



THE LONDON BOROUGH

Renewal & Recreation

BUSINESS PLAN 2011/12



A Vibrant Thriving Borough

FOREWORD

Services delivered as part of the Renewal & Recreation department's 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 and competitive, 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 also make significant contributions to other council priorities including supporting independence, a quality environment and an excellent council.

We will be working towards six strategic outcomes for 2011/12 which will focus our efforts in supporting our key priority:

1. Vibrant, thriving town centres
2. Protection, conservation and enhancement of the natural and built environment
3. Enhancing opportunities for leisure, recreation and the arts
4. Developing opportunities for residents to improve skills, learning and employment prospects
5. Managing property assets to support the delivery of the Council's key objectives
6. An effective and efficient department that provides value for money

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

Key Themes for 2011/12

Although 2010/11 was a challenging year, Renewal & Recreation made some significant and innovative steps in the delivery of a vibrant and thriving borough, despite the difficult financial climate.

Bromley

Delivery began on the first stage of the Bromley Area Action Plan after it was agreed by the Secretary of State and adopted by the Council. For example, we have finalised the Concept Design for **Bromley North Village** and secured initial investment of £300,000 for detailed design work from Transport for London, who have earmarked a further £3million for its implementation.

In 2011/12, we will continue delivery of the Bromley Area Action Plan. We will finalise and consult on the detailed design work and will consider the relocation of existing markets to the Bromley North Village area. Delivery will also include developments to the Pavilion Leisure Centre which will feature improved gym facilities and a new ten pin bowling alley.

Last year also saw the delivery of a successful events and promotion programme in partnership with local businesses which support the vitality of the borough's town centres, with a particular focus on **Bromley**. The special event commemorating the Battle of Britain brought Bromley High Street to a standstill as the public came to honour the valour of RAF pilots.

We plan to continue this success in the coming year as Bromley will play host to several town centre events including a major civic ceremony to celebrate the Queen's Diamond Jubilee.

In 2010/11 we re-tendered the Churchill Theatre management contract for £1.2 million over 5 years, creating significant savings for the public purse whilst retaining the Ambassador Theatre Group, ensuring the maintenance of a broader night time economy in Bromley Town Centre. In 2011/12 we will re-wire the theatre ready for when it will re-open in September 2011 with an exciting new programme.

Orpington

As the borough second largest town centre, the Council is committed to supporting the development and vitality of **Orpington**. 2010 saw the completion of public realm works on Orpington High Street which improved the area's attractiveness, accessibility and overall user experience. The works were highly commended at the London Transport Awards and 83% of businesses in Orpington agree that the High Street had improved. Furthermore, in May 2011 Orpington Library successfully relocated to a central and more accessible town centre location, receiving 11,000 visits in its first week of opening.

The business plan demonstrates how we intend to build on these improvements in 2011/12. For example, we will finalise proposals for Bromley Museum and the old library site which will include the submission of a £3million bid to the Heritage Lottery Fund, secure funding to re-clad the external elevations of the Walnuts Leisure Centre and to initiate consultation on a Business Improvement District for Orpington to generate a sustainable town centre management model for the town.

The vitality of the borough's smaller town centres is an important aspect of the work we do to support our key priority. We plan to continue to maintain and improve the appearance, tidiness and overall quality of the borough's town centres in 2011/12.

We also plan to draft and consult on a Master Plan for **Penge** town centre, as part of which we will consider options for a new library service in the area.

Last year noted some important developments which enhanced the leisure, recreation and arts offer in the borough. In May 2010, **Biggin Hill** saw the opening of the borough's first combined leisure hub hosting a 25 meter six lane swimming pool and a state of the art library.

We aim to further improve and expand the network of leisure facilities across the borough in 2011/12 including through further developing proposals for a multi-sports hub at Norman Park in **Bromley**, a new gymnastics centre and library at the Bromley Valley Gymnastics/Cotmandene site in **St**

Paul's Cray and developing a new parks, leisure and sports delivery model at **Crystal Palace** Park in line with the Crystal Palace Master Plan. It is also important that we derive the maximum benefit from the 2012 Olympic and Paralympic Games.

Borough-wide initiatives

Support to those who live and work within the borough is a key theme in this business plan and demonstrates our contribution to other council priorities including supporting independence.

In 2011/12, we will continue to work to raise Bromley's profile as a place to invest and do business. Last year we saw a 13% increase in start up businesses from the previous year which was supported through the provision of information and signposting from our Business Support Team.

2010/11 saw the successful delivery of a number of initiatives to help people into employment. The Future Jobs Fund created 66 posts with the London Borough of Bromley and our partner organisations for young unemployed people to help them gain skills and experience to recommend them for further employment. 70% of those employed as part of the programme found work after leaving their Future Jobs Fund role.

Similarly, Thyme Out, a horticultural project for adults with learning disabilities saw all participants achieve a qualification in amenity horticulture and the majority move on into paid or unpaid work. The team also won the prestigious Green Flag award for their work on Palace Gardens, Bromley. In 2011/12 we will be working up a Stage 2 application to continue the project into 2013.

