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DATE: 10 November 2014

To: Members of the
**RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY
COMMITTEE**

Councillor Ian F. Payne (Chairman)
Councillor Peter Dean (Vice-Chairman)
Councillors Douglas Auld, Nicky Dykes, Alexa Michael, Neil Reddin FCCA,
Michael Rutherford, Michael Tickner and Angela Wilkins

Non-Voting Co-opted Members
Precious Adewunmi, Bromley Youth Council

A meeting of the Renewal and Recreation Policy Development and Scrutiny
Committee will be held at Bromley Civic Centre on **TUESDAY 18 NOVEMBER 2014**
AT 7.00 PM

MARK BOWEN
Director of Corporate Services

Copies of the documents referred to below can be obtained from
<http://cds.bromley.gov.uk/>

PART 1 AGENDA

Note for Members: Members are reminded that Officer contact details are shown on each report and Members are welcome to raise questions in advance of the meeting.

STANDARD ITEMS

- 1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**
- 2 DECLARATIONS OF INTEREST**
- 3 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC
ATTENDING THE MEETING**

In accordance with the Council's Constitution, questions to this Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5pm on Wednesday 12 November 2014.

- a **QUESTIONS FOR THE RENEWAL AND RECREATION PORTFOLIO HOLDER**
- b **QUESTIONS FOR THE CHAIRMAN OF RENEWAL AND RECREATION PDS COMMITTEE**

4 **MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE MEETING HELD ON 2 SEPTEMBER 2014** (Pages 5 - 14)

5 **MATTERS ARISING FROM PREVIOUS MINUTES AND UPDATES** (Pages 15 - 18)

6 **RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (JANUARY-MARCH 2015)** (Pages 19 - 24)

HOLDING THE RENEWAL AND RECREATION PORTFOLIO HOLDER TO ACCOUNT

7 **PRE-DECISION SCRUTINY OF RENEWAL AND RECREATION PORTFOLIO REPORTS**

The Renewal and Recreation Portfolio Holder to present scheduled reports for pre-decision scrutiny on matters where he is minded to make decisions.

a **BUDGET MONITORING 2014/15** (Pages 25 - 34)

b **LIBRARY SERVICE STRATEGY** (Pages 35 - 54)

c **REVIEW OF BROMLEY TOWN CENTRE MARKETS** (Pages 55 - 66)

d **MYTIME ACTIVE ANNUAL REPORT 2013/14** (Pages 67 - 98)

POLICY DEVELOPMENT AND OTHER ITEMS

8 **TOWN CENTRE MANAGEMENT UPDATE REPORT NOVEMBER 2014**
(Pages 99 - 112)

9 **TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE** (Pages 113 - 136)

10 **PLANNING SERVICE - PROGRESS WITH CUSTOMER SERVICE AND PLANNING APPLICATION PERFORMANCE** (Pages 137 - 142)

11 **PLANNING APPEALS - COSTS DECISIONS** (Pages 143 - 158)

PART 2 (CLOSED) AGENDA

12 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006, AND THE FREEDOM OF INFORMATION ACT 2000

The Chairman to move that the Press and public be excluded during consideration of the items of business listed below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

Items of Business

Schedule 12A Description

13 EXEMPT MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE HELD ON 2 SEPTEMBER 2014 (Pages 159 - 160)

14 PRE-DECISION SCRUTINY OF RENEWAL AND RECREATION PORTFOLIO PART 2 (EXEMPT) REPORTS

The Renewal and Recreation Portfolio Holder to present scheduled reports for pre-decision scrutiny on Part 2 (Exempt) matters where he is minded to make decisions.

15 WINTER FLOODS BUSINESS SUPPORT SCHEME - APPLICATION IN RESPECT OF 35 CROYDON ROAD, BR4 9HZ (Pages 161 - 166)

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

16 POLICY DEVELOPMENT AND OTHER ITEMS - PART 2 (EXEMPT)

17 BROMLEY TOWN CENTRE: REVISED DEVELOPMENT STRATEGY

(Report to follow)

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 2 September 2014

Present:

Councillor Ian F. Payne (Chairman)

Councillors Douglas Auld, Nicky Dykes, Alexa Michael,
Neil Reddin FCCA, Michael Rutherford and Angela Wilkins

Precious Adewunmi, Co-opted Member

Also Present:

Councillor William Huntington-Thresher and Councillor Peter Morgan

25 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

An apology for absence was received from Councillor Peter Dean.

26 DECLARATIONS OF INTEREST

Councillor Payne declared personal interests in Item 6b (Town Centres Development Programme Update) and Item 8 (Town Centre Management Update Report) as he was:-

- Manager of the Bexleyheath Business Improvement District (BID);
- A member of the British BIDS;
- An Advisory Board Member of the Association of Town and City Managers;
and
- An Executive Member of The Salvation Army.

27 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING

28 QUESTIONS FOR THE RENEWAL AND RECREATION PORTFOLIO HOLDER

A written question had been received from Mr Colin Willetts, Secretary of the Longbury Residents' Association. A copy of the question, together with the Portfolio Holder's response, is attached as Appendix 1.

29 QUESTIONS FOR THE CHAIRMAN OF RENEWAL AND RECREATION PDS COMMITTEE

Enquiries regarding the reasons for considering Item 11 (Chislehurst Library) as a Part 2 Exempt document had been received. The Chairman confirmed that the public were aware of the potential redevelopment of the site (to include a new library) as one developer had carried out a consultation and held an exhibition in Chislehurst Library. However, for commercial sensitivity reasons, it was necessary for this item to be considered as a Part 2 report.

30 MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE MEETING HELD ON 23 JUNE 2014

Minute 8 - Matters Arising from Previous Minutes and Updates (page 6)

It was reported that the Biggin Hill Heritage Centre Working Group would meet in October and an updating report would be submitted to the next meeting of the R&R PDS Committee in November 2014.

RESOLVED that the Minutes of the meeting held on 23 June 2014 be confirmed and signed as a true record.

31 RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (NOVEMBER 2014-APRIL 2015)

Report CSD14108

Members considered the Committee's work programme for the period November 2014-May 2015 and requested the following:-

- Updates on Bromley Market in relation to costs, income, the future of the market and its function be included in Town Centre Management reports.
- A separate report on the proposals for Churchill Place (Site G in the Area Action Plan) be submitted in November 2014.
- Update report on the New Homes Bonus Topslice - Project Proposals be submitted in November 2014; and
- An 'Arts in Bromley' report be submitted for consideration at the meeting in January 2015.

RESOLVED that subject to the above amendments, the work programme for the period November 2014-May 2015 be agreed.

32 PRE-DECISION SCRUTINY OF RENEWAL AND RECREATION PORTFOLIO REPORTS

32a BUDGET MONITORING 2014/15

Report FSD14056

Members considered the latest budget monitoring position for 2014/15 based on expenditure and activity levels up to 31 July 2014. The total portfolio budget showed a projected overspend of £190k.

Members also considered the level of expenditure and progress with the implementation of the selected projects within the Member Priority Initiatives.

RESOLVED that:-

- 1) The Portfolio Holder be recommended to endorse the latest 2014/15 budget projection for the Renewal and Recreation Portfolio; and**
- 2) The progress of the implementation of the Renewal and Recreation projects within the Member Priority Initiatives be noted.**

32b TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE

Report DRR14/080

Members considered the progress achieved in delivering the Town Centres Development Programme and were asked to endorse the submission of project proposals under the New Homes Bonus Top Slice programme.

The Portfolio Holder's agreement was sought for Section 106 funds to be used for the proposed Town Centre Management Initiatives as set out in the report.

With regard to Site C: Town Hall (paragraph 3.3, page 35), it was reported that a positive meeting between the developer and the Council's Management Team had taken place. The applicant was mindful of the comments and advice given in relation to listed buildings and also agreed to undergo a CABE design review as part of the application process.

On-site operational hours for the works at Bromley North had been extended during the summer months and as anticipated, the programme remained on schedule.

The Chairman alluded to several reported trip accidents (including one of a serious nature), as a result of the design of the steps in Market Square. Members were informed that several options to rectify the problem were currently being considered and whilst officers were confident in the design itself, this must be weighed against any potential trip hazard. One suggested solution was to remove the feathered edge of the steps and install planters. The designer had

been consulted and the steps were, at present, only partially opened however, the situation would be monitored if it was decided to open them fully.

The waste bins currently in situ had a tendency to leak and would be replaced by a more robust version.

Councillor Michael stated that the effort to improve Bromley North Village had been worthwhile and the improvements would meet the Council's aim to create a vibrant town centre. On the subject of permitted traffic through the village, Councillor Michael was informed that the scheme was designed to allow traffic to flow through the area but at a modified pace thereby controlling the speed of vehicles. A survey had been undertaken and as a result, numerous requests had been received requesting that the area be partly or fully pedestrianised however, this was not supported by traders.

With regard to the future of the Priory site (paragraph 3.8, page 36), the Assistant Director for Culture, Renewal and Recreation reported that he had met with the Orpington 1st BID on 21 August and discussed the possibility of setting up a Community Development Trust. Consultations with local organisations were currently taking place and a report on progress achieved would be submitted to Members in the New Year.

It was anticipated that further designs for the proposed new stage cover for Beckenham Green (paragraph 3.13, page 36), would be available in November. The Chairman emphasised the need for the design to be of a robust nature.

Referring to the New Homes Bonus Topslice (paragraph 3.23, page 38), Members agreed that the London Councils request for submission of bid proposals in August (in what was, essentially, the peak holiday season), was unjust. This was an important project and the Authority had only been given 3 or 4 days in which to respond. The Chairman commended officers in their efforts to ensure proposals were submitted on time.

Visiting Member Councillor William Huntington-Thresher welcomed the proposed bid for Orpington Town Centre and suggested that a forum be set up to bring developers and landlords together to identify opportunity sites within the town centre and to establish schemes that would benefit all. It was reported that elements of the feasibility of proposed schemes were included in the bids for Orpington and Penge. The Head of Town Centre Management and Business Support agreed to examine the possibility of establishing a database of landlords.

The Head of Renewal agreed to send Councillor Wilkins details of how Ward Members for Penge and Crystal Palace could become involved in the Crystal Palace and Penge Renewal Strategy (paragraph 3.20, page 38). Discussions regarding proposals for the rebuilding of Crystal Palace (paragraph 3.22, page 38) were on-going. A meeting between the GLA and the Zhong Rong Group was scheduled.

The sum of £233k referred to in paragraph 5.1 (page 41) was residual funding from the LPSA and allocated by the Executive to support the Town Centre Development Programme. The majority of funds was spent on consultancy work and the employment of specialist agents.

RESOLVED that:-

- 1) progress on the delivery of the Town Centres Development Programme be noted;**
- 2) the Portfolio Holder be recommended to agree that the Town Centre Management Initiatives set out in paragraphs 3.12-3.15 be adopted and that £50,000 of Section 106 funds from the Tesco Croydon Road, Beckenham development be used to fund Town Centre Management Initiatives in Beckenham, West Wickham, Penge and Elmers End; and**
- 3) the project proposals submitted as part of the call for bids under the New Homes Bonus Top Slice programme be endorsed and a further report be brought back to the Committee for full scrutiny once detailed project plans have been prepared.**

32c CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2014/15

Report FSD14059

On 16 July 2014, the Executive received the 1st quarterly capital monitoring report for 2014/15 and agreed a revised Capital Programme for the four year period 2014/15 to 2017/18. The report also covered any detailed issues relating to the 2013/14 Capital Programme outturn which were reported in summary form to the June meeting of the Executive.

Members also considered changes agreed by the Executive in respect of the Capital Programme for the Renewal and Recreation Portfolio.

RESOLVED that the Portfolio Holder be recommended to confirm the changes agreed by the Executive on 16 July 2014.

