

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q3 update

Priority 1

Support the economic development of town centres

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- To manage our resources well, individually, and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- Local Plan
- Regeneration Strategy

Action	Detail	Measures of Success	Target Date	Lead	Update Q3	Update Status
1) Supporting and developing Business Improvement Districts (BIDs)	A) Support the BIDs in Bromley, Beckenham, Penge, and Orpington.	Local areas improved through joint working of BIDs and LBB officers	Ongoing service	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> • Officers attending BID Board Meetings. • Officers have undertaken annual Baseline Reviews of Council Service with the BIDs. • Officers have undertaken annual monitoring meetings with the BIDs and Liberata. • BIDs' Terms of Reference which set out expectations on how the Council will work with and support the BIDs to deliver their joint aim was endorsed by RRH PDS in September 2020. • Safer reopening of High Street team has been established to support reopening plan as restrictions ease. 	
	B) Managing the BID development in West Wickham and business growth through events.	West Wickham businesses improved.	Ongoing service	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> • In March a branding workshop was held with businesses in West Wickham. A number of business visits were undertaken to establish interest in being part of a BID Steering Group. • Business Support Task Force set up in response to COVID-19. 	

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2) Improve High Streets through public realm works	A) Improve Bromley High Street	Improvements to lighting and pavement. Improvements to Bromley market Events programme established	2019 - 2021	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Executive approval given in April 2020 not to proceed with commercial units and canopies. A design team has been appointed to develop covered seating, a performance space and sculptural feature in time for August 2021 season to offset the impact of COVID-19. These works are due to be completed in 2021, subject to planning permission. Planning application submitted in January 2021 	
	B) Improve Penge High Street	Wayfinding and shop front are improved	2019 - 2020	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Wayfinding procurement complete. Installation dates to be negotiated as impacted by COVID-19. Snagging list has been actioned. 	
	C) Make Small Shopping Parades improvements	Programme to deliver improvements to small shopping parades throughout the borough implemented	2017 - 2022	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> A range of small shopping parades programme are underway with a progress report due in June 2021. 	

Priority 2

Protect, conserve, and regenerate the borough’s built and natural environment

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For Bromley to have 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.

Strategic links:

This priority has links with the following strategic plans:

- Local Plan
- Regeneration Strategy

Action	Detail	Measures of Success	Target Date	Lead	Update Q3	Update Status
1) Provide Local Planning Policy services	Respond to regional and national policy changes, including London Plan, and to external consultations. Respond to potential designation. Respond to internal and external requests for planning advice.	The Council’s planning policy position is maintained through the Local Plan.	Ongoing	Assistant Director, Planning	<ul style="list-style-type: none"> • London Plan adopted March 2021. • Planning Service improvements ongoing 	
2) Maintain collection and spend of planning related monies	A) Develop and administer Community Infrastructure Levy (CIL)	Development of the Local Community Infrastructure Levy (CIL) Maintenance of the Mayoral CIL collection.	Local CIL by Summer 2021	Assistant Director, Planning	<ul style="list-style-type: none"> • Borough CIL consultation and examination process completed – CIL likely to be adopted June 2021 	

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2) Maintain collection and spend of planning related monies	B) Manage Section 106 Planning Legal Agreements	Allocations and spend of S106 monies achieved.	Ongoing	Assistant Director, Planning	<ul style="list-style-type: none"> Management of s106 agreements now with Infrastructure Delivery Team and all agreements on Exacom software. 	
3) Ensure regulations governing building and land usage and development are followed	A) Maintain Local Land services	Local Land Charges and Common Land Registers maintained in accordance with national regulations. Street Naming and Numbering and Local Land and Property Gazetteer (LLPG) maintained.	Ongoing	Assistant Director, Planning	<ul style="list-style-type: none"> Service continues to be provided. 	
	B) Maintain Building Controls in place	Building Control requests are responded to in accordance with national regulations.	Ongoing	Assistant Director, Planning	<ul style="list-style-type: none"> Service continues to be provided. New Head of Building Control appointed. 	
	C) Deliver planning regulatory functions in line with national targets whilst focussing on quality outcomes.	Make considered determinations of planning applications within set timeframes.	Ongoing	Assistant Director, Planning	<ul style="list-style-type: none"> Service continues to meet national targets. A PAS review has taken place with an agreed action plan for improvement agreed by the Development Control Committee. 	
3) Ensure regulations governing building and	D) Ensure Planning Enforcement Policy implemented	Breaches of planning control are actioned appropriately.	Ongoing	Assistant Director, Planning	<ul style="list-style-type: none"> Service continues to be provided and is meeting national standards. 	

