



THE LONDON BOROUGH
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DATE: 19 June 2014

RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Meeting to be held on Monday 23 June 2014

Please see the attached reports marked "to follow" on the agenda.

- 7.1 **BUDGET MONITORING (R&R) (Pages 3-10)**
- 8 **RENEWAL AND RECREATION PORTFOLIO BUSINESS PLAN (Pages 11-84)**

Copies of the documents referred to above can be obtained from
www.bromley.gov.uk/meetings

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Report No.
FSD14035

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal & Recreation Portfolio Holder

For Pre-decision Scrutiny by the Renewal & Recreation PDS Committee

Date: 23rd June 2014

Decision Type: Non-Urgent Executive Non-Key

Title: BUDGET MONITORING 2014/15

Contact Officer: Claire Martin, Head of Finance
Tel: 020 8313 4286 E-mail: claire.martin@bromley.gov.uk

Chief Officer: Marc Hume, Director of Regeneration and Transformation
Nigel Davies, Executive Director of Environment and Community Services

Ward: Boroughwide

1. Reason for report

This report provides an update of the latest budget monitoring position for 2014/15 for the Renewal and Recreation Portfolio based on expenditure and activity levels up to 31st May 2014. This shows a projected overspend of £258k for the total portfolio budget.

It also reports the level of expenditure and progress with the implementation of the selected projects within the Member Priority Initiatives.

2. **RECOMMENDATION(S)**

2.1 The Portfolio Holder is requested to endorse the latest 2014/15 budget projection for the Renewal & Recreation Portfolio.

Corporate Policy

1. Policy Status: Existing policy. Sound financial management
 2. BBB Priority: Excellent Council.
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Financial

1. Cost of proposal: Estimated cost N/A
 2. Ongoing costs: Non-recurring cost.
 3. Budget head/performance centre: Renewal & Recreation Portfolio Budgets
 4. Total current budget for this head: £13.5m
 5. Source of funding: Existing revenue budgets 2014/15
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Staff

1. Number of staff (current and additional): 215ftes
 2. If from existing staff resources, number of staff hours: N/A
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Legal

1. Legal Requirement: Statutory requirement. The statutory duties relating to financial reporting are covered within the Local Government Act 1972; the Local Government Finance Act 1998; the Accounts and Audit Regulations 1996; the Local Government Act 2000 and the Local Government Act 2002
 2. Call-in: Call-in is applicable
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The services covered in this report affect all Council Taxpayers, Business Ratepayers, those who owe general income to the Council, all staff, Members and Pensioners.
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 The 2014/15 projected outturn is detailed in Appendix 1, with a forecast of projected spend for each division compared to the latest approved budget and identifies in full the reason for any variances.
- 3.2 Costs attributable to individual services have been classified as “controllable” and “non-controllable” in Appendix 1. Budget holders have full responsibility for those budgets classified as “controllable” as any variations relate to those factors over which the budget holder has, in general, direct control. “Non-controllable” budgets are those which are managed outside of individual budget holder’s service and, as such, cannot be directly influenced by the budget holder in the shorter term. These include, for example, building maintenance costs and property rents which are managed by the Property Division but are allocated within individual departmental/portfolio budgets to reflect the full cost of the service. As such, any variations arising are shown as “non-controllable” within services but “controllable” within the Resources Portfolio. Other examples include cross departmental recharges and capital financing costs. This approach, which is reflected in financial monitoring reports to budget holders, should ensure clearer accountability by identifying variations within the service that controls financial performance. Members should specifically refer to the “controllable” budget variations relating to portfolios in considering financial performance. These variations will include the costs related to the recession.

Chief Officer Comments

- 3.3 Overall, the controllable budget for the Renewal and Recreation Portfolio is projected to overspend by £260k.
- 3.4 As part of the budget setting process for 2014/15 a budget savings target of £150k was included in the culture budget. To date, £90k savings have been identified leaving a balance of £60k. It is intended to identify further savings during the next few months in order to ensure that the culture budget will be balanced from April 2015 onwards.
- 3.5 The full years savings of £300k built into the library budget will not be realized until April 2015 due to two factors; the first is that a detailed consultation has been undertaken during the last few months with both the public and the library staff over options for reducing opening hours and the second is that in order to achieve the reduction in staffing, it is necessary to install the RFID system in the remaining 9 libraries. This installation will not be completed until after October 2014 and therefore only part year savings of £100k will be achieved for 2014/15.

4. POLICY IMPLICATIONS

- 4.1 The Resources Portfolio Plan for 2014/15 includes the aim of effective monitoring and control of expenditure within budget and includes the target that each service department will spend within its own budget.
- 4.2 Bromley’s Best Value Performance Plan “Making a Difference” refers to the Council’s intention to remain amongst the lowest Council Tax levels in outer London and the importance of greater focus on priorities.
- 4.3 The four year financial forecast report highlights the financial pressures facing the Council. It remains imperative that strict budgetary control continues to be exercised in 2014/15 to minimise the risk of compounding financial pressures in future years.
- 4.4 Chief Officers and Departmental Heads of Finance are continuing to place emphasis on the need for strict compliance with the Council’s budgetary control and monitoring arrangements.

5. FINANCIAL IMPLICATIONS

- 5.1 Although the overall budget shows an overspend of £258k for 2014/15, the controllable budget for the Renewal and Recreation Portfolio is projected to be overspent by £260k based on financial information available as at 31st May 2014. Some of the major variations are summarised below with more detailed explanations included in Appendix 1.
- 5.2 Surplus of income of £20k from non-major applications is projected as activity has increased. This is offsetting additional costs for specialist advice required for forthcoming appeals.
- 5.3 To date, only £90k of the £150k budget savings have been achieved within culture, which has meant that an overspend of £60k is projected. Further savings are expected to be identified to enable a balanced budget to be set from April 2015.
- 5.4 As a detailed consultation was carried out with the public and library staff during the last few months, and the fact that the Radio Frequency Identification Data system (RFID) has yet to be installed in the remaining 9 libraries, the savings target of £300k will not be met during this financial year. It is estimated that £100k part year saving will be realized and that the full £300k will be achieved from April 2015.
- 5.5 The table below summarises the main variances: -

Summary of Major Variations	£'000
Income from non-major planning applications	Cr 20
Additional expenditure for appeal costs	20
Underachievement of budget savings within culture	60
Underachievement of budget savings within library service	200
	<u>260</u>

Non-Applicable Sections:	Legal, Personnel
Background Documents: (Access via Contact Officer)	2014/15 budget monitoring files within ES/R & R finance section

Renewal and Recreation Budget Monitoring Summary as at 31.05.2014

2013/14 Actuals £'000	Division Service Areas	2014/15 Original Budget £'000	2014/15 Latest Approved £'000	2014/15 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
	R&R PORTFOLIO							
0	Commissioning Fund							
	Commissioning Fund	0	0	0	0		0	0
0		0	0	0	0		0	0
	Housing Strategy & Development							
Cr 16	Housing Strategy & Development	Cr 14	Cr 14	Cr 14	0		0	0
Cr 16		Cr 14	Cr 14	Cr 14	0		0	0
	Planning							
Cr 23	Building Control	12	12	12	0	1	0	0
Cr 165	Land Charges	Cr 168	Cr 168	Cr 168	0		0	0
492	Planning	649	649	649	0	2	0	0
1,119	Renewal	1,093	1,153	1,153	0		0	0
1,423		1,586	1,646	1,646	0		0	0
	Recreation							
2,029	Culture	1,902	1,896	1,956	60	3	0	0
4,882	Libraries	4,656	4,656	4,856	200	4	0	0
243	Town Centre Management & Business Support	240	240	240	0		0	0
7,154		6,798	6,792	7,052	260		0	0
8,561	Total Controllable R&R Portfolio	8,370	8,424	8,684	260		0	0
9,276	TOTAL NON CONTROLLABLE	2,577	2,577	2,575	Cr 2	5	0	0
2,215	TOTAL EXCLUDED RECHARGES	2,275	2,275	2,275	0		0	0
20,052	PORTFOLIO TOTAL	13,222	13,276	13,534	258		0	0

Reconciliation of Latest Approved Budget

£'000

Original budget 2014/15

13,222

Local Plan Implementation

60

Business Support Scheme - Grant Related Expenditure

23

Business Support Scheme - Grant Related Income

Cr 23

Discretionary rate relief returned to the General Fund

Cr 6

Latest Approved Budget for 2014/15

13,276

REASONS FOR VARIATIONS

1. Building Control £0k

There is currently a balanced budget projected within building control. Based on information to date, an income deficit of £100k is projected. This is being offset by a projected underspend within salaries of £100k arising from a combination of a vacant post and reduced hours working / part vacancies.

2. Planning £0k

Income from non-major planning applications is £14k above budget for the first two months of the year, and a surplus of £20k is projected for the year. For information, actual income received for April and May is £10k higher than that received for the same period last year.

For major applications, £47k has been received as at 31st May. Planning officers within the majors team have provided a schedule of additional potential income that may be received in the coming months of approximately £225k, and therefore a balanced budget is projected from major applications at this stage of the year.

Although there is additional planning application income of £20k, it is expected that these funds will be required to fund specialist advice and support that will be needed for forthcoming appeals. Therefore, no year-end variation is projected.

Within staffing budgets, there are currently a number of vacancies. However, due to an increase in the number of enquiries and planning applications being received compared to previous years, these will need to be filled on a temporary basis in order to meet the additional workload. As a result, a balanced budget is expected within staffing.

Summary of variations within Planning:	£'000
Surplus income from non-major applications	Cr 20
Additional expenditure relating to forthcoming appeals	<u>20</u>
Total variation for planning	<u><u>0</u></u>

3. Culture £60k

A budget saving of £150k was built into the culture budget for 2014/15 in anticipation that a review of the service would deliver the necessary savings. To date only £90k savings have been identified, leaving a budget gap of £60k. It is expected that further savings will be identified to ensure a balanced budget from April 2015.

4. Libraries Dr £200k

As part of the budget setting process for 2014/15, savings of £300k were built into the library budget. Detailed consultations have taken place with both staff and the public over the last few months about options to reduce opening hours. The results are being reported to Members in June. Subject to Portfolio Holder approval, and the installation of the Radio Frequency Identification Data system (RFID) in the remaining 9 libraries, it is expected that only part year savings of £100k will be achieved this financial year. The full £300k savings will be achieved from April 2015.

5. Non-controllable budgets Cr £2k

For information, the variation relates to a projected small surplus in rental income within the Renewal & Recreation portfolio. Property division are accountable for these variations.

Waiver of Financial Regulations

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempted from the normal requirement to obtain competitive quotations, the Chief Officer has to obtain the agreement of the Director of Resources and Finance Director and (where over £100,000) approval of the Portfolio Holder, and report use of this exemption to Audit Sub committee bi-annually. Since the last report to the Executive the following waivers have been actioned:

Virements Approved to date under Director's Delegated Powers

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" will be included in financial monitoring reports to the Portfolio Holder. Since the last report to Executive, no virements have been actioned.

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Report No.
DRR14/062

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Renewal & Recreation Portfolio Holder

For Pre-Decision Scrutiny by the Renewal and Recreation Policy Development and Scrutiny Committee

Date: Monday 23 July 2014

Decision Type: Non-Urgent Executive Non-Key

Title: **RENEWAL & RECREATION PORTFOLIO BUSINESS PLAN**

Contact Officer: Colin Brand, Head of Leisure and Culture
E-mail: colin.brand@bromley.gov.uk

Chief Officer: Nigel Davies, Director of Environmental Services

Ward: (All Wards);

1. Reason for report

This report outlines the Renewal & Recreation Business Plan 2013/14 Monitoring Report for Quarter 4 (**Appendix 1**), and provides a Summary Report of the delivery of actions identified in the Renewal & Recreation Business Plan for 2013/14 (**Appendix 2**) both of which are for noting.

This report also outlines the draft Renewal & Recreation Portfolio Business Plan for 2014/15 and seeks the Portfolio Holder's endorsement. The full document is at **Appendix 3**.

2. **RECOMMENDATIONS**

The Renewal & Recreation Policy Development and Scrutiny Committee are asked to note the contents of the report and to provide their comments to the Portfolio Holder.

The Portfolio Holder is asked to:

2.1 Note the progress made towards the delivery of actions agreed in the Renewal & Recreation Business Plan 2013/14 for Quarter 4 as described in the monitoring report (**Appendix 1**);

2.2 Note the progress made against all actions in the Renewal and Recreation Business Plan 2013/14 across the year as described in the Summary Report (**Appendix 2**);

2.3 Consider the comments made by the Renewal & Recreation Policy Development and Scrutiny Committee and agree, subject to any amendments or additions, the draft Renewal & Recreation Portfolio Business Plan 2014/15 (**Appendix 3**).

