



## Renewal & Recreation Portfolio

# BUSINESS PLAN 2013/14

A Vibrant Thriving Borough

## FOREWARD

Services delivered as part of the Renewal & Recreation portfolio make a vital contribution to the quality of life experienced 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 four strategic outcomes for 2013/14 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, and employment and skills
- Supply good quality affordable housing that best meets local statutory and priority housing needs

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

### Key themes for 2013/14

2013/14 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.

Our aspirations around our town centres 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 has begun on Site K (Bromley South Central) with the construction of a high quality mixed use development which will include a multi-screen cinema, restaurants, a hotel and high quality residential units. We will also continue working with our development partners to bring forward planning applications, including an application to develop Site C (Old Town Hall) to include hotel and conference facilities. We are also working to appoint a preferred development partner for a retail led development at Churchill Place and the £5 million scheme to improve the public realm in Bromley North Village is due to begin.

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#### *Orpington*

2013/14 also promises to be a significant year for the borough's second largest town centre, **Orpington**. Following the successful application for a development grant to the Heritage Lottery Fund, we will be working up and submitting 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 an arts and heritage hub for the area. Following the success of the Business Improvement District (BID) at ballot, we will be working alongside the BID company, Orpington 1<sup>st</sup>, to promote business and vitality in the town centre. Work has also begun to extend the Walnuts Shopping Centre improving the leisure offer in Orpington with new retail units and an Odeon cinema.

#### *Beckenham*

In **Beckenham**, we will be delivering a number of environmental and business improvements to the town centre that will respond to the specific demands and needs in the town centre. This includes positioning new town signs at the entrance to the town, purchasing new bins, notice boards, street name signs and finger posts. We will also be working alongside the newly appointed town team to support 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 through a comprehensive town centre management programme.

A programme is underway to deliver improvements to the borough's shopping parades, developing plans for a new library service for **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 develop proposals for Bromley Valley Gymnastics/Cotmandene sites in **St Paul's Cray** and will continue to look at ways to conserve and develop the offer at **Crystal Palace** Park in partnership with local and regional stakeholders with the submission of a first round application to the Heritage Lottery Fund. We will also procure a management contractor to manage and operate the athletics track at Norman Park, **Bromley**. Plans are also being developed for a Battle of Britain Heritage Centre at **Biggin Hill**.

#### *Borough-wide initiatives*

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

We are continuing our work to identify Bromley as a place to do business and invest. We will work to increase Bromley's profile as a key office location by promoting our offer and providing an event to coordinate with the property agents' workshop. We are also looking at creating action and delivery plans for the borough's strategic employment sites including **Biggin Hill**, **Cray Valley** and **Bromley** town centre.

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Supporting residents to improve their employment prospects is an important task this year and we have allocated £500,000 to tackle youth unemployment through supporting sustainable employment opportunities for 18-24 year olds who live in the borough. Bromley College have been appointed to create 198 apprenticeship and internship opportunities for young unemployed residents.

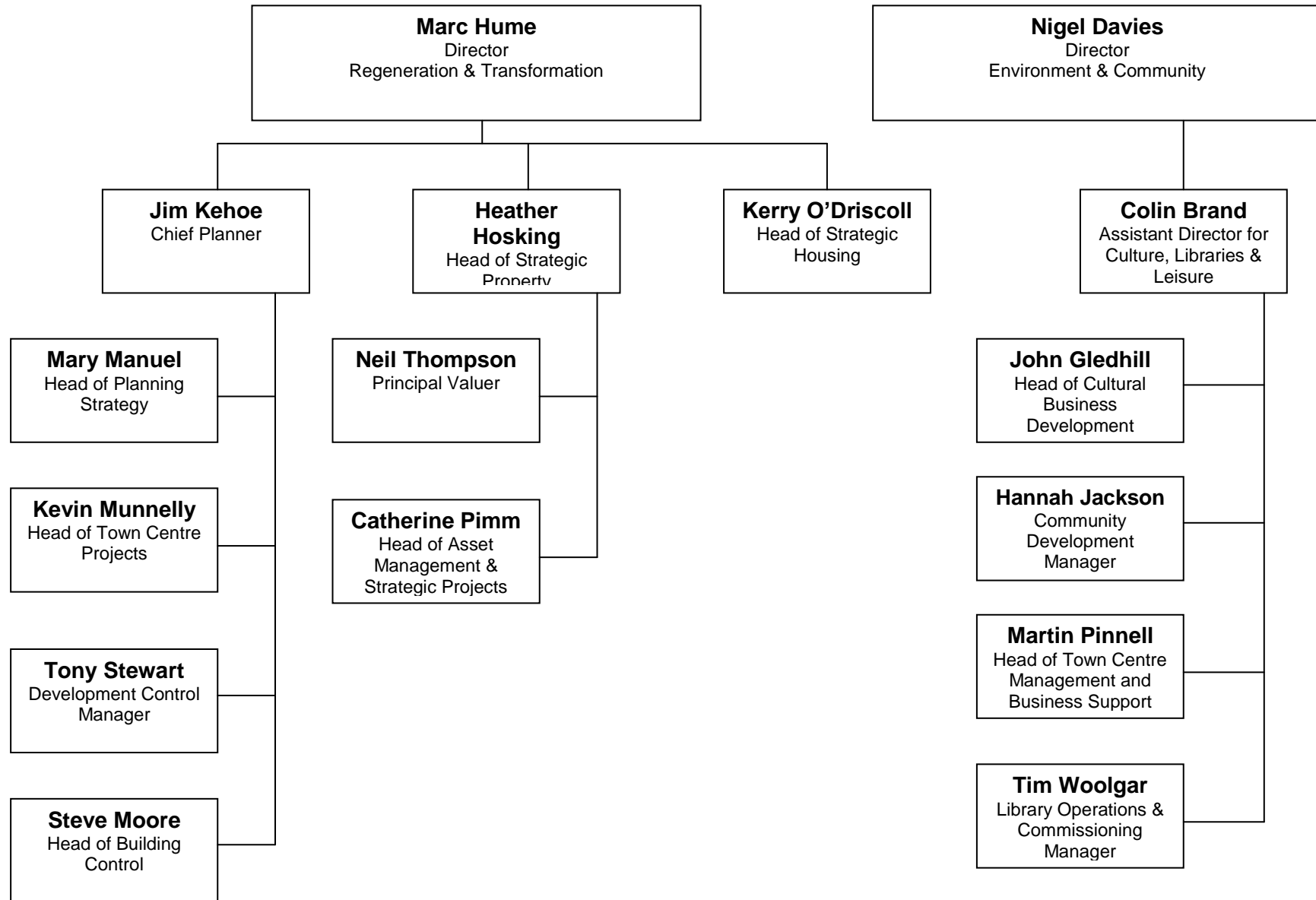
We will also be working with external partners and colleagues across the Council to ensure that we supply a range of good quality affordable housing options for local people.

