



Renewal & Recreation

PORTFOLIO PLAN 2017/18

A Vibrant Thriving Borough

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Introduction

Projects and services delivered under the Renewal & Recreation Portfolio make a vital contribution to the quality of life experienced by local residents.

These projects and services support the Council's priorities set out in the Bromley 2020 Vision, and Building a Better Bromley, for:

- A Quality Environment
- **Regeneration**
- **Vibrant, Thriving Town Centres**
- Supporting our Children and Young People
- Supporting Independence
- Safer Bromley
- Healthy Bromley

The Renewal & Recreation Portfolio's key responsibility is that the borough remains a vibrant and thriving place through a programme of regeneration and town centre development. 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.

Although the portfolio leads on several projects and services, it will continue to take an active role in supporting the delivery and success of Council wide projects and initiatives, particularly those designed to reduce the Council's operating costs whilst maintaining good quality public services.

We continue to deliver these strategic outcomes in 2017/18:

1. Economic development
2. Protection, conservation and enhancement of the natural and built environment
3. Enhanced opportunities for leisure, cultural activities and community led services.

In 2016/17 this portfolio has successfully:

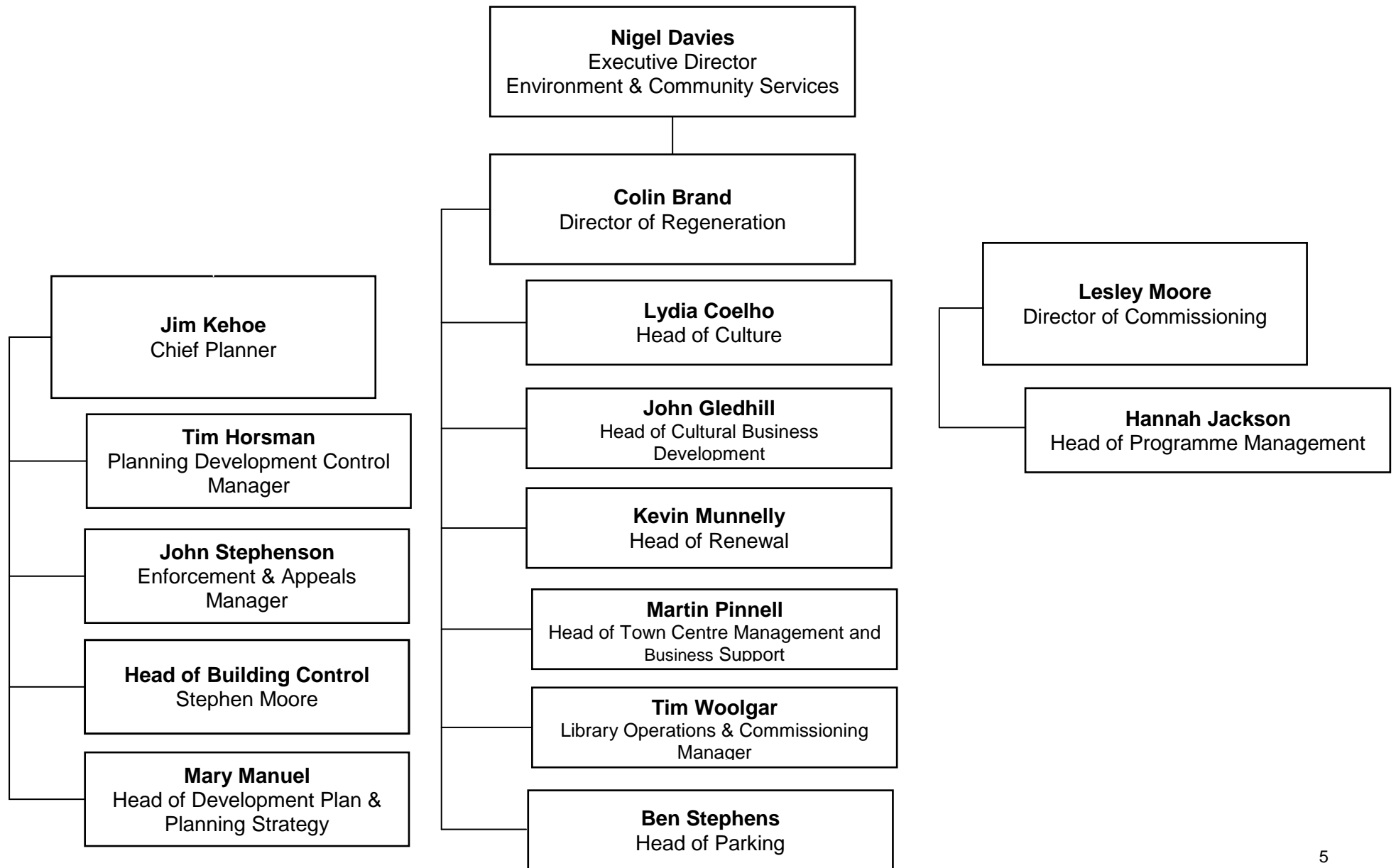
- Reduced business vacancy in key town centres by 2.7% since 2016.
- Attracted over £1million in external grant funding towards cultural projects in the borough
- Determined all planning applications within 13 weeks.

