



MONITORING REPORT

Renewal & Recreation Business Plan 2012/13

Quarter 4: 06/01/13 – 05/04/13

A Vibrant Thriving Borough

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

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

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OUTCOME 1: VIBRANT AND THRIVING TOWN CENTRES

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

Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Select a development partner for Site G (Churchill Place)	Kevin Munnelly	Select a preferred bidder.	Three bidders have been selected to go through to the final stage of the selection process: Muse Development, Kier Properties and Barratts Developments. Briefs and proposals are due to be submitted by 20 th May and an evaluation process will follow. It is anticipated that recommendations to the Executive Committee will be made in September 2013 for a decision to appoint.	A
Commence development works on Site K (Bromley South Central)	Kevin Munnelly		Demolition works commenced on commercial buildings at the end of March 2013, and the Westmoreland Road car park closed on 2 nd April in preparation for development works.	G
Implement Bromley North Village public realm improvements	Kevin Munnelly	Commence implementation of the first phase of public realm improvements by Spring 2013	The design for public realm improvements in Bromley North Village has been finalised and orders have been placed, with works due to commence at the end of July 2013. Delays in concluding the funding agreement with the Outer London Fund have pushed the delivery date back. Scheme designs can be viewed at www.bromley.gov.uk/bromleynorthvillage .	A

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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.	Kevin Munnelly	Facilitate a development partner to submit a full planning application and a list of building applications for Site C by March 2013.	Heads of Terms for the development lease for Site C have been agreed and a full development programme will follow in Quarter 1 of 2013/14. The planning application is expected to be submitted in 2013/14 at the request of the developer who indicated that they wished to delay until they had an opportunity to explore commercial viability issues.	A
Work with Network Rail and Partners to formalise plans for a passenger drop off area at Site J (Bromley South Station)	Kevin Munnelly		The scheme design has been completed and discussions are ongoing with Waitrose and the Metropolitan Police Service to agree implementation by Autumn 2013.	G
Prepare, consult and adopt a new policy for Site A (Bromley North Station)	Kevin Munnelly	Complete a final draft of the policy by Spring 2013.	Land use options for Site A were published as part of the Local Plan review. Consultation on the detailed land use mix will be undertaken in April 2013.	G
Initiate public realm improvements in Bromley town centre	Kevin Munnelly	Implement the first phase of the public realm improvement works by Spring 2013	An order has been placed under the Legible London way-finding system and manufacture is currently underway, with improvements to be implemented in Quarter 2 of 2013/14.	A

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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 4:	Progress Update	RAG Status (if applicable)
Develop a Business Improvement District to a successful ballot stage in Orpington	Martin Pinnell	Deliver the Business Improvement District ballot in February 2013 with a view to an April 2013 start if successful.	The planned ballot of National Non-Domestic Rate payers within the defined Business Improvement District area took place on 21 st February 2013. A majority of votes cast were in favour (88 out of 165) representing 60% of the Rateable Value of those businesses voting. The result was announced on 22 nd February 2013, and work continued throughout the remainder of the quarter to finalise legal agreements and get systems in place for the Business Improvement District to start operating in April 2013.	G
Consult with stakeholders in Orpington regarding the submission of a planning application for the redevelopment of the Walnuts Shopping Centre.	Kevin Munnelly	Support the development partner to submit a planning application in respect of the Police station by March 2013	Discussions are ongoing with a variety of potential development partners to ascertain a development programme for the redevelopment of the Police station. It is expected that a planning application will be forthcoming in Quarter 2 of 2013/14.	A

