



# MONITORING REPORT

## **Renewal & Recreation Business Plan 2012/13**

**Quarter 2: 06/07/12 – 05/10/12**

A Vibrant Thriving Borough

## APPENDIX 1

### INTRODUCTION

Renewal & Recreation Business Plan monitoring reports are designed to track progress made against actions identified in the Renewal & Recreation Business Plan 2012/13. The completion of these actions is integral to the delivery of the department's strategic outcomes for 2012/13 and for our key priority: 'a vibrant, thriving borough'.

This report highlights and reports against the milestones and targets set for attainment in Quarter 2. Lead officers have provided a progress update which identifies developments in the delivery of projects and services. Each progress update is also scrutinised by a traffic light (Red/Amber/Green) system to provide a clear indication of the level of achievement.

Progress achieved	Traffic light status
Milestone/target is not achieved and is more than 10% away from being achieved	R
Milestone/target is close to being achieved and is within 10% of being achieved	A
Milestone/target achieved or exceeded	G

This report also recommends new actions are added to the plan where work has been undertaken in response to opportunities or challenges within the remit of the portfolio.

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

<b>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</b>				
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Commence development works on Site K (Bromley South Central)	Kevin Munnelly	Support Cathedral Group to secure vacant possession of the site by September 2012.	In order to minimise any likely disruption to town centre business over the busy Christmas period, it was agreed with the Development Partner that the closure of Site K would be delayed until January 2013.	A
Work with Network Rail and Partners to formalise plans for a passenger drop off area at Site J (Bromley South Station)	Kevin Munnelly	Agree detailed designs by September 2012.	The funding for the project from the Mayor's Outer London Fund was only confirmed in September 2012. However, designers S.O.W have been appointed and initial design meetings between the Council and the designers have been productive. It is expected that detailed designs will now be produced by January 2013.	A
Prepare, consult and adopt a new policy for Site A (Bromley North Station)	Kevin Munnelly	Consult on issues and options for Site A during over the summer.	Policy consultation on Site A is being developed as part of the Local Plan review (Aim 2b). In this quarter, letters were sent to all stakeholders who made representations on the Area Action Plan which outlines the timetable and process for expressing their views as part of the Local Plan review.	G
Initiate public realm improvements in Bromley town centre	Kevin Munnelly	Undertake consultation on concept designs in October 2012	Following the finalisation of funding from the Mayor's Outer London Fund in September to support this project, a design team have been appointed and concept designs are being drawn up for consultation to take place in October.	G

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Aim 1b:		Continue to support and develop the vitality of Orpington		
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Develop a Business Improvement District to a successful ballot stage in Orpington	Martin Pinnell	Refine the Business Improvement District Proposal and obtain formal billing authority sign off from the Council's Executive Committee in September 2012.	A report outlining the Proposal for a Business Improvement District in Orpington town centre was considered by the Executive Committee on 12 <sup>th</sup> September. The report outlined the Business Improvement District Company's plans to improve the town centre which will be implemented using a levy on business rates.	G
		Support the Business Improvement District Working Group to begin their pre-ballot campaign.	A BID Proposal document setting out the aims for the BID has been designed to support the campaign exercise. All 345 businesses in the defined BID area will be offered a 1:1 interview with a member of the BID Working Group or the Project Team to talk through what the proposals will mean for their business. The campaign will officially launch in Quarter 3 and the ballot will take place in Quarter 4.	G
Consult with stakeholders in Orpington regarding the submission of a planning application for the re-development of areas around the Walnuts Shopping Centre	Kevin Munnelly	Support the development partner to submit a planning application for the Crown building in September 2012	Planning permission was granted for the redevelopment of the Crown buildings on Walnut Square on 20 <sup>th</sup> September. The Miller Group's development will include a cinema and shopping complex. It is expected that the developer will begin work on site in the New Year.	G

