

# RRH Portfolio Plan Q3 2023/24

## Strategic Project Tracker

## Appendix A

Division	MBEB Ambition Supported	Key Projects	Description	Overall date	RAG Status DEC23	2022				2023				2024				2025				2026				DEC23 Updates																		
						Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2			Q3																	
						A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Housing Policy/ Management	HPR	⑤ HRA Housing Management Contract	Phase 1.1: Issue soft market testing to inform the specification for the Housing Management Contract.	Dec-22	Completed	█																Initial soft market testing was completed DEC22, however due to lack of responses from suppliers we are further engaging the market and re-publishing the questionnaire in APR23.																						
			Phase 1.2: Issue soft market testing to inform the specification for the Housing Management Contract ( <i>Republish</i> )	May-23	Completed					█										Completed MAY23. The incumbent provider has stated they will not extend beyond the current term.																								
			Phase 2: Procure specialist legal and finance advice on the Beehive scheme.	Feb-23	Completed	█												Completed FEB23. Legal advice is now being used to inform the future stock management appraisal.																										
			Phase 3: Preparation of documentation: Scope, specification, KPIs	Jul-23	Completed					█		█						Work was completed in JUL23.																										
			Phase 4: Gateway 1 report seeking authorisation to proceed with Housing Management tender	Sep-23	Completed					█		█						Completed SEP23. Currently out to tender.																										
			Phase 5: Negotiations with new provider to take on the contract.	Mar-24	On-Track					█		█						Existing contract extended for 12 weeks following discussions with procurement and existing provider. Going to members for approval on 31JAN24 and 07FEB24.																										
			Phase 6: Contract awarded and start date established.	Aug-24	Not Started									█						Start date subject to change.																								
Compliance & Strategy	③	Homelessness Strategy Review	Undertake a review of the current Homelessness Strategy and implement a new 5 year strategy.	Apr-24	At-Risk					█		█		█						The initial homelessness review has been completed. A first draft of the new strategy is in the process of being prepared.																								
HPR	③	HRA Tenancy and Policy Documents	Identifying and producing all documents and policies associated with the running of the management of the residential housing stock.	Jun-24	On-Track	█				█								Contract is being extended until JUN24. All other policy and strategy documents on track for completion.																										
Housing	③	Allocations Scheme	Reviewing the existing allocations scheme and consulting on changes that need to be introduced.	Dec-23	On-Track for revised deadline	█				█								Consultation is closed and a paper is going to RRH PDS on 31JAN24 where members will be updated on the outcomes of the consultation.																										
HPR	③	Effective Management of Bromley owned residential housing stock.	Contract performance and monitoring of existing/new housing stock.	May-23	Completed	█		█		█						Completed MAY23. Ongoing monitoring continues as a BAU process.																												
Service	Compliance & Strategy	⑤	Supported Housing Contracts Review and Tenders Completed	Ensure that all supporting housing contracts are up-to-date and achieving the agreed aims and KPIs.	Jun-22	Completed	█														Completed JUN22.																							
		③	Roll out of Household Support Grant	Ensure the effective roll out of the Household Support Grant making sure funding is fully utilised.	Mar-23	Completed	█												Completed MAR23. This tranche of funding has now closed.																									
		③	Roll out of Household Support Grant tranche 4	Ensure the effective roll out and ongoing effectiveness of the Household Support Grant making sure funding is fully utilised.	Apr-24	On-Track					█		█						Application process with partner organisations opened on 05JUN23 and closed early OCT23. Roll out of Phase 2 has commenced and applications now open for the public and advocates to apply for.																									
		③	Homes for Ukraine	Implementation and delivery of the Homes for Ukraine Programme, ensuring Government Guidance is followed and continually kept under review	Apr-24	On-Track	█				█						Programme continuing. Update report provided to Executive SEP23. Employment and Language support priority to assist with sustainable housing options.																											
		③	Service Review Disabled Facilities Grants	Review, benchmark and propose changes to the scheme, then to be taken to Members for consideration and formal sign off.	Mar-24	On-Track for revised deadline					█		█						Final draft is being consulted on by internal stakeholders and the NHS. Aiming for sign-off by Q4 with an expected implementation date of MAR24.																									
Planning	③	Planning Obligations SPD	Document that provides guidance on the council's general approach to planning obligations, and where relevant, sets out the requirements and mechanisms for securing contributions.	Jun-22	Completed	█														Completed JUN22. SPD now adopted.																								
		Orpington Town Centre SPD	Document that provides detailed guidance to assist with the implementation of adopted Development Plan policies - Bromley Local Plan and the London Plan - that relate to Orpington Town Centre.	Jul-23	Completed	█				█								Completed JUN23. Successfully went to Exec Committee.																										

