

# Renewal & Recreation

## PORTFOLIO PLAN 2016/17

A Vibrant Thriving Borough

## Foreword

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.

We will be working towards three strategic outcomes for 2016/17 which will focus our efforts in delivering our key priorities:

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.

The Portfolio's key priorities and strategic outcomes must be considered in the context of the Council's commitment to secure value for money and efficiency in challenging financial circumstances.

The Government's plans to tackle the national debt mean that the Council, like all local authorities, must play its part. Bromley must continue to find significant savings and efficiencies from its annual budget whilst delivering projects and services that local people want and need.

The Renewal & Recreation Portfolio will take a creative and enterprising approach to its work to reduce pressure on the Council's budgets. We are pleased that we are able to continue to deliver innovative and complex improvements to the borough by attracting significant external investment.

The portfolio has a track record of delivering its programme of work efficiently. For example, in 2015/16, we have:

- Supported a successful ballot to establish a Business Improvement District in Bromley, giving local businesses direct say about the management of their town centre.
- Formally established the Biggin Hill Memorial Museum Trust to oversee the development of plan (including business planning) for Biggin Hill Memorial Museum and appointed architects who have completed design works to RIBA Stage 2.
- Secured funding from Housing Zone to support the development of Churchill Place (Site G).
- Appointed specialists to work with the Crystal Palace Park Management Board to develop a Regeneration Plan for Crystal Palace Park.
- Delivered a programme of business support funded by the New Homes Bonus in Orpington.
- Agreed a development partner for Chislehurst Library.
- Finished the delivery of the Local Shopping Parades Initiative affecting improvements in 10 shopping parades across the borough.

In 2016/17 we will build on this record to:

- **Attract private sector investment to increase the vitality of our town centres.** For example, in Bromley we will secure a development partner to deliver a residential led mixed use scheme at Churchill Place, in Chislehurst we will work with our development partner to bring forward a mixed development proposal to deliver retail and residential opportunities and a new library, and we will work with a developer to bring forward industrial development in the Cray Valley Business Corridor.
- **Attract further external funding to bring about long term benefits to public spaces and local infrastructure.** This includes public realm and town centre improvement schemes in Bromley, Beckenham, and Penge, and working with Network Rail in Bromley to consider options for both Bromley North and Bromley South stations to increase capacity.
- **Explore different approaches to management of cultural assets and recreational services to sustain their future, working with communities.** We will undertake feasibility studies for Business Improvement Districts in Beckenham and Penge, giving businesses control over decisions affecting their town centres. We will also undertake business planning to support the creation of a community-led governance model for Crystal Palace Park and will work with the community to explore options for community management at community libraries.

- **Encourage new developments to support economic growth in the borough’s key business areas.** For example, at Biggin Hill we will develop a capacity masterplan to determine what steps to take to generate business growth. We will undertake business planning for an Aviation Training and Enterprise Centre adjacent to Biggin Hill Airport, and we will progress plans for Biggin Hill Memorial Museum, using monies secured from the Treasury and section 106 to lever in additional grant funding.
- **Secure the quality of our borough and identify regeneration potential** by consulting on and submitting the new Local Plan to the Secretary of State for consideration.

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.