We are confident that 2013/14 will be a successful year 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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**PORTFOLIO STRUCTURE CHART**



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

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

**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   | Target(s)   | Milestone(s)   | Resources                               | Lead Officer    |
|--|---|--|---|-----------------|
| Select a development partner for Site G (Churchill Place) to bring forward a retail led development in line with the proposals outlined in the Bromley Area Action Plan. | Identify and recommend a preferred development partner for Site G to the Council's Executive Committee by September 2013. | Under take pre-application negotiations with the preferred development partner.  | Capital programme (development funding) | Kevin Munnelly  |
|  |   | Conclude Head of Terms and development agreement and ensure the development partner satisfies pre-conditions (to be determined) by March 2014. |   |                 |
|  | Determine the Council's level of financial investment in this scheme  | Report to the Executive Committee in Quarter 2   | Property budgets                        | Heather Hosking |

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| Support the Cathedral Group to develop Site K (Bromley South Central) into a mixed use development including a cinema, restaurant and leisure facilities residential use and hotel. | Demolition works to continue and building works to begin on site during 2013/14  | Consult and seek approval for a revised public realm proposal by March 2013.   | Private sector development  | Kevin Munnelly                     |
| Deliver public realm improvements to Bromley North Village supported by an area based bid to Transport for London.  | All improvements to be implemented by Autumn 2013.   | Complete the first phase of improvements to East Street and High Street North by Quarter 2.  | Outer London Fund, Transport for London grant and match funding from the capital programme. | Kevin Munnelly                     |
| Support the development partner Cathedral Group/ Land Group to develop Site C (Old Town Hall) for hotel and conference centre facilities.   | Finalise the development agreement with the Cathedral Group by Autumn 2013.  | Negotiate the terms of the lease and report to the Council's Executive Committee in Quarter 2.   | Capital programme.  | Kevin Munnelly/<br>Heather Hosking |
|   |  | Support the developer to draft a full planning application and listed building consent by Quarter 4.                                     |   |                                    |
| Explore land use options for Site A (Bromley North Station)   | Following Judicial Review which resulted in Site A being excluded from the Area Action Plan, explore opportunities to bring forward redevelopment as part of the Local Plan. | Develop and consult on land use options for the development of the site by March 2014.   | Planning budgets  | Kevin Munnelly/<br>Mary Manuel     |
| Review land use options and resources for Site F (Civic Centre)   | Review land use options and resources in the context of the development of the Local Plan (see Aim 2a) by March 2014   | Report on options for short term use of Anne Springman and Joseph Lancaster buildings to the Council's Executive Committee in July 2013. | Planning budgets  | Kevin Munnelly/<br>Heather Hosking |



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|---|---|--|---|----------------|
| Support Network Rail to implement public realm improvements at Site J (Bromley South Station) | Initiate further public realm improvements to support those completed by Network Rail by March 2013.  | Bring forward plans for implementation by August 2013.   | Outer London Fund   | Kevin Munnelly |
| Create a welcoming strategy for Bromley town centre.  |   | Present designs for sign off by the Renewal & Recreation Portfolio Holder and Greater London Authority in Quarter 2. | Outer London Fund   | Kevin Munnelly |
|   |   | Begin the implementation of the improvements in Quarter 3.   |   |                |
| Manage communications with Bromley businesses on development works                            | Agree the content and distribute a letter to all businesses regarding the Bromley North Village street works – including scheduled road closures.             | Letter to be distributed by end of June 2013   | Town Centre Management officer time; Bromley North Village project budget | Martin Pinnell |
|   | Manage one public event and one business event at the commencement of the Bromley North Village improvement works to provide information and raise awareness. | Events to take place by end July 2013.   |   |                |
|   | Maintain regular email updates to businesses  | To be delivered on an ongoing basis as need arises.  |   |                |

