

Housing, Planning and Regeneration Portfolio Plan for 2022/23 – 2022/23 Q1 updates

Ambition 3

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

Our Ambitions:

This Ambition aligns to the following "Making Bromley Even Better"

- A home for everyone
- A home for businesses
- A community for all

Strategic links:

This priority has links with the following strategic plans:

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

Making Bromley Even Better	Detail	Measure of Success	Target Date	Activity Type 'Project' or 'Operational'	Lead	APR-JUN 22 Q1 Comments	APR-JUN 22 Q1 Status
1) 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.	A) Complete the options appraisal on surplus Council-owned sites for potential housing delivery or disposal for capital receipt	Surplus land is effectively utilised to increase housing supply or support the Councils capital programme through capital receipts	Ongoing	Project	Michael Watkins Assistant Director Property	Assessment of sites being undertaken through the operational property review. Reporting to members in Autumn 2022.	On-track
1) 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.	C) Implement the work of the Housing Transformation board to increase the supply of affordable long term housing.	Housing Transformation Action Plan delivered.	2023	Project	Lynnette Chamielec Assistant Director Housing	Held official openings for 3 Bromley sites, a total of 60 units. Residents are moving into the first 2 sites (Anerley and Chislehurst). Final site occupation will be complete in Q2.	On-track

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<p>1) 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.</p>	<p>D) Integrate the oversight of Housing Revenue Account new fund schemes into existing operational processes and arrangements.</p>	<p>Effective arrangements in place for rent collections. Reactive repairs. Expected statutory landlord functions. Review to be carried out by target date.</p>	<p>Oct-22</p>	<p>Project</p>	<p>Philip Dodd Head of Allocations and Accommodation</p>	<p>Interim arrangements in place on Housing Enterprise software for tenancy set up and rent collection pending delivery of software changes to deliver better functionality. Arrangements in place for reactive repairs. Some work on statutory landlord functions still to be delivered by consultant.</p>	<p>On-track</p>
<p>1) 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.</p>	<p>E) Develop small site in Bushell Way.</p>	<p>Modular housing built.</p>	<p>Aug-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Awaiting certificate of completion. Residents moving in August 2022.</p>	<p>On-track</p>
<p>1) 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.</p>	<p>F) Develop small site in Anerley</p>	<p>Modular housing built.</p>	<p>Feb-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Complete, residents have started moving in.</p>	<p>Complete</p>

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<p>1) 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.</p>	<p>G) Develop small site in Burnt Ash Lane.</p>	<p>Zed Pod built</p>	<p>Sep-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Ongoing, issues with works contractor with snagging works still outstanding.</p>	<p>Off-track</p>
<p>1) 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.</p>	<p>H) Develop small site in York Rise</p>	<p>Modular housing built.</p>	<p>Dec-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Construction work is on site. Delay to target date expected due to WW2 shelters.</p>	<p>On-track</p>
<p>1) 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.</p>	<p>I) Review of small sites across the borough for housing.</p>	<p>Additional small sites identified for development.</p>	<p>Oct-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Currently being considered as part of the Operational Property Review.</p>	<p>On-track</p>

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<p>1) 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.</p>	<p>J) Develop small housing site in West Wickham, alongside extended and refurbished library.</p>	<p>Scheme built.</p>	<p>Dec-23</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Currently out to tender for works contractor.</p>	<p>On-track</p>
<p>2) 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.</p>	<p>A) Help make planning applications more likely to be successful by providing a planning pre-application advice service.</p>	<p>Service continuing to be provided within target timeframes.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Jake Hamilton Head of Development Management</p>	<p>Under Review.</p>	<p>On-track</p>
<p>2) 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.</p>	<p>B) Determine planning applications within target periods to assist in the timely implementation of development.</p>	<p>Decisions made within statutory target periods.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Jake Hamilton Head of Development Management</p>	<p>The statutory targets are monitored by the Department for Levelling Up, Housing and Communities through quarterly returns that LBB are required to send.</p> <p>Also monitored at a local level, currently on a weekly basis and stats are circulated to the DM team.</p> <p>See Appendix 1 for progress</p>	<p>On-track</p>

