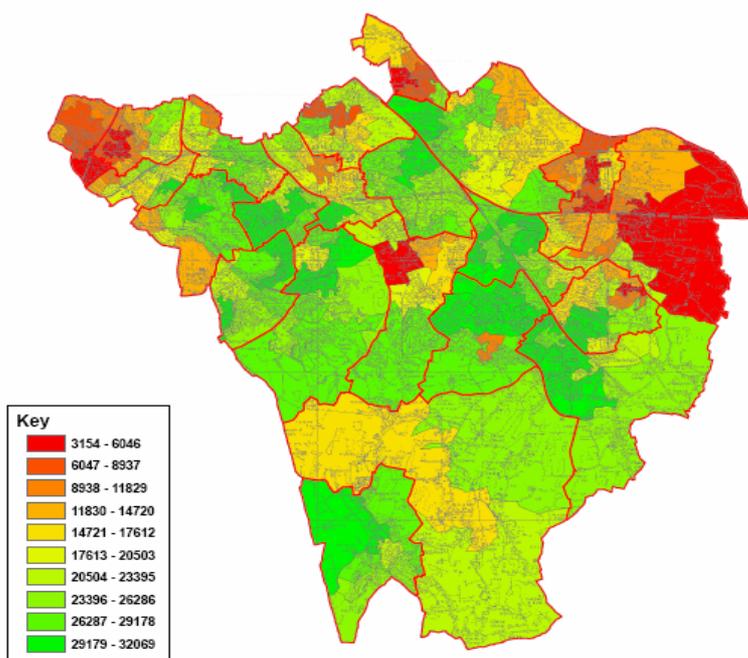
There is substantial evidence concerning differences in health across the borough. For example, in terms of life expectancy, the last Public Health Annual Report (2005, published 2006) showed that a man living in Darwin ward can expect to have a life expectancy of 8 years greater than a man living in Crystal Palace. Similarly, a woman living in Biggin Hill can expect to live nearly 7 years longer than a woman in Crystal Palace.

More recent data shows that the gaps between the wards with the highest and lowest life expectancy are reducing. Between 1998 and 2004 the gap in life expectancy between the highest and lowest wards in Bromley came down by 2.3 years for men and by 3.3 years for women. However, against this improvement, life expectancy has been consistently lowest in certain wards, such as Crystal Palace, Penge and Cator for men and women and also in Mottingham and North Chislehurst for men.

Different communities – different needs

Indices of Deprivation 2007 Lower Level Super Output Areas (SOA)

Rank



The lower the rank the greater the level of deprivation.
In the whole country the most deprived SOA for this Sub-domain has a rank of 1 and the least deprived a rank of 32482.

The lower the rank, the redder the colour, the more deprived an area is.

The Index of Multiple Deprivation 2007 combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. This allows each area to be ranked relative to one another according to their level of deprivation.

- The ID 2007 provides a relative ranking of areas across England according to their level of deprivation.
- The Index of Multiple Deprivation 2007 (IMD 2007) which forms part of the ID 2007 is based on the small area geography known as Lower Super Output Areas (LSOAs). LSOAs have between 1000 and 3000 people living in them with an average population of 1500 people. In most cases, these are smaller than wards, thus allowing the identification of small pockets of deprivation.
- There are 32,482 LSOAs in England. The LSOA ranked 1 by the IMD 2007 is the most deprived and that ranked 32,482 is the least deprived.
- The IMD brings together 37 different indicators which cover specific aspects or dimensions of deprivation: Income, Employment, Health and Disability, Education, Skills and Training, Barriers to Housing and Services, Living Environment and Crime. These are weighted and combined to create the overall IMD 2007.
- The majority of the data underpinning the IMD 2007 represents 2005 although some data covers a number of years, for example an average of 2003-2005.

(Explanation taken from Communities and Local Government document, 'Using the English Indices of Deprivation 2007'.)

Three. Who's responsible for the vision?

Governance, Delivery and Holding to Account

Partnership structures are being reviewed in 2008 and will continue to be refined to meet the higher expectations on them. They need to be “fit for future purpose” to deliver this 2020 Vision, its supporting Local Area Agreement, plus other key delivery plans, within increasingly tight resources.

