

MAKING BROMLEY


EVEN BETTER

2021 TO 2031

OUR CORPORATE
STRATEGY



THE LONDON BOROUGH



**Bromley, 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

The Council and its partners have been working together to deliver our corporate plan, *Building a Better Bromley*.

We have achieved much by harnessing resources and strengthening our partnerships. Creating an environment where individuals and communities thrive and prosper, enjoying independent and self-reliant lives. We have now updated our plan to build on our achievements, refreshing our vision and ambitions:

“ ...'Making Bromley Even Better'...
*a fantastic place to live and work, where everyone
can lead healthy, safe and independent lives*

These are unprecedented time with extraordinary demands on public services and funding. We must be transformative in the ways in which we deliver services, ensuring value for money and improved outcomes. We are clear about the benefits of collaboration and the value of strong partnerships. The COVID-19 pandemic has shown how the Council, working with partners, can be agile in responding to sudden demands. As partners we share responsibility for improving outcomes in our borough. We are convinced that by aligning our vision our ambitions we will succeed in Making Bromley Even Better.

No plan can be set in stone. Our Corporate Strategy is a high-level and overarching plan representing our aspirations for the next ten years. We will develop our plan as circumstances, demand and legislative changes require.



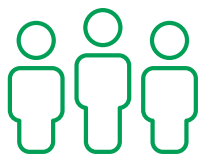
Councillor Colin Smith
Leader of Bromley Council

Bromley partners

- London Borough of Bromley
- London Metropolitan Police
- London Fire Brigade
- NHS South East London Clinical Commissioning Group
- King's College Hospital NHS Foundation Trust
- Oxleas NHS Foundation Trust
- Bromley Healthcare
- Voluntary and community sectors, faith, and community groups
- Community Links Bromley
- Youth volunteering organisations
- Transport for London
- Bromley Federation of Housing Associations
- Residents' groups and associations
- Bromley Friends Groups
- Bromley Chamber of Commerce
- Traders' associations
- Jobcentre Plus
- School Headteachers Forum
- Academy Trusts
- London South East Colleges
- Government departments and the Mayor of London



About Bromley



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, covering 59 square miles. Over half the borough is open countryside, much of which is Metropolitan Green Belt land. Bromley has relatively low levels of deprivation – it is the 4th least deprived of the 33 London boroughs.

We are the 8th most populous London borough. There are approximately 331,000 residents living in an estimated 141,000 households. 22% of our population is aged 18 and under - some 71,000 young people. The proportion of working age residents (18 to 65 years) will remain fairly stable over the next twenty years, at approximately 60% of the total population (200,500 people). We have the largest population of older people of all London boroughs - 18% of the current population is aged 65 and over (58,700 people) and 15% of our residents are retired, which is approximately double the London average of 7%.

20% of Bromley's population is made up of different minority ethnic groups. 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.

Bromley's employment rate of 78% is the 7th highest of the 21 Outer London Boroughs. 165,000 of our residents are economically active with 80,000 commuting outside the borough for work and 109,200 employed within the borough. There are 15,000+ individual enterprises in the borough. Over 86% of our enterprises are small businesses with fewer than 5 employees. We also have 45 large enterprises with more than 250 employees. Our unemployment rate is the 2nd lowest of the Outer London Boroughs at 3.7%.

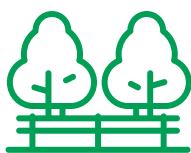


Love Bromley

What is it like to live and work in Bromley?

We asked for responses to our 'I Love Bromley' campaign; we heard consistent feedback.

I love Bromley because...



.....
"It's green, the parks and open spaces are well kept and accessible"



.....
"It has natural beauty with its fields and trees"



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



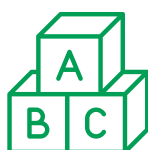
.....
"It's got good transport links, excellent links to London"



.....
"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"



.....
"Bromley has excellent schools, I know my children have a positive future in Bromley"

We wanted this plan to build on what we love about Bromley.

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

Our plan will be delivered jointly by the Council and partner agencies. We firmly believe that strong partnerships formed the foundation of our previous plan 'Building a Better Bromley'.

Together we have five new ambitions:

- 1 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.
- 2 For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- 3 For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- 4 For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- 5 To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Our values

These values inform how we will deliver our ambitions:

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

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

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.

