

Housing Planning and Regeneration

Portfolio Plan for 2021/22

Introduction

Message from

Cllr Peter Morgan

Portfolio Holder, Renewal, Recreation and Housing

Welcome to the Housing, Planning and Regeneration Portfolio Plan for 2018 to 2022.

This Portfolio Plan presents the key priorities for the Housing, Planning and Regeneration Department for 2018-22. Through the Council's Renewal, Recreation and Housing Policy Development and Scrutiny Committee, Members will monitor the progress of this Portfolio Plan through regular updates.

The Portfolio Plan is shaped around the following four strategic objectives of the department:

- Support the economic development of town centres.
- Protect, conserve and regenerate the borough's built and natural environment.
- Support wellbeing, particularly through culture and leisure.
- Ensure residents have access to affordable, decent and secure homes.

Achieving these priorities in a changing regulatory, financial and physical environment remains a challenge and should not be underestimated. By implementing these strategic objectives, I truly believe that we can enable our Bromley residents to achieve, thrive and reach their full potential.

I am extremely proud of the achievements that have taken place over the past year as we have faced the challenges of the COVID-19 pandemic which has impacted on many aspects of the Portfolio Plan.

Our town centres and high streets are a key feature of our borough for those who live, work and visit our borough and we have continued to support our partners in retail and leisure at this particularly challenging time when so many have been disrupted over the past year.

Likewise our historic buildings and green spaces are valued by all who use them and we will continue to work to maintain these valuable resources and develop them.

We are also rightly proud of our leisure and library facilities and will continue to work with our partners to modernise more of them as we have done in the past to the benefit of local communities. The response of the library service and the creation of the 'Library without walls' has enabled many residents to benefit from their services.

Through the Housing Strategy we will continue to address the key challenges of increased housing demand, rising costs pressures in relation to homelessness and provision of temporary accommodation, growth and regeneration in the borough.

Our priorities

This Portfolio Plan is shaped about the delivery of the following priorities:

Priority 1 Support the economic development of town centres

Why is this a priority?

An important part of helping our communities and residents to thrive is by having vibrant town centres which attract national and local businesses. They provide a valuable resource for employment, leisure and cultural opportunities.

As well as our main town centre in Bromley there are smaller town centres and high streets which are the lifeblood of their communities and are equally valued.

Priority 2 Protect, conserve and regenerate the borough's built and natural environment

Why is this a priority?

Bromley has a rich heritage of historic buildings, some being of national importance, which we wish to preserve, enhance and maintain as a valuable resource within the borough. Bromley is also home to many parks, woods and countryside which are valued and used by our own residents and visitors on a daily basis.

We also look to the future to regenerate areas which can again provide housing, business and leisure opportunities to meet the needs of our current and future generations.

Priority 3 Support wellbeing, particularly through culture and leisure

Why is this a priority?

The wellbeing of Bromley residents is enhanced through the availability of high quality sport, fitness, leisure and cultural activities. Bromley has a proven record of modernising its leisure centres and libraries and will continue to do so to the benefit of local communities. It will continue to promote cultural activities for all ages.

Priority 4 Ensure residents have access to affordable, decent and secure homes

Why is this a priority?

Through its Housing and Homelessness Strategies, Bromley aims to meet the needs of our residents struggling to maintain secure accommodation by working with them to prevent homelessness and provide suitable temporary accommodation when needed. Through the use of innovative solutions on small sites throughout Bromley, and working with housing associations and private landlords, we seek to accommodate households with least disruption to employment, schooling and within reach of their support networks.

For our most vulnerable children, young people and adults we strive to enable them to secure and maintain appropriate housing to meet their needs.

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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
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
	B) Managing the BID development in West Wickham and business growth through events.	West Wickham businesses improved.	Ongoing service	Assistant Director, Regeneration and Culture
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
	B) Improve Penge High Street	Wayfinding and shop front are improved	2019 - 2021	Assistant Director, Regeneration and Culture
	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

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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
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
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.	Ongoing	Assistant Director, Planning
	B) Manage Section 106 Planning Legal Agreements	Allocations and spend of S106 monies achieved.	Ongoing	Assistant Director, Planning

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
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
	B) Maintain Building Controls in place	Building Control requests are responded to in accordance with national regulations.	Ongoing	Assistant Director, Planning
	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
	D) Ensure Planning Enforcement Policy implemented	Breaches of planning control are actioned appropriately.	Ongoing	Assistant Director, Planning
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
	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

