



Renewal & Recreation

BUSINESS PLAN 2012/13

SUMMARY OF DELIVERY

A Vibrant, Thriving Borough

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INTRODUCTION

Renewal & Recreation Business Plan summary report is designed to provide a summary of the 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'.

Progress made against each action across 2012/13 is summarised and reported in direct link to the action itself and each progress update is scrutinised by a traffic light (Red/Amber/Green) system to provide a clear indication of the level of achievement.

Progress achieved	Traffic light status
Action is not achieved	R
Action is close to being achieved	A
Action achieved or exceeded	G

The summary report confirms that 78% of actions identified for progression in the Renewal & Recreation Business Plan 2012/13 were delivered as planned and a further 13% are close to being achieved.

Successfully delivered actions have included:

- Continuing the delivery of the first phase of the Bromley Area Action Plan by commencing development works on Site K
- Delivering a royal visit and major town centre event in Bromley to celebrate the Queen's Diamond Jubilee
- Developing a Business Improvement District to a successful ballot stage in Orpington
- Planning and consulting on public realm improvements for Beckenham town centre and initiating delivery of a series of environmental and business improvements in the town
- Delivering a programme of improvements to secondary shopping parades across the borough
- Accommodating and promoting the Olympic torch relay for the London 2012
- Maximising income from the Council's property investment portfolio
- Undertaking consultation on the 'Options and Preferred Strategy' for the Bromley Local Plan
- Supplying good quality affordable housing that best meets local statutory and priority housing needs by allocating capital funds to support the shared ownership homes at Site K.

All of these actions were direct promises identified in our Building a Better Bromley priorities.

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OUTCOME 1: VIBRANT AND THRIVING TOWN CENTRES

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

Aim 1a: Delivery of the first phase of the Bromley Area Action Plan
(Please see Appendix 1 for site locations.)

Action	Progress Update	RAG Status
Select a development partner for Site G (Churchill Place)	The procurement process to identify a development partner for Site G began in June when an advertisement was placed in the Official Journal of the European Union. Pre- Qualification documents were issued to 50 companies, and a shortlist of three potential development partners was approved by the Executive Committee in November 2013. Negotiations began subsequently and the final tenders are due back on 20 th May 2013. It is expected that contract award will be made in September 2013.	A
Commence development works on Site K (Bromley South Central)	Although the closure of Site K was postponed to minimise any likely disruption to town centre businesses over the busy Christmas period, the Council served notice on commercial properties within the development site and secured vacancy possession in January. Parking mitigation measures allowed for Westmoreland Road car park to close on 2 nd April 2013, and demolition works began on commercial building before the end of March 2013.	G
Implement Bromley North Village public realm improvements	In January 2013, the Council's Executive Committee approved the scheme design for public realm improvements, which were subsequently finalised and orders were placed. Works are due to commence at the end of July 2013 after delays concluding a funding agreement,	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.	Initial proposals for Site C were submitted by the Landscape Group in Summer 2012 and regular meetings were established with officers. Head of Terms for a development lease were subsequently established and a full development programme will be determined shortly. The development partner decided to delay the submission of a planning application until they had explore commercial viability issues identified. The planning application is now expected during 2013/14	A
Work with Network Rail and partners to formalise plans for a passenger drop off area at Site J (Bromley South Station).	Designers were appointed and the scheme design was completed in Quarter 4. Negotiations with stakeholders and landowners are ongoing which will inform leasing arrangements which will be finalised in Quarter 1 of 2013/14.	G
Prepare, consult and adopt a new policy for Site A (Bromley North Station)	Policy Consultation in site A was developed as part of the new Local Plan (see Aim 2b). The policy framework for the site was considered by the Development Control Committee in Quarter 4 before land use options for the site were published and consulted on as part of the Local Plan review.	G
Work with Capital Shopping Centres to bring forward an acceptable planning application of the expansion of leisure facilities at Site M (Queen's Gardens)	Officers supported Capital Shopping Centres to submit an application in respect of Site M which was considered by the Development Control Committee in June 2012. The application was refused despite Officer's positive recommendations. Discussions on the future of Site M have been ongoing.	R
Initiate public realm improvements in Bromley town centre	Following the finalisation of funding from the Mayor's Outer London Fund to support this project, a design team were appointed and concept designs were drawn up. Subsequently, an order was placed with Legible London for a way finding system and manufacture is currently underway.	A
Deliver a special town centre event to commemorate Her Majesty the Queen's Diamond Jubilee.	A cross-departmental project team worked with a number of outside agencies including the Greater London Lieutenancy, Transport for London and the Metropolitan Police Service to deliver a memorable event in Bromley town centre which was attended by Her Majesty the Queen and His Royal Highness the Duke of Edinburgh as part of their Diamond Jubilee tour.	G