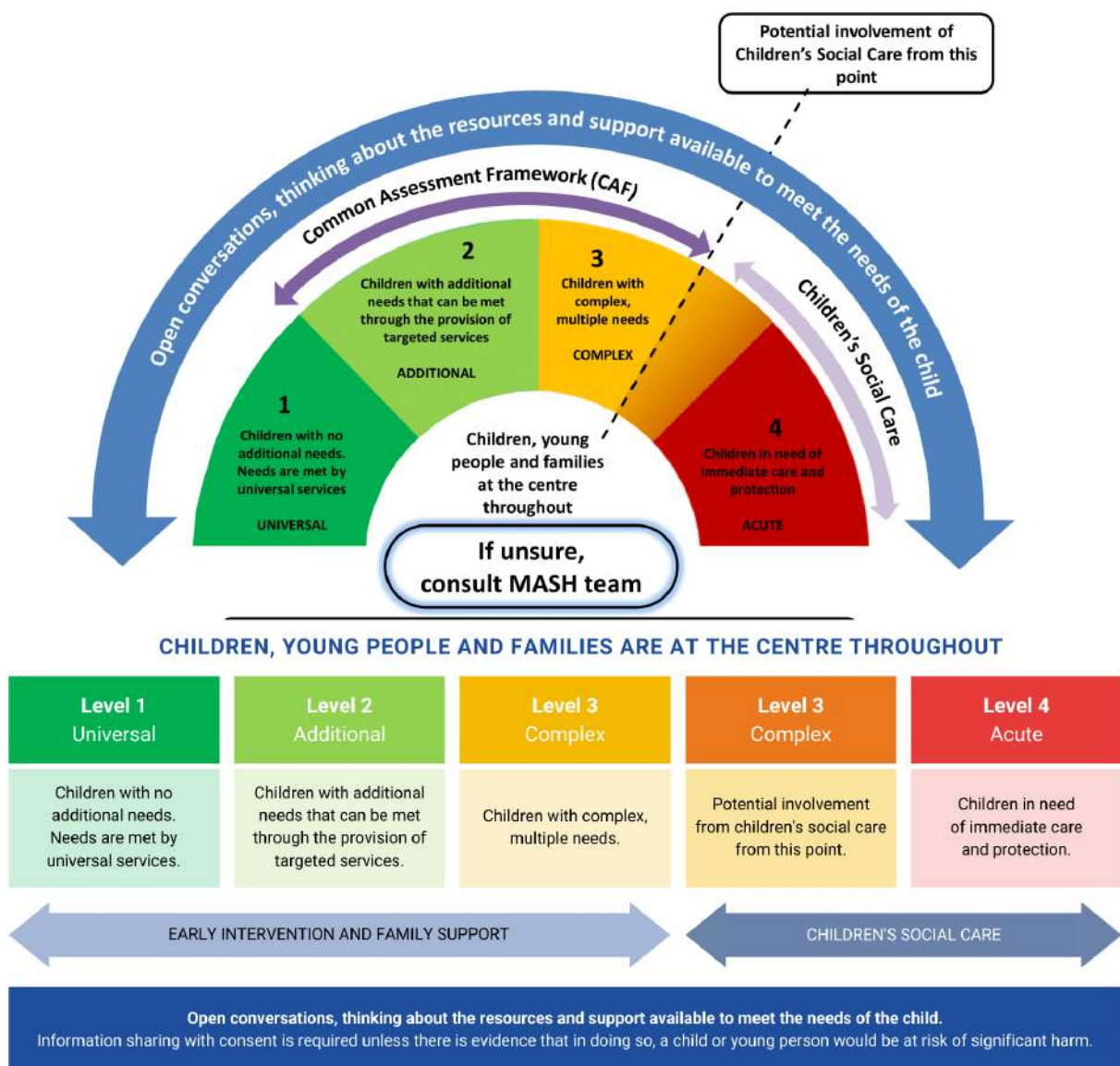
We want strong engagement and dialogue with our residents and the people who use our services to better understand and meet our challenges.

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 our 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. Of the state-funded schools in Bromley, 97% are currently rated good or outstanding and pupils overall attain very highly, above national averages. We're proud of our educational outcomes which 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.

The vast majority of children and young people in the borough are from settled family backgrounds and educated at many of our outstanding educational settings. We recognise that parents and children should be supported through their choice of educational setting, including local authority maintained schools, academies, selective schools and independent schools.

