

Renewal & Recreation

BUSINESS PLAN 2012/13

A Vibrant Thriving Borough

FOREWARD

Services delivered as part of the Renewal & Recreation department's portfolio make a vital contribution to the quality of life experiences by residents.

These services support the Council's priorities set out in the 'Bromley 2020 Vision' and 'Building a Better Bromley.'

Our key priority is that the borough remains a thriving and vibrant place. We will ensure that our town centres are successful through a combination of sensitive planning and major private sector investment. We aim to make the London Borough of Bromley a place where people choose to live, work and shop.

We will be working towards seven strategic outcomes for 2012/13 which will focus our efforts in supporting our key priority:

- Vibrant, thriving town centres
- Protection, conservation and enhancement of the natural and built environment
- Enhanced opportunities for leisure, recreation and the arts
- Developing opportunities for residents to improve skills, learning and employment prospects
- Supply good quality affordable housing that best meets local statutory and priority housing needs
- Managing property assets to support the delivery of the Council's key objectives
- An effective and efficient department that provides value for money

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

Key themes for 2012/13

2012/13 will be an exciting year for Renewal & Recreation as we continue to deliver novel and innovative actions that contribute towards the vitality and vibrancy of the borough.

In order to do this, the department has changed shape to incorporate the strategic management of housing in addition to increasing our focus on the Council's management of property assets to maximise returns on investment. We are also developing close working relationships with colleagues from public health and will look for new ways to embed public health priorities in all areas of our work to ensure excellence.

Our aspirations around our town centres, adult learning and the borough's cultural and leisure offer continue to feature in our key outcomes as we recognise their significance in delivering a vibrant and thriving borough.

Bromley

In Bromley, delivery will continue on the Area Action Plan. Building on last year's progress, work will begin on Site K (Bromley South Central) with the development of a mixed use development which will include a multi-screen cinema. We will also work with our development partners to bring forward

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successful planning applications, including an application to develop Site C (Old Town Hall) to include hotel and conference facilities. Public realm improvements in **Bromley North Village** are also due to begin in 2012/13.

We will look to put **Bromley** on the map with a number of high profile town centre events, including a very special celebration event in the presence of Her Majesty the Queen as part of her Diamond Jubilee tour.

Orpington

2012/13 also promises to be a significant year for the borough's second largest town centre, **Orpington**.

Following our successful application for a development grant to the Heritage Lottery, we will be working up our detailed second round proposals for the Priory which look to conserve and restore this historic building in addition to developing the museum service into a regional attraction.

We will also be consulting key stakeholders in the town to redevelop the area by the Walnuts Shopping Centre and to extend the leisure offer in Orpington.

In addition to this, we will support local businesses to develop a Business Improvement District to a successful ballot stage in Orpington, giving local businesses more say in the future of their town centre.

Beckenham

In **Beckenham**, we will be drafting a public realm improvement strategy ready for approval and applying for funding from Transport for London to deliver this major scheme.

Furthermore, we will be delivering a number of environmental and business improvements to the town centre that will respond the specific demands and needs in the town centre.

In addition to undertaking some key initiatives in the borough's three largest town centres, we will also be supporting the vitality of our other town centres with some high profile projects.

For example, we will be creating a programme to deliver improvements to the borough's shopping parades, developing plans for a new library service in **Penge** and **Anerley**, and continuing to deliver a comprehensive town centre management programme across all of the borough's town centres.

Building on progress accomplished last year, we will also continue to develop the cultural and leisure offer across the borough. We will appoint a development partner for the creation of a multi-sports hub at Norman Park, Bromley and continue to conserve and develop the offer at Crystal Palace park in partnership with local and regional stakeholders.

Borough-wide initiatives

Support to those who live and work in the borough continues to be a key theme in this business plan.

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Continuing the success of last year's Invest Bromley event, we will continue our work to identify Bromley as a place to do business and invest. We will work to increase Bromley's profile as a key business location by promoting our offer for office accommodation, culminating in a high profile business event before Christmas.

Supporting residents to improve their employment prospects is an important task this year and we will be allocating £500,000 to tackle youth unemployment through supporting sustainable employment opportunities for 18-24 year olds who live in the borough. We will also build in the success of the job clubs established at the **Mottingham** Community and Learning Shop and Cotmandene Resource Centres, **St Paul's Cray** by running these on a weekly basis in addition to establishing a club in the Kentwood Centre, **Penge** to serve the north side of the borough.

We will also be working external partners and colleagues across the Council to ensure that we supply a range of good quality affordable housing options for local people.

Effectiveness and efficiency in the department is also a key thread in this business plan.