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| Aim 1b:  | Support and develop the vitality of Orpington  |  |  |                |
|--|--|--|--|----------------|
| Action   | Target(s)  | Milestone(s)   | Resources  | Lead Officer   |
| Support the Orpington 1 <sup>st</sup> Business Improvement District with their start up activity in the first year of operation. | Ensure legal agreements between the Business Improvement District and the Council are finalised and effective systems for the collection of the Business Improvement District levy are in place. | To ensure all legal agreements and protocols necessary for the first and subsequent Business Improvement District levy billings are in place by mid-June 2013. | Town Centre Management budgets; earmarked s106 funds | Martin Pinnell |
|  | Provide support to the Orpington 1 <sup>st</sup> Board in the establishment of appropriate governance structures.  | To ensure all key governance structures are in place by end of June 2013.  |  |                |
|  | Provide an initial grant to the Business Improvement District as agreed by Members to assist with start up costs.  | To ensure terms of grant agreement are finalised and monies transferred by end of June 2013.   |  |                |
| Consider development options for the Walnuts site  | Agree future development options which will inform a planning brief for the whole of the Walnuts site by March 2014.   |  | Planning budgets                                     | Kevin Munnelly |

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| <b>Aim 1c:</b>   | <b>Continue to support and develop the vitality of Beckenham</b>   |   |  |                |
|--|--|---|--|----------------|
| Action   | Target(s)  | Milestone(s)  | Resources  | Lead Officer   |
| Resubmit an application for funding to Transport for London to implement public realm improvements   | Resubmit a bid to Transport for London for public realm improvements in Beckenham.   | Bid submitted in Quarter 2.   | Capital programme  | Kevin Munnelly |
|  | Implement improvements to Beckenham's public realm including way finding and a heritage trail.   | Second round of improvements to be implemented by Quarter 4.  |  |                |
| Develop and support Beckenham Town Team and their activities   | Work with key stakeholders to establish a broad based but commercially focussed Town Team for Beckenham.   | Establish a legally constituted Town Team for Beckenham by end of May 2013.   | Town Centre Management budget; TCM Initiative Fund; Beckenham Town Centre Improvement Fund plus external funding from partners | Martin Pinnell |
|  | Work alongside the Town Team to develop a programme of events and activities for the town centre.  | Develop and deliver a programme of at least 6 events (including a Heritage Trail launch event) in partnership with the Town Team by end March 2014. |  |                |
| Continue the delivery of a programme of environmental improvements in Beckenham town centre and implement in partnership with Beckenham Town Team. | Work with the Town Centre Development Team to implement a range of previously agreed improvements to the town centre including way finding, street furniture and a heritage trail. | Initial improvements to be implemented by end of August 2013.   | Town Centre Management officer time; Beckenham Town Centre improvement fund  | Martin Pinnell |

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|  | To work with the Beckenham Town Team to explore and specify additional measures to be funded from the Beckenham short term improvement fund. | Work with the Town Team to develop a short list of preferred options for additional projects for pre-decision scrutiny by Members in October 2013. Implementation of further improvements to take place by end March 2014. |  |  |
|--|--|--|--|--|

| <b>Aim 1d: Support and develop the vitality of all town centres</b>   |   |   |   |                     |
|---|---|---|---|---------------------|
| <b>Action</b>   | <b>Milestone(s)</b>   | <b>Target(s)</b>  | <b>Resources</b>                                    | <b>Lead Officer</b> |
| Explore the opportunities to support town centre partnerships to establish Business Improvement Districts in the borough. | Undertake initial feasibility studies focussing on Bromley and Beckenham Town Centres.  | Report on feasibility, options and issues, including resource requirements, for establishing Business Improvement Districts in Beckenham and Bromley, by end September 2013 | Town Centre Management budgets                      | Martin Pinnell      |
|   | Where feasibility established secure additional resources to establish Business Improvement Districts in selected town centres and develop a project plan for delivery.                               | Develop project plans and allocate required resources by end November 2013.   | Additional resources to be confirmed                |                     |
| Deliver an events and promotional campaign in partnership with local businesses   | To take primary responsibility or, in the case of joint events, a key role, in the successful delivery of a range of events (and associated promotions) particularly in Beckenham, Bromley and Penge. | At least 12 town centre events across all managed town centres to be delivered by end of March 2014.  | Town Centre Management budgets; TCM Initiative Fund | Martin Pinnell      |

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| 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.  | Ensure successful installation, maintenance and storage of light schemes November 2013 to January 2014.          | Town Centre Management budgets; TCM Initiative Fund | Martin Pinnell |
|  | Advise and assist traders and residents groups in smaller centres to acquire Christmas light displays, subject to private sector funding            | Provide necessary advice and assistance to ensure successful delivery of schemes November 2013 to January 2014.  |   |                |
|  | Four quarterly environmental monitoring visits to Beckenham, Bromley and Penge with issues tackled in conjunction with relevant Council colleagues. | Monitoring to take place in each town centre by end of June, end of September, end of December and end of March. |   |                |
|  | Implement vinyl schemes to help improve the appearance of empty shop fronts, subject to external funding.   | To be delivered depending on demand and to be monitored quarterly.   |   |                |
|  | Investigate options for temporary use of empty shops.   | To be delivered depending on demand and to be monitored quarterly.   |   |                |