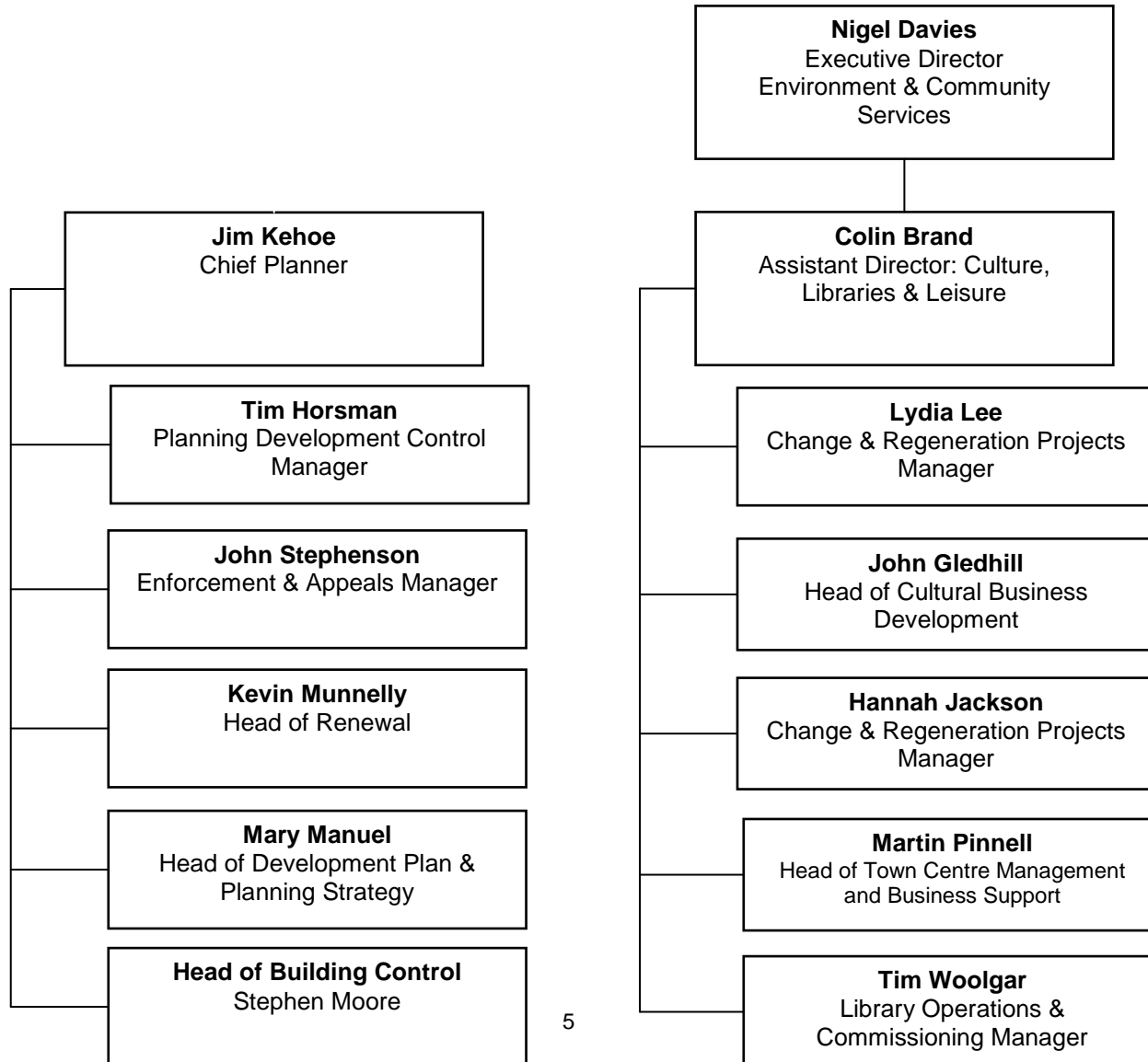
This Portfolio Plan sets out how we will achieve our key priority and strategic outcomes for 2016/17.

Progress on actions identified for delivery during 2015/16 will be reported to the Renewal & Recreation Policy Development and Scrutiny Committee and Portfolio Holder throughout the year in individual project or service specific reports at the relevant key milestones. A summary report on overall achievement will be provided at the end of 2016/17 for review and scrutiny.

## Contents

Portfolio Structure Chart	5
Outcome 1: Economic Development	6
Outcome 2: Protection, conservation and enhancement of the natural and built environment	12
Outcome 3: Enhanced opportunities for leisure, cultural activities and community-led services	16
Performance Measures	21

**Portfolio Structure Chart: Lead Officers**



## Outcome 1: Economic Development

The vitality of the Council's town centres is essential to making the borough a place where people choose to live, work and shop. Vibrant thriving town centres create business growth, economic wellbeing and employment opportunities.