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Aim 1b:	Continue to support and develop the vitality of Orpington
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Action	Progress Update	RAG Status
Develop a Business Improvement District to a successful ballot stage in Orpington.	Officers worked with businesses in Orpington town centre to develop proposals for a business improvement district which would address business led issues in the town, as informed by a consultation process. Following a campaign where every business in the identified Business Improvement District defined area who would be liable to pay the levy was offered a meeting, the ballot was successful in February 2013 and Orpington 1 st started operating as a Business Improvement District in April 2013 after legal agreements were concluded.	G
Consult with stakeholders in Orpington regarding the submission of a planning application for the redevelopment of areas around the Walnuts Shopping Centre.	Planning permission was granted for the redevelopment of the crown buildings on Walnuts Square in September 2012. The Miller Group's development will include a cinema and shopping complex.	G
On hearing a successful outcome on the funding application to the Heritage Lottery Fund, instigate a development grant to work up a second and final round application for a £2 million to extend and improve the Bromley Museum.	A successful outcome was communicated by the Heritage Lottery Fund to the Council in June 2013, and permission to start developing the proposals was granted to the Council at the beginning of October. Since then, officers have worked through the appropriate procurement process to appoint a Specialist Conservation architect led team of multi-disciplinary specialists who work up the detailed designs for the new museum. A Project Activity Manager has also been appointed to develop revenue projects to support a second round application for a delivery grant from the Heritage Lottery Fund.	G

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Aim 1c: Promote and support the vitality of Beckenham

Action	Progress Update	RAG Status
Begin initial consultation with businesses to establish the feasibility of a Business Improvement District in Beckenham and Bromley town centre.	Some informal discussions have taken place with key individuals – but more formal consultation is planned for Quarter 1 of 2013/14 to inform a more detailed feasibility study.	A
Draft, consult on and approve a public realm improvement strategy for Beckenham and seek funding from Transport for London.	Concept designs for public realm improvements in Beckenham town centre were approved by the Beckenham Town Centre Working Party prior to a bid being submitted to Transport for London in September 2012. Unfortunately, the bid was unsuccessful so officers are exploring re-submitting a bid in 2013/14.	G
Deliver a programme of environmental and business improvements to Beckenham town centre.	The Beckenham Working Party agreed improvements to be implemented in Beckenham Town Centre in Quarter 3 which included de-cluttering and improved signage for the town centre. Orders have been placed and manufacturing is currently underway for installation in Quarter 1 of 2013/14.	G

Aim 1d: Promote and support the vitality of all town centres

Action	Progress Update	RAG Status
Deliver an events and promotional campaign in partnership with local businesses	A series of high profile events were delivered across 2012/13 including street parties and events across large and small town centres to celebrate Her Majesty the Queen's Diamond Jubilee. Christmas celebrations were also delivered in Beckenham, Bromley, Orpington and Penge which increased footfall in town centres. Markets continue to be hosted in town centres.	G

