



Renewal & Recreation
BUSINESS PLAN 2011/12

MONITORING REPORT

Quarter 2: 06/07/2011 – 05/10/2011

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 2. 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 are added to the plan where work has been undertaken in response to opportunities or challenges within the remit of the portfolio. During this quarter, Bromley Adult Education College have reviewed their targets for the 2010/11 academic year (reported on in Quarter 1) and set their new targets for the 2011/12 academic year.

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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 2:	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	Confirm the development proposition by September 2011.	A draft development proposition has been produced and consultation with members has taken place. Further development work is being progressed in light of member's suggestions and will be achieved in Quarter 3.	A
Work with Network Rail and South Eastern to agree improvement plans and secure implementation at Bromley South station upgrades (Site J)	Kevin Munnelly/ Iain Forbes	Approve Prior Notification application by August 2011	The prior notification application has been approved and work is due to start in November with step free access to the station being delivered in time for the Olympics.	G
		Agree lease extension by August 2011	Negotiations on the lease extension are ongoing following the content of the prior notification application.	A
		Examine parking enforcement options by August 2011	Negotiations on parking enforcement options are ongoing following the content of the prior notification application.	A
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	Kevin Munnelly	Establish joint project team meetings with Trillium Real and Bromley Christian Centre by August 2011.	Project team meetings have been established. The developer has indicated that it is their intention to submit a planning application in 2012. Pre-application meeting with the development team took place in this quarter.	G
		Agree work programme by August 2011	There exist substantial planning issues that will need resolving before a work programme can be agreed. Work is under way to resolve these issues.	A

Aim 1b:		Continue to support and develop the vitality of Orpington		
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Promote the useage of the relocated library in partnership with local businesses	Martin Pinnell/Tim Woolgar	To maintain high levels of usage in the newly refurbished library.	In the four full months since the newly refurbished Orpington library opened, the number of items issued has increased by 10% each month and visitor numbers by 80% each month compared with the equivalent period last year.	G
Finalise proposals for the Bromley Museum and old library site, including submission of a £3million Heritage Lottery Fund bid.	Colin Brand	Receive notification on success of first round application from the Heritage Lottery Fund in September 2011	The Council was advised on 27 th September 2011 that its first round application had been unsuccessful. Demand for funding out stripped the available Heritage Lottery Fund budget. A report elsewhere on the agenda for the R&R PDS Committee sets out a further direction of travel for the museum.	G
	Colin Brand	Facilitate relocation of the Police to the vacant library in September 2011	Detailed proposals are currently being drawn up by the Police and these will be subject scrutiny at a future meeting of the Executive and Resources Committee.	A

Aim 1c:		Promote and support the vitality of all town centres			
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)	
Delivery of an events and promotion campaign in partnership with local businesses	Martin Pinnell	Continue delivery of an events and promotion campaign	<p>Several events were delivered across the borough's town centres in this quarter. These included:</p> <ul style="list-style-type: none"> • Beckenham Summer Fair (July) • Mottingham Caribbean Market (August) • Bromley Street Theatre (September) • Fun in the Park, Priory Gardens (September) • Beckenham French Market (September) <p>We also hosted the Orpington's Finest Awards in the quarter, recognising and highlighting the best practise amongst businesses in the area.</p>	G	
Continue to maintain and further improve the appearance, tidiness and overall quality of the town centres in Bromley	Martin Pinnell	Second quarterly environmental quality monitoring visits to the four main town centres	Town Centre Managers completed their second quarterly environmental quality monitoring visits in Bromley, Orpington, Beckenham and Penge between July and September. Managers were pleased with the appearance and cleanliness of Bromley, Beckenham and Orpington town centres and minor issues were reported for rectification. Upgraded litter receptacles were requested for Beckenham and Penge town centres to improve the cleanliness of the area. In Penge a significant problem with an area subject to fly tipping was reported to environmental health for resolution.	G	
Development and enhancement of town centre partnerships, including support for business and traders groups	Martin Pinnell	Facilitate the bimonthly meetings for Orpington Business Forum, Beckenham Business Association and Penge Traders association	At their meeting on 9 th August, the Orpington Business Forum supported the idea of a BID for Orpington. The Beckenham Business Association met on 6 th September and the Penge Traders Forum met on 28 th September. Town Centre Managers have attended more regular meetings with sub groups to discuss business needs that could be met by the next round of funding to be released by the Mayor's Outer London Fund.	G	