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| Develop town centre partnerships  | Facilitate and support regular meetings of the Beckenham Town Team, Penge Traders Association and Bromley North Village town team.   | To ensure meetings take place at least once per quarter. Assist the development of partnership activities.  | Town Centre Management officer time  | Martin Pinnell |
|   | Develop a partnership steering group for Bromley Town Centre to incorporate key businesses, business groups and other town centre stakeholders.  | Organise inaugural meeting by end Sept 2013 – with quarterly meetings thereafter  |  |                |
| Continue the delivery of a programme of improvements to secondary shopping parades. | Manage the processing and vetting of applications to the Local Parades Improvement Initiative Fund from local groups (traders and residents) representing local parades and small town centres across the borough. Where approval obtained – managing the implementation of improvement projects in each location. | To ensure initiation of projects and implementation in each location once approved – aiming to have at least 70% of the fund committed by end of March 2014 | Town Centre Management officer time; Local Parades Improvement Initiative Fund | Martin Pinnell |

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| Aim 1e: Promote business investment and development, particularly in the borough's key commercial and industrial areas.                   |   |   |                         |                 |
|---|---|---|-------------------------|-----------------|
| Action  | Target(s)   | Milestone(s)  | Resources               | Lead Officer    |
| Create action and delivery plans for the borough's strategic employment sites including Biggin Hill, Cray Valley and Bromley town centre. | Seek committee endorsement for the approach for the preparation of action and delivery plans. | Report to the Renewal & Recreation Policy Development and Scrutiny Committee in June 2013   | Planning budgets        | Kevin Munnelly  |
|   | Allocate Council resources to support the preparation of the plans.                           | Report to the Executive in June 2013.   | Property budgets        | Heather Hosking |
| Deliver an invest Bromley workshop to promote office accommodation in Bromley and to highlight Bromley as a business location.            |   | Building on the success of the Invest Bromley event in 2011/12, deliver an event to raise the profile of Bromley as an office location on 17 <sup>th</sup> July, to coincide with the property agents workshop. | Planning budgets        | Kevin Munnelly  |
| Maintain regular communications with businesses to raise awareness of support and networking opportunities.                               | Maintain, improve and promote the business e-bulletin.  | Ensure at least 6 bulletins are published by March 2014 and to increase circulation for the bulletin to at least 2500 (25% increase) by end of December 2013.   | Business Support budget | Martin Pinnell  |
|   | Ensure the Council has a presence at local networking events.                                 | To attend at least one local business network event on behalf of the Council each quarter.  |                         |                 |
|   | Distribute and promote the new Bromley Business Guide.  | To distribute to all relevant outlets and contacts by end of May 2013   |                         |                 |

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| Encourage take up and reuse of commercial space in town centres.   | Facilitate the Commercial Property Agents Forum and work with agents to encourage take up and promotion of space in town centres – and jointly market these centres as preferred business locations. | Maintain Forum meetings at least twice per annum  | Town Centre Management and Business Support budgets | Martin Pinnell |
|  | Maintain a facility for business owners to search for vacant commercial property on the Council's website  |   |   |                |
| Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision in the borough. | Work with delivery partner Action Coach to promote and deliver 5 workshops and a mentoring programme under the banner Bromley Business GrowthCLUB  | Ensure delivery of the workshops and mentoring by end of December 2013. Ensure evaluation of the programme by end of February 2014. | Town Centre Management budget; Outer London Fund    | Martin Pinnell |
|  | Facilitate meetings of the Economic Partnership four times per annum.  | Facilitate meetings of the Partnership in April, July, October and January.   |   |                |



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

|                         |          |
|-------------------------|----------|
| Division(s) Responsible | Planning |
|-------------------------|----------|

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|--------------------------|---|
| <b>Outcome Statement</b> | 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. |
|--------------------------|---|

|                              |  |
|------------------------------|--|
| <b>Excellence Indicators</b> | <ol style="list-style-type: none"> <li>1. Effective and efficient planning application service</li> <li>2. Value for money building control service</li> <li>3. Speedy and accurate response to land charge searches</li> <li>4. Enforcement of actionable breaches of planning control</li> </ol> |
|------------------------------|--|

**Aim 2a: Set out the vision for development in the borough over the next 15 years in a new Local Plan**

| Action  | Target(s)   | Milestone(s)   | Resources   | Lead Officer |
|---|---|--|---|--------------|
| Preparation and updating of Bromley's Development Plan , including the Local Plan, Infrastructure Delivery Plan, and Community Infrastructure Levy preliminary work, and contributions to the London Plan | Report the response to the Options and Preferred Strategy consultation  | Report to the Development Control Committee in June 2013.  | Planning budgets and ring fenced Local Plan funding | Mary Manuel  |
|   | Develop draft policies and site allocations.  | Report the Council's Executive Committee in Quarter 3.   |   |              |
|   | Develop Infrastructure Delivery Plan in line with the emerging Local Plan and development of Bromley Community Infrastructure Levy. | Report to the Executive Committee regarding the viability of a Bromley Community Infrastructure Levy. And emerging Infrastructure Plan in Quarter 4. |   |              |
|   | Prepare a draft Local Plan.   | Present the draft Local Plan to the Council's Executive Committee in Quarter 4.  |   |              |