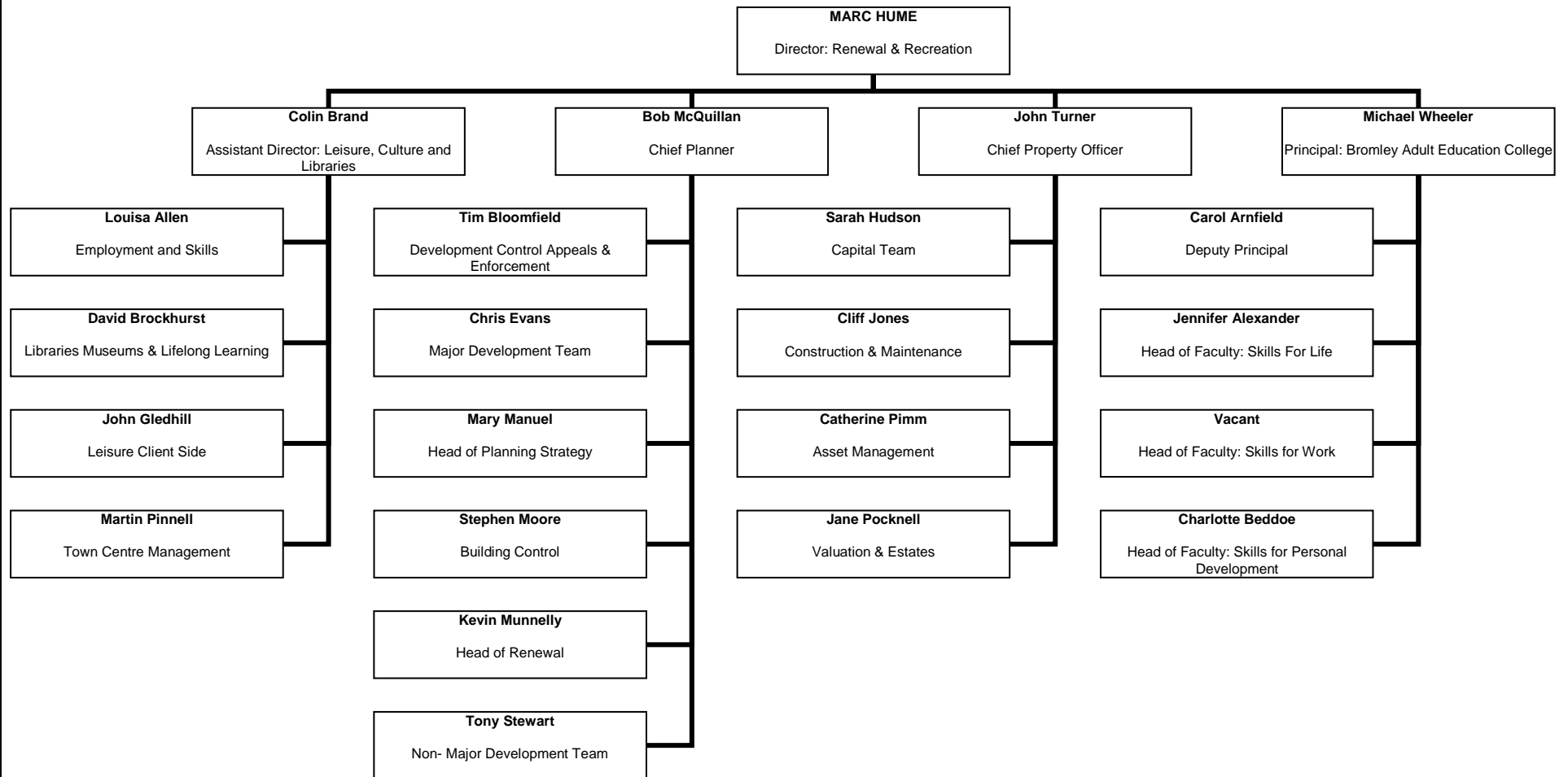
In 2011/12, we aim to maintain a high quality adult education service which offers a range of accessible courses designed to meet the needs of local people. We also plan to maximise the potential of the Cotmandene Resource Centre, St Paul's Cray and the **Mottingham** Learning and Community Shop to provide information, advice and guidance on adult learning and employment support through exploring future management opportunities.

Whilst 2011/12 promises to be just as challenging as the previous year, we are confident that it can be just as successful, responding to the efficiency programme both creatively and imaginatively in order to ensure residents continue to receive a high quality service from an effective and efficient Council that provides value for money.

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R&R	Renewal and Recreation
ES	Environmental Services
PDS	Performance, Development & Scrutiny
I, E&E	Improvement, Efficiency & Effectiveness
LBB	London Borough of Bromley

DEPARTMENTAL STRUCTURE



OUTCOME 1: VIBRANT AND THRIVING TOWN CENTRES

Division(s) Responsible: Property; Leisure & Culture; 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: Delivery of the first phase of the Bromley Area Action Plan
(Please see Appendix 1 for site locations.)

Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
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	Undertake design workshops	June 2011	Existing resources	Kevin Munnelly	1
	Confirm development proposition	September 2011			
	Undertake technical support studies (including flood risks etc)	Ongoing			
	Draft Marketing and Material for Executive approval	Report to Executive in October 2011			