The Council will work with development partners to bring forward new and innovative development schemes and projects that provide a sense of identity for town centres, and that give local people pride in the places that they live and work.

The Council will look to utilise its planning power to promote and create balanced town centres.

The Council will explore ways to secure economic growth, work with local retailers and businesses to protect their long term future and encourage people to visit, shop and stay in the borough's town centres.

<b>Aim 1:</b>	<b>Support the vitality of Bromley town centre, including continued delivery of the Bromley Area Action Plan</b>
<b>By March 2017, we will have:</b>	<p><b>Continue delivery of the Bromley Area Action Plan</b></p> <p>1.1 Adopted a planning policy for <b>Bromley North Station</b> (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.</p> <p>1.2 Disposed of <b>Site B</b> (corner of Tweedy Road and London Road) for residential development.</p> <p>1.3 Secured a development partner for <b>Churchill Place</b> (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.</p> <p>1.4 Work with Network Rail to examine future development and capacity options for <b>Bromley South Station</b> (Site J)</p>

	<p>1.5 <b>Deliver other improvements to Bromley Town Centre</b></p> <p>1.6 Produced a detailed scheme for public realm improvements to the <b>central pedestrian area</b> of Bromley town centre and appointed a term contractor to commence delivery.</p> <p>1.7 Completed a review of the operation, configuration and location of existing town centre <b>markets</b> and seek investment to ensure that market facilities are fit for purpose and attracts additional footfall and spend into the town, to complement the improved public realm.</p>
<b>Delivery Risks:</b>	<p>A change in market conditions affects the deliverability of the projects or proposals.  Unsecured funding is not secured.  Stakeholders do not support proposals.</p>
<b>Lead Officers:</b>	<p>Kevin Munnelly  Martin Pinnell</p>
<b>Resources</b>	<p>Investment Fund  Growth Fund  Mayor of London  Housing Zone funding</p>

Aim 2:	Support and develop the vitality of Beckenham
<b>By March 2017, we will have:</b>	<p>2.1 Appointed a contractor to commence work on site to deliver <b>public realm improvements</b> 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.</p> <p>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.</p>
<b>Delivery Risks:</b>	<p>2.1 Funding is not secured from Transport for London or the Mayor of London. The Council's Executive Committee do not sign off the detailed designs and further work is required to come up with a scheme which meets their requirements, causing delays to the programme and impacting the budget.</p> <p>2.2 There is insufficient support from local businesses to enable the formation and functioning of a effective Business Improvement District working group.</p>
<b>Lead Officers:</b>	<p>2.1 Kevin Munnelly</p> <p>2.2 Martin Pinnell</p>
<b>Resources</b>	<p>Transport for London Capital receipts Mayor of London</p>



<b>Aim 3:</b>	<b>Support and develop the vitality of Orpington</b>
<b>By March 2017, we will have:</b>	<p>3.1 Completed <b>public realm improvements for the Walnuts Square Area.</b></p> <p>3.2 Commissioned a <b>development capacity study</b> for Orpington to inform a regeneration strategy for the town.</p> <p>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<sup>st</sup>) in 2016/17. This will include mentoring, workshops and opening a pop-up shop.</p>
<b>Delivery Risks:</b>	<p>3.1 Section 106 payments are not made. The works contractor defaults.</p> <p>3.2 Stakeholders do not support proposals. A change in market conditions affects the ability to appoint the right specialists to undertake the development capacity study.</p> <p>3.3 Orpington 1<sup>st</sup> does not have sufficient capacity to deliver the full programme, including the feasibility study, as intended. To mitigate this risk, Orpington 1<sup>st</sup> has been fully engaged in the scoping of the work so that they are fully aware of the potential commitments. Some of the funding will be used to give them the capacity to deliver the programme. No suitable vacant properties within the town centre become available for use as a pop up shop.</p>
<b>Lead Officers:</b>	Kevin Munnelly Martin Pinnell
<b>Resources</b>	Planning budgets New Homes Bonus Section 106