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| <b>Aim 2b: Improve customer service through higher quality and speedier decisions on development applications</b>   |  |   |                  |              |
|---|--|---|------------------|--------------|
| Action  | Target(s)  | Milestone(s)                                  | Resources        | Lead Officer |
| 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. | <ul style="list-style-type: none"> <li>• Major applications: to determine 60% within 13 weeks of receipt</li> <li>• Minor applications: to determine 65% within 13 weeks of receipt</li> <li>• Other applications: to determine 80% within 8 weeks of receipt</li> </ul> | Progress to be reported on a quarterly basis. | Planning budgets | Jim Kehoe    |

| <b>Aim 2c: Promote, protect and enhance the historical, natural and built environment of the borough</b> |  |                                    |                  |               |
|--|--|------------------------------------|------------------|---------------|
| Action   | Target(s)  | Milestone(s)                       | Resources        | Lead Officer  |
| Protect trees, listed buildings and conservation areas in the borough.                                   | Respond to requests for Tree Preservation Orders, Listed Building Orders and Conservation Area Designations. | Progress to be monitored annually. | Planning budgets | Kevin Munnely |

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

Division(s) Responsible: Leisure & Culture

**Outcome Statement:**

- Physical development projects are enhanced when combined with programmes that encourage greater participation and engagement.
- Cultural programmes and activities add value to peoples and quality of life and provide economic benefits to local areas.
- Leisure, culture and recreation are essential in creating a sense of place and community
- The Council wants to develop individuals and communities by providing accessible, high quality employment and skills services.

**Excellence Indicators**

1. Develop and enhance opportunities for sports, leisure and culture
2. Improved and enhanced physical network of libraries coupled with a broader customer offer
3. Co-ordinate the borough's heritage offer in a strategic manner for the benefit of local communities
4. Provide focused training programmes to prepare local people for employment, meeting the needs and expectations of employers.

| <b>Aim 3a: Identify further opportunities to modernise/improve the library offer</b>     |  |  |                   |              |
|--|--|--|-------------------|--------------|
| Action   | Target(s)  | Milestone(s)   | Resources         | Lead Officer |
| Develop plans for the provision of a new library service to serve the Penge/Anerley area | Identify a suitable site for the new library service to be located at. | Report Proposals for the site to the Renewal & Recreation Policy Development and Scrutiny Committee in October 2013. | Capital programme | Colin Brand  |

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| Develop the volunteer programme in libraries to provide added value to the library service | Increase the number of young volunteers participating in the Summer Reading challenge for 2013.   | Report on increase in September 2013 | Library budgets                                    | Tim Woolgar |
|  | Recruit to new volunteer roles (established in 2012/13)   | October 2013                         |  |             |
| Explore opportunities to offer a broader range of services from libraries                  | Work with partners to identify how Libraries can assist with the Council's channel shift priority and the introduction of Universal Credit. | September 2013                       | Library budgets and grant funding, where available | Tim Woolgar |
|  | Support the roll out of Universal Credit by giving access to IT and instruction in use.   | October 2013 to March 2014           |  |             |

| Aim 3b: Improve the borough's sports and leisure offer  |  |   |  |               |
|---|--|---|--|---------------|
| Action  | Target(s)  | Milestone(s)  | Resources  | Lead Officer  |
| 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 | During the course of the year, support Pro-Active Bromley to submit a bid to the Big Lottery Fund for a capacity building officer to support the work of PAB and support community and voluntary groups external grant applications. | Quarterly meetings of Pro Active Bromley delivery groups and meetings of the Executive group. | Leisure & Culture budgets and Pro-Active Bromley | John Gledhill |
|   | Support the delivery of actions within Pro-Active Bromley Strategic Framework.   |   |  |               |
| Develop proposals for Bromley Valley Gymnastics/Cotmandene  | Develop a business plan to generate capital receipts that  | Appoint external consultant to develop Business Plan during                                   | Leisure & Culture budgets                        | Colin Brand   |

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| sites  | can be ring-fenced for the development proposal.  | Quarter 2.   |                           |               |
| Procure a management contractor to manage and operate the athletics track at Norman Park | Ensure a suitably qualified contractor is in place to manage and operate the contract when the current arrangements expire on 1 April 2014. | Tender documentation provided to contractors May 2013.<br>Selection of contractor October 2013 | Leisure & Culture budgets | John Gledhill |