Deliver the Outer London Fund projects to enhance and improve Bromley, Orpington and Penge town centres.	Martin Pinnell/Kevin Munnelly	Finalise and agree the Funding Agreement with the Greater London Authority by September 2011	The draft funding agreement was submitted to the Greater London Authority in September 2011.	G
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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 2:	Progress Update	RAG Status (if applicable)
Work with private sector partners to develop a high profile showcase 'Invest Bromley' event, with accompanying brochure	Kevin Munnelly	Invest Bromley event to be held on 20 th September 2011.	The Invest Bromley event was successfully held on 20 th September 2011. 170 paying delegates attended in addition to the Mayor of London, Boris Johnson. Following the event, there have been 6 developer referrals in addition to positive press items published to raise awareness of opportunities in Bromley. An Invest Bromley brochure was also produced accompany the event and has been widely distributed.	G
Develop an inward investment and business incentive plan to encourage private sector investment in Bromley North Village	Martin Pinnell	Create a draft plan and include key element in the Mayor's Outer London Fund bid	On evaluation, the entire cost of drawing up the plan was included in the Mayor's Outer London Fund bid. A consultant will be commissioned to produce the plan in Quarter 3. Although there is an initial delay to the timetable, it is still anticipated that the plan will be ready to implement by the original target date and this is at a reduced cost to the Council as the plan will be funded externally.	A

<p>Maintain regular communications with businesses through e-bulletin and website to raise awareness of local business support and networking, to showcase town centre opportunities.</p>	<p>Martin Pinnell</p>	<p>Ensure publication and distribution of bi-monthly e-bulletin to over 2600 business mailboxes</p>	<p>The Bromley Business e-bulletin continues to be published on a bi-monthly basis and receives content contributions from a wide number of sources. In July, the business e-bulletin went to 2446 business mailboxes and in September, the business e-bulletin went to 2422 business mailboxes. Recognising that the decline in those subscribing to the e-bulletin, a number of measures are being taken to promote sign up. Currently the mechanism by which businesses can sign up on the website is not easily accessible – we are working with Bromley Knowledge to rectify this. We will also update the mailing list with the most current information in addition to utilising the Council’s social media to give the e-bulletin a more prominent presence online.</p>	<p>A</p>
<p>Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision in the borough</p>	<p>Martin Pinnell</p>	<p>Facilitate the meeting of the Economic Partnership in July 2011.</p>	<p>The R&R Portfolio Holder chaired his first Economic Partnership meeting in July 2011. It was decided that the skills and employment sub group should be disbanded and invited to the partnership to streamline decisions and brings the skills agenda back into the remit of the partnership.</p>	<p>G</p>

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 2:	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	56% of major applications we determined within 13 weeks in this quarter. This is a significant improvement on the previous quarter following a meeting of managers in Development Control to make a combined effort to improve this percentage. There are currently a large number of major applications which are already beyond the 13 week target period as it has taken longer than anticipated to formalise legal agreements prior to a decision notice being issued. This may have an adverse effect on performance over the coming quarters. This is partly due to the small number of major applications submitted annually.	A
		65% minor applications to be determined within 8 weeks of receipt	57.9% of minor applications were determined within 8 weeks of receipt for this quarter. Improvements were made after managers met to discuss improving performance levels in Development Control. It is anticipated that performance will be on target in Quarter 3.	A
		80% of other applications to be determined within 8 weeks of receipt	75.7% of other applications were determined within 8 weeks of receipt during this quarter. This is an improvement on previous quarters and it is anticipated that performance will be on target in Quarter 3.	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 2:	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	Consult with residents and the wider community on the core Strategy Issues document between June and September 2011	In line with the agreed consultation time scale of June to the end of September 2011, this work has now been completed and officers are currently analysing the results of this work which will be reported to members at a future meeting.	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 2:	Progress Update	RAG Status (if applicable)
Protect trees, listed buildings and conservation areas in the borough	Kevin Munnally	Conservation Management Plan for Bromley Town Centre to be prepared by September 2011	A draft Conservation Management Plan for Bromley Town Centre was considered by Development Control Committee on 8 th September and was adopted as supplementary planning guidance.	G