Planning

Planning	③	Bromley Town Centre SPD Document that provides detailed guidance to assist with the implementation of adopted Development Plan policies - Bromley Local Plan and the London Plan - that relate to Bromley Town Centre.	Phase 1: Preparing documents for consultation.	Sep-22	Completed	
			Phase 2: Documents out for consultation.	Jan-23	Completed	
			Phase 3: Review consultation responses, making any necessary changes before adoption.	Oct-23	Completed	
Planning	③	Urban Design Guide SPD Document that provides guidance on urban design to inform and engage developers, applicants, planning officers and other interested parties in bringing forward proposals for development in Bromley.	Phase 1: Preparing documents for consultation.	Sep-22	Completed	
			Phase 2: Documents out for consultation.	Dec-22	Completed	
			Phase 3: Review consultation responses, making any necessary changes before adoption.	Jul-23	Completed	
Planning	③	Local Plan Review Review of the Bromley Local Plan to reflect new Council priorities and changes to national and regional planning policy.	Phase 1: Regulation 18 'Issues and Options' consultation – consultation covering each of the topic areas to be included in the Local Plan.	Mar-23	Completed	
			Phase 2: Full draft Local Plan (Regulation 18) consultation - consultation on a detailed draft of the Local Plan, with draft policies.	Jun-24	On-Track for revised deadline	
			Phase 3: Submission draft Local Plan (Regulation 19); and submission to SoS - the final draft Local Plan that is intended to be submitted for Examination.	Dec-24	Not Started	
			Phase 4: Examination - Independent examination by a planning inspector (or inspectors), including a series of examination hearings.	Jun-25	Not Started	
			Phase 5: Inspector's Report and Adoption - If the plan is found 'sound' and legally compliant (set out in an inspector's report), it can then be adopted; this would be subject to any modifications required by the inspector in their report. Adoption of the Local Plan is a matter for Full Council.	Sep-25	Not Started	
Planning	⑤	New IT system Procurement of case-management software that will enhance workflows, remove reliance on paper and improve interaction with both the public and other services.	Phase 1: Establishing requirements, specification and supplier research.	Nov-22	Completed	
			Phase 2: Authorisation and procurement of the management system.	Feb-23	Completed	
			Phase 3: Preparation for installation and data migration.	Aug-23	Completed	
			Phase 4: UAT (User Acceptance Testing)	Mar-24	On-Track	
			Phase 5: Training, installation and implementation of the new software.	May-24	On-Track	
						Completed SEP22.
						Completed JAN23. Public consultation has been finalised - transition to Phase 3 started.
						Completed OCT23. Approved for adoption at Execution on 18OCT23.
						Completed SEP22.
						Completed DEC22.
						Completed JUN23. SPD now adopted.
						Completed JUN23.
						Aim to publish document for consultation around MAR/APR24.
						Not yet commenced. Expected to meet the 'potential overrun' deadline of JAN24.
						Not yet commenced. Expected to meet the 'potential overrun' deadline of JUL24.
						Not yet commenced. Expected to meet the 'potential overrun' deadline of JAN25.
						Completed NOV22.
						Completed in FEB23, contract with IT vendor has now been signed.
						Completed AUG23.
						Testing has started and is underway as of NOV23.
						The installation and implementation phase is at risk of being delayed.