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<p>2) 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.</p>	<p>C) Encourage the development of affordable housing and estate regeneration by establishing a development group with partner housing associations.</p>	<p>Supply of new homes through housing associations increased.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Philip Dodd Head of Allocations and Accommodation</p>	<p>Development Group set up but meetings not yet re-established (chaired by partner housing association). There will be a prompt to set up a new sequence of meetings.</p>	<p>Off-track</p>
<p>3) 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.</p>	<p>A) Develop a more strategic approach to the provision of accommodation and information in relation to securing and sustaining tenancies in the borough through the Transformation Board.</p>	<p>Mapping the existing provision and recognising what the local authority needs moving forward to deliver its services.</p>	<p>2023</p>	<p>Project</p>	<p>Lynnette Chamielec Assistant Director Housing</p>	<p>Joint meetings have been held between Regeneration, Housing and Adult Services in order to understand existing needs and make best use of schemes.</p>	<p>On-track</p>
<p>3) 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.</p>	<p>B) Ensure effective running of existing grant programmes including Disabled Facilities Grant (DFG) and Discretionary Loans.</p>	<p>Eradication of backlog of DFG applications to be dealt with. Effective budgetary control.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Philip Dodd Head of Allocations and Accommodation</p>	<p>Waiting times for applications to be worked on have dropped from 6 months to 4 months. Budgetary control has been difficult to achieve as introduction of new finance system means information has not been available.</p>	<p>On-track</p>

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<p>3) 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.</p>	<p>C) Carry out review of the services and produce action plan of changes. Review of allocations scheme.</p>	<p>Complete review and create action plan by end of Q3. Have a revised allocations scheme.</p>	<p>Sep-22</p>	<p>Project</p>	<p>Philip Dodd Head of Allocations and Accommodation</p>	<p>This had been delayed due to focus on delivery of new build schemes. Work has now commenced and initial discussions have been held with procurement to discuss appropriate planning for Review and appropriate approach to procurement of consultancy. Next step is to submit short paper to PDS to note intent and seek feedback.</p>	<p>Off-track</p>
<p>3) 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.</p>	<p>D) Support the provision of new residential sites for vulnerable people, including adults with learning disabilities and older people.</p>	<p>Continued support of residential provisions for vulnerable people, where this is required.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Ben Johnson Head of Planning Policy & Strategy</p>	<p>Under Review.</p>	<p>On-track</p>

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<p>4) 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 abuse; and parents ceasing to provide homes for their children.</p>	<p>A) Deliver the Homelessness Strategy by working with partners looking at opportunities for colocation of services, joint training and opportunism for joint funding.</p> <p>Embed a pathway within the Housing Options Service, to provide better homelessness outcomes for single people, including rough sleepers and ex-offenders.</p>	<p>Introduction of new Housing Option Schemes.</p> <p>Domestic Abuse Project Officer in post and working towards DAHA (Domestic Abuse Housing Alliance) accreditation.</p> <p>Colocation with partners of services.</p> <p>Increasing the attendance of the Homelessness Forum.</p> <p>Joint training sessions delivered.</p>	<p>Annual Plan</p>	<p>Operational</p>	<p>Lydia Lewinson Head Housing Options & Support</p>	<p>Contact has been made with DAHA. Person appointed for the Domestic Abuse Project Officer but they did not take up role, need to reappoint.</p> <p>Continuing with BEAM for a second year and have started working with Change Please.</p> <p>Attendance at the Homelessness Forum has increased and been maintained.</p> <p>Three training and information sessions have been booked with CLRs for Q2.</p>	<p>On-track</p>
<p>4) 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 abuse; and parents ceasing to provide homes for their children.</p>	<p>B) Manage homelessness demand by ensuring a strong focus on early intervention and evaluating homelessness data to identify trends and provide services accordingly.</p>	<p>Increase in the number of clients assisted at the advice, prevention and relief stages.</p> <p>Implementation of best practice. Monthly performance meetings held with KPIs reported to senior management team.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Lydia Lewinson Head Housing Options & Support</p>	<p>Recruitment has been successful with a number of new starters in the process of joining the service full induction and training programmes have been devised in order to get them mobilised as soon as possible. Temporary staff have been brought in to deal with those at initial assessment stage.</p>	<p>On-track</p>