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 2:	Progress Update	RAG Status (if applicable)
Complete and implement the library site officers review	Colin Brand	Undertake a formal review of the library site officer function by September 2011	Review completed and restructuring of team implemented with required budget reductions achieved ahead of schedule.	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 2:	Progress Update	RAG Status (if applicable)
Ensure the Borough maximises the benefits and legacies provided by the London 2012 Games, including opportunities for businesses to participate	John Gledhill	Agree a plan for dressing the borough with the London Organising Committee of the Olympic Games (LOCOG) by September 2011	The Portfolio Holder for Renewal and Recreation agreed in July for the Borough to sign up to the Look and Feel Agreement to dress the Borough, and the Olympic Torch Relay Agreement to allow Torch visit the Borough with a proposed route that would include Bromley Town Centre and Crystal Palace Park. Officers are currently working to deliver these initiatives. Officers are also supporting a Working Group, involving the Police and Fire Service which is overseeing the delivery of wider Olympic initiatives including event planning.	G
Provide the borough lead on Pro Active Bromley and co-ordinate the work of the group	John Gledhill	Develop a new framework strategy by July 2011	A new framework strategy for ProActive Bromley was completed and printed for distribution in agreement with group.	G

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 2:	Progress Update	RAG Status (if applicable)
Identify individual learning needs which are supported by flexible learning opportunities	Carol Arnfield	During the 2010/11 academic year, 89% of learners achieve their individual primary learning goals	89.3% of learners at BAEC achieved their primary learning goal in the 2010/11 academic year. A very small number of results from externally accredited courses still require the approval from external moderators before their achievement can be claimed. However, given the low numbers involved this is unlikely to make a significant difference to the reported total.	G

Aim 4b: Provide high quality employment support services				
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Maximise the potential of the Cotmandene Resource Centre and the Mottingham Learning and Community Shop to provide information, advice and guidance on adult learning and employment support.	Louisa Allen	Establish job clubs delivered in the local community in both Centres.	Both centres have established a job club run by both volunteers and staff. The job clubs offer IT services, support with CVs, writing speculation letters, interview techniques and information, advice and guidance for job seekers. Since their inception at the beginning of the quarter, 4 jobs have been gained by local people.	G
Work with the third sector to explore community training opportunities for the local and wider community	Colin Brand/ Louisa Allen	To continue to explore options for developing a sustainable community focused training, development and support network.	Officers are currently in discussion with a number of organisations around the future delivery of community focussed training and it is intended that a separate report is brought to the R&R PDS Committee in the New Year.	G

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 2:	Progress Update	RAG Status (if applicable)
Attract funding from the Adult and Community Learning Fund	Louisa Allen	To hear the outcome from a bid submitted to create a stimulating and engaging adult learning programme in community settings.	The resubmitted bid was successful and the PCLD has awarded £50,746.54 for delivery of learning opportunities for local people at the Nottingham Community and Learning Shop, Cotmandene Centre and the TrEE Centre in Scadbury.	G
		Begin delivery of the project	Delivery of the project will commence in December 2011 with completion expected in June 2012.	A
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	Submit the bid to the Big Lottery for their consideration.	The second stage bid for funding from the Big Lottery to continue and develop the Thyme Out programme was submitted on 11 th October 2011. Thyme Out is a project which enables adults with learning disabilities to obtain a horticultural qualification, gaining skills and experience while maintaining the grounds of Palace Park in Bromley.	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 2:	Progress Update	RAG Status (if applicable)
Alteration works to North Block	John Hemsley	Carry out contract administration whilst contractor is on site.	The Contractor is now on site and all demolition works are complete. Window installation, 1 st fix M&E installation and a new structural floor to annexe are under way. Contract administration has been undertaken.	G
Remodelling of Stockwell Building	Chris Johnson	Work to commence on site	Enabling works (IT & telephony) have now been completed on site. Partitioning works are due to commence during the week commencing 24 th October 2011, with anticipated completion during the week ending 18 th November 2011.	G
Completion of new reception facility	John Hemsley	Work to commence on site in July 2011	The new reception facilities have been completed. Reception services are now available at one point and self service technology utilised where appropriate.	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 2:	Progress Update	RAG Status (if applicable)
Put in place the Strategic Asset Management Strategy adopted by Members in May 2011	Heather Hosking	Prepare acquisition strategy to aid income and regeneration of town centres	An acquisition strategy has been prepared and considered by the Members' Strategic Asset Management Group following the Executive's agreement to establish an investment/regeneration fund. A report has been prepared for the Executive's meeting on 19 th October seeking delegated powers to enable purchases of properties to be progressed.	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)
Deliver agreed efficiency savings in line with the Council's financial forecast	Marc Hume	Quarterly monitoring of agreed efficiency savings with key reports as required	All efficiency savings are monitored on a monthly basis by the R&R Departmental Management Team.	G
Undertake a department wide 'zero' based budgeting exercise in conjunction with the member's 'Star Chamber'	Marc Hume	Present findings from completion of the exercise to the Member Star Chamber	Further work was undertaken on a departmental 'zero based' budgeting exercise culminating in a meeting with members on the 5 th October 2011 at which all divisional submissions were scrutinised.	G
Consider new methods of delivery to reduce dependence on the public purse	Marc Hume	As part of the I,E&E process all Assistant Director's to investigate new methods of delivery in shared service/outsourcing	As previously reported to members, the library shared service project has now been completed. Shared service options around Property services and building control and now being explored with the London Borough of Bexley and the London Borough of Croydon.	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	Appoint a dedicated Communications Officer for Renewal & Recreation by September 2011	First round interviews were held in October with internal redeployment candidates. No appointment was made and as a consequence, the wider job market will now be considered. It is anticipated that an appointment will be made in the new year.	A