So firstly, we are looking to improve LSP Executive and partnership arrangements in support of the vision's themes, to make sure that the key players who can take formal decisions and ‘make things happen’ have clear delivery and performance management responsibilities and accountability.

Secondly, however, the above needs to be within an effective framework for democratic accountability. Elected councillors, appointed as Portfolio holders, will be directly involved in the above Executive structures. But additionally all elected councillors will have stronger “scrutiny” (and ward) powers to transparently and publicly hold them and the partnerships to account. This scrutiny work will also help inform future policy development and in turn help improve local quality of life. This second principle is a key element of effective local democracy.

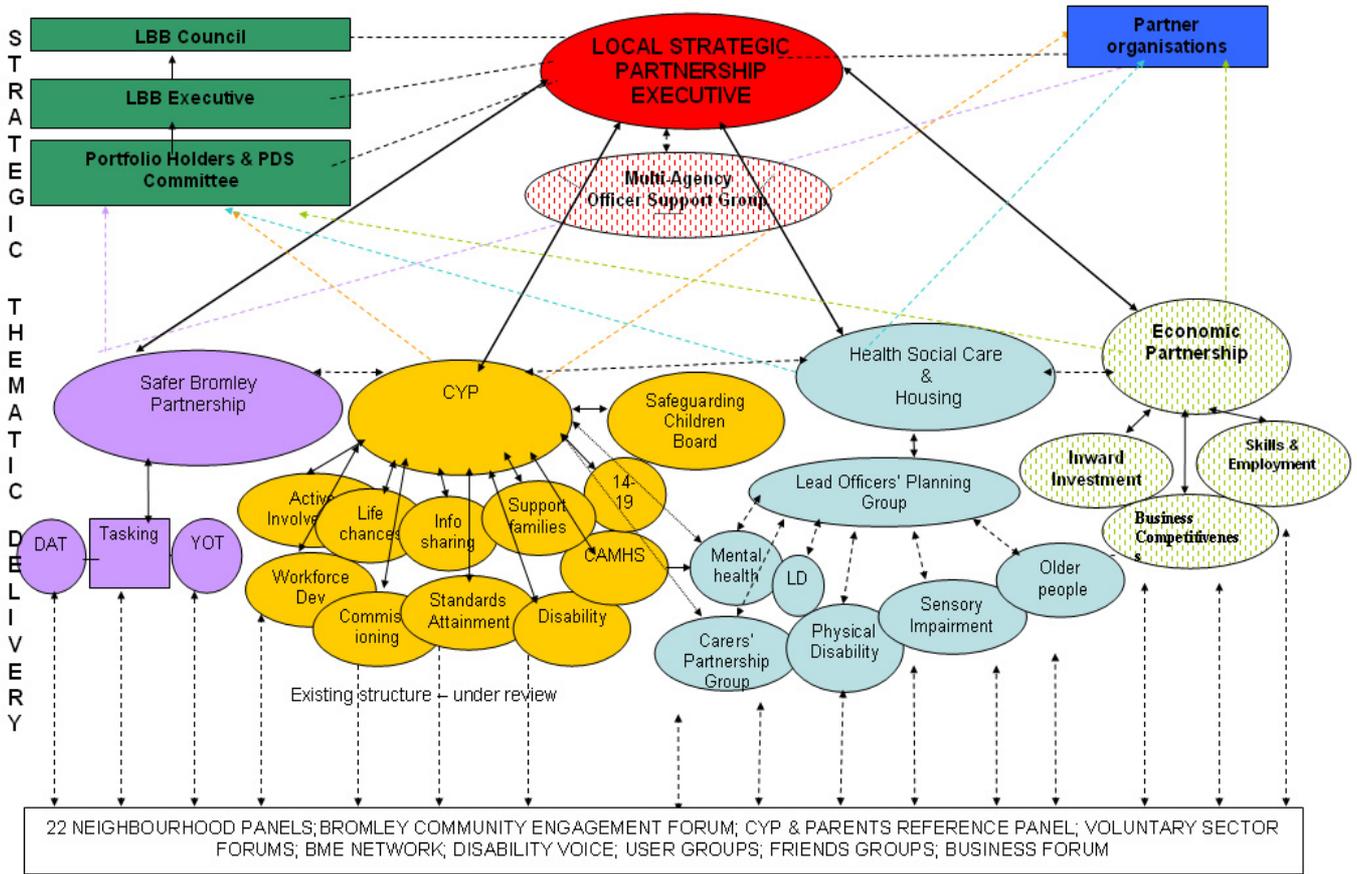
Thirdly, there are increasing expectations and duties to involve and account to local citizens, communities, users and taxpayers. So we are looking to strengthen, but also to better coordinate, public engagement arrangements. ‘Involvement’ is, of course, one of the key themes of the vision. Transparency in how the LSP and its supporting strategic partnerships operate is a fundamental feature of both the second and third principles.