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<p>5) 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.</p>	<p>A) Minimise homelessness arising through access to money & debt advice, employment services and maximise benefits income.</p>	<p>Increase in the number of individuals accessing money & debt advice and employment / training services.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Lydia Lewinson Head Housing Options & Support</p>	<p>Affordability calculator has been procured, currently in testing phase.</p>	<p>On-track</p>

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<p>5) 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.</p>	<p>B) Ensure effective use of supported accommodation and floating support for homeless vulnerable adults.</p>	<p>Supported accommodation and floating support reviewed and re-commissioned.</p>	<p>Sep-22</p>	<p>Project</p>	<p>Lydia Lewinson Head Housing Options & Support</p>	<p>Young Persons tender has been finalised and DePaul recommissioned. Floating support for vulnerable adults and accommodation for ex-offenders is currently in the tender process and on track.</p>	<p>On-track</p>
<p>5) 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.</p>	<p>C) Secure funding through Rough Sleepers Initiative (RSI) 5 to deliver tenancy sustainment and resettlement work for complex and vulnerable single people.</p>	<p>Reduction in the number of single people being put forward for temporary accommodation and shortened stays for those who are placed as well as sustainment of settled homes for those individuals.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Lydia Lewinson Head Housing Options & Support</p>	<p>Grant funded officer securing private sector accommodation for general rough sleepers. Another grant funded officer securing accommodation for ex-offenders. They are currently on track to place 20 individuals for the year in private accommodation as well as providing assistance into supported and temporary accommodation. BEAM and Change Please</p>	<p>On-track</p>

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<p>5) 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.</p>	<p>D) Implement the work of the Housing Transformation Board to increase the supply of cost-effective temporary accommodation.</p>	<p>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.</p>	<p>2023</p>	<p>Project</p>	<p>Lynnette Chamielec Assistant Director Housing</p>	<p>The number of nightly paid units are reducing: APR22 - number in nightly paid 1111. JUN22 - number in nightly paid 1080.</p>	<p>On-track</p>
<p>5) 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.</p>	<p>E) Effective use of accommodation to minimise the use of nightly paid accommodation.</p>	<p>Procurement and placement strategies reviewed and implemented.</p>	<p>Mar-22</p>	<p>Project</p>	<p>Philip Dodd Head of Allocations and Accommodation</p>	<p>This has been delayed due to focus on delivery of new build schemes. It will need to be considered whether this can be done by a consultant alongside the Allocation scheme review.</p>	<p>Off-track</p>

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<p>6) 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.</p>	<p>Review Local Plan every 5 years, to ensure that policies support development that enables people to have a greater stake in their local community.</p>	<p>Review on target within 5 year period.</p>	<p>2024</p>	<p>Project</p>	<p>Ben Johnson Head of Planning Policy & Strategy</p>	<p>The Local Plan review is underway.</p>	<p>On-track</p>
<p>7) 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.</p>	<p>A) Improve Penge High Street.</p>	<p>Wayfinding and shop front are improved.</p>	<p>Oct-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Delays being caused by Councils measured contracts.</p>	<p>On-track</p>
<p>7) 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.</p>	<p>B) Improve Bromley High Street.</p>	<p>Improvements to lighting and infrastructure for events as well as connections to Churchill Gardens . Events programme established.</p>	<p>Mar-23</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Lighting contract awarded and high streets for all funding application successful.</p>	<p>On-track</p>
<p>7) 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.</p>	<p>C) Make Small Shopping Parades improvements.</p>	<p>Programme to deliver improvements to small shopping parades throughout the borough implemented.</p>	<p>Sep-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Delays being caused by Councils measured contracts.</p>	<p>On-track</p>