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<p>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</p>	<p>John Gledhill / Hannah Jackson</p>	<p>Appoint a Project Activity Manager and a Specialist Conservation Architect led multi-disciplinary team.</p>	<p>A Project Activity Manager was appointed in February 2013 to deliver the learning and participation activity plans required for to support a second round application to the Heritage Lottery Fund, and consultation work is currently underway with members of the public and target audiences to evaluate the collection, current museum offer and proposed improvements. A Specialist Conservation led team of multi-disciplinary specialists were also appointed in this quarter – Caroe Architecture Ltd will now oversee the team to produce detailed designs based on a careful analysis of the historic fabric of the building and the new requirements of the improved museum facility.</p>	<p>G</p>
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<p>Aim 1c: Continue to support and develop the vitality of Beckenham</p>				
<p>Action</p>	<p>Lead Officer</p>	<p>What we said we would do in Quarter 4:</p>	<p>Progress Update</p>	<p>RAG Status (if applicable)</p>
<p>Begin initial consultation with businesses to establish the feasibility of a Business Improvement District in Beckenham and Bromley town centre</p>	<p>Martin Pinnell</p>	<p>Investigate funding opportunities to support initial feasibility studies for a Business Improvement District in Beckenham and Bromley by March 2013.</p>	<p>A review of the requirements for initial feasibility based on the Orpington experience suggested that a basic feasibility study could be undertaken in-house without the need for additional funding. It is expected that work on feasibility for the two towns will take place in Quarter 1 of 2013/14.</p>	<p>A</p>

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		Engage in initial consultation with businesses to establish views on a Business Improvement District concept.	Some informal discussions have taken place with key individuals – but more formal consultation is planned for Quarter 1 of 2013/14 to inform the feasibility study.	A
Deliver a programme of environmental and business improvements to Beckenham town centre	Kevin Munnelly	Deliver improvements to Beckenham town centre by March 2013.	The initial programme for improvements was approved by the Beckenham Working Party and the first phase of works which include signs and way-finding have been ordered and are currently being manufactured with installation due in Quarter 1 of 2013/14.	G

Aim 1d: Promote and support the vitality of all town centres				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Deliver an events and promotional campaign in partnership with local businesses	Martin Pinnell	Deliver a programme of at least 20 public events at town centre locations across the borough by March 2013.	During Quarter 4, three events were delivered, two in partnership with local groups: The major one was the Bromley Arts Festival which was a multifaceted event which provided opportunities for visitors to participate in a wide range of arts and craft activities, story telling sessions, circus skills and music making. There was also an entertainment programme, a pop up art gallery and guided historic tours. The event was funded by the Outer London Fund. Despite the inclement weather the footfall in the town centre was up 11.9% compared to the Sunday the week before. The other two smaller events were a special Business Improvement District promotional event in Orpington and the Hayes Jubilee Clock unveiling.	G