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Excellent Council Quality Environment Supporting Independence Vibrant, Thriving Town Centres:
-

Financial

1. Cost of proposal: Estimated Cost N/A
 2. Ongoing costs: Recurring Cost N/A
 3. Budget head/performance centre: Renewal & Recreation Portfolio, external funding as detailed in Section 5, Earmarked Reserve for Member Priority Initiatives
 4. Total current budget for this head: 2013/14 £13.2m and 2014/15: £16.8m.
 5. Source of funding: Existing revenue budgets, grant funding and other external funding as detailed in paragraphs 5.1 and 5.2
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Staff

1. Number of staff (current and additional): 215 FTE (excluding Strategic Property).
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: None:
 2. Call-in: Not Applicable:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All those resident in the London Borough of Bromley.
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

Renewal & Recreation Business Plan 2013/14 Monitoring Report for Quarter 4

- 3.1 This report outlines the Renewal & Recreation Business Plan 2013/14 Monitoring Report for Quarter 4 (**Appendix 1**). Actions in the Renewal & Recreation Business Plan 2013/14 identified as priorities for Quarter 4 are reported together with updates provided by lead officers.
- 3.2 As previously agreed by the Committee, a traffic light system has been implemented to monitor the delivery of actions identified in the Renewal & Recreation Business Plan 2013/14, to provide a clear indication of the level of achievement in relation to milestones and targets set therein. This has been applied to those set for attainment in Quarter 4.
- 3.3 Members are asked to note the progress made towards the completion of actions in the plan for this quarter.

Renewal & Recreation Business Plan 2013/14 Summary Report

- 3.4 A Summary Report reviewing the progress made against each action across the year for the Renewal & Recreation Business Plan 2013/14 is attached at **Appendix 2**. A traffic light system is implemented against these actions to measure progress.
- 3.5 Overall, the summary document shows that 81% of the applicable actions identified for progression in 2013/14 were achieved and a further 13% were close to be achieved or within 10% of meeting the identified target.

Renewal & Recreation Portfolio Business Plan 2014/15

- 3.6 The draft plan outlines how officers will deliver our key priority: a vibrant, thriving borough. Four strategic outcomes focus our efforts in supporting the key priority:
- Vibrant, thriving town centres
 - Protection, conservation and enhancement of the natural and built environment
 - Enhanced opportunities for leisure, recreation and the arts, and employment and skills
 - Supply good quality affordable housing that best meets local statutory and priority housing needs
- 3.7 The Renewal & Recreation Portfolio Business Plan 2014/15 demonstrates how these strategic outcomes will be achieved by establishing aims and actions that show how we will deliver our Building a Better Bromley promises. Milestones and targets enable progress to be measured and monitored quarterly by traffic light (Red/Amber/Green) system.
- 3.8 Outcome statements create a narrative through the plan and set the context for strategic outcomes.
- 3.9 The Renewal & Recreation Policy Development and Scrutiny Committee is invited to comment on the plan and make recommendations to the Portfolio Holder with respect to any amendments of additions.

3.10 The Portfolio Holder is invited to review the recommendations from the Renewal & Recreation Policy Development and Scrutiny Committee and approve the draft Renewal & Recreation Portfolio Business Plan 2014/15 (at **Appendix 3**) for adoption.

4 POLICY IMPLICATIONS

4.1 Outcomes, aims and actions in both the Renewal & Recreation Business Plan 2013/14 and the Renewal & Recreation Business Plan 2014/15 contribute towards the 'Building a Better Bromley' priorities and towards meeting relevant legislative requirements.

5 FINANCIAL IMPLICATIONS

5.1 The Renewal & Recreation Business Plan 2013/14 referred to in **Appendix 1** and **Appendix 2** was implemented using the agreed controllable revenue budget for 2013/14 for the Renewal & Recreation Portfolio, together with additional external funding that officers secured throughout the year as summarised in the table below:

Table 1

2013/14 Budgets and funding	£'000
R & R Portfolio latest approved controllable budget	8,785
Earmarked Reserve for Member Priority Initiatives	262
Contributions from Care Portfolio and Env Portfolio	39
S106 contributions	652
Outer London Fund Round 2	1,450
TfL LIP Funding	1,192
Thyme Out Big Lottery funding	99
LBB capital receipts towards Priory/Bromley North/Crystal Palace Park schemes	536
Economic Development Fund (CPP)	37
Heritage Lottery funding	161
	<u>13,213</u>

5.2 The draft plan, detailed in **Appendix 3** will be implemented using the agreed controllable revenue budget for 2014/15 for the Renewal & Recreation Portfolio together with any additional external funding that officers have already secured as well as other funding secured through the year, as detailed below:

Table 2

2014/15 Budgets and funding	£'000
R & R Portfolio latest approved controllable budget	8,424
Earmarked Reserve for Member Priority Initiatives	738
Contributions from Care Portfolio and Env Portfolio	39
S106 contributions	4,813
Outer London Fund Round 2	247
TfL LIP Funding	1,214
Thyme Out Big Lottery funding	101
LBB capital receipts towards Priory/Bromley North/Crystal Palace Park schemes	1,029
Economic Development Fund (CPP)	133
Heritage Lottery funding	29
	<u>16,767</u>

Non-Applicable Sections:	Legal Implications, Personnel Implications
Background Documents: (Access via Contact Officer)	Building a Better Bromley 2013/14 Renewal & Recreation Business Plan 2013/14 Renewal & Recreation Business Plan 2013/14 Monitoring Report – Quarter 1 Renewal & Recreation Business Plan 2013/14 Monitoring Report – Quarter 2 Renewal & Recreation Business Plan 2013/14 Monitoring Report – Quarter 3

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Renewal & Recreation Business Plan 2013/14

MONITORING REPORT

Quarter 4: January – March 2014

INTRODUCTION

Renewal & Recreation Business Plan monitoring reports are designed to track progress made against actions identified in the Renewal & Recreation Business Plan 2013/14. The completion of these actions is integral to the delivery of the department's strategic outcomes for 2013/14 and for our key priority: 'a vibrant, thriving borough'.

This report highlights and reports against the milestones and targets set for attainment in Quarter 4. Lead officers have provided a progress update which identifies developments in the delivery of projects and services. Each progress update is also scrutinised by a traffic light (Red/Amber/Green) system to provide a clear indication of the level of achievement.

Progress achieved	Traffic light status
Milestone/target is not achieved and is more than 10% away from being achieved	R
Milestone/target is being progressed and will be achieved or is within 10% of being achieved	A
Milestone/target achieved or exceeded	G

CONTENTS

Outcome 1 Vibrant, thriving town centres	4
Outcome 2 Protection, conservation and enhancement of the natural and built environment	11
Outcome 3 Enhancing opportunities for leisure, recreation and the arts, and employment and skills	13
Outcome 4 Supply good quality affordable housing that best meets local statutory and housing needs	19

OUTCOME 1:	VIBRANT AND THRIVING TOWN CENTRES
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1a:	Continue to support the vitality of Bromley Town Centre, including through delivery of the first phase of the Bromley Area Action Plan			
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Select a development partner for Site G (Churchill Place) to bring forward a retail led development in line with proposals outlined in the Bromley Area Action Plan	Kevin Munnelly	Conclude Head of Terms and development agreement and ensure the development partner satisfies pre-conditions (to be determined) by March 2014.	Officers have been working with Muse Developments on agreeing a viable scheme proposal and partnering arrangements that will deliver the Council's objectives. The outcome of the viability analysis is expected to be presented to Committee in early Summer 2014/15.	A
Support the development partner Cathedral Group/Land Group to develop Site C (Old Town Hall) for hotel and conference centre facilities.	Kevin Munnelly	Support the developer to draft a full planning application and listed building consent by Quarter 4.	Contracts have now been exchanged with the Cathedral Group based on their proposal to convert the Town Hall to a hotel, conference centre and associated restaurants. Cathedral aim to submit their planning application within 6 months of entering into the conditional contract. Pre-application discussions are underway. They aim to open the hotel and conference centre in the Spring of 2016.	A
Explore land use options for Site A (Bromley North Station)	Kevin Munnelly	Develop and consult on land use options for the development of the site by March 2014.	A strategic option to re-examine land uses for the redevelopment of the Bromley North Station site was included in the papers approved for consultation purposes by the Local Development Framework Sub-committee. Work is progressing on the formulation of policy options including	A

			undertaking supporting massing and viability assessments. The results will inform the drafting of Local Plan draft policies.	
Support Network Rail to implement public realm improvements at Site J (Bromley South Station)	Kevin Munnelly	Initiate further public realm improvements to support those completed by Network Rail by March 2014.	Public realm improvements have been delivered; footway works as part of the refurbishment of 2 -22 High Street are due to complete in Quarter 2 of 2014/15.	G

1b:	Support and develop the vitality of Orpington				
	Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
	Consider development options for the Walnuts site.	Kevin Munnelly	Agree future development options which will inform a planning brief for the whole of the Walnuts site by March 2014.	A planning brief for the whole Walnuts site has been developed and was used by Miller Developments to inform a planning application for a mixed use cinema led development. The most recent application was approved in June 2014.	G

Aim 1c:	Continue to support and develop the vitality of Beckenham				
	Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
	Resubmit an application for funding to Transport for London to implement public realm improvements	Kevin Munnelly	Should the bid be successful the second round of improvements to begin by Quarter 4.	The bid was successful. Transport for London (TfL) have agreed to fund design development. Relevant survey and designers were procured during Quarter 4 in order to provide design and costs for the scheme. Further design work will take place in 2014/15 and physical delivery of the improvements will be implemented subsequently.	G

Develop and support Beckenham Town Team and their activities	Martin Pinnell	Develop and deliver a programme of at least 6 events (including a Heritage Trail launch event) in partnership with the Town Team by end March 2014.	A Valentines event took place in partnership with the Beckenham Business Association alongside two main sponsors Winkworths and Baxter Philips during Quarter 4. This event bought the total number of Beckenham Town Centre events for the year to seven.	G
Continue the delivery of a programme of environmental improvements in Beckenham town centre and implement in partnership with Beckenham Town Team.	Martin Pinnell	Implementation of further improvements to take place by end March 2014.	Short term improvement programme funding has been merged with the Council's Capital contribution to the Transport for London Area Based Scheme, which is under development. Some of the short-term improvements will be funded through the Scheme, but during Quarter 4 were under discussion in the Beckenham Town Centre Working Group.	A

Aim 1d: Support and develop the vitality of all town centres				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
<p>Deliver an events and promotional campaign in partnership with local businesses</p> <p>Continue to maintain and further improve the appearance, tidiness and quality of town centres.</p>	Martin Pinnell	<p>At least 12 town centre events to be delivered across all managed town centres by the end of March 2014.</p>	<p>During the year a total of 15 have taken place in the remaining 3 main managed town centres. Responsibility for public events in Orpington passed to Orpington 1st Business Improvement District in April 2014.</p> <p>Redevelopment work in Market Square, Bromley and Bromley North Village has limited the scope for public events in Bromley during Quarter 4, but cumulatively during the year at least 5 events took place in Bromley town centre (including Fashion Week, Bromley High Street Garden events and the Santa Dash / Christmas lights switch-on). In Penge, 3 events were organised and a further 7 events were hosted in Beckenham.</p>	G
		<p>In conjunction with relevant Council colleagues, undertake environmental monitoring in Beckenham, Bromley and Penge town centres on a quarterly basis.</p>	<p>Following the March inspection, a Beckenham town centre clean up took place with partners including Waitrose volunteers.</p> <p>In Bromley an environmental monitoring walk about took place end of February/beginning of March and although the current works cause some disruption, on the whole nothing immediate was reported.</p> <p>In Penge one of the main ongoing environmental problems has been identified as feral pigeons and associated mess. Signage has been erected to deter the feeding of</p>	A

			pigeons, but officers are looking at a more holistic approaches to the problem, which may be assisted by application of some remaining funding from the Local Shopping Parades initiative.	
		Implement vinyl schemes to help improve the appearance of empty shop fronts, subject to external funding. To be delivered depending on demand and to be monitored quarterly.	The former BR1 unit on High Street North was surveyed and landlord permission obtained in preparation for installation of a vinyl (which was actually installed at the beginning of April 2014).	G
		Investigate options for temporary use of empty shops. To be delivered depending on demand and to be monitored quarterly.	A Lego workshop event took place in a vacant unit in Beckenham High Street in February.	G
Develop town centre partnerships	Martin Pinnell	Facilitate and support regular meetings of the Beckenham Town Team, Penge Traders Association and Bromley North Village town team. Ensure meetings take place at least once per quarter and assist the development of partnership activities.	Meetings of Beckenham Town Centre Team have been hosted every six weeks with support given from Waitrose who provide a meeting room. Partnership activities include providing support to help with the local Beckenham market. One to one meetings with the chairman of Penge Traders Association and the Town Centre Manager have taken place regularly. Key partners have been introduced to each other to further develop and enhance activities in the town centre such as the Penge Festival.	G

