



Renewal & Recreation
BUSINESS PLAN 2011/12

MONITORING REPORT

Quarter 1: 06/04/2011 – 05/07/2011

INTRODUCTION

Renewal & Recreation Business Plan monitoring reports are designed to track progress made against actions identified in the Renewal & Recreation Business Plan 2011/12. The completion of these actions is integral to the delivery of the department's strategic outcomes for 2011/12 and for our key priority: 'a vibrant, thriving borough'.

This report highlights and reports against the milestones and targets set for attainment in Quarter 1. 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 close to being achieved and is within 10% of being achieved	A
Milestone/target achieved or exceeded	G

This report also recommends new actions be added to the plan where work has been undertaken in response to opportunities or challenges within the remit of the portfolio.

Quarter 1: Review

In summary, Quarter 1 has seen the successful delivery of some important milestones and targets which have contributed towards the vibrancy of our borough. For example, good progress has been made on town centre renewal projects, the Local Development Framework preparation and with strategic property initiatives.

- Orpington Library was officially opened by Jo Johnson MP and author Adele Parks. Since the new facility opened to the public in May, there has been an 80.47% increase in the numbers of people visiting the library from the same period in the previous year.
- Work is also underway to attract external funding to deliver improvements and services in our borough. The first round application to the Heritage Lottery Fund was submitted for the restoration, conservation and development of the Priory Museum in Orpington.

Similarly, the initial proposal for a bid to the Big Lottery was approved to extend the delivery of the Thyme Out Project after the Green Flag Award was achieved for Palace Gardens by adults with learning disabilities for the second year running.

- Progress has been made in the delivery of key Local Development Framework milestones. The Core Strategy Document, one of the most complicated planning documents produced in over a decade, was unanimously approved by the Executive Committee and has been published for consultation with residents and the wider community. Initial consultation results have been positive as the community understand the proposed story for the future of the locality.
- Work is well underway on the next stage of alteration works to the Civic Centre accommodation to improve its efficiency, accessibility and energy consumption. For example, the North Block was successfully decanted on time and work has begun on alteration works have begun. These will include creating open plan office space, widened doors to improve accessibility and installing energy saving boilers.
- Positive partnerships have been established in the delivery of adult education services which have enabled the service to respond to a wider range of learning needs and to deliver learning in new community settings.

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OUTCOME 1: VIBRANT AND THRIVING TOWN CENTRES

Aim 1a: Delivery of the first phase of the Bromley Area Action Plan				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Review and market test development options for Site G west of the High Street and market the site with a view to procuring and selecting a long term Development Partner	Kevin Munnelly	Undertake design workshops	Two design workshops took place in Quarter 1 and another is planned for Quarter 2. The workshops explored various development options for Site G with a number of different experts in the field of retail development speaking in an advisory capacity. The workshops were attended by Councillor Morgan, Councillor Arthur and Councillor Carr.	G
	Kevin Munnelly	Begin to undertake technical support studies	Initial development appraisals to inform option development have been undertaken.	G
Grant lease, decant and agree development agreement for Site C (Former Town Hall and South Street car park) to secure planning permission and listed building consent	Kevin Munnelly/ Heather Hoskings	Establish monthly joint meetings with the Landscape Group	The Landscape Group have attended monthly meeting with the London Borough of Bromley to discuss options for Site C. They are in the process of a six month feasibility period within which they are able to firm up their proposals. Once these detailed proposals are received, the development agreement will be signed.	G

Aim 1b: Continue to support and develop the vitality of Orpington				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Finalise proposals for the Bromley Museum and old library site, including submission of a £3 million Heritage Lottery Fund bid	Colin Brand	First round application submitted	The First Round application was submitted on the 17th June 2011 with further information being provided to the HLF on request. A decision is expected following the HLF Board meeting on the 27 th September 2011. It is proposed to report this decision and implications arising from it to members at the R&R Committee meeting on the 13 th December 2011.	G