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<p>7) 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.</p>	<p>D) Work with partners to develop Orpington Town Centre including a refurbished or new leisure centre.</p>	<p>Orpington Town Centre Development Plans established and implemented.</p>	<p>2026</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Awaiting revised scheme from the leaseholders of the Walnuts shopping centre (Areli).</p>	<p>On-track</p>
<p>7) 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.</p>	<p>E) Deliver leisure activities through key partners including Mytime Active, Pro Active Bromley and other stakeholders.</p>	<p>Ongoing programme of leisure activities delivered borough wide.</p>	<p>2059</p>	<p>Operational</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Ongoing, consideration being given to new changing places toilet at the pavilion. Booking is underway for Access to Sports Week activities scheduled to take place w/c July 21st 2022. 1500 local young people from priority groups will benefit from the week which involves trying new activities and receiving nutritious food.</p>	<p>On-track</p>
<p>7) 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.</p>	<p>F) Deliver Bromley Library Service through Greenwich Leisure Limited.</p>	<p>All Bromley libraries including Bromley Historic Collections provided and enhanced.</p>	<p>2028</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Ongoing, consideration being given to temporary West Wickham library location during works.</p>	<p>On-track</p>

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<p>7) 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.</p>	<p>G) Big Draw. H) Heritage Open Days. I) Art Week. J) Open House.</p>	<p>Successful delivery of the projects.</p>	<p>Ongoing</p>	<p style="color: orange;">Operational</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Ongoing, projects reoccur each year.</p>	<p style="background-color: #92d050;">On-track</p>
<p>7) 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.</p>	<p>K) Completion of leisure strategy, proactive Bromley and London Sport develop relationship.</p>	<p>Wellbeing improved and active lives promoted and 2022 Sports Forum delivered.</p>	<p>Oct-22</p>	<p style="color: blue;">Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Leisure Strategy in development.</p>	<p style="background-color: #92d050;">On-track</p>
<p>7) 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.</p>	<p>L) Implementation of Crystal Palace Park Regeneration Plan.</p>	<p>Regeneration of the park, enabling new business model and transfer of governance to a Trust.</p>	<p>2024</p>	<p style="color: blue;">Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Referral made to GLA. Declaration of compliance underway. Preparing reserved matters for Italian terrace and dinosaurs.</p>	<p style="background-color: #92d050;">On-track</p>
<p>7) 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.</p>	<p>M) Re-Development of West Wickham Leisure Centre.</p>	<p>Re-provision of new leisure centre.</p>	<p>Nov-22</p>	<p style="color: blue;">Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>On hold, awaiting member decision. The site is awaiting outcome of operational property review and leisure strategy.</p>	<p style="background-color: #ffc107;">On-track</p>

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<p>7) 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.</p>	<p>N) Beckenham Public Hall.</p>	<p>New operator identified and lease agreed which includes community use.</p>	<p>2023</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>On hold, awaiting outcome of Operational Property Review.</p>	<p>On-track</p>
<p>7) 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.</p>	<p>O) Review of community facilities to streamline and maximise usage as community resources.</p>	<p>Undertake and implement review.</p>	<p>2023</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Being undertaken as Operational Property Review.</p>	<p>On-track</p>
<p>7) 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.</p>	<p>P) Lighting of the beacon, Queen's Green Canopy, Cultural activity programme, Decoration of high streets, Thanksgiving service, Outdoor concert programme, Naming of road, and Access to sport.</p>	<p>Delivery of programme in line with national jubilee timescales.</p>	<p>Jun-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Queens Platinum Jubilee celebrations have now been completed.</p>	<p>Complete</p>
<p>7) 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.</p>	<p>Q) Review potential for commercial and community uses of disused park buildings and instigate action plan to bring buildings back into use.</p>	<p>Completion of the review.</p>	<p>Sep-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Being undertaken as Operational Property Review.</p>	<p>On-track</p>