33 GATEWAY REPORT - PROPOSALS FOR THE RE-TENDERING OF THE CHURCHILL THEATRE MANAGEMENT CONTRACT

Report DRR14/075

Members considered the current arrangements for management of the Churchill Theatre which were due to expire in April 2016. The process and timetable for retendering the lease in line with the Council's financial regulations and procurement procedures were also considered.

It was reported that the current contract terminated in April 2016 so it was necessary to start the re-tendering process as soon as possible. The results of this would be reported to Members in May 2015.

Councillor Reddin queried the definition of 'artistic policy' as set out in bullet point 1 of paragraph 3.4. The Assistant Director for Culture, Renewal and Recreation explained that this was based on the type of theatre provision. There was currently a core audience of 50,000 per annum, the majority of which came from the BR post code area. It was therefore necessary to look at the artistic content of provision which was mainly dictated by audiences themselves.

Councillor Michael considered attendance level to be a crucial factor and in this regard, tenderers should be asked to demonstrate how they will continue to maintain or increase attendance levels.

It was reported that programme and pricing schedules comparable with West End theatres was one of the main priorities, together with maintaining the quality of the building and internal furnishings.

The Chairman reported an increase in catchment area since a new management team had taken over the theatre. The current team provided a lot of educational, arts development and outreach work.

RESOLVED that:-

- 1) the details of the proposed tender process and timescales outlined in the report be noted; and**
- 2) the Executive be recommended to approve the proposed tender process and timescales outlined and agree that Officers undertake the tendering process.**

**34 TOWN CENTRE MANAGEMENT UPDATE REPORT -
SEPTEMBER 2014**

Report DRR14/082

Members considered an update on Town Centre Management and business support activities which had taken place since the previous update in June 2014.

The Head of Town Centre Management and Business Support agreed to check and report back on the success of the distribution of a discount voucher booklet which encouraged visitors to utilise businesses throughout Beckenham High Street (paragraph 1.7, page 56).

Referring to the Business Support Programme (paragraph 1.8 (ii), page 58), the Chairman commended officers on the success of the 'Bromley Means Business' Expo. Councillor Michael requested feedback on how businesses had fared since the Expo and what had been developed from it. The Head of Town Centre

Management and Business Support confirmed that officers would be examining how much business had been generated as a result.

The Chairman also asked if any retailers had taken advantage of the discount on business rates (paragraph 1.8(iii), page 59). The Head of Town Centre Management and Business Support agreed to look into this and report back.

The re-launch of the Bromley Business Growth Club in partnership with Action Coach was noted as was the upcoming Bromley and Kent Business Expo scheduled to take place at Coolings Nursery on 15 October which Members were encouraged to attend (paragraph 2.6, page 60).

Various projects remained incomplete with regard to the OLF Round 2 programme and a further update would be given at the November meeting of this Committee (paragraph 2.7 (page 61)).

Members were informed that work was ongoing in regard to the Bromley BID. An agreement with the Council in terms of a grant had been finalised. The next stage of the process would involve a feasibility assessment of the BID followed by consultation.

RESOLVED that the key developments and activities within the Town Centre Management and Business Support Team, as summarised in Appendix 1 of the report be noted.

35 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006, AND THE FREEDOM OF INFORMATION ACT 2000

The Chairman moved that the Press and public be excluded during consideration of the items of business listed below as it was likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

36 PRE-DECISION SCRUTINY OF RENEWAL AND RECREATION PORTFOLIO PART 2 (EXEMPT) REPORTS

36a UPDATE REPORT ON PROPOSALS TO REORGANISE THE SITE ARRANGEMENTS FOR THE BROMLEY LIBRARY SERVICE

Report DRR14/056

Members received an update on proposals to reorganise the site management arrangements for Bromley Library.

Members considered the report and supported the recommendations.

37 CHISLEHURST LIBRARY, RED HILL, CHISLEHURST

Report DRR14/083

Members considered a report relating to Chislehurst Library.

It was noted that Chislehurst Library played an important part in the overall library delivery strategy and it was envisaged that this would continue over the long-term.

The proposals set out in the report were noted and Member views were provided to the Executive.

The meeting ended at 8.10 pm

Chairman

QUESTION TO THE RENEWAL AND RECREATION PORTFOLIO HOLDER FOR WRITTEN REPLY

Question from Mr C Willetts, Secretary, Longbury Residents Association

Residents have noted improvements in the levels of service provided by the cleaning contractor at The Walnuts Leisure Centre. Assuming that there is no bug infestation, could you ensure that all members of staff report/remove the odd bug(s) for immediate disposal (re my previous email 1/6/14).

Portfolio Holder's Response

Yes.

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Report No.
CSD14137

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal and Recreation PDS Committee

Date: 18 November 2014

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **MATTERS ARISING FROM PREVIOUS MINUTES AND UPDATES**

Contact Officer: Lisa Thornley, Democratic Services Officer
Tel: 020 8461 7566 E-mail: lisa.thornley@bromley.gov.uk

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

1.1 **Appendix A** updates Members on matters arising from previous meetings.

2. RECOMMENDATION

2.1 The Committee is asked to consider progress on matters arising from previous meetings.

Non-Applicable Sections:	Policy, Financial, Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	-

Corporate Policy

1. Policy Status: Existing policy. The Committee is regularly updated on matters arising from previous meetings.
 2. BBB Priority: Excellent Council.
-

Financial

1. Cost of proposal: No cost
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £367,636
 5. Source of funding: 2013/14 revenue budget
-

Staff

1. Number of staff (current and additional): There are 10 posts (8.55 fte) in the Democratic Services Team.
 2. If from existing staff resources, number of staff hours: Monitoring the Committee's matters arising can take up to a couple of hours per meeting.
-

Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: Call-in is not applicable. The report does not involve an executive decision
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The report is intended primarily for Members of this Committee.
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments: N/A

PROGRESS ON MATTERS ARISING FROM PREVIOUS MEETINGS

<u>Minute Number/Title</u>	<u>Updates/Feedback Requested</u>	<u>Action</u>
34 (02.09.14) - Town Centre Management Update Report	Update on the success of the distribution of the discount voucher booklet which encouraged visitors to utilise businesses throughout Beckenham High Street	Head of Town Centre Management and Business Support
34 (02.09.14) - Town Centre Management Update Report	Feedback on how businesses had fared since the Bromley means Business Expo.	Head of Town Centre Management and Business Support
34 (02.09.14) - Town Centre Management Update Report	Update on whether retailers had taken advantage of the discount on business rates	Head of Town Centre Management and Business Support
34 (02.09.14) - Town Centre Management Update Report	Update on OLF Round 2	Head of Town Centre Management and Business Support

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Report No.
CSD14/138

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal and Recreation PDS Committee

Date: 18 November 2014

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (JANUARY-MARCH 2015)**

Contact Officer: Lisa Thornley, Democratic Services Officer
Tel: 020 8461 7566 E-mail: lisa.thornley@bromley.gov.uk

Chief Officer: Mark Bowen, Director of Resources

Ward: N/A

1. Reason for report

1.1 This report updates the Committee's work programme.

2. **RECOMMENDATION**

2.1 The Committee is invited to review the work programme for the period January-March 2015.

Corporate Policy

1. Policy Status: Existing policy. PDS Committees are encouraged to review their work programmes.
 2. BBB Priority: Excellent Council.
-

Financial

1. Cost of proposal: No cost
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £373,410
 5. Source of funding: Existing 2014/15 revenue budget
-

Staff

1. Number of staff (current and additional): There are 10 posts (8.75 fte) in the Democratic Services Team.
 2. If from existing staff resources, number of staff hours: Preparation of the Work Programme report can normally be expected to take 2-3 hours
-

Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: Not applicable. PDS Report.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Borough-wide
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 Each PDS Committee has a responsibility to develop and review its work programme balancing the key roles of:
- Holding the Executive to account;
 - Policy development and review; and,
 - External scrutiny.
- 3.2 The Committee is invited to consider its work programme having regard to guidance at Section 8 of the Scrutiny Toolkit and in consultation with the Renewal and Recreation Portfolio Holder and Chief/Senior Officers.
- 3.3 The Committee's Work Programme for the period January-March 2015 is attached at **Appendix A**.

Non-Applicable Sections:	Policy/Financial/Legal/Personnel
Background Documents: (Access via Contact Officer)	Previous Work Programme reports.

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Report Title	Report Author	PH Decision (Yes/No)	Referred	
			From	To
Renewal and Recreation Policy Development and Scrutiny Committee - 29 January 2015				
Matters Arising from Previous Meetings	LT	No		
R&R PDS Work Programme	LT	No		
R & R Budget Monitoring 2014/15	CM	Yes		
R & R Business Plan 2014/15	HJ/LC	Yes		
Arts in Bromley	?	No		
Future of the Priory Site	CB	No		
Town Centre Management Update	MP	No		
Town Centres Development Programme Update	KM	No		
Planning Appeals / Determination of Applications / Staffing	JK	No		
Renewal and Recreation Policy Development and Scrutiny Committee – 18 March 2015				
Matters Arising from Previous Meetings	LT	No		
R&R PDS Work Programme	LT	No		
R & R Budget Monitoring 2014/15	CM	Yes		
R & R Business Plan 2014/15	HJ/LC	Yes		
Bromley Library Review	CB	Yes		
Town Centre Management Update	MP	No		
Town Centres Development Programme Update	KM	No		
Planning Appeals / Determination of Applications / Staffing	JK	No		
Chairman's Annual Report	Chairman	No		
Bromley Economic Partnership – 14 April 2015				

To Be Scheduled

- 1 Individual reports on Growth and Delivery Plans for Biggin Hill, Cray Valley and Bromley Town Centre.
2. Outcome of re-tendering process for Churchill Theatre (report in May 2015).

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Report No.
FSD14073

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal & Recreation Portfolio Holder

For Pre-decision Scrutiny by the Renewal & Recreation PDS Committee

Date: 18th November 2014

Decision Type: Non-Urgent Executive Non-Key

Title: BUDGET MONITORING 2014/15

Contact Officer: Claire Martin, Head of Finance
Tel: 020 8313 4286 E-mail: claire.martin@bromley.gov.uk

Chief Officer: Marc Hume, Director of Regeneration and Transformation
Nigel Davies, Executive Director of Environment and Community Services

Ward: Boroughwide

1. Reason for report

This report provides an update of the latest budget monitoring position for 2014/15 for the Renewal and Recreation Portfolio based on expenditure and activity levels up to 30th September 2014. This shows a projected overspend of £69k for the total portfolio budget.

It also reports the level of expenditure and progress with the implementation of the selected projects within the Member Priority Initiatives.

2. **RECOMMENDATION(S)**

2.1 The Portfolio Holder is requested to endorse the latest 2014/15 budget projection for the Renewal & Recreation Portfolio.

2.2 Note the progress of the implementation of the Renewal and Recreation projects within the Member Priority Initiatives.

Corporate Policy

1. Policy Status: Existing policy. Sound financial management
 2. BBB Priority: Excellent Council.
-

Financial

1. Cost of proposal: Estimated cost N/A
 2. Ongoing costs: Non-recurring cost.
 3. Budget head/performance centre: Renewal & Recreation Portfolio Budgets
 4. Total current budget for this head: £13.6m
 5. Source of funding: Existing revenue budgets 2014/15
-

Staff

1. Number of staff (current and additional): 217ftes
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: Statutory requirement. The statutory duties relating to financial reporting are covered within the Local Government Act 1972; the Local Government Finance Act 1998; the Accounts and Audit Regulations 1996; the Local Government Act 2000 and the Local Government Act 2002
 2. Call-in: Call-in is applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The services covered in this report affect all Council Taxpayers, Business Ratepayers, those who owe general income to the Council, all staff, Members and Pensioners.
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 The 2014/15 projected outturn is detailed in Appendix 1, with a forecast of projected spend for each division compared to the latest approved budget and identifies in full the reason for any variances.
- 3.2 Costs attributable to individual services have been classified as “controllable” and “non-controllable” in Appendix 1. Budget holders have full responsibility for those budgets classified as “controllable” as any variations relate to those factors over which the budget holder has, in general, direct control. “Non-controllable” budgets are those which are managed outside of individual budget holder’s service and, as such, cannot be directly influenced by the budget holder in the shorter term. These include, for example, building maintenance costs and property rents which are managed by the Property Division but are allocated within individual departmental/portfolio budgets to reflect the full cost of the service. As such, any variations arising are shown as “non-controllable” within services but “controllable” within the Resources Portfolio. Other examples include cross departmental recharges and capital financing costs. This approach, which is reflected in financial monitoring reports to budget holders, should ensure clearer accountability by identifying variations within the service that controls financial performance. Members should specifically refer to the “controllable” budget variations relating to portfolios in considering financial performance. These variations will include the costs related to the recession.