Work with Development Partner (Cathedral Group) to agree detailed scheme design and secure planning permission for Westmoreland Road car park site. Secure vacant possession by September 2012 with work on site by November 2012	Support development partner to submit their planning application by October 2011	Secure planning approval by March 2012	Existing resources	Heather Hosking /Project Team	1
Finalise and consult on detail scheme designs for the Bromley North Village public realm improvements and secure all necessary statutory approvals and drawn down of £3m on capital funding from Transport for London. Implementation to commence late summer 2012	Submit detailed designs to R&R PDS Committee for approval to consult	October 2011	Existing resources	Kevin Munnelly /Project Team	1
Complete the development of the Pavilion Leisure Centre with a ten pin bowling facility by Spring 2012	Deliver construction and contract programme	Completion of works by March 2012	LBB Capital	Colin Brand	1
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	Within the timeframe of the six month exclusivity agreement signed with the Land Group, agree the scope and content of the Planning Listed Building applications	<ul style="list-style-type: none"> Establish monthly joint project meetings with the Land Group by June 2011 Agree work programme by July 2011 	Existing resources	Heather Hosking/ Kevin Munnelly	1
Work with Network Rail and South Eastern to agree improvement plans and secure implementation at Bromley South station upgrades (Site J)	Agree initial scheme design and programme and implement step free access by March 2012	<ul style="list-style-type: none"> Approve Prior Notification application by August 2011 Agree lease extension by August 2011 Examine parking enforcement options by August 2011 	Network Rail	Kevin Munnelly /Iain Forbes	1

Complete a memorandum of undertaking with development partners on the redevelopment of Bromley North Station (Site A)	Defend the raised legal challenge (expected hearing date – Summer 2011)	Provide written legal responses in accordance with the legally specified timeframe (dates to be confirmed)	£60,000 allocated by the Executive	Bob McQuillan /Kevin Munnelly	1
Work with site owners to agree a scheme proposal for Site L (DHSS building & Bromley Christian Centre) that is in conformity with the adopted planning framework	Secure the memorandum of understanding by March 2012	<ul style="list-style-type: none"> Establish monthly joint project team meetings with Trillium Real and Bromley Christian Centre by August 2011 Agree work programme by August 2011 	Existing resources	Kevin Munnelly	1

Aim 1b:	Continue to support and develop the vitality of Orpington
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Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Promote usage of the relocated library in partnership with local businesses	To maintain high levels of usage of the newly refurbished library	12 events to be successfully arranged by the end of March 2012	Leisure & Culture	Martin Pinnell/ Tim Woolgar	2
Finalise proposals for the Bromley Museum and old library site, including submission of a £3million Heritage Lottery Fund bid	Extend the museum offer into a newly refurbished and modernised building utilising space vacated by the library	<ul style="list-style-type: none"> First round application to the Heritage Lottery Fund submitted in June 2011 Notification on success of first round application from awarding body in September 2011 Develop second round application in October 2011 and onwards 	Heritage Lottery Fund Development Grant / Leisure & Culture	Colin Brand	2
	Seek to work with the Metropolitan Police Service to relocate their service delivery point to the vacant library	<ul style="list-style-type: none"> Agree lease details and impact on the Heritage Lottery Fund scheme Facilitate the Police move in September 2011 			

Working with private sector partners /landowners to draft a planning brief to guide the future development opportunities in the Walnuts area and if possible to include the re-cladding of the leisure centre.	Instruct Development Advisors to undertake bi-lateral discussions with landowners	Draft development brief for consultation purposes and gain approval from the Development Control Committee by March 2012	Planning	Kevin Munnelly	2
	Develop a costed and detailed design solution to clad the Walnuts Leisure Centre and investigate funding opportunities	March 2012	Leisure & Culture	Colin Brand	
Work with businesses in Orpington to encourage and support the proposed establishment of a Business Improvement District aimed at bringing potential improvements to the town centre	Initiate consultation on possible BIDs for Orpington to generate a sustainable town centre management model for the town	<ul style="list-style-type: none"> Undertake initial consultation and feasibility September 2011 (under review) Obtain member approval for formal consultation in October 2011 (under review) Set up Steering Group in October 2011 (under review) Draft BID proposal for consultation by January 2012 (under review) If consultation is positive, formal notification of BID ballot in March 2012 – for ballot in summer 2012 (under review) 	Leisure & Culture	Martin Pinnell	2

Aim 1c:	Promote and support the vitality of all town centres				
Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Delivery of an events and promotion campaign in partnership with local businesses	Successful delivery of a programme of at least 25 public events at town centre locations across the borough	Delivered by March 2012	Leisure & Culture	Martin Pinnell	2

Continue to maintain and further improve the appearance, tidiness and overall quality of all the town centres in Bromley	Christmas lights displays facilitated in all the managed town centres subject to private sector funding as agreed by the R&R PDS Committee in April 2011	Delivered by the end of November 2011	Leisure & Culture	Martin Pinnell	2
	Four quarterly environmental quality monitoring visits in four main towns by the end of March 2012 with issues tackled in conjunction with Environmental Services	May/July/October 2011 and January 2012			
Development and enhancement of town centre partnerships, including support for business and traders groups	Facilitation of bi-monthly meetings for Orpington Business Forum, Beckenham Business Association and Penge Traders Association and support the establishment of Bromley Town Centre forum.	200 businesses attending forum meetings during 2011/12. 1000 businesses engaged through communications	Leisure & Culture	Martin Pinnell	2
Review the management of town centre markets and other activities to maximise positive impacts and reduce costs.	Complete review in liaison with Environmental Services to include markets, attractions and rides across all key high streets.	Report to R&R and ESD PDS Committees by October 2011	Leisure & Culture	Martin Pinnell	2
Create a Penge Master Plan and consider options for a new library service in the area.	Draft Project Initiation Plan	Report to R&R PDS Committee in October 2011	Existing resources	Kevin Munnelly	2
	<ul style="list-style-type: none"> • Undertake stakeholder workshop • Draft and implement the initial improvement programme 	October 2011			
	Consider opportunities for a new Penge/Anerley library	Report to Members and identify suitable premises.	Leisure & Culture	Colin Brand	