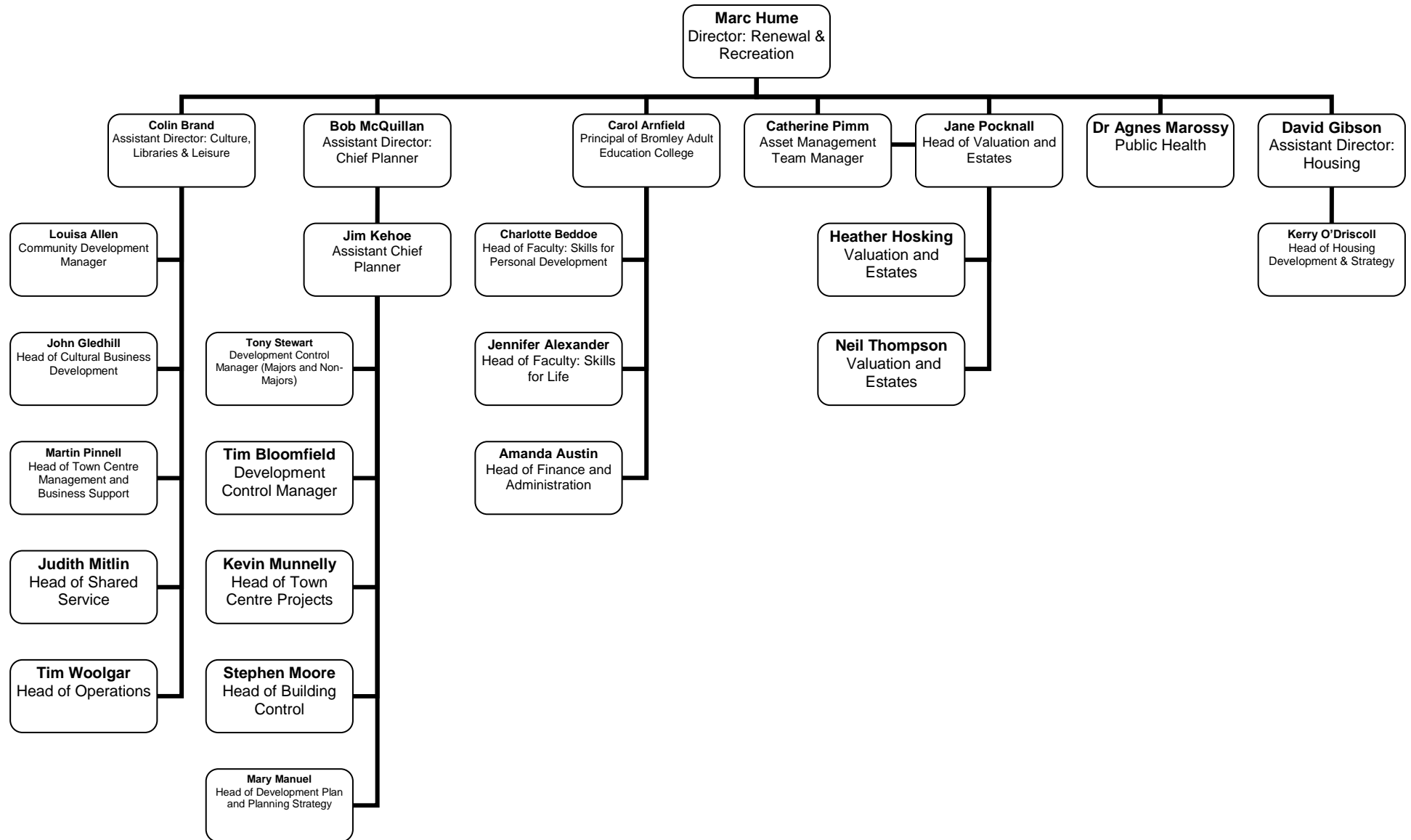
In addition to reviewing the use of the Council's operational property to ensure that we are making the best use of our property assets, we will also be looking to maximise income from our Council's property investment portfolio through the identification of strategic property acquisitions and sensible management of our existing estate to ensure that it achieves its full potential.

We are confident that 2012/13 will be a successful year for the department as we work together to ensure that our residents continue to receive a high quality service from an effective and efficient council that provides value for money.

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DEPARTMENTAL STRUCTURE CHART



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OUTCOME 1: VIBRANT AND THRIVING TOWN CENTRES

Division(s) Responsible: Culture, Libraries & Leisure; Planning

Outcome Statements

- The Council will work with development partners to create new and innovative schemes and projects that provide a sense of identity and vibrancy and that give local people pride in where they live and work
- The local authority will look to utilise its planning power to promote and create balanced vibrant and thriving town centres
- The Council will work with local retailers and businesses to protect their long term future and encourage people to visit, shop and stay in the borough's town centres

Excellence Indicators

1. Progress made against Opportunity Sites in Bromley Town Centre in accordance with the phasing in the adopted Area Action Plan
2. Increased vitality in the borough's retail areas
3. Support and advice offered to small and medium sized enterprises

Aim 1a: Continue to support the vitality of Bromley town centre, including through the delivery of the first phase of the Bromley Area Action Plan
(Please see Appendix 1 for site locations.)

| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
|---|--|---|------------------|----------------|----|
| Select a development partner for Site G (Churchill Place) | Undertake a procurement process to select the best development partner | Publish advert in the Official Journal of the European Union in July 2012. Invite potential partners to negotiate options for the site in November 2012. | Planning budgets | Kevin Munnelly | 1 |
| | Select preferred bidder by March 2013. | | | | |

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| Commence development works on Site K (Bromley South Central) | | Secure vacant possession of site by September 2012. Work to begin on site by January 2013. | Planning budgets | Kevin Munnelly | 1 |
| | Work with engineers to agree a parking strategy following development works to Site K | Implement the first phase of the parking strategy by January 2013. | | | |
| Implement Bromley North Village public realm improvements. | Complete all preparatory work for the scheme. | Finalise scheme drawings by November 2012. | Planning budgets | Kevin Munnelly | 1 |
| | Commence implementation of the first phase of public realm improvements. | Spring 2013. | | | |
| Work with the selected development partner (The Land Group/Cathedral) to submit a planning application for the re-development of Site C (Old Town Hall) for hotel and conference facilities. | Facilitate the development partner to submit a full planning application and a list of building applications for Site C by March 2013. | Set up monthly meetings with the development partner by June 2012. | Planning budgets | Kevin Munnelly | 1 |
| Work with Network Rail and partners to formalise plans for a passenger drop off area at Site J (Bromley South Station). | Detailed designs to be agreed. | September 2012 | Planning budgets | Kevin Munnelly | 1 |
| | Implement scheme | December 2012 | | | |
| Prepare, consult and adopt a new policy for Site A (Bromley North Station) | Consult on issues and options for Site A | Summer 2012 | Planning budgets | Kevin Munnelly | 1 |
| | Report results of consultation to members | Report to Development Control Committee in November 2012. | | | |
| | Complete a final draft of the policy | Spring 2013. | | | |

