



**Renewal & Recreation**  
**BUSINESS PLAN 2011/12**

**MONITORING REPORT**

Quarter 3: 06/10/2011 – 05/01/2012

## 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 3. 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.

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**OUTCOME 1:****VIBRANT AND THRIVING TOWN CENTRES**

<b>Aim 1a: Delivery of the first phase of the Bromley Area Action Plan</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	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	Draft marketing materials for approval by the Executive Committee in October 2011	Marketing materials were approved for Site G by the Executive Committee in October and the name for the development was agreed to be 'Churchill Place'. Soft market testing has now commenced which will work to establish development interests in the site. Following this exercise, officers will seek authorisation from Bromley Council's Executive Committee to procure a development partner.	G
Work with Development Partner (Cathedral Group) to agree detailed scheme design and secure planning permission for Westmoreland Road car park site.	Heather Hosking	Support development partner to submit their planning application by October 2011	The Development Partner, Cathedral Group submitted their planning application in December 2011. They held a briefing meeting for Members on 16 <sup>th</sup> January 2012. The application is due to be considered by the development control Committee in March 2012.	G
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	Kevin Munnelly	Submit detailed designs to R&R PDS Committee in October 2011 for approval to consult	Detailed designs for the public realm improvements on Bromley North Village were submitted to the October meeting of the R&R PDS and approval was granted to consult. The consultation process was completed in this quarter and the results are currently being reviewed. Initial responses from stakeholders have been positive, with the public realm improvements being scored 7/10 overall. The full results of the consultation process will be reported to the R&R PDS Committee at their meeting on 27 <sup>th</sup> March 2012.	G

<b>Aim 1b: Continue to support and develop the vitality of Orpington</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
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	Martin Pinnell	Initiate consultation on possible BIDs for Orpington to generate a sustainable town centre management model for the town	A proposal for supporting the establishment of a Business Improvement District (BID) for Orpington Town Centre was endorsed by Councillors at the October meeting of the R&R PDS Committee. This enabled appropriate resources to be drawn down which will be used for BID development alongside the £10k provided for this purpose from the Outer London Fund. Following a procurement process, The Means were appointed as delivery partner to assist Council officers and the local businesses to develop the BID. An update on the BID was provided to members of Orpington Business Forum and there was near unanimity amongst the 60 members present about pursuing the project in partnership with the Council.	<b>G</b>

<b>Aim 1c: Promote and support the vitality of all town centres</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Delivery of an events and promotion campaign in partnership with local businesses	Martin Pinnell	Continue to deliver events and promotional activities	A very successful series of Christmas events were arranged in the four larger towns and this programme was enhanced by additional funding from the Outer London Fund. This meant additional events could be run in Bromley – along with incentives such as free evening parking in two Council run car parks on ‘Festive Thursdays’ in the run up to Christmas. There was also a high profile promotional campaign using a News Shopper wrap advert, bus adverts, fliers and posters. Early indications are that footfall was up on that recorded for December 2010 (27% in the case of Orpington) and that many retailers experienced increased sales during the period, in comparison with 2010.	<b>G</b>

Continue to maintain and further improve the appearance, tidiness and overall quality of all the town centres in Bromley	Martin Pinnell	Christmas lights displays facilitated in all the managed town centres for 2011 (subject to funding).	Thanks to funding from Outer London Fund, which enhanced contributions from the Council and local traders, Christmas lights were purchased for use in 2011 and future years in Bromley, Orpington and Penge. The costs of lights in Beckenham were shared between the Council and local traders.	G
Continue to maintain and further improve the appearance, tidiness and overall quality of the town centres in Bromley	Martin Pinnell	Third quarterly environmental quality monitoring visits to the four main town centres	Town Centre Managers have visited towns and raised any specific environmental issues with relevant colleagues 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	Two Orpington Business Forum meetings took place, and there were also meetings for the Beckenham Business Association and Penge Traders Association, all of which were supported by the Town Centre Management team.	G
Review the management of town centre markets and other activities to maximise positive impacts and reduce costs.	Martin Pinnell	Complete review in liaison with Environmental Services to include markets, attractions and rides across all key high streets and report to R&R and ESD PDS Committees in October 2011	The review has been delayed due to the need to take account of the physical changes to be made to the Market Square as part of the Bromley North Village improvement scheme. This review is now expected in 2012/13.	A

