

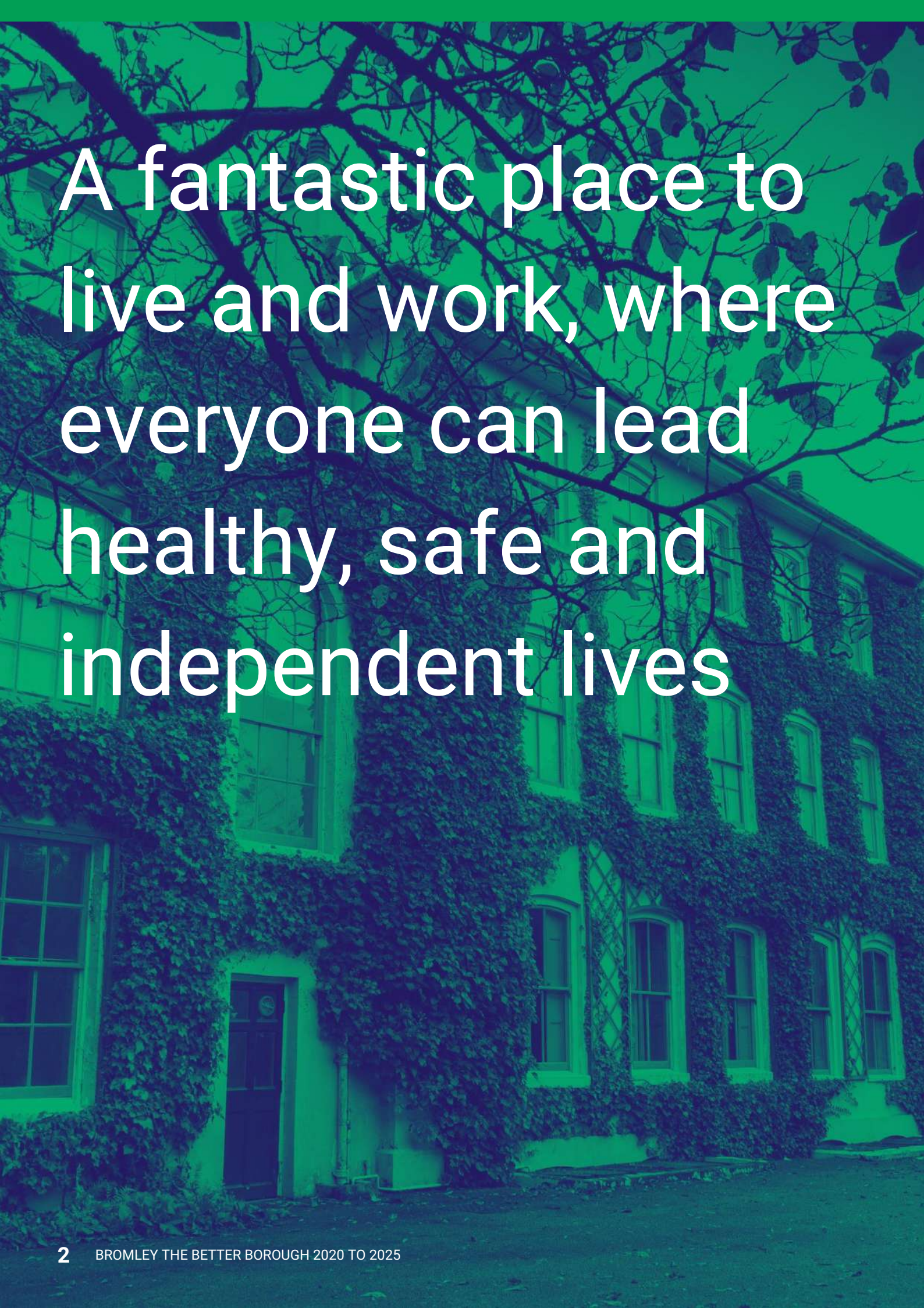
BROMLEY

THE BETTER BOROUGH
2020 TO 2025

AN AMBITIOUS BOROUGH,
FOR NOW AND THE FUTURE



THE LONDON BOROUGH



A fantastic place to
live and work, where
everyone can lead
healthy, safe and
independent lives

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**How we will deliver
and monitor this Plan**

Foreword

Leader of the Council

Welcome to the new Bromley Borough Plan for 2020 to 2025. This plan represents the next stage in the Council and Bromley Partnership's mission to 'Build a Better Bromley'.

We are ambitious for our borough and our residents. As we publish this plan the Council, NHS, Police and other public services are all engaged in transforming the ways in which we provide services.

These are challenging times but they also bring opportunities to innovate and deliver effective services in different ways.

Our vision for Bromley is simple and clear. We want our borough to be:

“

a fantastic place to live and work, where everyone can lead healthy, safe and independent lives

We have five ambitions for the next stage of the Building a Better Bromley journey:

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.

For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.

For residents to live responsibly in a safe, clean and green environment great for today and the future.

To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Our ambitions will be delivered jointly by the Council and partner agencies. We firmly believe that strong partnerships across local public services, our voluntary and community sectors, faith and community groups and businesses formed the foundation of 'Building a Better Bromley'. We are determined to include our residents and workforce at the centre of these partnerships in delivering the next stage of our plan.

Building on our achievements, we are committed to take the next steps in making Bromley the 'better borough'.



