

Renewal, Recreation & Housing

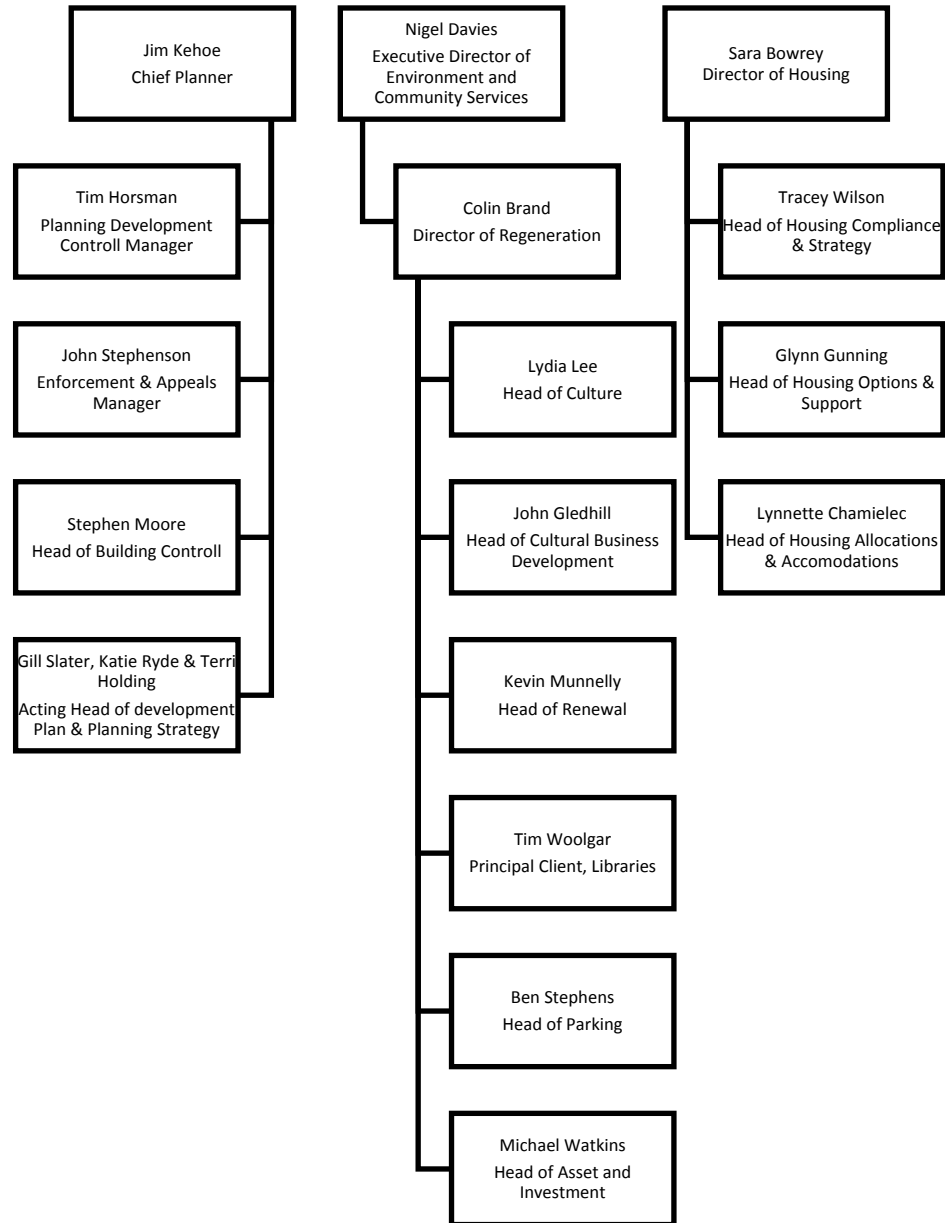
PORTFOLIO PLAN 2018/19

A Vibrant Thriving Borough

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Renewal, Recreation and Housing Portfolio Lead Officers



Outcomes 2017/18

Outcome 1: Economic Development

Aim 1:	Support the vitality of Bromley town centre, including continued delivery of the Bromley Area Action Plan		Progress	Comments	
By March 2018, we said we would have:	1.1	Agreed a development scheme with network Rail and Prime Place before securing a resolution to treat the car park land (Site A).	Partially Achieved	Development proposals have been prepared for the site which have informed the Site allocation policy within the draft Local Plan for 525 residential units.	
	1.2	Completed development agreement and draft lease ad supported the submission of planning application by Countryside Properties by March 2018 for Site G .	Complete	Development Agreement signed and sealed.	
	1.3	Worked with building owners with Business Improvement area(s) to agree comprehensive office redevelopment scheme.	Partially Achieved	Initial discussions have taken place with the main office landowners with a view to agreeing a long term development strategy This will form part of the proposed AAP review.	
	Deliver other improvements to Bromley Town Centre				
	1.4	Completed phases 1 and 2 of the improvement plan including the delivery of commercial kiosks, mirrored canopies and public realm improvements. We will also scrutinize the delivery of the market redevelopment project by the Neighbourhood Management team.	Partially Achieved	Phase 1 improvements are due to be completed by end of July 2018, including the relocation of the Market. . Supply chain delays have caused the rescheduling of Phase 2 ground plane works. It is still the programmed intention to complete all Phase 2 groundworks by 30 th November 2018 and the term contractor has programmed resources accordingly. .	