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Continue to maintain and further improve the appearance, tidiness and quality of town centres.	Quarterly environmental visits were undertaken by Town Centre Managers in Beckenham, Bromley, Orpington and Penge. Issues were reported where appropriate and Town Centre Managers worked with agencies to bring resolution. Christmas light displays were also facilitated in Bromley, Orpington and Penge with support from the Outer London Fund, and officers worked with businesses to raise support for light displays in other town centres. Town Centre Managers have also worked with land owners to implement vinyls to improve the appearance of empty shop fronts in town centres.	G
Develop and support town centre partnerships.	Partnerships with business groups have been encouraged and the bi-monthly meetings of the Beckenham Business Association, Orpington Business Forum and Penge Traders Association were facilitated by Town Centre Managers. In addition, officers have worked with Residents Associations to foster partnerships in towns.	G
Deliver a programme of improvements to secondary shopping parades.	Town Centre Managers have worked with local Councillors, residents and traders in the small towns and local shopping parades to deliver improvements at some locations in the borough during 2012/13. For example, Sundridge Parade benefited from a Christmas lights display and additional hanging baskets, and a Keston village sign was approved. It is expected that the majority of the funds set aside for this programme will be spent or committed during 2013/14.	G

Aim 1e:	Promote business investment and development, particularly in the borough's key commercial and industrial areas.
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Action	Progress Update	RAG Status
Deliver an invest Bromley workshop to promote office accommodation in Bromley and highlight Bromley as a business location.	The workshop to promote office accommodation has been delayed to Quarter 1 of 2013/14 to coincide with the Spring Issue of the Invest Bromley magazine.	A
Deliver an inward investment/incentive plan to encourage investment in Bromley North Village.	An initial Investment Pack was produced in 2012 and has been disseminated to local businesses and uploaded on to the Council's web site.	G

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Maintain regular communications with businesses to raise awareness of support and networking opportunities.	Regular communications with businesses have been maintained through a bi-monthly business e-bulletin. Officers and the Portfolio Holder have also ensured that the Council has had a presence at business networking meetings across the year. An updated Bromley Business Guide was published in Quarter 4.	G
Encourage take up and re-use of commercial space in town centres.	The Commercial Property database has been maintained throughout the year to support the work of the Commercial Property Forum.	G
Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision in the borough.	Quarterly meetings of the Bromley Economic Partnership have been facilitated and information shared with partners on town centre and business area developments and projects.	G

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

Division(s) Responsible	Planning
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Aim 2a: Ensuring the ongoing effectiveness of planning regulatory functions

Action	Milestone(s)	RAG Status
Perform at a level which while acknowledges national targets in relation to the processing of planning application, focuses on delivering a quality outcome for Bromley.	On average, 54.7% of major planning applications and 49.7% of minor applications were determined within 13 weeks of receipt. 67.5% of other applications were determined within 8 weeks. The Planning division 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.	R

Aim 2b: Complete Bromley Local Development Framework and core strategy and to deliver against key Local Development Framework milestones.

Action	Milestone(s)	RAG Status
Draft the Bromley Local Plan and undertake consultation on the 'Options and Preferred Strategy' document.	Following major reform of the national planning context in 2012, the Council delayed this work to take account of the implications of the new changed to planning regulations. However, the consultation process for the options and preferred strategy document stage of the Local Plan was approved by the Council's Executive Committee in Quarter 4 and consultation started in March 2013.	G

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Aim 2c:	Promote, protect and enhance the historical, natural and built environment of the borough
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Action	Milestone(s)	RAG Status
Deliver and implement the second stage of the Penge Masterplan	The delivery of a shop front improvement scheme was dependent on achieving funding from the Outer London Fund, which unfortunately was not forthcoming on this occasion.	N/A
Protect trees, listed buildings and conservation areas in the borough.	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

Aim 2d:	Review the priority options to maintain the delivery of a quality planning service
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Action	Milestone(s)	RAG Status
Assess the existing practices and structure of the planning division and make recommendations on its future operation.	A report including a general improvement plan for the Planning Division was agreed by the Renewal & Recreation Policy Development and Scrutiny Committee and the Development Control Committee in January 2013 and will be implemented across 2013/14.	G