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On hearing a successful outcome on the funding application to the Heritage Lottery Fund, instigate a development grant to work up the second and fund round application to for £2 million to extend and improve Bromley Museum	John Gledhill	Appoint a Project Activity Manager and Specialist Conservation Architect.	The Heritage Lottery Fund, who are providing the majority of funding for the scheme, required further changes and re-assurances to the delivery programme which has delayed formal Permission to Start the project being received and has also resulted in some changes to the initial timetable. Permission to Start was received from the Heritage Lottery Fund in October, and the recruitment of the Project Activity Manager and Specialist Conservation Architect will now commence in Quarter 3.	A
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Aim 1c:	Continue to support and develop the vitality of Beckenham			
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Draft, consult on and approve a public realm improvement strategy for Beckenham and seek funding from Transport for London	Kevin Munnelly	Draft and consult on a public realm concept design for Beckenham in August 2012.	Concept designs for public realm improvements in Beckenham town centre were approved by stakeholders at the Beckenham Town Centre Working Party on 30 <sup>th</sup> August following widespread consultation.	G
		Submit a first stage of a funding bid to Transport for London in September 2012.	A bid for £1.6 million to implement the concept designs agreed by the Beckenham Town Centre Working Party was submitted in September.	G

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<p>Deliver a programme of environmental and business improvements to Beckenham town centre</p>	<p>Martin Pinnell</p>	<p>By September 2012, assist the Beckenham Working Party to determine improvements to which resources should be allocated.</p>	<p>The Beckenham Working Party determined priorities at their meeting on 24<sup>th</sup> September and officers are now working up the detail for the implementation of these improvements. Capital improvements that the Working Party wished to pursue were agreed to include de-cluttering of signs, poles and equipment, installation of Beckenham Town signs and improved signage around the town centre, development of a heritage trail map and up-lighting of heritage buildings, and WIFI in the High Street.</p>	<p><b>G</b></p>
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<p><b>Aim 1d:</b></p>	<p><b>Promote and support the vitality of all town centres</b></p>			
<p>Action</p>	<p>Lead Officer</p>	<p>What we said we would do in Quarter 2:</p>	<p>Progress Update</p>	<p>RAG Status (if applicable)</p>
<p>Deliver an events and promotional campaign in partnership with local businesses</p>	<p>Martin Pinnell</p>	<p>Continue delivery of a programme of public events at town centre locations across the borough.</p>	<p>Events continue to be delivered across the borough's town centres. In this quarter, Beckenham hosted a French markets and late Summer Fayre at the end of September, in July Orpington hosted a Maker's Market – the first arts and crafts market in the town – and a Big Dance event in Priory Gardens. In addition to the Bromley Town Centre Festival referred to below, Bromley town centre also continued to host weekly continental markets. The Charter Market was also relocated from Bromley North to the pedestrian area of the town centre where the trade every Thursday. Chislehurst Farmer's Market continues to trade in Chislehurst town centre on a monthly basis and will be relocating to a more prominent location in the town at the end of October.</p>	<p><b>G</b></p>

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Continue to maintain and further improve the appearance, tidiness and quality of town centres.	Martin Pinnell	Complete the second quarterly environmental monitoring visits to Beckenham, Bromley, Orpington and Penge.	Second quarterly environmental monitoring visits were carried out. In Bromley ATM and BT phone units were reported as having been installed without planning permission and so enforcement notices were issued. In Beckenham, the Town Centre Manager is working with Foxtons estate agents with a view to removing unattractive hoardings in Quarter 3. In Penge issues around street cleansing were reported for resolution. In Orpington, issues were reported and dealt with. Moving forward, the Town Centre Manager for Orpington is working with the Licensing	G
		Continue to implement the vinyl scheme to help improve the appearance of empty shop fronts and monitor on a quarterly basis.	In August, the former Flowers by Wells in Bromley town centre (252 High Street) had vinyls applied. Town Centre Managers continue to work with landlords and agents where empty units exist and suggest the application of vinyls. In some cases units are reoccupied in a short amount of time and therefore vinyls are not deemed to be appropriate.	G
Develop and support town centre partnerships.	Martin Pinnell	Facilitate bi-monthly meetings of Orpington Business Forum, Beckenham Business Association and Penge Traders Association.	Town Centre Managers attended meetings of the Beckenham Business Association on 14 <sup>th</sup> August, 4 <sup>th</sup> September and 1 <sup>st</sup> October, the Penge Traders Forum and the Penge Forum on 3 <sup>rd</sup> October and the Orpington Business Forum on 14 <sup>th</sup> August.	G