Aim 1c: Promote and support the vitality of all town centres				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Delivery of an events and promotion campaign in partnership with local businesses	Martin Pinnell	Begin delivery of an events and promotion campaign	<p>A number of events took place in the first quarter of this year including:</p> <ul style="list-style-type: none"> • Beckenham Italian Market and Spring Fair (April) • BNV Stakeholder Meeting (April) • Bromley Easter Eggcitement (April) • Beckenham French Market (May) • Penge Summer Caribbean Event (June) • Bromley's Festival of Sport (June) • Orpington's Big Dance (July) <p>The monthly Chislehurst Farmer's Market continued to take place this month. The market's success has lead to the market moving from a six month trial period and becoming a permanent feature in the town centre. Town Centre Management is also looking to extend stall pitches into the High Street.</p> <p>Many of these events have been the result of partnership working between the Council and local businesses who have offered sponsorship and support. Events have been well attended – 5987 people attended the Festival of Sport.</p>	G
Continue to maintain and further improve the appearance, tidiness and overall quality of the town centres in Bromley	Martin Pinnell	First quarterly environmental quality monitoring visits to the four main town centres	Town Centre Managers visited Bromley, Orpington, Beckenham and Penge town centres between April and June. Town Centre Managers were generally pleased with the appearance and cleanliness of these town centres however any problems or issues were promptly reported for rectification.	G

Aim 1d: 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 1:	Progress Update	RAG Status (if applicable)
Maintain regular communications with businesses through e-bulletin and website to raise awareness of local business support and networking, to showcase town centre opportunities.	Martin Pinnell	Ensure distribution of bi monthly e-bulletin to over 2600 business mailboxes	Business e-bulletins were mailed to 2600 businesses in the middle of May. E-bulletins contain important guidance for businesses including information about networking opportunities, up and coming town centre events and available resources. The e-bulletin content is produced in partnership with a number of business support agencies to ensure Bromley's local businesses are well informed and supported.	G
	Martin Pinnell	Encourage visits to the Business section of the Council website through press releases, networking and business directories	In the first quarter, a number of publications were made available for businesses on the Council website. This included an A-Z Guide to Local Services and Businesses which was also publicised on the News Shopper website. The Bromley Business Directory was also published in May. The directory was publicised through a press release which included a link to the Business section of the Council website. The Council's Business Support team also had a presence at the Bromley Expo networking event on 22/06 which was used to publicise online resources.	G
Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision in the borough	Martin Pinnell	Facilitate the first meeting of the Economic Partnership for 2011/12	The first meeting of the Economic Partnership for 2011/12 took place in July. Updates were provided from Officers on the work the Council is doing to support the borough's town centres and local businesses. Represented businesses were given an opportunity to provide feedback and make suggestions on developments in addition to raising issues important to them.	G

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

Aim 2a: Ensuring the ongoing effectiveness of planning regulatory functions				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Continue to perform at a level which exceeds the national targets for progressing planning applications	Bob McQuillan	60% major applications to be determined within 13 weeks of receipt	31.58% of major applications have been determined within 13 weeks of receipt. Whilst the team have been minded to resolve major applications in the timeframe specified, the fall in the percentage processed has been the result of delays caused by negotiations on associated legal agreements or by high number of applications arriving with referrals needed in a short space of time.	R
		65% minor applications to be determined within 8 weeks of receipt	54.61% minor applications have been determined within 8 weeks or receipt. The shortfall in the percentage of applications processed within the time frame has been caused by the disruption to normal working practices as the result of the move into temporary office accommodation. The team are making every effort to address the matter.	R
		80% of other applications to be determined within 8 weeks of receipt	74.31% of other applications have been determined within 8 weeks of receipt. The shortfall in the percentage of applications processed within the time frame has been caused by the disruption to normal working practices as the result of the move into temporary office accommodation. The team are making every effort to address the matter.	A