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| Work with Capital Shopping Centres to bring forward an acceptable planning application for the expansion of leisure facilities at Site M (Queens Gardens). | Support Capital Shopping Centres to submit a pre-application proposal. | June 2012 | Planning budgets | Kevin Munnelly | 1 |
| | Support Capital Shopping Centres to submit a full planning application. | Application to be considered by Development Control Committee in November 2012. | | | |
| Initiate public realm improvements in Bromley town centre | Undertake consultation on concept designs | October 2012 | Planning budgets | Kevin Munnelly | 1 |
| | Report results of consultation to the Renewal & Recreation Policy Development and Scrutiny Committee | November 2012 | | | |
| | Implement the first phase of the public realm improvement works | Spring 2013 | | | |
| Deliver a special town centre event to commemorate Her Majesty the Queen's Diamond Jubilee | | Deliver event on 15 th May 2012 | Sponsorship and grant funding | Colin Brand | 2 |

| Aim 1b: | Continue to support and develop the vitality of Orpington | | | | |
|--|--|--|---|----------------|-----|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Develop a Business Improvement District to a successful ballot stage in Orpington. | Draft and finalise a Business Improvement District proposal for Orpington in partnership with the Business Improvement District Working Group. | Work with the Business Improvement District Working Group to finalise the BID levy rules in time to finalise the BID proposal. | Mayor's Outer London Fund, allocated Section 106 monies and Culture, Libraries & Leisure budgets for 2012/13. | Martin Pinnell | 2,3 |
| | | Report an outline BID proposal to the Renewal & Recreation Policy Development and Scrutiny Committee in July 2012. | | | |

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| | | Refine Business Improvement District proposal and obtain formal billing authority sign off from the Council's Executive Committee in September 2012. | | | |
| | Support the Business Improvement District Working Group to deliver the pre-ballot campaign | Begin campaign between September 2012 and December 2012. Support the intense campaigning period in January 2013. | | | |
| | Deliver the Business Improvement District ballot with a view to an April 2013 start if successful. | February 2013. | | | |
| Consult with stakeholders in Orpington regarding the submission of a planning application for the redevelopment of areas around the Walnuts Shopping Centre. | Support the development partner to submit a planning application for the Crown Building | September 2012 | Planning budgets | Kevin Munnelly | 2 |
| | Support the development partner to submit a planning application in respect of the Police station | March 2013 | | | |
| On hearing a successful outcome on the funding application to the Heritage Lottery Fund, instigate a development grant to work up a second and final round application for £2million to extend and improve the Bromley Museum. | Hear the outcome of the first round application | June 2012 | Grant funding from the Heritage Lottery Fund | John Gledhill | 2 |
| | Appoint project manager and specialist conservation architect | July/August 2012 | | | |
| | Complete detailed design work to RIBA D, including completing all surveys and investigations. | March 2013 | | | |

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| Aim 1c: | Continue to support and develop the vitality of Beckenham | | | | |
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| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Begin initial consultation with businesses to establish the feasibility of a Business Improvement District in Beckenham and Bromley town centres. | Undertake initial feasibility studies for a Business Improvement District in Beckenham and Bromley. | Investigate funding opportunities to support this work and complete studies by March 2013. | Culture, Libraries & Leisure budgets | Martin Pinnell | 2,3 |
| | Engage in initial consultation with businesses to establish views on the Business Improvement District concept. | March 2013. | | | |
| Draft, consult on and approve a public realm improvement strategy for Beckenham and seek funding from Transport for London. | Draft and consult on public realm concept design for Beckenham in August 2012 | | Earmarked reserves of £50,000 | Kevin Munnely | 2 |
| | Submit the first stage of a funding bid to Transport for London | September 2012 | | | |
| | Implement Phase 1 of improvements | March 2013 | | | |
| Deliver a programme of environmental and business improvements to Beckenham town centre. | Identify improvements to be undertaken in Beckenham town centre, such as the provision of Christmas lights. | Report initial indication on potential improvements to the Renewal & Recreation Policy Development and Scrutiny Committee in July 2012. | Earmarked reserved of £200,000 | Martin Pinnell | 2,3 |
| | | Assist the Beckenham Working Party to determine improvements to which resources should be allocated by September 2012. | | | |
| | Deliver improvements to Beckenham town centre | All improvements to be delivered by March 2013 | | | |

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| Aim 1d: Promote and support the vitality of all town centres | | | | | |
|--|--|--|---------------------------------------|----------------|----|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Deliver an events and promotional campaign in partnership with local businesses. | Successful delivery of a programme of at least 20 public events at town centre locations across the borough. | Delivered by March 2013. | Culture, Libraries & Leisure budgets | Martin Pinnell | 2 |
| Continue to maintain and further improve the appearance, tidiness and quality of town centres. | Monitor the contract delivery of Christmas lights in Bromley, Orpington and Penge as supplied by funding from the Mayor's Outer London fund. | November-January 2012 | Culture, Libraries & Leisure budgets | Martin Pinnell | 2 |
| | Facilitate Christmas light displays in all managed town centres subject to private sector funding | | | | |
| | Four quarterly environmental monitoring visits to Beckenham, Bromley, Orpington and Penge by the end of March 2013 with issues tackled in conjunction with Environmental Services. | May/July/October 2012 and January 2013. | Culture, Libraries & Leisure budgets. | | |
| | Implement vinyl schemes to help improve the appearance of empty shop fronts. | To be delivered depending on demand and to be monitored quarterly. | | | |
| | Investigate options for temporary use of empty shops. | To be reviewed in March 2013. | | | |
| Develop and support town centre partnerships. | Facilitate bi-monthly meetings of the Orpington Business Forum, Beckenham Business Association and Penge Traders Association. | | Culture, Libraries & Leisure budgets. | Martin Pinnell | 3 |