Chief Officer Comments

- 3.3 Overall, the controllable budget for the Renewal and Recreation Portfolio is projected to be overspent by £69k.
- 3.4 As part of the budget setting process for 2014/15 a budget savings target of £150k was included in the culture budget. To date, £90k savings have been identified leaving a balance of £60k. It is intended to identify further savings during the next few months in order to ensure that the culture budget will be balanced from April 2015 onwards.
- 3.5 The full years savings of £300k built into the library budget will not be realized until April 2015 due to two factors; the first is that a detailed consultation has been undertaken during the last few months with both the public and the library staff over options for reducing opening hours and the second is that in order to achieve the reduction in staffing, it is necessary to install the RFID system in the remaining 9 libraries. This installation will not be completed until after October 2014 and therefore only part year savings of £100k will be achieved for 2014/15.
- 3.6 The overspend of £260k within Recreation is partly offset by an underspend of Cr £191k within Planning.

Member Priority Initiatives

- 3.7 Council on 26th March 2012 approved the setting aside of £2.260m in an earmarked reserve for Member Priority Initiatives. The Renewal and Recreation Portfolio is responsible for the delivery of three initiatives as detailed below: -

Member Priority Initiatives

	Original Allocation £'000	Adjustment £'000	Revised Allocation £'000
Investing in small shopping parades	250	0	250
Beckenham Town Centre public realm improvements	250	-150	100
Support tackling youth unemployment amongst young people	500	-260	240
	1,000	-410	590

3.8 £150k of the sum for Beckenham Town Centre has been set aside to match fund the capital scheme and £260k of the tackling youth unemployment project has been transferred to the Phase 2 project which will be delivered by the Bromley Education Business Partnership.

4. POLICY IMPLICATIONS

4.1 The Resources Portfolio Plan for 2014/15 includes the aim of effective monitoring and control of expenditure within budget and includes the target that each service department will spend within its own budget.

4.2 Bromley's Best Value Performance Plan "Making a Difference" refers to the Council's intention to remain amongst the lowest Council Tax levels in outer London and the importance of greater focus on priorities.

4.3 The four year financial forecast report highlights the financial pressures facing the Council. It remains imperative that strict budgetary control continues to be exercised in 2014/15 to minimise the risk of compounding financial pressures in future years.

4.4 Chief Officers and Departmental Heads of Finance are continuing to place emphasis on the need for strict compliance with the Council's budgetary control and monitoring arrangements.

5. FINANCIAL IMPLICATIONS

5.1 Both the overall budget and the controllable budget for the Renewal and Recreation Portfolio is projected to be overspent by £69k based on financial information available as at 30th September 2014. Some of the major variations are summarised below with more detailed explanations included in Appendix 1.

5.2 A surplus of income of £160k from non-major applications and pre-application meetings is projected as activity has increased. Following several recent departures across planning, there is a projected underspend of £40k which is offset by an increase in legal costs of £40k for specialist advice required for a public enquiry.

5.3 To date, only £90k of the £150k budget savings have been achieved within culture, which has meant that an overspend of £60k is projected. Further savings are expected to be identified to enable a balanced budget to be set from April 2015.

5.4 As a detailed consultation was carried out with the public and library staff during the last few months, and the fact that the Radio Frequency Identification Data system (RFID) has yet to be installed in the remaining 9 libraries, the savings target of £300k will not be met during this financial year. It is estimated that £100k part year saving will be realized and that the full £300k will be achieved from April 2015.

5.5 Other variations include a net underspend for salaries within Renewal and a minor underspend within the non-chargeable service for Building Control.

5.6 The table below summarises the main variances: -

Summary of Major Variations

	£'000
Income from non-major planning applications	Cr 100
Legal expenses for public enquiry	40
Surplus income from pre-application meetings	Cr 60
Underspend within staffing	Cr 40
Underachievement of budget savings within culture	60
Underachievement of budget savings within library service	200
Other minor underspends within Renewal and Building Control	Cr 31
	<u>69</u>

5.7 Appendix 2 shows that £495k has been spent or committed out of the £590k set aside for the three projects within the Member Priority Initiatives. A further £95k is expected to be spent in 2015/16. It also has comments on the progress of each of the schemes.

Non-Applicable Sections:	Legal, Personnel
Background Documents: (Access via Contact Officer)	2014/15 budget monitoring files within ES/R & R finance section

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Renewal and Recreation Budget Monitoring Summary as at 30.09.2014

2013/14 Actuals £'000	Division Service Areas	2014/15 Original Budget £'000	2014/15 Latest Approved £'000	2014/15 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
	R&R PORTFOLIO							
0	Commissioning Fund							
0	Commissioning Fund	0	0	0	0		0	0
		0	0	0	0		0	0
	Housing Strategy & Development							
Cr 16	Housing Strategy & Development	Cr 14	Cr 14	Cr 14	0		0	0
Cr 16		Cr 14	Cr 14	Cr 14	0		0	0
	Planning							
Cr 23	Building Control	12	12	Cr 8	Cr 20	1	Cr 10	0
Cr 165	Land Charges	Cr 168	Cr 168	Cr 168	0		0	0
492	Planning	649	649	489	Cr 160	2	Cr 40	0
1,119	Renewal	1,093	1,153	1,142	Cr 11	3	Cr 20	0
1,423		1,586	1,646	1,455	Cr 191		Cr 70	0
	Recreation							
2,029	Culture	1,902	1,928	1,988	60	4	60	0
4,882	Libraries	4,656	4,913	5,113	200	5	200	0
243	Town Centre Management & Business Support	240	240	240	0		0	0
7,154		6,798	7,081	7,341	260		260	0
8,561	Total Controllable R&R Portfolio	8,370	8,713	8,782	69		190	0
9,276	TOTAL NON CONTROLLABLE	2,577	2,601	2,601	0		0	0
2,215	TOTAL EXCLUDED RECHARGES	2,275	2,261	2,261	0		0	0
20,052	PORTFOLIO TOTAL	13,222	13,575	13,644	69		190	0

Reconciliation of Latest Approved Budget

£'000

Original budget 2014/15

13,222

Repairs & Maintenance

17

Local Plan Implementation

60

Business Support Scheme - Grant Related Expenditure

23

Business Support Scheme - Grant Related Income

Cr 23

Discretionary rate relief returned to the General Fund

Cr 6

Radio Frequency Identification Data

275

Increase in annual insurance premiums

7

Latest Approved Budget for 2014/15

13,575

REASONS FOR VARIATIONS

1. Building Control Cr £20k

For the chargeable service, an income deficit of £70k is anticipated based on information to date. This is being more than offset by a projected underspend within salaries of £90k arising from reduced hours working / vacancies. In accordance with Building Account Regulations, the net surplus of £20k will be carried forward via the earmarked reserve for the Building Control Charging Account.

Within the non-chargeable service, as a result in delays in not appointing to vacant posts, there is a projected underspend of £20k.

2. Planning Cr £160k

Income from non-major planning applications is £58k above budget for the first six months of the year, and a surplus of £100k is projected for the year. For information, actual income received for April to August is £70k higher than that received for the same period last year.

For major applications, £185k has been received as at 30th September and planning officers within the majors team have provided a schedule of additional potential income that may be received in the coming months of approximately £235k. Allowing for delays in some of this income being received, as well as other items not being received at all, a balanced budget of £300k is being projected for major applications at this stage of the year.

There is projected surplus income of £60k from pre-application meetings due to higher than budgeted activity levels.

Following several recent departures across the service, there is a projected underspend on staffing budgets of £40k

Within legal expenses, there is a projected overspend of £40k. This is largely due to the projected costs of a public enquiry where costs are being incurred for consultants to provide specialist advice.

Summary of variations within Planning:

	£'000
Surplus income from non-major applications	Cr 100
Balanced budget within major applications	0
Surplus pre-application income	Cr 60
Underspend within staffing	Cr 40
Overspend on legal expenses	40
Total variation for planning	Cr 160

3. Renewal Cr £11k

Within salaries, there is a projected net underspend of £11k. This has arisen due to a combination of departing staff being replaced at the lower end of the salary scale, and a secondment to Resources not being back-filled for 6 months.

4. Culture £60k

A budget saving of £150k was built into the culture budget for 2014/15 in anticipation that a review of the service would deliver the necessary savings. To date only £90k savings have been identified, leaving a budget gap of £60k. It is expected that further savings will be identified to ensure a balanced budget from April 2015.

5. Libraries Dr £200k

As part of the budget setting process for 2014/15, savings of £300k were built into the library budget. Detailed consultations have taken place with both staff and the public over the last few months about options to reduce opening hours. The installation of the Radio Frequency Identification Data system (RFID) in the remaining 9 libraries will be undertaken in the next two months and it is expected that only part year savings of £100k will be achieved this financial year. The full £300k savings will be achieved from April 2015.

Waiver of Financial Regulations

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempted from the normal requirement to obtain competitive quotations, the Chief Officer has to obtain the agreement of the Director of Resources and Finance Director and (where over £100,000) approval of the Portfolio Holder, and report use of this exemption to Audit Sub committee bi-annually. No waivers over £50k have been approved since the last report to the Executive.

Virements Approved to date under Director's Delegated Powers

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" will be included in financial monitoring reports to the Portfolio Holder. Since the last report to Executive, no virements have been actioned.

Analysis of Members' Initiatives - Earmarked Reserves @ 30.09.2014

Item	Divison / Service Area	Responsible Officer	Allocation £'000	Total spend during 2012/13 & 2013/14 £'000	Spend to Date 2014/15 £'000	Commitments & planned expenditure £'000	Total spend & commitments £'000	Balance available £'000	Comments on Progress of Scheme
Investment in small shopping parades	Recreation - Town Centre Management & Business Support	Martin Pinnell	250	144	41	52	237	13	At this stage, it is anticipated that the remaining balance of £13k will be allocated and spent in 2015/16
Tackling youth unemployment	Recreation - Business Support	Hannah Jackson	240	18	24	116	158	82	This is a 3 year project. Estimated spend for 2014/15 is £140k and for 2015/16 £82k. A sum of £260k has been transferred for the delivery of Phase 2 of the project.
Beckenham Town Centre public realm improvements	Planning - Renewal	Kevin Munnely	100	100	0	0	100	0	£100k allocation fully spent. Balance of £150k has been transferred for match funding for the Beckenham Town Centre Improvement Capital Project.
TOTAL			590	262	65	168	495	95	

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Report No.
DRR14/090

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal & Recreation Portfolio Holder

**For Pre Decision Scrutiny by the Renewal and Recreation
Policy Development and Scrutiny Committee**

Date: 18th November 2014

Decision Type: Non-Urgent Executive Non-Key

Title:
LIBRARY SERVICE STRATEGY

Contact Officer: Colin Brand, Assistant Director, Environment & Community Services
Tel: 020 8313 4107 E-mail: colin.brand@bromley.gov.uk

Chief Officer: Nigel Davies, Director of Environment & Community Services

Ward: All Wards

1. Reason for report

- 1.1 Bromley Libraries currently operates a network of 14 static libraries following on from the recent library review which has resulted in the closure of the Mobile Library and the merger of Penge and Anerley Libraries. In an entirely new concept, Library facilities will still be available at the Anerley site in the form of a Smart Locker and IT facilities to meet the needs of the Community, this offer will be managed by the Crystal Palace Community Partnership. The Library review also reduced Bromley Libraries opening hours from 605 per week to 527.5. The implementation of these measures was necessary due to the recommendations from the budget setting process for 2014/15 which included a reduction of the Library service budget by £300k in order to make necessary savings.
- 1.2 Due to continuing financial constraints that the council faces, consideration now needs to be given to the most cost effective and efficient way of managing the boroughs library service going forward
- 1.3 As with all library authorities, the borough's library service is formed up of a network comprising individual libraries and as such, changes should be considered in terms of a strategic perspective and not in isolation, library by library. This report sets out the strategy for taking the Library Service forward post the completion of the baseline opening hours work stream.