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Continue to maintain and further improve the appearance, tidiness and quality of town centres.	Martin Pinnell	Complete the fourth quarterly environmental monitoring visits to Beckenham, Bromley, Orpington and Penge.	Environmental monitoring took place in each of the towns – with any new issues being raised with appropriate contacts within Environmental Services. In Beckenham issues around untidy shop frontages were reported and currently being dealt with. In Penge, fly-tipping behind the High Street on private land was reported for resolution, and overflowing bins behind the High Street were reported to Environmental Health and were removed.	G
		Continue to implement vinyl schemes to help improve the appearance of empty shop fronts.	A vinyl was installed in a double fronted shop on East Street in Bromley, which was paid for through the Mayor of London's Outer London Fund (OLF). Other empty shops in Bromley were under discussion for possible OLF-funded treatment.	G
		Investigate options for temporary use of empty shops to be reviewed by March 2013.	Discussions took place between the Beckenham Business Association and Pop Up Britain about possible use of one or more empty units in Beckenham High Street.	A
Develop and support town centre partnerships.	Martin Pinnell	Facilitate bi-monthly meetings of Orpington Business Forum, Beckenham Business Association and Penge Traders Association.	Orpington Business Forum meetings took place on 9 th January and 13 th March. Beckenham Business Association held a public meeting on 7 th January and 5 th March, and Penge Traders Association met on 30 th January. Positive feedback was received from both Beckenham and Penge businesses on the Christmas events in the town and discussion was had around events for 2013.	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 & Recreation Policy Development and Scrutiny Committee or Portfolio Holder, or grant permission for works to be undertaken directly.</p>	<p>Majority of improvements proposed for Sundridge Park Parade have been implemented, including the installation of a village sign. Planned planting of trees had to be abandoned due to obstruction by underground services, but officers now consulting with traders about additional improvements which could be provided instead. The village sign for Keston ordered, but expected to be delivered and installed in Quarter 1 of 2013/14. An amendment to the rules regarding eligibility criteria for the Local Parades Improvement Initiative were approved by the Renewal & Recreation Policy Development and Scrutiny Committee in February, which allowed applications from most small towns in addition to shopping parades. Negotiations have been ongoing throughout Quarter 4 in respect of proposed improvement projects for Chislehurst High Street, Chislehurst Belmont Parade, Anerley Hill, Coney Hall and Clock House.</p>	<p style="text-align: center; font-size: 2em; font-weight: bold;">G</p>
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Aim 1e: Promote business investment and development, particularly in the borough's key commercial and industrial areas.				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Deliver an invest Bromley workshop to promote office accommodation in Bromley and highlight Bromley as a business location.	Martin Pinnell/Kevin Munnelly	Run a campaign to promote the take up of office space and which includes the delivery of an Invest Bromley workshop event by March 2013.	An Invest Bromley workshop event has been rearranged to coincide with the launch of the Spring issue of Invest Bromley Magazine in May 2013.	A
Deliver an inward investment/incentive plan to encourage investment in Bromley North Village.	Kevin Munnelly	Deliver the plan by March 2013.	An initial Investment Pack was produced in 2012 and has been disseminated to local businesses and uploaded on to the Council's website to encourage investment.	G
Maintain regular communications with businesses to raise awareness of support and networking opportunities	Martin Pinnell	Review and publish an updated Bromley Business Guide by March 2013.	Bromley Business Guide was published in March 2013 and is available at www.bromley.gov.uk/business and 3000 copies were printed. Distribution of the Guide will take place in Quarter 1 of 2013/14.	G
		Review and revamp the A-Z Guide for Businesses by February 2013.	The A to Z Guide revision has been delayed due to lack of resource during the quarter. This is now expected to be delivered by the end of Quarter 1 of 2013/14.	A

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Encourage take up and re-use of commercial space in town centres.	Martin Pinnell	Review the Commercial Property database to ensure it is effective and provides value for money by March 2013.	A detailed review of the Commercial Property Database was not undertaken due to lack of resource during the quarter. This is now expected to be delivered during Quarter 1 of 2013/14.	A
Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision in the borough	Martin Pinnell	Facilitate the April 2013 meeting of the Economic Partnership.	January and April meetings of the Economic Partnership were facilitated and took place as planned, with discussions taking place on the Town Centre Development agenda, Office sector demand and supply, Economic Development in and around Biggin Hill Airport and the Town Centre Management programme.	G

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 4:	Progress Update	RAG Status (if applicable)
<p>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.</p>	<p>Jim Kehoe</p>	<p>Deliver a quality planning service meeting the following national targets where possible:</p> <ul style="list-style-type: none"> • 60% of major planning applications to be determined within 13 weeks of receipt • 65% of minor applications to be determined within 13 weeks of receipt • 80% of other applications to be determined within 8 weeks of receipt. 	<p>52.4% of major planning applications were determined within 13 weeks. 44.8% of minor and 68.3 % of other applications were determined within 8 weeks. Planning have invested time into a Rapid Improvement Event (RIE) to improve the time an application spends being processed and validated in the Administrative Team leading to more time for the planners with the case file. This led to a reduced time for the validation of applications in the later part of Quarter 4. In addition, over the coming year other parts of the planning process will be reviewed according to the general service improvement plan. Progress will continue to be monitored.</p>	<p>R</p>