In 2017/18 we will:

- **Attract private sector investment to increase the vitality of our town centres** by working with development partners to find suitable uses for key sites, facilitating town centres taking part in Business Improvement Districts and improving the public realm in these areas. We will also work to increase the commercial and business units.
- **Improve the efficiency of planning functions** by determining more applications quickly and considering a greater number of breaches of planning control.
- **Improve the efficiency and quality of key cultural services** by finding an operator to run the borough's library service, worked with community groups to take over key cultural assets and develop projects that increase and improve opportunities for public engagement with key sites.

Achievements of the portfolio in 2016/17 are detailed in this report in context of the aims and objectives set.

Renewal and Recreation Portfolio Lead Officers



Achievements 2016/17

2016/17 Outcome 1: Economic Development

Aim 1:	Support the vitality of Bromley town centre, including continued delivery of the Bromley Area Action Plan		Progress	Comments
By March 2017, we said we would have:	Continue delivery of the Bromley Area Action Plan			
	1.1	Adopted a planning policy for Bromley North Station (Site A) and agreed a development scheme with Network Rail and Prime Place before securing a resolution from the Executive Committee to enter into a development agreement.	Partially achieved	Planning policy has been included in draft Local Plan. Public inquiry to be undertaken in autumn 2017 and policy will be formally adopted mid-2018. Discussions with Network Rail and Prime Place are ongoing.
	1.2	Disposed of Site B (corner of Tweedy Road and London Road) for residential development.	Achieved	Subject to contract.
	1.3	Secured a development partner for Churchill Place (Site G) to deliver the next phase of a residential led mixed use scheme in this location. Following a successful application for Housing Zone funding to the Mayor of London and HM Treasury in 2015/16, we will confirm the funding agreement which will be subsidising the land purchase and funding infrastructure development.	Partially achieved	Countryside Properties has been appointed as preferred development partner. Formal development agreement and lease are to be approved by Renewal and Recreation Committee in July 2017. Housing Zone funding has not been pursued due to High Court judgement to overturn decision to designate Housing Zone status to Bromley.
	1.4	Work with Network Rail to examine future development and capacity options for Bromley South Station (Site J)	Achieved	Development options are included within Local Plan site allocations.
Deliver other improvements to Bromley Town Centre				

	1.5	Produced a detailed scheme for public realm improvements to the central pedestrian area of Bromley town centre and appointed a term contractor to commence delivery.	Achieved	First phase of works to commence in July 2017.
	1.6	Completed a review of the operation, configuration and location of existing town centre markets and seek investment to ensure that market facilities are fit for purpose and attracts additional footfall and spend into the town, to compliment the improved public realm.	Partially achieved	The review of the Bromley town centre market operation and location was completed during 2016/17 and the proposed new configuration was approved by Members. However, capital investment is awaiting further detailed development work now being led by LBB Neighbourhood Management (Markets team).
Lead Officers:	Kevin Munnelly (1.1 – 1.5) Martin Pinnell (1.6)			
Resources	Investment Fund Growth Fund Section 106 monies Mayor of London Housing Zone funding			

Aim 2:	Support and develop the vitality of Beckenham		Progress	Comments
By March 2017, we said we would have:	2.1	Appointed a contractor to commence work on site to deliver public realm improvements in Beckenham town centre We will have sought final sign off on the detailed designs and confirmed funding with the Council's Executive Committee and Transport for London and the Mayor of London.	Achieved	TFM Conway was appointed. Work on site commenced in March 2017 following approval from Executive Committee in December 2016.
	2.2	Completed the feasibility stage for the proposed Beckenham Business Improvement District , subject to the results of the feasibility study we will have established a stakeholder working group and commissioned work on developing and promoting a Business Improvement District for the town centre with a view to a ballot in autumn 2017.	Achieved	The feasibility stage was undertaken by early 2017, and presented to local business stakeholders, subsequent to which a steering group has been formed. Specialist BID advisors have been appointed to assist with the development and promotion of a BID for Beckenham, although due to various factors the ballot is now expected to take place in early 2018.
Lead Officers:	Kevin Munnelly (2.1) Martin Pinnell (2.2)			
Resources	Transport for London Capital receipts Mayor of London Earmarked reserves			