- 1.4 The report sets out the detail behind this strategy which is underpinned by the development of community managed libraries, and the exposure of the core library offer to the market for market testing.
-

2. RECOMMENDATION(S)

2.1 That the Renewal & Recreation Policy, Development and Scrutiny Committee note the content of this report and provide comments to the Renewal & Recreation Portfolio Holder.

2.2 That the Portfolio Holder for Renewal and Recreation agrees the strategic approach as set out in this report, namely:

- **The development of community managed libraries as set out in paragraph 3.19**
- **Market testing the core library offer**

and approves that officers seek to formally consult with library users and staff on the proposals, and that the outcome of this consultation is reported back to a future meeting of this Committee in early 2015.

Corporate Policy

1. Policy Status: New policy.
 2. BBB Priority: Vibrant Thriving Town Centres.
-

Financial

1. Cost of proposal: Estimated cost £35k one-off costs and potential annual savings of £250k
 2. Ongoing costs: Recurring cost. Potential annual savings of £250k from establishment of 6 community libraries
 3. Budget head/performance centre: Library Service
 4. Total current budget for this head: £4.6m and £64k
 5. Source of funding: Existing revenue budget 2014/15 and Commissioning Fund
-

Staff

1. Number of staff (current and additional): 111ftes
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: <please select>
 2. Call-in: <please select>
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 2,000,000 library visits per annum.
-

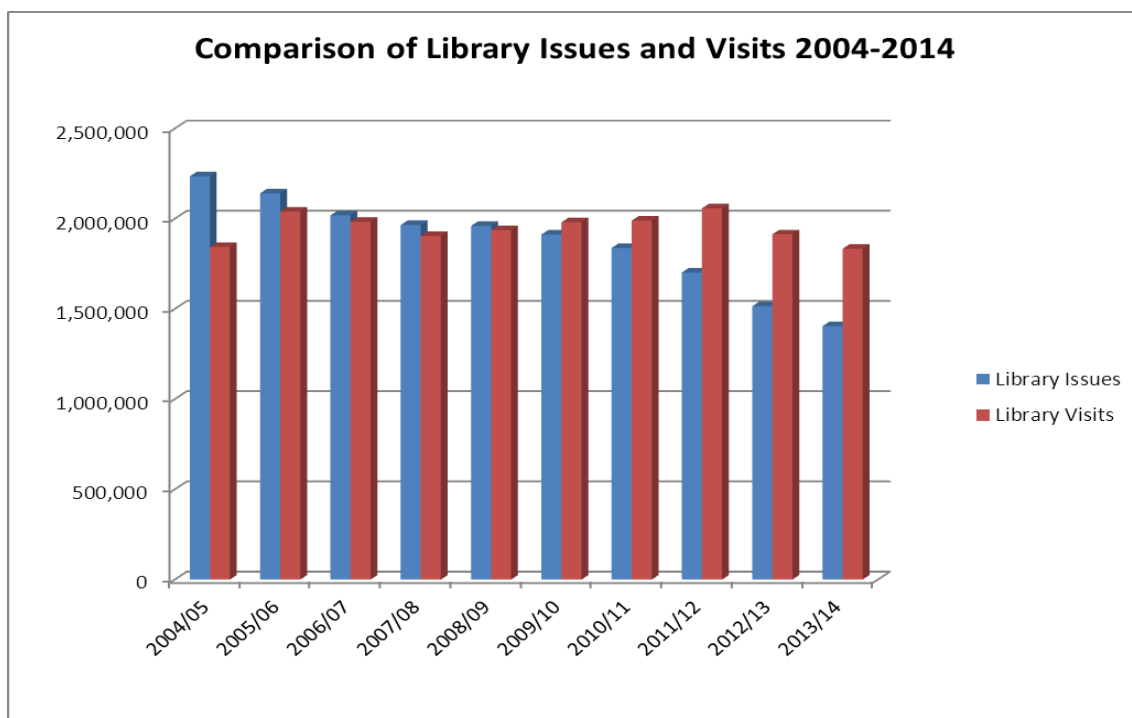
Ward Councillor Views

1. Have Ward Councillors been asked for comments? <please select>
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 Since the adoption of the last Library Strategy in 2007, there has been significant and profound changes in the delivery of the borough's library service. In particular, investment has been made in three new libraries, Biggin Hill, Orpington and latterly, the new Penge Library. This investment has seen significant growth in the use of the modernized library buildings which has been maintained. Following the initial introduction of RFID into libraries, this self-service technology will now be rolled out to all of the 14 libraries by the end of the calendar year.
- 3.2 One of the first shared services was developed in conjunction with the London Borough of Bexley which manages the back office functions of both boroughs library services. The savings accrued from reducing staff and resources whilst providing a more efficient and streamlined service. This arrangement is now in the third year of operation.
- 3.3 The Shared Back Office function has also seen the introduction of a new Library Management System which has enabled local residents to access the book stock of 17 London Library authorities through the online catalogue. More recently, opening hours have been amended to reflect more accurately patterns of use giving rise to savings of £300k per annum.
- 3.4 A fully automated library book offer is to be installed at Anerley Town Hall, supported by a number of People's Network terminals facilitating access to the boroughs library service and book catalogue via a remote site.
- 3.5 The net controllable budget of the Library service has reduced over the corresponding period by approximately £1m per annum.
- 3.6 Bromley Libraries are currently tiered to reflect the potential catchment areas and range of services provided as follows:
- **Central, Beckenham and Orpington Libraries**
Bromley Central Library has the largest stock to choose from. Orpington and Beckenham Library have slightly smaller but still comprehensive collections.
 - **Neighbourhood Libraries**
Biggin Hill, Chislehurst, Petts Wood, Penge. West Wickham are neighbourhood Libraries with medium-sized collections and circulating stock to support customer choice.
 - **Community Libraries**
Burnt Ash, Hayes Mottingham, Shortlands, Southborough and St Paul's Cray are Community Libraries whose stock is aimed at two particular target groups: the active elderly and children. Penge was formerly part of the Community Libraries tier, however due to enhanced stock and facilities since moving to a new library building, it is no longer included in this tier.
- 3.7 Whilst the trend nationally is for decreasing visits to Libraries, broadly speaking library visits in Bromley have remained relatively static. Issues however have though continued to drop by approximately 800,000 per annum over the last ten years. Table 1 illustrates both patterns of visits and book issues over the last ten years.

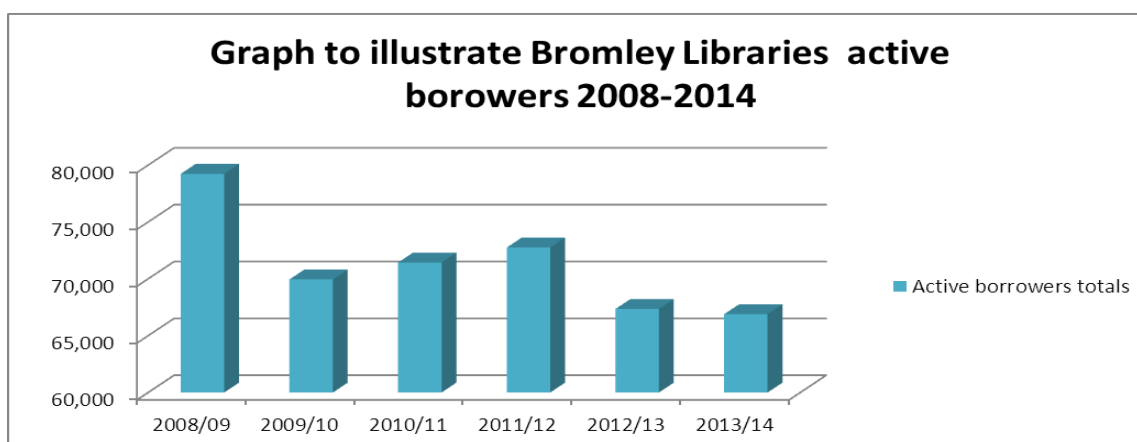
TABLE 1



Year	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Library Issues	2,235,301	2,140,949	2,018,887	1,965,548	1,960,679	1,912,499	1,838,183	1,702,366	1,514,950	1,404,601
Library Visits	1,843,260	2,038,985	1,983,650	1,904,435	1,936,739	1,980,206	1,989,800	2,057,961	1,913,463	1,833,514

3.8 Table 2 below, illustrates the decline over the last ten years of active borrowers, which is reflected in the overall reduction in library issues. What these tables highlight though, is that a significant proportion of people are utilising libraries for purposes other than borrowing books. Libraries within Bromley continue to remain popular with local residents, with the CIPFA PLUS survey indicating satisfaction ratings above 90 percent for the majority of Libraries in the borough.

TABLE 2



3.9 In order to begin to consider the future direction of travel for the borough's library service, a member Working Group was established, comprising Cllr. Morgan, Portfolio Holder, Cllr. Payne, PDS Chairman and Cllr. Michael. The Group met at the end of September to consider the terms of reference for the Working Group. It was felt that significant emphasis should be

given to the Council's financial position and the budget pressures that it faces over the next five years; having previously acknowledged in past reports that despite the statutory nature of the library service, it is not immune from budget pressures. It was also acknowledged that where investment had been made in the Library Service, that tangible benefits were seen in terms of take up and use and that this should be reflected in the terms of reference. The Following wording was agreed:

To develop a Library Strategy that takes into account the continuing financial pressures and challenges that the London Borough of Bromley faces over the next five years and also the changes in usage pattern and demand evidenced over the last ten years.

The new strategy will seek to provide sufficient flexibility to enable consideration of future service and cost efficiencies that may be achieved through alternative management approaches including the development of 'community' managed libraries and management externalisation through market testing.

The developing library strategy will also seek to build upon good practice already established within the borough and will seek to identify ways in which the current provision can be enhanced through modernisation and refurbishment.

3.10 The updated strategic approach centres around three distinct work streams which seek to preserve core services to local residents whilst simultaneously also reducing operating costs. In addition to this, all strategic work streams are compliant with the stated ambition of the authority to move towards a Commissioning authority. In order to further the strategic direction set out in the terms of reference above, it is proposed, subject to the outcome of consultation and member approval in March 2015 to:

- 1) Seek to develop Community Management options at the six Community Libraries, Burnt Ash, Hayes, Mottingham, Shortlands, Southborough and St Paul's Cray
- 2) Seek to take the core library offer to the market to seek an external provider to provide the direct management of the service, including ultimately the management of any community library arrangements that may have been developed. Subject to further needs assessment and consultation it is believed that Bromley's statutory duty to provide a comprehensive and efficient library service can be delivered from the following eight libraries: Central, Orpington, Chislehurst, Beckenham, Biggin Hill, Penge, Petts Wood and West Wickham. Map 1 below shows distribution of community and core offer libraries.
- 3) Look to explore opportunities to renovate and improve the authorities library asset stock. The physical condition of many of the authorities libraries suggests that over the medium term, the costs of maintaining them is likely to be high. In light of the positive response by library users and the broader community to the three refurbished libraries, Biggin Hill, Orpington and Penge, opportunities should be sought to either relocate or refurbish existing provision and upgrade the IT infrastructure.