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<p>7) 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.</p>	<p>R) Maintain Building Controls in place.</p>	<p>Building Control requests are responded to in accordance with national regulations.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Alison Pipes Head of Building Control</p>	<p>Monitored through weekly reports shared across Building Control. See Appendix 1 for Building Control KPIs.</p>	<p>On-track</p>
<p>7) 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.</p>	<p>S) Ensure protection of designated trees with Tree Protection Orders (TPOs).</p>	<p>Trees with TPOs are protected and applications for tree works considered. New TPOs made appropriately.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>John Stephenson Head of Planning and Development Support</p>	<p>See Appendix 1 for TPO KPIs.</p>	<p>On-track</p>
<p>8) Maintain our strong focus on encouraging and enabling further economic growth and regeneration in Bromley, enabling our Business Improvement Districts and our town centres to be great places for business, enterprise, and social enterprise to prosper.</p>	<p>A) Provide planning pre-application advice services to help planning applications for commercial development to be more likely to be successful.</p>	<p>Service continuing to be provided within target timeframes.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Jake Hamilton Head of Development Management</p>	<p>Under Review.</p>	<p>On-track</p>

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<p>8) Maintain our strong focus on encouraging and enabling further economic growth and regeneration in Bromley, enabling our Business Improvement Districts and our town centres to be great places for business, enterprise, and social enterprise to prosper.</p>	<p>B) Determine planning applications within target periods to facilitate economic growth.</p>	<p>Decisions made within statutory target periods.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Jake Hamilton Head of Development Management</p>	<p>The statutory targets are monitored by the Department for Levelling Up, Housing and Communities through quarterly returns that LBB are required to send.</p> <p>Also monitored at a local level, currently on a weekly basis and stats are circulated to the DM team.</p> <p>See Appendix 1 for progress</p>	<p>On-track</p>
<p>8) Maintain our strong focus on encouraging and enabling further economic growth and regeneration in Bromley, enabling our Business Improvement Districts and our town centres to be great places for business, enterprise, and social enterprise to prosper.</p>	<p>C) Review Local Plan every 5 years to ensure policies support economic growth.</p>	<p>Review on target within 5 year period.</p>	<p>2024</p>	<p>Project</p>	<p>Ben Johnson Head of Planning Policy & Strategy</p>	<p>The review of the Local Plan is underway.</p>	<p>On-track</p>
<p>8) Maintain our strong focus on encouraging and enabling further economic growth and regeneration in Bromley, enabling our Business Improvement Districts and our town centres to be great places for business, enterprise, and social enterprise to prosper.</p>	<p>D) Developed Supplementary Planning Document (SPD) guidance for Bromley and Orpington town centres.</p>	<p>Publication of guidance within agreed timescales.</p>	<p>TBA</p>	<p>Project</p>	<p>Ben Johnson Head of Planning Policy & Strategy</p>	<p>Consultation on Orpington Town Centre SPD finished 1/7/22; responses being assessed prior to preparation of adoption draft SPD for consideration by committees.</p> <p>Bromley Town Centre SPD consultation draft due to be approved by Executive in September 2022. Consultation likely October 2022-January 2023.</p>	<p>On-track</p>

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<p>8) Maintain our strong focus on encouraging and enabling further economic growth and regeneration in Bromley, enabling our Business Improvement Districts and our town centres to be great places for business, enterprise, and social enterprise to prosper.</p>	<p>E) Support the BIDs in Bromley, Beckenham, Penge, and Orpington.</p>	<p>Local areas improved through joint working of BIDs and LBB officers.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Ballot date agreed for Penge and Orpington. Concerns over the future of Beckenham BID.</p>	<p>On-track</p>
<p>8) Maintain our strong focus on encouraging and enabling further economic growth and regeneration in Bromley, enabling our Business Improvement Districts and our town centres to be great places for business, enterprise, and social enterprise to prosper.</p>	<p>F) Manage the BID development in West Wickham if there is business appetite.</p>	<p>West Wickham local economy strengthened.</p>	<p>Sep-24</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>On hold, as business appetite needs to be reassessed.</p>	<p>Off-track</p>
<p>9) 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).</p>	<p>A) Provide planning pre-application advice services to help digital infrastructure applications be more likely to be successful.</p>	<p>Service continuing to be provided within target timeframes.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Jake Hamilton Head of Development Management</p>	<p>Under Review.</p>	<p>On-track</p>