Councillor Colin Smith
Leader of Bromley Council

The Bromley partners

- Bromley Federation of Housing Associations
- Bromley Healthcare
- Community Links Bromley
- JobcentrePlus
- King's College Hospital NHS Foundation Trust
- London Borough of Bromley
- London Fire Brigade
- London South East Colleges
- Metropolitan Police
- NHS South East London Clinical Commissioning Group
- Oxleas NHS Foundation Trust



Introduction

Since 2004, we have been working together to ‘Build a Better Bromley’, creating an environment where individuals and communities can thrive and prosper, enjoying independent and self-reliant lives.

We have achieved much by maintaining our focus, harnessing resources and strengthening our partnerships. We must now continue to build on our achievements, target our ambitions and take the next steps in making Bromley the ‘better borough’.

We want our residents to lead healthy, fulfilling, responsible and successful lives in an inclusive borough which has a great environment and many opportunities. We want to improve outcomes for our more vulnerable residents. We want our borough to be safe for our residents, welcoming to business and green and sustainable for the future. We want to provide excellent services which improve outcomes in the borough and which are cost-effective, providing residents and local taxpayers with excellent value for money.

We know that we will be taking these steps in the context of unprecedented demands on public services and the need for continued financial stringency. This means that we must be transformational in the ways in which we deliver services, in the ways in which we work as a partnership and in the ways in which we engage with our residents, service users and communities.

As described in ‘Transforming Bromley’:

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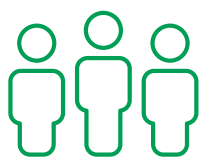
We will work as systems leaders in the local area to work together to achieve common goals, delivering on our shared priorities and commitments to our residents. We will work jointly with residents, local businesses, the private sector, our public sector partners and with voluntary and community sector groups locally.

As the Bromley Partnership we are clear about the huge benefits that can be gained through collaboration. We are ambitious to further strengthen our partnerships as agencies and with our residents, services users and our workforce.

We share responsibility for improving outcomes in the borough. We are convinced that by aligning our commitments and resources, and by strengthening our partnerships, we will succeed in making Bromley an even better borough.

About Bromley

What we know about Bromley today is an important starting point for our Plan – how we describe the borough today helps us think about how we would want to describe it in time and what we need to do to make this happen.



330,000+

people live in
Bromley



Largest

London borough
by area



51%

designated as
green belt land



72%

of homes are
privately owned



129

open spaces
and parks



4th

least deprived
London borough



50%+

household waste
is recycled



2,000

people receive
care in their home



78%

of adults are in
employment

Bromley is the largest London borough by area. It is a unique mix of urban and rural, with distinct town centres and over half the borough designated as green belt. Bromley is a relatively affluent borough ranked the 4th least deprived across London. However, around a quarter of the population live in some of the more deprived areas of the country.

We are the 8th most populous London borough with over 330,000 residents living in Bromley today. Projections estimate an increase to 350,000 by 2027 and to 395,000 by 2038.

Around a quarter of Bromley's population is aged 18 and under - some 78,000 young people. While this proportion is predicted to remain steady over the next 20 years, numbers will increase to around 88,000 by 2038. The proportion of working age residents (18 to 65 years) will remain fairly stable over the next twenty years, approximately 60% of the total population.

Bromley has the largest population of older people of all London boroughs - 17% of the current population, 58,000 residents over 65 years living in the borough. It is estimated that our older population will grow gradually but significantly over the coming years resulting in 88,000 residents aged over 65 living in the borough by 2038.

Bromley is one of the least ethnically diverse boroughs in London with around 20% of the population made up of minority ethnic groups. However, ethnic diversity will grow significantly over the coming years – 29% of the borough's current children and young people population are from minority ethnic groups. Bromley has one of the highest populations of settled travellers in the UK.



Love Bromley

Against this overall demographic context, what is it like to live and work in the borough for Bromley's residents?

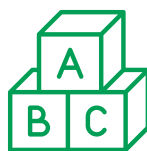
We wanted this plan to build on what we love about Bromley so we've been asking residents, staff and partners what is good about living and working in the borough. In responses to the 'I Love Bromley' engagement campaign, people have made a wide range of comments, many repeating similar views.

I love Bromley because...



.....

"It has natural beauty - it's green, the parks and open spaces are well kept and accessible"



.....

"It has excellent schools - I know my children have a positive future in Bromley"



.....

"There's a sense of community, there's lots to do and get involved with"



.....

"It's got good transport links, excellent links to London"



.....

"The high streets and town centres are great, it's urban but close to lovely countryside"



.....

"I know people care in Bromley - there's a great community spirit"

Our vision and ambitions

We want Bromley to be...

a fantastic place to live and work, where everyone can lead healthy, safe and independent lives

This vision is for our residents to lead fulfilling and successful lives in an inclusive borough which has a great environment and is rich in opportunities. It provides a clear focus for action by the Council and Partnership over the coming years.

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.

For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.

For residents to live responsibly in a safe, clean and green environment great for today and the future.

To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Our shared values

The vision is backed by a set of shared values which inform our thinking and actions:

We want to be a borough of opportunities for all those who live and work in Bromley to lead successful, fulfilling and active healthy lives.

We want to promote and encourage responsible resilience in individuals, families, communities, business and enterprise in Bromley.