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land usage and development are followed						
4) Ensure statutory protection of buildings and environment	A) Maintain historic environment	Ensure appropriate development in relation to listed buildings and conservation areas.	Ongoing	Assistant Director, Planning	<ul style="list-style-type: none"> Service continues to be provided and is meeting required legislation. 	
	B) Ensure protection of designated trees with Tree Protection Orders (TPOs)	Trees with TPOs are protected and applications for tree works considered. New TPOs made appropriately.	Ongoing	Assistant Director, Planning	<ul style="list-style-type: none"> Service continues to be provided and is meeting national standards. 	
5) Maintain and best utilise Council property	A) Fulfil Depot Improvement Scheme	Utilise capital expenditure to improve infrastructure on retained depots.	2008 - 2021	Assistant Director, Strategic Property	<ul style="list-style-type: none"> Consultancy services have been appointed and have just completed the feasibility report, which is now being considered by the Project Board. 	
	B) Reconstruct Central Depot Wall	Defective depot wall reconstructed.	2019 - 2020	Assistant Director, Strategic Property	<ul style="list-style-type: none"> Building work underway and due to be completed in November 2020. 	
	C) Replace Walnuts - District Heating system	Boilers and associated controls replaced.	2019 - 2020	Assistant Director, Strategic Property	<ul style="list-style-type: none"> Consultant appointed to design new scheme and manage construction work. 	

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5) Maintain and best utilise Council property	D) Improve Depot Office Accommodation	New offices constructed for Council and contractor staff.	2018 - 2024	Assistant Director, Strategic Property	<ul style="list-style-type: none"> Consultancy services have been appointed and are in the process of completing the feasibility report. 	
	E) Reconfigure Civic Centre Office Accommodation	Civic Centre Office Accommodation reconfigured and rationalised.	2018 - 2024	Assistant Director, Strategic Property	<ul style="list-style-type: none"> Scheme currently on hold due to the unknown impact of COVID-19 on future office requirements – an Operational Review of the whole Estate is now underway to establish future needs – the outcome will be subject to Member approval. 	
	F) Provide new water main and connections to utility blocks at Star Lane.	Improvements to Star Lane site carried out.	2019 - 2020	Assistant Director, Strategic Planning	<ul style="list-style-type: none"> Thames Water installed new water main. Invitation to tender for the remaining works will be issued Q4 2020. Scheme delayed due to COVID-19. 	
	G) Adaptations and alterations to various Children and Family Centres	Successful completion of scheme	2021-2022	Assistant Director, Strategic Planning	<ul style="list-style-type: none"> Consultancy Services appointed and feasibility work started 	
	H) To ensure that the Council's Operational and Investment Portfolio is properly maintained and managed	Buildings are open, operational, and compliant and that landlord's obligations are fulfilled	Ongoing	Assistant Director, Strategic Planning	<ul style="list-style-type: none"> Contract Management of the Council's appointed TFM provider. 	
6) Regenerate sites through housing and commercial development	A) Implement disposal policy for regeneration and income generation.	Identify and dispose of Council-owned properties appropriately	Ongoing	Assistant Director, Strategic Property	<ul style="list-style-type: none"> Various schemes progressing with Executive approval and in September the Leader approved a £30M Disposals Programme to generate capital receipts – subject to Member approval on each transaction. 	

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6) Regenerate sites through housing and commercial development	B) Develop Site G in Bromley for residential development with public realm works and commercial units.	Site G plans implemented through development agreement with Countryside.	2018 - 2022	Assistant Director, Strategic Planning	<ul style="list-style-type: none"> Negotiations with Countryside are ongoing and revised plans are expected during 2021 	
		Orpington Town Centre Development Plans	2023-2026	Assistant Director, Culture & Regeneration	<ul style="list-style-type: none"> Board has been established to support development plans, along with consultant appointed to lead on negotiations. 	

Priority 3

Support wellbeing, particularly through culture and leisure

Our Ambitions:

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- 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 Bromley to have 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.