Create a Penge Master Plan and consider options for a new library service in the area.	Kevin Munnelly	Draft a Project Initiation Plan to be scrutinised at the R&R PDS Committee in October 2011.	A Penge Town Centre Draft Renewal Strategy was presented to the R&R PDS Committee in October 2011 and the Portfolio Holder subsequently approved the development of the strategy for consultation purposes.	G
		Undertake stakeholder workshops and implement the initial improvement programme	A stakeholder workshop was held in Quarter 3 and the initial improvement programme commenced. Improvements to Empire Square were undertaken, which included the provision new street furniture.	G
Deliver the Outer London Fund projects to enhance and improve Bromley, Orpington and Penge town centres.	Martin Pinnell/ Kevin Munnelly	Finalise all project plans and procure services where necessary	Project plans have been finalised and the procurement of most services has been completed with some minor exceptions (which will be undertaken in January). This includes development of projects such as business support for independent businesses in town centres, a shop front renewal scheme, a vacant shops initiative (using decorative vinyl to enhance visual impact) and an inward investment project for Bromley North Village.	G
		Commence the community arts project 'Are you Bromley' campaign	Procurement of delivery partners took place in December and agreement has been reached on the type of events to be delivered during Quarter 4.	G
		Deliver Christmas events and activities	Christmas events and activities successfully delivered in three OLF supported towns, as described above.	G

<b>Aim 1d: Promote business investment and development, particularly in the borough's key commercial and industrial areas.</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	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, and to showcase town centre opportunities	Martin Pinnell	Ensure publication and distribution of bi-monthly e-bulletin to over 2600 business mailboxes in November 2011	The November edition of the e-bulletin was distributed to 2,383 inboxes. Sign up to the e-bulletin has been included on the web based edition so that those who read it on bromley.gov.uk and wish to subscribe can do so with ease. The Council's corporate facebook and twitter profiles are also utilised to publicise the bulletin.	A
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 a meeting of the Economic Partnership in October 2011	The Economic Partnership met in October and discussed the development programme, town centre management and employment and skills issues for the borough. The Partnership also discussed the possibility of a specialist event to encourage investment in the commercial property sector and heard a presentation on the Government's push to increase the number of apprenticeships.	G



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

<b>Aim 2a: Ensuring the ongoing effectiveness of planning regulatory functions</b>				
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	45.8% of major applications were determined within 13 weeks of receipt during Quarter 3. A high number of planning applications that require Section 106 agreements are being processed currently. Many of these agreements take a number of months to be settled. The Mayor's Community Infrastructure Levy will take effect from 1 <sup>st</sup> April 2012. It is anticipated that developers wishing to avoid this tax may push for their Section 106 agreements to be finalised in the next quarter which will push this performance against this indicator. Legal services are prepared for the possibility in a rise in their workload in the Quarter 4.	<b>R</b>
		65% minor applications to be determined within 8 weeks of receipt	63.1% of minor applications were determined within 8 weeks of receipt, demonstrating a gradual improvement in performance across the last three quarters in light of the improvements implemented.	<b>A</b>
		80% of other applications to be determined within 8 weeks of receipt	76.1% of other applications were determined within 8 weeks of receipt. A review of the validation process for minor and other applications is taking place which will lead to a more efficient validation process. Applications will not progress until they are fully valid and therefore the 8 week clock will not start on these performance indicators until a valid application is received.	<b>A</b>

<b>Aim 2b: Complete Bromley Local Development Framework and core strategy and to deliver against key Local Development Framework milestones.</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	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 the next key stage of Core Strategy (Options/Draft Core Strategy) and report to the Executive Committee in December 2011	<p>Reports were considered by the Local Development Framework Advisory Panel and the Development Control Committee in Quarter 3 as part of the next stage of the Core Strategy.</p> <p>The Leader chairs the Local Development Framework Advisory Panel (LDFAP) and it was agreed that the reports were to be considered by the LDFAP and DCC and not the Executive at this stage.</p>	<b>G</b>

<b>Aim 2c: Promote, protect and enhance the historical, natural and built environment of the borough</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Enhance the built environment in Bromley, Beckenham and Penge.	Kevin Munnelly	Develop a timetable and scope of works for preparatory work in support of an Area Based Bid to Transport for London 2012/13. This will look to deliver a major Public Realm Improvement scheme for Beckenham Town Centre	Preparatory work to support the submission of an Area Based Bid to Transport for London is now underway and it is expected that the bid will be submitted in September 2012. This work has been supported by the establishment of a member working party for Beckenham which is due to meet in Quarter 4.	<b>G</b>