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<p>9) 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).</p>	<p>B) Determine planning applications within target periods to facilitate the role out of digital infrastructure.</p>	<p>Decisions made within statutory target periods.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Jake Hamilton Head of Development Management</p>	<p>The statutory targets are monitored by the Department for Levelling Up, Housing and Communities through quarterly returns that LBB are required to send.</p> <p>Also monitored at a local level, currently on a weekly basis and stats are circulated to the DM team.</p> <p>See Appendix 1 for progress</p>	<p>On-track</p>
<p>9) 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).</p>	<p>C) Review Local Plan every 5 years to ensure digital infrastructure policies are supporting its rollout.</p>	<p>Review on target within 5 year period.</p>	<p>2024</p>	<p>Project</p>	<p>Ben Johnson Head of Planning Policy & Strategy</p>	<p>The review of the Local Plan is underway.</p>	<p>On-track</p>
<p>9) 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).</p>	<p>D) Work with Openreach and other 5G and fast fibre providers to bring forward digital connectivity in the borough.</p>	<p>Percentage of residents and businesses with access to fast fibre increased by at least 20% within 2 years.</p>	<p>2024</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Digital connectivity continues to improve with further areas of 5G and fast fibre delivered</p>	<p>On-track</p>

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<p>10) 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.</p>	<p>A) Provide planning pre-application advice service to deliver the Local Plan.</p>	<p>Service continuing to be provided within target timeframes.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Jake Hamilton Head of Development Management</p>	<p>Under Review.</p>	<p>On-track</p>
<p>10) 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.</p>	<p>B) Determine planning applications within target periods to Local Plan.</p>	<p>Decisions made within statutory target periods.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Jake Hamilton Head of Development Management</p>	<p>The statutory targets are monitored by the Department for Levelling Up, Housing and Communities through quarterly returns that LBB are required to send.</p> <p>Also monitored at a local level, currently on a weekly basis and stats are circulated to the DM team.</p> <p>See Appendix 1 for progress.</p>	<p>On-track</p>
<p>10) 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.</p>	<p>C) Review Local Plan every 5 years.</p>	<p>Review on target within 5 year period.</p>	<p>2024</p>	<p>Project</p>	<p>Ben Johnson Head of Planning Policy & Strategy</p>	<p>The review of the Local Plan is underway.</p>	<p>On-track</p>

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<p>10) 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.</p>	<p>D) Provide Conservation and Heritage advice on planning matters.</p>	<p>Advise within target periods where relevant.</p>	<p>Ongoing</p>	<p style="color: orange;">Operational</p>	<p>Ben Johnson Head of Planning Policy & Strategy</p>	<p>Implementation of Local Plan policy is monitored through the Authorities Monitoring Report.</p>	<p style="background-color: #FFD700;">On-track</p>
<p>10) 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.</p>	<p>E) Take the appropriate action to ensure all breaches of planning control are enforced where necessary.</p>	<p>Breaches of planning control enforced.</p>	<p>Ongoing</p>	<p style="color: orange;">Operational</p>	<p>John Stephenson Head of Planning and Development Support</p>	<p>See Appendix 1 for progress.</p>	<p style="background-color: #90EE90;">On-track</p>
<p>10) 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.</p>	<p>F) Maintain Local Land Charges services.</p>	<p>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.</p>	<p>Ongoing</p>	<p style="color: orange;">Operational</p>	<p>John Stephenson Head of Planning and Development Support</p>	<p>See Appendix 1 for progress.</p>	<p style="background-color: #90EE90;">On-track</p>

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<p>10) 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.</p>	<p>G) Production of playing pitch strategy and leisure strategy for the borough to support decision making particularly through planning and enable access to funding.</p>	<p>Completion of documents.</p>	<p>Nov-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Playing Pitch Strategy completed, leisure strategy due November 2022.</p>	<p>On-track</p>
<p>11) 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.</p>	<p>Administer Borough CIL and s106 income.</p>	<p>Income at projected levels.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>James Renwick Infrastructure Delivery Team leader Ben Johnson Head of Planning Policy & Strategy</p>	<p>CIL income is reported annually through the Infrastructure Funding Statement, which is a statutory requirement. It will also be reported at least twice per year to COE, starting early in FY 2023/24 (once CIL liabilities have reached a significant level).</p>	<p>On-track</p>
<p>12) 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.</p>	<p>Support the continuance of existing markets in the borough and encourage proposals for new ones where appropriate.</p>	<p>Existing markets protected.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Ben Johnson Head of Planning Policy & Strategy</p>	<p>Implementation of Local Plan policy is monitored through the Authorities Monitoring Report.</p>	<p>On-track</p>

Ambition 5

To manage our resources well, providing value for money, efficient and effective services for Bromley’s residents.