In seeking to deliver the Vision, this three-way system of ‘checks and balances’ can be summarised as follows:

- Executive accountability
- Local democracy & scrutiny
- Public engagement

The current 'family tree' of partnership structures:

Note: This is not comprehensive and will be subject to ongoing review. Delivery arrangements across partner agencies are inevitably complex, but we will constantly strive to make them as efficient and effective as possible in delivering outcomes. Local people will rightly expect to see joined-up and seamless public service delivery across agency boundaries.



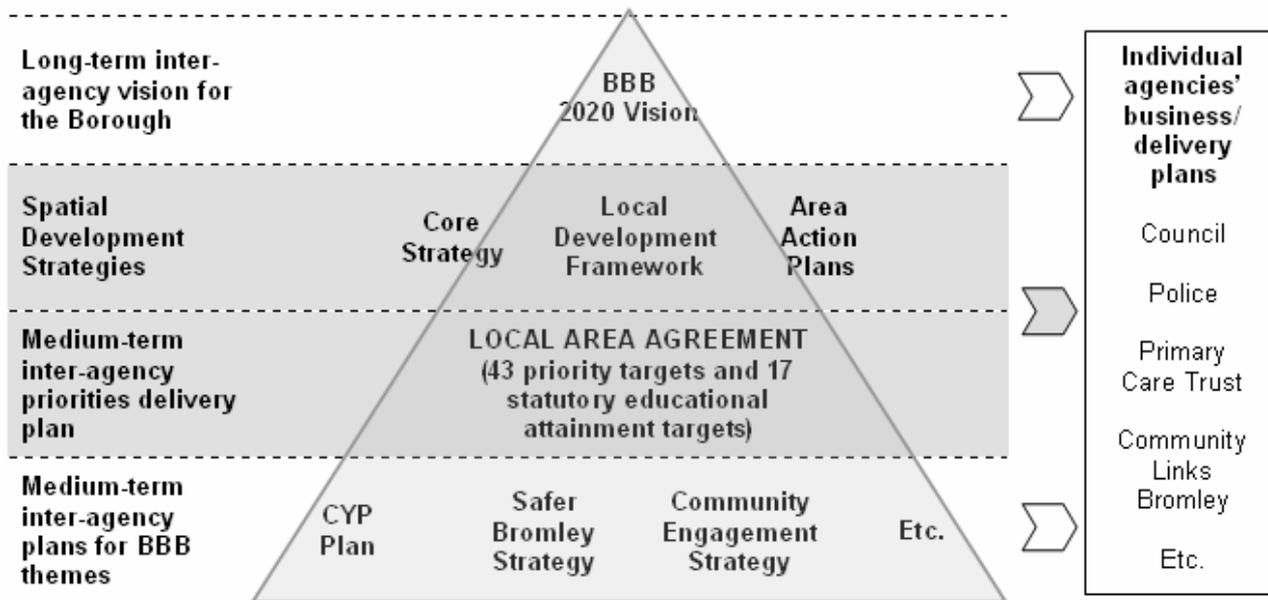
Updated April 6, 2009

Four. How Will We Deliver the Vision?

Key supporting strategies

Each of the earlier sections on the individual vision themes has referenced the key strategies which will make the shared vision become a reality.