				Planning application for market kiosks to be submitted in July 2018 and procurement timetable in place for delivery in the early 2019. Detailed details for the mirrored canopies and shops to be considered by R&R PDS Committee in September 2018.
Lead Officers:	Kevin Munnely (1.1 – 1.4)			
Resources	Growth Fund (1.1 – 1.4) Developer contribution (1.2) Section 106 (1.2, 1.4)			

Aim 2	Support and develop the vitality of Beckenham		Progress	Comments
By March 2018, we said we would have:	2.1	Completed the delivery of the improvement programme for Beckenham town centre.	On timetable	Phases 1-4 completed and the remainder of the scheme to be completed by September 2018.
	2.2	Developed a proposal and business plan for a Beckenham Business Improvement District and taken this to a ballot of business rate payers. Subject to the results of the ballot we will have established a BID Board and administrative framework for the BID to start operating from April 2018.	Achieved	Business rate players voted in favour of a Business Improvement District in March 2018. Board of Directors for the Beckenham BID Company has been formed and the BID Company has been registered.
Lead Officers:	Kevin Munnely (2.1) Lorraine McQuillan (2.2)			
Resources	Capital receipts (2.1) Transport for London (2.1)			

	Earmarked reserve (2.2)
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Aim 3	Support and develop the vitality of Orpington		Progress	Comments
By March 2018, we said we would have:	3.1	Completed the second phase of improvement plan for Walnuts Square Area	Partially Achieved	Phase 2 has been delayed due to the supply chain issues and due to be completed by September 2018.
	3.2	Completed a regeneration and development capacity study for Orpington to inform a regeneration strategy for the town – delivered by the Council’s commercial property advisors Cushman & Wakefield – and undertaken detailed development appraisals of options identified by Cushman and Wakefield’s study of the development capacity of and regeneration strategy for Orpington	Partially Achieved	Regeneration strategy document completed and due to be reported to R&R PDS Committee in September 2018.
	3.3	Completed delivery of a pop up shop which is the final strand in a programme of business support and place shaping to encourage business development in Orpington, for delivery by the Business Improvement District (Orpington 1st).	Achieved	One start-up business in the pop up shop went on to set up his own independent business in Bromley and also extend to a business venture in Elmer’s End. Following this success the BID has opened a second pop up shop which has two tenants from pop up shop in Penge (whose lease had recently expired) along with 5 other businesses.
	3.4	Facilitated Orpington 1st BID in its proposed renewal ballot (due autumn 2017) for a further 5-year term starting in April 2018.	Achieved	Renewal ballot voted for a further 5 year term.

Lead Officers:	Kevin Munnely (3.1 - 3.2) Lorraine McQuillan (3.3 – 3.4)
Resources	Section 106 (3.1) Growth Fund (3.2) New Homes Bonus (3.3) Existing Revenue (3.4)

Aim 4	Support and develop the vitality of Penge and the borough's smaller town centres		Progress	Comments
By March 2018, we said we would have:	4.1	Delivered improvements to 5 shop fronts and building refurbishments on Penge High Street following the appointment of a contractor to undertake engagement and delivery works.	Partially Achieved	Following the agreed extension of the New Homes Bonus Programme the scheme will now deliver improvements to at least 12 shop fronts as well as building refurbishments on Penge High Street
	4.2	Completed the delivery of the second phase of works to improve public realm and wayfinding in Penge town centre due to commence in September 2017.	Partially Achieved	Due to delays by the term contractor mobilizing and starting on site, the final phase of the public realm works are now expected to be completed by August 2018. In addition to Empire and Arpley Squares, improvements will also be made to Penge Triangle. The programme of wayfinding has been delayed due to changes in the structure of the Legible London team and rollout is now expected to be completed by March 2019.
	4.3	Delivered a programme of business support for businesses in Penge based on the funding agreement for the New Homes Bonus. This includes completion of delivery of short term pop-up shop as incubator space for new businesses.	Achieved	Programme of business support including pop up shop successfully delivered
	4.4	Developed a proposal and business plan for a Penge Business Improvement District and taken this to a ballot of business rate payers, Subject to the results of the ballot we will have established a BID Board and administrative framework for the BID to start operating in April 2018.	Achieved	Business rate players voted in favour of a Business Improvement District in March 2018. Board of Directors for the Beckenham BID Company has been formed and the BID Company has been registered.

	4.5	Delivered 4 applications rounds for the second phase of improvements to Local Shopping parades and implemented approved projects following the submission of applications from local businesses through their ward councillors.	Achieved	Funding applications for six local parades have been approved and are at different stages of implementation. Three are very nearly complete. There are nine local parades with applications at preparation stage and a further six parades where a local business or Ward Councillor has shown an interest.
Lead Officers:	Kevin Munnely (4.1 – 4.2) Lorraine McQuillan (4.3 – 4.5)			
Resources	New Homes Bonus (4.1 – 4.3) Earmarked reserves (4.4 – 4.5)			

Aim 5	Promote business investment and development in the borough's key commercial and industrial areas and employment priority zones.		Progress	Comments
By March 2018, we said we would have:	5.1	Subject to site on West Camp being secured, we will have progressed the delivery of an aviation training centre.	Not complete	The Council has been advised that the West Camp site is under offer and therefore not available. An alternative site for the Aviation College has been identified on East Camp and funding secured from the GLA.
	5.2	Explored options for the delivery of an enterprise network across the borough utilising surplus Council stock.	Not Complete	Initial plans for the reuse of the 9 th floor of the Central Library for flexible workspace have been put in abeyance due to the need for the office space following the decision to cease the Bexley library co-working arrangements.
Lead Officers:	Kevin Munnely (5.1 – 5.2)			
Resources	New Homes Bonus (5.1) Growth Fund (5.2)			

Performance indicators

Outcome 1:	Economic Development		Please comment on how you have performed against these measures
Performance Measures:	1.1	Deliver 3 ballots continue / introduce Business Improvement Districts in Orpington, Beckenham and Penge.	All completed
	1.2	5-10% increase in footfall in Beckenham, Penge and Orpington Town Centres over the national decline which the High Streets would have suffered if the improvements had not been made.	National footfall decline is -3.6% Orpington footfall data Jan – May 2017 compared to Jan – May 2018 is –4.2% Beckenham footfall data April 2017 compared to April 2018 is +8.5% Penge footfall data Jan-May 2017 compared to Jan-May 2018 +51% As discussed it might be worth speaking to Kevin Munnely regarding this
	1.3	Arrest of business rate base decline	