When appropriate we want to provide effective early intervention to address problems and challenges in people's lives.

We will work with compassion and care with individuals and families who need additional support and specialist services.

We want to be an inclusive borough providing services which are relevant to our differing needs and aspirations and which champions success for all.

We are prepared to take risks and to innovate where this enables us to make better use of public and private funding.

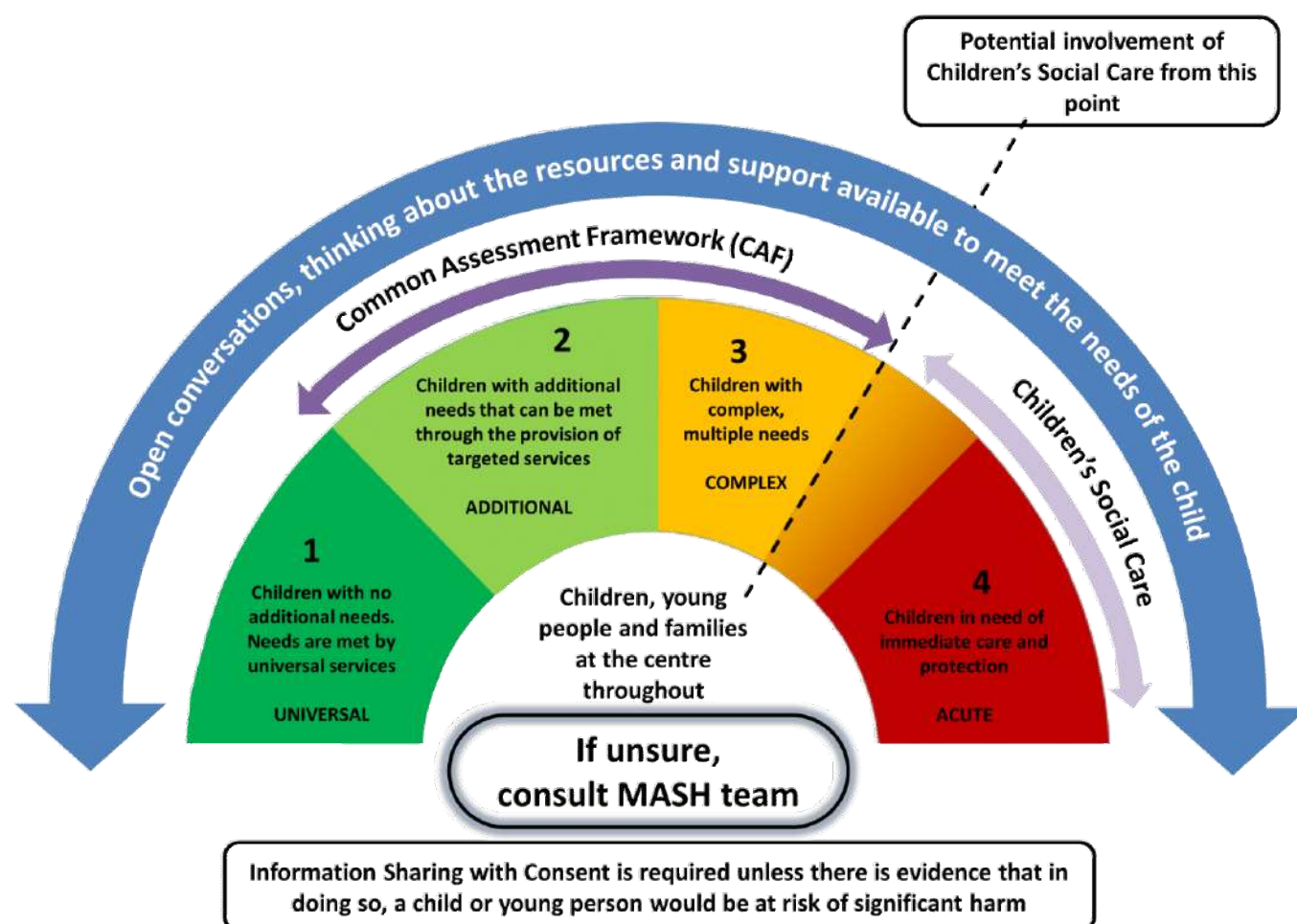
We want strong engagement and dialogue with our residents and service users to better understand and meet our challenges.

We know our services need to provide value for money for local taxpayers, residents and businesses.

Ambition one

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.

Children and families are at the heart of the Partnership's ambitions. Our services need to promote the wellbeing and inclusion of all children in the borough within resilient families. This means we need to provide the best quality universal services alongside effective early intervention, targeted and specialist services delivered to the right people at the right time. As a Partnership we have developed a model to help us meet this very wide range of needs:



Where are we now?

Our early years settings and schools are mostly rated good or better by our regulators. We're proud of all our schools which give our children a real choice, our educational outcomes are comparable to the top ten performing local authorities in the country. However, we have work to do to narrow the gap for children and young people who have special educational needs and disabilities and children in care. Our participation rate is amongst the highest in London with most young people aged 16 to 18 remaining in education, training towards their profession or already in employment.