Housing Supply/Schemes									
HPR	③	Future Sites	Phase 1: Operational Property Review undertaken to be approved by Executive.	Nov-22	Completed				Completed NOV22.
HPR	③	Future Sites	Phase 2: Feasibility work to be undertaken following the Operational Property Review report being approved by the Executive.	Sep-23	Completed				Options appraisals completed - reported to Executive in SEP23. This approved progression for next 3 housing sites.
HPR	③	Meadowship Phase 1	Property purchasing scheme for homeless households and to reduce the use of temporary accommodation.	Mar-24	On-Track for revised deadline				238 properties currently tenanted. 249 properties exchanged and completed on. Total portfolio of 255 properties of which 29% are in-borough. 6 are in conveyancing.
HPR	③	Meadowship Phase 2	Phase 1: Create documents for the property purchasing scheme	Nov-22	Completed				Completed NOV22.
HPR	③	Meadowship Phase 2	Phase 2: Purchasing the properties to reduce the use of temporary accommodation	Jul-25	On-Track				As of DEC23, 6 properties have been tenanted. In total, 20 properties have been exchanged and completed on.
Regen	③	Bushell Way	Housing site delivering 25 affordable units.	Jul-22	Completed				Completed JUL22.
Regen	③	Anerley	Housing site delivering 10 affordable units.	Jul-22	Completed				Completed JUL22.
Regen	③	Burnt Ash	Housing site delivering 25 affordable units.	Nov-22	Completed				Completed NOV22.
Regen	③	York Rise	Housing site delivering 35 affordable units.	Sep-24	At-Risk				New contractor appointed to complete PCSA and Enabling works. Construction works anticipated to recommence MAR24 with revised completion date of SEP24.
Regen	③	West Wickham Library and housing	Housing site delivering 14 affordable and 12 private units.	Nov-24	At-Risk				Delays due to TFL works. Further EoT likely to be considered.
Regen	③	Bromley North (appraisal)	Housing site being assessed for feasibility and planning application outcome delivering 38 affordable and 37 private units.	Oct-23	Completed				Appraisal complete OCT23. RIBA 4 due to commence MAR24.
Regen	③	Beckenham Triangle (appraisal)	Housing site being assessed for feasibility.	Mar-24	On-Track for revised deadline				Project team still continue to work towards public consultation in FEB24. Planning submission due MAR24.
HPR	③	Travellers Sites Conditions Survey and Options Appraisal	Phase 1: To review the condition survey and options appraisals for the travellers sites	May-23	Completed				Completed MAY23.
HPR	③	Travellers Sites Conditions Survey and Options Appraisal	Phase 2: Complete options and feasibility appraisal	Dec-24	On-Track for revised deadline				Report requesting initial funds for feasibility and clearance works went to Executive in SEP23. Project Manager has been internally appointed. Works for feasibility stage are in progress. Completion deadline has been moved to DEC24 and will remain under review. A definitive completion date to be confirmed once a full operational team has been set up.
HPR	③	Travellers Sites Conditions Survey and Options Appraisal	Phase 3: Complete refurbishment	Dec-25	Not Started				Refurbishment works to commence once funding has been awarded following the completion of the feasibility. Anticipated completion time 12 month, to be determined.
Regen	③	Bromley High Street Improvement Works	Town centre capital works including electrics, planting, paving and lighting.	Apr-24	On-Track for revised deadline				Physical infrastructure complete, waiting on image corrections.
Regen	③	Penge High Street Works	Town centre capital works including electrics, planting, paving and lighting.	Apr-23	Completed				Completed APR23. Main works complete - in final snagging period.
Regen	③	Beckenham High Street Works	Town centre capital works including electrics, planting, paving and lighting.	Apr-23	Completed				Completed APR23. Main works complete - in final snagging period.
Regen	③	Crystal Palace Park Regeneration	Phase 1: Regeneration of the historic 200 acre park. Planning permission secured and subway restoration completed.	Feb-24	On-Track for revised deadline				Partial completion and handover to the Trust JAN24. Full completion FEB24.
Regen	③	Crystal Palace Park Regeneration	Phase 2: Restoration of the dinosaurs and the Italian terraces.	Sep-26	On-Track				Submission of reserved matters FEB24 for determination in JUN24. Works due to start on site JAN25.
Regen	③	Transfer of Crystal Palace Park Lease to Trust	New form of governance for Crystal Palace Park.	Sep-23	Completed				Completed SEP23.

