

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 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. • Meeting with Chief Executive and the BIDs in February 2021. • BID Business Booster Grant Management Agreement developed with a view to launch the grant scheme in July 2021. • Reopening of High Street team continued to meet to prepare for the reopening of non-essential retail on the 12th April. • Business Support Task Force continued to meet fortnightly to address the impact of COVID-19 on the local economy. • Weekly update emails to BIDs set up to improve communication channels. • Bromley BID successful with their renewal ballot, new Operating Agreement signed. 	
	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"> • This project has been paused due to COVID-19 however a draft revised timetable has been produced looking to restart the project in the summer of 2021. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

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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"> Current Bromley High Street Improvements project has been paused. Process of ending contract with design team has begun. 	
	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. 	
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"> • The adoption of the local CIL in June 2021 was approved by full Council. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

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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 being carried out. 	
3) Ensure regulations governing building and land usage and development are followed	A) Maintain Local Land services	<p>Local Land Charges and Common Land Registers maintained in accordance with national regulations.</p> <p>Street Naming and Numbering and Local Land and Property Gazetteer (LLPG) maintained.</p>	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 and will take up post in June 2021 	
	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. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q3	Update Status
3) Ensure regulations governing building and land usage and development are followed	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. 	
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 completed. 	
	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. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

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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"> • Ongoing works with procurement to ensure new contracts and control mechanisms are in place by the time the AMEY-TFM contract expires. • Interim arrangements to ensure performance management in relation to the outgoing contract 	
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"> • Valuation principles agreed with Director of Finance on how opportunities are to be evaluated and reported to members for consideration. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q3	Update Status
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 	
	C) Develop Orpington Town Centre with residential development and commercial units	Orpington Town Centre Development Plans established and implemented	2021-2026	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:

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

- For children 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 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"> • The virtual offer from the libraries was enhanced by the national 'Better at Home' scheme which provided an online programme of events for all ages and the inclusion of the Lubbock Collection on The Earth Museum website. • Following closures due to the national lockdown, a phased opening of libraries began in March 2021 with a click and collect service followed by the opening of all branches on 12 April 2021 in accordance with government guidelines with services including browsing, bookable study space and computers available. • Orpington Library opened later in March due to heating and hot water issues which took time to be resolved. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

Action	Detail	Measures Of Success	Target Date	Lead	Q3 Update	Update Status
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.	
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 relationship	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 granted by the Development Committee meeting 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. 	
	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. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

Action	Detail	Measures Of Success	Target Date	Lead	Q3 Update	Update Status
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. After another period of closure due to COVID-19 Learning Centres have re-opened with a reduced capacity in line with government guidelines. Centres offered face to face appointments to residents needing Census help. The Centres have offered pop up vaccination clinics and are being used as hubs for collection of rapid flow testing kits. 	
	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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- 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
- 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"> • Partnership meetings held in regards to rough sleepers/'Everyone in'. Homelessness Forum meetings to be re-scheduled in Q1. Excellent feedback 	
	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"> • Head of Housing Options and Support recruited to commence with a strong focus on reviewing the work of the Housing Options and Support Service and implementing quality assurance and performance management programmes which will assist in the achievement of required outcomes. 	
	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. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

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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"> Working in partnership with external agencies in the borough. Money and debt advice available to all residents in Bromley. Publicity to the public to increase awareness under review. 	
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.	<p>Housing Transformation Action Plan delivered</p> <p>Amount of temporary accommodation and affordable housing increased.</p>	2019-2023	Assistant Director, Housing	<ul style="list-style-type: none"> Acquired home through the Beehive scheme. Currently setting up a scheme with Meadowship Homes for 260 properties Converting tenancies in the More Homes Bromley scheme from temporary to permanent 2 modular homes sites with work underway (Bushell Way and Brindley) 	
	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. Approval given by Executive in March 21 to lease 31 properties under this scheme. Discussions underway to restart Bromley Federation of Housing Association meetings. 	
	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. 2020/21 showed an increase over 2019/20. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q3	Update Status
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. Compliance documents for contracts being inspected. 	
	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. Review of the DFG has been undertaken and the policy is being updated for approval in late spring having been delayed by COVID-19. Integrated Commissioning Board has approved Better Care Funding for delivery. Engaged with All Age Autism Board High level discussions held with Learning Disability team on existing accommodation provisions. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

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"> • Supported housing contracts being retendered in 2022 • Engaged with All Age Autism Board • High level discussions held with Learning Disability team on existing accommodation provisions. 	
	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"> • Meetings scheduled with Procurement and timeline agreed. Await the new HOS to commence in role to take this forward. 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q3	Update Status
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. Meetings scheduled with Procurement and timeline agreed. Await the new HOS to commence in role to take this forward. 	
	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"> Procurement completed and 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 had been impacted by COVID-19; however, timescales are now being met 	
	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"> RPs are not sending lettings return consistently and need to raise with individual RPs and housing federations. 	
	C) Improve allocations scheme	Review of the Allocations scheme undertaken and implemented	2019-2021	Assistant Director, Housing	<ul style="list-style-type: none"> Full review to commence 2021/22 	

Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022 – 2020/21 Q4 update

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6) Identify and develop small sites for temporary accommodation and discharge of statutory duties	A) Develop small site in Bushell Way	Modular housing for temporary accommodation built.	2020 – 2021	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Construction underway with completion expected September 2021. 	
	B) Develop small site in Anerley	Modular housing for temporary accommodation built.	2020 - 2021	Assistant Director, Regeneration and Culture	<ul style="list-style-type: none"> Design and built contract mobilisation underway; ground works due to commence April 2021 with completion in September 2021. 	
	C) Develop small site in Burnt Ash Lane	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 begin in March 2021 with expected completion in September 2021. 	
	D) Develop small site in York Rise	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. 	