Quarterly departmental staff meetings	Marc Hume	Hold a departmental staff meeting as part of the Departmental Communication Strategy	A departmental staff meeting was held on 22 nd September where important departmental information and news was distributed to staff. Opportunities to feedback and ask questions were provided.	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.	Quarterly complaints and compliments reports are considered by the R&R Departmental Management Team and action is taken in response where appropriate.	G

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 Carol Arnfield	All staff to have completed the review of the PAD document incorporating REAL core values by September 2011	All PADS documents have been completed across the department.	G
Departmental Learning and Development Plan to be developed	Learning & Development	The departmental learning and development plan to be completed by July 2011 with ongoing review	The departmental learning and development plan was completed in July 2011 and is regularly monitored by the Learning and Development Group.	G

BUSINESS PLAN UPDATES: NEW WORK UNDERTAKEN IN QUARTER 2 (2011/12)

As part of the annual self-assessment process, Bromley Adult Education College has reviewed the progress made against its milestones, targets and strategic objectives for the 2010/11 academic year (as reported in the Monitoring Report for Quarter1). In light of this assessment, new targets have been set for the 2011/12 academic year. These are set out below for addition to the Renewal & Recreation Business Plan 2011/12.

These milestones and targets will transfer over to the Renewal & Recreation Business Plan for 2012/13 and final outcome will be reported. Monitoring information will be provided in 2011/12 where appropriate.

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	Milestone(s)	Target(s)	Resources	Lead Officer
Increase participation of adults in lifelong learning	15,000 enrolments in adult learning opportunities at Bromley Adult Education College during the 2011/12 academic year	Cumulatively: <ul style="list-style-type: none"> 7,000 enrolments by end of Term 1 11,500 enrolments by end of Term 2 15,000 enrolments by end of Term 3 	Skills Funding Agency	Carol Arnfield
	LBB staff members engaging in corporate training delivered by Bromley Adult Education College	900 members of LBB staff across the 2011/12 academic year	Skills Funding Agency and LBB existing resources	Carol Arnfield/Alicia Munday
	Engage with new learners	45% of 8,800 learners are new learners at Bromley Adult Education College	Skills Funding Agency	Jenny Alexander
Identify individual learning needs which are supported by flexible learning opportunities	Enable learners to achieve their primary goals and complete their course	90% of learners achieve their individual primary learning goals during the 2011/12 academic year	Skills Funding Agency	Carol Arnfield
		91% of learners complete their course during the 2011/12 academic year		

	Offer short intensive vocational training programmes to meet the needs of unemployed adults referred by JCP	<ul style="list-style-type: none"> • 5 new courses to run in Term1 • 10 additional courses to run in Term 2 • 12 additional courses to run in Term 3 	Skills Funding Agency	Carol Arnfield
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	44% of teachers to hold a Level 4 teaching qualification 32% to hold an intermediate teaching qualification	Skills Funding Agency	Carol Arnfield
	All tutors are observed at least once in the 2011/12 academic year	21% of tutors to achieve a Grade 1 'Outstanding' 61% of tutors to achieve a Grade 2 'Good'	Skills Funding Agency	Carol Arnfield
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 at least once each academic term	Skills Funding Agency	Charlotte Beddoe
Improve the environmental impact of College activities	Reduce paper consumption through the increased use of electronic technology (including electronic resources, communications and learning activities)	10% reduction to be achieved in the 2011/12 academic year	Skills Funding Agency	Carol Arnfield/Sarah Sweetman
Monitor learner satisfaction with courses' value for money	Collect annual learner survey responses in the third term for the 2011/12 academic year	92% of respondents to rate value for money of their course as 'Very Good' or 'Good'	Skills Funding Agency	Carol Arnfield