| <b>Aim 3c: Develop the borough's cultural assets</b>   |  |  |   |                |
|--|--|--|---|----------------|
| Action   | Target(s)  | Milestone(s)   | Resources   | Lead Officer   |
| Develop detailed proposals for the restoration and development of Bromley Museum at the Priory, Orpington to support a successful second round application to the Heritage Lottery Fund                                      | Submit a successful second round application to the Heritage Lottery Fund for a delivery grant in December 2013, with the outcome of the application communicated in March 2014. | Appoint a Museum Exhibition and Design Consultant by the end of April 2013.  | Development grant from the Heritage Lottery Fund and match funding from the capital programme | Hannah Jackson |
|  |  | Complete consultation activity with museum users and non-museum users, and target audiences by June 2013 to inform design work and the draft activity plan.                                  |   |                |
|  |  | Complete RIBA C (Outline Design) Review with appointed specialists and Heritage Lottery Fund by August 2013.   |   |                |
|  |  | Consult on RIBA D detailed designs and apply for planning permission and listed building consents in Quarter 3.  |   |                |
| Continue to explore opportunities for regeneration projects at Crystal Palace Park in discussion with the community and key stakeholders, including the submission of a first round application to the Heritage Lottery Fund | Submit a first round application to the Heritage Lottery Fund's Parks for People Programme in August 2013.   | Work with the Community Stakeholder Group to identify revenue projects which would increase participation and opportunities for learning/skills development in the park in Quarters 1 and 2. | Capital programme and Leisure & Culture budgets   | Hannah Jackson |

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|  |  | Appoint specialists to support the development of capital projects to RIBA Stage B (Feasibility and Concept Design). Appointment to be made by June 2013.                       |  |  |
|  |  | Review a draft of the first round application with the Heritage Lottery Fund in July 2013.  |  |  |
|  |  | Apply to formally commit the Greater London Authority's partnership funding:<br>Round 1 – June 2013<br>Round 2 – Quarter 2  |  |  |
|  | Pursue an application to English Heritage for a grant to undertake remedial works to the Crystal Palace Subway.            | Liaise with English Heritage about the application to their Heritage at Risk programme for the Subway. Hear the outcome of this process by June 2013.                           |  |  |
|  |  | Appoint specialist heritage consultants to undertake survey work and options appraisal for remedial works by Quarter 3.   |  |  |
|  | Facilitate the Crystal Palace Park Management Board to consider options for future management and regeneration in the park | Support the Community Stakeholder Group to create opportunities for volunteering in Crystal Palace Park, enhancing skills and employment to be reported on a six monthly basis. |  |  |
|  |  | Facilitate quarterly meetings of Stakeholder Groups.  |  |  |

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| Develop proposals for a Battle of Britain Heritage Centre at Biggin Hill | Identify design options for the development of a Heritage Centre at Biggin Hill Airport and analyse cost implications and sustainability of these options. | Work with interested parties to explore options for the Centre during Quarter 1.<br>Report on options to the Council's Executive Committee in July 2013. | Section 106 funding and Leisure & Culture budgets. | Colin Brand |
|--|--|--|--|-------------|

| <b>Aim 3d:</b>  | <b>Provide opportunities for unemployed adults to improve their skills and employment prospects</b>   |  |   |                |
|---|---|--|---|----------------|
| Action  | Target(s)   | Milestone(s)   | Resources                                 | Lead Officer   |
| Launch a project to support young unemployed residents into sustainable employment opportunities through the creation of apprenticeships and internships. | Work with Bromley College (the delivery partner) to launch and market the project to engage young people and employers with the scheme to deliver 66 apprenticeship and 132 internship opportunities between 2013 and 2016. | Report to the Executive and Resources Policy Development and Scrutiny Committee and the Resources Portfolio Holder on progress on a quarterly basis. | Earmarked reserves for Member Initiatives | Hannah Jackson |
| Investigate options for the future management and operation of the Cotmandene Community Resource Centre and Mottingham Community and Learning Shop.       | Undertake a market testing exercise to identify potential operators for the centres from April 2014   | Report on progress of the exercise to the Renewal and Recreation Policy Development and Scrutiny Committee in November 2013                          | Leisure and Culture budgets               | John Gledhill  |

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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 projects through the delivery of Thyme Out project.</p> | <p>Engage adults with learning disabilities on the project to increase independence and inclusion.</p>  | <p>Provide opportunities for a minimum of 30 participants to participate in the project during 2013/14.</p>                  | <p>Big Lottery grant funding and match from Environment and Community and Education, Care and Health Services budgets</p> | <p>Hannah Jackson</p> |
|  | <p>Work in partnership with Bromley Mencap Jobmatch on a weekly basis to create individual learning plans for participants to work towards improving their life skills and opportunities.</p> | <p>10 adults with learning disabilities will have undertaken paid or unpaid work by March 2014.</p>                          |   |                       |
|  | <p>Advertise opportunities to the local community via bromley.gov.uk and partner organisation websites (including Job Centre Plus).</p>   | <p>20 volunteers from the local community will have improved their skills and knowledge of the environment by March 2014</p> |   |                       |
|  | <p>Undertake environmental improvement projects in community spaces in the borough.</p>   | <p>Tender for and complete work at three sites during 2013/14.</p>   |   |                       |
|  | <p>Engage young people with Bromley Palace Park and the Thyme Out project.</p>  | <p>Run three environmental activity sessions for schools and young people by March 2014.</p>                                 |   |                       |



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**OUTCOME 4: SUPPLY GOOD QUALITY AFFORDABLE HOUSING THAT BEST MEETS LOCAL STATUTORY AND PRIORITY HOUSING NEEDS**