Outcome 2: Protection, conservation and enhancement of the natural and built environment

Aim 6	Prepare an up to date Local Plan setting out policies for development in the borough over the next 15 years		Progress	Comments
By March 2018, we said we would have:	6.1	Submitted Local Plan for examination to Secretary of State and made progress toward adoption.	Achieved.	The Draft Local Plan was submitted for Examination in August 2017. Public Hearings took place December 2017. Consultation on Main Modifications to take place in Summer 2018.
	6.1	New government policy implications from the Mayor of London's new draft London plan. Delays in Examination process.	Achieved.	The Draft London Plan was published for consultation in December 2017. Suggested responses were reported to Development Control Committee in January and the Council's formal response submitted to the Mayor 2nd March 2018.
Lead Officers:	Katie Ryde, Gill Slater			
Resources	Existing Planning revenue budgets (6.1 – 6.2)			

Aim 7	Develop a Bromley Community Infrastructure Levy (CIL)		Progress	Comments
By March 2018, we said we would have:	7.1	Consulted on the Preliminary Draft Charging Schedule	Achieved	Consultation took place Jan-March 2018.
	7.2	Analysed, prepared and consulted on Draft Charging Schedule and made progress toward submitting the Charging Schedule for examination.	Partially Achieved	Preparation and further evidence base collection required by Viability consultants. The next consultation phase on the Draft Charging Schedule is expected Autumn 2018. Working towards submission 2019.
Lead Officers:	Terri Holding			
Resources	Existing Planning revenue budgets (7.1 – 7.2)			

Aim 8	Ensure the ongoing effectiveness of planning regulatory functions		Progress	Comments
By March 2018, we said we would have:	8.1	<p>Made considered determinations of planning applications within a reasonable period of time, acknowledging national targets whilst focussing on delivering a quality outcome for the borough.</p> <p>We will have:</p> <ul style="list-style-type: none"> • Determined 65% of major applications within 13 weeks of receipt • Determined 70% of minor applications within 13 weeks of receipt • Determine 82% of other applications within 8 weeks of receipt 	Achieved	<ul style="list-style-type: none"> • Majors – 81% achieved • Minors – 76% achieved • Others – 86% achieved
	8.2	Protected trees, listed buildings and conservation areas in the borough by improving the effectiveness of planning functions by resolving cases more quickly and considering more cases of planning control.	Achieved	Despite increase in planning applications, the above (8.1) results were achieved with effective specialist Heritage and Tree inputs.
Lead Officers:	Jim Kehoe, Tim Horsman			
Resources	Existing planning revenue budgets (8.1 – 8.2)			

Aim 9	Planning Enforcement		Progress	Comments
By March 2018, we said we would have:	9.1	Determined over 750 cases where a breach of planning control may have taken place, using the Council's Planning Enforcement Policy to guide any actions to be taken.	Achieved	Over 750 cases have been investigated and concluded in line with the Council's Planning Enforcement Policy.
	9.2	Monitored the number of notices served and the timescale for responses in keeping with the Planning Enforcement Policy.	Achieved	We have monitored the number of notices served and acted on an audit of Planning Enforcement. Overall, we have reduced the number of 'pending' cases to 400.
Lead Officers:	Jim Kehoe, John Stephenson			
Resources	Existing planning revenue budgets (9.1 – 9.2) Earmarked reserves (9.1 – 9.2)			

Performance Indicators

Outcome 2:	Protection, conservation and enhancement of the natural and built environment		Please comment on how you have performed against these measures
Performance Measures:	2.1	Local Plan report submitted to DCC / Executive / Council in June 2017	<p>Completed in June/July 2017</p> <p>The Draft Local Plan was submitted to DCC/ Executive/ Council in June 2017.</p>
	2.2	Submission of Local Plan to Secretary of State in July 2017	<p>Completed in August 2017</p> <p>The Draft Local Plan was submitted for Examination on 11th August 2017.</p>
	2.3	Consultation on CIL complete by February 2018	<p>Completed in March 2018</p> <p>Consultation on CIL PDCS was completed by February 2018</p>

Aim 10	To implement the 2014 library strategy to consider new ways of delivering library services in challenging financial circumstances		Progress	Comments
By March 2018, we said we would have:	10.1	Completed a tender for the whole library service, to identify and appoint a delivery partner who can deliver library services under the supervision and direction of the council to retain service levels whilst reducing operating costs.	Achieved	The tender process was completed with a decision by the Executive in July 2017 to appoint Greenwich Leisure Ltd to manage the Library Service for 10 years from 1 November 2017, retaining service levels whilst reducing operating costs.
	10.2	Explored and identified options for the upgrade and re-development of library facilities, as identified in the Library Strategy 2014, including a mixed development proposal with the development partner for Chislehurst Library to include retail and residential opportunities and new library facilities.	Partially achieved	Work on the proposed development of the Chislehurst Library site was progressed. Options for upgrading a range of libraries have been identified including West Wickham.
Lead Officers:	Tim Woolgar (10.1 – 10.2) Hannah Jackson (10.1) Colin Brand (10.1 – 10.2)			
Resources	The Council's corporate commissioning budget (10.1) Existing revenue budgets (10.2)			

Outcome 3: Enhance opportunities for leisure, cultural activities and community led services