3.11 By way of an example, the new Penge Library has welcomed a record number of new members and visitors since its public opening in August. Visitor numbers have increased by 32% in September and we have had a 233% increase in new members enrolling (50% more than the combined total of Anerley and Penge). The number of items issued has gone up by 141% (17% more than the combined total of Anerley and Penge).

Undoubtedly, its new location in the heart of the town centre has increased its accessibility for all members of the community. 69% of items were booked out using the new self-service facility and the expectation is for this to continue to increase.

Map 1

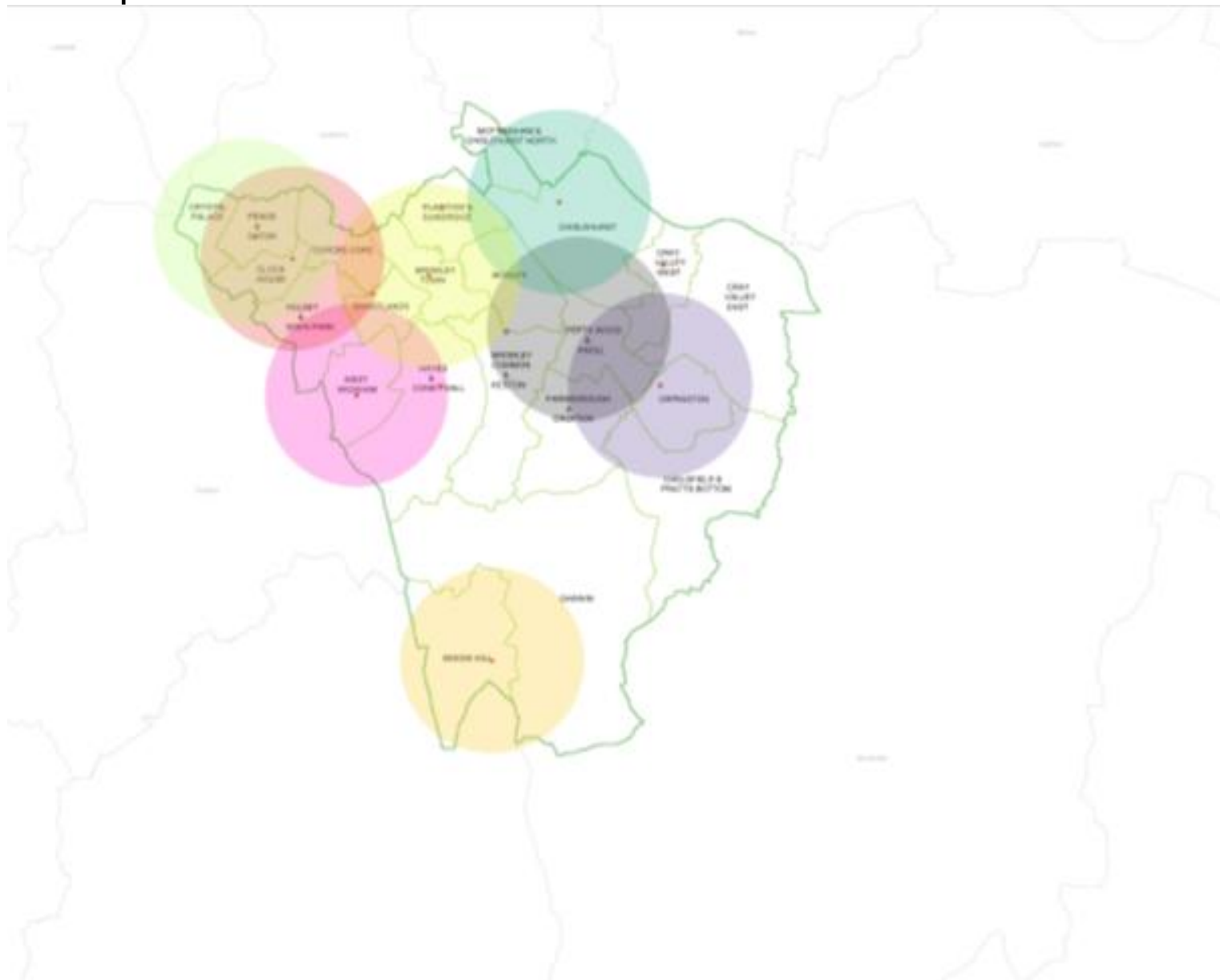
This highlights the distribution of potential Community Managed Libraries and the Council's potential core library offer.



3.12 Map 2 below shows how the proposed core offer will provide for access to a library service for the majority of the borough's populations within a 1.5 mile radius of each library. 80 percent of the borough's population will be served by a library under this proposal. All of these libraries are served by regular bus routes, in some cases more than one bus route is linked to each library. More detail on this is found in appendix 1 The notable gaps in potential library cover occur around Mottingham, St. Pauls Cray and Bromley Common. This position can be improved by taking into account community led libraries which can be developed in such a way as to contribute to the Council's duty to provide a comprehensive and efficient library service. By taking into account potential community libraries at Mottingham, St. Pauls Cray and Southborough, it is possible to improve the library network cover to 95 percent of the borough's population.

3.13 Given that there have been significant legal challenges on local authorities who have sought to either reduce or change the management arrangements of their library stock, it is proposed that Counsel's Opinion is sought on the proposals as set out in this report. It is anticipated that this opinion will cost in the region of £5k. Given that, following extensive consultation earlier this year on library opening hours and the successful introduction of the revised hours, it is not proposed to amend these further as part of this strategic approach.

Map 2



Community Management of Public Libraries

- 3.14 In recent years following significant cutbacks in public spending, a growing number of local authorities in England have sought to outsource the delivery of some branch libraries to groups within their communities. An Arts Council study published in December 2013 found that the number of community managed libraries either already operating or in the planning stage was over 425, approximately 12% of all public libraries in England and this number is increasing. More than one in three public library authorities have as least one community managed library operating in their areas covering every region of England. In 2012, public consultation centred around Bromley's library service indicated that 62% of those surveyed were in favour of volunteers being used to help qualified library staff, as being a way of improving library services.
- 3.15 Community management can imply a wide range of approaches, the term is broadly accepted to include individual volunteers, community and voluntary sector organisations and local social enterprises. These Community Managed Libraries are delivered mainly by volunteers though in some cases working alongside or supported by paid staff, depending on the model used. There are a number of different approaches and models ranging from asset owning to

commissioned community libraries. Some remain part of the Council's statutory provision whilst others do not. The libraries that are becoming community supported or managed tend to be the smaller libraries such as those in Bromley's community Libraries tier. Appendix 1 sets out the various approaches to community management that a local authority can adopt

- 3.16 Public libraries operate within the overall accountability framework of the Public Libraries and Museums Act 1964, being formally superintended by the Secretary of State for Culture, Media and Sport, but in terms of delivery, library services are fundamentally local services. There is no national standards framework that must be applied, giving local authorities a lot of freedom to design their services to meet local needs and aspirations with their available resources.
- 3.17 In the last few years, in the main, since 2010 there has been a rapidly growing trend to involve communities in library service delivery in more significant ways. This involvement has focused not only on the service management but in many cases on ownership and management of the buildings.
- 3.18 Two neighbouring boroughs, Bexley and Lewisham, have introduced community-run libraries. Bexley have now successfully introduced two community-run libraries with plans in train to deliver a further four, leaving the authority with a strategic core offer of six libraries from which to deliver its 'comprehensive and efficient library service'. Likewise, Lewisham has successfully developed five community libraries, with a residual core offer of seven libraries managed and controlled by the local authority.
- 3.19 The purpose of this report is to give full and careful consideration to the concept of community management and the other options available as a way forward in order to preserve the future of the tier of community libraries in Bromley.
- 3.20 With reference to Appendix 1 and the options contained within it, based on the experience of other local authorities, Option 2a 'Community Managed' is seen as the preferred option on which to build the community managed option within Bromley. The benefits of this approach are that the authority can enter into full repairing leases with an appropriate community organisation, with the responsibility for running the library resting with that organisation. The authority can provide a level of centrally based support (see below) and the Community Library would remain on the local authority library management system, thus contributing to the authorities broader library offer. This is an important point, as it ensures that the authority continues to fulfil its statutory duty to provide a comprehensive and efficient library service. This approach has worked well in a number of local authorities, and whilst at the outset, the opening hours and core offers can be specified, most community run libraries of this type have gone on to exceed the original specification.
- 3.21 The approach highlighted in Option 2a allows for the Community Libraries to still receive support from the Shared Service team in specialist areas such as IT, Information Services, Children & Families, and Stock and Reader Development. Additional support and training will initially be required by the organisations managing the Community Libraries. This will be beneficial as it will enable the Service to monitor the contract in order to retain standards and establish continuity until the services are fully established and operating successfully. To ensure an easy transition it is recommended that a Community Management Operations Support Team is set up. This will consist of a Community Library Co-ordinator and a Community Library Supervisor, at a cost of £70k per annum. The role of this team will be
- To act as the first point of contact for the Community Managed Libraries
 - To liaise with the Shared Library Service Managers and teams on behalf of and regarding the interests of the Community Managed Libraries

- To act as first point of contact for LLC queries in order to maintain and meet standards
- Contract Monitoring - To ensure that Community Managed Libraries are meeting the terms and conditions of their contract by monitoring key areas e.g. opening hours, quality and range of activities etc.
- To flag up problems and Issues to the commissioning team
- To act as liaison regarding Issue and Visitor statistics ensuring these are collected accurately for inclusion in annual CIPFA statistics
- To provide initial Customer Care training and support for volunteers
- To provide training and support for volunteers in a wide range of stock related functions ranging from shelving and tidying to stock selection
- To provide training and support to volunteers in the delivery of reader development activities e.g. Reading groups, school visits, summer reading challenge.

3.22 An indicative timetable for the development of Community Libraries is set out below. Although in principle, the procurement of a community run library is very similar to the standard authorities procurement process, acknowledgment has to be given to the fact that those responding to the process may not have the initial experience to fully engage with the process. As such sufficient time has been built into the programme to allow for this and for officers to work with interested groups to enable the best development of their ideas. Depending on the outcome of the proposed consultation and ultimately the community management model adopted, it may be necessary to provide full condition surveys on those library buildings that the authority would be looking to transfer. In addition, condition surveys may be required on those library assets that the authority looks to include within any market testing exercise, although ultimately this will depend on the type of procurement exercise undertaken.