Strategic links:

This priority has links with the following strategic plans:

- Regeneration Strategy

Action	Detail	Measures Of Success	Target Date	Lead	Q3 Update	Update Status
1) Leisure, library, and cultural services delivered through contracted providers	A) Deliver leisure activities through Mytime Active	Programme of leisure activities delivered borough wide	2019-2059	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> • Lease agreed April 2019. • A gradual re-opening of activities took place in line with government guidelines until further closures were mandated by the government. • Weekly meetings with Provider have been established to support provider. • RAG status reflects current closure of provision largely due to restrictions 	
	B) Deliver Bromley Library Service through Greenwich Leisure Limited	All Bromley libraries including Bromley Historic Collections provided and enhanced	2018-2028	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> • A 'Library without Walls' was created to deliver library services during closure due to COVID-19. Activities were delivered through social media and library users able to access e-books, e-newspapers, and magazine as well as audio books and music. This service is being retained. • A phased opening of libraries began in July in accordance with government guidelines with in-branch issues having reached 72% of the previous year's levels before being halted by a second lockdown. • A post COVID-19 strategy for libraries was presented to PDS in December 2020 to take forward the modernisation of the Library Service including the provision of increased 	

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					resources and online services and renewed library buildings.	
1) Leisure, library, and cultural services delivered through contracted providers	C) Deliver small leisure leases and license agreements	Civic Centre café concession and Crofton Roman Villa and the Roman Bath House provided	2019	Assistant Director, Regeneration and Culture	A) The Civic Centre Café concession has been closed due to COVID-19. B) The Crofton Roman Villa has been closed due to lockdown. RAG Status reflect these closures	
2) Deliver cultural events programme	A) Big Draw B) Heritage Open Days C) Art Week D) Open House	Successful delivery of each programme	Ongoing service	Assistant Director, Regeneration and Culture	A) Big Draw is scheduled for Autumn half-term and is being implemented through libraries. B) Heritage Open Days C) Art Week D) Open House - Bromley sites took part in Open House online.	
3) Promote active lives through sport	Proactive Bromley and London Sport develop relationship	Wellbeing improved and active lives promoted	Ongoing relations hip	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> • Work has been paused due to COVID-19. • Leisure Strategy likely to be developed for 2021 to manage post-COVID-19 recovery. • Initial GAP Analysis work on Leisure Strategy has been commissioned 	
4) Redevelopment and regeneration of leisure facilities in conjunction with housing development	A) Implementation of Crystal Palace Park Regeneration Plan	Regeneration of the park, enabling new business model and transfer of governance to a Trust.	2017 - 2024	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> • The Outline Planning Application was submitted in January 2020, this is now scheduled for Development Control Committee in March 2021 • A phased handover of responsibility for Crystal Palace Park to the Crystal Palace Park Trust is planned. It is anticipated that this would begin with a transfer of management, maintenance, and events from April 2022. • Lease to CPPT on the Concert Platform has been secured. 	

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Action	Detail	Measures Of Success	Target Date	Lead	Q3 Update	Update Status
	B) Re-Development of West Wickham Library & Leisure Centre	Re-provision of new leisure centre and Library Additional residential provision developed	2019 - 2022	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Project has been deferred due to financial viability, and leisure services status. This project is not likely to be reprogrammed until Leisure Strategy has been completed. Plans for Library redevelopment have instead been bought forward, and update to be provided by July 2021. 	
4) Redevelopment and regeneration of leisure facilities in conjunction with housing development	C) Re-location and development of Beckenham Library	Viability determined of moving library to the Public Hall Additional residential provision developed	2020 - 2023	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Following a feasibility report from Bisset Adams, RRH PDS supported the proposal that plans to relocate Beckenham Library to Beckenham Public Hall would not be pursued. It was determined in August 2020 not to relocate Beckenham Library. EOI have been issued for consideration of future for this facility 	
5) Enhanced use of community facilities	A) Cotmandene and Mottingham Resource Shops	Community accesses services such as Citizen's advice and back to work support.	Ongoing service	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> A virtual service has been provided as far as possible due to COVID-19. Learning shops were re-opened with a reduced capacity in line with government guidelines but were subsequently closed again. 	
	B) Review of community facilities to streamline and maximise usage as community resources.	Undertake and implement review	2020 - 2023	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> A review is in the planning stage. 	

Priority 4

Ensure residents have access to affordable, decent, and secure homes

Our Ambitions:

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

Strategic links:

This priority has links with the following strategic plans:

- Local Plan
- Housing Strategy
- Homelessness Strategy
- Regeneration Strategy

Action	Detail	Measures Of Success	Target Date	Lead	Update Q3	Update Status
1) Decrease the number of homeless households	A) Deliver the Homelessness Strategy by working with partners	Achieve the outcomes of the annual Action Plan.	Annual Plan	Assistant Director, Housing	<ul style="list-style-type: none"> • Homelessness Forum established with membership extended to include Oxleas NHS Foundation Trust. • Rough Sleepers Working Group established. • Grant funding to support rough sleepers obtained: focus on enhanced support and access to alternative housing solutions. • Sanctuary Scheme re-introduced. 	
	B) Manage homelessness by ensuring a strong focus on early intervention and gaining a stronger understanding about why some families and individuals report as homeless.	Strengthen early intervention in front door team. Implement best practice.	Ongoing	Assistant Director, Housing	<ul style="list-style-type: none"> • Front door adapted in light of COVID-19 with a greater emphasis on prompt on-line and telephone communication. • Sub-regional Homelessness Group re-established to benchmark against other authorities and identify good practice. • Funding received and HOT Clinic to support rough sleepers established. • Further work undertaken to strengthen links with the Faith and Charitable Sectors. Referral pathway revised and implemented. 	