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OUTCOME 3: ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS

Division(s) Responsible: Culture, Libraries & Leisure

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

Action	Progress Update	RAG Status
Develop plans for the provision of a new library to serve the Penge/Anerley area.	In June 2012, the Council entered into an exclusivity agreement with landowners of a site in Penge with a view to providing a Penge/Anerly library at that site. Public consultation was then carried out at each library. However, the landowner has subsequently decided not to complete the agreement with the Council. Officers are therefore exploring alternative options for the location of a new library service.	G
Explore and develop options for the delivery of a wider range of Council services through libraries.	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
Explore further options for shared service within the library service.	Officers from the London Borough of Bromley and the London Borough of Bexley continue to explore options to create 'one Library' service across two boroughs and will report progress in 2013/14.	G
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.	Three volunteer roles were identified to support the provision of library services, and role descriptions were agreed. A new volunteer policy was agreed in discussion with library staff and unions and advertising of new roles in being piloted in some branches.	G

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Aim 3b: Continue to explore funding opportunities and new business models to develop new capital projects to improve the Council's leisure and sports facilities.

Action	Milestone(s)	RAG Status
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.	Quarterly meetings of Proactive Bromley groups were facilitated and a variety of activities were delivered. A successful Sports Forum event took place in November with over 70 people attending. This work culminated in Proactive Bromley being awarded the 2013 award for Proactive South Partner of the Year.	G
Develop proposals for Bromley Valley Gymnastics/Cotmandene sites.	A specialist advisor is being recruited to progress this work and officers will work to develop a business plan for this development work.	A
Complete the procurement process for the development of a multi-sports hub at Norman Park.	Tender returns and scheme proposals were returned following a tender process begun in 2011/12. Unfortunately, the tender exercise did not produce a suitable leisure investment company that would deliver a value for money scheme at the site. Therefore, the Portfolio Holder agreed that the tender process should be discontinued.	G
Accommodate and promote the Olympic Torch Relay for London 2012.	The Olympic Torch relay processed through the London Borough of Bromley on 23 rd July and was watched by many residents. Partnership working between the Council, Metropolitan Police Service and other agencies ensured safe passage through Bromley, Beckenham and Penge town centres to Crystal Palace Park.	G
Deliver the Bromley Town Centre Festival to promote arts, sports and heritage with funding from the Mayor's Outer London Fund.	The Bromley Town Centre Festival brought arts, heritage and sports to Bromley town centre on 29 th July.	G

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Further develop the parks, leisure and sports offer at Crystal Palace Park in with the Crystal Palace Park Masterplan.

Work with the Crystal Palace Park Management Board to bring together park stakeholders to consider the strategic management of the park has been ongoing to improve the park for the community and visitors. The Community Stakeholder Group have successfully attracted funding from Jobcentre Plus to deliver a project in the park which will encourage community participation and support unemployed people. They have also attracted funding from English Heritage to complete a condition survey of the Sphinxes in the park, after completing a project to clear debris from around some of the sphinxes. Officers have also worked in partnership with the Greater London Authority to submit a Project Enquiry Form to the Heritage Lottery Fund and will be working together to submit a first round application in 2013/14 for funds for regeneration projects in the park.