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Aim 2b: Continue to develop the Bromley Local Development Framework				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Draft the Bromley Local Plan and undertake consultation on the 'Options and Preferred Strategy' document	Mary Manuel	Produce the draft Options and Preferred Strategy document for the Local Plan and undertake formal consultation in Spring 2013.	On 6 th February, the Council's Executive agreed the consultation process for the options and preferred strategy document stage of the Local Plan. Consultation started on 1 st March and will conclude on 15 th April 2013.	G

Aim 2c: Promote, protect and enhance the historical, natural and built environment of the borough				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Deliver and implement the second stage of the Penge Masterplan.	Kevin Munnelly	Delivery a shop front improvement scheme across 2012/13.	The delivery of a shop front improvement scheme was dependent on achieving funding from the Outer London Fund. Unfortunately, the funding request for this project was not successful.	N/A
Protect tree, listed buildings and conservation areas in the borough.	Kevin Munnelly	Respond to requests for Tree Preservation Orders, Listed Building Orders and Conservation Areas Designation across 2012/13.	Although there were no changes to conservation area designations in 2012/13 there were eight Listed Building Orders were granted and the team is currently reviewing the English Heritage Buildings at Risk Register, and 69 new Tree Preservation Orders were processed during the year.	G

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OUTCOME 3: ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS

Aim 3a: Identify further opportunities to modernise/improve the library offer				
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Develop plans for the provision of the new library to serve the Penge/Anerley area	Tim Woolgar	Commission the works and complete by March 2013.	Following the agreement of the Council's Executive Committee in February 2013 to proceed with a lease on 46 Green Lanes, Penge the Council was notified by the landowner that they no longer wishes to enter into an agreement with the Council. In response, officers are currently considering a number of other options for the new library.	N/A
Explore and develop options for the delivery of a wider range of Council services through Libraries.	Tim Woolgar	Roll out self service to three more libraries, with extended Council functions by March 2013	Discussions are ongoing with the Council's Customer Service Centre with regard to how technology can be used to enable a greater number of customer transactions in libraries.	A
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	Implement the volunteer programme.	A new volunteer policy was agreed. Advertising of new roles is being piloted in sample branches before rolling out. Work has begun to once again use young volunteers with the Summer Reading Challenge building on last year's success.	A

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Aim 3b: Improve the Council's cultural and leisure offer in addition to sports facilities.				
Action	Lead Officer	What we said we would do in Quarter 4:	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 fourth quarterly meeting of the parent, executive and delivery sub groups.	The fourth quarterly meeting of the parent, executive and adults and older people groups have taken place. The children and young people group has been delayed whilst arrangements for the chairman was clarified, this has now been resolved.	G
		Support delivery sub groups to deliver targets with the individual action plans by March 2013.	Delivery groups have been supported to deliver their actions plans. For example, Pro Active Bromley organised a forum in January to discuss disability sport in the borough which was attended by key local organisations and 'Interactive'; the London wide voice for disability activities. The meeting created a way forwards to map out existing activities in the borough and to establish need for the future. Similarly, Pro Active Bromley has attracted Sportivate external funding grants of £10,786 to deliver a range of sports over eight weeks for 14-25 year olds during the summer of 2013.	G

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Develop proposals for Bromley Valley Gymnastics/Cotmandene sites	Colin Brand	Investigate development opportunities for the site and report to Renewal & Recreation Policy Development and Scrutiny Committee in February 2013 on options.	A specialist advisor is being recruited to progress this work and officers will work to develop a business plan for this development work.	A
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OUTCOME 4: DEVELOPING OPPORTUNITIES FOR RESIDENTS TO IMPROVE SKILLS, LEARNING AND EMPLOYMENT PROSPECTS.

Aim 4b: Provide opportunities for unemployed adults to improve their employment prospects.

Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Investigate options for and begin delivery of a youth employment scheme for young unemployed residents.	Hannah Jackson	Project delivery to begin on 1 st April 2013.	The Executive & Resources Policy Development and Scrutiny Committee and the Resources Portfolio Holder agreed the award of the contract for the delivery of a youth employment programme for 198 unemployed residents aged between 18 and 24 to Bromley College of Further and Higher Education. Employers will be offered a staged grant to create apprenticeship and internship opportunities for these young people. The project was launched during National Apprenticeship Week in March 2013 and delivery officially began on 1 st April 2013.	G
Maximise the potential for the Mottingham and Cotmandene shops to provide information, advice and guidance on adult learning and employment support.	Margaret Carr	Help 20 people into work in Quarter 4 through the weekly work clubs hosted at the Shops and run by volunteers.	13 people gained employment this quarter; staff and volunteers have received Jobcentre Plus training in use of "JobMatch", the Department for Works and Pensions website for uploading CVs and job-searching and are actively supporting Work Club participants in utilising this tool.	R

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		Deliver actions in the public health service level agreement so that an events programme is delivered to between 200 and 300 residents in 2012/13.	All targets were either met or exceeded; smoking cessation, healthy living/eating advice and activities were provided, including one large health event with providers and users facilitated. The programme has now been confirmed to roll forward to next year.	G
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.	Hannah Jackson	10 adults with learning disabilities will have undertaken paid or unpaid work by March 2013.	2 participants were supported to achieve paid work at Advocacy for All and Iceland. 8 participants were supported to achieve placements, including one participant who is undertaking work experience at a nursery. All participants have continued with their placements after their time on the project.	G
		20 volunteers from the local community will have improved their skills and knowledge of the environment by March 2013.	20 volunteers were engaged in volunteering in the project in a variety of roles from supporting environmental and horticultural work in Bromley Palace Park and Crystal Palace Park to providing administrative support for the project. 10 people regularly volunteered 1 or 2 days a week to the project.	G
Investigate options for the future management and operation of the Cotmandene Community Resource Centre and Mottingham Community and Learning Shop.	John Gledhill	Place an advert for expressions of interest and distribute a brief and pre-qualification questionnaire.	An advertisement has been placed, and expressions of interest received. Funding for the Centres has now been agreed until March 2014 and the procurement timetable has been adjusted accordingly.	G

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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 4:	Progress Update	RAG Status (if applicable)
Submit an application to Jobcentre Plus' Flexible Support Fund to create a pre-employment programme for young unemployed adults.	Hannah Jackson	Hear the outcome of the application.	The application to create a pre-employment programme for young unemployed adults in partnership with Capel Manor College and based at Crystal Palace Park was submitted before Christmas. Although initial feedback has been positive, we are awaiting formal feedback from Jobcentre Plus.	G
Apply for Personal and Community Development Learning funding to create adult learning opportunities to support employment.	Margaret Carr	Deliver the programme following the successful funding application.	The Personal Community Development Learning fund for the academic year 2012/13 due to complete in June this year; so far targets for numbers of learners participating in activities has been met or exceeded. Significantly less funding was available this year across Bromley therefore only six courses are running.	G

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OUTCOME 5:		MANAGING PROPERTY ASSETS TO SUPPORT THE DELIVERY OF THE COUNCIL'S KEY OBJECTIVES		
Aim 5a:		Maximise income from the Council's property investment portfolio		
Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Continue to identify strategic property acquisitions and investments	Heather Hosking	Work with appointed consultants to acquire investments which meet the Council's agreed criteria and spend the £10 million Investment and Regeneration fund by March 2013.	By 31st March 2013 £3,788,000 (including costs) had been spent and negotiations were in an advanced stage to acquire additional properties at a cost of £5,365,500. Prospective purchases of two High Street purchases were aborted in January 2013 following the identification of problems during due diligence work.	A
Manage the existing estate to ensure that it achieves its full potential.	Neil Thompson	Continue to market properties to minimise voids by March 2013.	The low void rate on the Council's shopping parades, which has been achieved over the last two – three years, continues to be maintained. Of the Council's 140 shop units, eight are currently vacant and of these six are under offer.	G
		Renew leases and review rents to maximise income	Most of the Council's property is currently let at market rent. It is therefore becoming increasingly difficult to achieve increases in rent at lease renewal and rent review. However, steady increases have been achieved at some properties where, due to the review pattern, existing rents are somewhat historic.	G