Aim 2b: Complete Bromley Local Development Framework and core strategy and to deliver against key Local Development Framework milestones.				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Preparation of Core Strategy Issues document which will replace the Unitary Development Plan which sets out the Council's Planning Policy	Mary Manuel	Prepare draft document and obtain agreement from the Executive	The Executive approved the draft Core Strategy Issues Document for consultation in May 2011. The Executive were unanimous in their approval. They asked that consultation continue into the beginning of October in light of the school holidays and also requested that a consultation progress report be presented to the Residents Association seminar on 12 th November 2011.	G
		Publish document to initiate consultation with residents and the wider community	The Core Strategy Issues Document was published in early July 2011 and the consultation period commenced, and will run until the beginning of October 2011. Consultation responses are being received and are gaining in momentum.	G

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 1:	Progress Update	RAG Status (if applicable)
Promote the London Green Grid to recognise and protect the open space in Bromley, Croydon and Sutton	Kevin Munnelly	Undertake consultation on Supplementary Planning Guidance as part of the London Plan	The Greater London Authority have yet to release the Supplementary Planning Guidance for consultation. The anticipated release is now October 2011. The timetable for this action is currently under review.	N/A
		Submit response before the consultation deadline	As the Supplementary Planning Guidance has not been released for consultation, the deadline is yet to be set.	N/A

Enhance the built environment in Bromley, Beckenham and Penge	Kevin Munnelly	Continue with the implementation of the first stage of the Penge Improvement Plan	The first stage of the Penge Improvement Plan has now been delivered. This included repainting of street furniture and the clean up of public art.	G
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OUTCOME 3: ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS

Aim 3a: Identify further opportunities to modernise/improve the library offer				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Promote the use of the newly refurbished library	Martin Pinnell	Official opening of the new library in Orpington	The new Orpington Library was opened by Jo Johnson MP and successful author Adele Parks, as part of an event to celebrate the occasion which received sponsorship from Specsavers. Since opening, the number of people visiting the library between May and July 2011 has increased by 80.47% on the previous year's visitor figures.	G
Following the R&R PDS Member's Working Party, explore and develop options for future management of the Library service in light of agreed budget reductions	Colin Brand	Report to the R&R PDS Committee on proposals to develop a 'shared services' agreement with the London Borough of Bexley to deliver the back office and strategic management of both authorities' library service.	A report went to the R&R PDS Committee meeting on the 5 th July 2011 and to the Executive on the 13 th July 2011. The Executive gave their approval and signed off on the Shared Service Agreement with Bexley. The structure has now been established and it is anticipated that the start date will be brought forward to the 2 nd January 2012 from the 1 st April 2012 as previously advised.	G

Aim 3b: Continue to explore funding opportunities and new business models to develop new capital projects to improve the Council's leisure and sports facilities.				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Further develop proposals for a multi sports hub at Norman Park and seek a private sector development partner to fund and deliver a suitable scheme	John Gledhill	Report to R&R PDS and to the Executive to obtain sign off for the development brief	Reports were made to both the R&R PDS Committee and the Executive, who approved Officers further developing the scheme. Officers are now finalising the procurement process in accordance with the agreed timetable.	G

<p>Ensure the Borough maximises the benefits and legacies provided by the London 2012 Games, including opportunities for businesses to participate</p>	<p>John Gledhill</p>	<p>Report to R&R PDS Committee</p>	<p>The R&R PDS Committee agreed that the Borough sign the Look and Feel and Torch Relay Agreements. Officers are now developing plans for the delivery of these two initiatives. The Borough's Olympic Working Group involving Officers from across Departments as well as key outside agencies such as the Police and Fire Brigade, also continues to meet to consider wider Olympic initiatives for the borough.</p>	<p>G</p>
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OUTCOME 4: DEVELOPING OPPORTUNITIES FOR RESIDENTS TO IMPROVE SKILLS, LEARNING AND EMPLOYMENT PROSPECTS