**OUTCOME 3:****ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS**

<b>Aim 3a: Identify further opportunities to modernise/improve the library offer</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
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	Colin Brand	investigate and consult on further options linked to efficiency savings within the library service and report to the R&R PDS Committee	A report was taken to the R&R PDS Committee on 13 <sup>th</sup> December 2011 setting out a number of options with regard to efficiency savings for libraries. As a consequence a detailed consultation process will now be undertaken, including both users and non users of the libraries. The outcome of this consultation process will be reported back at a future meeting of the committee.	<b>G</b>

<b>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.</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Further develop proposals for the development of new gymnastics centre and library at the Bromley Valley Gymnastics/Cotmandene sites.	Colin Brand	Investigate options for and develop proposals for a major sports and community legacy hub in St Paul's Cray that includes a library provision.	Options for a development in St Paul's Cray continue to be explored with a number of concepts currently being considered.	<b>G</b>
Ensure the Borough maximises the benefits and legacies provided by the London 2012 Games, including opportunities for residents and businesses to participate.	John Gledhill	Agree route for Torch Relay with LOCOG - November 2011	The Torch Relay Route has now been agreed. It is expected that the route will be published in early summer 2012. Further work to the arrangements for the delivery of the Torch Relay is being developed by Officers and London 2012.	<b>G</b>

To develop the parks, leisure and sports offer at Crystal Palace park in line with the Crystal Palace Masterplan.	Louisa Allen	Produce a Project Plan and report to R&R PDS in October 2011	A report on the proposed governance of Crystal Palace Park was approved by the R&R and Environment PDS Committees and the Executive Committee in October 2012. This report recommended the establishment of the Crystal Palace Park Management Board made up of a number of stakeholder groups overseen by an Executive Project Board who are responsible for making recommendations on the future of the park to the Executive Committee.	G
		Establish a Project Board and working parties.	<p>Work was undertaken in Quarter 3 to recruit members to the Crystal Palace Park Management Board and terms of reference and an action plan were drawn up in preparation to support the work of the Board.</p> <p>The Executive Project Board will meet for the first time on 13<sup>th</sup> February 2012 and will include significant input from the Greater London Authority.</p> <p>A new Community Stakeholder Group has been recruited with assistance from Community Links, Bromley to ensure a fair and transparent process. The group are due to meet for the first time on 23<sup>rd</sup> February.</p> <p>The Borough Council's Stakeholder Group met on 19<sup>th</sup> January, the Heritage &amp; Environment Stakeholder Group met on 3<sup>rd</sup> February and the Site Management Group will meet for the third time in March.</p> <p>Work at Crystal Palace will also be supported by Thyme Out Too, bringing the employment and skills agenda into the heart of Crystal Palace.</p>	G

**OUTCOME 4: DEVELOPING OPPORTUNITIES FOR RESIDENTS TO IMPROVE SKILLS, LEARNING AND EMPLOYMENT PROSPECTS**

<b>Aim 4a: Maintain a high quality adult education service which offers a wide range of accessible courses designed to meet local people's needs.</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Increase participation of adults in lifelong learning	Carol Arnfield	7,000 enrolments by end of Term 1	By the end of the autumn term 2011 the college had achieved 7095 enrolments on its adult education provision. This compares favourably with the recorded enrolment of 7018 achieved by the end of the autumn term 2010	G
Identify individual learning needs which are supported by flexible learning opportunities	Carol Arnfield	Offer 5 short intensive vocational training programmes in Term 1 to meet the needs of unemployed adults referred by Jobcentre Plus	Six short intensive vocational programmes to meet the needs of Jobcentre Plus clients were offered in Term 1. Subjects offered were ESOL (English for Speakers of Other Languages) for work, Retail, Business Skills, Computing and Internet skills. Four of the courses ran, with total of 30 learners participating. Seven of the ESOL learners progressed onto ESOL mainstream provision within the College. A further five of the Jobcentre Plus referrals in Term 1 joined other mainstream courses rather than the Jobcentre Plus specific provision.	G
Provide a safe, secure and healthy environment for learners and staff	Charlotte Beddoe	Report to key bodies at least once per academic term	Review of health and safety (H&S) of teaching & learning environments was completed at meeting of H&S Committee on 23 <sup>rd</sup> November 2012. This was subsequently Reported to Governors and papers tabled at the meeting of the full Governing Body on 24 <sup>th</sup> November 2012.	G