Aim 11	Establish Bromley as a destination for culture		Progress	Comments
<p>By March 2018, we said we would have:</p>	11.1	<p>Worked with AECOM to submit the Outline Planning Application for the Crystal Palace Park Regeneration Plan.</p>	Partially achieved	<p>Work to develop the outline planning application commenced and officers have been working with the appointed consultant team led by AECOM and with officers from the Greater London Authority and Historic England to take this forward. A number of public consultation events have also been held to seek feedback on the current Regeneration Plan proposals. The submission of the outline planning application has been delayed as the enabling development case is enhanced to strengthen the chances of a successful application.</p>
	11.2	<p>Progressed the Crystal Palace Park Improvement Scheme; allocated the remaining Community Projects Fund monies to community-led projects in the park and begun construction of the skate park and new café.</p>	Achieved	<p>The Community Projects Fund monies have been fully allocated, funding 32 community-led projects to enhance the use and accessibility of Crystal Palace Park. Construction of a new, much wanted skatepark is now complete, with improvements to the surrounding landscape planned later this year. The Friends of the Crystal Palace Park Skatepark will host a formal opening jam in the summer, funded by the Community Projects Fund.</p>

				The construction of a new café is now underway and is due to complete in winter 2018/19. A new café operator (Brown & Green) has been appointed to operate the new café. In the meantime, they were awarded a license for a mobile catering van in the park while the café is under construction.
	11.3	Completed RIBA stage 2 design development of refurbished entrance and repair and decoration work to the Central Library; and taken part in national heritage and cultural events.	Partially achieved	The development of the central library entrance has not advanced. We have taken place in national events such as Heritage Open Days and The Big Draw.
	11.4	Secured a £2m grant from the Heritage Lottery Fund and started works on site to build the Biggin Hill Memorial Museum.	Achieved	The Heritage Lottery Fund awarded grant funding to the project in July 2017, meaning that all funding was in place to deliver the first phase of works for Biggin Hill Memorial Museum. Construction of the new museum has commenced, and conservation works to St George's RAF Chapel of Remembrance are also underway. Contractors have also been appointed to fit out the exhibitions in the new museum.
Lead Officers:	Lydia Lee / Hannah Jackson (11.1 – 11.4)			

Resources	Capital receipts (11.1 – 11.4) Mayor of London (11.2) Historic England (11.2) Heritage Lottery Fund (11.1, 11.4) HM Treasury's Libor Fund (11.4) Section 106 (11.4) Central Contingency (11.4) Contributions from the Friends of St George's Chapel, the Member's Community Fund and the Heritage of London Trust (11.4)
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Aim 12	Enhance the borough's leisure facilities		Progress	Comments
By March 2018, we said we would have:	12.1	Agreed a lease for Blackheath and Bromley Harriers to undertake the management and maintenance of Norman Park Athletics Track.	Partially achieved.	Draft lease approved by R and R Committee. Final lease subject to successful planning applications by BBHAC for the NPT site and BBHAC site in Hayes Lane
	12.2	Identified a suitable developer and awarded a contract for a mixed use development to include a community hub, housing and public realm work and a new gymnastics centre at Chipperfield Road, St Paul's Cray.	Partially achieved	Report to be considered by executive Committee.
Lead Officers:	John Gledhill (12.1 – 12.2)			
Resources	Existing Culture & Leisure budgets (12.1 – 12.2)			

Performance Indicators

Outcome 3:	Enhanced opportunities for leisure, cultural activities and community-led services		Please comment on how you have performed against these measures
Performance Measures:	3.1	The number of community activities delivered and enabled as part of national cultural and heritage events, such as Heritage Open Days.	12 Historic Open Days events were organised, taking place across Crystal Palace Park, St Georges RAF Chapel and Bromley Central Library. Approximately 500 people attended Heritage Open Day events. Officers also took part in The Big Draw with 2 events organised with 58 people attending. Further events have been organised by groups who have received grant funding from the Community Grants Fund.
	3.2	The number of projects delivered which improve access or engagement with leisure, culture and heritage facilities, assets or services.	<p>Crystal Palace Park Improvement Scheme: Delivered a programme of improvements in Crystal Palace Park including conservation and interpretation of the dinosaur statues, conservation of the Sphinxes, construction of a skate park and progress on the delivery of a new café. All of the 32 projects funded by the Community Grants Fund have enhanced engagement with the park including those delivered by Wide Horizons on adventure learning, Silverfit encouraging exercise in the park and Our Hut's Architecture Education project.</p> <p>As part of the Biggin Hill Memorial Museum project, a number of talks, tours, schools sessions and object handling-sessions have been delivered to engage people with the Chapel, museum collection and construction of the new museum.</p> <p>Additionally, the national cultural and heritage events mentioned in 3.1 have improved access and engagement.</p>

	3.3	The number of people volunteering as part of leisure, culture and heritage projects, and feedback from schools visiting the Biggin Hill Chapel.	Feedback from schools visiting the Biggin Hill Chapel has been positive. Many people have volunteered as part of leisure, culture and heritage projects particularly Biggin Hill memorial museum and community grants fund projects. The Biggin Hill Memorial Museum Project received over £12,000 worth of volunteer time in the last year which contributed as match funding towards the Heritage Lottery Fund grant.
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Outcome 4: Affordable, decent and secure homes

Priority Outcome 4

Assist people experiencing housing difficulties with advice and support aimed at maintaining or securing a home and avoiding crisis through:-

- **People experiencing housing difficulties are assisted with advice and support aimed at maintaining or securing a home and avoiding crisis**

As at the end of March 2018, 13 out of 13 actions being progressed are on track with 0 actions requiring more work.