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 delivered with 'outstanding' leadership. Partnerships are developing between the Council, Department for Work and Pensions (DWP), Jobcentre Plus 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 in 2019 to 2020 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 3,000 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:

Support the local **childcare and early education market to maintain high standards** and a **good level of choice** for parents, promoting inclusion and school readiness as well as monitoring those children who are educated at home.

Build on the success of Bromley's excellent schools, academies and further education offer. We consistently deliver a high 'first choice' school preference for our children and we will continue to ensure a sufficiency of school places in high quality provision, enabling high quality local choice for parents and young people.

Work with our partners across the education sector to **improve outcomes for all children and young people across the range of academic abilities** – this includes enabling children who learnt from home during the pandemic to catch up.

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 few years, we are ambitious to improve outcomes for children still further and so we will:

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.

Encourage take up of our **multi-agency early help services**.

Continue to improve our **children's safeguarding practice** in Bromley, embedding the statutory safeguarding partnership and strengthening our focus on non-familial (contextual) safeguarding risks, including children going missing, children 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 improve the EHC planning process and develop the Local Offer.

Promote the proper **inclusion of young people who have SEND in local universal services**, through: developing and implementing joint commissioning strategies; prioritising localise needs, including increasing more local specialist placement choice; and establishing a service structure which supports mainstream schools, settings and partnership working.

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 by 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.

Provide venues where **young people can mix in a safe environment**, learn, explore and develop skills and where, if required, early intervention can be identified, including vocational training and apprenticeships in line with local business needs.

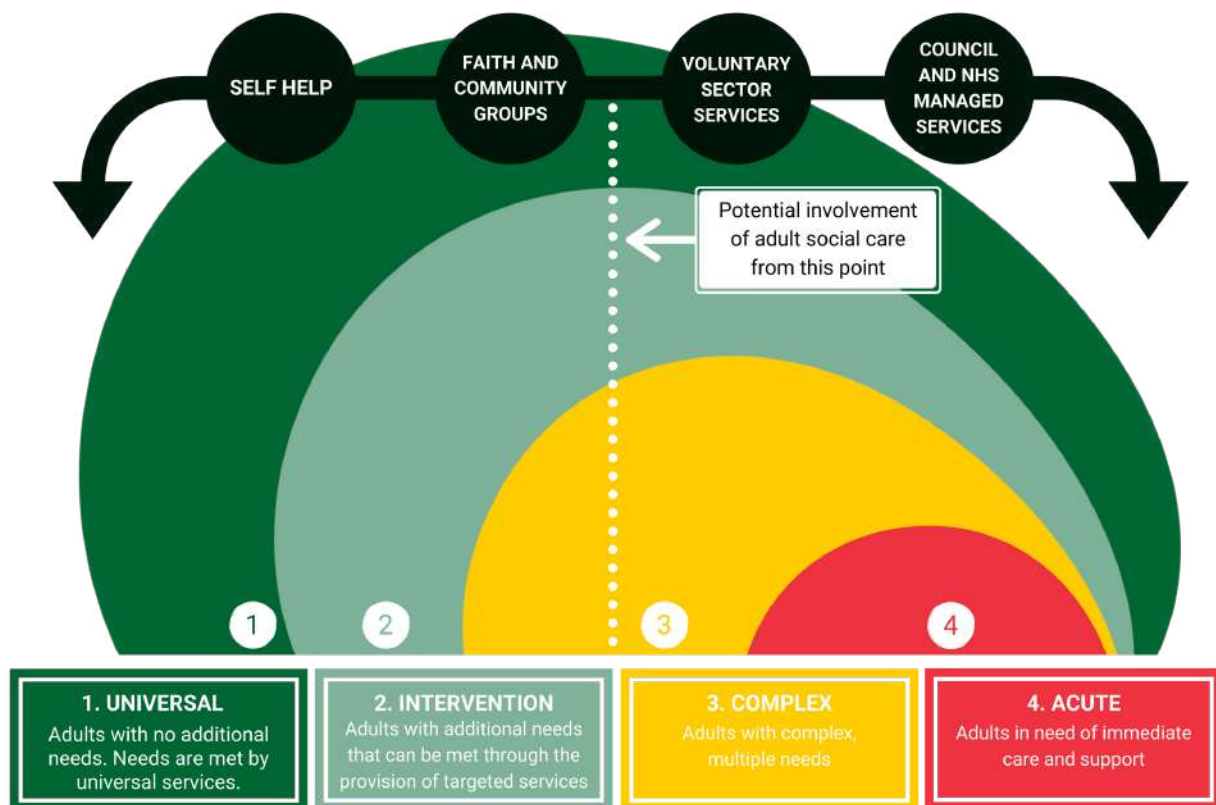


Ambition two

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 are 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.