Aim 1d: Promote business investment and development, particularly in the borough's key commercial and industrial areas.					
Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Work with private sector partners to develop a high profile showcase 'Invest Bromley' event, with accompanying brochure	Establish monthly joint project team meetings with 3 Fox International and agree a work programme by April 2012	Invest Bromley Event to go ahead on 20 th September 2011.	Existing resources	Kevin Munnelly	3
Develop an inward investment and business incentive plan to encourage private sector investment in Bromley North Village	Create draft plan and include key elements in Mayor's Outer London Fund	July 2011	Mayor's Outer London Fund/Leisure & Culture	Martin Pinnell	3
	Implement plan	March 2012			
Distribution and promotion of new Bromley Business Guide and Directory	Distribute two thirds of copies received and run PR campaign to publicise	March 2012	Leisure & Culture	Martin Pinnell	3
Work with commercial property agencies and other partners to encourage take up and re-use of vacant commercial space	Facilitate Commercial Property Agents forum once per quarter; Promote the Commercial Property database via web, press and networking to encourage use by agents and businesses	Number of searches on property database: 7500 during 2011/12	Leisure and Culture	Martin Pinnell	3
Maintain regular communications with businesses through e-bulletin and website to raise awareness of local business support and networking, and to showcase town centre opportunities	Ensure publication and distribution of bi-monthly e-bulletin to over 2600 business mailboxes	May/July/September/November 2011 and January /March 2012	Leisure & Culture	Martin Pinnell	3
	Encourage visits to the Business section of Council website through press releases, networking and the business directory				

Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision in the borough	Facilitate meetings of the Economic Partnership four times per annum	April/July/October 2011 and January 2012	Leisure & Culture	Martin Pinnell	3
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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: Ensuring the ongoing effectiveness of planning regulatory functions

Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Continue to perform at a level which exceeds the national targets for processing planning applications.	To meet national targets for major, minor and other applications	To be monitored quarterly: <ul style="list-style-type: none"> • Major applications: to determine 60% within 13 weeks of receipt • Minor applications: to determine 65% within 8 weeks of receipt • Other applications: to determine 80% within 8 weeks of receipt 	Planning	Bob McQuillan	1

Aim 2b: Complete Bromley Local Development Framework and core strategy and to deliver against key Local Development Framework milestones.					
Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Preparation of Core Strategy Issues document which will replace the Unitary Development Plan which sets out the Council's Planning Policy.	Prepare draft document and obtain agreement from the Executive	Report to Executive – May 2011	Planning	Mary Manuel	1, 2, 3, 4
	Consult with residents and the wider community on the Core Strategy Issues document	Awareness of document to comment on via website, letters and information to residents, businesses and stake holders between June – September 2011			
	Prepare the next key stage of Core Strategy (Options/Draft Core Strategy)	Executive to review draft document by December 2011			
Refine evidence base collected to justify the conclusions and strategies in the Core Strategy Issues document to ensure it is robust for detailed examination in public	Robust evidence which demonstrates strategy is sound and meets legislative requirements set out in the Town and Country Planning Act 2004.	Publish background and topic papers by January/February 2012	Planning	Mary Manuel	1
Performance management and publication of monitoring related to all Local Development Framework documents and 'saved' Unitary Development Plan policies including Bromley Area Action Plan and 'saved' Unitary Development Plan policies	Meet legislative requirements of the Town and County Planning Act 2004 and to ensure effectiveness of planning documents	Publication of monitoring reports annually.	Planning	Mary Manuel	1

Aim 2c: Promote, protect and enhance the historical, natural and built environment of the borough					
Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Promote the London Green Grid which recognises and protects the open space in Bromley, Croydon and Sutton.	Recognise the key roles green infrastructure and space play in nourishing quality of life	<ul style="list-style-type: none"> Consultation on Supplementary Planning Guidance as part of the London Plan by June 2011 Response submitted before the consultation deadline - June 2011. 	Planning	Kevin Munnelly	2
Enhance the built environment in Bromley, Beckenham and Penge	Detailed design for Bromley North Village.	Designs completed by March 2012	Planning and Highways	Kevin Munnelly	1,4
	Implementation of the first stage of the Penge Improvement Plan.	Ongoing			
	Undertake preparatory work in support of an Area Based Bid to Transport for London 2012/13 for a major Public Realm Improvement Scheme for Beckenham Town Centre	Report to R&R PDS Oct 2011 to set out timetable and scope of works			
Protect trees, listed buildings and conservation areas in the borough	Conservation Management Plan for Bromley Town Centre	September 2011	Planning	Kevin Munnelly	3
	Responding to requests for Tree Preservation Orders Listed Buildings Orders and Conservation Areas Designation	Ongoing – monitored annually			

OUTCOME 3: ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS

Division(s) Responsible: Leisure & Culture

- Outcome Statement:**
- Physical development projects are enhanced when combined with programmes that encourage greater participation and engagement.
 - Cultural programmes add value and quality of life through out the development process and bring on-going activity to the area.
 - Leisure, culture and recreation are essential in creating a sense of place.