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	C) Maintain a rolling programme of Personal Housing Plans and review outcomes to tailor prevention work.	Hope system fully implemented. Quality assure Personal Housing Plans	Ongoing	Assistant Director, Housing	<ul style="list-style-type: none"> Audit of Personal Housing Plans being undertaken by senior management team. Areas of good practice and learning to be cascaded amongst managers and officers. Bespoke 1:1 external training has been commissioned to support frontline officers. 	
1) Decrease the number of homeless households	D) Minimise homelessness arising through debt	Effectiveness of debt and money advice is maximised	Ongoing	Assistant Director, Housing	<ul style="list-style-type: none"> Debt advice service has been expanded. The Money Advise Service is transferring its work to the Orchard database. Working closely with partners ahead of the easing up of eviction restrictions in order to work with households that have accrued rent arrears and are at risk of eviction. Review of DHP being undertaken to ensure spend is maximised and used effectively to prevent homelessness. 	
2) Increase the supply of affordable housing and temporary accommodation	A) Implement the work of the Housing Transformation Board to increase supply of cost-effective temporary accommodation and affordable housing, including modular homes.	Housing Transformation Action Plan delivered Amount of temporary accommodation and affordable housing increased.	2019-2023	Assistant Director, Housing	<ul style="list-style-type: none"> Housing Strategy published in June 2020. 3 year Action Plan in place to increase housing supply and to identify delivery vehicle. Planning permission granted on first site and being developed on 5 other sites. Executive approved proceeding to HRA status. Registration submitted. Executive approved a proposal in February 2021 to enter into a Limited Liability Partnership with Orchard and Shipman to acquire approximately 242 properties for homelessness and temporary accommodation purposes. 	
	B) Encourage the development of affordable housing and estate regeneration by establishing a development group with partner housing associations	Supply of new homes through housing associations increased.	Ongoing	Assistant Director, Housing	<ul style="list-style-type: none"> S106 funding supported the development programme of 125 new homes pipeline. Activity taking place with a number of Housing Associations/third parties on other potential sites and schemes. The Development Group continues to meet quarterly. Scheme progressed with Beehive and Hyde Housing Association to secure 50 x long term affordable homes. 	

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q3	Update Status
	C) Maximise access to the private rented offer through providing a new incentive offer.	Access to private rented accommodation increased	Ongoing	Assistant Director, Housing	<ul style="list-style-type: none"> Continued work locally with landlords promoting reviewed incentive offer. 99 PRS properties secured, up 37 from the previous quarter. 	
3) Improve management of temporary accommodation	A) Temporary accommodation managed effectively	Reprovision of management arrangements for temporary accommodation contracts.	2019-2021	Assistant Director, Housing	<ul style="list-style-type: none"> All existing temporary / supported accommodation placements have been extended for a minimum of 12 months in order to allow services to stabilise ahead of any future tender requirements. The first of these contracts is now being reviewed with a view to going out to tender. 	
	B) Effective use of accommodation to minimise the use of nightly paid accommodation	Procurement strategy reviewed and implemented	2019-2021	Assistant Director, Housing	<ul style="list-style-type: none"> The Allocations Scheme, Placement Policy and Procurement Strategy to be reviewed 2021/ 2022 	
4) Ensure appropriate accommodation for vulnerable children, young people and adults	A) Increase appropriate accommodation for children and adults with special educational needs and/or disabilities (SEND)	<p>Ensure new housing supply includes accessible accommodation, and review how the Disabled Facilities Grant (DFG) is used across the borough.</p> <p>Develop a more strategic approach to the provision of accommodation in the borough through the Transformation Board.</p>	2019-2021	Assistant Director, Housing	<ul style="list-style-type: none"> The grant continues to be spent and the review is in planning stages. Home Improvement Team now located in the Housing Service and work to ensure full integration is taking place. Further review of the service to support the wider Transformation agenda is planned. Review of the DFG has been undertaken. 	