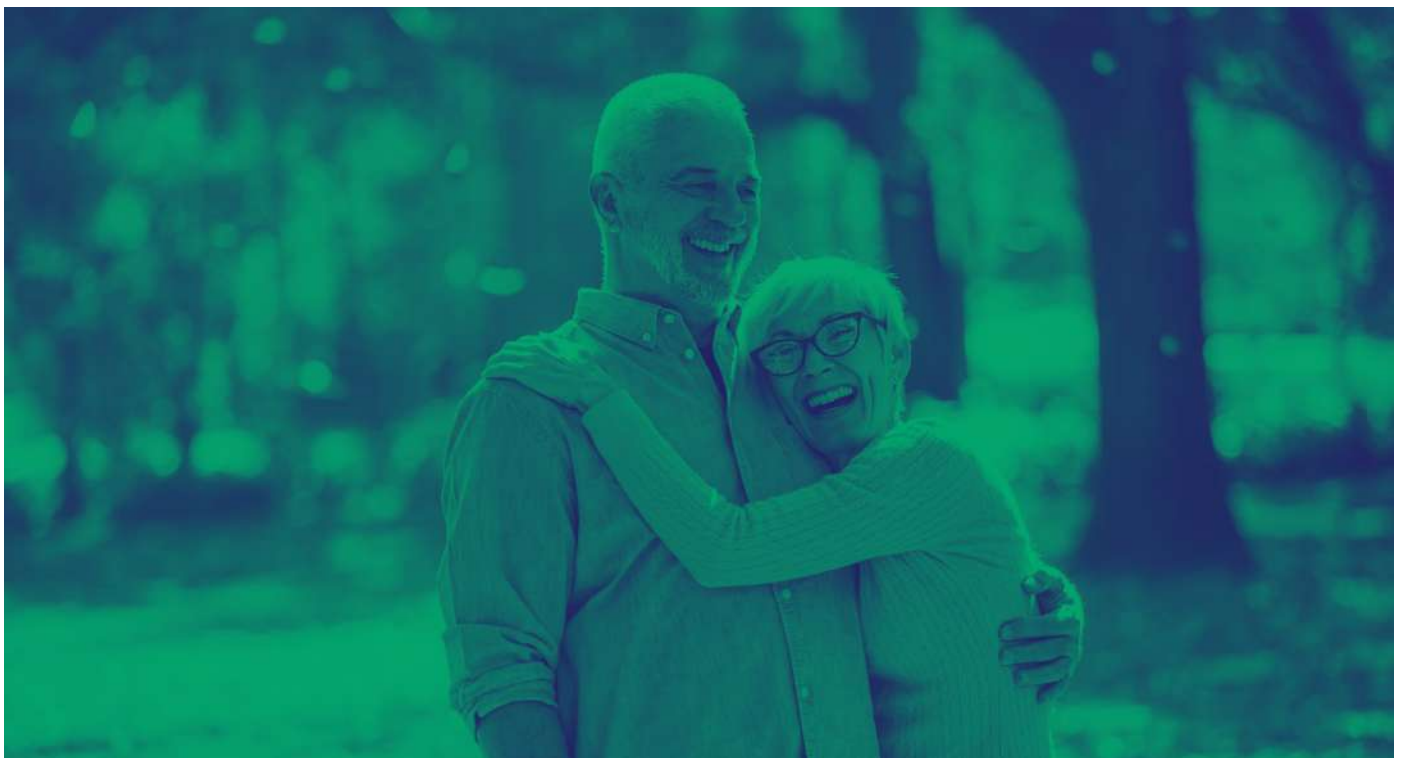
Our rising population presents enormous challenges for services in the coming years and use of this model by our workforce will help us target and make better use of our resources in the future.

Where are we now?

Over 50% of Bromley's working age population have qualifications beyond A-Levels and only 3% have no qualifications, 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 has increased demand pressures on services during the COVID-19 pandemic.

