



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

**MONITORING REPORT**

Quarter 4: 06/01/2012 – 05/04/2012

## 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 4. Lead officers have provided a progress update which identifies developments in the delivery of projects and services. Each progress update is also scrutinised by a traffic light (Red/Amber/Green) system to provide a clear indication of the level of achievement.

| Progress achieved   | Traffic light status |
|---|----------------------|
| Milestone/target is not achieved and is more than 10% away from being achieved  | R                    |
| Milestone/target is 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.

This is the final monitoring report for the Renewal & Recreation Business Plan for 2011/12 and as such, some of the progress updates cover milestones and targets that monitor annual performance. Where this is the case, it is specified in the body of the monitoring report.

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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 4:  | Progress Update  | RAG Status (if applicable) |
| Work with a Development Partner (Cathedral Group) to agree a detailed scheme design and to secure planning permission for Westmoreland Road car park site. Secure vacant possession by September 2012. | Kevin Munnelly | Support the development partner to submit their planning application and secure planning approval by March 2012 | Planning permission was granted to the development partner on 6 <sup>th</sup> March and vacant possession is anticipated by September 2011, so progress is on target. A parking strategy has been drawn up and phase one will be implemented in 2012/13. | <b>G</b>                   |
| Complete the development of the Pavilion Leisure Centre with a ten pin bowling alley facility by Spring 2012   | Colin Brand    | Completion of works by March 2012.  | Phase one which included the re-furbished gym facility was completed in January 2012. Phase two which includes a new bowling alley facility is due to complete in May 2012.  | <b>G</b>                   |

| <b>Aim 1b: Continue to support and develop the vitality of Orpington</b>        |                                |  |  |                            |
|---|--------------------------------|--|--|----------------------------|
| Action  | Lead Officer                   | What we said we would do in Quarter 4:     | Progress Update  | RAG Status (if applicable) |
| Promote the usage of the relocated library in partnership with local businesses | Tim Woolgar/<br>Martin Pinnell | Deliver 12 events across the 2011/12 year. | Events were held with a range of organisations including Spec Savers, Hobbycraft, Thomas Dunton Solicitors, Orpington College and the Town Centre Steering Group. Visits to the library increased by 70% bringing extra footfall to the town centre. | <b>G</b>                   |

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| Finalise proposals for the Bromley Museum and Old Library site including the submission of a £3million Heritage Lottery Fund bid.  | Colin Brand    | Resubmit a revised bid on the advice of the Heritage Lottery Fund for £2million  | Following advice from the Heritage Lottery Fund, a revised bid for funding was submitted in February 2012. The outcome of this first round application is expected in June 2012.   | <b>G</b>   |
| Work with private sector partners/landowners to draft a planning brief to guide future development opportunities in the Walnuts area to, if possible, include the re-cladding of the leisure centre. | Kevin Munnely  | Draft a development brief for consultation purposes and gain approval from the Development Control committee to undertake bi-lateral discussions with land owners. | This activity has been subsequently superseded. The Council is now working with The Walnuts new owners (Garden Properties) to bring forward re-development of the crown buildings for retail and cinema use in addition to wider estate use.   | <b>G</b>   |
|  | Colin Brand    | Develop a costed and detailed design solution to re-clad the Walnuts Leisure Centre. Investigate funding opportunities to have the work completed.                 | Following the new ownership of the Walnuts and the re-development prospects, cladding of the Walnuts is being re-considered.   | <b>N/A</b> |
| 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 | Undertake initial consultation and feasibility study. Set up a steering group.   | Following a near unanimous vote by the Orpington Business Forum to investigate options for a Business Improvement District in the area, and following an initial feasibility study, The Means were appointed as a delivery partner to assist with the delivery of this scheme and a Working Group was established with representatives from different business types in Orpington. Subsequently, a visioning event launched a period of consultation during which members of the Working Group led the discussions. An secondary feasibility study is also underway to determine the boundary for the Business Improvement District and the levy which would apply. A successful ballot is hoped to be achieved before the end of 2012/13. | <b>G</b>   |