			In Bromley North Village the Town Centre Manager has been attending bi-weekly business meetings regarding the redevelopment work and also weekly update meetings with colleagues and contractors re the ongoing redevelopment of Bromley North Village. On 11th March, officers attended the Bromley North Village Town Team meeting.	
		Facilitate quarterly meetings of the Bromley Town Centre Partnership steering group which incorporates key businesses, business groups and other town centre stakeholders.	A steering group meeting took place in mid-February with the main focus of the discussion being a proposed Business Improvement District for Bromley. This was followed by a larger town wide meeting on 12th March with good representation from a cross-section of the town. This again had a focus on a potential Business Improvement District – with a presentation from Dr Julie Grail of British BIDs.	G
Continue the delivery of a programme of improvements to secondary shopping parades.	Martin Pinnell	Manage the processing and vetting of applications to the Local Parades Improvement Initiative Fund from local groups. Ensure initiation of projects and implementation in each location once approved – aiming to have at least 70% of the fund committed by end of March 2014.	Approximately £235k from the original £250k allocation (representing 90%) has been either spent/committed or authorised for spending in 16 local parades or small towns as at end of March 2014. Deliver of a number of the improvements continues into 2014/15.	G

Aim 1e: Promote business investment and development, particularly in the borough's key commercial and industrial areas.				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Maintain regular communications with businesses to raise awareness of support and networking opportunities.	Martin Pinnell	Ensure that at least 6 business e-bulletins have been published during 2013/14.	E-bulletins were published in April, June, August, October 2013, and January and March 2014	G
		Ensure that the Council has a presence at local networking events, attending at least one local business network event on behalf of the Council each quarter.	The Head of Town Centre Management and other members of the Town Centre Management team attended at least 8 business networking events during the quarter – including the Orpington Business Expo and a South East London Chamber of Commerce business breakfast.	G
Work with business support agencies and private sector partners through the Economic Partnership and to encourage and develop business support provision in the borough.	Martin Pinnell	Evaluate the Bromley Business Growth Club programme by the end of February 2014.	An initial evaluation, based on feedback obtained via an online and telephone survey of participants was reported to Members at the 1 April PDS Committee. This showed that jobs had been created and safeguarded as a result of the support. The findings will be checked and refined as part of the overall OLF2 programme evaluation being undertaken by end of Q2 2014-15.	G
		Facilitate a meeting of the Economic Partnership in January 2014.	Economic Partnership met in January 2014 and on the agenda were the Growth and Delivery Plans for Bromley, Biggin Hill and the Cray Valley, potential joint working arising from discussions in the Borough Officers Group and prospects for a DLR extension to Bromley town centre.	G

OUTCOME 2: PROTECTION, CONSERVATION AND ENHANCEMENT OF THE NATURAL AND BUILT ENVIRONMENT

Aim 2a: Set out the vision for development in the borough over the next 15 years in a new Local Plan				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Preparation and updating of Bromley's Development Plan, including the Local Plan, Infrastructure Delivery Plan Levy preliminary work, and contributions to the London Plan.	Mary Manuel	Report to the Executive Committee regarding the viability of a Bromley Community Infrastructure Levy and emerging Infrastructure Plan in Quarter 4.	The Council's Executive Committee agreed a new Local Development Scheme in October 2013 which sets out the preparation of a Bromley Community Infrastructure Levy alongside the Local Plan, with adoption anticipated during 2015.	G
		Prepare and present the draft Local Plan to the Council's Executive Committee in Quarter 4.	The Council's Executive Committee agreed a new Local Development Scheme in October 2013 which included consultation on the next stage of the plan - 'draft policies and designations' - in early 2014. Consultation therefore took place during February and March 2014.	G

Aim 2b: Improve customer service through higher quality and speedier decisions on development applications				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Perform at a level which while acknowledges national targets in relation to the processing of planning applications, focuses on delivering a quality outcome for Bromley.	Jim Kehoe	Progress to be reported on a quarterly basis. <ul style="list-style-type: none"> Major applications: to determine 60% within 13 weeks of receipt Minor applications: to determine 65% within 13 weeks of receipt Other applications: to determine 80% within 8 weeks of receipt 	Major applications:- we determined 78% of major applications within timescale, compared with a 60% target. Minor applications:- we determined 50% of minor applications within timescale, compared with a 65% target. Other applications:- we determined 72% of other applications within timescale, compared with an 80% target. This represents an improving trend compared with preceding months.	G
				R
				R

Aim 2c: Promote, protect and enhance the historical, natural and built environment of the borough				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Protect trees, listed buildings and conservation areas in the borough	Kevin Munnelly	During the course of 2014/15, respond to requests for Tree Preservation Orders, Listed Building Orders and Conservation Area Designations.	Total of 255 Tree Preservation Order applications and 365 works to trees in Conservation Area application were successfully dealt with in 13/14. The Department also dealt with 50 Listed Building applications.	G

OUTCOME 3:	ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS, AND EMPLOYMENT AND SKILLS
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Aim 3a:	Identify further opportunities to modernise/improve the library offer.
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Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Explore opportunities to offer a broader range of services from libraries	Tim Woolgar	Support the roll out of Universal Credit by giving access to IT and instruction in use from October 2013 to March 2014.	The roll out of Universal Credit has been delayed by central Government until 2016. The potential for offering extended Council services at the new Penge Library is being progressed.	N/A

Aim 3b:	Improve the borough's sports and leisure offer
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Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Support communities, voluntary clubs and individuals in the development and planning of sports and physical activities and initiatives to raise the levels of participation and contribute to healthy lifestyles	John Gledhill	Support Pro-Active Bromley to submit a bid for a capacity building officer to support the work of Pro-Active Bromley and support community and voluntary groups external grant applications.	Pro Active Bromley have been awarded £173k from Sport England's Community Sports Activation Fund, to work with clubs and community groups to increase and sustain participation in sport for people over 14. The scheme runs from July 2014 to July 2017.	G

Aim 3c: Develop the borough's cultural assets				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Develop detailed proposals for the restoration and development of Bromley Museum at the Priory, Orpington to support a second round application to the Heritage Lottery Fund.	Hannah Jackson	Submit a Round 2 application to the Heritage Lottery Fund.	Following development work including surveys and investigations, a number of significant issues with the condition of the building were discovered which had an impact on potential project costs. The Council's Executive Committee asked officers to develop the business case for the project to fully determine the capital costs and revenue implications of proceeding with a second round application. This work has been undertaken in Quarter 4 and the outcome will be reported to the Council's Executive Committee in July 2014.	A

Facilitate the Crystal Palace Park Management Board to consider options for the future management and regeneration in the park	Hannah Jackson	Facilitate quarterly meetings of the Stakeholder Groups.	All stakeholder groups met during Quarter 4 of 2013/14, with discussion very much focused on information related to the potential proposals from the ZhongRong Group, whose representatives Arup delivered presentations on their work. For example, the Heritage & Environment Stakeholder Group had an opportunity to feedback directly to Arup on the design principles document which had been developed for the architectural competition being run by the ZhongRong Group. The Neighbouring Borough's Stakeholder Group has also met at both a political and officer led level to ensure that information about the potential proposals is shared and understood. The officer led neighbouring borough's stakeholder group is being supported by the Greater London Authority to consider opportunities for cross-borough regeneration and to consider the impact of the proposals on transport and planning.	G
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Aim 3d: Provide opportunities for unemployed adults to improve their skills and employment prospects.				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Launch a project to support young unemployed residents into sustainable employment opportunities through the creation of apprenticeships and internships.	Hannah Jackson	Report to the Executive and Resources Policy Development and Scrutiny Committee and the Resources Portfolio Holder on progress on a quarterly basis.	Following a review of the project in Quarter 4, Bromley College acknowledged that, although they had recovered their performance in relation to the delivery of apprenticeship opportunities for young unemployed residents, they could not deliver the internship element of the contract. The Executive and Resources Policy Development and Scrutiny Committee and Resources Portfolio Holder therefore agreed that the contract with Bromley College would be terminated and that the remaining contract value (which was protected by a payment by results contract mechanism) would be reinvested into a second phase of support for the borough's young unemployed residents, taking into account the changes to youth unemployment trends in the borough since the start of the project. Options for reinvestment would be developed overseen by a member working group and reported back to the Council's Executive and Resources Policy Development and Scrutiny Committee and Resources Portfolio Holder in June 2014.	N/A

Improve the independence and inclusion of adults with learning disabilities and provide volunteering opportunities for local people through urban environmental projects through the delivery of Thyme Out project.	Hannah Jackson	Provide opportunities for a minimum of 30 participants to participate in the project during 2013/14	30 adults with learning disabilities enrolled on the project either as part of the team at Bromley Palace Park, Crystal Palace Park (led by Capel Manor College) or as part of the community projects team which undertook work in community spaces around the borough.	G
		10 adults with learning disabilities will have undertaken paid or unpaid work by March 2014.	10 adults with learning disabilities have undertaken paid or unpaid work during 2013/14. This includes one participant completing an ongoing voluntary placement at a garden centre, four participants volunteering for a plant nursery community enterprise (three of whom have also achieved some paid work there), 1 participant has started a micro-enterprise offering gardening services and five other participants are completing voluntary placements with TVC at Bromley Green Gym or at Capel Manor College's Farm.	G

		20 volunteers from the local community will have improved their skills and knowledge of the environment by March 2014	In total, 21 people have volunteered time as part of the project during 2013/14. 14 regular volunteers support the project during 2013/14. In addition the project provided formal work experience placements for three unemployed people through Jobcentre Plus, and one formal work experience placement for a Year 10 school student. Additionally another 3 students volunteered time to develop an edible landscape in Bromley Palace Park. All volunteers completed personal development plans to identify their personal targets for their voluntary placement and these have been reviewed to ensure that volunteers gain skills and knowledge.	G
		Undertake environmental improvement projects at 3 community sites by the end of 2013/14	Green Flag status was awarded to the team at Bromley Palace Park, and a roof garden onsite has also been brought back into use. The community projects team have completed environmental improvement and maintenance projects at a care home on Widmore Road and vegetable growing beds are being installed at another elderly care unit in the borough.	G
		Engage young people with Bromley Palace Park and the Thyme Out project. Run three environmental activity sessions for schools and young people by March 2014.	Three environmental activity sessions for schools were delivered during 2013/14. This included 2 classes of Year 5 students and 1 class of students from Marjorie McClure School attending workshops to build wildlife habitats in Bromley Palace Park.	G

OUTCOME 4:	SUPPLY GOOD QUALITY AFFORDABLE HOUSING THAT BEST MEETS LOCAL STATUTORY AND PRIORITY HOUSING NEEDS
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Aim 4a:	Produce a Housing Strategy setting out the Council's housing objectives over the next 5 years
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Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Produce and maintain the new London Borough of Bromley housing Strategy	Kerry O'Driscoll	Implement the new Housing Strategy and Action Plan during Quarter 4.	The final draft Housing Framework and action plan was circulated to all Members for comment in January 2014. The draft documents are due to be published for public consultation shortly, following clarification of matters arising from the Member consultation period in January 2014. Once the public consultation period of 6 weeks is complete, the corporate officer group will review any feedback received and will report back to the Member Steering Group, proposing suggested response/ amendments as necessary. Members of the Renewal and Recreation Policy Development and Scrutiny Committee and Care Services Policy Development and Scrutiny Committee will be sent a copy of the final draft Housing Framework and action plan before the document is taken to Council's Executive and Resources Policy Development and Scrutiny Committee and Executive Committee in September 2014. Any comments received will be reported to both committees accordingly.	A