COMMUNITY MANAGEMENT PROCESS TIMETABLE	INDICATIVE KEY DATES
Agree documentation for Procurement Process – EOI stage	February 2015
Process publicity announced via advert and press release	March 2015
Closing date for EOIs	April 2015
Preparation of further detailed information for next stage of process	May 2015
Evaluation and scoring of EOIs	May 2015
Despatch of phase 2 documents for business planning	June 2015
Initial meeting with groups	June-September 2015
Follow up meetings with groups	June-September 2015
Deadline for receipt of business plans etc	October 2015
Evaluation and scoring of business plans	November 2015

Interviews	November 2015
Interview scores and business plan scores finalised and normalised	December 2015
Groups notified of outcome of process	January 2016
Public announcement of outcome of selection process	January 2016
Negotiations on detail of lease and SLA – Property and Legal	February 2016
Lease and SLA finalised by Legal	February/March 2016
Formal signing and appointment	March 2016
Go live	April 2016

Service User Consultation

- 3.23 It is expected that the implementation of a project to seek Community Partners to manage some community libraries will benefit both the service and the public as it would enable all libraries in the borough to remain open despite financial constraints with some even potentially extending Library opening hours. As community managed Libraries are tailored to local needs, they are able to offer an extended range of activities tailored to their local communities with the resources provided by their extensive network of volunteers.
- 3.24 The Local Authority has a statutory duty as set out under the Public Libraries and museums Act 1964 whereby it must provide a “comprehensive and efficient” Library Service. As previously advised to members of the Council, the Courts have been clear that this is a judgement for the Council to make in the first instance as:
- The Council has intimate knowledge of local conditions and needs and has direct democratic accountability to the local population.
 - The Council must be able to demonstrate that it is not acting in a careless or unreasonable way.
 - The Council is not making decisions that may be outside the proper bounds of the Councils discretion, such as capricious decision to stop serving a particularly vulnerable group in the local Bromley community.
 - The Council has explained , analysed and properly justified its proposals.
 - That the proposals are not likely to lead to a breach of national library policies.
- 3.25 Any changes to the boroughs library service must ensure compliance with the statutory duty of the Public Libraries & Museums Act.
- 3.26 Given the significant nature of the proposals set out in this report, there is an expectation that the authority will consult with service users on these proposals. There is a broad obligation on the Council to ensure that those being consulted are provided with sufficient information and that the consultation is undertaken with sufficient time given to it, and that the responses gained from the consultation are genuinely considered by the Council. Failure to adequately and reasonably consult may result in a successful challenge by way of Judicial Review. A

successful challenge could result in the Council being required to re-commence the consultation process. Lincolnshire County Council were recently subjected to a successful challenge on their proposals to reduce the number of libraries that they operate, resulting in the Council having to start the work again leading to significant delay and cost. Draper –v- Lincolnshire County Council [2014].

3.27 In light of the above, it is proposed, subject to Members agreeing the strategic approach set out in this report, to consult with existing library users and library staff to seek their views and comments on the strategic proposals, namely to:

- Create community managed libraries.
- The scale of community management in Bromley, i.e. should community management extend beyond the proposed existing six Community Libraries.
- The type of community management structure as highlighted in Appendix 1.
- The option to close a library if no Community Management arrangement can be identified.
- The proposal to outsource the future management of the authorities core library offer.
- Options to improve and enhance a core library offer

3.28 The outcome of this consultation along with all comments received will be reported back to a future meeting of this committee in March 2015. Options to undertake the consultation electronically are currently being considered. Previous library consultation has been undertaken in a traditional format and has heavily relied on a pre-determined sample size at individual libraries with exit questionnaires being completed by an independent organisation. Given that a significant proportion of library users have acknowledged that they have access to a computer at home (75 % - 2014 survey) it is felt that an electronic consultative process would be more suited in this instance. The presence of the survey can be promoted in each of the borough's 14 libraries. Such an approach, whilst potentially opening up the survey to a wider audience would also be more cost effective, with a provisional cost estimate of £30k.

Community Consultation (EIA)

3.29 To ensure that the Council is meeting the points raised above, the Council believes that an Equality Impact Assessment (EIA) needs to be completed and additionally consideration should be given as to whether or not a Needs Assessment should also be undertaken.

3.30 The purpose of conducting an EIA is to obtain a profile of how an area of Council activity affects diverse sections of the community, and to identify any adverse impact that is unjustifiable. This is particularly important when considering to move to a community management option. Where such instances may occur the purpose of the EIA is to take remedial action in the form of an Action Plan.

3.31 An EIA examines the following groups with 'protected characteristics': Age; Disability; Gender; Marriage and Civil partnership; Pregnancy and maternity; Race; Religion and belief; Transgender or Transsexual

3.32 The EIA should determine if:

- The service is accessible for all groups

- There will be a negative impact on one or more the equality groups, or if they are equality neutral
- Could the service change affect one or more of the group in a different way to another group?
- Establish whether different equality groups have different needs
- Establish whether the function contributes to or hinders equality of opportunity.

4. LIBRARY SERVICE COMMISSIONING

4.1 The Library outsourcing model is a developing approach with a number of key providers in the market place. In general the approach can be broken down into three categories:

1) Private Sector Organisations

Carillion (formerly John Laings) are now the largest provider of library services in the country, managing library services on behalf of four authorities: Hounslow, Ealing, Croydon and Harrow.

2) Trusts

Greenwich Leisure Limited has been seeking to expand its remit away from pure leisure services and now has contracts to run library services on behalf of two local London authorities, Greenwich and Wandsworth.

In addition to this, Suffolk County Council in August 2012 outsourced its Library services to an Industrial and Provident Society, Suffolk Libraries IPS Ltd.

3) Strategic Partnership

Following a strategic review of its library services, Slough Borough Council, following a competitive process entered into a strategic partnership with Essex County Council to deliver Slough Borough's Council library services.

4.2 That, subject to the outcome of consultation, the borough's core library offer is subject to a full market testing exercise. Given that the existing Shared Service arrangement with the London Borough of Bexley terminates in December 2016, it is anticipated that if this option were to be pursued, that the necessary procurement work would be undertaken to allow for a start date of the 1st January 2017. The full scope of this work can only be developed following the outcome of the community library work stream. There is however scope to undertake much of the procurement process in tandem with that of the community library work. It is anticipated that the work that has been recently undertaken to realign opening hours with patterns of use will form the baseline for any future specification and that there will be no further change to this position in advance of any market exercise. There is the potential for joint procurement opportunities to be explored, this will be covered in the further report back to Members early in 2015.

5 POLICY IMPLICATIONS

5.1 This proposed library strategy is entirely consistent with the Councils objectives around Vibrant and Thriving Town Centres and well as being in line with the Councils broader financial strategy and its stated ambition to becoming a commissioning authority.

6. FINANCIAL IMPLICATIONS

- 6.1 The net controllable cost of the library service is £4.638m.
- 6.2 The estimated costs of £35k for the procurement of Counsel advice and undertaking a full consultation exercise, will be met from the Commissioning Fund budget, which has an unallocated budget of £64k.
- 6.3 Should the 6 community libraries be established, based on Option A within Appendix 1, and after allowing for the cost of the support team (£70k), annual savings of approximately £250k could be achieved.
- 6.4 Any potential redundancy costs will be met from the central contingency provision for redundancy/early retirement costs arising from budget savings.
- 6.5 It should be noted that condition surveys may need to be undertaken at an estimated cost of £30k, however if this work is required, the details and funding will be included in the future report to Members in early 2015.

7. LEGAL IMPLICATIONS

- 7.1 There were a number of pieces of legislation that affected the authority's decision making on the delivery of a library service, in particular:
- 7.2 The Public Libraries and Museums Act 1964 requires the authority to provide a "comprehensive and efficient" public library service. The terms "comprehensive and efficient" are not defined within the Act; however the Act requires local authorities to provide, free of charge, access for people who live, work or study in their area to borrow or refer to books and other material in line with their needs and requirements.
- 7.3 The Equality Act 2010 further places a duty on a public body to carry out Equality Impact Assessments as soon as a new policy, function or service is considered.
- 7.4 The Local Government and Public Involvement in Health Act 2007 and the new Statutory Guidance for the Duty to Involve places authorities under a duty to consider the possibilities for provision of information to, consultation with and involvement of representatives or local persons across all authority areas.
- 7.5 Subject to members agreeing the strategic approach set out in this report, it is proposed to seek Counsels opinion on the strategy to confirm that the approach does not create a situation whereby the Council could be challenged in the future over its duty to provide a Comprehensive and efficient library service.

8. PERSONNEL IMPLICATIONS

- 8.1 The proposals set out in the report to agree the strategic approach to develop community managed libraries and market test the core library service has implications for staff. Staff and their representatives have been advised of the contents of this report, along with the recommendations contained therein and any comments received to date will be communicated to Members at the meeting.

- 8.2 If Members agree to the recommendation to seek to establish Community Managed Libraries and to market test the remaining library offer staff and their representatives will be engaged and consulted as early as practicable and throughout the process of consultation with all the relevant stakeholders. Any staffing implications arising from the recommendations will need to be carefully planned for and managed in accordance with Council policies and procedures and with due regard for the existing framework of employment law.

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	<p>Renewal and Recreation Libraries Survey Outcome of Consultation – 10th July 2012.</p> <p>London Borough of Bromley CIPFA Comparative Profile Public Libraries.</p> <p>Bromley Library Service Proposal for Reorganisation - 1st April 2014 DRR14/024</p> <p>Bromley Library Service – Outcome of Consultation 23rd June 2014 DRR14/054</p>

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Communities are supporting libraries in different ways

There is an immense variation in practice on the ground. No two library authorities have followed exactly the same approach, so there is a broad spectrum in the nature of activities. Authorities also often use more than one model, accepting that even within an area, 'one size does not fit all'. The roles that members of the community play within each library can also vary significantly.

The different approaches to involving communities in supporting or managing libraries are summarised in the table below.

Different types of community libraries

Type of Model	1) Independent Community Library These have no public sector involvement		2) Co-Produced Library These are partnership models with both public sector and community involvement		
	1a) Asset owning Independent community library, owns its own premises, sometimes after asset transfer from local authority	1b) Non-asset owning Independent community library, with no long term lease or freehold on its premises	2a) Community Managed These are community-led and largely community delivered, rarely with paid staff, but often with some form of ongoing Council support and often still part of the public library network	2b) Community supported These are Council-led and funded, usually with paid professional staff, but given significant support by volunteers	2c) Commissioned community These are commissioned and fully funded by the Council but delivered by a not-for-private-profit community, social enterprise or mutual organisation, either existing or newly created. Councils might commission i) individual libraries; or ii) the whole library service
Provision of Council staffing and funding?	No	No	Some limited support, mainly in the provision of book stock, self-service terminals and professional advice	Yes, Council continues core funding and staffing	Yes, Council remains the funder
Part of the local library management system?	No	No	Yes, usually, but access to some functions may be limited	Yes	Yes
Community asset transfer (CAT) of the building?	Yes	No	Sometimes	Unlikely	Unlikely
Part of statutory provision?	No	No	Many are, some are not	Yes	Yes
Community influence in running libraries?	High	High	High	Medium	Medium
Extent of ongoing public funding?	None	None	Low	Medium	High

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Transport Links to Bromley Libraries

All Bromley Libraries are served by regular bus routes. In all cases more than one bus route is linked to each library

Beckenham Library

The library is served by bus routes 227, 194, 358, 354 and Clockhouse rail station. Limited parking is available at the library but there are spaces in the Spa Leisure Centre pay and display car park

Biggin Hill Library

The library is served by bus routes R2, R8, 246, 320, 464. There is a car park at the rear of the library and street parking is available in Church Road.

Burnt Ash Library

The library is served by bus routes 126, 261, 336. There is a free public car park at the rear of the shops on Burnt Ash Lane.

Central Library

The library is served by major bus routes and two rail stations - Bromley North and Bromley South. There are several pay and display car parks within easy walking distance

Chislehurst Library

The library is served by bus routes 161, 61. There is a small pay and display car park to the rear of the library.

Hayes Library

The library is served by bus routes 119, 353, 146.

Mottingham Library

The library is served by bus routes 124, 126, 161. Street parking is available in West Park, Grove Park Road, Court Road and Mottingham Road.

Orpington Library

The library is served by bus routes 51, 61, 208, 353, 477, B14, R1 R2, R3, R4, R5, R6, R11. There is a Sainsbury's multi-storey car park adjacent to the library, accessed from Juglans Road, and limited High Street parking.

Penge Library

The library is served by bus routes 227, 358, 194

Petts Wood Library

The library is served by bus routes 208, R3, R5 and Petts Wood rail station. There is a pay and display car park close to the library

Shortlands Library

The library is served by bus routes 162, 358 and Shortlands rail station. The library has 4 spaces and street parking is available. There is also a cycle stand.

Southborough Library

The library is served by bus routes 208, 336. Street parking is available in St Augustines Avenue

St Pauls Cray Library

The library is served by bus routes B14, R1, R11. Street parking is usually available.

West Wickham Library

The library is served by bus routes 119, 194. The nearest public car park is in Station Road.