- 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

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

Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Promote use of the newly refurbished library	Official opening and promotion of the new library in Orpington	Official opening on 2 nd July 2011	Leisure & Culture	Martin Pinnell	2
Complete and implement Library site officers review	Undertake a formal review of the library site officer function	September 2011 for implementation on 1 st April 2011	Leisure & Culture	Colin Brand	2
Following the R&R PDS Members Working Party, explore and develop options for future management of the Library service in light of agreed budget reductions	<i>Phase 1:</i> 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.	<ul style="list-style-type: none"> • R&R PDS Committee -July 2011 • Report to Executive 20th July 2011 • Shared service agreement to go live from April 2012 	Leisure & Culture	Colin Brand	2
	<i>Phase 2:</i> To investigate and consult on further options linked to efficiency savings within the library service	Report to R&R PDS/PH October 2011			

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	Milestone(s)	Target(s)	Resources	Lead Officer	EI
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.	Develop and sign off development brief	Report to R&R PDS Committee in July 2011 Report to Executive July 2011	Leisure & Culture	John Gledhill	1
	Complete tender to decide on suitable partner company to deliver scheme.	<ul style="list-style-type: none"> Place an advert for expressions of interest – January 2012 Determine successful expression of interest and report to Committee on detailed proposals and scheme - December 2012 			
Further develop proposals for the development of new gymnastics centre and library at the Bromley Valley Gymnastics/Cotmandene sites.	Investigate options for and develop proposals for a major sports and community legacy hub in St Paul's Cray that includes a library provision.	Report to R&R PDS in October 2011 Executive in November 2011	Leisure & Culture	Colin Brand	1
Ensure the Borough maximises the benefits and legacies provided by the London 2012 Games, including opportunities for residents and businesses to participate.	Report to R&R Committee	July 2011	Leisure and Culture	John Gledhill	1
	Subject to Members approval, lead the work of the Borough's Olympic Group and seek to: <ul style="list-style-type: none"> Facilitate the visit of the Torch Relay to the Borough Dress the Borough through the London 2012 'Look and Feel' funding Develop suitable events and activities 	Subject to Members approval, delivery of targets within Working Action Plan: <ul style="list-style-type: none"> Co-ordinate the Boroughs response to the Games - ongoing Agree plan for dressing the Borough with the London Organising Committee of the Olympic Games (LOCOG) – September 2011 Agree route for Torch Relay with LOCOG - November 2011 			

Provide the Borough lead on Pro Active Bromley and co-ordinate the work on the group.	Develop a new frame work strategy	July 2011	Leisure and Culture	John Gledhill	1
	Develop annual work programmes for Pro Active Bromley sub groups Deliver key actions within the framework for 2011/12	<ul style="list-style-type: none"> • Increase participation, and widen access in sport and physical activity. • Engage more young people in sport and physical activity • Create better sport and physical activity pathways and infrastructure, and identify and seek external grants and commissions 			
To develop the parks, leisure and sports offer at Crystal Palace park in line with the Crystal Palace Masterplan.	To plan and set up a structure to engage with the community, stakeholders, neighbouring boroughs and those involved in site management to establish the vision for Crystal Palace Park, exploring options for governance and future management of the site.	<ul style="list-style-type: none"> • Produce a Project Plan and report to R&R PDS in October 2011 • Establish a project board by October 2011 • Establish working parties by October 2011 • Organise small infrastructure improvements by March 2012 • To investigate options for an alternative management company to undertake the maintenance and future development of Crystal Palace Park. 	Leisure and Culture	Louisa Allen	1

OUTCOME 4:	DEVELOPING OPPORTUNITIES FOR RESIDENTS TO IMPROVE SKILLS, LEARNING AND EMPLOYMENT PROSPECTS.
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Division(s) Responsible:	Adult Education; Leisure & Culture
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Outcome Statements	<ul style="list-style-type: none"> The Council wants to develop individuals and communities by providing accessible, high quality learning opportunities and skills training To provide a free, friendly, welcoming employment and skills service providing clear Information, Advice and Guidance on learning and well-being for residents and their families
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Excellence Indicators	<ol style="list-style-type: none"> Offer flexible learning opportunities to meet local needs and widen participation Increase participation of adults in lifelong learning Provide high standards of teaching and learning Provide focused training programmes to prepare local people for employment, meeting the needs of employers and the nation Provide value for money and ensure financial health within adult education Tell us how we are doing – feedback from student satisfaction surveys
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Aim 4a:	Maintain a high quality adult education service which offers a wide range of accessible courses designed to meet local people's needs.				
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Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
To undertake a comprehensive review of Bromley's Adult Education service	Agreed option in place for the start of 2012/13 academic year	The Review Board to identify possible options for delivery – July 2011 The Review Board to recommend preferred delivery option – October 2011 Undertake extensive consultation with all stakeholders – November 2011	Existing resources	BAEC Principal/ Chris Spellman	1,3,5
Increase participation of adults in lifelong learning	15,500 adults enrolled in learning opportunities at Bromley Adult Education College during the 2010/11 academic year	Cumulatively: <ul style="list-style-type: none"> 7000 enrolments by Term 1 12000 enrolments by Term 2 15500 enrolments by Term 3 	Skills Funding Agency and learner fee income	BAEC SMT	1,2

	LBB staff members engaging in corporate training delivered by Bromley Adult Education College	600 members of staff across the 2010/11 academic year			
	Engage with new learners	47% of 9,500 learners are new learners at Bromley Adult Education College			
Identify individual learning needs which are supported by flexible learning opportunities	Enable learner to achieve their primary goals and complete their course	89% of learners achieve their individual primary learning goals during the 2010/11 academic year 92% of learners complete their course during the 2010/11 academic year	Skills Funding Agency and learner fee income	BAEC SMT	1,2
Engage with hard to reach learners within local communities and marginalised groups	Engage marginalised adults in learning opportunities in local community settings	Engage with 450 community project learners across the 2010/11 academic year	Skills Funding Agency	BAEC SMT	1,2
Work with partner agencies to support family learning in communities	Deliver the Bromley Children Project providing parents with learning opportunities Work in partnership with borough schools, libraries and community resource centres to support or deliver projects funded by external funding opportunities	<ul style="list-style-type: none"> 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) 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) 	Skills Funding Agency	BAEC SMT /Gail Eliston /Neil Hay	1,2
Work with partner agencies to actively promote learning opportunities available at Bromley Adult Education College	Partner community based agencies who can engage and signpost local people to appropriate learning	Work with 8 new partners within the community during the 2010/11 academic year	Skills Funding Agency and learner fee income	BAEC SMT	2