all Projects

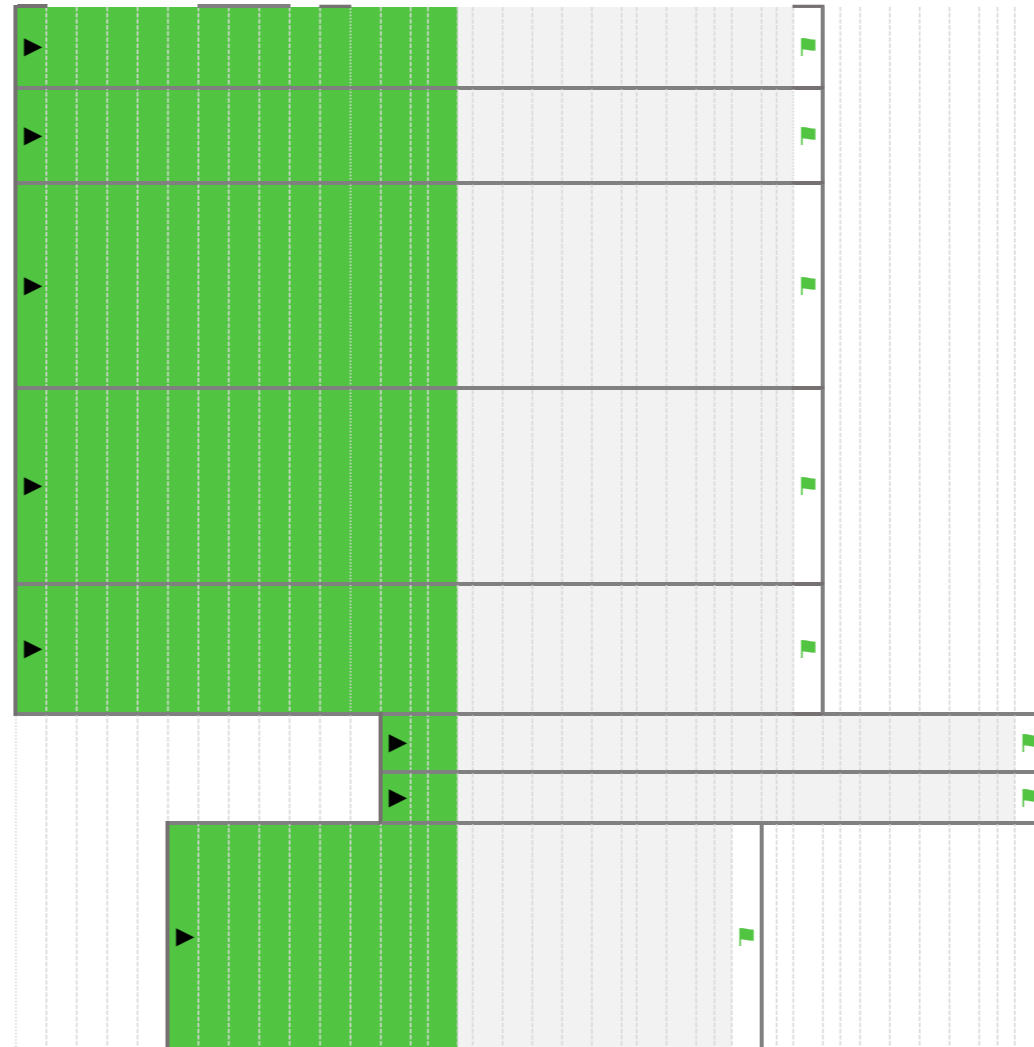
Regeneration/Capita

Regen	③	Make small shopping parades improvements	Improvements to parades across the borough such as planters, pavers and CCTV works.	Aug-24	On-Track for revised deadline		All works to be completed by AUG24. Local parades round 3 now live.
Regen	③	Develop Orpington town centre including a refurbished or new leisure centre	Refurbish the Walnuts leisure centre.	Dec-28	On-Track		Feasibility on track, nearing completion of RIBA 3. RIBA 4 due to complete JUN24, construction to commence late 2024.
Regen	③	Beckenham Public Hall	The future of this building is to be considered as part of the Operational Property Review.	Jan-23	Completed		Completed JAN23. Disposal agreed through OPR report.
Regen	③	Review potential for commercial and community uses of disused park buildings and instigate action plan to bring buildings back into use.	Review to be undertaken in partnership with the parks team.	Jun-24	On-Track for revised deadline		Project is now with Enviromental Services.
Regen	③	Star Lane Traveller Site	Redevelopment of Star Lane Traveller site. Potential expansion of pitch availability. Uniform pitches to be provided with modern facilities and access to all utilities.	Jul-26	On-Track		Tender exercise complete. Contract award reward process ongoing. Due to start with consultants in FEB24.
Regen	④	Belle Grove Housing Scheme	Investigating feasibility for demolition and construction of social/affordable housing with some assisted living units	Dec-26	On-Track		Tender exercise ongoing. Evaluation in FEB24, start work with consultants in MAR24.
Regen	②	Changing Places	Delivery of 6 grant funded changing places units.	Mar-24	On-Track		4 of 6 delivered, remaining sites to complete by end of 23/24 FY.
Regen	⑤	Library Repair Works Programme	Repair programme covering nine of the borough's libraries	Aug-25	On-Track		Lead consultant appointed, works contractor tender ongoing for Southborough Library.
Regen	⑤	Crofton Roman Villa Repairs	Repairs to the building housing the Crofton Roman Villa	Apr-26	On-Track		Procurement of PM QS EA to complete JAN24. Procurement of multi disciplinary team to complete MAR24.
Regen	④	Bromley North Housing Scheme	Delivery of 75 homes and three commerical units	Jul-26	On-Track		Planning granted in OCT23. Enabling works due to commence on site MAR24. Tender for main construction to be released JUL24 with works starting on site JAN25.
Regen	⑤	Bromley Central Library Feasibility	Relocation of Central Library to Highstreet feasibility.	Jun-24	On-Track		Appointment of multi-dis team due MAR24.