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
5) Maintain and best utilise Council property to support service delivery and fulfil corporate objectives	A) Implement corporate landlord model of property management	End total facilities management contract Insourcing and setup of new team arrangement Establish new responsive supply chain Establish new governance model for decision making on effecting property"	2022	Assistant Director, Strategic Property
	B) Implement new management arrangements for investment property portfolio	Income targets to be met	2021	Assistant Director, Strategic Property
	C) 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
	D) Undertake a review of operational property	Produce written operational accommodation strategy with supporting business case and delivery plan	2022	Assistant Director, Strategic Planning
6) Regenerate sites through housing and commercial development	A) Implement disposal policy for regeneration opportunities and income generation.	Identify and dispose of Council-owned properties appropriately	Ongoing	Assistant Director, Strategic Property
	B) Develop legal arrangements with third party developers to deliver identified and approved schemes	Ensure appropriate development agreements are in place	Ongoing	Assistant Director, Strategic Planning
	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

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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
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
	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
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
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

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
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
	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
	C) Re-location and development of Beckenham Library	Viability determined of moving library to the Public Hall Additional residential provision developed	2020 - 2022	Assistant Director, Regeneration and Culture
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
	B) Review of community facilities to streamline and maximise usage as community resources.	Undertake and implement review	2020 - 2023	Assistant Director, Regeneration and Culture

Priority 4

Ensure residents have access to affordable, decent and secure homes

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.
- 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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
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
	B) Manage homelessness demand by ensuring a strong focus on early intervention and evaluating homelessness data to identify trends and provide services accordingly.	Strengthen early intervention in front door team. Implement best practice.	Ongoing	Assistant Director, Housing
	C) Introduce and embed the quality assurance programme which ensures the compliance of HRA duties to maximise prevention outcomes.	Hope system fully implemented. Quality assure Personal Housing Plans	Ongoing	Assistant Director, Housing
	D) Minimise homelessness arising through access to money and debt advice, employment services and maximise benefits income.	Increase in the number of individuals accessing money and debt advice and employment/training services	Ongoing	Assistant Director, Housing

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
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 and long-term housing.	Housing Transformation Action Plan delivered Reduction in nightly paid accommodation Ensure an established portfolio of appropriate and cost-effective temporary accommodation and increased number of properties to allow the Council to discharge its statutory housing duties	2019-2023	Assistant Director, Housing
	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
	C) Maximise access to the private rented offer through providing an effective offer which engages with private sector landlords to maintain effective partnerships.	Access to private rented accommodation increased Reduced repeat homelessness	Ongoing	Assistant Director, Housing
3) Improve management of temporary accommodation	A) Temporary accommodation managed effectively	Improve compliance to service level agreements	Ongoing	Assistant Director, Housing
	B) Effective use of accommodation to minimise the use of nightly paid accommodation	Procurement strategy reviewed and implemented	2019-2021	Assistant Director, Housing

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
4) Ensure appropriate accommodation for vulnerable children, young people and adults including those with special educational needs and/or disabilities (SEND)	A) Develop a more strategic approach to the provision of accommodation and information in relation to securing and sustaining tenancy in the borough through the Transformation Board	Supported accommodation provision used appropriately and effectively. Extra Care Housing Provision used appropriately and effectively.	2021-2023	Assistant Director, Housing
	B) 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
	C) Ensure effective use of domestic violence refuge provision.	Domestic violence refuge provision reviewed and re-commissioned.	2019-2021	Assistant Director, Housing
5) Deliver an effective housing improvement service	A) Ensure effective running of existing grant programmes including Disabled Facilities Grant (DFG) and Discretionary Loans.	Eradication of backlog of DFG applications to be dealt with. Effective budgetary control.		Assistant Director, Housing
	B) Carry out review of service and produce action plan of changes	Complete review and create action plan by end of Q3.	2021	Assistant Director, Housing

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
6) 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
	B) Ensure nominations to RP stock in the borough are maximised.	Lettings returns from RPs show that correct % of nominations are being made.	Ongoing	Assistant Director, Housing
	C) Improve allocations scheme	Review of the Allocations scheme undertaken and implemented	2019-2022	Assistant Director, Housing
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 – 2022	Assistant Director, Regeneration and Culture
	B) Develop small site in Anerley	Modular housing for temporary accommodation built.	2020 - 2022	Assistant Director, Regeneration and Culture
	C) Develop small site in Burnt Ash Lane	Zed Pod temporary accommodation built.	2019 - 2022	Assistant Director, Regeneration and Culture
	D) Develop small site in York Rise	Modular housing for temporary accommodation built.	2019 - 2022	Assistant Director, Regeneration and Culture
	E) Review of small sites across the borough for housing.	Additional small sites identified for development.	2019 - 2022	Assistant Director, Regeneration and Culture