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q3	Update Status
4) Ensure appropriate accommodation for vulnerable children, young people and adults	B) Ensure appropriate accommodation for young homeless people and care leavers	Develop a procurement framework for Care Leavers accommodation, including market analysis. Implement Transition to Independence priority in Corporate Parenting Board Strategy Action Plan.	2019-2021	Assistant Director, Housing	<ul style="list-style-type: none"> • Framework in place for Looked After Children. • Review to take place to expand framework for care leavers and young people experiencing homelessness. • Joint working between Housing and Leaving Care officers via the Corporate Parenting Board in order to develop good practice and enhanced ways of working in order to support Care Leavers and other young people approaching the service. 	
	C) Develop a more strategic approach to the provision of accommodation for vulnerable adults in the borough through the Transformation Board including supported accommodation and extra care housing.	Supported accommodation provision used appropriately and effectively. Extra Care Housing provision used appropriately and effectively	2019-2020	Assistant Director, Housing	<ul style="list-style-type: none"> • This will be considered as part of the overall Allocation Scheme Review which is due to take place 2021/22. 	
	D) Ensure effective use of supported accommodation and floating support for homeless vulnerable adults.	Supported accommodation and floating support reviewed and re-commissioned	2019-2021	Assistant Director, Housing	<ul style="list-style-type: none"> • This will be considered as part of the overall Allocation Scheme Review which is due to take place 2021/22. 	

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4) Ensure appropriate accommodation for vulnerable children, young people and adults	E) Ensure effective use of domestic violence refuge provision.	Domestic violence refuge provision reviewed and re-commissioned.	2019-2021	Assistant Director, Housing	<ul style="list-style-type: none"> All existing temporary supported accommodation placements have been extended for 12 months in order to allow services to stabilise ahead of any future tender requirements. This will be going out for re-tender in 2021/22 Reasons for early tenancy failure are being reviewed with BCWA –potential funding and support to strengthen the move on process from supported into independent living under consideration. Following joint working with the Safer Bromley Partnership. the Sanctuary Scheme has been re-launched. 	
	F) Ensure provision of essential items for care leavers and homeless households	Welfare fund provision reviewed and re-commissioned.	2019-2021	Assistant Director, Housing	<ul style="list-style-type: none"> Gateway review to be completed by February 2020. Contract in place in March 2021. 	
5) Maximise use of existing stock	A) Ensure nomination timescales are met on all accommodation.	Timescales to turn nominations around are met Nominations process streamlined	Ongoing	Assistant Director, Housing	<ul style="list-style-type: none"> Nomination turn-around time has been impacted by COVID-19; staff seconded to the LBB COVID-19 response team together with an increased demand for temporary accommodation has resulted in timescales not being consistently met. This remains under review. 	
	B) Ensure nominations to RP stock in the borough are maximised.	Improve system for nominating rights Nominating rights exercised.	Ongoing	Assistant Director, Housing	<ul style="list-style-type: none"> Rolling monitoring to ensure all nomination rights are exercised. Reports are being monitored and further review is planned in early 2020 to identify further improvements. There has been a drop in the number of properties being advertised via Bromley Homeseekers. Work is underway via the Allocations and Accommodation Service to understand the decline. 	
	C) Improve allocations scheme	Review of the Allocations scheme undertaken and implemented	2019-2021	Assistant Director, Housing	<ul style="list-style-type: none"> Scoping and benchmarking completed. Full review was scheduled to be undertaken in 2020/21. However, this has been delayed due to staffing changes and COVID-19 pressures. Temporary adjustments to be undertaken; 	

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					with sign off by Chief Officer/Portfolio Holder pending full scheme review. <ul style="list-style-type: none"> Full review to commence 2021/22 	
6) Identify and develop small sites for temporary accommodation	A) Develop small site in Bushell Way for temporary accommodation	Modular housing for temporary accommodation built.	2020 – 2021	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Planning approval has been granted. Contract mobilisation underway. Ground works to commence February – March 2021 subject to agreements and precommencement conditions. 	
	B) Develop small site in Anerley for temporary accommodation	Modular housing for temporary accommodation built.	2020 - 2021	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Planning approval has been granted. Design and built contract mobilisation underway; ground works due to commence April 2021 	
	C) Develop small site in Burnt Ash Lane for temporary accommodation	Zed Pod temporary accommodation built..	2019 - 2021	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Off-site manufacturing commenced with site works to commence in March 2021 with expected completion in September 2021. 	
	D) Develop small site in York Rise for temporary accommodation.	Modular housing for temporary accommodation built.	2019 - 2021	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Procurement for PCSA concluding January 2021 	
	E) Review of small sites across the borough for housing.	Additional small sites identified for development.	2019 - 2020	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Massing and feasibility tender exercise for 8 sites commenced in October 2020, outcome to be determined for December 2020 through to January 2021. 	