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OUTCOME 4:	DEVELOPING OPPORTUNITIES FOR RESIDENTS TO IMPROVE SKILLS, LEARNING AND EMPLOYMENT PROSPECTS.
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Division(s) Responsible:	Adult Education; Culture, Libraries & Leisure
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Aim 4a:	Maintain a high quality adult education service which offers a wide range of accessible courses designed to meet local people's needs.
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Action	Milestone(s)	RAG Status
Increase participation of adults in lifelong learning.	Bromley Adult Education College achieved a total of 13,725 enrolments in the 2011/12 academic year. 715 Council staff enrolled on corporate training at Bromley Adult Education College during 2011/12 academic year. 8,669 learner participated in courses; 45% of these learners were new learners.	A
Identify individual learning needs which are supported by flexible learning opportunities.	Bromley Adult Education College achieved a retention rate of 90% during their 2011/12 academic year and delivered 15 short intensive vocational programmes for Jobcentre Plus referred learners.	G
Ensure that staff are appropriately qualified and supported to deliver a high standard of teaching and learning.	At Bromley Adult Education College, 43% of tutors held a Level 4 teaching qualification, 32% of teachers held an intermediate teaching qualification for the academic year. 30% of tutors achieved a Grade 1 and 60% achieved a Grade 2 in their formal observation during the 2011/12 academic year.	G
Provide a safe, secure and healthy environment for learners and staff.	At Bromley Adult Education College, reports on teaching and learning environments were reviewed each term by the Governing body during the academic year.	G
Work with partner agencies to actively promote the learning opportunities available.	The College worked with 10 new community partners in the 2011/12 academic year.	G

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Aim 4b:	Provide high quality employment support services
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Action	Milestones(s)	RAG Status
Investigate options for a begin delivery of a youth employment scheme for young unemployed residents.	The Resources Portfolio Holder agreed a procurement strategy for the appointment of an experienced and proficient employment and skills service provider to deliver a youth employment project for unemployed residents aged between 18 and 24. Following soft market testing, a performance specification was tendered against. The contract award was agreed by the Resources Portfolio Holder in January 2013 and Bromley College of Further and Higher Education will deliver 198 apprenticeship and internship opportunities between 2013 and 2016.	G
Maximise the potential for the Mottingham and Cotmandene Shops to provide information, advice and guidance on adult learning and employment support.	56 residents have been supported into work by the volunteer led Work Clubs established at the Centres. Information, advice and guidance have been given to 4,703 visitors on a range of issues including employment, training and welfare benefits. Other services such as the Citizens Advice Bureaux and the issuing of food vouchers have also been accommodated at the Centres. Weekly sessions at each venue have been delivered by the National Careers Service Advisor and outreach facilities were provided for Families with Multiple Problems project. Computer Workshops at each location have been run by volunteers to support clients to access a range of information, advice and guidance from Council and Government websites. South London Learning Council have used both venues to provide accredited courses (NVQ Level 2) in Health and Social Care and Business Administration, with 24 enrolments	G
Set up and establish a Work Club at the Bromley Adult Education College's Kentwood Centre to support the needs of the unemployed adults on the north side of the borough.	The Kentwood Work Club opened on 22 nd May and has been well used by residents seeking support with CV writing and job searching and application skills.	G

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<p>Improve the independence and inclusion of adults with learning disabilities and provide volunteering opportunities for local people through urban environmental improvements through the delivery of the Thyme Out project.</p>	<p>Thyme Out Too has had a very successful year meeting or exceeding their outcomes as agreed with the Big Lottery Fund who are providing a significant amount of funding for the project. 10 participants were supported into paid or unpaid work. Although these are intended to be short term placements, all 10 participants have continued in their placements after the project ended.</p>	<p>G</p>
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<p>Aim 4c: Pursue funding opportunities with partners to increase the range of adult learning opportunities delivered in areas of need in the borough</p>
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Action	Milestone(s)	RAG Status
<p>Submit an application to Jobcentre Plus' Flexible Support Fund to create a pre-employment programme for young unemployed adults.</p>	<p>Officers worked in partnership with Capel Manor College and the Landscape Group to submit a bid the Jobcentre Plus' Flexible Support Fund in Quarter 3. The project looks to deliver 96 opportunities for young unemployed people to gain an entry level qualification in either horticulture or arboriculture and will provide work experience and hob coaching to help improve employability prospects. The project would draw down match funding from the Skills Funding Agency and would be delivered in Crystal Palace Park. Officers are awaiting formal notification of Jobcentre Plus' decision.</p>	<p>G</p>
<p>Apply for Personal and Community Development Learning funding to create adult learning opportunities to support employment.</p>	<p>An application to the Personal Community Development Learning fund was submitted in Quarter 3 and was successful. Courses are now being delivered, although the level of funding available was significantly decreased this year.</p>	<p>G</p>

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OUTCOME 5: Managing property assets to support the delivery of the Council’s key objectives.