Work with the Council's housing development partners to deliver the Council's strategic housing objectives	Kerry O'Driscoll	Undertake reviews with Registered Providers to ensure that all new affordable housing developments reflect strategic objectives and formally notify Registered providers of outcomes during Quarters 3 and 4.	Meetings with all Registered Providers with development programmes and/ or significant stock within the borough have been undertaken. A draft Joint Protocol to be agreed between the Council and Registered Providers has been drafted and this will be negotiated and implemented during 2014-15.	G
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Aim 4b: Encourage the supply of good quality affordable housing that best meets local, statutory and priority housing needs				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Allocate housing capital funds	Kerry O'Driscoll	Subject to approvals being granted, implement proposals and continue to identify new opportunities to spend Payment In Lieu monies. Progress to be reported quarterly.	During 2013-14, the sum of £1.12million was made available to enable the acquisition and associated costs of residential properties to assist the Council in meeting its statutory housing duties. This sum has now been fully allocated enabling the acquisition of five properties to assist the Council in meeting its statutory housing and homelessness duties.	G
Seek to secure alternative forms of accommodation to reduce the reliance on nightly paid accommodation	Kerry O'Driscoll	Work strategically with Registered Providers to minimise affordable stock disposals on an ongoing basis – progress to be reported quarterly.	Negotiations underway with a Registered Provider regarding proposed Registered Provider asset management & investment strategy and options regarding stock disposal/ reinvestment. This is continuing into 2014/15. Negotiations underway with another Registered Provider in relation to a stock transfer proposal.	G

Work closely with the Housing Needs Division to ensure that new affordable housing supply reflects local strategic housing objectives.	Kerry O'Driscoll	Explore new housing opportunities that generate supply to assist in meeting the Council's statutory housing duties – progress to be reported quarterly.	235 new build affordable housing properties started on site in 2013/14, of which 107 were for affordable rent, 38 temporary accommodation units and 90 for shared ownership. 151 affordable housing units completed in 2013/14, of which 95 were for affordable rent and 56 for shared ownership.	G
Implement new Trading Account arrangements and continue to pursue new opportunities to maximise income	Kerry O'Driscoll	Identify new ways to generate income to cover team costs by March 2014.	Following arising in-year vacancies, two further posts have been deleted in order to cover team costs.	G
		Monitor income against targets on a quarterly basis.	A balanced budget was achieved generating surplus of approximately £14k for the Council.	G

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Renewal & Recreation

BUSINESS PLAN 2013/14

SUMMARY OF DELIVERY

A Vibrant, Thriving Borough

INTRODUCTION

APPENDIX 2

Renewal & Recreation Business Plan summary report is designed to provide a summary of the progress made against actions identified in the Renewal & Recreation Business Plan 2013/14. The completion of these actions is integral to the delivery of the department's strategic outcomes for 2013/14 and for our key priority: 'a vibrant, thriving borough'.

Progress made against each action across 2013/14 is summarised and reported in direct link to the action itself and each progress update is scrutinised by a traffic light (Red/Amber/Green) system to provide a clear indication of the level of achievement.

Progress achieved	Traffic light status
Action is not achieved	R
Action is close to being achieved	A
Action achieved or exceeded	G

The summary report confirms that out of the 47 of actions identified for progression in the Renewal & Recreation Business Plan 2013/14, 38 were delivered as planned and a further 6 are close to being achieved.

All of these actions were direct promises identified in our Building a Better Bromley priorities.

APPENDIX 2

CONTENTS

Outcome 1 Vibrant and thriving town centres	4
Outcome 2 Protection, conservation and enhancement of the natural and built environment	11
Outcome 3 Enhancing opportunities for leisure, recreation and the arts, and employment and skills	13
Outcome 4 Supply good quality local housing that best meets local statutory and priority housing needs	19

APPENDIX 2

OUTCOME 1: VIBRANT AND THRIVING TOWN CENTRES

Division(s) Responsible: Culture, Libraries & Leisure; Planning

Aim 1a: Delivery of the first phase of the Bromley Area Action Plan
(Please see Appendix 1 for site locations.)

Action	Progress Update	RAG Status
Select a development partner for Site G (Churchill Place) to bring forward a retail led development in line with the proposals outlined in the Bromley Area Action Plan.	Following agreement from the Council's Executive Committee in July 2013 to enter into an exclusivity agreement with Muse Developments, officers worked to encourage the developer to bring forward a proposal for a retail led development at Site G. However, Muse Development's proposal was refused in Quarter 1 of 2014/15 on the basis that their business case was judged to be unviable. The Council is now currently considering alternative development options for Site G in which it would play a significant role either as developer or funder.	A
Support the Cathedral Group to develop Site K (Bromley South Station) into a mixed use development including a cinema, restaurant and leisure facilities, residential use and a hotel.	The Cathedral Group were granted planning permission in March 2013 and work started on site shortly afterwards. Demolition works commenced and first phase development began. It is expected that works will continue onsite during 2014/15 and this includes public realm improvements to support the development. Practical completion of the development is due on November 2015.	G
Deliver public realm improvements to Bromley North Village supported by an area based bid to Transport for London.	The area based bid to Transport for London was successful and first phase works were underway in Quarter 2 of 2013/14. However, the programme was delayed after an issue with the water main in the High Street which required replacement by Thames Water. These works began in January 2014. However, other elements of the programme were twin-tracked where possible to minimise impacts on road closures. Public realm improvements in Bromley North Village are due to complete by November 2015.	A

APPENDIX 2

Support the development partner Cathedral Group/Land Group to develop Site C (Old Town Hall) for hotel and conference centre facilities.	Authority was obtained to enter into an agreement for a lease with the Cathedral Group for Site C in Quarter 2 of 2013/14 and the lease was negotiated and concluded shortly after. A pre-application to the planning authority was planned for Quarter 1 of 2014/15 with a planning application to follow. The Cathedral Group hopes to open the new facility in Spring 2016.	G
Explore land use options for Site A (Bromley North Station)	A strategic option to re-examine land uses for Site A following Judicial Review was agreed by the Local Development Framework Sub-Committee. An urban design and capacity assessment of the site will be concluded to inform policies for inclusion in the Local Plan relating to Site A ready for consultation in 2014/15.	G
Review land use options and resources for Site F (Civic Centre)	The Civic Centre site was included in a review of the Council's property assets undertaken by a consultant. Work is ongoing to develop a medium and long term strategy to rationalise office occupation. Opportunities for the site's future development are now being reviewed as part of the Local Plan process.	G
Support Network Rail to implement public realm improvements at Site J (Bromley South Station).	Public realm improvements were delivered as planned, with delivery of some ancillary improvements continuing into Quarter 2 of 2014/15. Further development potential of the site is being reconsidered as part of the Local Plan review.	G
Create a welcoming strategy for Bromley town centre	With support from the Mayor's Outer London Fund, a welcoming strategy was developed for Bromley town centre and recommended improvements were implemented. This has included a new avenue of trees in Bromley High Street, the introduction of Legible London signage, physical improvements to shop fronts and the installation of gateway features such as welcome signs.	G
Manage communications with Bromley businesses on development works.	Town Centre Management provided a range of communication materials and opportunities for feedback for businesses in Bromley town centre, particularly those affected by the Bromley North Village public realm improvements.	G

APPENDIX 2

Aim 1b:	Continue to support and develop the vitality of Orpington
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Action	Progress Update	RAG Status
Support the Orpington 1 st Business Improvement District with their start up activity during their first year of operation.	Start up activity has been supported by Town Centre Management; this included ensuring that a tripartite legal agreement and protocols for the collection of the Business Improvement District Levy were agreed between Orpington 1 st , the Council and Liberata, ensuring that all key governance documents and structures were in place by providing support with producing a financial procedures foundation document and a formal membership document, and by agreeing the terms of the Council's grant to the Business Improvement District was agreed and money transferred. The Head of Town Centre Management continues to act in an advisory capacity to Orpington 1 st and attends their Board meetings.	G
Consider development options for the Walnuts site.	A planning brief for the Walnuts site was developed and used by Miller Developments to support a planning application for a mixed use cinema led development for which permission was granted.	G

Aim 1c:	Promote and support the vitality of Beckenham
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Action	Progress Update	RAG Status
Resubmit an application for funding to Transport for London to implement public realm improvements	An application was resubmitted in September 2013 and was successful. The Stage 1 design costs were submitted and approved in December 2013, and East Architects were appointed in January 2014 to develop initial design work in discussion with the reconvened Beckenham Town Centre Working Party.	G

APPENDIX 2

Develop and support the Beckenham Town Team and their activities.	The Beckenham Town Team were formally constituted in Quarter 1 of 2013/14 and set up their own bank account. A terms of reference document was drafted and agreed by the membership at their first formal meeting in September 2014. Subsequently, a total of seven events were delivered in Beckenham town centre in partnership with the Town Team during 2013/14.	G
Continue the delivery of a programme of environmental improvements in Beckenham town centre implemented in partnership with the Beckenham Town Team.	Initial improvements were implemented in July and August 2013. This included new town signs, a heritage trail and town centre notice boards. The remaining improvement programme funding has been merged with the Council's capital contribution towards the Transport for London area based bid for Beckenham town centre and it is anticipated that further environmental improvements will be incorporated into the public realm designs.	G

Aim 1d:	Support and develop the vitality of all town centres
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Action	Progress Update	RAG Status
Explore opportunities to support town centre partnerships to establish Business Improvement Districts in the borough.	Initial feasibility work exploring the potential for Business Improvement Districts in Bromley and Beckenham town centres was undertaken in Quarter 2 of 2013/14. This involved analysis of the business rates database and initial consultation with businesses. A report outlining a strategy for the implementation of Business Improvement Districts in town centres was drafted as a result which included options for implementation and the associated costs, was considered by the Renewal & Recreation Policy Development and Scrutiny Committee ahead of approval from the Executive Committee in January 2015. As a result, a Business Improvement District for Bromley town centre is being pursued during 2014/15.	G
Deliver an events and promotional campaign in partnership with local businesses.	A total of 15 town centre events were delivered in the three managed town centres (Bromley, Beckenham and Penge). Events were delivered in partnership with businesses.	G
Continue to maintain and further improve the appearance, tidiness and quality of town	Quarterly environmental monitoring visits were undertaken during 2013/14 and issues were reported for follow up with other Council colleagues. Where	G

APPENDIX 2

centres.	<p>environmental problems have been ongoing, a strategy for resolution has been explored in partnership with businesses. A vinyl scheme to improve the appearance of empty shop fronts has been implemented, with Town Centre Managers proactively encouraging property owners to consider using vinyls to improve the appearance of their vacant units. Where possible, alternative temporary uses for empty units have also been explored.</p> <p>Christmas lights were provided as part of the Mayor's Outer London Fund investment in Bromley, Orpington and Penge town centres. Town Centre Managers also supported businesses in Beckenham town centre and several smaller town centres to install Christmas lights, which were funded by local traders and resident groups.</p>	
Develop town centre partnerships	<p>Town Centre Managers have facilitated and supported regular meetings of the Beckenham Town Team and Penge Traders Association and the Bromley North Village Town Team. They have also developed a partnership steering group for Bromley town centre with the first inaugural meeting taking place in October 2013.</p>	G
Continue the delivery of a programme of improvements to secondary shopping parades.	<p>90% of the original funding for the Local Shopping Parades initiative has now been allocated or committed for a variety of projects across 16 of the secondary shopping parades in the borough. Delivery of these projects will be concluded in 2014/15.</p>	G

APPENDIX 2

Aim 1e: Promote business investment and development, particularly in the borough’s key commercial and industrial areas.		
Action	Progress Update	RAG Status
Create actions and delivery plans for the borough’s strategic employment sites including Biggin Hill, Cray Valley and Bromley town centre.	In June 2013, the Renewal & Recreation Policy Development and Scrutiny Committee agreed that officers should produce Growth and Delivery Plans for the borough’s strategic employment sites. URS and DTZ were commissioned to undertake these assessments and initial reports were produced. These were considered by Local Development Advisory Panels in Quarter 1 of 2014/15. This work is to be used as an evidence base to prepare policies for inclusion in the Local Plan.	G
Deliver an invest Bromley workshop to promote office accommodation in Bromley and to highlight Bromley as a business location.	An Invest Bromley event was delivered in July 2013. Subsequently, the Council’s Development Control Committee approved a proposal to promote an Article 4 direction on office accommodation in Bromley town centre to restrict permitted development rights against residential uses. Formal notices of the Article 4 direction are due to be issued in Quarter 1 of 2014/15.	G
Maintain regular communications with businesses to raise awareness of support and networking opportunities.	Between 2500 and 3000 Bromley Business Guides were distributed in the borough during 2013/14, including to the borough’s business community. Similarly, the Bromley business e-bulletin was published on a bi-monthly basis to distribute business information to up to 3100 business mailboxes. Town Centre Management represented the Council at a variety of business networking events organised by businesses, the South East Chamber of Commerce, and the Council.	G
Encourage take up and reuse of commercial space in town centres.	Commercial Property Agents Forum meetings have taken place, which has allowed discussion of potential barriers to take up of commercial space – and also a discussion of the Local Plan to enable agents to submit their comments to the consultation. The Town Centre Management team regularly fields enquiries from members of the public looking to start up or relocate and we have provided guidance and information on local agents and available commercial property via the online commercial property database.	G

APPENDIX 2

<p>Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision for the borough.</p>	<p>The Council worked with Action Coach to deliver workshops and mentoring to businesses under the Bromley Business Growth Club project, which included webinars and events. This was evaluated in Quarter 4 to review the programme's impact.</p> <p>Quarterly meetings of the Economic Partnership were facilitated and chaired by the Renewal & Recreation Portfolio Holder which provided information and sought feedback from businesses on issues including town centre investment, employment and skills support and the development of the Local Plan.</p>	<p>G</p>
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APPENDIX 2

OUTCOME 2: PROTECTION, CONSERVATION AND ENHANCEMENT OF THE NATURAL AND BUILT ENVIRONMENT

Division(s) Responsible	Planning
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Aim 2a: Set out the vision for development in the borough over the next 15 years in a new Local Plan.