Aim 3:	Support and develop the vitality of Orpington		Progress	Comments
By March 2017, we said we would have:	3.1	Completed public realm improvements for the Walnuts Square Area.	Partially completed	Works are well advanced and due for completion in July 2017.
	3.2	Commissioned a development capacity study for Orpington to inform a regeneration strategy for the town.	Achieved	Further to discussions between senior Councillors, Orpington 1st BID and Cushman & Wakefield, the brief of the development study has been broadened to include wider regeneration drivers for the town centre. As agreed by Members the delivery of this study will now be undertaken by Cushman & Wakefield during 2017/18.
	3.3	Completed delivery of a programme of business support and place shaping to encourage business development in Orpington based on the funding agreement for the New Homes Bonus, for delivery by the Business Improvement District (Orpington 1 st) in 2016/17.	Partially achieved	All aspects of the business support programme completed delivery by Orpington 1st during 2016/17 financial year, with exception of a pop-up shop, which is expected to continue trading until end of October 2017.
Lead Officers:	Kevin Munnelly (3.1 – 3.2) Martin Pinnell (3.3)			
Resources	Planning budgets New Homes Bonus Section 106			

Aim 4:	Support and develop the vitality of Penge and the borough's smaller town centres		Progress	Comments
By March 2017, we said we would have:	4.1	Completed the delivery of an improvement scheme for shop fronts . This project is being funded by the New Homes Bonus fund.	Partially achieved	In early 2017 a conditional assessment undertaken for the shop front improvement scheme produced a robust strategy for implementation and a tendering brief. The process for appointing contractors is currently underway.
	4.2	Implemented improved way finding and public realm improvements in Penge town centre.	Partially achieved	First phase of works were completed in June 2017 and the second phase is due to commence in September 2017.
	4.3	Commissioned and delivered a programme of business support for businesses in Penge based on the funding agreement for the New Homes Bonus.	Partially achieved	The delivery of a business support programme (which encompassed the provision of a pop-up shop on the High Street) has continued throughout 2017/18 – supporting a number of existing High Street businesses and new start-ups. The programme is expected to continue until spring 2018.
	4.4	Completed the feasibility stage for a proposed Penge, subject to the outcome of the feasibility study we will have established a stakeholder working group and commissioned work on developing and promoting a Business Improvement District in the town centre with a view to ballot in autumn 2017.	Achieved	The feasibility stage was undertaken by early 2017, and presented to local business stakeholders, subsequent to which a steering group has been formed. Specialist BID advisors have been appointed to assist with the development and promotion of a BID for Penge, although due to various factors the ballot is now expected to take place in early 2018.
	4.5	Delivered the second phase of improvements to Local	Partially	The application process for the second

		Shopping parades following the submission of applications from local residents and businesses through their ward councillors.	achieved	phase of the scheme was finalised and promoted to ward Councillors and local businesses to encourage applications for the first application round of the scheme, which closed on 31 March 2017.
Lead Officers:	Kevin Munnely (4.1 – 4.2) Martin Pinnell (4.3 – 4.5)			
Resources	New Homes Bonus			

Aim 5:	Promote business investment and development in the borough's key commercial and industrial areas and employment priority zones.		Progress	Comments
By March 2017, we said we would have:	5.1	Completed a capacity masterplan for Biggin Hill . Following the completion of infrastructure and investments plans in 2015/16, this masterplan will inform a land purchase for an Aviation Training and Enterprise Centre. We will have also undertaken preliminary development work and will have produced a business plan for the Centre in partnership with the Greater London Authority, Local Enterprise Partnership, Bromley College, Biggin Hill Airport and the LoCATE Partnership. Additionally we will make a bid to the Regeneration Fund to support the land purchase costs.	Achieved	A formal offer was made to purchase the site for the enterprise centre from Pembridge Property.
	5.2	Set up a joint venture company with an industrial developer to deliver development floor space options for the Cray Valley Business Corridor .	Not achieved	Further strategic review to be undertaken by Cushman and Wakefield due to lack of suitable partners and sites.