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| Aim 1c:  |                | Promote and support the vitality of all town centres                                   |  |                            |  |
|--|----------------|--|--|----------------------------|--|
| Action   | Lead Officer   | What we said we would do in Quarter 4:   | Progress Update  | RAG Status (if applicable) |  |
| Delivery of an events and promotion campaign in partnership with local businesses                                    | Martin Pinnell | Deliver 25 public events at town centre locations across 2011/12.                      | <p>26 public events were delivered across the borough's town centres in 2011/12. In Quarter 4, these events included:</p> <ul style="list-style-type: none"> <li>• Air City and a pop up Gallery in March 2012. Large scale balloons were used to grab people's attention and promote the developments planned for Bromley town centre.</li> <li>• Easter Zoo in Bromley town centre</li> <li>• Heritage Trail launch in Bromley town centre</li> </ul> <p>These events were funded by the Mayor's Outer London Fund and were used to introduce 'Are You Bromley' – a new marketing campaign for the town.</p> | G                          |  |
| Continue to maintain and further improve the appearance, tidiness and overall quality of the town centres in Bromley | Martin Pinnell | Fourth quarterly environmental quality monitoring visits to the four main town centres | <p>The fourth quarterly monitoring reports were completed by town centre managers for Beckenham, Bromley, Orpington and Penge.</p> <p>A number of improvements have been completed in Bromley including gum removal from White Hart Slip and maintenance for paving and street furniture in the town centre.</p> <p>In Orpington, remedial works are to be carried out to repair the public realm and high level graffiti will be removed.</p> <p>Issues in Beckenham and Penge were reported to the Environmental Crime representative and have been dealt with.</p>  | G                          |  |

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|--|-----------------------------------|--|--|---|
| 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 | The Orpington Business Forum met on 21 <sup>st</sup> February for a visioning event for the proposed Business Improvement District. The Forum remains positive about a Business Improvement District in the area and consultation on how Orpington town centre could be improved began. A meeting of the Beckenham Business Association also took place in this quarter, facilitated by the town centre management team. | G |
| Create a Penge Master Plan and consider options for a new library service in the area.                     | Colin Brand                       | Consider opportunities for a new Penge and Anerley library service.  | A report which is due to be considered by the Executive Committee on 20 <sup>th</sup> June 2012 sets out proposals to relocate the Penge/Anerley library in a vacant store in Green Lane following consultation with existing users.   | G |
| Deliver the Outer London Fund projects to enhance and improve Bromley, Orpington and Penge town centres.   | Martin Pinnell/<br>Kevin Munnelly | Installation of an interactive heritage trail in Bromley North.  | Installation of a heritage trail in Bromley North has been completed and a launch event took place in March with live actors on hand to promote the new activity.  | G |
|  |                                   | Launch the Bromley North Village inward investment campaign  | An investment pack has been produced by DTZ, a national commercial property consultancy. The report produced identified Bromley North as a business location. A high quality virtual brochure is being produced to encourage investment from business and will include key statistics about the area. This is due to be launched on our website in Quarter 1 of 2012/13.   | G |
|  |                                   | Improvements to Penge Empire Square completed  | Improvements have been completed. These include new lighting, a new market infrastructure, a 'Penge' sign, benches, cycle stands and other pieced of street furniture.   | G |
|  |                                   | Improvements to signage between Orpington Station and Orpington Town Centre  | New finger signs have been installed in the town centre and signage within the station has been agreed. This signage within the station will be installed in the next quarter.   | A |

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| <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 4:  | Progress Update   | RAG Status (if applicable) |
| Develop an inward investment and business incentive plan to encourage private sector investment in Bromley North Village       | Martin Pinnell | Implement the plan in March 2012  | The investment plan for Bromley North Village was funded by the Mayor's Outer London Fund as reported above, is due to be launched in Quarter 1 of 2012/13. Incentive schemes are being funded by the second round application to the Mayor's Outer London Fund. This includes a shop front improvement scheme which is due to begin in Quarter 2 of 2012/13. | <b>A</b>                   |
| Distribution and promotion of the new Bromley Business Guide and Directory.  | Martin Pinnell | Distribute two thirds of copies received and run PR campaign to publicise across 2011/12.     | Over the year, over two-thirds of the copies of the Bromley Business Guide and Directory have been distributed which is a result of publicity aimed at the target audience. Publicity was organised through the Council's website, e-bulletin and at local business networking events.  | <b>G</b>                   |
| Work with commercial property agencies and other partners to encourage take up and re-use of vacant commercial space           | Martin Pinnell | Facilitate the commercial property agents' forum across 2011/12;                              | Bi-annual meetings for the Property Agents Forum were facilitated in June 2011, September 2011 and April 2012, bringing together key representatives. This group has agreed to be a sounding board for commercial property event planned in 2012/13 to promote Bromley as a prime location for business.  | <b>G</b>                   |
|  |                | Promote the commercial property database so that 750 searches are carried out during 2011/12. | 2,451 hits were recorded on the commercial property database between April 2011 and March 2012. This is a significant increase on those recorded in 2010 which totalled 797.  | <b>G</b>                   |