Children and young people in the borough are physically healthy, with relatively low rates of obesity. However, as elsewhere in the country, emotional wellbeing and mental health problems are increasing. The borough's children's social care services have improved and are now rated 'good' by Ofsted. Partnerships are developing between the Council, Department for Work and Pensions (DWP), JobcentrePlus and housing agencies to improve outcomes for care leavers.

The recent inspection of arrangements for children who have special educational needs and disabilities (SEND) found improving multi-agency assessment and planning and partners working steadily to implement the SEND reforms. Bromley youth offending services are developing with rates of first time entrants into the youth justice system and reoffending below the national averages.

There were over 100,000 visits to Bromley's Children and Families Centres last year and over 900 families were provided with early help support by the Bromley Children Project. There were over 7,700 enquiries made to Bromley's Multi-Agency Safeguarding Hub (MASH) and over 3,400 referrals to children's social care services. Around 300 children are looked after by the Council and another 300 have Child Protection Plans. Over 2,000 children who have SEND have Education, Health and Care (EHC) Plans.



What we will do

To ensure that Bromley's universal offer to families remains high we will:

Continue to develop and support the local childcare and early education market to maintain high standards and choice for parents, promoting inclusion and school.

Build on the success of Bromley's excellent schools and further education offer, ensuring the sufficiency of places in high quality provision and enabling choice for parents and young people.

Implement our Health and Wellbeing strategy focusing primary healthcare resources including Health Visitors and school nurses on promoting protective factors including breastfeeding, immunisations and healthy lifestyles, responding to issues such as obesity, substance misuse, sexual health and mental health.

Bromley's Children and Young People Plan sets out the Partnership's priorities for children who may be more vulnerable to poorer outcomes than their peers. While there has been rapid improvement in some key children's services over the last two years, we are ambitious to improve outcomes for children still further and so we will:

Continue to embed our wellbeing model across the multi-agency children's workforce to further improve the identification of additional needs in children, to improve assessment of need and risk and to improve access to targeted and specialist services.

Work to promote improved effectiveness of our multi-agency early help services.

Continue to improve our children's safeguarding practice in Bromley, embedding the new statutory safeguarding partnership and strengthening our focus on non-familial (contextual) safeguarding risks including children going missing, missing education, child sexual and criminal exploitation, and gang affiliation.

Maintain a relentless focus on improving outcomes for Bromley's looked after children and care leavers. In order to meet the pledge the Council has made to these young people, we will continue to develop our partnerships across the Council, NHS, DWP and housing providers to: increase the choice of high quality placements; improve our education offer; help young people maintain good health and wellbeing; and increase housing and employment opportunities.

Build on the progress we have made in improving services for children who have SEND by implementing our SEND vision and priorities, working collaboratively across agencies and with families to further improve the EHC planning process and to further develop the Local Offer. In addition to promoting the proper inclusion of young people who have SEND in local universal services and activity, we will work to: develop and implement joint commissioning strategies; increase more local specialist placement choice; and establish a service structure which prioritises supporting mainstream schools, settings and partnership working.

Continue to develop our offer to young adults aged 18 to 25 who have SEND, including improving transitions into adulthood and, for those with continuing needs, adult services.

Work collaboratively across the Council, schools, health and voluntary sector services to improve the identification of, and support to, children and young people who are young carers.

Work to improve the emotional wellbeing and mental health of young people in Bromley, providing support earlier in schools and other settings and improving access to, and waiting times for, more specialist Child and Adolescent Mental Health Services (CAMHS). We will focus resources on improving our response to: young people with eating disorders; perpetrators and victims of sexually harmful behaviour; and young people in youth offending services (YOS).

Deliver our Youth Justice strategy working holistically and collaboratively to deliver our 'child first, offender second principle' – aiming to reduce the numbers of children and young people offending or at risk of offending, including developing the YOS work with younger offenders and our partnership approach to addressing harmful gang activity and violent crime. We will continue to engage offenders and victims in developing our restorative justice approaches.