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 number 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 approximately 25% are Council-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 **integrated health and social care services in line with the NHS Long Term Plan**. This means strengthening our partnership practice across social care and health services to make the best use of our resources.

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.

With a strong **focus on wellbeing and prevention**, build on improvements made including the implementation of new multi-disciplinary preventive pathways and the establishment of Primary Care Networks.

Work with the NHS South East London Integrated Care System (of which we are part) to see what services changes implemented during the pandemic should remain and will consider **what else might successfully be decentralised and delivered closer to people's homes**.

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 local authority and health services.

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 encourage **education and skills development** in our adult population 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.

Deliver our mitigating Loneliness Initiative – aiming to reduce isolation and improve the wellbeing of Bromley residents. **Ensuring we maximise the use of volunteers** to achieve community resilience and that we appropriately acknowledge and encourage their contribution to the community.



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:

- 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.
- Reablement Service and Single Point of Access to Discharge (SPA) - 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.
- Shared Lives – providing support and accommodation in family homes for adults who have learning disabilities.
- 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.

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 as described in our Housing Strategy. 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.

Our Economic Development plan was published whilst we grappled with the greatest pandemic that the globe has experienced in over a century. The effects of this are being felt across our economy every day – locally, nationally and internationally. We have seen changes in the way that people are working and the work that they are doing. We expect some change to continue in the medium-term and longer-term. However, our borough is well placed to continue to thrive, to recover and to embrace the changes in our economy. We have good foundations upon which we will continue to build to make the most of the opportunities that these challenges offer us. We continue to leverage investment into the borough which is supporting our economy through the establishment of new businesses, the regeneration of our urban and rural areas, and a focus on developing our renewal areas that are identified in our Local Plan. We are rightly ambitious for our borough – both for now and in the future.

Digital infrastructure that is future-proof is vital for a growing local economy. The demand for fast and reliable connectivity has been growing at an unprecedented rate from both homes and businesses and as such it is more critical than ever that this is matched through digital infrastructure provision.



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. 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 Housing and Homelessness strategies.

The Council has published a Regeneration strategy and new Economic Development plan, the first of its kind in Bromley. We are open for business and, through our proactive approach, we continue to support our existing businesses whilst encouraging new businesses to develop and thrive. Our strategies provide insight into our economy, our aspirations to support economic growth and the key priority areas that will enable the achievement of this desired growth over the next 10 years. The Council also adopted a new planning and development Local Plan.

We have been working hard delivering a strong and fair enforcement policy regulating trading standards and licensing across the borough, whilst working with local business and enterprise to develop Business Improvement Districts (BID) in Bromley, Beckenham, Penge and Orpington, designed to encourage 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. We have a fantastic local arts and culture offer including the beautiful Bromley Churchill Theatre.

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

Implement our Housing strategy to meet the needs of our growing population including delivering **1,000 new affordable quality homes**. 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 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.

Encourage development which **enables people to have a greater stake in their local community** by building up equity in their home and encouraging policies and infrastructure that enables remote and home working.



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

Implement our Regeneration strategy and Economic Development plan, 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.

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

Facilitate the development of digital infrastructure in the borough, which will be critical to support the local economy strategy to meet the growing digital needs of businesses and homes, through our Digital Infrastructure Work Plan (DIWP).

Deliver key elements of the Local Plan, meeting the challenge of new and emerging 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.

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.

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.



Ambition four

For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable 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. The Council has committed to becoming a 'direct' net zero carbon emission organisation by 2029. 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 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, particularly through our 'friends initiatives' and use of volunteers.



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 both with the police and also local residents to tackle these issues.

With some 168 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 to 2019. 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 theatres, film, museums, art galleries and attractions locally and regionally.



What we will do

Work towards becoming a **direct '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.

Encouraging residents to use renewable and sustainable energy to further reduce borough-wide carbon emissions. **Promote the use of green energy** and provide support and advice for the installation of equipment for renewable sources, such as solar, wind and ground source heat pump.

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.

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, and making best use of grants from the Government and other sources to increase the network of electric charging points across the borough.

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

Continue to manage our extensive road network effectively and efficiently, keeping our roads safe and implementing strategies to improve parking in the borough, including the addition of electric charging spaces.

Work with transport providers to **maximise public transport usage and connectivity for Bromley residents**. Work effectively with Transport for London (TfL) to keep our road network well maintained and with utility providers to make sure that all operations, improvements and servicing of their infrastructure are fit for purpose while causing the least disruption to our residents.