Division(s) Responsible: Property

Aim 5a: Complete alterations to the Civic Centre accommodation to make more efficient use of space, improve accessibility, lower energy consumption, and reduce future maintenance liability

Action	Milestone(s)	RAG Status
Continue to identify strategic property acquisitions and investments.	95 High Street was purchased on 11th April 2012 for £1,622,000 (including costs) and 98 High Street Bromley was purchased on 7th February 2013 for £2,166,000 (including costs). Opportunities to purchase 6 further properties in Bromley High Street have been identified and authority to purchase 72-76 High Street (Metro Bank) is to be sought from the Executive on 16th May 2013. The purchase of 147-153, 102 and 104-108 High Street are being actively pursued with a view to completing the investment of the £10million fund in 2013/14.	G
Manage the existing estate to ensure that it achieves its full potential	Low void rates on the Council’s shopping parades which have been achieved over the last 2-3 years were maintained over 2012/13. Most of the Council’s properties were let at market rent and opportunities have been successful explored with partner agencies to lease Council operational space.	G

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Aim 5b: Complete a review of the Council's operational property assets with a view to identifying efficiencies and savings that rationalise the use of property corporately.

Action	Milestone(s)	RAG Status
Market surplus properties to achieve best consideration.	In 2012/13 ,sales were completed of Land adjacent to Alkham and Horton Towers, 117 South Eden Park Road, 2 Betts Way and the former public conveniences at Petts Wood and Biggin Hill with a total receipt of £1,967,751. The sale of a long lease of Opportunity Site K completed on 2nd May 2013. The following properties were under offer: The Lodge, Cowper Road, Bromley Town Hall, The Laurels Biggin Hill, The Oakfield Centre, The Leasons Centre, Sheila Stead House and Isard House, with a total sales value of £13,104,000.	G
Implementation of property challenge process	External consultants are being appointed to carry out a Property Portfolio Review including the operational and investment portfolio with an anticipated completion date at the end of July 2013.	G
Set up Total Place Group following completion of property challenge.	The need for the Total Palce Gourp has been reassessed and this action will be reviewed following the completion of the Property Review Portfolio.	N/A

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

Action	Milestone(s)	RAG Status
Deliver a programme of Schools Basic Need projects	Projects at Churchfields Primary School, Parish Church of England Primary Schools, Riverside School and Crofton Infant School have all been started with completion due in 2013/14.	G
Refurbish the fourth floor of Yeoman House for Community Learning Disabilities Team	This project has now been completed and is in the defects liability period.	G

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Refurbish the former Chartwell Business Centre for street cleansing services.	This project has now been completed and is in the defects liability period.	G
Adapt and refurbish 118 Widmore Rod for respite care provision for the community, adding to our portfolio of Council run respite provision.	The project was completed in Quarter 2 and came in within budget.	G
Complete feasibility reports for projects identified as part of the Strategic Asset Management and Education Asset Management Reviews.	Feasibility reports are produced on an ongoing basis, prioritised in accordance with other projects in the capital programme.	G

Aim 5d:	Carry out energy saving projects to reduce the Council's carbon output.
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Action	Milestone(s)	RAG Status
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.	From the raw data supplied by the Civic Centre meter readings, this showed a drop in usage of electricity by 3.9% in comparison to the year 2011/12. Degree Day Data is a measurement to establish heating usage baselines and equal comparisons. The published Degree Day Data showed we should have expected a rise in consumption 27.2% against the year 2011/2012 and 26.1% against the 20 year average. We did however only increase by 17.5% in gas usage, albeit was an extended and very much colder winter than usual.	G