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<p>Deliver a programme of improvements to secondary shopping parades</p>	<p>Martin Pinnell</p>	<p>Accept and evaluate bids received and subject to financial limits, either seek approval for the works from the Renewal &amp; Recreation Policy Development and Scrutiny Committee or Portfolio Holder; or grant permission for works to be undertaken directly.</p>	<p>Bids have been received for shopping parades in Sundridge Park, Chislehurst and Keston Village where improvements requested have included signs, hanging baskets and Christmas lights.</p> <p>Preliminary discussions have also been undertaken for improvements to parades in Biggin Hill, Crystal Palace and St Mary Cray where bids are being refined and submitted. The fund is still welcoming bids for other shopping parades who wish to make improvements.</p>	<p><b>G</b></p>
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<p><b>Aim 1e:</b></p>	<p><b>Promote business investment and development, particularly in the borough's key commercial and industrial areas.</b></p>			
<p>Action</p>	<p>Lead Officer</p>	<p>What we said we would do in Quarter 2:</p>	<p>Progress Update</p>	<p>RAG Status (if applicable)</p>
<p>Deliver an Invest Bromley workshop to promote office accommodation in Bromley and highlight Bromley as a business location</p>	<p>Martin Pinnell/Kevin Munnelly</p>	<p>Undertake initial surveys and studies on the potential office areas to understand Bromley's offer by September 2012.</p>	<p>The London Office Policy Review 2012 was issued by the Greater London Authority in September 2012 and recommended the downgrading of Bromley as an office location. In response, additional research has been commissioned from local agents Michael Rogers to evaluate and counter this assessment of Bromley's offer in relation to office accommodation. The information is currently being reviewed with a view to establishing a Workshop before Christmas.</p>	<p><b>G</b></p>

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Maintain regular communications with businesses to raise awareness of support and networking opportunities	Martin Pinnell	Review the content, financing and marketing of the Bromley Business E-Bulletin	A review of the e-bulletin has been ongoing. Opportunities to achieve economies of scale by combining costs with electronic newsletters sent from the Council's corporate communications team were explored but were not found to be complimentary. Sponsorship options continue to be pursued.	<b>G</b>
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**OUTCOME 2: PROTECTION, CONSERVATION AND ENHANCEMENT OF THE NATURAL AND BUILT ENVIRONMENT**

Aim 2a: Ensure the ongoing effectiveness of planning regulatory functions				
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Perform at a level that, which while acknowledging national targets in relation to the process of planning applications, focuses on delivery a quality outcome for the borough.	Bob McQuillan	Deliver a quality planning service meeting the following national targets where possible: <ul style="list-style-type: none"> <li>• 60% of major planning applications to be determined within 13 weeks of receipt</li> </ul>	61.5% of major planning applications were determined within the 13 week target date in this quarter. In real terms, this means that 8 out of 13 major applications were decided.	<b>G</b>

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		<ul style="list-style-type: none"> <li>• 65% of minor applications to be determined within 13 weeks of receipt</li> </ul>	<p>48.2% of minor applications were determined within 13 weeks of receipt in this quarter.</p>	<p><b>R</b></p>
		<ul style="list-style-type: none"> <li>• 80% of other applications to be determined within 8 weeks of receipt.</li> </ul>	<p>62.8% of other applications were determined within 8 weeks of receipt in this quarter.</p> <p>This quarter, which includes the main holiday period, has seen the loss of 3 experienced planners from the Non-Majors Team. In addition, the manager of the Major Developments Team was on long term sick leave throughout the period and the deputy manager left to join the Planning Inspectorate. As a consequence, adjustments had to be made to the Major and Non-Major teams set up to ensure that major schemes could be delivered.</p> <p>At the same time, application numbers have remained up and the combination of these factors has inevitably affected overall performance. Although the Division initially experienced difficulty recruiting temporary planners to cover the posts, 3 agency planners are now in place and following a settling in period should help to improve decision times.</p> <p>In addition, backlogs resulting from the number of invalid applications received and associated delays in the registration of complete applications are currently being addressed through a process review'</p>	<p><b>R</b></p>