All these arrangements will be evolved and kept under regular review to ensure better alignment and cascade, but the following diagram briefly indicates current arrangements:



Note: The 'triangle' includes key Strategies which the LSP and supporting partnerships have jointly agreed. Each of the key statutory agencies also has a strategic planning framework in place to deliver its part (see right-hand column), but they also remain independent legal bodies in their own right. The Council is unique in being locally democratically elected and having statutory 'community leader' responsibilities. This includes seeking agreement to a 'spatial' framework for land use planning in the Borough area.

Five. Links to Other Useful Websites or Supporting Evidence

KEY: Bromley LSP and Data Hub:

The Local Strategic Partnership website <http://www.bromleypartnerships.org/index.asp> is a useful source of information about the activities of the partnerships as well as the main repository for current and historical data and intelligence about the borough as a whole.

High-Level Analysis of National and Regional Challenges:

- From a national perspective, a Feb 2008 Cabinet Office publication (Realising Britain's Potential – Future Strategic Challenges) may also be of interest http://www.cabinetoffice.gov.uk/strategy/work_areas/strategic_challenges0208.aspx
- From a London perspective, "London Collaborative" materials – e.g., "The Collaborative City" (March 2008), a study of challenges and possible scenarios affecting London's future <http://www.youngfoundation.org.uk/london>

Other Sources of Bromley-Specific Information

Bromley Ward Based Data

<http://www.bromley.org/ciswebpl/ward/home.asp>

Bromley Lifestyle (ACORN)

<http://www.bromley.org/ciswebpl/acorn/default.asp>

Demographic Projections 2001-2031

http://www.bromley.org/ciswebpl/members_seminar/documents/projections.pdf

Bromley's Indices of Multiple Deprivation 2007 - Scores

http://www.bromley.org/ciswebpl/members_seminar/documents/IMD%202007%20SOAs%20Scores.ppt

Multiple Deprivation 2007 - Rankings

http://www.bromley.org/ciswebpl/members_seminar/documents/IMD%202007%20SOAs%20Rankings.ppt

Bromley Health Profile 2007

http://www.communityhealthprofiles.info/profiles/hp2007/lo_res/00AF-HP2007.pdf

Latest Bromley Crime Figures

<http://www.met.police.uk/crimefigures/datatable.php?borough=py&period=year>

Broomleigh Properties Information

<http://www.broomleigh.org.uk/Our%20Homes>

London Fire Brigade - Bromley Profile

http://www.london-fire.gov.uk/Documents/Borough_Profile_Bromley.pdf

Inequalities in Health and Well Being

http://www.bromley.org/ciswebpl/members_seminar/documents/InequalitiesinHealthandWell-beingLSPPresentation03.07.07.ppt

Bromley 2007 Satisfaction Survey Results

http://www.bromley.org/ciswebpl/members_seminar/documents/Bromley%202007%20Satisfaction%20Survey%20Results%20Presentation.ppt

Capital Ambition's Bromley Profile

<http://www.capitalambition.gov.uk/bromley.htm>

Other Sources of National and Regional Information:

London Health Observatory

<http://www.lho.org.uk>

LGAR Bulletins

<http://www.lga.gov.uk/lga/core/page.do?pagelId=1308202>

GLA Facts and Figures

<http://www.london.gov.uk/gla/publications/factsandfigures.jsp>

Focus On London

<http://www.statistics.gov.uk/focuson/london>

State of the Suburbs (2007)

[http://www.bromley.org/ciswebpl/members_seminar/documents/State%20of%20the%20suburbs%20\(2007\).pdf](http://www.bromley.org/ciswebpl/members_seminar/documents/State%20of%20the%20suburbs%20(2007).pdf)

Collaborative London Scenarios 20th March 2008

http://www.bromley.org/ciswebpl/members_seminar/documents/Collaborative%20London%20scenarios%20mar08.pdf

Department of Work and Pensions

<http://www.dwp.gov.uk/asd/hobod/index.php?page=annual>

Department of Health Statistics

<http://www.dh.gov.uk/en/Publicationsandstatistics/Statistics/StatisticalWorkAreas/Statisticalsocialcare/index.htm>