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| Deliver a programme of improvements to secondary shopping parades. | Develop a comprehensive costed design manual for secondary shopping parades to allow parades to 'bid' for minor improvement works | Complete design manual by July for sign off at the Renewal & Recreation Policy Development and Scrutiny Committee. | Earmarked reserves of £400,000 | Martin Pinnell | 2,3 |
| | To accept and evaluate bids and subject to financial limits either: (i) seek approval for the works from the Renewal & Recreation Policy, Development and Scrutiny Committee and Portfolio Holder OR (ii) undertake works directly | Reports to Policy Development and Scrutiny as appropriate depending on the value of the bids received. | | | |

| Aim 1e: Promote business investment and development, particularly in the borough's key commercial and industrial areas. | | | | | |
|--|--|---|--|-----------------------------------|----|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Deliver an Invest Bromley work shop to promote office accommodation in Bromley and highlight Bromley as a business location. | Undertake research to understand Bromley's offer | Initial surveys and studies on potential office areas to be completed by September 2012. | Existing Renewal & Recreation budgets and external sponsorship | Martin Pinnell/ Kevin Munnelly | 2 |
| | Develop a campaign to promote the take up of office space. | Establish meetings with the working group from the Commercial Property Agents Forum to meet regularly from June 2012. | | | |
| | Run the campaign and include delivery of an Invest Bromley workshop event, | March 2013. | | | |

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| Deliver an inward investment/incentive plan to encourage investment in Bromley North Village. | | | | Kevin Munnelly | 2 |
| Maintain regular communications with businesses to raise awareness of support and networking opportunities. | Review content, marking and financing of the e-bulletin. | July 2012 | Culture, Libraries & Leisure budgets. | Martin Pinnell | 3 |
| | Ensure the Council has a presence at local networking events. | Ongoing – to be monitored quarterly. | | | |
| | Review and publish an updated Bromley Business Guide. | March 2013 | | | |
| | Review and re-vamp the A-Z Guide for Businesses. | February 2013 | | | |
| Encourage take up and re-use of commercial space in town centres. | Facilitate the Commercial Property Agents meeting twice throughout the year. | | Culture, Libraries & Leisure budgets. | Martin Pinnell | 2 |
| | Review the Commercial Property database to ensure it is effective and provides value for money | March 2013 | | | |
| Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision in the borough. | Facilitate meetings of the Economic Partnership four times per annum. | July and October 2012; January and April 2013. | Culture, Libraries & Leisure budgets. | Martin Pinnell | 3 |

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

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| Division(s) Responsible | Planning |
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| Outcome Statement | The Council will seek to ensure that it provide and effective and efficient planning service for the residents of the borough that supports the London Development Framework. |
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| Excellence Indicators | <ol style="list-style-type: none"> 1. Effective and efficient planning application service 2. Value for money building control service 3. Speedy and accurate response to land charge searches 4. Enforcement of actionable breaches of planning control |
|------------------------------|--|

Aim 2a: Ensuring the ongoing effectiveness of planning regulatory functions

| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
|---|---|--|---------------------------|---------------|----|
| Perform at a level which while acknowledges national targets in relation to the processing of planning applications, focuses on delivering a quality outcome for Bromley. | Deliver a quality planning service to meet the aspirations of Bromley's population consistent where possible with national targets for performance. | <p>The Council is required to submit statistics quarterly to confirm the extend to which it meets national targets as set out below:</p> <ul style="list-style-type: none"> • Major applications: to determine 60% within 13 weeks of receipt • Minor applications: to determine 65% within 13 weeks of receipt • Other applications: to determine 80% within 8 weeks of receipt <p>Bromley places a greater emphasis on quality of outcome as opposed to simple measure of speed of determination.</p> | Existing Planning budgets | Bob McQuillan | 1 |

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| | | The quality of the applications processed will be measured against the progress made against those priorities identified in Building a Better Bromley, including the Bromley Area Action Plan and the re-development of the Walnuts Shopping Centre as reported under Outcome 1 of this plan. | | | |
|--|--|---|--|--|--|

| Aim 2b: Continue to develop the Bromley Local Development Framework | | | | | |
|---|--|---|------------------|--------------|---------|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Draft the Bromley Local Plan and undertake consultation on the 'Options and Preferred Strategy' document. | Consultation on the drafted Options and preferred strategy consultation document in undertaken | Report consultation document to Executive Committee in September 2012. | Planning budgets | Mary Manuel | 1,2,3,4 |
| | | Consultation undertaken – September/October 2012 | | | |
| | | Analysis of response to Draft Local Plan completed – Winter 2012. | | | |
| | Draft Local Plan produced | | | | |
| | | Draft Local Plan agreed and formal consultation undertaken - Spring 2013. | | | |
| | | Consultation on the draft plan is completed pre-submission to Secretary of State (Spring 2013). | | | |