	5.3	Explored the feasibility of an enterprise centre in Central Library, Bromley and have reported the outcome to the Council's Executive Committee. If the enterprise centre is feasible, we will seek authorisation to lease space in the Central Library for this purpose and will make and application for funding to the Mayor of London's Regeneration Fund for fit out costs.	Partially achieved	Feasibility study undertaken and options appraisal complete. However, the project was curtailed due to changes in the joint management contract with Bexley for library service provision meaning the space is no longer available.
Lead Officers:	Kevin Munnelly (5.1 – 5.3)			
Resources	New Homes Bonus Growth Fund			

Performance Indicators

Outcome 1:	Economic Development		Please comment on how you have performed against these measures
Performance Measures:	1.1	Footfall rates are sustained or improved in the borough's largest town centres.	Bromley Town Centre footfall count: <ul style="list-style-type: none"> • 2015 = 21.4m visitors • 2016 = 21.8m visitors¹
	1.2	There is business rate growth in the borough.	Achieved
	1.3	Employment rates in the borough are maintained or improved.	Achieved

¹ Source: Springboard

	1.4	Vacancy rates in our town centres are sustained or reduced.	<ul style="list-style-type: none"> • Bromley vacancy rate² (retail / leisure) May 2017 = 6.5%; May 2016 = 9.8%. • Orpington vacancy rate (retail / leisure) Feb 2017 = 7.2%; March 2016 = 7.7% • Beckenham vacancy rate (retail / leisure) June 2017 = 6.5%; May 2016 = 5.5% • Penge vacancy rate (retail / leisure) April 2017 = 8.9%; April 2016 = 8.8%³
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² Source: Local Data Company

³ GB vacancy rate June 2017 = 11%

2016/17 Outcome 2: Protection, conservation and enhancement of the natural and built environment

Aim 6:	Prepare an up to date Local Plan setting out policies for development in the borough over the next 15 years		Progress	Comments
By March 2017, we said we would have:	6.1	Prepared a Draft Local Plan for formal Regulation 19 consultation. Following consultation, we will submit the draft Local Plan to the Secretary of State for consideration	Achieved	Regulation 19 consultation undertaken on the Proposed Submission Draft Local Plan during November/December 2016. Reports to June 2017 cycle seeking agreement to submit to the Secretary of State for examination.
	6.2	Prepare an Infrastructure Delivery Plan identifying the infrastructure required to deliver the growth and vision in the Local Plan.	Achieved.	IDP prepared November 2016 to support delivery of the Draft Local Plan.
Lead Officers:	Mary Manuel			
Resources:	Existing Planning revenue budgets			

Aim 7:	Develop a Bromley Community Infrastructure Levy (CIL)		Progress	Comments
By March 2017, we said we would have:	7.1	Undertaken viability work in relation to the potential Bromley Community Infrastructure Levy .	Achieved	Viability work to support the preparation of a Bromley CIL undertaken together with the viability of the Draft Local Plan.
	7.2	Published and consulted on a Preliminary Draft Charging Schedule and a Regulation 123 Infrastructure List. Prepared a draft revised Supplementary Planning	Not achieved	The preparation of the PDCS follows the preparation of the Draft Local Plan. The intention is to prepare this

	Documents Planning Obligations incorporating the Affordable Housing Supplementary Planning Document.		Summer 2017 and consultation early Autumn 2017.
Lead Officer:	Mary Manuel		
Resources	Existing Planning revenue budgets		

Aim 8:	Ensure the ongoing effectiveness of planning regulatory functions	Progress	Comments	
By March 2017, we said we would have:	8.1	Made considered determinations of planning applications within a reasonable period of time, acknowledging national targets whilst focussing on delivering a quality outcome for the borough. We will have: <ul style="list-style-type: none"> • Determined 60% of major applications within 13 weeks of receipt • Determined 65% of minor applications within 13 weeks of receipt • Determine 80% of other applications within 8 weeks of receipt 	Achieved	
	8.2	Protected tress, listed buildings and conservation areas in the borough	Achieved	We have agreed additional listed buildings which are now to be protected and added new Tree Preservation Orders to additional trees that are also protected now.
Lead Officers:	Jim Kehoe			
Resources	Existing planning revenue budgets			

Aim 9:	Planning Enforcement		Progress	Comments
By March 2017, we said we would have:	9.1	Considered over 700 cases where a breach of planning control may have taken place, using the Council's Planning Enforcement Policy to guide any actions to be taken.	Achieved	The range of enforcement action has been expanded to include action under the Proceeds of Crime Act resulting in financial recovery related to breaches of planning control as well as direct action.
	9.2	Monitored the number of notices served and the timescale for responses in keeping with the Planning Enforcement Policy.	Achieved	Over the last year, the number of pending enforcement cases has been substantially reduced, to around 450 cases.
Lead Officers:	Jim Kehoe			
Resources	Existing budgets			

Performance Indicators

Outcome 2:	Protection, conservation and enhancement of the natural and built environment		Please comment on how you have performed against these measures
Performance Measures:	2.1	The Local Plan is submitted to the Secretary of State and a draft Infrastructure Delivery Plan is published alongside the Draft Local Plan.	Regulation 19 Proposed Submission Draft Local Plan consultation undertaken November/December 2016 and report to June committee cycle seeking agreement to submit to the Secretary of State. Draft IDP prepared November 2016.
	2.2	Consultation on a draft Charging Schedule for a Bromley Community Infrastructure Levy is agreed.	The preparation of the PDSC follows the local plan preparation and will be prepared Summer 2017 with anticipated consultation Autumn 2017/