OPR and Strategy	Regen	③	Options Appraisal Community Resource Centres	Options on the future of the service.	Jul-22	Completed		Committee report on findings of the options appraisal was presented to RR&H PDS in NOV22
	Regen	③	Community Resource Centres	Review buildings suitable for relocation.	Feb-23	Completed		Completed FEB23.
	Regen	③	Leisure Strategy and Review (Sport & Physical Activity Strategy)	Briefing paper to be prepared for Portfolio Holder and report for January cycle to also include Playing Pitch Strategy	Mar-24	Off-Track		Leisure Strategy now expected to be taken to RRH PDS in MAR24 with view of adoption.
	Regen	③	Production of playing pitch strategy for the borough to support decision making particularly through planning and enable access to funding.	Playing Pitch Strategy to be incorporated into report for November cycle - seeking committee approval	Jul-22	Completed		Completed JUL22. While the PPS is complete it has not been formally adopted by the Council. In the meantime an abridged PPS has been produced which planning officers can use.
Culture Events	Regen	③	Platinum Jubilee	Programme of activity to celebrate HM Queen's jubilee.	Jun-22	Completed		Completed JUN22. Activity programme successfully delivered to timescale and budget.
	Regen	③	Access to Sport and Royal Visit	Part of the Platinum Jubilee, visit by HRH Duke of Gloucester to the Access to Sport HAF programme for disadvantaged young people.	Jul-22	Completed		Completed JUL22. 1500 local young people benefitted from the week, trying free, new activities with others, receiving nutritious, balanced food.
	Regen	③	Cultural events and activity	Open House 2022	Sep-22	Completed		Completed SEP22. Open House took place 08-21SEP22. The festival ran for a longer period of two weeks to celebrate its 30th Anniversary. 22 venues in Bromley participated.
	Regen	③	Cultural events and activity	Open House 2023	Sep-23	Completed		Completed SEP23. Open House took place 08-17SEP23. LBB hosted events related to Crystal Palace Subway; Battle of Britain Lace Panel; The Old Palace.
	Regen	③	Cultural events and activity	Open House 2024	Sep-24	Not Started		Programme not started as of DEC23.
	Regen	③	Cultural events and activity	London Festival of Architecture 2023	Jun-23	Completed		Completed JUN23. Activity programme successfully delivered to timescale and budget.
	Regen	③	Cultural events and activity	London Festival of Architecture 2024	Jun-24	On-Track		On track to host the LFA activity across the Borough in JUN24. Working with Your Bromley BID, Chislehurst Society, Orpington 1st and Penge SE20 BID as delivery partners.
	Regen	③	Re-development of WW Leisure centre	Refurbishment of the West Wickham leisure centre site to a standard that allows the site to be leased for a rental income on a FRIL.	Jan-28	On-Track for revised deadline		Feasibility on track, nearing completion of RIBA 3. RIBA 4 due to complete JUN24, construction to commence late 2024.
	Regen	③	Armed forces covenant	Production of new armed forces covenant. Adoption of the new covenant by the Council. Production and implementation of the accompanying action plan.	Feb-23	On-Track for revised deadline		A draft Action Plan for the Armed Forces Covenant was written in NOV23 and circulated among involved officers/teams for review. Currently awaiting feedback prior to sharing with committee.
	Regen	③	Coronation	Programme of activity to celebrate the Coronation of King Charles the III.	May-23	Completed		Completed MAY23. Activity programme successfully delivered to timescale and budget.
Regen	③	Orpington BID renewal	Business improvement district re-ballot.	Jul-22	Completed		Completed JUL22.	
Regen	③	Penge BID renewal	Business improvement district re-ballot.	Oct-22	Completed		Completed OCT22.	
Regen	③	Beckenham BID renewal	Business improvement district re-ballot.	Feb-23	Completed		Completed FEB23. Outcome - BID to discontinue 31MAR23.	
Regen	⑤	Bromley Economic Evidence Base	Review of the borough's current economic position and opportunities.	Oct-22	Completed		Completed OCT22.	
Regen	③	Night Time Enterprise Zone	GLA funded improvements to town centre to encourage evening activity.	Mar-24	On-Track		Second claim submitted SEPT23, final claim due 31JAN24	
Regen	③	Business Friendly Licensing & Regulation Fund EOJ	Grant application.	Oct-22	Completed		Completed OCT22, Grant application was unsuccessful.	
Regen	③	CARF	COVID business support grants through business rate relief.	Aug-22	Completed		Completed AUG22.	
Regen	③	FSB Local Government Awards	Award application.	Aug-22	Completed		Completed AUG22.	
Regen	⑤	UKSPF business support project funding allocation specifications	Grant specifications submitted to the GLA.	Aug-22	Completed		Completed AUG22.	
Regen	⑤	UKSPF Community & Place projects	West Wickham library enhancements	Mar-25	On-Track for revised deadline		Submitted Claim 3 Borough Return to GLA in Oct 2023 for existing UKSPF SLB and Community & Place programmes.	