Our Ambitions:

This Ambition aligns to the following "Making Bromley Even Better" objectives:

- Living within our means
- Transforming our services
- Collaborating and innovating together

Strategic links:

This priority has links with the following strategic plans:

- Regeneration Strategy

Making Bromley Even Better	Detail	Measure of Success	Target Date	Activity Type 'Project' or 'Operational'	Lead	APR-JUN 22 Q1 Comments	APR-JUN 22 Q1 Status
1) 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.	A) Maximise income from the council's property.	Implement new management arrangements for investment property portfolio.	Dec-22	Project	Michael Watkins Assistant Director, Property	A deferred (July) investment paper will be going to executive in September 2022. Further update to be provided in Q2-2022 on outcome.	On-track
1) 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.	A) Maximise income from the council's property.	Ensure that rent reviews are actioned in a timely manner; income targets are met; the council's statutory obligations around best value are discharged.	Ongoing	Operational	Amy Milton Head of Estates and Asset Management	KPIs are monitored through the caution list.	On-track

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<p>1) 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.</p>	<p>B) Monitor and interrogate the boroughs library contract in addition to smaller culture related contracts to ensure value for money and excellent community service.</p>	<p>KPIs are effectively monitored and the tendering of contracts are undertaken in a timely manner.</p>	<p>Ongoing</p>	<p style="color: orange;">Operational</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Ongoing, GLL contract monitored monthly. Crofton Roman Villa future management needs to be considered.</p>	<p style="background-color: #90EE90;">On-track</p>
<p>2) 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.</p>	<p>All managers aware of funding opportunities and proactive in applying for any available funding.</p>	<p>Quarterly review of opportunities and if bids have been successful.</p>	<p>Ongoing</p>	<p style="color: orange;">Operational</p>	<p>Sara Bowrey Director of Housing, Planning and Regeneration</p>	<p>LUF for Crystal Palace Park has been submitted and awaiting outcome. High Streets for All funding approved for £140,000, the project will begin in September.</p>	<p style="background-color: #90EE90;">On-track</p>
<p>3) 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.</p>	<p>Undertake a review of our succession plan within the service and future proofing the team.</p>	<p>Housing apprentices are appointed and a training provider is procured.</p>	<p>Oct-22</p>	<p style="color: blue;">Project</p>	<p>Lydia Lewinson Head Housing Options & Support</p>	<p>Recruitment plan reviewed and a mixture of apprentice, graduate, temporary, permanent and fixed term staff have been appointed.</p>	<p style="background-color: #00BFFF;">Complete</p>

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<p>4) 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.</p>	<p>Recommissioning all contracts for vulnerable people in a timely manner.</p>	<p>Contract recommissions with KPIs and new service specifications following consultation with key stakeholders.</p>	<p>Dec-22</p>	<p>Project</p>	<p>Lydia Lewinson Head Housing Options & Support</p>	<p>Recommissions completed and KPIs are in place. Performance will be reported to contract performance report</p>	<p>Complete</p>
<p>5) 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.</p>	<p>A) Upgrade the case management software for Planning and Building Control.</p>	<p>Completed upgrade fully operational.</p>	<p>May-24</p>	<p>Project</p>	<p>Tim Horsman Assistant Director of Planning & Building Control</p>	<p>Project underway. Specification in progress and supplier demos expected in Q2/Q3-2022. Project end date revised following re-assessment of timescales.</p>	<p>On-track</p>
<p>5) 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.</p>	<p>B) Develop the Hope module for monitoring housing advice/homelessness services.</p>	<p>Data is available for performance monitoring and to ensure the council is H-CLIC compliant.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Lydia Lewinson Head Housing Options & Support</p>	<p>In the process of recruiting a temporary member of staff to input historical data in relation to temporary accommodation placements. All other aspects on track.</p>	<p>On-track</p>