<b>Aim 4:</b>	<b>Support and develop the vitality of Penge and the borough's smaller town centres</b>
<b>By March 2017, we will have:</b>	<p>4.1 Completed the delivery of an <b>improvement scheme for shop fronts</b>. This project is being funded by the New Homes Bonus fund.</p> <p>4.2 Implemented <b>improved way finding</b> and <b>public realm improvements</b> in Penge town centre.</p> <p>4.3 Commissioned and delivered a programme of <b>business support</b> for businesses in Penge based on the funding agreement for the New Homes Bonus.</p> <p>4.4 Completed the feasibility stage for a proposed <b>Business Improvement District</b> in 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.</p> <p>4.5 Delivered the second phase of improvements to Local Shopping parades following the submission of applications from local residents and businesses through their ward councillors.</p>
<b>Delivery Risks:</b>	<p>4.1 Failure to engage with stakeholders result in a lack of support. The works contractor defaults.</p> <p>-</p> <p>4.2</p> <p>4.3 Take up by businesses is low and benefits are not realised. Research into business needs and areas for improvement has been undertaken in advance of commissioning the project to ensure relevance to local businesses is high</p> <p>4.4 There is insufficient support from local businesses to enable the formation and functioning of an effective Business Improvement District working group for Penge.</p>
<b>Lead Officers:</b>	Kevin Munnelly Martin Pinnell
<b>Resources</b>	New Homes Bonus

<b>Aim 5:</b>	<b>Promote business investment and development in the borough's key commercial and industrial areas and employment priority zones.</b>
<b>By March 2017, we will have:</b>	<p>5.1 Completed a capacity masterplan for <b>Biggin Hill</b>. 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.</p> <p>5.2 Set up a joint venture company with an industrial developer to deliver development floor space options for the <b>Cray Valley Business Corridor</b>.</p> <p>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 an application for funding to the Mayor of London's Regeneration Fund for fit out costs.</p>
<b>Delivery Risks:</b>	<p>5.1 The Council are not the landowners in Biggin Hill and the Cray Valley Business Corridor. It is possible that the land owners will decide not to fully engage with or support proposals and therefore it is not possible to acquire the relevant sites.</p> <p>5.2 It is not possible to develop a viable business plan for an Aviation, Training and Enterprise Centre because, for example, there is a lack in demand.</p> <p>5.3 The applications to the Mayor of London's Regeneration Fund are unsuccessful.</p>
<b>Lead Officers:</b>	Kevin Munnelly
<b>Resources</b>	New Homes Bonus Growth Fund

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

The Council has a responsibility to protect and enhance the character of the borough.

Our key initiative in 2015/16 will be to progress work on a new Local Plan which will establish the vision, key objectives and spatial strategy for future development in the borough and include policies and site allocations. An Infrastructure Delivery Plan will be produced alongside the Local Plan indicating the delivery of infrastructure required to support the Local Plan. The Local Plan, together with the Mayor of London's London Plan will form the Development Plan for the borough. The Local Plan will guide development over for the period to 2031.

The Council will also undertake preparatory work for a Charging Schedule to enable a Community Infrastructure Levy for Bromley, in compliance with the Community Infrastructure Levy Regulations 2010 for infrastructure provision to support growth in the Borough.

The Council will seek to ensure that it provides an effective planning service for the residents of the borough by providing efficient planning application and building control services.