	2.3	<p>The Council determines</p> <ul style="list-style-type: none">• Determined 60% of major applications within 13 weeks of receipt• Determined 65% of minor applications within 13 weeks of receipt• Determine 80% of other applications within 8 weeks of receipt <p>in accordance with national targets.</p>	Achieved
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2016/17 Outcome 3: Enhance opportunities for leisure, cultural activities and community led services

Aim 10:	To implement the 2014 library strategy to consider new ways of delivering library services in challenging financial circumstances		Progress	Comments
By March 2017, we said we would have:	10.1	Completed the application (tender) process to identify a community management partner at the borough's community libraries (Burnt Ash, Hayes, Mottingham, Shortlands, Southborough and St Paul's Cray) and reported the outcome to the Council's Executive Committee for a decision on whether or not to award a contract. If a contract is awarded, we will have begun working with the successful community organisation to implement community management arrangements.	Achieved	This process was concluded with a decision by the Executive not to award a contract but to include the six community libraries in the tender process for the whole library service.
	10.2	Completed a joint tender with the London Borough of Bexley for the whole library service, including the shared service, to identify a delivery partner who can deliver library services under the supervision and direction of the council to retain service levels whilst reducing operating costs.	Partially achieved.	LB Bexley withdrew from the process but Bromley continued to the final tender stage identifying a suitable delivery partner. The decision on award of contract is due in July 2017.
	10.3	Explore options for the upgrade and re-development of library facilities, as identified in the Library Strategy 2014. Specifically, we will have agreed a mixed development proposal with the development partner for Chislehurst Library to include retail and residential opportunities and new library facilities.	Achieved	Options have been identified. A proposal for the redevelopment of Chislehurst Library has been agreed.
Lead Officers:	Tim Woolgar Hannah Jackson Colin Brand			

Resources	Existing revenue budgets The Council's corporate commissioning budget
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Aim 11:	Develop the borough's cultural offer		Progress	Comments
By March 2017, we said we would have:	11.1	Worked with appointed consultants AECOM to have produced a self-funding Regeneration Plan for Crystal Palace Park that will identify improvements to develop a sustainable business model for its management and maintenance under a new form of community-led governance. The plan must consider the complexities of the site and be delivered in partnership with the Greater London Authority, English Heritage and Transport for London. The plan will identify all sources of funding to affect delivery and have sought community input where appropriate.	Achieved	AECOM have delivered a Regeneration Plan for the Park and an associated Implementation Plan demonstrating the deliverability of the project a schedule of works.
	11.2	Completed capital projects as part of a £2.4million Improvement Scheme in Crystal Palace Park, and award grants from the Community Projects Fund. We will have conserved the sphinxes and south terrace steps, completed conservation of the dinosaurs and implemented the associated landscape improvements and commenced work to install a new skate park.	Partially Achieved	The Community Projects Fund has allocated 70% of its funding and has two rounds left to allocate the rest. However, the start of the café build has been delayed by the delays preventing the previous tenant from vacating and over budget tenders for the build contract. Additionally, the construction of the skatepark was delayed when the initial company contracted went into administration and the contact was terminated.
	11.3	Relocated local history exhibitions to Central Library thereby improving interpretation and increasing access.	Achieved	The new Bromley Historic Collections exhibition opened in Bromley Central library in November 2016.

	11.4	Completed developed designs for the new Biggin Hill Memorial Museum, and submitted an application for funding to support delivery costs to the Heritage Lottery Fund.	Achieved	The designs for the museum scheme have been developed to RIBA Stage 4. Planning permission has been granted for the work.
Lead Officer:	Lydia Lee			
Resources	Capital programme Allocated funds from the Mayor of London and the Council's capital programme Capital programme £1m funding from HM Treasury, section 106 monies			

Aim 12:	Enhance the borough's leisure facilities		Progress	Comments
By March 2017, we said we would have:	12.1	Identified a suitable developer and awarded a contract for a mixed use development to include a community hub, housing and public realm work and a new gymnastics centre at Chipperfield Road, St Paul's Cray.	Partially Achieved	A Report to the R & R PDS Committee (Sept 2016) and the Executive agreed Cushman and Wakefield produce a masterplan and viability proposals for the scheme. Ward Members have been consulted. Scheme has been considered by the Strategic Assets Group. Further report to be considered by the Executive in July 2017
	12.2	Agreed a lease for Blackheath and Bromley Harriers to undertake the management and maintenance of Norman Park Athletics Track.	Achieved	A Report to the R and R PDS Committee (Jan 26 th 2017) and the Executive and Resources PDS agreed that subject to Blackheath and Bromley Harriers (BBH) being granted the required planning consents they are granted a 125 year full repair and insuring lease. BBH are currently reviewing their business plan and seeking planning consents.