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<b>Aim 2b: Continue to develop the Bromley Local Development Framework</b>				
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Draft the Bromley Local Plan and undertake consultation on the 'Options and Preferred Strategy' document	Mary Manuel	Report the draft consultation document for the Executive in September 2012	Following the major reform of the national planning context in Spring this year, the Government has announced a further raft of proposed planning changes most recently in September/October. It is important that the Council takes time to considers the implications of these fully and reflects them within the consultation draft Options and Preferred Options.	A
		Begin consultation on the Options and Preferred Strategy.	To allow for full consideration of the new and proposed planning changes at the national (and more local level) the process has been delayed. This has been discussed with Members and the Planning Inspectorate with a revised timescale being developed for the New Year.	A

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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 2:	Progress Update	RAG Status (if applicable)
Develop plans for the provision of a new library service to serve the Penge/Anerley area.	Tim Woolgar	Undertake consultation with the public and with staff on proposals for the new service.	Public consultation was completed with 400 respondents at each library. Regular staff meetings were held to brief staff on plans which included a site visit to the proposed new location.	<b>G</b>
Explore and develop options for the delivery of a wider range of Council services through Libraries	Tim Woolgar	Pilot extended Council services through a self service kiosk in one library by September 2012.	It is now intended to carry this out in the new Penge library if that project is approved by Members.	<b>N/A</b>
Participate in Team London project to develop the use of volunteers to provide added value to the Library Service and use young volunteers to enhance the Summer Reading Challenge	Tim Woolgar	Recruit and deploy young volunteers throughout the Summer Reading Challenge (July-September 2012)	Three volunteer role descriptions have been agreed for the project.  For the Summer Reading Challenge 36 young volunteers were appointed, giving 598 hrs in 12 libraries. They helped significantly in the success of the Summer Reading Challenge.	<b>G</b>

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<b>Aim 3b: Improve the Council's cultural and leisure offer in addition to sports facilities.</b>				
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
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 contribute to healthy lifestyles.	John Gledhill	Facilitate the second quarterly meeting of the parent, executive and delivery sub groups.	Second quarter meetings have taken place. An annual Sports Forum is now being planned for delivery through Pro Active Bromley for Quarter 3.	G
Complete the procurement process for the development of a multi-sports hub at Norman Park	John Gledhill	Undertake negotiations with companies to work up a best and final offer from the Potential Contractor.	The procurement process for this scheme has now been completed and a report detailing the outcome is being presented to the Renewal & Recreation Policy Development and Scrutiny Committee on 13 <sup>th</sup> November.	G
Accommodate and promote the Olympic Torch Relay for London 2012	John Gledhill	Finalise all plans to ensure safe passage of the Torch Relay on Monday 23 <sup>rd</sup> July 2012.	The Torch Relay processed through the London Borough of Bromley on 23 <sup>rd</sup> July. Partnership working between the Council, Metropolitan Police and other agencies was successful to ensure safe passage through Bromley, Beckenham and Penge town centres to Crystal Palace Park.	G

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<p>Deliver the Bromley Town Centre Festival to promote arts, sports and heritage with funding from the Mayor's Outer London Fund.</p>	<p>John Gledhill</p>	<p>Deliver an event in partnership with ProActive Bromley on the 29<sup>th</sup> July 2012.</p>	<p>The Bromley Town Centre Festival brought arts, heritage and sports to life in Bromley town centre on 29<sup>th</sup> July. Members of the public were treated to live entertainment and sport demonstrations across the town centre. Church House Gardens and the Churchill piazza were transformed into a magical Neverland with live performances and craft workshops with local artists Queen's Gardens also hosted cricket, tennis, bowls and football have a-go-activities.</p>	<p>G</p>
<p>Further develop the parks, leisure and sports offer at Crystal Palace Park in line with the Crystal Palace Park Masterplan</p>	<p>Colin Brand</p>	<p>Support the Community Stakeholder Group to submit and Award for All Grant to the Big Lottery Fund by September 2012 to promote participation in the park and its activities.</p>	<p>The Community Stakeholder Group has applied for £10,000 from the Big Lottery to add value to £50,000 of funding applied for and approved by Jobcentre Plus to encourage community participation in the park with three exciting park projects: a new visitor guide that charts the past and the present, and reflects local peoples aspirations for the future of the Park; a mixed-media story-building project that reflects local community lives and their relationship with the Park; and a new community web forum which provides a place for exchange of views. Funding will provide workshops with local schools, people with disabilities, and young people from a wide range of backgrounds. The project is planned to run for a year from mid-January 2013.</p>	<p>G</p>