<b>Aim 6:</b>	<b>Prepare an up to date Local Plan setting out policies for development in the borough over the next 15 years</b>
<b>By March 2017, we will have:</b>	<p>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.</p> <p>6.2 Prepare an Infrastructure Delivery Plan identifying the infrastructure required to deliver the growth and vision in the Local Plan.</p>

<b>Delivery Risks:</b>	<p>New policy guidance is published by Central government or the Mayor or London part way through preparation of the Local Plan which results in delays or further changes being required.</p> <p>Despite our duty to cooperate, it is difficult to engage other authorities in the production of the plan.</p> <p>Response to consultation of site allocations may require further assessment and consideration causing potential delays. The Council may decide to make further changes and undertake further consultation prior to submission to the Secretary of State.</p> <p>Change in market conditions means that the Council must undertake new or additional research.</p> <p>Council departments, partners and other infrastructure providers do not provide information in time or at all for the Infrastructure Delivery Plan, or information to justify the ‘funding gap’ required for a local Community Infrastructure Levy.</p>
<b>Lead Officers:</b>	Mary Manuel
<b>Resources:</b>	Existing Planning revenue budgets

<b>Aim 7:</b>	<b>Develop a Bromley Community Infrastructure Levy (CIL)</b>
<b>By March 2017, we will have:</b>	<p>7.1 Undertaken viability work in relation to the potential Bromley Community Infrastructure Levy.</p> <p>7.2 Published and consulted on a Preliminary Draft Charging Schedule and a Regulation 123 Infrastructure List. Prepared a draft revised Supplementary Planning Documents Planning Obligations incorporating the Affordable Housing Supplementary Planning Document.</p>
<b>Delivery Risks:</b>	<p>7.1 Changes in market conditions result in viability work being delayed or inaccurate. Challenges in relation to the preliminary Draft Charging Schedule or Draft Charging Schedule requiring further work and consultation pre-submission.</p> <p>7.2 Housing and Planning Act 2016 implications and associated regulations and technical planning changes require further work and resources which cause delay.</p> <p>7.3 Changes are made to the emerging Local Plan requiring further viability work. The Infrastructure Development Plan is not prepared in time or does not identify a funding gap required to justify local Community Infrastructure Levy. Consultation is frustrated by fatigue among communities who feel over-consulted. Delays are caused by the capacity of the Planning Inspectorate to examine the Council's proposals.</p>
<b>Lead Officer:</b>	Mary Manuel
<b>Resources</b>	Existing Planning revenue budgets

<b>Aim 8:</b>	<b>Ensure the ongoing effectiveness of planning regulatory functions</b>
<b>By March 2017, we will have:</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• Determined 60% of major applications within 13 weeks of receipt</li> <li>• Determined 65% of minor applications within 13 weeks of receipt</li> <li>• Determine 80% of other applications within 8 weeks of receipt</li> </ul> <p>8.2 Protected trees, listed buildings and conservation areas in the borough</p>
<b>Delivery Risks:</b>	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
<b>Lead Officers:</b>	Jim Kehoe
<b>Resources</b>	Existing planning revenue budgets

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

Leisure, culture and recreation are essential tools for creating a sense of place and community, and play an important role in residents' quality of life. However, in the face of the Council's financial challenges, we must think creatively about how we can continue to provide services and improvement projects to cultural and community assets. Exploring opportunities for community management of services and assets, and attracting external funding to invest in the borough's heritage will enable residents to continue to enjoy their recreational time in the borough.

Aim 9:	To implement the 2014 library strategy to consider new ways of delivering library services in challenging financial circumstances
By March 2017, we will have:	<p>9.1 Completed the application (tender) process to identify a <b>community management</b> 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.</p> <p>9.2 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.</p> <p>9.3 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.</p>



<b>Delivery Risks:</b>	<p>9.1 Community organisations do not submit acceptable and financially viable proposals, or require too much financial support from the Council to make their proposal tenable. The wider community or staff and their representatives object to community management arrangements. Programme delays are caused by issues relating to IT infrastructure.</p> <p>9.2 Negotiations reveal unanticipated legal, financial or business issues which require time to resolve. The tender does not deliver the anticipated benefits. There is a disagreement between the two authorities in relation to the tender which cannot be resolved, or one authority decides not to continue with the tender exercise.</p> <p>9.3 The scheme proposed is not compliant with planning requirements, or there is a change in market conditions which affect the viability of the development.</p>
<b>Lead Officers:</b>	<p>9.1 – Tim Woolgar  9.3 Hannah Jackson  Colin Brand</p>
<b>Resources</b>	<p>Existing revenue budgets  The Council's corporate commissioning budget</p>