	12.3	Lead the development and adoption of a new five year strategic framework for ProActive Bromley to encourage participation in sport and healthy lifestyles.	Achieved	New Framework agreed, written and currently in the process of being printed.
	12.4	Reviewed the future of leisure centre provision across the borough and explored opportunities for modernisation.	Partially Achieved	There have been discussions between officers, Members and Mytime Active to consider potential future opportunities. These are ongoing.
Lead Officers:	John Gledhill			
Resources	Existing Culture & Leisure budgets			

Performance Indicators

Outcome 3:	Enhanced opportunities for leisure, cultural activities and community-led services		Please comment on how you have performed against these measures
Performance Measures:	3.1	The number of people from communities attending events or activities demonstrates community engagement with leisure, cultural and recreational services and projects.	<ul style="list-style-type: none"> • PAB CSAF Project: 1447 people attended • Biggin Hill: 2000 • Crystal Palace Park Regeneration Plan open days: 885
	3.2	The number of projects delivered which improves access or engagement with leisure or cultural facilities, assets or services.	<ul style="list-style-type: none"> • PAB CSAF Project: 15 • Crystal Palace Park: 40 • Bromley Historic Collections: 2
	3.3	Development proposals are submitted by development partners in relation to Chipperfield Road, Blackheath & Bromley Harriers and Chislehurst Library.	<ul style="list-style-type: none"> • Chipperfield Road – proposals going to July 2017 Executive for approval • Blackheath and Bromley Harriers – submitted planning applications in May 2017.

Detailed Aims for 2017/18

Outcome 1: Economic Development

Aim 1	Support the vitality of Bromley town centre, including continued delivery of the Bromley Area Action Plan	
By March 2018 we will have:	Continue delivery of the Bromley Area Action Plan	
	1.1	Agreed a development scheme with network Rail and Prime Place before securing a resolution to treat the car park land (Site A).
	1.2	Completed development agreement and draft lease ad supported the submission of planning application by Countryside Properties by March 2018 for Site G .
	1.3	Worked with building owners with Business Improvement area(s) to agree comprehensive office redevelopment scheme.
	Deliver other improvements to Bromley Town Centre	
Delivery risks	1.1	Unacceptable or over-ambitious schemes being proposed by developers, none of which can be allowed to be taken forward.
	1.2	Countryside Properties not having sufficient capacity to submit planning application on time.
	1.3	Insufficient buy-in from building owners
	1.4	Contractor failure
Lead Officer	Kevin Munnelly (1.1 – 1.4)	
Resources	Growth Fund (1.1 – 1.4) Developer contribution (1.2) Section 106 (1.2, 1.4)	

Aim 2	Support and develop the vitality of Beckenham	
By March 2018 we will have:	2.1	Completed the delivery of the improvement programme for Beckenham town centre.
	2.2	Developed a proposal and business plan for a Beckenham Business Improvement District and taken this to a ballot of business rate payers. Subject to the results of the ballot we will have established a BID Board and administrative framework for the BID to start operating from April 2018.
Delivery risks	2.1	Contractor failure
	2.2	There is insufficient support from local businesses to take the proposed BID to ballot. .
Lead Officers	Kevin Munnelly (2.1) Martin Pinnell (2.2)	
Resources	Capital receipts (2.1) Transport for London (2.1) Earmarked reserve (2.2)	

Aim 3	Support and develop the vitality of Orpington	
By March 2018 we will have:	3.1	Completed the second phase of improvement plan for Walnuts Square Area
	3.2	Completed a regeneration and development capacity study for Orpington to inform a regeneration strategy for the town – delivered by the Council’s commercial property advisors Cushman & Wakefield – and undertaken detailed development appraisals of options identified by Cushman and Wakefield’s study of the development capacity of and regeneration strategy for Orpington
	3.3	Completed delivery of a pop up shop which is the final strand in a programme of business support and place shaping to encourage business development in Orpington, for delivery by the Business Improvement District (Orpington 1st).
	3.4	Facilitated Orpington 1st BID in its proposed renewal ballot (due autumn 2017) for a further 5-year term starting in April 2018.
Delivery risks	3.1	Housing development not going ahead resulting in Section 106 monies not being granted.
	3.2	The outcome of the study shows there to be a lack of suitable resource to progress scheme

	3.3	Orpington 1st do not find sufficient suitable businesses to take up occupation of the pop up shop.
	3.4	There is insufficient support or capacity for the BID to hold a successful ballot campaign
Lead Officers	Kevin Munnelly (3.1 - 3.2) Martin Pinnell (3.3 – 3.4)	
Resources	Section 106 (3.1) Growth Fund (3.2) New Homes Bonus (3.3) Existing Revenue (3.4)	