	opportunities delivered by the College				
Ensure that staff are appropriately qualified and supported to deliver a high standard of teaching and learning	Tutors and teachers hold recognised qualifications in accordance with Central Government Guidance	<ul style="list-style-type: none"> 42% of teachers to hold a Level 4 teaching qualification 30% to hold an intermediate teaching qualification 	Skills Funding Agency and learner fee income	BAEC SMT	3
	All tutors are observed at least once in the 2010/11 academic year	<ul style="list-style-type: none"> 20% of tutors to achieve a Grade 1 'Outstanding' 60% of tutors to achieve a Grade 2 'Good' 			
Provide a safe, secure and healthy environment for learners and staff	Review of teaching and learning environments at the Health and Safety Committee and at the Governing Body	Report to bodies six times annually	Skills Funding Agency and learner fee income	BAEC SMT/ Safety Committee /Premises Manager	3
Improve the environmental impact of College activities	Reduce paper consumption through the increased use of electronic technology (including electronic resources, communications and learning activities)	20% reduction to be achieved in the 2010/11 academic year	Skills Funding Agency and learner fee income	BAEC SMT	5
Monitor learner satisfaction with courses' value for money	Collect annual learner survey responses in the third term for the 2010/11 academic year	86% of respondents to rate value for money of their course as 'Very Good' or 'Good'	Skills Funding Agency and learner fee income	BAEC SMT	5,6

Work with partners to ensure that adults with learning disabilities are able to access progression routes into education, training and employment.	Continue to work with existing partners (including Shaw Trust, Adult & Community Services and community organisations) to develop additional training opportunities to encourage independent living and supported employment for adults with learning disabilities resident within the borough.	Engage with 92 adults with learning disabilities during the 2010/11 academic year Identify and work with three new partners during the 2010/11 academic year	Skills Funding Agency and learner income fee	BAEC SMT	1, 4
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Aim 4b: Provide high quality employment support services

Action	Milestones(s)	Target(s)	Resources	Lead Officer	EI
Proactively engage with Prime Contractors for DWP Work Programme to ensure delivery works for the benefit of Bromley residents	Host stakeholders event for local organisations to learn more about Work Programme delivery in Bromley	October 2011	Leisure and Culture	Louisa Allen	4
	Prime contractors invited to deliver programme in outreach centres	Before March 2012			
Maximise the potential of the Cotmandene Resources Centre and Mottingham Community Learning Shop to provide information, advice and guidance on adult learning and employment support.	Establish job clubs delivered by the local community in both Centres	Autumn 2011	Leisure and Culture	Louisa Allen	1,4
	Achieve Matrix accreditation (nationally recognised Quality Standard for providing Information, Advice and Guidance)	Application submitted by October 2011 with award granted by January 2012			
Work with the third sector to explore community training opportunities for the local and wider community	To continue to explore options for developing a sustainable community focused training, development and support network	<ul style="list-style-type: none"> Report to R&R PDS Committee in July 2011 Implementation by October 2011 		Colin Brand/ Louisa Allen	1,4

Aim 4c: Pursue funding opportunities with partners to increase the range of adult learning opportunities delivered in areas of need in the borough

Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Attract funding from the Adult and Community Learning Fund	To create a stimulating and engaging adult learning programme in community settings in Bromley for 600 adult learners with a particular focus on the environment, employment and courses relevant to older learners	<ul style="list-style-type: none"> • Write and submit bid in June 2011 • Hear outcome of bid submission by July 2011 • If successful, deliver project between September 2011 – March 2012 	Leisure and Culture/ Adult and Community Learning Fund	Louisa Allen	1,4,5
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.	To provide adults with learning disabilities better life chances through training social inclusion increasing their employment and life skills and contributing towards their independence. All participants to have an opportunity to obtain a City & Guilds qualification in amenity horticulture	<ul style="list-style-type: none"> • Hear initial proposal outcome from awarding body by June 2011 • Submit bid to the awarding body in Autumn 2012 • Hear outcome of bid submission by January 2012 • If successful, deliver project between March 2012 – March 2015 	Leisure and Culture/ Big Lottery: Reaching Communities	Louisa Allen	1,4,5

OUTCOME 5: Managing property assets to support the delivery of the Council's key objectives.

Division(s) Responsible: Property

Outcome Statement: The council wants to ensure that its properties provide value for money for the residents of Bromley, are accessible, safe and enhance service delivery.