Aim 4a: Maintain a high quality adult education service which offers a wide range of accessible courses designed to meet local people's needs.				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
To undertake a comprehensive review of Bromley's Adult Education service	Michael Wheeler	The Review Board to identify possible options for delivery before July 2011	The Review Board has met several times to consider possible options for delivery of the BAEC review and are now preparing to recommend a preferred option for delivery to the R&R PDS Committee in October 2011.	G
Increase participation of adults in lifelong learning	Michael Wheeler	15,500 enrolments in learning opportunities at Bromley Adult Education College for 2010/11 academic year	In total, 15,241 enrolments were recorded for the 2011/12 academic year. It is encouraging that this challenging target is so close to being met especially where it seems fewer adults are engaging in life long learning because of the difficult economic climate.	A
		600 members of staff engaging in corporate training delivered by Bromley Adult Education College during 2010/11 academic year	789 members of staff have engaged in corporate training delivered by the College. New courses are have been designed and delivered including those relating to information sharing, Team Bromley for site supervisors and job search skills programmes.	G
		47% of 9500 learners are new learners at the College during 2010/11 academic year	45% of learners enrolled in the mainstream adult education programme are new to the College. However this is not inclusive of London Borough of Bromley staff who enrol – unfortunately this data cannot be measured due to the way information is collected about those learners.	A

Identify individual learning needs which are supported by flexible learning opportunities	Michael Wheeler	During the 2010/11 academic year, 89% of learners achieve their individual primary learning goals	The overall achievement rate is currently at 88.4%. This is expected to increase slightly once some outstanding exam results are received from examining bodies. A final figure will be reported in Quarter 2.	A
		During 2010/11 academic year, 92% of learners complete their course	The retention rate for the College is 92%. Retention rates continue to remain at a high level at the College and this is one of the key reporting indicators to the skills funding agency.	G
Engage with hard to reach learners within local communities and marginalised groups	Michael Wheeler	Engage with 450 community project learners across the 2010/11 academic year	606 community project learners were engaged in the 2010/11 academic year. This is a result of improved partnership working through effective networking with front line services in the community.	G
Work with partner agencies to support family learning in communities	Michael Wheeler	80% of the total number of learners enrolled in Family Learning to be resident in target wards (Cray Valley East, Cray Valley West, Penge, Anerley, Mottingham and Biggin Hill)	The aim of Wider Family learning was to re-engage adults who had poor experiences at school with education. Although 58% of learners enrolled in wider family learning were resident in target wards, 73.4% of the locations from which courses were run were in target wards. This demonstrates that efforts were made to attract learners from these areas. However, referrals made from adult social care did not always conform to the requirements of the target.	R
		80% of learners enrolled in Family Literacy Language and Numeracy based courses to be resident in target wards (Cray Valley East, Cray Valley West, Penge, Anerley, Mottingham and Biggin Hill)	Similarly, although 56% of learners enrolled in Family Literacy, Language and Numeracy based courses were resident in target wards, 73.7% of course venues were strategically chosen in target wards to attract learners from those areas. With hindsight and on recognition that this service is a need lead initiative rather than an area based project, this target may fail to fully compliment the overall aim of the course to up-skill parents.	R