Value for Money Profiles

<http://vfm.audit-commission.gov.uk/>

CLG Research and statistics

<http://www.communities.gov.uk/corporate/researchandstatistics/>

UK Data Archive

<http://www.data-archive.ac.uk/Introduction.asp>

National Statistics

<http://www.statistics.gov.uk/census/default.asp>

Data for Neighbourhood Renewal

<http://www.data4nr.net/introduction>

Local Area Profiles - Audit Commission

[http://www.areaprofiles.audit-commission.gov.uk/\(uj0wyb55iluh3f55ans5nq45\)/DataSelection.aspx](http://www.areaprofiles.audit-commission.gov.uk/(uj0wyb55iluh3f55ans5nq45)/DataSelection.aspx)

Feb 2008 Cabinet Office publication (Realising Britain's Potential – Future Strategic Challenges)

http://www.cabinetoffice.gov.uk/strategy/work_areas/strategic_challenges0208.aspx

Six. Glossary of Terms

An alphabetical list of key technical terms/acronyms used in this document:

- **“Decent Homes Standard”** – Specifies that a home should be warm, weatherproof and have reasonably modern facilities. A decent home meets the following four criteria:
 - It meets the current statutory minimum standard for housing.
 - It is in a reasonable state of repair.
 - It has reasonably modern facilities and services.
 - It provides a reasonable degree of thermal comfort.

Decent homes are important for the health and well-being of those living in them. Furthermore, in terms of community well-being, poor housing can bring down the reputation of an area, which makes it an unpopular place to live, and can, in turn, lead to the breakdown of communities. In short decent homes are a key element of any thriving, sustainable community

- **Enviro-Crime** – this includes all (illegal) activity that damages the shared built and natural environment, such as fly tipping, graffiti, littering, etc.
- **LAA** – **Local Area Agreement**: is a 3-year agreement, struck between the Government, the local authority and its partners working through the Local Strategic Partnership (LSP), to improve public service outcomes. The LAA represents a radical new approach to the way the Council and its partners can use Government funding, to support the implementation of national, regional and local priorities in local areas. Within the LAA previously “ring-fenced” resources can now be re-directed to other service areas according to local priority.
- **LDF** – **Local Development Framework**: a “portfolio” of documents, including
 - a “Core Strategy”, which will set out the key elements of the planning framework, comprising a spatial vision and strategic objectives for the Borough:
 - other development plan documents (DPD’s) including for example development control policy documents, site specific allocations document, and area action plans.

Collectively the Core Strategy and other DPDs will deliver, through an integrated set of policies and supporting guidance, a long term spatial strategy for the area. Based on the demographic and physical characteristics of an area the LDF will provide a mechanism for delivering sustainable development objectives by addressing social, environmental and economic issues relating to the use of land, considering the needs, issues and aspirations of communities and the key spatial drivers of change within an area.

- **LSP** – **Local Strategic Partnership**: the top-tier partnership board, comprised of the Council and its statutory and community partnerships, including the Metropolitan Police, the PCT, the NHS, and Community Links Bromley. The LSP is the responsible body for the “*BBB 2020 Vision*” strategy.
- **NEET** – **Not in Employment, Education, or Training**: Being NEET between the ages of 16-18 is a major predictor of later unemployment, low income, teenage motherhood, depression and poor physical health.

- **PDS** – **P**olicy **D**evelopment and **S**crutiny: Bromley Council has seven PDS Committees who have a major role in policy development and scrutinising the decisions of the Executive. They have no decision making powers but make reports and recommendations which advise the Executive and the Council as a whole on its policies, budget and service delivery. Policy Development and Scrutiny Committees also monitor the decisions of the Executive and can challenge or 'call-in' a decision that has been made by the Executive. This enables them to consider whether the decision of the Executive was appropriate. They may recommend that the Executive reconsider the decision. They may also be consulted by the Executive or the Council on forthcoming decisions and the development of policy.
- **SSSI** – **S**ite of **S**pecial **S**cientific **I**nterest are areas notified under Section 28 of the Wildlife and Countryside Act, 1981 and are established to conserve and protect the best of England's wildlife, geological and physiographical heritage.
- **Sustainability** – the careful balancing of economic prosperity, environmental preservation and social betterment for both current and future generations. This is likely to include measures to reduce CO₂ emissions through becoming increasingly energy efficient, and taking advantage of economic opportunities that become available as a consequence of shifting to a greater emphasis on efficiency.