Aim 4b: Provide high quality employment support services				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
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.	Louisa Allen	Achieve Matrix accreditation (nationally recognised Quality Standard for providing Information, Advice and Guidance)	The Cotmandene Resource Centre and Mottingham Learning and Community Shop successfully achieved Matrix accreditation in October 2011, demonstrating that they meet the expectations of the quality standard in Information, Advice and Guidance. Following on from the success of the volunteer run job club, a second club has been established. 17 people have achieved jobs since July.	G

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

<b>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</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Remodelling of Stockwell Building	Chris Johnson	Complete re-modelling works	Works to re-model areas in advance of Public Health occupancy completed in November 2011. Provision of external IT connectivity has delayed the actual move which is anticipated for early February 2012.	<b>G</b>

<b>Aim 5c: Carry out energy saving projects to reduce the Council's carbon output.</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
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	Gerry Kelly	Undertake feasibility study and business case for installation of PV panels at Central Depot	A tendering exercise for four PV installations including Central Depot was initiated. Following a proposed consultation document from the Department for Energy and Climate Change (DECC) in December 2011, which dramatically reduced the Feed-In-tariffs for PV's, it was decided to proceed with the tender for North Block only, as a multiple installation is no longer financially advantageous to the Council. Therefore no further action for Central Depot is anticipated.	<b>G</b>

<b>Aim 5e: Seek opportunities with partners to make efficient use of Council property to reduce costs and improve service delivery.</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Put in place the Strategic Asset Management Strategy adopted by Members in May 2011	Heather Hosking	Prepare a disposal plan and market properties starting with four sites	Disposal proposals for four key sites have been developed. If approved by Members, marketing will start on the first site in the Autumn 2012.	<b>A</b>

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

<b>Aim 6a: A proactive and robust approach to improvement and efficiency in Renewal &amp; Recreation</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	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 agreed efficiency savings are currently on line to be achieved within agreed timescales.	<b>G</b>
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	The Departmental Management Team has implemented a continuous review programme aimed at identifying new methods of service delivery.	<b>G</b>

<b>Aim 6b: Effective external and internal communications</b>				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Quarterly departmental staff meetings	Marc Hume	Hold a departmental staff meeting as part of the Departmental Communication Strategy	A departmental staff meeting was chaired by the Director on 6 <sup>th</sup> December 2012. Issues prevalent to the department were discussed and included the anticipated budget savings over the coming years and changes to accommodation expected in the next six months. These quarterly meetings have been supported by strengthened internal communications.	<b>G</b>



Provide excellent customer service first time in line with LBB's 'getting it right' procedure	Colin Brand	Regularly monitor complaints, compliments and suggestions received across the department	Customer complaints, compliments and suggestions are regularly monitored at Departmental Management Team meetings.	<b>G</b>
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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 3:	Progress Update	RAG Status (if applicable)
Leadership Programme to be delivered	Charlotte Beddoe	To integrate the department, all second and third tier officers complete a cross departmental leadership programme by December 2011	The Leadership Programme was completed in December 2011. A total of 34 officers from R&R participated in at least one of the training days. (Adult Education – 7; Culture – 7; Planning – 11; Property – 9). Two of the participants were second tier officers. Three of the participating officers left their post during the programme. Four officers who completed the programme presented four team proposals, developed as part of the course work, to DMT on 5 <sup>th</sup> January. These were based on actions they considered had the potential to result in benefits for R&R. Two of these proposals were aimed at improving communication/integration within R&R.	<b>G</b>

## BUSINESS PLAN UPDATES: NEW WORK UNDERTAKEN IN QUARTER 3 (2011/12)

In the Renewal & Recreation Business Plan 2011/12 Monitoring Report for Quarter 2, Bromley Adult Education College set new targets for the 2011/12 academic year. In this quarter that have finalised and added a further three targets.

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.

### 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 need.				
Action	Milestone(s)	Target(s)	Resources	Lead Officer
Engage with hard to reach learners within the local communities and marginalised groups	Engage marginalised adults in learning opportunities set within local community venues	Increase the percentage of community enrolments within target wards by 33% by the end of the 2011/12 academic year (compared to 2010/11 data)	Skills Funding Agency	Jenny Alexander
Work with partner agencies to support family learning	Work in partnership with the Bromley Children Project, Bromley schools, libraries and community resources centres	80% of enrolments within all family learning, including FLNN, to be at venues within target wards during the 2011/12 academic year	Skills Funding Agency	Jenny Alexander
Work with partner agencies to actively promote the learning opportunities available	Develop partnerships with a range of community based agencies who can engage and signpost local people to appropriate learning opportunities delivered by the College	Work with eight new partners within the community during the 2011/12 academic year	Skills Funding Agency	Jenny Alexander