Action	Milestone(s)	RAG Status
Preparation and updating of Bromley's Development Plan including the Local Plan, Infrastructure Delivery Plan and Community Infrastructure Levy preliminary work, and contributions to the London Plan.	<p>Responses to the Council's consultation on the Options and Preferred Strategy document, developed in 2012/13, were reported to the Council's Development Control Committee in June 2013, who on reflection of the feedback agreed that the preferred options be progressed to develop draft policies and site allocations. The draft policies and designations document as part of the Local Plan was developed in Quarter 3 and reported to the Local Development Framework Advisory Panel in December 2013 and was considered by the Council's Executive Committee in January 2014 following endorsement from the Development Control Committee. The Executive Committee agreed that, subject to some amendments, the document be prepared for consultation 2014/15.</p> <p>A new Local Development Scheme was approved by the Council's Executive Committee in October 2013 which set out the preparation of a Bromley Community Infrastructure Levy. This scheme will be consulted on in conjunction with the Local Plan consultation.</p>	G

APPENDIX 2

Aim 2b: Improve customer service through higher quality and speedier decisions on development applications

Action	Milestone(s)	RAG Status
Perform at a level which, while acknowledges national targets in relation to the processing of planning applications, focuses on delivering a quality outcome for Bromley.	For the year 2013/14 as a whole, we determined over 3,000 planning applications this is more than the year 2012/13 and is an overall high number. The most improved area were the major applications, which at 66% exceeded the target of 60% and was a substantial increase on the previous year. The performance trend on Minor and Other applications remains static; the new D.C. Manager will review our plan of remedial action.	A

Aim 2c: Promote, protect and enhance the historical, natural and built environment of the borough

Action	Milestone(s)	RAG Status
Protect trees, listed buildings and conservation areas in the borough.	Total of 255 Tree Preservation Order applications and 365 works to trees in Conservation Area application were successfully dealt with in 13/14. The Department also dealt with 50 Listed Building Applications.	G

APPENDIX 2

OUTCOME 3: ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS, AND EMPLOYMENT AND SKILLS

Division(s) Responsible: Culture, Libraries & Leisure

Aim 3a: Identify further opportunities to modernise/improve the library offer

Action	Progress Update	RAG Status
Develop plans for the provision of a new library service to serve the Penge/Anerley area	Work on detailed designs for a new Library at 46 Green Lane, Penge was completed and a planning application submitted in Quarter 3 of 2013/14. Subsequently, work commenced on site and it is expected that the new library will open to the public in Summer 2014.	G
Develop the volunteer programme in libraries to provide added value to the library service.	72 young volunteers aged between 14 and 21 gave over 1500 hours of volunteer time over Summer 2013 to support the summer reading challenge.	G
Explore opportunities to offer a broader range of services from libraries.	Work with partners including Jobcentre Plus was undertaken during 2013/14 to explore how the Council's library service could support the introduction of Universal Credit through the provision of ancillary support services. However, the roll out of Universal Credit has been delayed by central government until 2016. Nonetheless, the potential for offering extended Council services at the new library for Penge and Anerley is being progressed.	N/A

APPENDIX 2

Aim 3b: Improve the borough's sports and leisure offer

Action	Milestone(s)	RAG Status
Support communities, voluntary clubs and individuals in the development and planning of sports and physical activities and initiatives to raise the levels of participation and to contribute to healthy lifestyles.	Quarterly meetings of Pro-Active Bromley have been facilitated during 2013/14 to explore opportunities for partnership working that will increase participation in sport and to promote healthy lifestyles. This has culminated in a successful grant funding application to Sport England by Pro Active Bromley and they have been awarded £173k from Sport England's Community Sports Activation Fund, to increase and sustain participation in sport for people over 14. The scheme runs from July 2014 to July 2017.	G
Develop proposals for Bromley Valley Gymnastics/Cotmandene sites	Officers have worked with the Council's strategic property division to appoint a consultant to develop feasibility proposals for the sites. The feasibility report will be completed in Q1 2014/15.	A
Procure a management contractor to manage and operate the athletics track at Norman Park.	The contract for the management and operation of Norman Park athletics track was awarded to Norman Park Track Management Ltd at the meeting of the Renewal & Recreation Policy Development and Scrutiny Committee in September 2013.	G

APPENDIX 2

Aim 3c: Develop the borough's cultural assets

Action	Milestone(s)	RAG Status
<p>Develop detailed proposals for the restoration and development of Bromley Museum at the Priory, Orpington to support a successful application to the Heritage Lottery Fund</p>	<p>Specialists to support the delivery of development work funded by a development grant from the Heritage Lottery Fund were appointed in Quarter 1 of 2013/14 – this included specialist conservation architects Caroe Architecture Ltd and their multi-disciplinary team, and interpretation and exhibition designers Redman Partnership. Following these appointments, development of designs was progressed which were based on survey work and investigations.</p> <p>Unfortunately, the survey work revealed that there were a number of backlog maintenance issues affecting the cost of the work required to implement the step change for the Priory building and museum service envisaged by the Heritage Lottery Fund application. After reporting increased project costs to the Council's Executive Committee, officers were asked to review the business case for the project before additional partnership funding to a second round application would be considered for an increased grant to the Heritage Lottery Fund.</p> <p>Officers have now completed development work to fully determine the business case for investment and the capital and revenue implications of proceeding with the project. A report is being considered by the Council's Executive Committee in July 2014.</p> <p>Development work has included the production of costed detailed designs for the project, an interpretation plan and costed exhibition design, a Conservation Management Plan for the Priory, an Activity Plan which makes recommendations about the future improvement of the Council's Museum service and a Business Plan demonstrating how improvements to the museum service and Priory building could be sustained after grant funding ends.</p>	<p>A</p>

APPENDIX 2

	<p>As a result of the need to review the business case, the programme for the development of the project was delayed, however a second round application has been prepared. Should the Council agree to proceed with the project, a decision is expected from the Heritage Lottery Fund in September 2014.</p>	
<p>Continue to explore opportunities for regeneration at Crystal Palace Park in discussion with the community and key stakeholders including the submission of a first round application to the Heritage Lottery Fund.</p>	<p>Meetings of the Crystal Palace Park Management Board have been facilitated throughout 2013/14, bringing together key stakeholders to explore and comment on regeneration opportunities at Crystal Palace Park.</p> <p>A first round application to the Heritage Lottery Fund was submitted in August 2013 in partnership with the Greater London Authority, however this was not successful. Feedback from the Heritage Lottery Fund indicated that whilst the application was a good application, the need for funding could not be demonstrated in light of the emergence of investment proposals from the ZhongRong Group that included full park restoration as part of proposal to re-build the Crystal Palace at Crystal Palace Park. The Crystal Palace Park Management Board have been engaging with this proposal through presentations from the ZhongRong Group's representatives Arup at their meetings.</p> <p>In the meantime, an application to English Heritage for grant funding to undertake feasibility works at the Subway to determine design options that would remove the historic structure from the Heritage at Risk Register was successful. Although the project start was delayed, the appointment of consultants to undertake the technical aspects of this work will be agreed in Quarter 1 of 2014/15.</p>	<p>G</p>
<p>Develop proposals for a Battle of Britain Heritage Centre at Biggin Hill.</p>	<p>Two options for a Heritage Centre at Biggin Hill were explored during 2013/14, however a viable business case for both options has not been established. A third option is now being considered and will be progressed during 2014/15.</p>	<p>A</p>

APPENDIX 2

Aim 3d: Provide opportunities for unemployed adults to improve their life skills and employment prospects.

Action	Milestone(s)	RAG Status
<p>Launch a project to support young unemployed residents with sustainable employment opportunities through the creation of apprenticeships and internships.</p>	<p>A project to create apprenticeship and internship opportunities for unemployed residents aged between 18 and 24 was launched in April 2013. The project was being delivered by Bromley College on behalf of the Council, who were being paid on the delivery of results. Performance during their first quarter of performance was disappointing. The Council’s Executive & Resources Policy Development and Scrutiny Committee and Resources Portfolio Holder agreed some minor amendments to the contract to facilitate delivery. Although Bromley College were able to recover their performance in relation to the delivery of apprenticeship opportunities, they conceded that they would not be able to deliver the internships that were promised under the terms of the contract.</p> <p>In February 2014, the Executive & Resources Policy Development and Scrutiny Committee and Resources Portfolio Holder agreed that the contract with the College should be terminated, and that the remaining allocation of funding should be re-invested in a second phase of support for young people. This second phase would reconsider the best way to provide this support given the changes to youth unemployment trends in the borough since this project was conceived. This work was overseen by a Member Working Group and a report is due to be considered by the Executive & Resources Policy Development and Scrutiny Committee and Resources Portfolio Holder in June 2014.</p>	<p>R</p>
<p>Investigate options for the future management and operation of the Cotmandene Community Resource Centre and Mottingham Community and Learning Shop</p>	<p>A market testing exercise was undertaken to see if an operator for the centres could be identified as an alternative model of delivery in the future, however no suitable operators were identified.</p>	<p>G</p>

APPENDIX 2

Improve the independence and inclusion of adults with learning disabilities and provide volunteering opportunities for local people through urban environmental projects delivered through the Thyme Out project.

The Thyme Out project delivered all of the outcomes set for achievement in 2013/14. 30 participants were engaged on the project and were supported to achieve personal development goals, including horticultural qualifications from City & Guilds. 20 people volunteered time to support the project and several greenspace improvements across the borough were delivered. This includes the re-award of Green Flag status at Bromley Palace Park recognising the quality of greenspace management being delivered. Big Lottery Funding for the project is due to end in March 2014, and options for the extension of the project are being explored in 2014/15.

G

APPENDIX 2

OUTCOME 4: SUPPLY GOOD QUALITY AFFORDABLE HOUSING THAT BEST MEETS LOCAL AND STATUTORY AND PRIORITY HOUSING NEEDS.

Division(s) Responsible: Housing

Aim 4a: Produce a Housing Strategy setting out the Council's housing objectives over the next 5 years.