- Excellence Indicators**
1. Efficient utilisation of office space
 2. Number of properties which have statutory servicing and inspection completed
 3. Reduction in carbon output
 4. Total rental income
 5. Accommodation leased/shared with partners

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	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Decant North Block	Liaise with Client departments on space requirements. Carry out minor alterations to decant accommodation with appropriate IT and data provision	<ul style="list-style-type: none"> • Attend DMT and other forums to map details • Liaise with Information Systems on alterations to IT infrastructure • Completion by June 2011 	Property /Information Systems /Organisational Improvement	Chris Johnson	1
Alteration works to North Block	Prepare drawings and specifications to enable procurement of suitable contractors	<ul style="list-style-type: none"> • Liaise with Client departments on detailed requirements for new accommodation. • Tender works and place orders to enable start on site in June/July 2011 • Carry out contract administration whilst contractor on site • Completion by January 2012 	Property /Information Systems /Organisational Improvement	John Hemsley	1

Remodelling of Stockwell Building	Agree with Public Health requirements to move into Civic Centre	<ul style="list-style-type: none"> • Liaise with Public Health on layouts etc. • Prepare specification to enable works to commence on site July 2011 • Completion by October 2011 	Property	Chris Johnson	1
Completion of new reception facility	Ensure that appropriate facilities are in place to enable better access to services via a 'one stop shop option'	<ul style="list-style-type: none"> • Liaise with all stakeholders on particular requirements for the new facility • Prepare specification, tender works, appoint contractor and carry out works on site commencing July 2011 • Completion by January 2012 	Property	John Hemsley	1
Market the Old Town with vacant procession to aid the Council's aspirations around Town Centre re-generation	<ul style="list-style-type: none"> • Decant of Bromley Town Hall • Tender the sale of the Town Hall and carry out appropriate evaluation in order to recommend to Members a suitable development partner 	Prepare decant accommodation in the Civic Centre for the current occupants in the Town Hall and decant by January 2012	Property	Chris Johnson	1,4
Decant of Joseph Lancaster and Ann Springman Buildings to enable these buildings to be leased for other purposes, or demolished to reduce revenue outgoings or increase revenue income	Prepare accommodation in North Block for current occupants of these buildings	January/February 2012	Property	Chris Johnson	1,4

Aim 5b: Ensure that all the Council's properties meet legislative requirements and are fit for purpose.					
Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Carry out suitable cyclical maintenance, inspections and surveys to ensure that buildings comply with current Property and Health & safety legislation, are accessible, and meet the requirements of residents and staff	Carry out asbestos re-surveys and risk assessments	March 2012	Property	David Streeter	2
	Update all access surveys	March 2012	Property	Andrew Brook	2
	Completion of 20% stock condition assessments	March 2012	Property	John Davies	2
	Carry out cyclical maintenance to meet water quality, electrical and gas regulations etc	March 2012	Property	Andrew Brook	2
	Completion of the Planned Maintenance programme for operational buildings	March 2012	Property	Andrew Brook	2

Aim 5c: Carry out energy saving projects to reduce the Council's carbon output.					
Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Reduce the Council's energy consumption to reduce spend in a market with energy costs increasing. Reduce the carbon output to reduce the amount of carbon tax paid	Replacement of windows to North Block, Civic Centre	March 2012	Property	John Hemsley	3
	Planned programme of replacement windows and high efficiency boilers in schools	March 2012	Property	Cliff Jones	3
	Installation of PV panels to North Block, Civic Centre	March 2012	Property	Gerry Kelly	3
	Completion of CHP feasibility study at the Walnuts	March 2012	Property	Gerry Kelly	3
	Undertake feasibility study and business case for installation of PV panels at Central Depot	December 2011	Property	Gerry Kelly	3

Aim 5d: Maximise the income from the Council's property investment portfolio.					
Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Reduce the number of vacant shops	Proactively market vacant shops using advertising, business forums and partner contacts	March 2012	Property	Neil Thomps on	4
Maximise income from vacant office space at Civic Centre and Yeoman House	Liaise with partner agencies to seek opportunities to lease Council space	March 2012	Property	John Turner/ Neil Thomps on	4
	Market Yeoman House vacant space with local estate agent	March 2012			

Aim 5e: Seek opportunities with partners to make efficient use of Council property to reduce costs and improve service delivery.					
Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
Put in place the Strategic Asset Management Strategy adopted by Members in May 2011	Prepare acquisition strategy to aid income and regeneration of Town Centres	July 2011	Property	Heather Hoskins	5
	Set up 'Total Place' group involving other Local Authorities, strategic partners and the 'third sector'	March 2012	Property	Cathy Pimm	5
	Prepare a disposal plan and market properties starting with four sites	October 2011	Property	Heather Hosking	5
	Prepare a 'property challenge' strategy for service departments	March 2012	Property	Cathy Pimm	5
	Set up a Member Strategic Asset Management group	July 2011	Property	John Turner	5