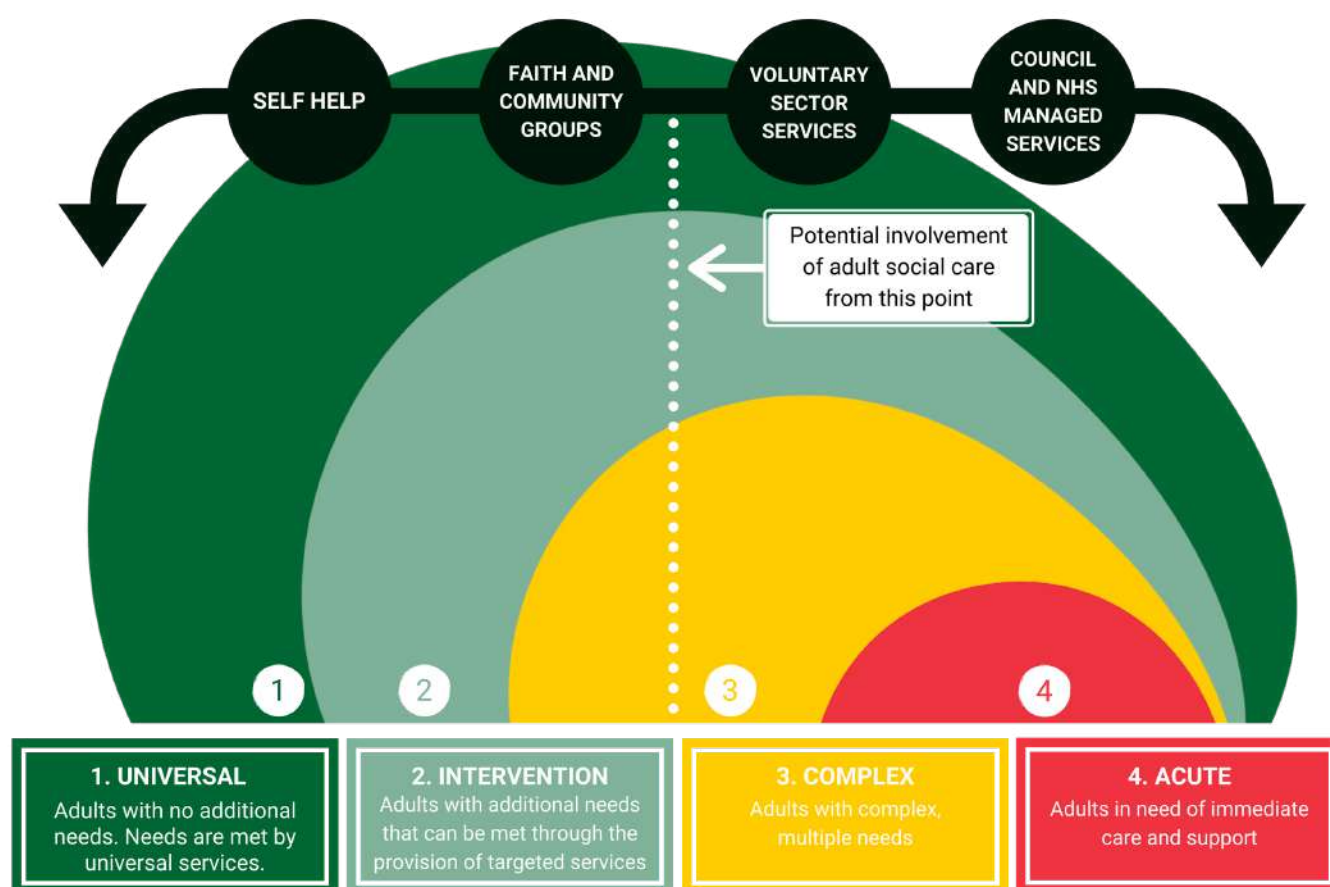


Ambition two

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.

Adults and older people contribute greatly to Bromley and should expect high quality services when they need them. Good health and wellbeing is the foundation for independence and resilience and we want to promote health and tackle health inequalities across the borough. We need to provide accessible and effective services for adults with additional needs and give the right support to our older residents as they age. We need our social care, health, third sector and faith sector resources to be 'joined up' and need to work collaboratively with individuals to provide person-centred and personalised care.

Similar to our wellbeing model for children's services, we have adopted a continuum of care model to support the assessment of additional needs in adults and older people and to ensure residents receive the right care, in the right place and at the right time.



Our rising population presents enormous challenges for services in the coming years and use of this model by our workforce will help us target and make better use of our resources in the future.

Where are we now?

Over 50% of Bromley's working age population have qualifications beyond A-Levels and only 3% have no qualification, significantly better than the England average. Income levels in the borough are significantly above the London average. The adult unemployment rate is lower than the London average.

The health of adults in Bromley is generally better than the national average. Life expectancy of 81 years for males and 85 years for females exceeds national figures, although there is lower life expectancy, by up to 7 years, in some parts of the borough. Levels of adult obesity are lower than national averages although, with around 53% of Bromley's adults overweight or obese, remain concerning. Some 14% of Bromley's adults smoke, around the average for London and just below national rates. Hospital admissions for alcohol-related conditions are below London and national figures. In common with other areas, the proportion of residents with mental health problems is high and increasing – around 16% of Bromley's population will have a recognised mental health problem at some stage in their lives which requires support from services.

Most health services and social care services operating in Bromley are rated good by external regulators. The Council, health services, contractors and local voluntary and community sector provide services for a high and increasing numbers of adults and older people with support needs. Over 750 requests for support are made each month for adults and older people's services. Over 2,000 people receive packages of support in the community and high numbers of service users receive personal budgets to fund their care. Over 1,500 residents live in residential care or nursing homes of which 20% are state-funded placements.



What we will do

To ensure that we continue to develop our universal targeted and specialist services for adults and older people in Bromley we will:

Deliver our Health and Wellbeing strategy to help improve health outcomes for adults.

Influence the health economy through the Bromley Borough Based Board to ensure that the right services are commissioned for Bromley residents.

Continue the development of the One Bromley Local Care Partnership, delivering more integrated health and social care services in line with the NHS Long Term Plan. With a strong focus on wellbeing and prevention, the Partnership will build on improvements made including the implementation of new multi-disciplinary preventive pathways and the establishment of Primary Care Networks.

Implement our 'Roadmap to Excellence in Adult Social Care', adopting a 'strengths based' approach with a greater emphasis on prevention and early help and more strongly engaging family and community in supporting individuals. This also means strengthening further our partnership practice across social care and health services to make the best use of our resources.

Deliver our Ageing Well strategy, enabling older people to retain their independence for as long as possible with the assistance of family, friends, faith and community groups, the voluntary sector and, where necessary, Council and health services.