No	We aimed to	RAG status	Actions	End of March 2018 update	Between April 2018 and September 2018 we are focusing on...
4.1	Focus on preventing homelessness by working in partnership with Registered Social Landlords, the Private Rented Sector and a range of advice and support agencies	Green	a) Maximise the level of homeless prevention through increased targeted early intervention and support. Workstreams include the Primary and Secondary Intervention commissioned service and the Early Intervention Service	Homelessness is a key target and prevention work has consistently exceeded 80%. Funding has been extended through invest to save programme so that the Early Intervention Service can target those groups most at risk before they become homeless.	Embedding the new prevention and relief duties contained in the homelessness Reduction Act to maximise the level of early intervention.
		Green	b) Work in partnership with Housing Benefit, the Department for Work and Pensions (DWP), Partner Landlords and Social Care to minimise the impact of the Universal Credit element of Welfare Reform Act and the impact on homelessness	Work has continued with DWP and Housing Benefits. Protocols have been developed with Housing Associations to advise of anyone whose housing is at risk because of welfare reforms.	Preparing for the rollout of Universal Credit going forward.

No	We aimed to	RAG status	Actions	End of March 2018 update	Between April 2018 and September 2018 we are focusing on...
		Green	c) Strengthen the level of money advice and work with the Credit Union to reduce the level of homelessness occurring as a result of debt	A full money advice service is in place. The contract with the Credit Union has been reviewed and work has been extended with them over the past year.	Conclude the new credit union contract

No	We aimed to	RAG status	Actions	End of March 2018 update	Between April 2018 and September 2018 we are focusing on...
4.1	Focus on preventing homelessness by working in partnership with Registered Social Landlords, the Private Rented Sector and a range of advice and support agencies	Green	d) Produce and maintain the new London Borough of Bromley homelessness strategy ensuring that the strategy promotes partnership working to reduce and prevent homelessness	The Homelessness Strategy has been developed and approved by Members and is in the process of being published.	Implementation of the Year 1 Action Plan.
		Green	e) Commence development of the Housing Strategy to reflect need across all tenures and how supply will meet those needs (e.g. new developments)	A dedicated post to take forward the development of the Strategy is in place and a project group is scoping out the project in advance of consultation at the end of summer 2018.	Finalise and Publish the Homelessness Strategy and action plan. Produce the first draft of the housing strategy.
		Green	f) Ensure successful implementation of the replacement Housing system to enhance the customer interface and provision of online housing advice, improving the transparency and level of information available to service users	The main part of the Housing system is in the implementation stage with the first phase going live in autumn 2018. Interim amendments have been made to ensure the current system is compliant with legislation. A new system to ensure legislative compliance will be implemented in August 2018.	Implement the roll out of the new homelessness and housing advice system and prepare for testing of the new Orchard system for implementation during quarter 3.
		Green	g) Implement the Homelessness Reduction Act 2017, meeting the new statutory duties	The first phase has been implemented with statutory reporting in place. The new duties are being bedded in to comply with guidance and any forthcoming	Ensure the new systems are fully embedded with complaint returns

No	We aimed to	RAG status	Actions	End of March 2018 update	Between April 2018 and September 2018 we are focusing on...
		Green	h) Develop joint services for Children's Services and Housing to sustain families and prevent homelessness (including Family Group Conferencing)	case law. Protocols are in place to identify families at risk and there has been initial scoping work relating to Family Group Conferences.	Ensure operation of surgeries and attendance at the placement panel for continued suitability of placements.

No	We aimed to	RAG status	Actions	End of March 2018 update	Between April 2018 and September 2018 we are focusing on...
4.2	People are able to access accommodation that is affordable	Green	a) Continue to develop partnership working with private sector landlords to:- <ul style="list-style-type: none"> Assist households to remain in private sector accommodation Maximise access to private sector accommodation 	A new team is in place to work with private sector landlords and a review of the offer and incentives aimed at this sector has been carried out. A new publicity campaign is about to be carried out.	Roll out the new publicity campaign and maximise the level of prs properties accessed
		Green	b) Work to acquire sufficient levels of decent quality, cost effective accommodation, minimising the use of nightly paid shared accommodation	Property purchases are coming through the Mears Group project and all contracts with all providers have been reviewed to increase the level of block bookings. This has eliminated the need for nightly paid shared accommodation during the year.	Continue to monitor the property purchase scheme to ensure throughflow and conclude the tender process for the modular homes site.
		Green	c) Work innovatively with a range of housing providers to increase access to a supply of accommodation which is affordable (private and social housing)	Work has taken place with both Housing Associations and the private sector. This has resulted in over 200 families accessing accommodation in the private sector and 128 units in social housing.	Continue to work with housing associations through the relaunch of Bromley federation of housing associations.
		Green	d) Lead negotiations on the affordable housing provision on Section 106 applications, ensuring that affordable housing planning obligation	Negotiations continue on all Section 106 planning applications to ensure the local affordable housing planning obligation.	Negotiations continue on all Section 106 planning applications to ensure the local affordable housing planning obligation

No	We aimed to	RAG status	Actions	End of March 2018 update	Between April 2018 and September 2018 we are focusing on...
			reflects local adopted planning policy and local statutory and high priority housing need		
		Green	e) Ensure the More Homes Bromley scheme achieves the delivery model in terms of numbers of properties and meeting needs. Make best use of accommodation acquired to reduce the reliance on nightly paid accommodation	Work continues with the Mears Group to acquire units with about 200 obtained so far. This is marginally behind the stretch target but on track for the overall timescale.	Continue to monitor new supply closely to ensure achievement of the model supply

Performance Indicators

We are measuring this priority by:		2016/17 outturn	2017/18 Target	2017/18 Outturn
1.	Number of households approaching the Local Authority housing advice services for whom housing advice casework intervention resolved the situation. Measured in a percentage of successful preventions against number of applicants actually approaching the service	88.1% (1,919/2,177)	70%	90.6% (1,762/1,944)
2.	Percentage of households for whom the Early Intervention Team successfully resolved the situation. Measured as a percentage of successful interventions against the number of households dealt with by the service.	New Indicator	65%	Not recorded in 17/18 and continuing with measure above in future