Action	Milestone(s)	RAG Status
Produce and maintain the new London Borough of Bromley Housing Strategy	A member working group was established to identify key themes for inclusion in the new Housing Strategy in Quarter 1, feedback from which informed the production of draft framework document in Quarter 2 which was reviewed by the member working group in October 2013. A final draft of the strategy (including an Action Plan) was circulated to members for comment in January 2014. It is expected that the draft Housing Strategy will be presented to the Council's Executive Committee in 2014/15 prior to public consultation.	A
Work with the Council's housing development partners to deliver the Council's strategic housing objectives.	Chief Executives of Registered Providers with significant affordable housing stock and/or a development programme were invited to meet with a Member and an officer panel to consider shared commitments to the provision of housing that reflects corporate housing and regeneration objectives and local housing requirements. Particular items of consideration included: intermediate housing; temporary accommodation; lettings and stock management; future development and investment. This led to the drafting of a Joint Protocol which is due to be negotiated and implemented during 2014/15.	G

APPENDIX 2

Aim 4b:	Encourage the supply of good quality affordable housing that best meets local, statutory and priority housing needs.
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Action	Milestone(s)	RAG Status
Allocate housing capital funds	In Quarter 1, draft proposals for the allocation of c£1million housing capital funds to enable the acquisition of residential property to assist the Council in meeting its statutory housing and homelessness duties were prepared in discussion with members and chief officers. These proposals were agreed by the Council's Executive Committee in July 2013. A corporate Property Acquisitions Project Group was established to deliver the project. By the end of 2013/14 the full sum made available was committed to specific projects, enabling the purchase of five properties to assist the Council in meeting its statutory housing and homelessness duties.	G
Seek to secure alternative forms of accommodation to reduce the reliance on nightly paid accommodation.	Officers have worked with Registered Providers to review their asset management and investment strategies to minimise affordable stock disposals. Negotiations will continue in 2014/15. Officers also supported a successful planning application to enable the delivery of the Bellegrove project.	G
Pursue affordable housing funding opportunities available from Government Agencies ensuring that new housing investment from external sources reflects strategic housing objectives.	Following a review on internal processes on housing investment advice, Registered Providers and the Greater London Authority were advised of the Council's internal consultation process on new sites requiring public investment. Internal consultation has subsequently taken place on a number of schemes where Registered Providers have sought Greater London Authority investment and/or inclusion within the Greater London Authority Housing programme.	G
Work closely with the Housing Needs Division to ensure that new affordable housing supply reflects local strategic housing objectives.	Monthly meetings between service heads was established to support implementation of housing restructure. Options for temporarily converting various Council-owned buildings to assist the Council in meeting its statutory housing duties were appraised alongside other options for use. In total, during 2013/14 235 new build affordable housing developments started onsite of which 107 were for affordable rent, 38 temporary accommodation units were provided and 90 units were set aside for shared ownership. A further 151 affordable housing units were completed during 2013/14 of which 95 were for affordable rent and 56 for shared ownership.	G

APPENDIX 2

<p>Act as lead internal consultee on the Council's housing planning policies and affordable housing provision on Section 106 applications</p>	<p>During 2013/14, officers provided comments on 20 separate pre-application submissions and planning applications. A total of £1.08million payment in lieu sums were negotiated and secured within s106 legal agreements as part of planning consents during 2013/14. A further 19 affordable housing units were secured within s106 agreements relating to two further planning consents. Officers have provided comments on the local list requirements, as well as the draft policies and designations document (the current stage in the Local Plan development process), raising matters in relation to affordable housing, specifically older persons provision and intermediate housing. Officers also took an active role on the Local Plan Officer Working group, and supported the recent Local Plan consultation process. Comments were also provided as part of the Council's response to the GLA's Further Alterations to the London Plan. In addition, advice was provided to inform an updated approach to the calculation for payment in lieu within the Affordable Housing Supplementary Planning Document.</p>	<p>G</p>
<p>Implement new trading account arrangements and continue to pursue new opportunities to maximise income.</p>	<p>Trading account arrangements were implemented. Following arising in-year vacancies, two posts were deleted to cover team costs to achieve a surplus on the Housing budget.</p>	<p>G</p>

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Renewal & Recreation Portfolio

BUSINESS PLAN 2014/15

A Vibrant Thriving Borough

FOREWARD

Services delivered as part of the Renewal & Recreation portfolio make a vital contribution to the quality of life experienced by residents.

These services support the Council's priorities set out in the 'Bromley 2020 Vision' and 'Building a Better Bromley.'

Our key priority is that the borough remains a thriving and vibrant place. We will ensure that our town centres are successful through a combination of sensitive planning and major private sector investment. We aim to make the London Borough of Bromley a place where people choose to live, work and shop.

We will be working towards four strategic outcomes for 2014/15 which will focus our efforts in supporting our key priority:

- Vibrant, thriving town centres
- Protection, conservation and enhancement of the natural and built environment
- Enhanced opportunities for leisure, recreation and the arts, and employment and skills
- Supply good quality affordable housing that best meets local statutory and priority housing needs

This business plan details how these strategic outcomes will be achieved and how progress will be measured.

Key themes for 2014/15

2014/15 will be an exciting year for Renewal & Recreation as we continue to deliver novel and innovative actions that contribute towards the vitality and vibrancy of the borough.

Our aspirations around our town centres and the borough's cultural and leisure offer continue to feature in our key outcomes as we recognise their significance in delivering a vibrant and thriving borough.

Bromley

In Bromley, delivery will continue to implement the Area Action Plan. The development programme for site G (Churchill Place) should be agreed, and we will continue to support the Cathedral Group to develop Site C (Old Town Hall). Public realm improvements will be completed in Bromley North Village and Site J (Bromley South Station), and an improvement plan produced for improvements to Bromley town centre. Land use options for Site A (Bromley North Station) and Site F (Civic Centre) will be completed, and a development capacity report produced for Bromley town centre to support the Local Plan and the Area Action Plan.

APPENDIX 3

Orpington

2014/15 will also be a significant year for the borough's second largest town centre, Orpington. A detailed second round application will be submitted to the HLF for proposals to conserve and restore the Bromley Museum at the Priory, and we will produce a report on the options for the future of the Museum. We will continue to support Miller Developments with their cinema and mixed use development at the Walnuts site.

Beckenham

In Beckenham, we will deliver public realm improvements in the town centre following the successful application to Transport for London.

In Orpington we are working in partnership with the recently formed Orpington 1st Business Improvement District (BID) to realise improvements to that town centre, and are supporting businesses in Bromley to develop a BID proposal for Bromley.

We will continue to deliver a comprehensive Town Centre Management service in Bromley, Beckenham and Penge and will support the vitality of our other town centres by providing support and advice to town centre partnerships and business associations. A programme is continuing to deliver improvements to the borough's smaller towns and shopping parades.

We will continue to develop the cultural and leisure offer across the borough. We will produce a feasibility report on development options for Bromley Valley Gymnastics/Cotmandene site in St Paul's Cray, we will develop options for the future operation of the Churchill Theatre, and we will work with the track management company and Blackheath and Bromley Harriers to investigate future options for Norman Park Athletics Track. We will also seek to implement the recommended options from the feasibility report for the development of a Battle of Britain Heritage Centre at Biggin Hill.

Crystal Palace

We will explore opportunities for regeneration projects at Crystal Palace Park in discussion with the community and key stakeholder groups, and the Crystal Palace Park Management Board, and will develop proposals for interim improvement projects in the Park, and options for the future management and restoration in the park. We will also undertake a feasibility study to determine options to remove the Crystal Palace Subway from the Heritage at Risk Register.

Borough-wide initiatives

We are continuing our work to identify Bromley as a place to do business and invest. We will work to increase Bromley's profile as a key office location by promoting our offer in coordination with local property agents and through attendance at events such as the Bromley and Kent Business Expo.

APPENDIX 3

We will update Bromley's Development Plan, including the Local Plan, and contributions to the London Plan.

We will support Pro-Active Bromley in delivering the Sport England Funded Get Active Bromley project.

We will continue to deliver Thyme Out to support independence and inclusion for adults with learning disabilities, and provide volunteering opportunities for local people in urban environmental projects.

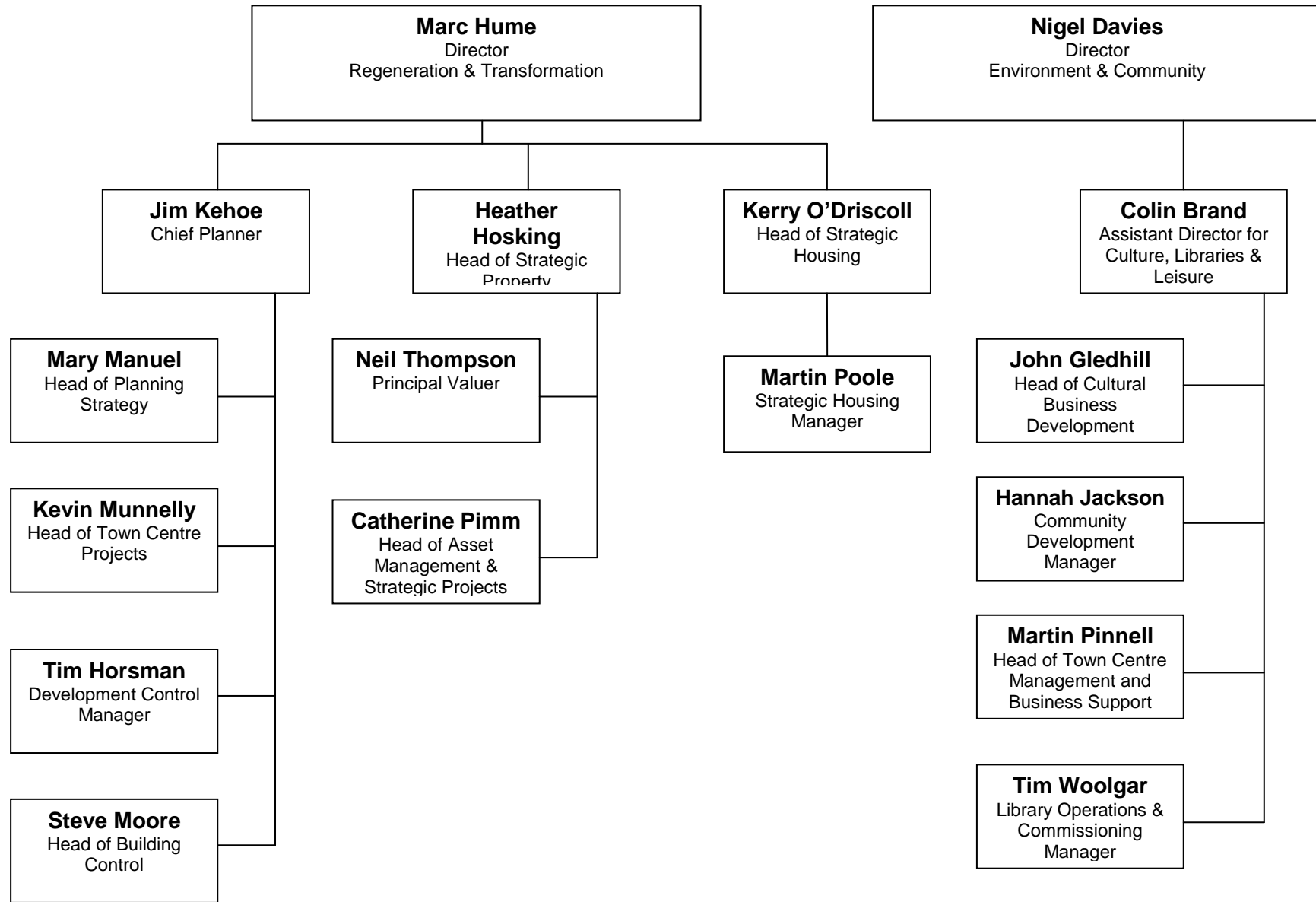
We will continue to work with external partners and colleagues across the Council to ensure that we supply a range of good quality affordable housing options for local people.

We are confident that 2014/15 will be a successful year as we work together to ensure that our residents continue to receive a high quality service from an effective and efficient Council that provides value for money.

CONTENTS

Portfolio Structure Chart	6
Outcome 1 Vibrant and thriving town centres	7
Outcome 2 Protection, conservation and enhancement of the natural and built environment	17
Outcome 3 Enhancing opportunities for leisure, recreation and the arts, and employment and skills	19
Outcome 4 Supply good quality affordable housing that best meets local statutory and housing needs	25
Appendix 1 Bromley Area Action Plan: Site Map	30

PORTFOLIO STRUCTURE CHART



APPENDIX 3

OUTCOME 1: VIBRANT AND THRIVING TOWN CENTRES

Division(s) Responsible: Planning

Outcome Statements

- The Council will work with development partners to create new and innovative schemes and projects that provide a sense of identity and vibrancy and that give local people pride in where they live and work
- The local authority will look to utilise its planning power to promote and create balanced vibrant and thriving town centres
- The Council will work with local retailers and businesses to protect their long term future and encourage people to visit, shop and stay in the borough's town centres

Excellence Indicators

1. Progress made against Opportunity Sites in Bromley Town Centre in accordance with the phasing in the adopted Area Action Plan
2. Increased vitality in the borough's retail areas
3. Support and advice offered to small and medium sized enterprises

Aim 1a: Continue to support the vitality of Bromley town centre, including through the delivery of the first phase of the Bromley Area Action Plan.

Action	Target(s)	Milestone(s)	Resources	Lead Officer
Explore options for a retail led development at Site G (Churchill Place) in line with the proposals identified in the Bromley Area Action Plan	Outline options for a potential development at Site G, agree the development programme and seek authority to appoint a development partner.	Report outline options to the Council's Executive Committee in Quarter 2.	Capital programme	Kevin Munnely
		Undertake a retail demand assessment to determine the business case for investment in Quarter 3		
	Appoint a development team.	Competitively tender the opportunity to a development team and seek to appoint by Quarter 4.		