We will focus our efforts on ensuring older people are safe and safeguarded, protected from financial abuse, remain connected to their communities, live in homes suitable for their needs and aspirations while maintaining and improving their health.

Deliver our Mental Health and Wellbeing strategy, improving prevention and early intervention, developing integrated multi-disciplinary and multi-agency approaches to treatment and improving support to adults with long-term and complex needs, better supporting recovery and rehabilitation of all those with mental health challenges.

Develop our offer for adults who have learning disabilities in the borough, helping individuals to be as independent as possible and living in supportive and inclusive communities. We will seek to harness our multi-agency resources to tackle social isolation, to provide more choice of supported accommodation and housing and boost employment opportunities for this group.

Work with carers, including young carers, and those providing support to carers, to better understand and meet their needs and aspirations. Carers form one of the most important foundation stones in Bromley's health and social care system and we recognise the need to boost support to and resilience of this group.

Continue to promote education and skills development in our adult workforce, maintaining and developing our education and skills offer in Bromley, to enable residents to be well placed for employment opportunities in Bromley and elsewhere.

Build further on DWP-led partnership initiatives to develop a 'one stop' wraparound approach in Jobcentres to improve access of jobseekers to services which meet their broader needs including housing and health support. DWP will maintain a focus on supporting specific groups into employment including care leavers and older people wishing to return to work.

Continue to explore and implement innovation in seeking to improve outcomes for service users and make best use of the resources at our disposal. Bromley's more recent innovations and pilots include:

- Shared Lives – providing support and accommodation in family homes for adults who have learning disabilities.
- Reablement Service and Discharge to Assess project - both focused on reducing admissions and length of admissions of older people to hospital and, with domiciliary care and Telecare services, promoting the ability of older people to remain in their own homes.
- The Care Homes Improvement Project – designed to improve and enhance medical support to residents of residential care homes in Bromley, improving their wellbeing and reducing hospital admissions from care homes.
- Bromley Well – a range of services delivered by a partnership of local voluntary sector organisations supporting the health, wellbeing and independence of those who have learning difficulties or long-term health conditions, and older people and carers.
- Loneliness Initiative – aiming to reduce isolation and improve the wellbeing of Bromley residents.

All these initiatives are seeking new ways to improve outcomes and the cost effectiveness of public services in the borough, and we are committed to innovate further in the coming years to meet these goals.

Ambition three

For people to make their homes in Bromley, and for business, enterprise and the third sector to prosper.

We want to enable Bromley residents to thrive in the borough by having access to high quality and affordable homes in supportive communities. We want our town centres to be vibrant and attractive and we want business and enterprise to flourish and bring opportunities to the borough. We want to continue to support and attract qualified and skilled people who can make their livelihoods in Bromley and contribute to our success.

Where are we now?

The number of households in Bromley is set to increase by around 12% over the next ten years in line with the projected population growth. With homes remaining relatively affordable in the borough, levels of home ownership, at around 72% of households in Bromley, are high compared to other London boroughs. However, the borough has relatively low levels of social housing compared to other London boroughs, nearly 14% of all available housing against a London average of 23%. Numbers of homeless households have increased, with over 1,500 households living in temporary accommodation. We are responding to these challenges through our new Housing and Homelessness strategies.

The Council also adopted a new planning and development 'Local Plan' in January 2019. We have been working hard delivering a strong enforcement policy regulating businesses across the borough, whilst working with local business and enterprise to develop Business Improvement Districts (BID) in Bromley, Beckenham, Penge and Orpington designed to promote economic development and vitality in our town centres and commercial areas. There has been significant investment in public realm works across the borough to support our town centres to thrive. We have maintained our commitment to high quality leisure and library services, securing their future through strong engagement with the community.

We are proud of our cultural heritage and the contribution that some of our residents have made on the international stage, including Charles Darwin and, more recently, David Bowie.

Bromley has a vibrant and thriving voluntary and community sector active in the borough. Connecting thousands of residents the sector plays a key role in the wellbeing of the borough's residents, providing both specific contracted services for particular groups of residents and elective support services to the community. There are high levels of volunteering in Bromley, providing thousands of hours of formal and informal support to our residents and environment each year.

What we will do

To ensure that we continue to develop our universal targeted and specialist services for adults and older people in Bromley we will:

Implement our Housing strategy to meet the needs of our growing population; to enable homes to be of better quality and more affordable; to maximise opportunities on Council-owned land and in our renewal areas, ensuring that residential development is supported by appropriate infrastructure.

Work closely with the local Federation of Housing Associations, as well as private developers, to ensure the ambitious affordable and social housing targets we have set in the Local Plan are met.

Ensure that the housing needs and aspirations of more vulnerable people, including adults who have learning disabilities and older people, feature consistently in the development and delivery of our housing plans.

Implement our Homelessness strategy, ensuring we retain and further develop the preventive and early intervention approach we are taking to tackle and prevent homelessness in Bromley. Working in partnership to challenge some of the main factors leading to homelessness in the borough – including relationship breakdown; domestic violence; and parents ceasing to provide homes for their children.

Seek to reduce use of temporary accommodation and improve the temporary housing options available to people in Bromley who have been accepted as statutorily homeless, reducing reliance on nightly paid accommodation where possible, increasing the supply of self-contained accommodation and improving the quality of temporary housing options provided to homeless people.