We are measuring this priority by:		2016/17 outturn	2017/18 Target	2017/18 Outturn
3.	Number of homeless acceptances recorded within the quarter	64.7% (831/1,283)	60%	59.5% (630/1,058)
4.	Proportion of Homeless Reviews completed within 56 working days	55.1% (48/87)	65%	81.1% (107/132)
5.	Number of households living in temporary accommodation on the last day of the quarter	1,439	Annual increment of 240	1,522
6.	Number of households in nightly paid accommodation	845	Annual increment of 60	909
7.	Reduction in proportion of temporary accommodation which is nightly paid	New Indicator	5%	Not recorded in 17/18 and continuing with measure above in future

Detailed Aims for 2018/19

Outcome 1: Economic Development

Aim 1	Support the vitality of Bromley town centre, including continued delivery of the Bromley Area Action Plan	
By March 2019 we will have:	Continue delivery of the Bromley Area Action Plan	
	1.1	Working with Countryside Properties secured planning consent for Phase 1 of Opportunity SiteG/10
	1.2	Prepared and served Compulsory Purchase Order documentation and agreed timetable for CPO Inquiry on Phase 1.
	1.3	Produce and secure Member approval of Bromley town centre AAP review programme.
	Deliver other improvements to Bromley Town Centre	
	1.4	Completed all ground plane improvement works, delivered and let the Market Kiosks and agreed the design and procurement of the commercial units and mirrored canopies.
Delivery risks	1.1	Planning permission refused.
	1.2	Planning permission refused.
	1.3	APP review timetable is dependent upon Draft Local Plan first being adopted.
	1.4	Delays due to failure of Term Contractor, Commercial units and Mirrored canopies are subject to Member approval, and poor retail demand for commercial units.

Aim 2	Support and develop the vitality of Beckenham
Lead Officer	Kevin Munnelly

By March 2019 we will have:	2.1	Continue to support the transition arrangements for the Business Improvement District and the newly established BID Board in Beckenham.
	2.2	Fully completed and snagged public realm improvement scheme.
Delivery risks	2.1	Weak commercial interest in managing the Bid Company.
	2.2	Limited risk due to Term Contractor failure
Lead Officers	Kevin Munnelly	
Resources	TfL/Capital Programme 2.2	

Aim 3	Support and develop the vitality of Orpington	
By March 2019 we will have:	3.1	Consult on and adopt the Orpington Town Centre renewal strategy
	3.2	Fully completed the public realm improvements
Delivery risks	3.1	Lack of commercial interest
	3.2	Limited risk due to Term Contractor failure
Lead Officers	Kevin Munnelly/Mike Watkins	
Resources	Capital programme 3.2 New Homes Bonus 3.1	

Aim 4	Support and develop the vitality of Penge and the borough's smaller town centres	
By March 2019 we will have:	4.1	Continue to support the transition arrangements for the Business Improvement District and the newly established BID Board in Penge.

	4.2	Fully complete public realm improvements.
	4.3	Developed a proposal and business plan for a Chislehurst Business Improvement District and taken this to a ballot of business rate payers. Subject to the results of the ballot we will commence the establishment of a BID Board and administrative framework for the BID.
	4.4	Developed a proposal and business plan for a West Wickham Business Improvement District and taken this to a ballot of business rate payers. Subject to the results of the ballot we will commence the establishment of a BID Board and administrative framework for the BID.
Delivery risks	4.3 and 4.4	Insufficient uptake from shop proprietors for the scheme through ballot process.
	4.2	Limited risk due to Term Contractor failure
Lead Officers	John Gledhill(4.1, 4.3 and 4.4) Kevin Munnely 4.2	

Aim 5	Promote business investment and development in the borough's key commercial and industrial areas and employment priority zones.	
By March 2019 we will have:	5.1	Complete a review of Council assets and assess the commercial opportunities for the provision of WIFI and Full Fibre networks utilizing Council assets to improve Gigabit connectivity for local businesses and residents
	5.2	Carry out a review of the Growth Fund and report findings and recommendations to the Executive.
Delivery Risks:	5.1	Establishing the quality of existing infrastructure assets and commercial interest.
Lead Officers:	Kevin Munnelly (5.1 – 5.2)	
Resources	Earmarked reserves (5.1 – 5.2)	

Outcome 2: Protection, conservation and enhancement of the natural and built environment

Aim 6	Prepare an up to date Local Plan setting out policies for development in the borough over the next 15 years	
By March 2019 we will have:	6.1	Adopted the new Local Plan which will replace the Unitary Development Plan for Bromley
Delivery Risks:	6.1	Examination is still ongoing and is led by the Inspector. Following consultation on Main Modifications, the Local Plan Inspector will consider the responses and produce a report. The Council must decide whether to the Inspector's recommendations and adopt the Plan.
Lead Officers:	Katie Ryde, Gill Slater	
Resources	Existing Planning revenue budgets (6.1 – 6.2)	

Aim 7	Develop and Maintain Community Infrastructure Levy (CIL), Building Control, Land Charges and Street Naming and Numbering Services	
By March 2019 we will have:	7.1	Consulted on the CIL Draft Charging Schedule.
	7.2	Submitted the CIL Draft Charging Schedule for Examination.
	7.3	Continued to collect Mayoral CIL in line with CIL Regulations
	7.4	Continued to respond to Building Control, Land Charges and Street Naming and Numbering requests in accordance with national regulations
Delivery Risks:	7.1	Challenges to the Draft Charging Schedule requiring further evidence from consultants to support submission.
	7.2	National policy changes to approach to viability or changes to CIL regulations.
Lead Officers:	Terri Holding	
Resources	Existing Planning revenue budgets (7.1 – 7.2)	