Aim 4	Support and develop the vitality of Penge and the borough's smaller town centres	
By March 2018 we will have:	4.1	Delivered improvements to 5 shop fronts and building refurbishments on Penge High Street following the appointment of a contractor to undertake engagement and delivery works.
	4.2	Completed the delivery of the second phase of works to improve public realm and wayfinding in Penge town centre due to commence in September 2017.
	4.3	Delivered a programme of business support for businesses in Penge based on the funding agreement for the New Homes Bonus. This includes completion of delivery of short term pop-up shop as incubator space for new businesses.
	4.4	Developed a proposal and business plan for a Penge Business Improvement District and taken this to a ballot of business rate payers, Subject to the results of the ballot we will have established a BID Board and administrative framework for the BID to start operating in April 2018.
	4.5	Delivered 4 applications rounds for the second phase of improvements to Local Shopping parades and implemented approved projects following the submission of applications from local businesses through their ward councillors.
Delivery risks	4.1	Insufficient uptake from shop proprietors for the scheme
	4.2	Contractor failure

	4.3	Take up by existing businesses is low and benefits are not realised. Pop up shop space take up by new businesses is low.
	4.4	There is insufficient support from local businesses to take the proposed BID to ballot.
	4.5	Insufficient applications from businesses and ward Councillors to the fund.
Lead Officers	Kevin Munnelly (4.1 – 4.2) Martin Pinnell (4.3 – 4.5)	
Resources	New Homes Bonus (4.1 – 4.3) Earmarked reserves (4.4 – 4.5)	

Aim 5	Promote business investment and development in the borough’s key commercial and industrial areas and employment priority zones.	
By March 2018, we will have:	5.1	Subject to site on West Camp being secured, we will have progressed the delivery of an aviation training centre.
	5.2	Explored options for the delivery of an enterprise network across the borough utilising surplus Council stock.
Delivery Risks:	5.1	Site not secured
	5.2	Prioritisation of competing needs / uses for identified sites
Lead Officers:	Kevin Munnelly (5.1 – 5.2)	
Resources	New Homes Bonus (5.1) Growth Fund (5.2)	

Outcome 2: Protection, conservation and enhancement of the natural and built environment

Aim 6	Prepare an up to date Local Plan setting out policies for development in the borough over the next 15 years	
By March 2018, we will have:	6.1	Submitted Local Plan for examination to Secretary of State and made progress toward adoption.
Delivery Risks:	6.1	New government policy implications from the Mayor of London's new draft London plan. Delays in Examination process.
Lead Officers:	Mary Manuel	
Resources	Existing Planning revenue budgets (6.1 – 6.2)	

Aim 7	Develop a Bromley Community Infrastructure Levy (CIL)	
By March 2018, we will have:	7.1	Consulted on the Preliminary Draft Charging Schedule
	7.2	Analysed, prepared and consulted on Draft Charging Schedule and made progress toward submitting the Charging Schedule for examination.
Delivery Risks:	7.1	Challenges in relation to the preliminary Draft Charging Schedule or Draft Charging Schedule requiring further work and consultation pre-submission.
	7.2	New Government policy / change in approach to CIL
Lead Officers:	Mary Manuel	
Resources	Existing Planning revenue budgets (7.1 – 7.2)	

Aim 8	Ensure the ongoing effectiveness of planning regulatory functions	
By March 2018, we will have:	8.1	Made considered determinations of planning applications within a reasonable period of time, acknowledging national targets whilst focussing on delivering a quality outcome for the borough. We will have: <ul style="list-style-type: none"> • Determined 65% of major applications within 13 weeks of receipt • Determined 70% of minor applications within 13 weeks of receipt • Determine 82% of other applications within 8 weeks of receipt
	8.2	Protected trees, listed buildings and conservation areas in the borough by improving the effectiveness of planning functions by resolving cases more quickly and considering more cases of planning control.
Delivery Risks:	8.1 – 8.2	Large numbers of complex planning applications are submitted which require review concurrently, putting pressure on staff resources. Delays are caused by the need for additional information
Lead Officers:	Jim Kehoe	
Resources	Existing planning revenue budgets (8.1 – 8.2)	

Aim 9	Planning Enforcement	
By March 2018, we will have:	9.1	Determined over 750 cases where a breach of planning control may have taken place, using the Council's Planning Enforcement Policy to guide any actions to be taken.
	9.2	Monitored the number of notices served and the timescale for responses in keeping with the Planning Enforcement Policy.
Delivery Risks:	9.1 – 9.2	Unexpected major breaches of Planning Control that require additional resources.
Lead Officers:	Jim Kehoe	
Resources	Existing planning revenue budgets (9.1 – 9.2) Earmarked reserves (9.1 – 9.2)	