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		<p>Explore opportunities with partner agencies to lease vacant Council operational space by March 2013.</p>	<p>Liberta has been relocated from Exchequer House to North Block at the Civic Centre.</p> <p>Attempts have been made to let the vacant Ann Springman and Joseph Lancaster Halls to partner agencies, including Bromley Healthcare Community Interest Company Ltd and Oxleas NHS Trust. There has also recently been a soft market testing exercise to establish whether there would be any private sector interest in taking lease(s) of these buildings. A full report covering all of the options is to be put to Executive & Resources Policy Development and Scrutiny Committee on 5th June 2013.</p> <p>The Tree Centre at Scadbury has been let to the Shaw Trust.</p> <p>Surplus accommodation at Central Depot is about to be let to Kier Services Ltd, the Council's street cleansing contractor, which is being relocated from Beaverwood Depot.</p> <p>Surplus space at Community Vision in Penge has been let to Bromley Healthcare Community Interest Company Limited.</p> <p>Surplus space at Yeoman House in Penge has been let under licence to Oxleas NHS Trust as part of the Community Learning and Disability Team.</p> <p>Discussions have been held with the Metropolitan Police to lease that part of the former Orpington Library not required for the improved Museum, but the Police withdrew. Other letting opportunities are being pursued.</p>	<p>G</p>
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Aim 5b: 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 4:	Progress Update	RAG Status (if applicable)
Market surplus properties to achieve best consideration.	Heather Hosking	Work with Planners to establish appropriate timescale and progress sales by March 2013.	Sales of five surplus properties were completed. Eight properties were under offer following marketing.	G
Set up Total Place Group following completion or Property Challenge.	Catherine Pimm	Identify partners and contacts and establish their potential interest in working with Bromley, their drivers and common goals by March 2013.	The need for the Total Place Group has been reassessed and this action will be reviewed following completion of the Property Portfolio Review.	N/A

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 4:	Progress Update	RAG Status (if applicable)
Complete the Schools Basic Need projects	Simon Goodburn	Complete projects on time and within budget over the three year programme.	Churchfields Primary expansion – appointed design consultant March 2013 through the London Construction Programme framework. Works are currently at RIBA Stage C (concept design) and it is expected that works will commence on site in June 2013 with completion late August 2013.	

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			<p>Parish Church of England Primary – multi-disciplinary consultant, cost consultant and a Construction Design and Management Coordinator have been tendered through the London Construction Programme Framework and officers are currently awaiting authorisation to appoint.</p> <p>Riverside School – two packages of work in development to meet targets for delivery of facilities for new intake of secondary age children with Autistic Spectrum Disorders. Multi disciplinary consultant has issued tender on the first work package within 1 week of programmed dates and is progressing detailed design of the second package with tender documents due to be assembled by the end of May. Package 1 works anticipated on site at the end of June 2013 to complete ready for September opening, Package 2 works to follow for completion around spring 2014.</p> <p>Crofton Infant School – multi disciplinary consultant appointed March 2013 and progressing feasibility/concept stage of design. Initial target for completion of build works is late October 2013.</p>	G
<p>Complete feasibility reports for the projects identified as part of the Strategic Asset Management and Education Asset Management reviews</p>	<p>Catherine Pimm</p>	<p>Commission an assessment of feasibility reports for proposed projects as they arise across 2012/13.</p>	<p>Feasibility reports are produced on an ongoing basis, prioritised in accordance with other projects in the capital programme.</p>	G

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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 4:	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	Analysis of Walnuts CHP (Combined Heat and Power) feasibility report and incorporate recommendations into the 2013/14 planned maintenance programme.	Following the feasibility survey it was identified that the project would not be financially viable to the Council. With this in mind no further action on the Combined Heat and Power at The Walnuts will be taken at this time.	G
		Across 2012/13, work in partnership with the Environment team to reduce energy consumption.	There has been a continued working partnership with the Environmental Green Team to look at energy efficiency projects that will be suitable for the Salix fund in order to reduce our ever growing energy demand and so reduce our costs. During the year, we have also worked in liaison with them on the Environmental Champions network, although this has now been disbanded.	G