Division(s) Responsible: Housing

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

**Aim 4a: Produce a Housing Strategy setting out the Council’s Housing objectives over the next 5 years.**

| Action  | Target(s)  | Milestone(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 2014 | Establish a Member Group and Officer Group and hold initial meeting, set out a 'key themes' document and establish the consultation process by the end of Quarter 1. | Section 106 monies and Housing budgets. | Kerry O'Driscoll |
|   |  | Produce a final draft of the key themes document and complete consultation on the document by the end of Quarter 2.  |   |                  |
|   |  | Following consultation, take the final key themes document to the Council’s Executive Committee for approval during Quarter 3.                                       |   |                  |
|   |  | Implement the new Housing strategy and action plan during Quarter 4.   |   |                  |

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| Work with the Council's Housing development partners to deliver the Council's strategic housing objectives. | Ensure that all new affordable housing developments within the Borough reflects the strategic objectives housing set out within the Housing Strategy | Notify Registered Providers (RP) partners of Review, undertake necessary due diligence to inform procurement and review criteria, and establish Member/ Officer Review panel by the end of Quarter 1 | Section 106 monies and Housing budgets. | Kerry O'Driscoll |
|   |  | Develop review criteria and set up meetings for review during Quarter 2.   |   |                  |
|   |  | Undertake reviews and formally notify Registered Providers of outcomes during Quarter 3 and Quarter 4.   |   |                  |

| <b>Aim 4b:</b>                 | <b>Encourage the supply of good quality affordable housing that best meets local, statutory and priority housing needs.</b> |   |   |                  |
|--------------------------------|---|---|---|------------------|
| Action                         | Target(s)   | Milestone(s)  | Resources                               | Lead Officer     |
| Allocate housing capital funds | Commit at least £1million funds to best meet local housing priorities and ease budgetary pressures                          | Establish prioritisation for use of funds and undertake necessary due diligence during Quarter 1. | Section 106 monies and Housing budgets. | Kerry O'Driscoll |

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|  |   | <p>Seek necessary internal approvals for allocating Payment In Lieu (PIL) monies. Seek strategic approval from the Care Services Policy Development and Scrutiny Committee and the Environment Portfolio. Seek final approval to proceed from the Executive &amp; Resources Policy Development and Scrutiny Committee and the Executive Committee during Quarter 2.</p> |  |                         |
| <p>Seek to secure alternative forms of accommodation to reduce the reliance on nightly paid accommodation.</p> | <p>Assist in corporate objective to help alleviate financial pressures by limiting responsive growth in homelessness budgets.</p> | <p>Subject to approvals being granted, implement proposals and continue to identify new opportunities to spend Payment In Lieu monies. Progress to be reported quarterly.</p>   | <p>Invest to save, Section 106 monies and Housing budgets.</p> | <p>Kerry O’Driscoll</p> |
|  |   | <p>Support the delivery of the Bellegrave project as and when required.</p>   |  |                         |
|  |   | <p>Work cross divisionally to establish policy and process to appraise all new Council disposals against strategic housing objectives by the end of Quarter 1.</p>  |  |                         |
|  |   | <p>Work strategically with Registered Providers to minimise affordable stock disposals on an ongoing basis – progress to be reported quarterly.</p>   |  |                         |