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| 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 February 2012 | The e-bulletin was sent to 2355 mailboxes in this quarter. A review of the content, marketing and financing of the e-bulletin is to be completed for 2012/13. | 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  | The Economic Partnership met in quarter 4 and received contributions from third parties including Biggin Hill Airport and commercial property agents.         | G |

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**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 4:                               | 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   | 34.78% of major applications were determined with 13 weeks of receipt in this quarter. Far more major planning applications that require Section 106 agreements are being processed now than previously. Many of these agreements take months to be settled. The Mayor's Community Infrastructure Levy (CIL) took effect from 1st April. Many developers with outstanding section 106 agreements have therefore decided to conclude their negotiations and sign the agreement before 31 <sup>st</sup> March. This has inflated the number of applications determined outside of the 13 week period. | R                          |
|   |               | 65% minor applications to be determined within 8 weeks of receipt    | 52.91% of minor applications were determined within an 8 week period following receipt. The Mayor's Community Infrastructure Levy (CIL) took effect from 1st April. Many developers with outstanding section 106 agreements have therefore decided to conclude their negotiations and sign the agreement before 31 <sup>st</sup> March. This has inflated the number of applications determined outside of the 8 week period.   | R                          |
|   |               | 80% of other applications to be determined within 8 weeks of receipt | 74.54% of other applications were determined within 8 weeks of receipt. Priority and staff time were allocation to the resolution of the section 106 agreements for major and minor applications has had a resulting impact on the determination of other applications.   | A                          |

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| <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 4:   | Progress Update   | RAG Status (if applicable) |
| Refine evidence based collected to justify the conclusions and strategies in the Core Strategy Issues document to ensure that it is robust for detailed examination by the public.            | Mary Manuel  | Publish background and topic papers that demonstrate the strategy is sound and meets legislative requirements. | The evidence base continues to be collected and has been refined over the year. However, the London Development Framework Advisory Panel meeting has been delayed and therefore background and topic papers have not been published due to the government's planning reforms which were published on 27 <sup>th</sup> March 2012. | <b>N/A</b>                 |
| Performance management and publication of monitoring related to all Local Development Framework documents and saved Unitary Development Plan policies including the Bromley Area Action Plan. | Mary Manuel  | Publication of monitoring reports annually.  | The annual monitoring report was submitted to Development Control Committee in February 2012.   | <b>G</b>                   |

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| <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 4:  | Progress Update  | RAG Status (if applicable) |
| Enhance the built environment in Bromley, Beckenham and Penge.   | Kevin Munnelly | Complete the design for Bromley North Village.  | Outline designs have been completed and approval was granted by the Renewal & Recreation PDS Committee in March. Detailed designs will be submitted for consideration in September 2012. | <b>A</b>                   |
| Protect trees, listed buildings and conservation areas in the borough.                                   | Kevin Munnelly | Complete annual monitoring of responses to requests for Tree Preservation Orders, Listed Building Orders and Conservation Design Areas. | Annual monitoring has been completed in this quarter and no issues were resulting.   | <b>G</b>                   |

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**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 4:                                    | Progress Update   | RAG Status (if applicable) |
| Complete and implement the Library Site Officers review   | Colin Brand  | Implement the reviewed site officer function for libraries by April 2012. | This piece of work was completed in Quarter 2 and therefore reported in that earlier monitoring report.         | <b>G</b>                   |
| Following the R&R PDS Members Working Party, explore and develop options for the future management of the library service in light of agreed budget reductions. | Colin Brand  | The shared library service agreement with Bexley to go live.              | The shared library service agreement went live at the beginning of January 2012, four months ahead of schedule. | <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 4:   | Progress Update   | RAG Status (if applicable) |
| Further develop proposals for a multi-sports hub at Norman Park and seek a private sector development partner to fund and deliver a suitable scheme.                     | John Gledhill | Place an advert for expressions of interest and begin the tender process for the appointment of a partner company to deliver the scheme. | The procurement process for Norman Park is currently ahead of timetable. The advert has been placed and Pre Qualification Questionnaires returned by three organisations. The tender documents have subsequently been issued and returns due back at the end of May 2012. | <b>G</b>                   |