OUTCOME 6:	AN EFFECTIVE AND EFFICIENT DEPARTMENT WHICH PROVIDES VALUE FOR MONEY
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Division(s) Responsible:	All
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Outcome Statement	The Council will seek to ensure that it provides a well motivated and trained work force that provides value for money services in an efficient and effective manner.
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Aim 6a:	A proactive and robust approach to improvement and efficiency in Renewal & Recreation
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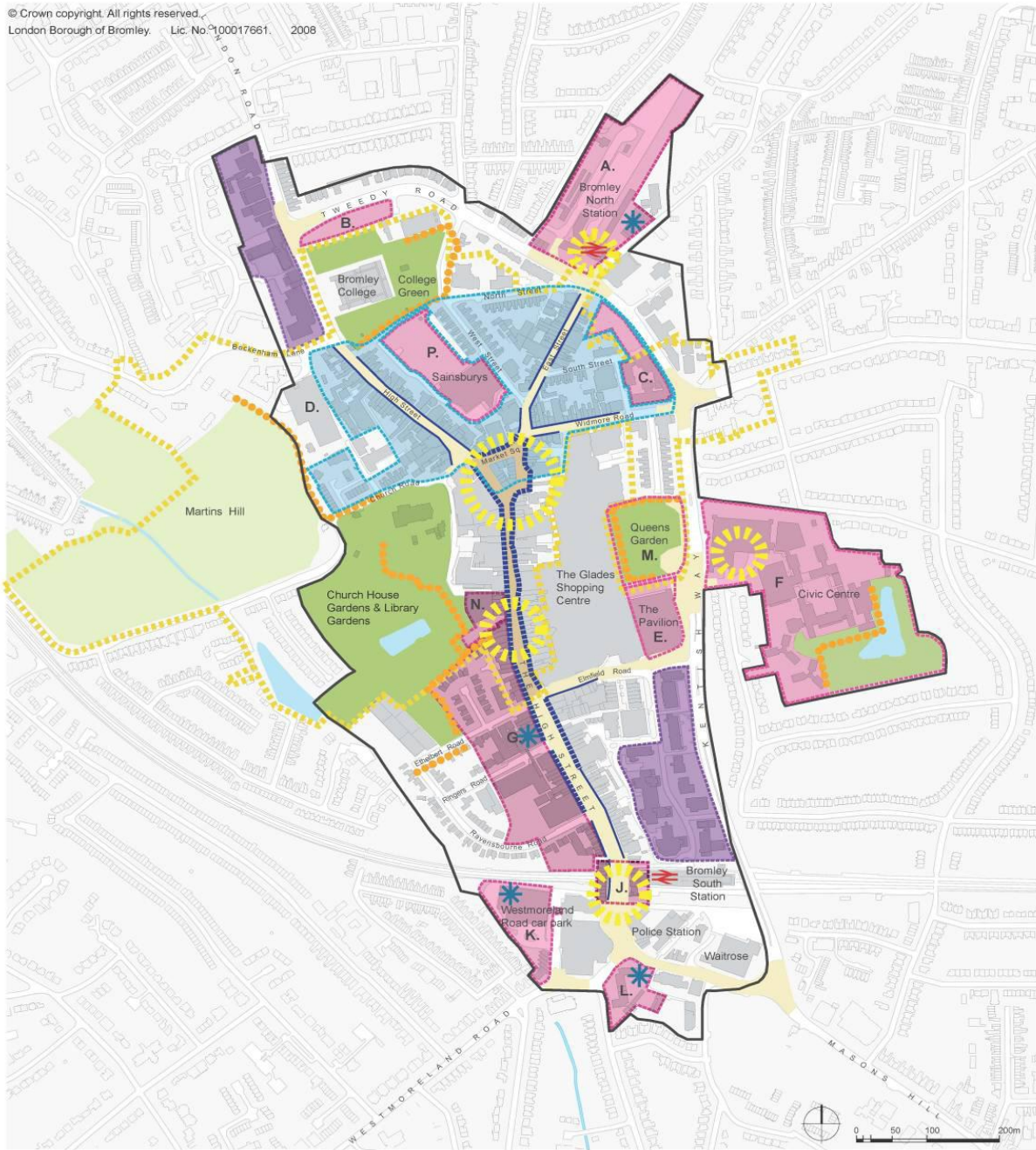
Action	Milestone(s)	Target(s)	Resources	Lead Officer
Deliver agreed efficiency savings in line with the Council's financial forecast		Quarterly monitoring of agreed efficiency savings with key reports as required	Existing resources	Marc Hume
Evaluate services' value for money and identify efficiency savings for 2013/14/15	All Assistant Directors to review individual service areas	June 2011	Existing resources	Marc Hume and Assistant Directors
Undertake a department wide 'zero' based budgeting exercise in conjunction with the member's 'Star Chamber'.	Agree with Finance a zero based budgeting pro-forma	May 2011	Existing resources	Marc Hume
	Complete pro-forma for each division	June 2011		
	Present findings to Member Star Chamber	August 2011		
Consider new methods of delivery to reduce dependence on the public purse.	As part of the I, E&E process, all Assistant Director's to investigate new methods of delivery in shared service/outsourcing		Existing resources	Marc Hume

Aim 6b:		Effective external and internal communications			
Action	Milestone(s)	Target(s)	Resources	Lead Officer	
Press releases that share information and good news with residents that will support departmental objectives	Appoint a dedicated Communications Officer for Renewal and Recreation	To undertake internal interviews in June 2011	Revenue	Colin Brand	
		If necessary, seek external candidate in July 2011			
		Officer in post in September 2011			
Quarterly departmental staff meetings	As part of the Departmental Communication Strategy, hold four director-lead staff meetings	Four meetings a year	Revenue	Marc Hume	
Provide excellent customer service first time in line with LBB's 'getting it right' procedure	Regularly monitor complaints, compliments and suggestions received across the department	Quarterly reports to the DMT	Existing resources	Colin Brand	

Aim 6c:		A motivated staff which is highly skilled to deliver departmental outcomes			
Action	Milestone(s)	Target(s)	Resources	Lead Officer	
Performance Appraisal Development Scheme documents to be set up for individual officers	All staff to complete PADS scheme incorporating REAL core values	June 2011 Review September 2011	Revenue	Colin Brand/John Turner/Bob McQuillan and Michael Wheeler	
Departmental Learning and Development Plan to be developed	The departmental learning and development plan to be completed following the completion of PADS	July 2011 with ongoing review	Resources	Learning and Development Team.	
Leadership Programme to be delivered	To integrate the department, all second and third tier officers participate in a cross departmental leadership programme	December 2011	Revenue	Michael Wheeler	

APPENDIX 1: BROMLEY AREA ACTION PLAN SITE 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
- H. 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)