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

<b>Aim 4b: Provide opportunities for unemployed adults to improve their employment prospects.</b>				
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Investigate options for and begin delivery of a youth employment scheme for young unemployed residents.	Hannah Jackson	Advertise the project to experienced and proficient employment and skills training providers by the end of July 2012	Following approval from the E&R PDS Committee to procure an experienced and proficient employment and skills training provider to deliver the Youth Employment Project, advertisements were placed on Compete For, the London Work Based Learning Alliance, Indus Delta and <a href="http://bromley.gov.uk">bromley.gov.uk</a> at the end of July. 102 expressions of interest were subsequently received, 35 of which submitted a PQQ return.	G
		Issue, receive and analyse Pre-Qualification Questionnaire documents and select between 5-8 organisations to invite to tender by October 2012.	The Pre-Qualification Questionnaires were received in September and Potential Providers were subsequently evaluated based on the information they provided in their PQQ return. The National Apprenticeship Service acted as a critical friend in the evaluation process to assist the panel which was made up of colleagues from across the Council involved in the delivery of employment and skills services. 7 Potential Providers were subsequently invited to tender; with tender returns due at the end of November.	G

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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.	Margaret Carr	Deliver a work club in both shops to help 20 people in Quarter 2 into work.	15 people have been supported into work this quarter and 8 people have been supported to enter volunteering or work experience opportunities as part of pre-employment activity. 164 visits have been made to the Work Club in total across the quarter. The Work Club is run by volunteers with the support of the Mottingham and Cotmandene shops.	R
		Continue to host the Citizen's Advice Bureaux on a fortnightly basis.	The Citizen's Advice Bureaux continue to be very busy at Cotmandene Centre with an average of 14 people seen during the weekly morning slot.	G

Aim 4c: Pursue funding opportunities with partners to increase the range of adult learning opportunities delivered in areas of need in the borough				
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Apply for Personal and Community Development Learning funding to create adult learning opportunities to support employment.	Margaret Carr	Submit an application to create a programme by September 2012.	Unfortunately, the funding guidance was only issued at the beginning of October; the bid submission deadline is now set for 31st October. An application will therefore be made to fit in with these new timescales. The amount of funding available for this provision is considerably reduced this year.	G

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

**Aim 5c: Carry out projects resulting from the Strategic Asset Management and Education Asset Management Reviews**

Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Refurbishment of the fourth floor of Yeoman House for Community Learning Disabilities Team.	Cathy Pimm	Complete the project within the pre-defined timescales and on budget by September 2012	This project has been delayed. The contract has now been let and a pre-start meeting is taking place during week commencing 29 <sup>th</sup> October. The start date will be agreed at the pre-start meeting and the building works will take 6 weeks to complete.	<b>R</b>
Adapt and refurbish 118 Widmore Road for respite care provision for community, adding to our portfolio of Council run respite provision.	Simon Goodburn	Complete the project within the pre-defined timescales and on budget.	The project due to complete on 19 <sup>th</sup> October 2012. The final account is predicted to remain within the authorised construction budget of £758,433.99.	<b>A</b>

**Aim 5d: Carry out energy saving projects to reduce the Council's carbon output**

Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Reduce the Council's energy consumption to reduce spend in a market with energy costs increasing. Reduce the carbon output to reduce the amount of carbon paid	Gerry Kelly	Complete the Property Energy Strategy by September 2012.	Work on the strategy had been undertaken by Officers in Quarter 2 and the report document is being put together. However it is not yet finalised and completion is expected in Quarter 3.	<b>A</b>