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|--|----------------------|---|--|-----------------|
| <p>Provide the borough lead on Pro Active Bromley and co-ordinate the work on the group.</p> | <p>John Gledhill</p> | <p>Deliver key actions within the framework for the 2011/12 year:<br/>Increase participation and widen access in sport and physical activity;<br/>Engage more young people in sport and physical activity;<br/>Create better sport and physical activity pathways and infrastructure.</p> | <p>Key actions for 2011/12 were delivered, including the development and production of Strategy and Work Programme for the group.</p> <p>Action Plans for 2012-13 are being developed for implementation by the Delivery Sub Groups.</p> | <p><b>G</b></p> |
|--|----------------------|---|--|-----------------|

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|---|--------------|---|---|---|
| To develop the parks, leisure and sports offer at Crystal Palace park in line with the Crystal Palace Masterplan. | Louisa Allen | Organise and complete small infrastructure improvements to the park.  | <ol style="list-style-type: none"> <li>1. Boating service for the Crystal Palace Park lower lake has been let to Park Boats London for a 5 year contract</li> <li>2. Paxton's bust, grade 11 listed, has been cleaned and the Visitors Centre has been externally refurbished</li> <li>3. A new gate has been installed to one entrance way</li> <li>4. A redundant CCTV tower has been removed from the concert bowl area.</li> <li>5. Redundant cabling has been removed from trees in the concert bowl area</li> <li>6. Creation of a generic Crystal Palace Park interpretation leaflet has been completed and the leaflet has been distributed to visitors.</li> </ol> | G |
|   |              | Investigate options for an alternative management company to undertake the maintenance and future development of Crystal Palace Park. | Establishment of a Crystal Palace Park Management Board made up of 5 stake holder groups was launched on the 13 <sup>th</sup> February 2012. A background report on governance options has been written and was circulated at this meeting. The board agreed to pursue options and report to the Council's Executive by November 2012 on it's findings and recommendations.   | G |

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**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 4:   | Progress Update   | RAG Status (if applicable) |
| Increase participation of adults in lifelong learning   | Carol Arnfield   | Achieve a cumulative total of 11,500 enrolments by end of Term 2   | Total enrolments achieved by the end of the second term were 11,766.  | G                          |
| Identify individual learning needs which are supported by flexible learning opportunities   | Carol Arnfield   | Offer 10 short intensive vocational training programmes to meet the needs of unemployed adults referred by JCP in Term 2 | 12 short intensive vocational programmes for JCP referred adults were offered in the spring term. Of these 9 courses ran. These included Adult social Care, Retail, Hospitality, Business, ICT, Nail Art and ESOL (English for Speakers of Other Languages) for Work.   | G                          |
| Provide a safe, secure and healthy environment for learners and staff   | Charlotte Beddoe | Report to Health and Safety Committee and at the Governing Body for Term 2.  | Health and safety update was reported at the Governing Body meeting on 22 March 2012. Management were able to report there were no RIDDOR accidents that term, 17 members of staff had renewed their First Aid at Work training. The BAEC Health and Safety Committee met on 28th March 2012 and the minutes from that meeting were discussed at the Governing Body meeting on 24th May 2012. | G                          |



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| <b>Aim 4b: Provide high quality employment support services</b>  |              |   |  |                            |
|--|--------------|---|--|----------------------------|
| Action   | Lead Officer | What we said we would do in Quarter 4:                                  | Progress Update  | RAG Status (if applicable) |
| Proactively engage with Prime Contractors for DWP Work Programme to ensure delivery works for the benefit of Bromley residents | Louisa Allen | Prime contractors invited to deliver the programme in Outreach Centres. | All Work Programme contractors; A4E, Careers Development Group and SEETEC have visited and been invited to deliver services within the shop and centre but have not taken up the offer as yet. However collaborative working with all the primes is taking place. Work Clubs are taking place in both venues and have assisted over 40 people gain work. | <b>G</b>                   |