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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 4:	Progress Update	RAG Status (if applicable)
Allocate housing capital funds	Kerry O'Driscoll	Oversee and monitor the programme delivery for the commitment of £1.4 million to best meet local housing priorities and ease budgetary pressures.	A PiL (Payment in Lieu) grant funding allocation of £672,000 was made in March 2013 – providing 16 flats for shared ownership at Bromley Area Action Plan Site K, Bromley South Central, through Moat Homes.	G
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.	Kerry O'Driscoll	Ensure that at least 100 new affordable housing units are started on site by Registered Providers for 2012/13.	Financial Viability Appraisal reviews on two applications were coordinated and (ongoing work) led by the team. Two new pre-applications and one new planning application were negotiated in Quarter 4 – pre-application meetings were attended by a representative from the team. 27 units were started on site this year, although no units started on site in Quarter 4, but 86 units are estimated to start on site in Quarter 1 2013/14.	R

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<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>Attend the fourth quarterly meeting with the Homes and Community Agency to identify possible funding opportunities.</p>	<p>Quarterly liaison meeting with Greater London Authority was held at the end of January 2013. Substantial dialogue and discussion involving relevant elected members, Registered Providers and the Greater London Authority was carried out in regard to seven schemes seeking inclusion in the 2011-15 Affordable Homes Programme.</p>	<p>G</p>
<p>Seek to secure alternative forms of accommodation to reduce the reliance on nightly paid accommodation</p>	<p>Kerry O'Driscoll</p>	<p>Secure planning consent by March 2013 for at least 1 surplus London Borough of Bromley residential home site to be used in the medium term for temporary accommodation.</p>	<p>Approval of the Bellegrove Temporary Accommodation Project was granted by Executive Committee in January 2013. Consultation with planning officers (pre-application), ward members and local residents informed preparation of the planning application which was submitted at the end of Quarter 4.</p>	<p>A</p>
<p>Develop a four year Income Strategy and Action Plan that meets budget targets of £245,000</p>	<p>Kerry O'Driscoll</p>	<p>Generate income to meet budget targets by March 2013.</p>	<p>The establishment of a trading account for the Strategic Housing team was granted approval by Executive in February 2013, and agreement to a mechanism for the recharge of officer time spent on capital projects to the Affordable Housing Payment in Lieu capital programme.</p>	<p>G</p>

APPENDIX 1

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

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

Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Deliver agreed efficiency savings in line with the Council's financial forecast.	Marc Hume	Undertake the fourth quarterly monitoring of agreed efficiency savings.	All agreed efficiency savings for 2012/13 have now been achieved.	G

Aim 7b: Effective external and internal communications

Action	Lead Officer	What we said we would do in Quarter 4:	Progress Update	RAG Status (if applicable)
Quarterly departmental staff meetings	Marc Hume	Host the fourth quarterly departmental staff meeting	A staff meeting was held on to update the department on changes to the department in 2013/14 and corporate news.	G
Provide excellent customer service first time in line with the London Borough of Bromley's 'Getting it right' procedure.	Colin Brand	The fourth quarterly report to be reviewed by the Departmental Management Team	Complaints and compliments were reviewed by the Departmental Management Team in line with the Council's 'Getting it Right' procedure.	G

APPENDIX 1

<p>To lead and support on the production of a range of communications materials, including news releases to reflect Portfolio priorities and objectives.</p>	<p>Jenny Whyte</p>	<p>Deliver materials in line with the departmental communications plans and strategy</p>	<p>In line with the departmental communications strategy, materials have been produced and communicated, including information around the development of the Bromley South Central and communications for Churchill Place. This also encompasses the Priory Revisited Heritage Lottery Fund project, Bromley North Village scheme and the Orpington Business Improvement District.</p>	<p>G</p>
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