We aim to make Bromley a place where people choose to live, work, shop and enjoy its amenities. We will:

Implement our Regeneration strategy, improving the public realm in Bromley and progressing our vision to build on the borough's heritage so that it continues to represent the best of town and country.

Deliver key elements of the Local Plan, meeting the challenge of planning reform; pursuing further economic development in the borough; protecting, conserving and enhancing Bromley's natural and built environment and enhancing opportunities for leisure, culture and community led services.

Maintain our strong focus on encouraging and enabling further economic growth and regeneration in Bromley, promoting our business investment districts and our town centres as great places for business, enterprise, and social enterprise to prosper.

Continue to support and develop Bromley Town Centre Market and markets across the borough to increase footfall into our town centres and provide focal points for communities.

Continue to promote education and skills development in our adult workforce, maintaining and developing our education and skills offer in Bromley to enable residents to be well placed for employment opportunities in Bromley and elsewhere.

Build further on DWP-led partnerships providing one stop and wraparound services in Jobcentres to improve support to jobseekers with housing, health and social care needs.

Maintain DWP's targeted approach to supporting specific groups with benefits advice and into employment including care leavers, adults who have disabilities and older people.

Continue to work with transport providers to maximise public transport usage and connectivity for Bromley residents, and work effectively with Transport for London (TfL) to keep our road network well maintained.

Continue to work with transport providers to maximise public transport usage and connectivity for Bromley residents, and work effectively with Transport for London (TfL) to keep our road network well maintained.

Achieve the maximum benefit to the community in the scope and use of Bromley's Community Infrastructure Levy and Section 106 of the Town and Country Planning Act 1990 (s106) receipts and attract further external funding to bring about long-term benefits to public spaces and local infrastructure.

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Continue to implement a strong enforcement policy and public protection services to ensure that Bromley continues to be a safe and healthy place for those who live, visit or work in the borough.

Retain our focus on increasing the levels of public satisfaction with Bromley's town centres, neighbourhoods and streetscene.

Continue to explore different approaches to the management of cultural assets and recreational services to sustain their future.

Continue our investment in leisure facilities in the borough and work with community groups to explore new ways of maintaining our leisure facilities, recognising leisure provision's key role in contributing to the overall health and wellbeing of Bromley residents.

Maintain our libraries delivery model ensuring continued access to high quality library services.

Building on the 2020 'state of the sector' report, work as a partnership with voluntary and community sector interests to support a new third sector strategy for Bromley and to continue to help the sector attract funding and investment into the borough.

Engage with voluntary and community organisations, public and private sector bodies and with our residents to further increase levels of volunteering in Bromley.



Ambition four

For Bromley to have a safe, clean and green environment great for today and the future.

Bromley's environment is already one of the best in London but we are determined to make it even better over the coming years. We know that a good environment leads to improved physical and mental wellbeing for our residents. Our residents need to feel safe and be safe in their homes and neighbourhoods and enjoy well kept, clean and attractive urban and rural spaces. We know that one of our greatest challenges, common to all, is to contribute more to creating a more sustainable environment which benefits people today and in the future. We know that strong partnerships with our residents are crucial to meeting this ambition.

Where are we now?

Total rates of crime in Bromley are below both London and national levels, although crime remains an important concern of residents. Bromley's community safety strategy has had a strong focus on reducing antisocial behaviour and tackling gangs and serious youth violence, taking an intelligence-led partnership approach to these issues.

With some 129 open spaces, parks and recreation grounds in the borough, Bromley boasts some of the best green spaces in London and the borough has won multiple Green Flag Awards. Over 47,000 hours of voluntary work were undertaken by Friends of Parks groups in 2018-19. More than half the borough's area is designated as green belt and Bromley is the most rural London borough. Bromley's principal and non-principal roads are some of the best maintained in London and road safety is improving.

Our residents are amongst the best across London for recycling domestic waste - over 50% is recycled. Levels of residual household waste are relatively low. Public satisfaction with street, neighbourhood and town centre cleanliness in Bromley is increasing overall. Bromley also has an excellent cultural heritage with 45 conservation areas, 800 statutorily and 1,000 locally listed buildings. Residents also have easy access to theatre, film, museums, art galleries and attractions.

What we will do

Work to ensure that the London-wide policing model continues to enable a local focus to be taken on crime and community safety issues important to Bromley's residents and businesses.

Refresh the Safer Bromley Partnership strategy in 2020, adopting systems thinking to problem solve and reduce crime, disorder and antisocial behaviour, pursuing the priorities identified in our strategic assessment and engagement with residents.

Progress our broader community safety and public protection goals, including to tackle nuisance behaviour such as noise, fly-tipping and graffiti.

Continue to protect consumers through robust trading standards services, protecting vulnerable residents and ensuring a fair, safe and genuine trading environment.

Support and regulate businesses in Bromley to protect consumers in respect of food safety, licensing and health and safety.

Implement our Food Safety Plan, building on improvements made to ensure timely and robust inspections and enforcement.

Protect and improve the environment through effective and responsible enforcement addressing issues including environmental protection, pollution, planning and parking enforcement.