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| Aim 2c: Promote, protect and enhance the historical, natural and built environment of the borough | | | | | |
|--|--|-------------------------------|------------------|----------------|----|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Deliver and implement the second stage of the Penge Masterplan | Deliver a shop front improvement scheme across 2012/13 | | Planning budgets | Kevin Munnelly | 2 |
| Protect trees, listed buildings and conservation areas in the borough. | Respond to requests for Tree Preservation Orders, Listed Building Orders and Conservation Areas Designation. | Ongoing – monitored annually. | Planning budgets | Kevin Munnelly | 3 |

| Aim 2d: Review the priority options to maintain the delivery of a quality planning service. | | | | | |
|---|--|---------------|------------------|--------------|---------|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Asses the existing practices and structure of the planning division and make recommendations on its future operation. | Report on initial findings to Chief Planner | December 2012 | Planning budgets | Jim Kehoe | 1,2,3,4 |
| | Deliver a report with the recommendations from the review to the Development Control Committee | January 2013 | | | |

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OUTCOME 3: ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS

Division(s) Responsible: Culture, Libraries & Leisure

Outcome Statement:

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

Excellence Indicators

- Develop and enhance opportunities for sports, leisure and culture
- Improved and enhanced physical network of libraries coupled with a broader customer offer
- Co-ordinate the borough's heritage offer in a strategic manner for the benefit of local communities

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

| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
|--|---|--|--|--------------|----|
| Develop plans for the provision of a new library to serve the Penge/Anerley area, | Report to the Executive Committee and obtain approval to proceed with the chosen approach | June 2012 | Culture, Libraries & Leisure budgets | Tim Woolgar | 2 |
| | Undertake consultation with the public and with staff. Draw up a detailed project brief. | October 2012 | | | |
| | Commission works. | All works to be completed by March 2013. | | | |
| Explore and develop options for the delivery of a wider range of Council services through Libraries. | Develop a detailed Invest to Save bid | Secure funding by October 2012 | Culture, Libraries & Leisure budgets; Invest to Save grant | Tim Woolgar | 2 |
| | Pilot extended Council services through a self service kiosk in one library | September 2012 | | | |

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| | Roll out self-service to three more libraries with extended Council functions. | March 2013. | | | |
| Explore further opportunities for shared services within the library service. | Develop detailed and costed proposals for consideration. | October 2012 | | Tim Woolgar | 2 |

| Aim 3b: Improve the Council's cultural and leisure offer in addition to sports facilities. | | | | | |
|--|---|--|---|---------------|----|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Support communities, voluntary clubs and individuals in the development and planning of sports and physical activities and initiatives to raise the levels of participation and to contribute to healthy lifestyles. | Facilitate quarterly meetings of the parent, executive and delivery sub groups. | | Culture, Libraries & Leisure budgets | John Gledhill | 1 |
| | Support the delivery sub groups to create individual Action Plans | Delivery of targets within the individual Action Plans – March 2013. | | | |
| | | Delivery of Sports Forum in Autumn 2012. | | | |
| Develop proposals for Bromley Valley Gymnastics/Cotmandene sites | Investigate development opportunities for the Gymnastics site. | Report to Renewal & Recreation Policy Development and Scrutiny Committee in February 2013 on options. | Culture, Libraries & Leisure budgets | Colin Brand | 1 |
| Complete the procurement process for the development of a multi-sports hub at Norman Park. | Evaluate tender documents from interested companies. | Deadline for receipt of tender documents – May 2012 Evaluate tenders and interview potential providers – June/July 2012 | Culture, Libraries & Leisure budgets (Delivery of the scheme itself will | John Gledhill | 1 |

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| | Undertake competitive dialogue process to achieve best offer from market and award contract. | Best and final offer received from 2 best companies – August 2012. Report to Bromley Council’s Executive Committee for final approval on scheme – October 2012 Award contract – November 2012 | require external funding – this will be determined through the competitive dialogue with interested companies through the tender process). | | |
| Accommodate and promote the Olympic Torch Relay for London 2012. | Torch Relay Working Group established to include representatives from local Police and Fire services. | Ensure safe passage of the Torch Relay in Monday 23 rd July 2012. | Culture, Libraries and Leisure budgets. | John Gledhill | 1 |
| | Event Management Plan developed and shared regionally with LOGOG in July 2012. | Finalise all plans including stewarding arrangements. | | | |
| Deliver the Bromley Town Centre Festival to promote arts, sports and heritage with funding from the Mayor’s Outer London Fund. | Establish an organising Committee and work on delivery of the Festival in partnership with ProActive Bromley – April 2012. | Deliver event – 29 th July 2012. | Mayor’s Outer London Fund; Get Active London and Sportivate | John Gledhill. | 1,3 |
| Further develop the parks, leisure and sports offer at Crystal Palace Park in line with the Crystal Palace Park Masterplan. | Consult and network with stakeholders at Crystal Palace Park to brief and raise awareness of options for the future governance of the park | Host a community conference on 26 th October 2012 | Culture, Libraries and Leisure budgets. | Louisa Allen | 1,3 |
| | Determine how a grant of £2 million awarded by the Greater London Authority should be spent on the park. | Develop a spending matrix by October 2012. | | | |

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| | Support the Community Stakeholder Group to achieve funding to promote participation in the park and its activities through the creation of a website, a photographic competition, photograph and illustration workshop and the design of a family information pack about the park. | Submit an Awards For All grant to the Big Lottery Fund by September 2012. | | | |
| | | Hear outcome of the application by December 2012. | | | |
| | | If successful, commence delivery of the project in January 2013. | | | |
| | Report to the Executive Committee on progress and governance options for Crystal Palace Park. | November 2012 | Existing Culture, Libraries and Leisure budgets. | | |