Work with partner agencies to actively promote learning opportunities available at Bromley Adult Education College	Michael Wheeler	Work with 8 new partners within the community during the 2010/11 academic year.	BAEC has worked with 10 new community partners in 210/11 to promote and deliver learning. These have included a number of primary schools in the borough, Affinity Sutton, Lubbock House Care Home, Job Centre Plus and the London Probationary Trust.	G
Ensure all staff are appropriately qualified and supported to deliver a high standard of teaching and learning.	Michael Wheeler	42% of teachers hold a Level 4 teaching qualification	42% of all teachers held a Level 4 teaching qualification during the 2010/11 academic year, such as DTLLS, a Certificate of Education or Qualified Teachers Status (QTS). All teachers are expected to be working towards a Level 4 qualification when they join College and are encouraged in their studies.	G
		30% of teachers hold an intermediate teaching qualification	30% of teachers held an intermediate teaching qualification during the 2010/11 academic year Bromley Adult Education run a PTLLS (Preparing to Teach in the Life Long Learning Sector) course, a widely recognised teaching qualification that prepares students for the Level 4 qualification. This is run in house and is available to teachers who do not hold an intermediate teaching qualification.	G
		20% of tutors achieve a Grade 1 'outstanding in their observations.	19% of tutors achieved a grade 1 in their observations during the 2010/11 academic year.	A
		60% of tutors achieve a Grade 2 'good' in their observations	60% of tutors achieved a grade 2 in their observations. BAEC will focus on bringing other tutors up to this level in the 2011/12 academic year.	G
Improve the environmental impact of College activities	Michael Wheeler	20% reduction in paper consumption to be achieved in the 2010/11 academic year	A 9% reduction in paper consumption was achieved. On reflection, the 20% target may have been overly ambitious for the 2010/11 academic year. However, the College has encouraged a more efficient use of paper in reprographic and printing processes. There has also been a push to circulate electronic copies of documents rather than hard copies and learners have been encouraged to use e-learning and internet or network based resources instead of paper based resources. This target will be reviewed for the 2011/12 academic year.	R

Aim 4c: Pursue funding opportunities with partners to increase the range of adult learning opportunities delivered in areas of need in the borough				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Attract funding from the Adult and Community Learning Fund	Louisa Allen	Write and submit a bid to the Community Learning fund to create an adult learning programme in community settings in Bromley	A bid was submitted at the end of June. Although this was unsuccessful, another bid is being submitted in the middle of September to enable delivery of this programme.	G
Work up second stage proposal to Big Lottery: Reaching Communities to seek continuation funding of Thyme Out: an amenity horticulture project for adults with learning disabilities at the Civic Centre.	Louisa Allen	Hear the outcome from the initial proposal in June 2011.	The initial proposal was approved at the end of June by the awarding body and an application was requested. The proposed project will extend the current horticultural improvements in the borough to include two sites at Crystal Palace Park in addition to the work that will continue Bromley Palace Gardens. It is also anticipated that 15 green spaces will be included over the life of the 3 year proposed project.	G

OUTCOME 5:
MANAGING PROPERTY ASSETS TO SUPPORT THE DELIVERY OF THE COUNCIL'S KEY OBJECTIVES

Aim 5a: Complete alterations to the Civic Centre accommodation to make more efficient use of space, improve accessibility, lower energy consumption, and reduce future maintenance liability				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Decant North Block	Chris Johnson	Completion of action to include liaison with client departments through DMTs and completion of minor alterations to IT infrastructure.	All groups of staff formerly located in North Block were successfully decanted by 5 th August 2011. Works undertaken to the decant areas will also serve teams to be decanted from Ann Springman, Joseph Lancaster, Old Town Hall and Exchequer House at the conclusion of the North Block refurbishment works.	G
Alteration works to North Block	John Hemsley	Liaise with clients departments on detailed requirements for new accommodation	The Chief Executive/Organisational Improvement Programme Board have taken the decision to suspend discussions on future accommodation requirements/location until details of Organisational restructure is known.	A
		Tender works and place orders to enable contractors to start on site	All works tendered and works have commenced on site.	G
Remodelling of Stockwell Building	Chris Johnson	Liaise with public health on layouts etc	Meetings were held with Public Health representatives in May and June and the layout of space for the 3 rd floor of the Stockwell building was agreed.	G
		Prepare specification for works	Specifications of works have been undertaken. Works are due to commence at end of August and complete by end of October 2011.	G
Completion of new reception facility	John Hemsley	Liaise with stakeholders to establish requirements for new facility	Detailed discussions with Liberata and Customer Services have taken place. A design has been agreed and instructions given to the selected Contractor.	G