Encourage more sustainable forms of travel, including hybrid and electric vehicles, cycling, walking and delivering the longest electric bus route in London.

Ensure the **Safer Bromley Partnership strategy** adopts a **whole systems approach** to problem solving and reducing crime, disorder and antisocial behaviour, pursuing the priorities identified in our strategic assessment and engagement with residents.

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. Continue to develop our relationship with local police partners to ensure effective policing is delivered in our borough, challenging police performance where required, and developing initiatives in crime hotspots.

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

Implement the **London Fire Brigade's Bromley Community Safety Plan**, promoting fire safety and targeting risk in the borough. 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 street scene 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.

Continue to deliver all statutory public protection duties involving 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.

Ambition five

To manage our resources well, providing value for money, efficient and effective services 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.

The Council seeks to always provide first rate public services by the most efficient, economic and effective means possible. New technology is rapidly changing the way many commercial companies and central Government operate and deliver their services. Over the past few years, the Council has sought, with considerable success, to move many services online. As the world stands at the start of what the World Economic Forum has described as the 'Fourth Industrial Revolution' there will be many areas where we can improve further our services through digitalisation.

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

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

Providing efficient 'customer facing' finance services, including 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 through a new Digital Strategy, integrating systems and processes where it is feasible and practical. The Council will learn from best practice with a view to utilising technologies which provide practical improvements to our services.

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

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** utilising our own buildings as best as possible and exploring further opportunities for co-location and integration of service delivery.



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 our Corporate Strategy through to single and joint agency 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 our Corporate Strategy improves outcomes for residents. We monitor hundreds of performance indicators across our partnership of services delivered directly and through contracts.


The following key documents have contributed to the shaping of this plan:



	AMBITION 1: CHILDREN AND FAMILIES	AMBITION 2: ADULTS AND OLDER PEOPLE	AMBITION 3: COMMUNITIES AND BUSINESSES	AMBITION 4: SAFE, CLEAN AND GREEN	AMBITION 5: RESOURCES AND EFFICIENCIES
Bromley Council - Transforming Bromley	✓	✓	✓	✓	✓
Bromley Council - Portfolio Plans	✓	✓	✓	✓	✓
Bromley Local Plan			✓	✓	✓
The London Plan	✓	✓	✓	✓	✓
NHS SE London Sustainability and Transformation Plan	✓	✓			✓
One Bromley – Integrated Care Plan	✓	✓			✓
Health and Wellbeing Strategy	✓	✓			✓
Children and Young People’s Plan (CYPP)	✓		✓	✓	✓
Children’s Early Help Strategy	✓		✓	✓	✓
Looked After Children Strategy	✓				✓
Care Leavers Strategy	✓				✓
Children’s Roadmap to Excellence	✓				✓
An Intergenerational Domestic Abuse Strategy	✓	✓		✓	✓
Bromley Safeguarding Children Partnership (BSCP) Pledge	✓			✓	✓
Bromley Safeguarding Adults Board (BSAB) Strategy		✓	✓	✓	✓

	AMBITION 1: CHILDREN AND FAMILIES	AMBITION 2: ADULTS AND OLDER PEOPLE	AMBITION 3: COMMUNITIES AND BUSINESS	AMBITION 4: SAFE, CLEAN AND GREEN	AMBITION 5: RESOURCES AND EFFICIENCIES
Ageing Well Strategy		✓	✓	✓	✓
Learning Disabilities Strategy		✓	✓	✓	✓
Mental Health and Wellbeing Strategy		✓	✓	✓	✓
Adult Social Care Roadmap to Excellence		✓			✓
Safer Bromley Partnership (SBP) Strategy	✓	✓	✓	✓	✓
Police and Crime Plan (Mayor of London)				✓	✓
Housing Strategy	✓	✓	✓		✓
Homelessness Strategy	✓	✓	✓		✓
Economic Development Plan	✓	✓	✓		✓
Regeneration Strategy			✓	✓	✓
Digital Strategy	✓	✓	✓	✓	✓
Air Quality Action Plan (AQAP)				✓	✓
Net Zero Action Plan (NZAP)				✓	✓
Open Spaces Strategy				✓	✓

The delivery monitoring of this plan will be undertaken by the Borough Partnerships, the Council's Executive and existing thematic governance structures.



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