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

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

Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Allocate housing capital funds	Kerry O'Driscoll	Invite bids from Registered Providers by September 2012 to meet local housing priorities.	<p><b>Affordable Housing Payment in Lieu</b>                      In August, a tender process and evaluation criteria were agreed internally and by Care Service Policy Development and Scrutiny Committee on 3<sup>rd</sup> September and Registered Providers were invited to tender for £896k Payment in Lieu funds. The Committee delegated authority to the Director of Renewal &amp; Recreation to approve allocations subject to the Care Service Portfolio Holder's approval. However, no Registered Providers tendered for these funds. Following further internal discussions with the Council's corporate procurement team, a further internal briefing paper was circulated requesting approval to proceed down a negotiated tender route. Internal approval was granted and the negotiated tender process will take place in Quarter 3.</p> <p><b>London Borough of Bromley Housing Capital Fund</b>                      An initial meeting has been arranged early in Quarter 3 with colleagues from the Council's Housing Needs and Residential Services teams to identify projects upon which to spend the £420,000 Housing Capital Fund.</p>	G

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<p>Lead negotiations on the affordable housing provision on section 106 applications ensuring that the affordable housing planning obligation reflects local adopted planning policy and local statutory and high priority housing need.</p>	<p>Kerry O'Driscoll</p>	<p>Continue to work towards ensuring that at least 100 new affordable housing units are started on site during 2012/13 and attend all relevant pre-application and planning meetings.</p>	<p>3 new pre-application and 4 new planning applications have been negotiated in Quarter 2. All relevant planning meetings have been attended by a representative from the Housing Development &amp; Strategy Team and written comments were provided as required.</p> <p>A Financial Viability Assessment linked to a new planning application in the Town Centre has been coordinated and led by the team.</p> <p>27 new adorable housing units started on site in Quarter 2.</p>	<p style="text-align: center; font-size: 2em; color: white;">G</p>
<p>Pursue affordable housing funding opportunities available from central government, the Homes and Communities Agency and the Greater London Authority</p>	<p>Kerry O'Driscoll</p>	<p>Meet with the Homes and Communities Agency to identify possible funding opportunities and where possible apply for funding.</p>	<p>A liaison meeting with the Greater London Authority (Homes and Community Agency London) was hosted by the Housing Development &amp; Strategy Team in September 2012. The Housing and Community Agency advised that their forecasting indicated that Regional targets may not be achieved. It was requested that, if Registered Providers could not identify new build supply to take up their London Borough of Bromley allocations that the Borough was notified at the earliest opportunity and that the Housing Community Agency worked with the Council to identify alternative routes for expenditure as opposed to transferring unspent funds to another local authority.</p> <p>The Housing Development and Strategy Team provided support to the Council's Residential Services division to facilitate the commencement of the Housing and Community Agency funded London Borough of Bromley Empty Homes programme.</p>	<p style="text-align: center; font-size: 2em; color: white;">G</p>

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Identify a site, capital and delivery model for a new Extra Care Housing Scheme for Bromley	Kerry O'Driscoll	Identify a site for the scheme and advertise for a delivery partner.	The Assistant Director for Commissioning in Education and Care Services has confirmed that whilst a strategic need for a further Extra Care Housing Scheme on the east side of the borough remains, actions to actively identify a site and a delivery partner have been postponed until 2013/14 to allow for delays in the delivery of two new Extra Care Housing sites being delivered in 2012/13 and to enable a review of the overall demand for this housing option in advance of procuring further Extra Care Housing provision.	N/A
Develop a four year Income Strategy and Action Plan that meets budget targets of £245,000	Kerry O'Driscoll	Implement agreed income generating options by the end of Quarter 2.	Implementation of options is ongoing. The key option set out within the Income Strategy has been further developed in consultation with internal support from the Council's corporate Legal, Finance and Planning teams. A benchmarking exercise with other Local Authorities has also been undertaken to support some of the proposed options. In Quarter 3, relevant Directors' views will be sought on developed options and actions to implement the outstanding options will be put in place.	A

Aim 6b: Develop a Housing Strategy for the London Borough of Bromley.				
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Produce and maintain the new London Borough of Bromley Housing Strategy	Kerry O'Driscoll	Produce a 'key themes' document setting out the proposed format for the new Housing Strategy.	Discussions have begun with Members to establish their views on the nature and content of the forthcoming Housing Strategy.	A