Report No.
DRR14/103

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: **RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Date: **Tuesday 18 November 2014**

Decision Type: Non-Urgent Executive Non-Key

Title: **REVIEW OF BROMLEY TOWN CENTRE MARKETS**

Contact Officer: Martin Pinnell, Head of Town Centre Management and Business Support
Tel: 020 8313 4457 E-mail: martin.pinnell@bromley.gov.uk

Chief Officer: Executive Director of Environment & Community Services

Ward: Bromley Town;

1. Reason for report

At the September R&R PDS Committee Members were minded to request a review of the current operation of the Bromley town centre markets and to develop proposals for the future development of this key feature of the town centre. The report provides some suggested options for Members of the R&R PDS Committee to comment upon and requests the drawdown of some initial seed funding to assist with the development of the market.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to approve the expenditure of up to £25k from a section 106 agreement which earmarked £50k for Town Centre improvements to assist with development, planning and design costs in support of the changes which are proposed.

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Vibrant, Thriving Town Centres
-

Financial

1. Cost of proposal: Estimated Cost £25k
 2. Ongoing costs: Non-Recurring Cost
 3. Budget head/performance centre: Section 106 Funds
 4. Total current budget for this head: £50k
 5. Source of funding: Funds obtained under Section 106 of the Town and Country Planning Act 1990 (Land south of Ringer Road Development)
-

Staff

1. Number of staff (current and additional): 1 Markets Administrator
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Applicable
-

Customer Impact

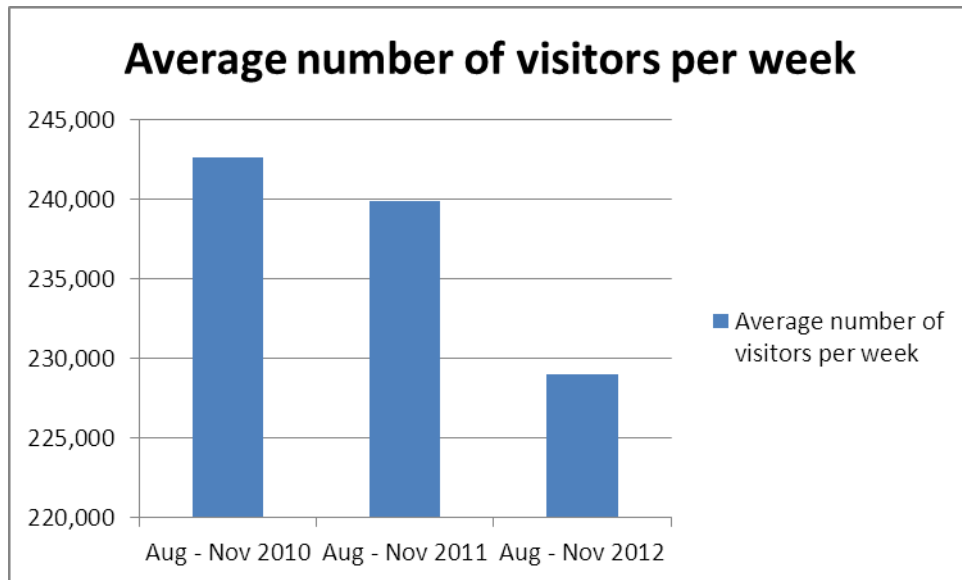
1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments: Ward Councillor views have been sought but had not been received before the report was finalised. Any views subsequently provided will be reported verbally at the Committee Meeting.

3. COMMENTARY

- 3.1 The Bromley Market first received its Royal Charter in 1205 during the reign of King John. This provided for a Tuesday market but the Charter was subsequently revised in 1447 – to move the market day to Thursday. The market was first held at Bromley Manor and then moved to Market Square where it stayed until 1933, when it then moved to Station Road car park. In July 2012 it was relocated again to the pedestrian area of Bromley High Street. The farmers and craft market has run on Fridays and Saturdays in the same location since the late 1990's. Since the relocation of the Charter Market the town's market has operated as a 3-day market from Thursday to Saturday.
- 3.2 Although markets have featured in Bromley and many other town centres for hundreds of years, in recent years these have come to the fore as one of the levers which can be used by Local Authorities, town centre partnerships and BIDs to help revitalise the fortunes of flagging High Streets. This was highlighted in the Portas Review of 2011 and was taken up by the Department of Communities and Local Government (DCLG) as one of the strands of its Future High Streets programme, and also led to the establishment of the Love Your Local Market fortnight – which has run annually since 2012. According to research commissioned by the London Development Agency in 2010 retail markets are significant contributors to the London economy - the estimated turnover of all markets in London being valued at £430m per annum, and they support approximately 7,300 full time equivalent jobs. In addition there is a multiplier effect for the spending of customers that attend markets – with an estimated £1.75 being spent in town centre shops for every £1 spent on the market. Therefore markets, if done well, can play a key part in a town centre's retail offer and local economy.
- 3.3 Markets are highly-visible and, as such, central to town promotion initiatives. Staging food and drink festivals, speciality markets and Christmas Fayres can bring an enormous boost to visitor numbers. Markets can stimulate social integration and community engagement, with revenue derived from them being recycled into competitions, contests and entertainment and other initiatives to promote and regenerate an area. Markets also represent a key element in the wider proposals for area planning and an improved public realm.
- 3.4 However, it is important to understand the impact of the Bromley Charter market as it is being operated and benchmark this against the best examples around London and the South East. Although town centre footfall has been in decline across London for a number of years – due to a range of factors – it is clear that fostering a successful market is one of the levers that a Council or town centre partnership should be using to grow visitor numbers and town centre vibrancy. Whilst the current market does impart a liveliness to the town centre on its operational days, footfall data shows that there was no significant increase in the footfall in the town centre after the Charter market had been relocated during July 2012 (see figure below).



Source: Springboard

- 3.5 It is possible that other factors such as inclement weather may have played a part in this trend and this is against a background of a general decline in town centre footfall across the UK, but it is clear that the move of the Charter market to the current location did not pay any dividends in terms of additional footfall.
- 3.6 There are a number of aspects of the market operation which need to be reviewed in order to increase its impact as a net contributor to the town centre economy. These are summarised as follows:
- Mix of goods sold: There are currently between 24 and 42 stalls occupied on each market day – with a maximum of 31 traders in occupation on the busiest days. Approx. 30% of the offer on the market is food – i.e. fruit / vegetables, other fresh food and cooked food. The majority of the remaining stalls are taken with fashion and accessories, home wares, materials / haberdashery and jewellery. The current product mix arises in the main from historical trends, which meant that the Charter market catered to the value end of the market, whilst the Friday and Saturday originally had a clear remit to deliver a local produce farmers and craft market. With the merging of the two markets into one, some blurring of the definition has occurred. Policy therefore needs to be reviewed and strengthened in this area. The current market attracts a loyal customer base and is busy enough to sustain full occupancy and nearly full occupancy on 2 out of three days of operation. However, any review of the product mix needs to examine whether the range and nature of goods currently sold can attract the full range of customers that could be hoped for within Bromley’s very affluent catchment area and whether a different mix could be more successful in this respect (see 3.10 below).
 - Layout: The physical layout of the market appears to be too linear in its configuration to provide an interesting aspect to potential users, and funnels visitors to the area through a single channel which blocks sight lines to shops on either side. Although it is acknowledged that the pop up gazebos in use as market stalls are of good quality, these are starting to age and could do with replacing with branded stalls which will help to provide an identity which can be more consistent with town centre branding. It is also noticeable that the policy of retaining the demountable stalls in situ between Thursday and Saturday means that on the days with low occupation (e.g. Fridays) the empty stalls are obvious and do not provide an attractive visual aspect to the market.

- Marketing: Although there have been some efforts to promote the market (e.g. lamp column banners), it is noticeable that within the overall direct costs of £215k only £8k is dedicated to advertising the market each year. The market suffers from a lack of distinct identity and is poorly represented online – with one static page on the Council website, and with only occasional posts on the Council’s corporate Facebook and twitter channels. It is noticeable that successful markets often have a dedicated web page and social media campaigns (e.g. www.boroughmarket.org.uk). In any future operation – working in conjunction with the proposed BID – the market should be part of an integrated town centre marketing strategy.

Taking all into consideration then the Bromley Charter Market, whilst performing on a par with many other local authority run street markets across London, is perhaps not benefitting the wider town centre as much as it could. This is down partly to positioning within the market sphere – should the Bromley Charter Market aspire more to provide an offering on a par with examples such as Kingston Ancient Market, Lower Marsh Market (Waterloo), Greenwich Market and Borough Market?

3.7 Another area that needs to be reviewed is around the cost of the operation and administration of the market together with the level of fees and charges, as historically the costs of the market operation have not been fully recovered;

- Operational and Administration costs: The review needs to look closely at the costs of the market operation which include three separate but interlinked contracts with a total cost of £150k - one to manage the day to day operations on market days, one to install and de-install the pop up stalls and another to manage overnight security. The contracts should be combined into a single contract and tendered, which could generate savings through economies of scale and be more efficient in terms of the officer time required to monitor the contract.
- Fees and Charges: For a single stall the current rents range from £45 on a Thursday or Friday to £89 on a Saturday, with discounts applying to traders booking multiple stalls. The fees and charges need to be reviewed with the aim of recovering all costs including recharges, however, benchmarking data should be used to determine the maximum charges that the market will bear so that demand is not affected. Reducing the operational costs would help to maintain fee levels at a competitive level.

3.8 Any discussion of the Bromley market needs to be seen in the context of the wider regeneration agenda – which has been guided by the Bromley Area Action Plan. Improvements have already been made to the public realm in Bromley North Village and around Bromley South and the new St Mark’s Square development is now well advanced. Also on Part 2 of this agenda Members are considering a programme of physical upgrade for the now tired pedestrian area. It is therefore an opportune moment to consider how the development of the market can be achieved in the context of overall improvement works, and any physical improvements to the town centre should be done with the accommodation of a revamped market in mind.

3.9 Another area of development which is in prospect and which will have a bearing on the future of the market is the potential development of a Bromley Business Improvement District (BID). The working group of business people representing a wide range of business types and locations across the town has been formed and a grant agreement is in place to provide up to £90k from the Council to assist with the project. The working group has appointed a delivery partner and with their assistance is aiming to see a successful BID ballot in October / November 2015. Assuming the success of this ballot, the BID would be established in April 2016. Following practice elsewhere (for example Kingston First BID runs the Kingston town centre markets) the emerging BID may well have an interest in taking over the management of the Bromley market – although it is not expected that they would be in a position to do so until a year or two into their initial five-year term – so potentially from 2018/19 onwards. Therefore, from the outset,

any proposals for the Charter Market should be discussed and developed in conjunction with the BID Working Group.