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

Division(s) Responsible: Adult Education; Leisure & Culture

Outcome Statements

- The Council wants to develop individuals and communities by providing accessible, high quality learning opportunities and skills training
- To provide a free, friendly, welcoming employment and skills service providing clear Information, Advice and Guidance on learning and well-being for residents and their families

Excellence Indicators

1. Offer flexible learning opportunities to meet local needs and widen participation
2. Provide high standards of teaching and learning
3. Provide focused training programmes to prepare local people for employment, meeting the needs of employers and the nation
4. Provide value for money and ensure financial health within adult education

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 | EI |
|---|---|---|--|------------------------------|----|
| 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 | 1 |
| | 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 | 1 |

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| | Engage with new learners | 45% of 8,800 learners are new learners at Bromley Adult Education College | Skills Funding Agency | Jenny Alexander | 1 |
| 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 | 1,2 |
| | | 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 | 1,3 |
| 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 | 2 |
| | 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 | 2 |
| 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 | 4 |

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| 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 | 4 |
| 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 | 1,2 |
| 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 | 1 |
| 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 | 1 |
| 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 8 new partners within the community during the 2011/12 academic year | Skills Funding Agency | Jenny Alexander | 1 |

APPENDIX 3

| Aim 4b: Provide opportunities for unemployed adults to improve their employment prospects. | | | | | |
|---|---|---|--------------------------------------|----------------|----|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Investigate options for and begin delivery of a youth employment scheme for young unemployed residents. | Agree an approach that creates a youth employment project for unemployed 18-24 year olds in the borough by way of apprenticeship and internships. | Report to the E&R PDS Committee in June 2012. | Culture, Libraries & Leisure budgets | Hannah Jackson | 3 |
| | Undertake procurement activity to select an experienced and proficient employment and skills training provider to deliver the project | <ul style="list-style-type: none"> • Undertake a soft market testing exercise – June/July 2012 • Advertise opportunity and collate expressions of interest – July/August 2012 • Issue, receive and analyse Pre-Qualification Questionnaire documents – August-October 2012. • Issue tender documents – October 2012 • Report back analysis of tender returns to Executive & Resources Policy Development and Scrutiny Committee – January 2013 | | | |
| | Project delivery begins March 2013. | | Earmarked reserved of £500,000 | | |

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|--|---|--|--|-----------------|---|
| Maximise the potential for the Mottingham and Cotmandene Shops to provide information, advice and guidance on adult learning and employment support. | Continue to deliver a work club in both shops on a weekly basis. | Help 20 people each quarter to find work. | Culture, Libraries & Leisure budgets | Margaret Carr | 3 |
| | Work in partnership with other Information, Advice and Guidance services to improve the offer at the Shops. | Host the Citizen's Advice Bureaux on a fortnightly basis. | | | |
| | Deliver actions in the public health service level agreement. | Meet referral requirements and deliver events programme to 200-300 residents over the course of year. | | | |
| Set up and establish a Work Club at the Bromley Adult Education College's Kentwood Centre to support the needs of unemployed adults on the north side of the borough | Launch work club during the week commencing 3 rd September 2012. | <ul style="list-style-type: none"> • Footfall of 100 customers by March 2013 • 45 customers to attend taster employability courses at BAEC by March 2013 | £1,740 start-up costs provided by JCP National. BAEC to provide accommodation, staffing and running costs from existing SFA grant. | Jenny Alexander | 3 |

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| <p>Improve the independence and inclusion of adults with learning disabilities and provide volunteering opportunities for local people through urban environmental improvements through the delivery of the Thyme Out project.</p> | <p>10 adults with learning disabilities will have undertaken paid or unpaid work by March 2013.</p> | <p>Partnership working with Bromley Mencap Jobmatch on a weekly basis to creating individual learning plans for participants to work towards improving their life skills and opportunities.</p> | <p>Big Lottery Fund</p> | <p>Louisa Allen</p> | <p>3</p> |
| | <p>20 volunteers from the local community will have improved their skills and knowledge of the environment by March 2013</p> | <p>Advertise opportunities to the local community via bromley.gov.uk and partner organisation websites (including Job Centre Plus from June 2013.)</p> | | | |

APPENDIX 3

| Aim 4c: Pursue funding opportunities with partners to increase the range of adult learning opportunities delivered in areas of need in the borough | | | | | |
|---|--|----------------------------|---|---------------------|-----------|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Submit an application to Jobcentre Plus' Flexible Learning Fund to create a pre-employment programme for young unemployed adults. | Investigate options for partnership working to deliver a skills based environmental project for unemployed 18-24 year olds | June/July 2012 | Existing Culture, Libraries & Leisure budgets | Hannah Jackson | 3 |
| | Submit an application to the Flexible Learning Fund | November 2012 | | | |
| Apply for Personal and Community Development Learning funding to create adult learning opportunities to support employment. | Submit an application to create a programme | September 2012. | Existing Culture, Libraries & Leisure budgets | Margaret Carr | 1,3 |
| | Hear the outcome of the application to the fund. Begin delivery | October/November 2012 | | | |
| | Deliver the programme | November 2012 – June 2013. | Grant funding from the Personal and Community Development Learning fund | | |

APPENDIX 3

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

Division(s) Responsible: Property

Outcome Statement: The Council want to manage its property assets responsibly to ensure that it derives the maximum benefit from it's portfolio for residents and visitors to the borough.