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OUTCOME 6:	SUPPLY GOOD QUALITY AFFORDABLE HOUSING THAT BEST MEETS LOCAL STATUTORY AND PRIORITY HOUSING NEEDS
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Division(s) Responsible:	All
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Aim 6a:	Deliver a range of affordable housing options that best meet local statutory housing needs and help reduce budgetary pressures.
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Action	Milestone(s)	RAG Status
Allocate housing capital funds	A Payment in Lieu grant funding allocation of £672,000 was made in March 2013 – providing 16 flats for shared ownership at Bromley AAP Site K, Westmoreland Road 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	15 pre-applications and 14 planning applications were negotiated in 2012/13. A Financial Viability Assessment was coordinated and led by the Strategic Housing team to review applications. 27 affordable housing units were started on site with a further 86 affordable housing units agreed ready to start on site in Quarter 1 of 2013/14.	A
Pursue affordable housing funding opportunities available from central government, the Homes and Communities Agency and the Greater London Authority	Quarterly meetings with the Homes and Communities Agency and Greater London Authority were held and information shared to inform support for Registered Providers to bring forward affordable housing schemes.	G
Identify a site, capital and delivery model for a new Extra Care Housing Scheme for Bromley.	The delivery of this action was dependent on Education, Care and Health Services budgets and therefore was not pursued during 2012/13, as delivery on two existing sites was delayed.	N/A
Seek to secure alternative forms of accommodation to reduce the reliance on nightly paid accommodation.	The Executive Committee agreed the Bellegrove Temporary Accommodation project and a planning application was submitted in Quarter 4	G

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Develop a four year Income Strategy and Action Plan that meets budget targets of £245,000.	Options for income generation were explored and developed with input from senior officers across the Council. The establishment of a trading account for the Strategic Housing team was approved by the Executive Committee in February 2013 in addition to approval being granted to create a mechanism for the recharge of officer time on capital projects.	G
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Aim 6b:	Develop a Housing Strategy for the London Borough of Bromley
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Action	Milestone(s)	RAG Status
Produce and maintain the new London Borough of Bromley Housing Strategy.	This work was postponed and will now take place in 2013/14.	R

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

Division(s) Responsible: All

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

Action	Milestone(s)	RAG Status
Deliver agreed efficiency savings in line with the Council's financial forecast.	All agreed efficiency savings were delivered for 2012/13.	G
Evaluate services' value for money and identify efficiency savings for 2014/15.	Baseline review work has been ongoing and the Departmental Management Team have been working up finance options in accordance with corporate timescales.	G
Consider new methods of delivery to reduce dependence on the public purse.	Options around future delivery arrangements continue to be explored and are subject to committee reporting at appropriate times.	G

Aim 7b: Effective external and internal communications

Action	Milestone(s)	RAG Status
Quarterly departmental staff meetings	Quarterly departmental staff meetings have been held to update the department on corporate and departmental changes and news.	G
Provide excellent customer service first time in line with the London Borough of Bromley's 'Getting it Right' procedure.	Complaints and compliments have been reviewed at departmental management team meetings in accordance with the Council's Getting it Right procedure.	G

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To lead and support on the production of a range of communication materials, including news releases, to reflect the Portfolio's priorities and objectives.	A range of materials have been delivered in accordance with the departmental communications strategy.	G
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Aim 7c:	A motivated staff which is highly skilled to deliver departmental outcomes
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Action	Milestone(s)	RAG Status
Performance Appraisal Development Scheme documents to be set up for individual officers	All Performance Appraisal and Development Scheme documents were completed in accordance with the Council's prescribed process.	G

Aim 7d:	Protect and enhance and environment and services that promote health and allow people to lead healthy lifestyles.
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Action	Milestone(s)	RAG Status
Develop and establish ways of working together to embed Public Health in all areas of work.	A Public Health representative has attended Departmental Management team meetings and has worked with officers to keep public health priorities on the agenda. They have also had input into the Local Plan and the Joint Strategic Needs Assessment.	G