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

<b>Aim 7a:</b>		<b>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 2:	Progress Update	RAG Status (if applicable)
Deliver agreed efficiency savings in line with the Council's financial forecast.	Marc Hume	Monitor the implementation of agreed efficiency savings.	The Departmental Finance lead is currently undertaking a review of progress against the agreed savings targets for 2012/13 and 2013/14 in order to ensure that agreed savings are delivered within the appropriate timescales.	<b>G</b>
Evaluate services' value for money and identify efficiency savings for 2014/15	Marc Hume/Colin Brand/Bob McQuillan	Assistant Director's to review service areas by September 2012	The Departmental Management have continued to work up finance options as part of the baseline review work that is currently on going.	<b>G</b>
Consider new methods of delivery to reduce dependence on the public purse.	Marc Hume	As part of the I,E&E process, all Assistant Directors to investigate new methods of delivery in shared service/outsourcing	Options around future delivery arrangements continue to be explored and will be subject to committee reports at the appropriate time.	<b>G</b>

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<b>Aim 7b: Effective external and internal communications</b>				
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Quarterly departmental staff meetings	Marc Hume	Hold the second quarterly departmental staff meeting.	Quarterly Departmental staff meetings continue to be held, the next one being scheduled for early December 2012.	<b>G</b>
Provide excellent customer service first time in line with the London Borough of Bromley's 'Getting it right' procedure.	Colin Brand	Deliver the second quarterly report to the Departmental Management Team.	Complaints and Complements continue to be reviewed in line with the Getting it Right procedure.	<b>G</b>

<b>Aim 7c: A motivated staff which is highly skilled to deliver departmental outcomes</b>				
Action	Lead Officer	What we said we would do in Quarter 2:	Progress Update	RAG Status (if applicable)
Performance Appraisal Development Scheme (PADS) documents to be set up for individual officers	Colin Brand/Carol Arnfield/Bob McQuillan/Kerry O'Driscoll	All staff to complete the PADS mid year review.	All PADs were completed in accordance with the prescribed process.	<b>G</b>



**APPENDIX 1**

<b>Aim 7d: Protect and enhance an environment and services that promote health and allow people to lead healthy lifestyles</b>				
<b>Action</b>	<b>Lead Officer</b>	<b>What we said we would do in Quarter 2:</b>	<b>Progress Update</b>	<b>RAG Status (if applicable)</b>
Develop and establish ways of working together to embed Public Health in all areas of work	Agnes Marossy	Dr Agnes Marossy to present public health priorities to the Renewal & Recreation staff meeting	A presentation on the relevance of public health priorities in the workplace was delivered at Renewal & Recreation Staff Meeting on 10th July 2012.	<b>G</b>
		Begin consultation with members of staff to consider how public health priorities can be embedded in service areas.	Renewal & Recreation staff made aware of and invited to attend the Public Health & Environment Group and a representative from the department's Housing provision will be joining the group going forward. Work continues with the Planning division on Public Health priorities.	<b>G</b>
	Jenny Whyte	Provide a link to the Joint Strategic Needs Assessment on the Renewal & Recreation teamsite for ease of access	The link was added to Renewal and Recreation teamsite in this quarter to allow departmental staff members to access the document.	<b>G</b>

**APPENDIX 1**

**BUSINESS PLAN UPDATES: NEW WORK UNDERTAKEN IN QUARTER 1 (2012/13)**

Aim 7b:	Effective external and internal communications			
Action	Milestone(s)	Target(s)	Resources	Lead Officer
To lead and support on the production of a range of communications materials, including news releases to reflect Portfolio priorities and objectives.	To deliver materials in line with the departmental communications plans and strategy.	Ongoing	Existing Renewal & Recreation budgets	Jenny Whyte
To assemble the Renewal & Recreation Improvement and Innovation Team to look at ways of improving internal communications to improve service efficiency	Across the year, to ensure that the Renewal & Recreation teamsite is updated with Departmental Management Team minutes, departmental meetings and agendas, Departmental Management Team annual leave arrangements, ensuring Renewal & Recreation staff circulation lists are kept up to date.	To establish a internal blog for staff to be kept informed of departmental news and updates by December 2012	Existing Renewal & Recreation budgets	Kerry O'Driscoll