Aim 8	Ensure the ongoing effectiveness of planning regulatory functions	
By March 2019 we will have:	8.1	<ul style="list-style-type: none"> •Made considered determinations of planning applications within a reasonable period of time, acknowledging national targets whilst focussing on delivering a quality outcome for the borough. <p>We will have:</p> <ul style="list-style-type: none"> • Determined 65% of major applications within 13 weeks of receipt • Determined 70% of minor applications within 13 weeks of receipt • Determine 82% of other applications within 8 weeks of receipt
	8.2	Protected trees, listed buildings and conservation areas in the borough by improving the effectiveness of planning functions by resolving cases more quickly and considering more cases of planning control.
Delivery Risks:	8.1	A rise in planning application numbers leading to a backlog due to work volumes
	8.2	Traditional problems with processing software
Lead Officers:	Jim Kehoe	
Resources	Existing planning revenue budgets (8.1 – 8.2)	

Aim 9	Planning Enforcement	
By March 2019 we will have:	9.1	Determined over 750 cases where a breach of planning control may have taken place, using the Council's Planning Enforcement Policy to guide any actions to be taken.
	9.2	Monitored the number of notices served and the timescale for responses in keeping with the Planning Enforcement Policy.
Delivery Risks:	9.1	A rise in Enforcement case numbers leading to a backlog in cases.
	9.2	Technical problems with necessary software
Lead Officers:	Jim Kehoe	
Resources	Existing planning revenue budgets (9.1 – 9.2) Earmarked reserves (9.1 – 9.2)	

Outcome 3: Enhance opportunities for leisure, cultural activities and community led services

Aim 10	To provide a comprehensive and efficient library service considering new ways of delivering library services in challenging financial circumstances	
By March 2019 we will have:	10.1	Commenced the second year of a 10 year contract with Greenwich Leisure Limited (GLL) our Service Provider to deliver Bromley Library Services under the supervision and direction of the Council. Produced ongoing evidence of performance and adherence by GLL to the contract and specification using a suite of KPIs to ensure that service levels are being maintained. Monitored the contract to encourage the Service Provider to think innovatively and continually look for ways to develop and improve the service whilst continuing to reduce operating costs and achieving value for money
	10.2	Further explored and identified options for the upgrade and re-development of library facilities including progressing a mixed development proposal for Chislehurst Library to include retail and residential opportunities and new library facilities and a proposed shared Leisure and Library facility at the existing West Wickham Leisure Centre site. Developed Identified options for upgrading a range of libraries working alongside GLL our Service Provider
Delivery risks	10.1	Termination of contract either by the Council or by the Service Provider. Challenges of service delivery. Improvements and innovation and value for money not being achieved
	10.2	Proposed schemes are not compliant with planning requirements or there are changes in market conditions which affect the viability of the proposed developments
Lead Officer	Tim Woolgar (10.1 – 10.2) Colin Brand (10.1 – 10.2)	
Resources	Existing revenue budgets (10.1 and 10.2)	

Aim 11	Establish Bromley as a destination for culture	
By March 2019 we will have:	11.1	Work with AECOM to submit the Outline Planning Application for Crystal Palace Park and work with the Crystal Palace Park Trust to build their capacity to take on some management and maintenance responsibilities in the park.
	11.2	Compete the Crystal Palace Park Improvement scheme; finish construction of the café and open to the public and monitor the recipients of grants and support them to deliver their projects.
	11.3	Take part in national heritage and cultural events.
	11.4	Finish construction and fit out of the Biggin Hill Memorial Museum and open to the public
Delivery risks	11.1	Trust unable to take on additional responsibilities effectively. The tensions between the justifications for enabling development, the requirement for affordable housing and the available
	11.2	Delays caused to build due to unforeseen circumstances; future café operator suffers delays to fit out preventing opening.
	11.3	
	11.4	Delays caused by procurement of required contractors or unforeseen delays to the construction programme.
Lead Officer	Lydia Lee (11.1-11.4)	

Resources	<p>Capital receipts (11.1 – 11.4)</p> <p>Mayor of London (11.2)</p> <p>Historic England (11.2)</p> <p>Heritage Lottery Fund (11.1, 11.4)</p> <p>HM Treasury’s Libor Fund (11.4)</p> <p>Section 106 (11.4)</p> <p>Central Contingency (11.4)</p> <p>Contributions from the Friends of St George’s Chapel, the Member’s Community Fund and the Heritage of London Trust (11.4)</p> <p>Section 106 (11.4)</p>
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Aim 12	Enhance the borough’s leisure facilities	
By March 2019 we will have:	12.1	Continue to support the proposal by Blackheath and Bromley Harriers to take over the management of Norman Park Athletics Track and for them to develop a new pavilion and community facilities.
	12.2	Identified a suitable developer and awarded a contract for a mixed use development to include a community hub, housing and public realm work and a new gymnastics centre at Chipperfield Road, St Paul’s Cray.
	12.3	Secure for the long term arrangements for the Councils leisure centres, golf courses and community halls.
	12.4	Explore the medium to long term options for future theatre provision in Bromley town centre, and develop an options appraisal.
Delivery risks	12.1	If an agreement for future arrangements cannot be reached with Mytime Active then a wider competitive tendering process will be undertaken within the relevant timescale.

	12.4	Delays caused by procurement of required contractors or unforeseen delays to the build.
Lead Officer	John Gledhill (12.1 – 12.3)	
Resources		

Outcome 4: Affordable, decent and secure homes

Education, Care and Health Services Business Plan for 2018 to 2022

Priority: Affordable, decent and secure homes

Enable residents to access and sustain a place to live that is affordable, decent and secure:

- maximise the supply of accommodation
- promote good quality housing across all sectors of the housing market
- assist those in housing need to resolve their housing difficulties through effective advice, support and assistance

Bromley's housing profile is more in line with the South East than London with approximately:

- 70 per cent being owner-occupiers
- 14 per cent being social renters
- 13 per cent being private renters

Bromley, in common with London and the South East, struggles to provide affordable accommodation for its residents. More than 5,500 households approach the Council for housing advice each year. There are currently approximately 1,450 households in temporary accommodation. Nearly 850 of these are in forms of nightly paid accommodation. Three-quarters of households which are statutory homeless include children or a pregnant mother.