APPENDIX 3

Deliver public realm improvements to Bromley North Village supported by area-based funding from Transport for London.	Provide on-going project management and liaison with businesses to ensure smooth delivery of public realm improvements.	Works to complete by November 2014.	Transport for London and the capital programme	Kevin Munnelly
Support the development partner Cathedral Group (Development Securities) to develop Site C (Old Town Hall) for hotel and conference centre facilities	Support the Cathedral Group to submit a pre-application proposal for Site C	A pre-application proposal will be submitted in Quarter 2	Planning budgets	Kevin Munnelly/ Mary Manuel
	Support the Cathedral Group to submit a planning application and application for listed building consents.	A full planning application will be submitted in September 2014		
	Hear the outcome of the planning application with a view to works starting onsite during 2015/16.	March 2015		
Explore land use options for Site A (Bromley North Station)	Undertake an urban design capacity assessment to inform the Local Plan Policy Review relating to Site A. The results of the assessment will undergo consultation as part of the wider Local Plan consultation.	The design capacity assessment will be developed in partnership with the Greater London Authority and should be completed in Quarter 2.	Planning budgets	Kevin Munnelly
Review land use options and resources for Site F (Civic Centre)	A review of the use of the Civic Centre buildings is currently underway to ensure that use is maximised. A strategy for the future of the Civic Centre will be developed in tandem with a consideration of the Council's medium and long term office requirements. It is proposed that the site's land use mix as an Opportunity Site is	Produce land use mix options for consultation purposes via the Local Plan review.	Planning budgets	Kevin Munnelly

APPENDIX 3

	reconsidered as part of the Local Plan review.			
Work with Network Rail to complete public realm improvements at Site J (Bromley South Station)		Complete footway works as part of the refurbishment of 2-22 High Street during Quarter 2.	Mayor's Outer London Fund	Kevin Munnelly
Produce a development capacity report for Bromley town centre to support the Local Plan and the future Area Action Plan Review.	Commission a viability model to inform the mix of uses that are desirable in Bromley town centre.	Appoint a term contractor to deliver the model – Quarter 1	Planning budgets	Kevin Munnelly
		Report the findings of the study to the Renewal & Recreation Policy Development and Scrutiny Committee and Portfolio Holder in Quarter 3.		
Undertake phase two of public realm improvements in Bromley town centre	Undertake a comprehensive design review of the pedestrian area of Bromley High Street.	Produce a costed improvement plan by Quarter 3.	Planning budgets	Kevin Munnelly
		Report findings to the Council's Executive Committee in Quarter 3 to seek approval for the plan and to secure funding with a potential bid to Transport for London's Area Based programme.		
		Explore options for additional external funding during Quarter 4.		

Aim 1b Support and develop the vitality of Orpington				
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Support Miller Developments to develop the Walnuts site in Orpington town centre	Following successful planning permission for a mixed use cinema led development, facilitate discussions and agree development principles with Miller Developments to support the delivery of the development.	Support Miller Developments to commence works on site during Quarter 2.	Existing planning budgets.	Kevin Munnelly
		Works are due to complete on site by Winter 2015.		

APPENDIX 3

Aim 1c Support and develop the vitality of Beckenham				
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Deliver public realm improvements in Beckenham town centre following a successful application to Transport for London.	Following the appointment of East Architects in January 2014, undertake detailed design work to agree the final scheme for the public realm improvements.	Complete outline design proposals by September 2014	Transport for London	Kevin Munnelly
		Finalise detailed engineering design by March 2015		

Aim 1d Support and develop the vitality of the borough's other town centres				
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Produce a regeneration strategy for the Crystal Palace area in partnership with the Greater London Authority, covering Penge and Anerley town centres to secure funding from the Mayor of London as part of the emerging High Street Fund.	Work with the Greater London Authority to appoint consultants to develop the strategy	Secure the appointment by Quarter 1	GLA	Kevin Munnelly
		Complete the study and report the findings to the Renewal & Recreation Policy Development and Scrutiny Committee and Portfolio Holder by Quarter 3		
	Use the regeneration strategy to develop proposals for external funding to regenerate the area	Develop funding applications in Quarter 4, noting that the funding deadlines have yet to be determined.		

APPENDIX 3

Aim 1e Promote business investment and development, particularly in the borough's key commercial and industrial areas.				
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Promote office accommodation on Bromley town centre to highlight Bromley as a business location.	Following the Article 4 Direction which removed permitted development rights to change office accommodation to residential without the need for planning permission, undertake formal consultation with property owners.	Issue formal notices to occupiers affected by the Article 4 Direction in Quarter 1	Planning budgets	Kevin Munnelly
		Complete formal consultation period in Quarter 4.		

APPENDIX 3

OUTCOME 2: PROTECTION, CONSERVATION AND ENHANCEMENT OF THE NATURAL AND BUILT ENVIRONMENT

Division(s) Responsible	Planning
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Outcome Statement	The Council will seek to ensure that it provide and effective and efficient planning service for the residents of the borough that supports the London Development Framework.
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Excellence Indicators	<ol style="list-style-type: none"> 1. Effective and efficient planning application service 2. Value for money building control service 3. Speedy and accurate response to land charge searches 4. Enforcement of actionable breaches of planning control
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Aim 2a: Set out the vision (and policies) for development in the borough over the next 15 years in a new Local Plan

Action	Target(s)	Milestone(s)	Resources	Lead Officer
Preparation and updating of Bromley's Development Plan, including the Local Plan, Infrastructure Delivery Plan Levy preliminary work, and contributions to the London Plan.	Report the response to the Draft Policies and Designations Document to DCC July 2014	Report to the Development Control Committee in July 2014	Planning budgets and ring fenced Local Plan funding	Mary Manuel
	Prepare site allocations draft document and amendments.	Report to the Council's Executive Committee in Autumn 2014	As above	Mary Manuel
	Develop Infrastructure Delivery Plan in line with the emerging Local Plan and development of Bromley Community Infrastructure Levy.	Report to the Executive Committee regarding the viability of a Bromley Community Infrastructure Levy, and emerging Infrastructure Plan in Autumn 2014	As above	Mary Manuel
	Preparation of Draft Local Plan	Report to the Executive Winter 2014	As above	Mary Manuel

APPENDIX 3

Aim 2b: Improve customer service through higher quality and speedier decisions on development applications				
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Perform at a level which while acknowledges national targets in relation to the processing of planning applications, focuses on delivering a quality outcome for Bromley.	<ul style="list-style-type: none"> • Major applications: to determine 60% within 13 weeks of receipt • Minor applications: to determine 65% within 13 weeks of receipt • Other applications: to determine 80% within 8 weeks of receipt 	Progress to be reported on a quarterly basis.	Planning budgets	Jim Kehoe

Aim 2c: Promote, protect and enhance the historical, natural and built environment of the borough				
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Protect trees, listed buildings and conservation areas in the borough.	Respond to requests for Tree Preservation Orders, Listed Building Orders and Conservation Area Designations.	Progress to be monitored annually.	Planning budgets	Kevin Munnelly

APPENDIX 3

OUTCOME 3: ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS, AND EMPLOYMENT AND SKILLS

Division(s) Responsible: Leisure & Culture

Outcome Statement:

- Physical development projects are enhanced when combined with programmes that encourage greater participation and engagement.
- Cultural programmes and activities add value to peoples and quality of life and provide economic benefits to local areas.
- Leisure, culture and recreation are essential in creating a sense of place and community
- The Council wants to develop individuals and communities by providing accessible, high quality employment and skills services.

Excellence Indicators

1. Develop and enhance opportunities for sports, leisure and culture
2. Improved and enhanced physical network of libraries coupled with a broader customer offer
3. Co-ordinate the borough's heritage offer in a strategic manner for the benefit of local communities
4. Provide focused training programmes to prepare local people for employment, meeting the needs and expectations of employers.

Aim 3a: Identify further opportunities to modernise/improve the library offer				
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Open a new library in Penge	Building works completed. IT and furniture installations in place.	New Library opens late summer 2014	Capital programme	Colin Brand
Implement a broader range of services from libraries	Pilot self-service payment for 4 Council services at the new Penge Library	Have the system running in the new Penge Library by October 2014	Library and corporate budgets	Tim Woolgar

APPENDIX 3

Implement staffing restructure and reduced opening hours to achieve required revenue saving of £300k	Decision taken to implement proposals following consultation	Report Proposals to the Renewal & Recreation Policy Development and Scrutiny Committee on 24 June 2014.	Library budgets	Tim Woolgar
	Implementation of new structure and opening hours	October 2013		
Improve services by refreshing the People's Network PCs and booking system and the roll out of RFID self-service to the remaining 9 libraries	Executive agrees funding for RFID rollout	July 2014	Library budgets and corporate budgets	Tim Woolgar
	Procurement process initiated for RFID equipment.	August 2014		
	Rollout of RFID completed	March 2015		
	All People's Network PCs replaced and new booking/printing software rolled out.	December 2014		

Aim 3b:	Improve the borough's sports and leisure offer			
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Support communities, voluntary clubs and individuals in the development and planning of sports and physical activities and initiatives to raise the levels of participation and to contribute to healthy lifestyles	Support Pro-Active Bromley in delivering the Sport England Funded Get Active Bromley project, working with local sports clubs, agencies, community and voluntary groups to increase sports participation in people aged 14 or over. Support the delivery of actions within Pro-Active Bromley Strategic Framework.	Appointment of a Sports Activator in Q1 Delivery of Year 1 of the Get Active Bromley targets Quarterly meetings of Pro Active Bromley delivery groups and meetings of the Executive group.	No direct LBB funding	John Gledhill

APPENDIX 3

Complete and submit to Members a Feasibility Report on proposals to redevelop Bromley Valley Gymnastics Centre at Cotmandene.	Subject to Member approval further refine the proposals undertaking an options appraisal, developing a master plan, and confirming the proposed procurement route for the scheme.	Feasibility Report completed in Q1 Further proposals developed by Q3	Leisure & Culture budgets	Colin Brand
Identify options for the future operation of the Churchill Theatre.	Develop financial projections for the likely future operation of the Theatre, and develop documents for the market testing of the service to secure a future management operator.	Report to Members Q 3	Leisure & Culture budgets	John Gledhill
Work with Norman Park Track Management, and Blackheath and Bromley Harriers to investigate future options for the long term operation of the Track.	Agreement of suitable proposals.	Contractual documentation completed by Q3.	Leisure & Culture budgets	John Gledhill

Aim 3c:	Develop the borough's cultural assets			
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Explore options for the future of Bromley Museum at the Priory	Complete development work on the Heritage Lottery Fund Priory Revisited project to fully identify capital and revenue implications for a scheme to conserve and refurbish the Priory building and improve and develop the museum service.	Complete development work by June 2014.	Capital programme	Lydia Coelho
	Explore a full range of options for the future of both the museum service and the Priory building.	Report the full range of options to the Council's Executive Committee in July 2014.		

APPENDIX 3

	Deliver the preferred option for Bromley Museum at the Priory.	Begin delivery of the preferred option during Quarter 3.		
Continue to explore opportunities for regeneration projects at Crystal Palace Park in discussion with the community and key stakeholders.	Develop and deliver proposals for interim improvement projects in Crystal Palace Park, using investment committed by the Mayor of London.	Identify a list of potential interim improvement projects that could be achieved by the investment, identify potential costs and agree the list for consultation with the Crystal Palace Park Management Board in Quarter 1.	Greater London Authority funding and the capital programme	Lydia Coelho
		Undertake community led consultation with the Crystal Palace Park Community Stakeholder Group to identify which projects should be further developed in June 2014		
		Report the results of the consultation and make recommendations about further feasibility work to the Greater London Authority and the Council's Executive Committee in July 2014.		
		Undertake further feasibility works to fully determine costs for the recommended projects, agree the final list with stakeholders and report findings to the Greater London Authority and the Council's Executive Committee in Quarter 3.		
		Begin project delivery of interim improvement projects in Quarter 4.		
		Seek approval from the Council's Executive Committee		

APPENDIX 3

		to create a community projects fund for Crystal Palace Park in July 2014.		
	Undertake a feasibility study to determine options to remove the Crystal Palace Subway from the Heritage at Risk Register	Appoint a specialist conservation architect led multi-disciplinary team in Quarter 1	Grant funding from English Heritage with match funding from the capital programme	
		Undertake survey work and begin development of a Conservation Management Plan for the Subway in Quarter 2		
		Identify costed design options that respond to the findings of the survey work and the recommendations of the Conservation Management Plan that would remove the Subway from the Heritage at Risk Register during Quarter 3.		
		Consult with English Heritage and key stakeholders to identify options for funding to undertake the recommended remedial works during Quarter 4.		
	Facilitate the Crystal Palace Park Management Board to consider options for future management and restoration in the park	Facilitate quarterly meetings of the Management Board's Stakeholder Groups and Executive Group.		
Develop proposals for a Battle of Britain Heritage Centre at Biggin Hill	Undertake feasibility work on the potential for a Heritage Centre at Biggin Hill Airport	Appoint a consultant to identify potential costs associated with a proposal for a Heritage Centre during Quarter 1.	Capital Receipt and Culture, Libraries & Leisure budgets	Lydia Coelho
		Complete feasibility survey work and cost estimates during Quarter 2.		