| <b>Aim 4c: Pursue funding opportunities with partners to increase the range of adult learning opportunities delivered in areas of need in the borough.</b>  |              |   |  |                            |
|---|--------------|---|--|----------------------------|
| Action  | Lead Officer | What we said we would do in Quarter 4:  | Progress Update  | RAG Status (if applicable) |
| Work up the second stage proposal to the Big Lottery: Reaching Communities fund to seek continuation of funding for Thyme Out, an amenity horticulture project for adults with learning disabilities. | Louisa Allen | Hear the outcome of the bid submission and, if successful, begin delivery of the new project. | A successful award from the Big Lottery Reaching Communities fund of £299,810 was granted to extend the Thyme Out project. The project started on 1 <sup>st</sup> April 2012 and will deliver horticultural training to help 90 adults with learning disabilities gain qualifications, paid and unpaid work over the next 3 years. | <b>G</b>                   |

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**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 4:   | Progress Update  | RAG Status (if applicable) |
| Alteration works to North Block   | Marcus Perry    | Complete works to North Block  | The contractor has fallen six weeks behind schedule. The project is consequently due to complete towards mid-June 2012.  | A                          |
| Completion of new reception facility.   | Marcus Perry    | Completion of works ready for the new facility to open   | Works are due to be completed early June 2012  | A                          |
| Market the Old Town with vacant possession to aid the Council's aspirations around Town Centre regeneration.  | Catherine Pimm  | Prepare decant accommodation in the Civic Centre for the current occupants of the town hall and complete decant by the end of the quarter. | As the completion of the building projects in North Block is delayed, the current occupants of the Old Town Hall will be moved out once North Block has been reoccupied, and space at the Civic Centre site can be made available. The relocation is now anticipated in late August.                                 | A                          |
|   | Heather Hosking | Tender the sale of the Town Hall and carry out appropriate evaluation in order to recommend to Members a suitable development partner.     | The Town Hall and South Street Car Park were advertised for sale in 2010 and the offers received were reported to members in March 2011. The Council entered into an exclusivity agreement in May 2011 and the Executive agreed in December 2011 to grant a further exclusivity period which expires in August 2012. | G                          |

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| Decant of Joseph Lancaster and Ann Springman buildings to be leased for other purposes or demolished to reduced revenue outgoings or increase revenue income. | Catherine Pimm | Prepare accommodation in North Block for current occupants of these buildings. | As the completion of the building projects in North Block is delayed, the current occupants of Ann Springman and Joseph Lancaster have not yet vacated the building. The occupants will move out once North Block has been completed. It is anticipated that this will now be in July/ August 2012. | <b>A</b> |
|---|----------------|--|---|----------|

| <b>Aim 5b:</b>  | <b>Ensure that all Council properties meet legislative requirements and are fit for purpose.</b> |   |  |                            |
|---|--|---|--|----------------------------|
| Action  | Lead Officer   | What we said we would do in Quarter 4:  | Progress Update  | RAG Status (if applicable) |
| Carry out suitable cyclical maintenance, inspections and surveys to ensure that building comply with current property and health and safety legislation, are accessible and meet the requirements of residents and staff. | David Streeter   | Carry out asbestos re-surveys and risk assessments.   | The re-inspection surveys are carried out annually over the period from January to December. All properties that LBB have responsibility for are inspected and these include the Civic Centre site, Schools, Non-educational properties such as shop units, recreation ground pavilions, youth centres, farms etc. There were 217 re-inspections carried out in 2011 and so far 193 surveys are planned in for 2012 but additional inspections may be needed if for example shop units become empty and responsibility then reverts back to LBB. | <b>G</b>                   |
|   | John Davis   | Completion of 20% of stock condition assessments.   | 20% of stock condition surveys were completed for 2011/12.   | <b>G</b>                   |
|   | Andrew Brook   | Update all access surveys   | All access surveys required under the Disability Discrimination Act were completed in 2011.  | <b>G</b>                   |
|   |  | Carry out cyclical maintenance to meet water quality, electrical and gas regulations across 2011/12 | All cyclical maintenance, inspections and surveys were carried out to ensure we discharge our legislative responsibility and maintain the buildings in a safe condition for the provision of services and the general health and safety of staff and residents.  | <b>G</b>                   |