Aim 5e: Seek opportunities with partners to make efficient use of Council property to reduce costs and improve service delivery.				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Put in place the Strategic Asset Management Strategy adopted by Members in May 2011	John Turner	Set up a Member Strategic Asset Management Group	A Member Group has been set up and policies around acquisitions/disposals/investment opportunities are to be agreed at the next meeting	G

OUTCOME 6: AN EFFECTIVE AND EFFICIENT DEPARTMENT WHICH PROVIDES VALUE FOR MONEY

Aim 6a:		A proactive and robust approach to improvement and efficiency in Renewal & Recreation			
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)	
Evaluate services value for money and identify efficiency savings	Marc Hume	Assistant Directors to review their individual service areas	All 'banked' savings options are being worked up to delivery within the specified timescales. Officers are continuing to review individual service area budgets to identify potential efficiency savings.	G	
Undertake a department wide 'zero' based budgeting exercise in conjunction with the member's 'Star Chamber'	Marc Hume	Agree with Finance a zero based budgeting pro-forma	The departmental 'Zero Based' budgeting exercise has now been undertaken and was subject to Member scrutiny on the 30 th August 2011. Further work is being undertaken with a further Member Scrutiny meeting scheduled for the 5 th October 2011.	G	
		Complete pro-forma for each division	The pro – forma has been completed for all divisions.	G	

Aim 6b:		Effective external and internal communications			
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)	
Press releases that share information and good news with residents that will support departmental objectives.	Colin Brand	To undertake initial interviews with a view to appointing a dedicated Communications Officer for Renewal & Recreation	Internal 'ring fenced' candidates have been progressed through initial interview stages.	G	

Provide excellent customer service first time in line with LBB's 'getting it right' procedure	Colin Brand	Quarterly reports on complaints, compliments and suggestions at the Departmental Management Team meetings.	Complaints, compliments and suggestions have been raised and discussed at Departmental Management Team meetings where appropriate.	G
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Aim 6c:	A motivated staff which is highly skilled to deliver departmental outcomes			
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Performance Appraisal Development Scheme documents to be set up for individual officers	Colin Brand, Bob McQuillan, John Turner and Micheal Wheeler	All staff to have completed the initial stage of the PAD document incorporating REAL core values.	Stage 1 of the Performance Appraisal and Development Scheme have been completed with colleagues across the department.	G

BUSINESS PLAN UPDATES: NEW WORK UNDERTAKEN IN QUARTER 1 (2011/12)

The work of Renewal & Recreation responds to opportunities and challenges that present themselves at various times throughout the year. In Quarter 1, additional work was undertaken to support the achievement of our key priority: a vibrant, thriving borough. It is suggested that the following actions shall be added to the Renewal & Recreation Business Plan 2011/12.

OUTCOME 1: VIBRANT AND THRIVING TOWN CENTRES

Division(s) Responsible:	Property; Leisure & Culture; Planning
Outcome Statements	<ul style="list-style-type: none"> 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	<ol style="list-style-type: none"> Progress made against Opportunity Sites in Bromley Town Centre in accordance with the phasing in the adopted Area Action Plan Increased vitality in the borough's retail areas Support and advice offered to small and medium sized enterprises

Aim 1c: Promote and support the vitality of all town centres		Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
	Deliver the Outer London Fund projects to enhance and improve Bromley, Orpington and Penge town centres.	Finalise and agree the Funding Agreement with the Greater London Authority	September 2011	Mayor's Outer London Fund	Martin Pinnell	2	
		Finalise all project plans and procure services where necessary	October 2011				
		Commence the community arts project 'Are you Bromley' campaign	October 2011				

	Deliver Christmas events and activities	December 2011			
	Installation of an interactive heritage trail in Bromley North and Penge	February 2012			
	Launch the Bromley North Village inward investment campaign	January 2012			
	Improvements to Penge Empire Square completed	March 2012			
	Improvements to signage between Orpington Station and Orpington Town Centre	March 2012			