<b>Aim 10:</b>	<b>Develop the borough's cultural offer</b>
<b>By March 2017, we will have:</b>	<p>10.1 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.</p> <p>10.2 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.</p> <p>10.3 Relocated local history exhibitions to Central Library thereby improving interpretation and increasing access.</p> <p>10.4 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.</p>
<b>Delivery Risks:</b>	<p>10.1 Planning constraints delay or prevent delivery of elements to the Regeneration Plan which affects the business model for community-led governance.</p> <p>10.2 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 produce the desired outcomes for the fund.</p> <p>10.3 Community stakeholders do not embrace the special exhibition area. Delays are caused to installation due to library usage patterns.</p> <p>10.4 Stakeholders fail to engage with or oppose plans for the new museum. The application to the Heritage Lottery Fund is not successful.</p>

<b>Lead Officer:</b>	10.1 Lydia Lee – 10.4
<b>Resources</b>	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

<b>Aim 11:</b>	<b>Enhance the borough's leisure facilities</b>
<b>By March 2017, we will have:</b>	<p>11.1 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.</p> <p>11.2 Agreed a lease for Blackheath and Bromley Harriers to undertake the management and maintenance of Norman Park Athletics Track.</p> <p>11.3 Lead the development and adoption of a new five year strategic framework for ProActive Bromley to encourage participation in sport and healthy lifestyles.</p> <p>11.4 Reviewed the future of leisure centre provision across the borough and explored opportunities for modernisation.</p>

<b>Delivery Risks:</b>	<p>11.1 A suitable developer cannot be found. The proposed scheme is not financially viable or fails to comply with planning constraints.</p> <p>11.2 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.</p> <p>11.3 The ProActive Bromley Executive does not agree the new Strategic Framework.</p> <p>11.4 No developer is secured and scheme is not deemed financially viable.</p>
<b>Lead Officers:</b>	John Gledhill
<b>Resources</b>	Existing Culture & Leisure budgets

## Performance Measures

In order to assess how successful our work is delivering the strategic outcomes identified in this plan, we will measure our performance in relation to the following performance measures. We will report the impact that we have on these performance measures annually at the end of 2016/17 in the summary report.

<b>Outcome 1:</b>	<b>Economic Development</b>
<b>Performance Measures:</b>	<p>1.1 Footfall rates are sustained or improved in the borough's largest town centres.</p> <p>1.2 There is business rate growth in the borough.</p> <p>1.3 Employment rates in the borough are maintained or improved.</p> <p>1.4 Vacancy rates in our town centres are sustained or reduced.</p>
<b>Outcome 2:</b>	<b>Protection, conservation and enhancement of the natural and built environment</b>
<b>Performance Measures:</b>	<p>2.1 The Local Plan is submitted to the Secretary of State and a draft Infrastructure Delivery Plan is published alongside hr Draft Local Plan.</p> <p>2.2 Consultation on a draft Charging Schedule for a Bromley Community Infrastructure Levy is agreed.</p> <p>2.3 The Council determines</p> <ul style="list-style-type: none"> <li>• Determined 60% of major applications within 13 weeks of receipt</li> <li>• Determined 65% of minor applications within 13 weeks of receipt</li> <li>• Determine 80% of other applications within 8 weeks of receipt</li> </ul> <p>in accordance with national targets.</p>

<b>Outcome 3:</b>	<b>Enhanced opportunities for leisure, cultural activities and community-led services</b>
<b>Performance Measures:</b>	<p>3.1 The number of people from communities attending events or activities demonstrates community engagement with leisure, cultural and recreational services and projects.</p> <p>3.2 The number of projects delivered which improves access or engagement with leisure or cultural facilities, assets or services.</p> <p>3.3 Development proposals are submitted by development partners in relation to Chipperfield Road, Blackheath &amp; Bromley Harriers and Chislehurst Library.</p>