Implement the London Fire Brigade's Bromley Community Safety Plan, promoting fire safety and targeting risk in the borough. Good partnership practice, through engagement with a wide range of services and groups in the borough, will support the Fire Service's priorities to target home fire safety visits; to focus on fire safety of the elderly and vulnerable and those living in Bromley's care homes. The service will also undertake water and road safety awareness within its preventive work and will focus on the engagement of young people and schools.

Sustain a clean, green and tidy environment, continuing to improve the streetscene across the borough and town centres for our residents and visitors.

Protect and enhance our green belt land, implement our Parks strategy, further developing our partnerships with residents, friends' groups and Natural England to manage and enhance our parks and green spaces.

Encourage and enable Bromley residents and businesses to continue to increase levels of recycling in the borough, reducing residual waste and costs associated with disposal and develop strategies to encourage waste minimisation and reuse in line with circular economy principles.

Continue to manage our extensive road network effectively and efficiently, keeping our roads safe, and implementing strategies to improve parking in the borough.

Further promote more sustainable forms of travel including cycling and walking in the borough.

Maintain strong engagement with transport providers to enhance the travel offer to Bromley residents, including community transport.

Work towards becoming a 'net zero carbon' Council by 2029, including making use of a recently confirmed £875,000 Council investment. Priorities include increased energy efficiency in our buildings and street lighting; a review of energy procurement and the implementation of tree planting programmes.

Supporting residents to use renewable and sustainable energy to further reduce borough-wide carbon emissions.

Implement Bromley's Air Quality Action Plan, including increasing access to electric vehicle charging points and tackling vehicle 'idling' through use of fixed penalty notices.





Ambition five

To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

To meet our ambitions we will need to maintain a relentless focus on efficiency, outcomes of services and prudent management of our finances. Over the last few years we have demonstrated that we can manage our money well, innovate, and use our resources differently while at the same time improving services and outcomes for Bromley residents.

Our approach to achieving the best value from our resources includes:

Living within our means. We are rightly expected to work within our budgets to deliver high quality services to our residents, although we will lobby the government and government departments strongly for increased resources when we see a need or opportunity.

Recognising the importance of our workforce to the achievement of our ambitions and implementing workforce strategies which help to recruit and retain the highest quality staff for services in the borough.

Being opportunistic and collaborative in making bids to government and other funding sources to increase resources available to the Partnership.

Ensuring the prudent and efficient management of our finances through the operation of sound finance systems and processes.

Providing efficient 'customer facing' finance services including for the collection of Council Tax and Business Rates and ensuring efficient and fair processes for residents claiming welfare and housing benefits.

Maintaining our focus on commissioning and market shaping, developing integrated and joint commissioning where it makes sense to do so, and ensuring we commission intelligently with clear outcomes in mind.

Ensuring our commissioned services deliver what is expected through robust and active contract management.

Continuing to exploit the benefits of digitalisation in service delivery, integrating systems and processes where it is feasible and practical to do so and enabling our staff to work in an agile way.

Further developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.

Continuing to explore and implement innovation in service delivery where good outcomes and better use of resources can be achieved, including developing the digitalisation of services where appropriate.

Working across the Partnership to make the best use of the public estate in Bromley including exploring further opportunities for co-location and integration of services.

Continue to enable flexible working for our collective workforce.



How we will deliver and monitor this Plan

This plan sits at the top of our collective planning triangle. There is a Golden Thread from the highest ambitions in 'Bromley the Better Borough' through to single and joint strategies, Portfolio Holder Plans, service plans and staff annual appraisals. It is important that everyone working in our system understands how they contribute.

During the life of this plan, our priorities and actions will be influenced by resident and service user engagement, demand pressures and performance management, staff engagement and workforce development, risk management, changes in statutory responsibilities, pressures arising from our Medium Term Financial Strategy and national, regional and local political priorities. We will refresh our priorities and actions against our five ambitions as we go.


It is important that 'Bromley the Better Borough' improves outcomes for residents. We monitor hundreds of performance indicators across our partnership of services delivered directly and through contracts.

The following single and joint agency plans and strategies have contributed to the shaping of BBB:



	AMBITION 1	AMBITION 2	AMBITION 3	AMBITION 4	AMBITION 5
Bromley Council - Transforming Bromley	✓	✓	✓	✓	✓
Council Portfolio Plans	✓	✓	✓	✓	✓
Bromley Local Plan			✓	✓	✓
London Plan (Mayor of London)			✓	✓	✓
NHS SE London Sustainability and Transformation Plan	✓	✓			✓
One Bromley – Integrated Care Plan	✓	✓			✓
Police and Crime Plan				✓	✓
Health and Wellbeing Strategy	✓	✓			✓
Children and Young People's Plan	✓		✓	✓	✓
Ageing Well Strategy		✓	✓	✓	✓
Safer Bromley Partnership Strategy	✓	✓	✓	✓	✓
Air Quality Control Action Plan				✓	✓
Mental Health Strategy	✓	✓			✓
Learning Disabilities Strategy	✓	✓			✓
Adult Social Care Roadmap to Excellence		✓			✓
Children's Roadmap to Excellence	✓				✓
Housing Strategy	✓	✓	✓	✓	✓
Homelessness Strategy	✓	✓	✓	✓	✓
Regeneration Strategy			✓	✓	✓

The delivery monitoring of this plan will be undertaken by the Borough Partnerships, the Council's Executive, and individual single and joint strategy governance structures.



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