**Economic Development Team**

Regen	5	UKSPF SLB Business Hub	Bromley online business support portal	Mar-25	On-Track
Regen	5	UKSPF SLB StartUp Bromley Advisor	StartUp Bromley 1:1 Business Advice for entrepreneurs/startups	Mar-25	On-Track
Regen	5	UKSPF SLB Business Advisors	Bromley 1:1 general business advice for existing 'everyday' businesses	Mar-25	On-Track
Regen	5	UKSPF SLB Local Supply Chains	Bromley 1:1 specialist business advice on supply chain opportunities	Mar-25	On-Track
Regen	5	UKSPF SLB Employment Land & Space Study	An evidence review to assess the demand and supply of land for employment uses. This project will impact on businesses space needs, building the evidence for the future supply of employment land and the typologies needed by existing businesses for grow on and move on space.	Mar-25	On-Track
Reger/Regen	2	Labour shortage	Jobs and skills brokerage delivered by LSEC at Orpington campus for economically inactive participants (UKSPF P&S)	Mar-25	On-Track
Reger/Regen	1	Care Leavers employment support	1-1 trauma informed brokerage, working with Leaving Care team (UKSPF P&S)	Mar-25	On-Track
Regen	5	Strategic Investment Fund (SIF) proposal to GLA	Investment in the development of local dark-fibre broadband network to enable upgrade of Council-owned sites/buildings to full-fibre, including extra capacity for additional commercial investment in the Borough.	Dec-24	On-Track



Submitted Claim 3 Borough Return to GLA in Oct 2023 for existing UKSPF SLB and Community & Place programmes.

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Submitted Claim 3 Borough Return to GLA in Oct 2023 for existing UKSPF SLB and Community & Place programmes. Tender awarded to Goldsmiths, University of London. Currently undertaking stakeholder engagement and soft launch of programme, following pre-election period with formal launch of Bromley Business Growth programmes planned in Jan 2024.

Submitted Claim 3 Borough Return to GLA in Oct 2023 for existing UKSPF SLB and Community & Place programmes. Tender awarded to Newable. Currently undertaking stakeholder engagement and soft launch of programme, following pre-election period with formal launch of Bromley Business Growth programmes planned in Jan 2024.

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Awaiting Grant Funding Agreement from Local London, working towards launch date 23JAN24.

Tender awarded to Drive Forward with contract to commence JAN24.

Grant in-kind agreement signed by Council in Dec 2023 with TFL for investment of £937,744 for costs incurred by their contractor (Boldyn Networks) to implement the new dark-fibre network. This follows the final negotiations after success in GLA initial review stages. Match funding £48,600 to be provided from Council's Growth Fund earmarked reserve for some CCTV sites.