The economic downturn has presented environmental factors that have had a direct effect on available housing accommodation. In addition, it is having a direct impact on the levels of homelessness in the borough. Coupled with the effects of welfare reform, this has resulted in increased demands on children's social care.

Last year we assisted 1,919 households to remain either in their own home or secure alternative accommodation. We implemented new initiatives to give more families the opportunity to access temporary accommodation in, or near, Bromley. This has enabled them to access work and remain in school.

The Homelessness Reduction Act 2017 is putting additional obligations on local authorities. We are required to assess support needs, and analyse and deliver detailed homeless plans for greater numbers of individuals. It is anticipated that this will result in us delivering plans for approximately 5,000 additional individuals per year.

We are planning for this significant change in Bromley. However, we are aware that the reforms could have a significant impact on low income households. In particular, their ability to obtain private sector accommodation which could increase their risk of homelessness.

Rationale	Key strategies/plans	Aligns to Building a Better Bromley
By maximising the supply of accommodation, promoting good quality housing across all sectors and assisting those in housing need to resolve their own housing difficulties, we will reduce demands on our housing operation services and ensure that residents are safe, protected, well supported and living within strong communities.	<ul style="list-style-type: none"> ✓ Our Journey to Excellence ✓ Older People's Strategy ✓ Children and Young People's Plan ✓ The Roadmap to Excellence ✓ Housing Strategy ✓ Homelessness Strategy ✓ Corporate Parenting Strategy ✓ Children Looked After Strategy ✓ Care Leavers Strategy 	<ul style="list-style-type: none"> ✓ Supporting independence ✓ Supporting children and young people ✓ Excellent Council

Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Increase the supply of new homes, including affordable housing	<ul style="list-style-type: none"> • Develop a new Housing Strategy for Bromley • Seek innovative ways to secure housing by working closely with colleagues across the Council to develop and exploit opportunities for joining up housing, employment, transport and other strategies 	<ul style="list-style-type: none"> • Housing Strategy launched 	April 2019	Director Housing
	<ul style="list-style-type: none"> • Deliver the Modular Homes programme 	<ul style="list-style-type: none"> • Modular Homes filled 	Summer 2019	Director Housing

Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Reduce homelessness	<ul style="list-style-type: none"> • Embed a new approach to managing • homelessness by focusing on early intervention • and gaining a stronger understanding about why • some families and individuals report as homeless 	<ul style="list-style-type: none"> • Reduction in homelessness applications • Reduction in use of Temporary Accommodation 	April 2022 (annual programme)	Director Housing
	<ul style="list-style-type: none"> • Review the placement policy • Review procurement strategy for Temporary Accommodation 	<ul style="list-style-type: none"> • Reduction in use of Temporary Accommodation 	July 2018 May 2019	Director Housing
	<ul style="list-style-type: none"> • Launch Personal Housing Plans to include housing support and preventative solutions • Maintain a rolling programme of Personal Housing Plans 	<ul style="list-style-type: none"> • Reduced risk of homelessness • Reduced repeat homelessness 	May 2018 April 2022 (annual programme)	Director Housing
Appropriate accommodation for older people	<ul style="list-style-type: none"> • Develop a more strategic approach to the provision of accommodation for older people in the borough including supported accommodation, extra care housing and residential/nursing care 	<ul style="list-style-type: none"> • Older People's Strategy includes housing element • Housing Strategy includes older people element 	Sept 2018 April 2019	Director Programmes Director Housing

Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Appropriate accommodation for Children in Care and Care Leavers	<ul style="list-style-type: none"> • Increase net in-house foster carers • Increase Staying Put take-up 	<ul style="list-style-type: none"> • Children Looked After sufficiency of provision • Effective in-house Fostering offer • Increase in Care Leavers living within families 	April 2022 (annual programme)	Director Children's Social Care
	<ul style="list-style-type: none"> • Develop a procurement framework for Care Leavers accommodation 	<ul style="list-style-type: none"> • Ensure good quality and suitable accommodation and support • Reduction in the average cost of Care Leavers placements 	April 2020	Director Children's Social Care Director Housing
Appropriate accommodation for children and adults with special educational needs and/or disabilities (SEND)	<ul style="list-style-type: none"> • Review how the Disabled Facilities Grant (DFG) is used across the borough 	<ul style="list-style-type: none"> • Effective use of DFG 	April 2020	Director Housing
	<ul style="list-style-type: none"> • Increase Shared Lives take-up 	<ul style="list-style-type: none"> • Expanded Shared Lives programme • Increase in number of vulnerable adults living with families 	April 2022 (annual programme)	Director Adult Social Care

Performance Indicators for 2017/18

Outcome	Performance Indicator	
Economic Development	1.1	1,000 sqm of public realm improvements and 12 shop fronts improved.
	1.2	WIFI and Full Fibre Network designed and suppliers procured.
	1.3	Planning permission secured for a minimum of No 1 Opportunity Sites.
Protection, conservation and enhancement of the natural and built environment	2.1	Protected trees, listed buildings and conservation areas in the borough by improving the effectiveness of planning functions by resolving cases more quickly and considering more cases of planning control.
Enhance opportunities for leisure, cultural activities and community led services	3.1	The number of community activities delivered and enabled as part of national cultural and heritage events, such as Heritage Open Days.
	3.2	Biggin Hill Memorial Museum and Crystal Palace Park Café are open to the public.

	3.3	Crystal Palace Park Trust take on some responsibility for the management and maintenance of the park
Affordable, decent and secure homes	4.1	Number and % of homeless prevention
	4.2	Proportion of households in Nightly Paid Accommodation as % of total in temporary accommodation
	4.3	Number of families with dependent children in shared accommodation (including B&B and shared annexe) over 6 weeks