Outcome 3: Enhance opportunities for leisure, cultural activities and community led services

Aim 10	To implement the 2014 library strategy to consider new ways of delivering library services in challenging financial circumstances	
By March 2018 we will have:	10.1	Completed a tender for the whole library service, to identify and appoint a delivery partner who can deliver library services under the supervision and direction of the council to retain service levels whilst reducing operating costs.
	10.2	Explored and identified options for the upgrade and re-development of library facilities, as identified in the Library Strategy 2014, including a mixed development proposal with the development partner for Chislehurst Library to include retail and residential opportunities and new library facilities.
Delivery risks	10.1	Due diligence reveals unanticipated legal, financial or business issues which require time to resolve. The tender does not deliver the anticipated benefits.
	10.2	Schemes proposed are not compliant with planning requirements, or there is a change in market conditions which affect the viability of the developments.
Lead Officer	Tim Woolgar (10.1 – 10.2) Hannah Jackson (10.1) Colin Brand (10.1 – 10.2)	
Resources	The Council's corporate commissioning budget (10.1) Existing revenue budgets (10.2)	

Aim 11	Establish Bromley as a destination for culture	
By March 2018 we will have:	11.1	Worked with AECOM to submit the Outline Planning Application for the Crystal Palace Park Regeneration Plan.
	11.2	Progressed the Crystal Palace Park Improvement Scheme; allocated the remaining Community Projects Fund monies to community-led projects in the park and begun construction of the skate park and new café.
	11.3	Completed RIBA stage 2 design development of refurbished entrance and repair and decoration work to the Central Library; and taken part in national heritage and cultural events.
	11.4	Secured a £2m grant from the Heritage Lottery Fund and started works on site to build the Biggin Hill Memorial Museum.
Delivery risks	11.1	Planning issues delay or prevent delivery of elements of the Regeneration Plan which affects the developing park governance and business model for the park.
	11.2	Further delays to programme caused by procurement of contractors or other unforeseen factors leading to inflated costs. Bids to the Community Grants Fund are not forthcoming, are inappropriate, or do not meet the required outcomes for the fund.
	11.3	Negotiations with the Churchill Theatre regarding opening up the public space between the library and theatre entrances.
	11.4	Heritage Lottery Funding is not awarded.
Lead Officer	Lydia Lee (11.1 – 11.4)	
Resources	Capital receipts (11.1 – 11.3) Mayor of London (11.2) Heritage Lottery Fund (11.1, 11.4) HM Treasury's Libor Fund (11.4) Section 106 (11.4)	

Aim 12	Enhance the borough's leisure facilities	
By March 2018, we will have:	12.1	Agreed a lease for Blackheath and Bromley Harriers to undertake the management and maintenance of Norman Park Athletics Track.
	12.2	Identified a suitable developer and awarded a contract for a mixed use development to include a community hub, housing and public realm work and a new gymnastics centre at Chipperfield Road, St Paul's Cray.
Delivery Risks:	12.1	The feasibility study shows the scheme is not financially viable or compliant with planning constraints. Blackheath and Bromley Harriers decide to continue with their current arrangement and not to pursue the lease option. New lease arrangements between the Council and Blackheath and Bromley Harriers cannot be agreed.
	12.2	A suitable developer cannot be found. The proposed scheme is not financially viable or fails to comply with planning constraints.
Lead Officers:	John Gledhill (12.1 – 12.2)	
Resources	Existing Culture & Leisure budgets (12.1 – 12.2)	

Performance Indicators for 2017/18

Outcome	Performance Indicator	
Economic Development	1.1	Deliver 3 ballots continue / introduce Business Improvement Districts in Orpington, Beckenham and Penge.
	1.2	5-10% increase in footfall in Beckenham, Penge and Orpington Town Centres over the national decline which the High Streets would have suffered if the improvements had not been made.
	1.3	Arrest of business rate base decline
Protection, conservation and enhancement of the natural and built environment	2.1	Local Plan report submitted to DCC / Executive / Council in June 2017
	2.2	Submission of Local Plan to Secretary of State in July 2017
	2.3	Consultation on CIL complete by February 2018
Enhance opportunities for leisure, cultural activities and community led services	3.1	The number of community activities delivered and enabled as part of national cultural and heritage events, such as Heritage Open Days.
	3.2	The number of projects delivered which improve access or engagement with leisure, culture and heritage facilities, assets or services.
	3.3	The number of people volunteering as part of leisure, culture and heritage projects, and feedback from schools visiting the Biggin Hill Chapel.