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|  |  | Complete the planned maintenance programme for operational buildings for 2011/12. | A varied number of works where completed which included a major electrical rewire at Churchill Theatre, refurbishment of flint walls at Orpington Museum and High Elms Country Park as well as a programme of external redecorations to libraries, public halls and parks. | <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 4:  | Progress Update  | RAG Status (if applicable) |
| Reduce the Council's energy consumption to reduce spend in a market with energy costs increasing.<br>Reduce the carbon output to reduce the amount of carbon tax paid | Marcus Perry | Replacement windows to be installed in North Block.                             | Replacement windows were installed on target and this project has now been completed.  | <b>G</b>                   |
|   | Andrew Brook | Planned programme of replacement windows and high efficiency boilers in schools | Existing single glazed metal windows where replaced with double glazed aluminium systems in 15 schools providing both reduced energy consumption and improved level of comfort for users.<br>High efficiency Boilers where installed into 4 schools providing reduced energy consumption and emissions   | <b>G</b>                   |
|   | Gerry Kelly  | Installation of PV panels to North Block  | Following the extreme reductions to the Feed In Tariffs announced by the Department for Energy and Climate Change (DECC) it was concluded that this work would not be as financially beneficial as originally thought. It was therefore decided that it would not proceed at this time. However, as the costs for installation and PV panels are reducing, this project may be reconsidered in the future. | <b>N/A</b>                 |
|   |              | Completion of CHP feasibility study at the Walnuts                              | The CHP study was carried out and a report was submitted. The recommendations made were estimated to cost in excess of £1m. It is intended to use the recommendations of the report to help structure our forward planning for the planned maintenance programme.  | <b>G</b>                   |

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|  |  | Undertake feasibility study and business case for installation of PV panels at Central Depot. | Following the extreme reduction to the Feed In Tariffs announced by the Department for Energy and Climate Change (DECC) it was decided that this works would not be as financially beneficial as originally thought. It was therefore decided that it would not proceed any further at this time. | <b>G</b> |
|--|--|---|---|----------|

| <b>Aim 5d: Maximise the income from the Council's property investment portfolio</b> |               |  |   |                            |
|---|---------------|--|---|----------------------------|
| Action  | Lead Officer  | What we said we would do in Quarter 4:   | Progress Update   | RAG Status (if applicable) |
| Reduce the number of vacant shops   | Neil Thompson | Proactively market vacant shops using advertising, business forums and partner contacts. | In May 2011, 12 shop units were available (not under offer) on the Council-owned shopping parades. Currently, only 2 units are available.   | <b>G</b>                   |
| Maximise the income from vacant office space at Civic Centre and Yeoman House       | Neil Thompson | Liaise with partner agencies to seek opportunities to lease council space                | A letting has been completed to the Coroner Service, the current income from which is £45,680. There has been some interest in the Ann Springman and Joseph Lancaster buildings, but nothing has come of this to date. Liberata are to relocate from Bromley Town Hall to the 3rd floor of North Block. | <b>G</b>                   |
|   |               | Market Yeoman House vacant space with a local estate agent.                              | The vacant space at Yeoman House is now to be occupied by the Council's partner organisation, the Community Learning and Disability Team. They will take up occupation following refurbishment of the space.  | <b>G</b>                   |

**APPENDIX 1**

| <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 4:   | Progress Update  | RAG Status (if applicable) |
| Put in place the Strategic Asset Management Strategy adopted by Members in May 2011   | Catherine Pimm | Set up a 'Total Place' group involving other Local Authorities, strategic partners and the third sector. | It has been decided to defer setting up a Total Place Group until the property challenge review has been completed.                                  | <b>R</b>                   |
|   |                | Prepare a 'property challenge' strategy for service departments.   | The Property Challenge process has been agreed and departmental representatives have been nominated to participate in the property challenge review. | <b>G</b>                   |

APPENDIX 1

**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 4:   | 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 for 2011/12 were delivered and the department returned a minor under-spend of £31k (excluding effect of carry forward requests of £100k) on its 2011/12 revenue budget. | <b>G</b>                   |

| <b>Aim 6b: Effective external and internal communications</b>                                 |              |  |   |                            |
|---|--------------|--|---|----------------------------|
| Action  | Lead Officer | What we said we would do in Quarter 4:   | Progress Update   | RAG Status (if applicable) |
| Quarterly departmental staff meetings   | Marc Hume    | Hold a departmental staff meeting as part of the Departmental Communication Strategy     | Regular staff meetings have been held and the Director is now having monthly breakfast meetings with staff from the department. | <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 | Complaints, compliments and suggestions are monitored on a quarterly basis at the Departmental Management Team meetings.        | <b>G</b>                   |