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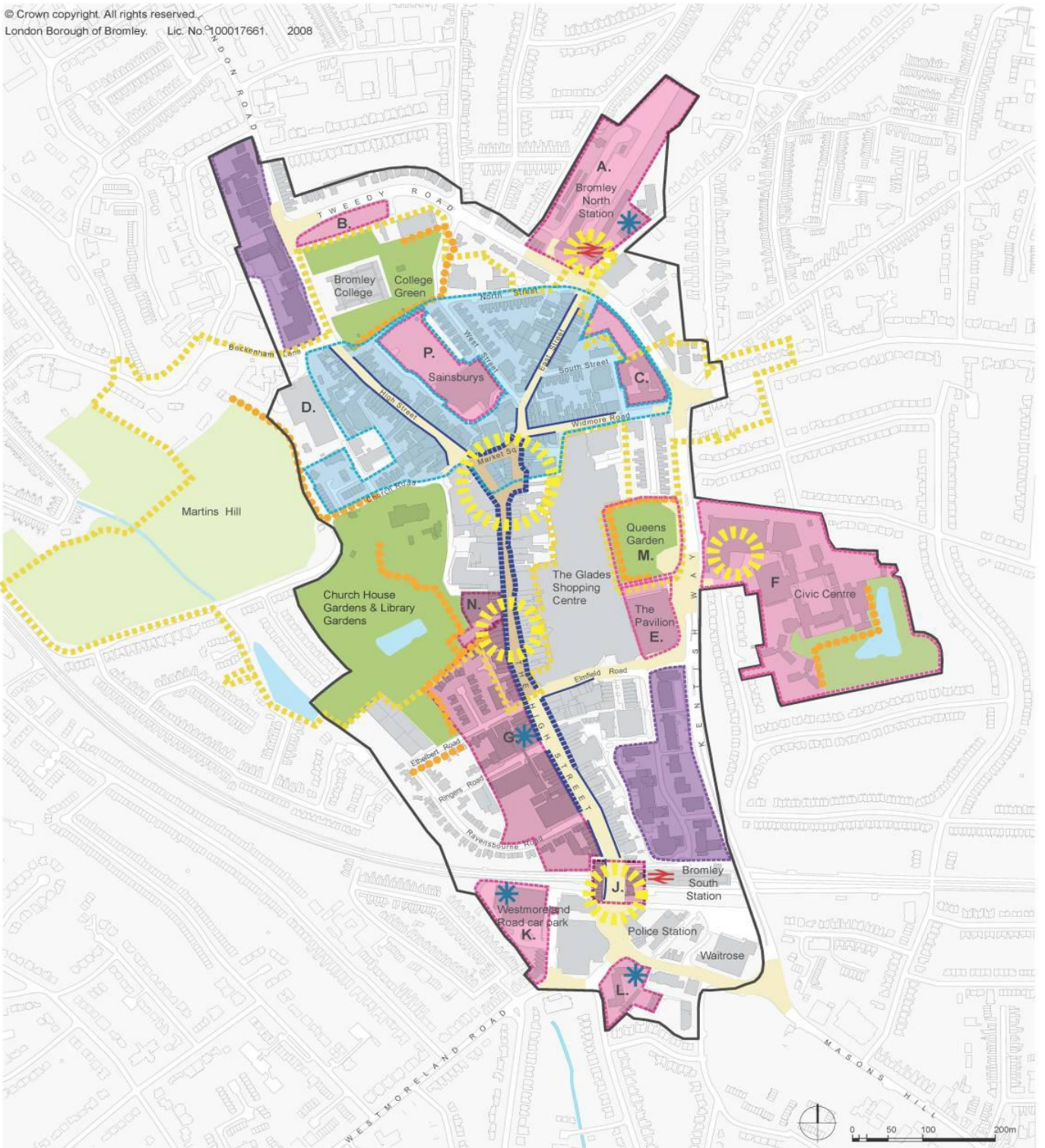
|   |   |   |  |                  |
|---|---|---|--|------------------|
|   |   | As individual projects arise, seek necessary internal approvals to proceed: seek strategic approval from the Care Services Policy Development and Scrutiny Committee and Portfolio Holder. Seek final approval to proceed from the Executive & Resources Policy Development and Scrutiny Committee and the Executive Committee. |  |                  |
| Pursue affordable housing funding opportunities available from Government Agencies ensuring that new housing investment from external sources reflects strategic housing objectives |   | Review internal processes on the housing investment consultation and advise Registered Providers and the Greater London Authority of the internal consultation process, to be completed by the end of Quarter 1.  | GLA capital funding, RP private finance, Section 106 monies and Housing budgets. | Kerry O'Driscoll |
|   |   | Report to the Council's Executive Committee advising of consultation process on external funding by the end of Quarter 2.   |  |                  |
|   |   | Subject to approvals being granted, implement process as required.  |  |                  |
|   |   | Meet quarterly with the Homes & Communities Agency to identify possible funding opportunities.  |  |                  |
| Work closely with the Housing Needs Division to ensure that new affordable housing supply reflects local strategic housing objectives.  | Ensure the delivery of new affordable housing supply that best reflects local strategic housing objectives. | Contribute to fortnightly briefings between Housing Needs and Strategic Housing divisions to ensure a joined up approach.   | Section 106 monies and Housing budgets.  | Kerry O'Driscoll |

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|   |   | <p>Explore new housing opportunities that generate supply to assist in meeting the Council's statutory housing duties – progress to be reported quarterly.</p> <p>Produce half year Housing Reports reporting to the Care Services Policy Development and Scrutiny Committee and the Council's Executive Committee during Quarter 1 and Quarter 3.</p> |   |                  |
| Act as lead internal consultee on the Council's housing planning policies and affordable housing provision on S106 applications | Ensure that the Council's affordable housing planning policies are formulated and implemented to best assist in meeting local strategic housing objectives. | <p>Attend all relevant pre-app and planning meetings; respond to Local Planning Authority on all Planning Memos.</p> <p>Feed into Local Plan consultation process.</p> <p>Hand over Financial Viability commissioning process to Planning Division.</p> <p>Review affordable housing obligations in light of welfare reforms</p>                       | Section 106 monies and Housing budgets. | Kerry O'Driscoll |
| Implement new Trading Account arrangements and continue to pursue new opportunities to maximise income                          | Generate income that meets budget targets by March 2014   | <p>Identify new ways to generate income to cover team costs by March 2014.</p> <p>Explore feasibility of options, seeking necessary approvals as required and implement agreed options – to be monitored on a quarterly basis.</p> <p>Monitor income against targets on a quarterly basis.</p>   | Section 106 monies and Housing budgets. | Kerry O'Driscoll |

APPENDIX 1: BROMLEY AREA ACTION PLAN MAP

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Key Diagram

- |   |   |   |   |   |  |
|---|---|---|---|---|--|
|  | Town centre boundary                    |  | New / improved public spaces                      |  | Opportunity sites                          |
|  | Primary retail frontage                 |  | Improved public realm and / or building frontages | A.  | Bromley North Station                      |
|  | Secondary retail frontage               |  | Pedestrian area improvement                       | B.  | Corner of Tweedy Road/London Road          |
|  | Business improvement areas              |  | Protected parks and open spaces                   | C.  | Former Town Hall and South Street car park |
|  | North Village area improvement          |  | Key frontages onto public spaces                  | E.  | Pavilion                                   |
|  | Bromley town conservation area boundary |  | Possible locations for taller buildings           | F.  | Bromley Civic Centre                       |