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<p>5) 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.</p>	<p>C) Finalise a new non-residential property management system.</p>	<p>Fully operational estates module and Computer Aided Facilities Management (CAFM) module with regular reports being produced.</p>	<p>Sep-22</p>	<p>Project</p>	<p>Michael Watkins Assistant Director Property</p>	<p>Data transfer underway and major historic lease information now being populated. However, this is estimated to take four months to complete.</p>	<p>On-track</p>
<p>6) Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.</p>	<p>Through formal groups, including the borough partnership ensure that stakeholders are updated and included in reviews of the boroughs economic development and opportunities for business.</p>	<p>Meetings undertaken effectively and partnership opportunities identified.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Bromley Economic Partnership continues to meet.</p>	<p>On-track</p>

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<p>7) Implement innovation in service delivery where good outcomes and better use of resources can be achieved, including developing the digitalisation of services where appropriate.</p>	<p>A) Implement the corporate landlord model of property management.</p>	<p>Build additional resilience into the existing supply chain; strengthen the role of the Corporate Landlord Officer Board to provide member reassurance that proposals for property are in the best interests of the strategic objectives of the Council; develop and implement policies, procedures and template documents for how the council should operate under the model; review the opportunity to centralise facilities management budgets. Implementing a staff restructure.</p>	<p>2023</p>	<p>Project</p>	<p>Michael Watkins Assistant Director Property</p>	<p>There has been a restructure of the facilities management division as part of the implementation of the corporate landlord model and the ending of the total facilities management arrangement. A new Head of Facilities Management has been appointed and is currently reviewing the structure to ensure its optimal efficiency.</p>	<p>On-track</p>
<p>7) Implement innovation in service delivery where good outcomes and better use of resources can be achieved, including developing the digitalisation of services where appropriate.</p>	<p>B) Procurement of case-management software that will enhance workflows, remove reliance on paper and improve interaction with both the public and other services.</p>	<p>Case-mangagment software procured.</p>	<p>May-24</p>	<p>Project</p>	<p>Tim Horsman Assistant Director of Planning & Building Control</p>	<p>Project underway. Specification in progress and supplier demos expected in Autumn 2022. Project end date revised following re-assessment of timescales.</p>	<p>On-track</p>
<p>7) Implement innovation in service delivery where good outcomes and better use of resources can be achieved, including developing the digitalisation of services where appropriate.</p>	<p>C) Cotmandene and Mottingham Resource Centres.</p>	<p>Review undertaken of options for service delivery to improve access particularly to vulnerable groups.</p>	<p>Oct-22</p>	<p>Project</p>	<p>Lydia Lee Assistant Director Regeneration and Culture</p>	<p>Review undertaken and presented to COE. Preparing gateway report with recommendations for member consideration in October.</p>	<p>On-track</p>

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<p>8) 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.</p>	<p>A) To ensure that the Council’s Operational and Investment Portfolio is properly maintained and managed.</p>	<p>Buildings are operational, compliant and landlord’s obligations are fulfilled.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Michael Watkins Assistant Director Property</p>	<p>A deferred (July) investment paper will be going to executive in September 2022. A recent internal audit (yet to report) has concluded that the investment properties are being effectively managed by property.</p>	<p>On-track</p>
<p>8) 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.</p>	<p>B) Undertake review of operational property.</p>	<p>Produce written operational accommodation strategy with supporting business case and delivery plan.</p>	<p>2023</p>	<p>Project</p>	<p>Michael Watkins Assistant Director Property</p>	<p>Baseline data including results of engagement with business areas has been collated to inform the medium term financial forecast. An update on the strategy is due to be reviewed in the autumn committee cycles.</p>	<p>On-track</p>
<p>8) 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.</p>	<p>C) Working with Council Strategic Partnerships i.e., CCG and MIND, etc to see co-location opportunities and efficiencies.</p>	<p>Delivery of opportunity plans.</p>	<p>Ongoing</p>	<p>Operational</p>	<p>Michael Watkins Assistant Director Property</p>	<p>Ongoing, liaison with the CCG and Bromley MIND continues.</p>	<p>On-track</p>