Excellence Indicators

1. Efficient utilisation of office space and operational properties
2. Total rental income
3. Reduction in carbon output
4. Accommodation leased/shared with partners

Aim 5a: Maximise income from the Council's property investment portfolio

| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
|---|---|------------|------------------|-----------------|-----|
| Continue to identify strategic property acquisitions and investments | Work with appointed consultants to acquire investments which meet the Council's agreed criteria and spend the £10 million Investment and Regeneration Fund. | March 2013 | Property budgets | Heather Hosking | 2 |
| Manage the existing estate to ensure that it achieves its full potential. | Continue to market properties to minimise voids | March 2013 | Property budgets | Neil Thompson | 2,4 |
| | Renew leases and review rents to maximise income | March 2013 | | | |
| | Explore opportunities with partner agencies to lease vacant Council operational space | March 2013 | | | |

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| Aim 5b: Complete a review of the Council's operational property assets with a view to identifying efficiencies and savings that rationalise the use of property corporately. | | | | | |
|---|--|---|------------------|-----------------|----|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Market Surplus properties to achieve best consideration | Work with Planners to establish appropriate timescale and progress sales | March 2013 | Property budgets | Heather Hosking | 1 |
| Implementation of property challenge process | Completion of Phase 1 high level review in partnership with departmental representatives | October 2012 | Property budgets | Catherine Pimm | 1 |
| Set up Total Place Group following completion of property challenge | Work in partnership with other public sector and third sector groups | Identify partners and contacts and establish their potential interest in working with Bromley, their drivers and common goals by March 2013 | Property budgets | Catherine Pimm | 1 |

| Aim 5c: Carry out projects resulting from the Strategic Asset Management and Education Asset Management Reviews | | | | | |
|--|--|------------------------------|------------------|------------------------------------|----|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| School Basic need projects | Completion of projects on time and within budget | Ongoing three year programme | Property budgets | Simon Goodburn/ Aimee Balderson | 1 |
| Refurbishment of the fourth floor of Yeoman House for CDLT | Completion of project on time and within budget | September 2012 | Property budgets | Cathy Pimm | 1 |
| Refurbishment of former Chartwell Business Centre for Street Cleansing Services | Completion of project on time and within budget | November 2012 | Property budgets | Cathy Pimm | 1 |

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| 118 Widmore Road | Completion of project on time and within budget | August 2012 | Property budgets | Simon Goodburn | |
| Complete Feasibility Reports for projects identified as part of the Strategic Asset Management and Education Asset Management Reviews. | Commission and assessment of feasibility reports for proposed projects | Ongoing | Property budgets | Cathy Pimm | 1 |

| Aim 5d: Carry out energy saving projects to reduce the Council's carbon output | | | | | |
|--|---|---|------------------|--------------|----|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | EI |
| Reduce the Council's energy consumption to reduce spend in a market with energy costs increasing. Reduce the carbon output to reduce the amount of carbon paid | Analysis of Walnuts CHP (combined heat and power) feasibility report and incorporation of recommendations into planned maintenance programme | For incorporation into 2013/2014 planned maintenance programme | Property budgets | Gerry Kelly | 3 |
| | Work in partnership with Environment team to reduce energy consumption | Ongoing | Property budgets | Gerry Kelly | 3 |
| | Completion of Property Energy Strategy | September 2012 | Property budgets | Gerry Kelly | 3 |
| | Introduction of standard office protocols for staff for the occupation of its new flexible office environment including policy on personal appliances | Report to Director's Group by September 2012 for roll out to staff before December 2012 | Property budgets | Gerry Kelly | 3 |

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OUTCOME 6: SUPPLY GOOD QUALITY AFFORDABLE HOUSING THAT BEST MEETS LOCAL STATUTORY AND PRIORITY HOUSING NEEDS

Division(s) Responsible: Housing

Outcome Statement: The Council will explore a range of options that deliver good quality affordable housing for local people.

Aim 6a: Deliver a range of affordable housing options that meet local statutory housing needs and help reduce budgetary pressures.

| Action | Milestone(s) | Target(s) | Resources | Lead Officer |
|--|---|---|---|------------------|
| Allocate housing capital funds | Commit £1.4million in funds to best meet local housing priorities and ease budgetary pressures. | Determine procurement route and complete a soft market testing exercise amongst Registered Providers by June 2012 | Section 106 monies and Housing budgets. | Kerry O'Driscoll |
| | | Invite bids from Registered Providers by September 2012 | | |
| | | Identify, assess and consult internally on bids and where necessary secure expenditure approvals by December 2012 | | |
| | | Oversee and monitor programme delivery – expected Spring 2013 | | |
| Lead negotiations on the affordable housing provision on S106 applications ensuring that the affordable housing planning obligation reflects local adopted planning policy and local statutory and high priority housing need. | Ensure that the division is represented at all relevant pre-application and planning meetings and respond to the Local Planning Authority pm all Planning Memos as and when required. | Ensure that at least 100 new affordable housing units are started on site by Registered Providers annually (report in March 2013) | Section 106 monies and Housing budgets. | Kerry O'Driscoll |
| | | At least 10% of units to be fully wheelchair adapted by March 2013 | | |