APPENDIX 3

		Report the outcome of the feasibility works and present options to the Council's Executive Committee in September 2014		
		Develop the preferred option during Quarters 3 and 4.		

Aim 3d: Provide opportunities for unemployed adults to improve their skills and employment prospects				
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Improve the independence and inclusion of adults with learning disabilities and provide volunteering opportunities for local people in urban environmental projects through the delivery of Thyme Out	Engage adults with learning disabilities on the project to increase their independence and inclusion	Provide opportunities for a minimum of 30 participants to participate in the project during 2014/15	Big Lottery Fund grant funding and match funding from Environment & Community Services and Education, Care and Health Services budgets	Lydia Coelho
	Work in partnership with Bromley Mencap Jobmatch to identify opportunities for participants to improve their life skills and employment prospects.	10 adults with learning disabilities will have undertaken paid or unpaid work by March 2015.		
	Provide opportunities for local people to develop skills and improve employment prospects through volunteering.	20 volunteers from the community will have improved their skills and knowledge of the environment by March 2015.		
	Undertake environmental improvement projects in Bromley Palace Park, Crystal Palace Park and in community spaces.	Instigate 3 environmental improvements in the borough's greenspaces by March 2015.		
	Explore options for the future of the Thyme Out project after Big Lottery Funding ends	March 2015		

APPENDIX 3

OUTCOME 4: SUPPLY GOOD QUALITY AFFORDABLE HOUSING THAT BEST MEETS LOCAL STATUTORY AND PRIORITY HOUSING NEEDS

Division(s) Responsible: Housing

Outcome Statement: The Council will explore and implement a range of options that deliver good quality affordable housing for local people.

Aim 4a: Produce a Housing Strategy setting out the Council’s Housing objectives over the next 3 years.

Action	Target(s)	Milestone(s)	Resources	Lead Officer
Produce and maintain the new London Borough of Bromley Housing Strategy	Adopt the new London Borough of Bromley Housing Strategy by March 2015	Obtain Member approval to progress the draft strategy and annual action plan to the public consultation phase	Section 106 monies and Housing budgets.	Kerry O’Driscoll
		Publicly consult on the draft document reporting to the Housing Strategy Member working group on outcomes.		
		Obtain Executive approval for the final draft and action plan.		
		Implement the new Housing strategy and action plan.		

APPENDIX 3

Aim 4b:	Encourage the supply of good quality affordable housing that best meets local, statutory and priority housing requirements.			
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Allocate local housing capital funds to best meet local housing priorities	Commit at least £1million housing capital to best meet local housing priorities.	Establish prioritisation for use of funds and undertake necessary due diligence during Quarter 1 and 2.	Section 106 monies and Housing budgets.	Kerry O'Driscoll
		Seek necessary internal approvals for allocating housing capital.		
		Subject to approvals being granted, implement proposals and continue to identify new opportunities to spend housing capital.		
Lead negotiations with the Greater London Authority (GLA) on their proposed GLA/LA 2015-17 Housing Framework	Ensure that the Council's strategic housing objectives are maximised in any such agreement	Continue dialogue with the GLA and local Registered Providers regarding terms of the draft GLA/LA 2015-17 agreement; briefing Members as appropriate.	Section 106 monies and Housing budgets.	Kerry O'Driscoll
Ensure that new housing investment from external sources is used to help achieve local strategic housing objectives.	Consult with elected Members on all Registered Provider/ developer proposals to secure public investment in order to enable new housing development.	Continue to work with Registered Providers; Greater London Authority (GLA); Homes and Communities Agency to ensure early and ongoing dialogue on schemes where public investment is sought	GLA capital funding, RP private finance, Section 106 monies and Housing budgets.	

APPENDIX 3

		<p>Meet quarterly with the GLA to consider possible funding opportunities.</p> <p>Maintain ongoing dialogue and obtain formal quarterly pipeline and programme monitoring information from active Registered Providers.</p>		
<p>Act as lead internal consultee on the Council's housing planning policies and affordable housing provision on S106 applications seeking to negotiate new, high-quality housing developments that reflect the Mayors housing design guidance and promote accessibility and energy efficiency.</p>	<p>Ensure that the Council's adopted affordable housing planning policies are formulated and implemented to best assist in meeting local strategic housing requirements.</p>	<p>Attend all relevant pre-application and planning meetings; respond to Local Planning Authority on all Planning Memos.</p> <p>Continue to feed into Local Plan consultation process.</p>	<p>Section 106 monies and Housing budgets.</p>	<p>Kerry O'Driscoll</p>
<p>Seek early and informative correspondence from all Registered Providers proposing to dispose of existing affordable housing stock (other than by way of Right to Buy) formally consulting Renewal and Recreation Portfolio Holder and Care Services Portfolio Holder on all proposed housing association disposals</p>	<p>Ensure that the disposal of existing affordable supply is evidence based, minimising the local loss of stock and/or public investment and to reduce the reliance on nightly paid accommodation.</p>	<p>Where a Registered Provider is seeking to dispose of local affordable stock, suitable evidence- financial/ structural/ strategic- will be requested to justify why such a disposal is sought. This will be shared with Renewal and recreation and Care Services Portfolio Holder for information and comment.</p> <p>Options for working with the housing association to enable the property to be retained or used temporarily while vacant will be developed where appropriate.</p>	<p>Section 106 monies and Housing budgets.</p>	<p>Kerry O'Driscoll</p>

APPENDIX 3

Consider the suitability of surplus Council property/land for housing purposes as surplus sites arise.	To secure alternative forms of accommodation to reduce the reliance on nightly paid accommodation.	Appraise all potential Council disposals against strategic housing objectives including the opportunity to make temporary use of sites and properties awaiting disposal/ development.	Section 106 monies and Housing budgets.	Kerry O'Driscoll
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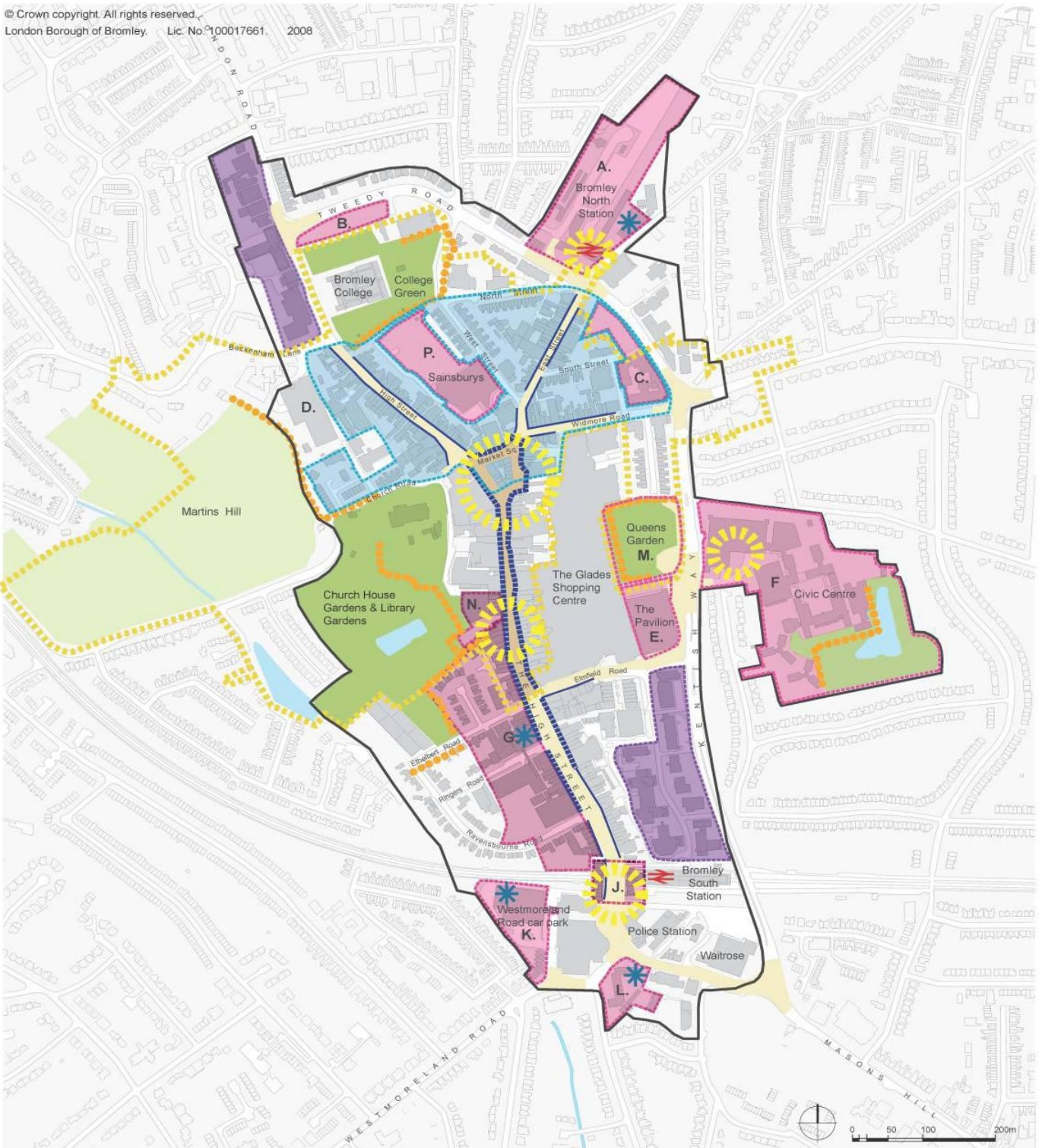
Aim 4c: Seek to ensure that new and existing affordable housing owned by Registered Providers is allocated to best reflect local housing requirements and is well-managed and maintained to a high standard.				
Action	Target(s)	Milestone(s)	Resources	Lead Officer
Develop a joint-protocol between the Council and local affordable housing stock holders	To ensure that new and existing affordable housing owned by Registered Providers is allocated to best support local housing requirements and is well-managed and maintained to a high standard.	Produce a draft protocol working closely with Housing Needs Division	Section 106 monies and Housing budgets.	Kerry O'Driscoll
		Obtain internal approval of draft protocol.		
		Circulate draft protocol to providers seeking to obtain agreement.		
		Implement terms of joint protocol reporting on progress within quarterly business plans as required.		
Produce a directory of key housing management contacts for all local Registered Providers	To ensure that local Members and residents are promptly able to reach key staff at RPs in relation to local housing management queries.	Obtain key contact information from local Registered Providers.	Section 106 monies and Housing budgets.	Kerry O'Driscoll
		Produce a directory of key contacts and publish on Council website.		

APPENDIX 3

Review and streamline existing forums and liaison meetings between all Council departments and local affordable housing stock holders	To ensure a joined-up, corporate approach in delivering the Council's corporate housing objectives	Undertake an audit of all housing related meetings undertaken corporately and review with Departmental lead contact	Section 106 monies and Housing budgets.	Kerry O'Driscoll
		In partnership with Housing Needs Division, review future and role of LB Bromley Homelessness Forum.		
		In partnership with Housing Needs Division and Chair of Bromley Federation of Housing, review future role and remit of Bromley Federation of Housing.		

APPENDIX 1: BROMLEY AREA ACTION PLAN MAP

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Key Diagram

- Town centre boundary
- Primary retail frontage
- Secondary retail frontage
- Business improvement areas
- North Village area improvement
- Bromley town conservation area boundary

- New / improved public spaces
- Improved public realm and / or building frontages
- Pedestrian area improvement
- Protected parks and open spaces
- Key frontages onto public spaces
- Possible locations for taller buildings

- Opportunity sites
- A. Bromley North Station
- B. Corner of Tweedy Road/London Road
- C. Former Town Hall and South Street car park
- E. Pavilion
- F. Bromley Civic Centre
- G. West of the High Street
- J. Bromley South
- K. Westmoreland Road Car Park
- L. DHSS building and Bromley Christian Centre, Bromley South
- M. Queens Garden
- N. Central Library / Churchill Theatre
- P. Sainsburys, West Street
- D. Hill Street Car Park (former opportunity site)