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| | Co-ordinate Financial Viability Assessment Process on each application received. | | | |
| Pursue affordable housing funding opportunities available from central government, the Homes and Communities Agency and the Greater London Authority | Meet quarterly with the Homes & Communities agency to identify possible funding opportunities. | | Section 106 monies and Housing budgets. | Kerry O'Driscoll |
| | Work closely with housing association development partners to identify and apply for grant funding where possible. | | | |
| Identify a site, capital and delivery model for a new Extra Care Housing Scheme for Bromley | Identify a site for the scheme in Quarter 1. | Explore options for an LBB owned surplus site to be used for an Extra Care Housing Scheme. | Section 106 monies and Housing budgets. | Kerry O'Driscoll |
| | Agree a delivery partner by December 2012 | Advertise for a delivery partner by Quarter 2 | | |
| | Secure funding for scheme by December 2012 | Explore funding models to enable delivery | | |
| | Support the development partner to submit a pre-application by March 2013 | Work with the delivery partner to ensure their planning application reflects local design and quality requirements. | | |
| Seek to secure alternative forms of accommodation to reduce the reliance on nightly paid accommodation. | Secure approval for at least 1 surplus London Borough of Bromley residential home site to be used in the medium term for Temporary Accommodation. | Secure approval by October 2012. | Section 106 monies and Housing budgets. | Kerry O'Driscoll |
| | | Secure planning consent by March 2013. | | |
| | Work with all stakeholders to obtain consent to use the Cranbrook site as accommodation for this purpose. | June 2012. | | |

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| Develop a four year Income Strategy and Action Plan that meets budget targets of £245,000 | Generate income that meets budget targets by March 2013. | Identify new ways to generate income to cover team costs by Quarter 1. | Section 106 monies and Housing budgets. | Kerry O'Driscoll |
| | | Implement agreed options by Quarter 2 and monitor and report on income against targets on a quarterly basis. | | |

| Aim 6b: Develop a Housing Strategy for the London Borough of Bromley. | | | | |
|--|---|---|---|------------------|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer |
| Produce and maintain the new London Borough of Bromley Housing Strategy. | Adopt the new London Borough of Bromley Housing Strategy by March 2013. | Produce a 'key themes' document setting out the proposed format for the new Housing Strategy. | Section 106 monies and Housing budgets. | Kerry O'Driscoll |
| | | Consult with key internal and external stakeholders on key themes. | | |
| | | Produce and consult on a draft framework | | |

APPENDIX 3

OUTCOME 7: AN EFFECTIVE AND EFFICIENT DEPARTMENT WHICH PROVIDES VALUE FOR MONEY

| | |
|--------------------------|-----|
| Division(s) Responsible: | All |
|--------------------------|-----|

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|--------------------------|---|
| Outcome Statement | The Council will seek to ensure that it provides a well motivated and trained work force that provides value for money services in an efficient and effective manner. |
|--------------------------|---|

Aim 7a: A proactive and robust approach to improvement and efficiency in Renewal & Recreation

| Action | Milestone(s) | Target(s) | Resources | Lead Officer |
|---|--|--|---------------------------------------|-----------------------------------|
| Deliver agreed efficiency savings in line with the Council's financial forecast | | Quarterly monitoring of agreed efficiency savings with key reports as required | Existing Renewal & Recreation budgets | Marc Hume |
| Evaluate services' value for money and identify efficiency savings for 2014/15 | All Assistant Directors to review individual service areas | September 2012 | Existing Renewal & Recreation budgets | Marc Hume and Assistant Directors |
| Consider new methods of delivery to reduce dependence on the public purse. | As part of the I, E&E process, all Assistant Director's to investigate new methods of delivery in shared service/outsourcing | September 2012 | Existing Renewal & Recreation budgets | Marc Hume |

Aim 7b: Effective external and internal communications

| Action | Milestone(s) | Target(s) | Resources | Lead Officer |
|---|--|---|---------------------------------------|--------------|
| Quarterly departmental staff meetings | As part of the Departmental Communication Strategy, hold four director-lead staff meetings | Four meetings a year | Existing Renewal & Recreation budgets | Marc Hume |
| Provide excellent customer service first time in line with the London Borough of Bromley's 'getting it right' procedure | Regularly monitor complaints, compliments and suggestions received across the department | Quarterly reports to the Departmental Management Team | Existing Renewal & Recreation budgets | Colin Brand |

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| Aim 7c: | | A motivated staff which is highly skilled to deliver departmental outcomes | | | |
|---|---|---|--|---|--|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | |
| Performance Appraisal Development Scheme documents to be set up for individual officers | All staff to complete PADS scheme incorporating REAL core values | June 2012 Review September 2012 | Existing Renewal & Recreation budgets | Colin Brand/Carol Arnfield/Bob McQuillan/David Gibson | |
| Departmental Learning and Development Plan to be developed | The departmental learning and development plan to be completed following the completion of PADS | July 2012 with ongoing review | Existing Renewal & Recreation budgets | Learning Development Team | |

| Aim 7d: | | Protect and enhance an environment and services that promote health and allow people to lead healthy lifestyles | | | |
|---|--|--|--|---------------|--|
| Action | Milestone(s) | Target(s) | Resources | Lead Officer | |
| Develop and establish ways of working together to embed Public Health in all areas of work. | Communicate with officers to raise awareness of public health priorities and how we can embed them in our business | Representative from public health to attend Departmental Management Team meetings on a quarterly basis | Existing Renewal & Recreation budgets | Agnes Marossy | |
| | | Presentation on public health priorities to be delivered at the Renewal & Recreation staff meeting on 10 th July. | | | |
| | | Meeting with members of staff to consult on how public health priorities can be embedded as and when required. | | | |

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| | <p>Work together to share information in the review and annual publication of the Joint Strategic Needs Assessment which examines the health needs of the population in the borough.</p> | <p>Share information with those involved in the production of other strategic documents such as the Local Plan and the revised Housing Strategy.</p> | <p>Existing Renewal & Recreation budgets</p> | |
| | | <p>Provide a link to the Joint Strategic Needs Assessment on the Renewal & Recreation teamsite for ease of access.</p> | <p>Existing Renewal & Recreation budgets</p> | <p>Jennifer Whyte</p> |