- 3.10 A review of the best examples of market practice across London and the South East and in discussions with a leading market operator and consultant has revealed that the best performing markets have a strong preponderance of food – with a mixture of both retail food stalls and specialist street food purveyors. There is also a mix of pop-up structures (similar to the ones currently used by the Charter Market) and also permanent kiosks – allowing for some pitches to be operating on a seven day a week basis – with some trading hours extending into the evenings. An example like the newly refurbished Ancient Market at Kingston shows that if designed well these permanent structures can enhance a market space and can be complementary to surrounding architecture even when not in use.
- 3.11 With the newly refurbished space in Market Square providing a much more open and pedestrian-friendly aspect – with the installation of some additional underground services (electricity and running water) this could form the heart of a revamped and revitalised Charter Market. An initial assessment of the potential for this area to accommodate market stalls suggests that up to 40 units could be placed here, with some of these of a more permanent nature. Additional kiosks could also be incorporated into a refurbished pedestrianized section of the High Street. Although a market could operate on a smaller scale basis, it is recognised that to be attractive to a professional market operator and to provide sufficient economies of scale to generate a surplus income the Charter Market should aim to have a minimum of 40 stalls, the majority of these trading at least 5 days per week (which could incorporate different specialist markets), with some of the permanent pitches trading for longer.
- 3.12 A possible vision for a revamped and revitalised Bromley Charter Market could therefore see a market which looks something like this:
- 6 or more fully serviced and sensitively designed kiosks located in Market Square and the High Street which would house traders delivering specialist street food – along with adjacent space for tables and chairs for outdoor dining. The quality of these permanent stalls would be such that they will remain attractive even when unoccupied on non-market days or overnight. Examples of similar structures in other town centres are shown in APPENDIX 1.
 - Up to 34 high quality pop up 3m x 3m Bromley Charter Market branded gazebos which would also benefit from adjacent services. The location of these would mainly be around Market Square but the positioning of the stalls would be carefully designed to ensure a satisfying and tempting customer experience, whilst reducing blocked sight lines to neighbouring shops and restaurants, and maintaining the legally required emergency access path.
 - The market would have a preponderance of food in the mix of offerings – with more than 75% of the stalls selling high quality and varied food to cook at home or to eat on the go. This is a distinct change from the current market mix, which only has around 30% of the stalls dedicated to food. However, this would not necessarily be 5 days per week, and depending upon demand one or two days of the week could be dedicated to other types of trade – for example antiques and collectables or plants and flowers.
 - Within the design of the market place there would be sufficient space allowed for a varied programme of entertainment to take place – e.g. buskers and street theatre.
 - The operation of the market should be fully at ‘arm’s length’ from the Council – so that all the various aspects of managing the market, from installation and de-installation of pop up stalls, security, sourcing traders, vetting and booking stall holders, billing and fee collection, day to day management of stall holders through to promotion and marketing,

would be taken on by one experienced market operator, through one carefully specified contract – which would include both regular weekly market days and any seasonal markets. This could have in place break clauses, which may allow some form of transfer to the new BID, but should ideally run for at least 5 years. Contracting in this way will enable the operator to realise any economies of scale and realise any return on initial investment – to enable a reasonable income return to be made to the Town Centre Management function of the Council or to a future BID.

- A key ingredient for the Charter Market must be a core emphasis on quality, both in terms of the equipment used, the presentation of the stalls and the type of products sold. Councillors will be fully involved in agreeing the overarching guidelines and the mechanisms to be in place to ensure quality control is maintained, but the actual application of this process will be within the remit of the contracted market operator. The success of the market would drive demand for stalls, so that a waiting list would build up, which has happened at Kingston Ancient Market since its re-launch. This means that the market operator –led by pre-agreed guidelines, can be selective about which traders can be admitted to the market.
- As part of the administration of the new Charter Market, it would remain within the remit of the Council to undertake the necessary licensing and regulatory duties that it currently discharges. Part of this would be to start to assert the rights accorded by the Charter which means that the Council should have a say if any other market is proposed within 6 2/3 miles of Market Square – and could levy a charge on the operator of any such market if it so wishes.

3.13 If members are in favour of further exploration of this vision and for officers to work towards making this a reality, then the following will be required initially:

- Thorough market research to understand both the current users of the Charter Market but more especially residents within the catchment area that don't currently use it – to provide a solid evidence base for the development of a refreshed offer. We will also consult with existing 'bricks and mortar' retailers and other businesses in the town centre to understand their views of how the market could best serve the whole town.
- Specialist legal advice on the implications of making the change of emphasis from a market which is now predominantly non-food to one where food is dominant – this may necessitate some change to the existing tenants, although it is hoped that the best of the existing market traders can be retained and moved to the new location.
- Specialist support and advice to develop a specification which will enable the Council to go to market and find an operator which would be suitable and willing to partner with the Council in the process of developing a revamped and re-focussed market – and to take on the operation of the new market for a period once re-launched.
- Specialist design expertise to enable a revamped Market Square and High Street to facilitate a modern market and to design a configuration of both permanent and pop-up stalls within the Market Square and High Street spaces to optimise the use of the space.

3.14 In order to undertake the outlined programme of work, officers will need to draw on certain external expertise – for example, market research and specialist advice on market design. The one-off total project cost is expected to be a maximum of £25k. This report is seeking authorisation from the R&R Portfolio Holder to utilise part of the funding secured for town centre development through a section 106 agreement for a development in Ringers Road, Bromley (with a total contribution of £50k). The projected budget breakdown for this project is shown in

paragraph 5.3 in Financial Implications. Details of the section 106 and its proposed use are shown in the below table:

Planning Reference	Development	S106 agreement clause	Amount and how the money will be allocated	Justification
14/01590/M ATAMD	Land At South Side Of Ringers Road Bromley	<p>Contribution of £50,000 “shall be used by the Council solely for the works set out in the Town Centre Improvement Fund” (Schedule 3, clause 2.2)</p> <p>The Council will repay any sums not spent or contractually committed within the specified period which is 5 years from the date on which it is paid (Dec 2013),.</p> <p>(Schedule 3, clause 3)</p>	<p>Bromley Town Centre £25,000, for project work preparatory to town centre improvement works related specifically to the operation of the regular market. Use of this funding will provide the following:</p> <p>Market research and consultation to inform market development</p> <p>Legal advice related to terms and conditions</p> <p>Specialist design and procurement advice preparatory to contracting the market operation</p>	<p>The Contribution needs to be spent on town centre development before Dec 2018. The market is an integral part of the physical make-up of the town centre. In the light of proposals to undertake a major public realm upgrade for the centre section of the High Street, which is likely to be implemented during 2016, the project to specify and re-position a revamped town centre market needs to be initiated in early 2015.</p>

3.15 It is expected that this initial project will be completed by April 2015. officers will bring a further report back to Members in spring / early summer 2015, with a view to requesting funding for the capital expenditure required to purchase and install the necessary equipment and infrastructure for the market and also authorisation to seek a contractor for the development and operation of the market.

4. POLICY IMPLICATIONS

4.1 Proposals are in support of developing and maintaining the vibrancy of Bromley Town Centre, enabling both retailers and market stall holders to thrive.

5. FINANCIAL IMPLICATIONS

5.1 A breakdown of the latest budget position for the Markets service is shown below:

<u>Markets Budget</u>	2014/15	2014/15	2014/15
		Projected	
	Budget	Outturn	Variance
	£	£	£
Employees	35,320	35,320	0
Electricity	4,150	4,150	0
Purchase & repair of equipment	18,000	18,000	0
Other hired & contracted services	150,000	150,000	0
Advertising	8,000	8,000	0
Income - Market Charges	Cr 214,420	Cr 224,420	Cr 10,000
Total Controllable Expenses	1,050	Cr 8,950	Cr 10,000
Insurance	200	200	0
Repairs and Maintenance	8,050	8,050	0
Total Non-Controllable Expenses	8,250	8,250	0
Recharges	61,890	61,890	0
Total Net Budget	71,190	61,190	Cr 10,000

5.2 This report is seeking approval to spend £25k of S106 contributions on the following project costs listed below: -

Bromley Market Development project costs	2014/15
	£
Market research / consultation	10,000
Legal advice	5,000
Design and specification advice	10,000
Grand total	25,000

5.3 The S106 funds available to fund these project costs relate to a legal agreement concerning the development on land South of Ringers Road, Bromley, with a value of £50k. This money is specifically for the Council's Town Centre Improvement and has to be spent within 5 years of the date of receipt, which is 24th December 2018. Any sums not spent or contractually committed by this date, will have to be returned to the developer.

5.4 It should be noted that it is expected that further resources will be required to fund the purchase and installation of new equipment and infrastructure for the market.

6. LEGAL IMPLICATIONS

6.1 Implications for moving the Charter market physically are not expected to present significant legal issues. This operation has already been done relatively recently. The changes will not involve moving the market day from a Thursday, although it is possible that additional days could be introduced.

6.2 The status of existing licences/ agreements with traders will need to be examined. Issues may arise around the physical move of individual stalls or termination of licenses. Independent legal

advice will be sought at the next stage of the project – to ensure that any changes impacting existing tenants are appropriately handled.

- 6.3. The proposed expenditure accords with the requirements contained in Schedule 3, clause 2.2. of the aforementioned section 106 agreement.

7. PERSONNEL IMPLICATIONS

- 7.1 In the event that Members decide to explore the options outlined in this report a further report would be taken back to Members setting out the proposals for the future development and operation of the market. Any subsequent report would need to include any emerging personnel implications arising from the proposals which are likely to become clearer as the proposals are developed further.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	London's Retail Street Markets – Draft Final Report by Regeneris Consulting

APPENDIX 1: MARKET STALL EXAMPLES

KINGSTON ANCIENT MARKET PLACE DESIGN



TRADITIONAL STALL



CONTEMPORARY KIOSK IN LONDON



FURTHER MARKET STALL EXAMPLES

CONTEMPORARY DESIGNED STALLS IN THE CZECH REPUBLIC



MULTI-USE KIOSK, PICCADILLY, MANCHESTER



Report No.
DRR14/096

London Borough of Bromley

PART 1 – PUBLIC

Decision Maker: Renewal and Recreation Portfolio Holder
For Pre-Decision Scrutiny by the Renewal and Recreation Policy Development and Scrutiny Committee

Date: 18th November 2014

Decision Type: Non-Urgent Executive Non-Key

Title: **MYTIME ACTIVE ANNUAL REPORT 2013/14**

Contact Officer: John Gledhill, Head of Leisure Business Development
Tel: 020 8461 7527 E-mail: john.gledhill@bromley.gov.uk

Chief Officer: Executive Director of Environment & Community Services

Ward: (All Wards);

1. Reason for report

1.1 This report updates the Renewal and Recreation Policy Development and Scrutiny Committee and the Executive Portfolio Holder on the Mytime Active Annual Report for 2013/14. The Annual Report also provides a preview of Mytimes proposals for 2015/16 and their proposals in respect to the Investment Fund that the Council provides annually to Mytime. The Mytime Active Annual Report 2013/14 is included as Appendix 1.

2. **RECOMMENDATION(S)**

2.1 **The Renewal and Recreation Performance and Development Scrutiny Committee is asked to:**

2.1.1 **Consider the commentary within this report and make any recommendations to the Executive Portfolio Holder for Renewal and Recreation.**

2.2 **The Portfolio Holder is asked to:**

2.2.1 **Consider the commentary within this report.**

2.2.2 **Agree to release £330k from the Investment Fund to upgrade facilities at the Beckenham Spa as detailed within Appendix 4 of Mytimes Annual Report.**

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Children and Young People Excellent Council Quality Environment Supporting Independence Vibrant, Thriving Town Centres:
-

Financial

1. Cost of proposal: Estimated Cost £781,310
 2. Ongoing costs: Recurring Cost
 3. Budget head/performance centre: Bromley Mytime Grant Budget and Capital Programme
 4. Total current budget for this head: £781,310 and £1.233m
 5. Source of funding: Existing revenue budget for 2014/15 and Capital Programme
-

Staff

1. Number of staff (current and additional): n/a
 2. If from existing staff resources, number of staff hours: n/a
-

Legal

1. Legal Requirement: None
 2. Call-in: Applicable:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
2013-14:

2,797,889	Leisure Centres
52,421	Childcare places
238,110	Halls
156,406	Golf
36,558	Community Programmes
3,281,384	Total Mytime Active
156,406	Sports Centres
3,437,790	Total including Sports centres

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: n/a

3. COMMENTARY

- 3.1 Mytime Active (Mytime) provide the Council each autumn their Annual Report (Report) (Appendix 1), including Mytimes proposals for spending from the Investment Fund that the Council provides annually to Mytime.
- 3.2 The 2013/14 Report outlines Mytime's achievements for the year and also previews their future spending proposals from the Investment Fund, along with their 2015 pricing review.
- 3.3 Mytime are seeking to spend up to £330k from the Investment Fund to upgrade facilities at the Beckenham Spa. In summary this is to:
- Upgrade wet and dry changing facilities
 - Rationalise the soft play service area
 - Extend the soft play provision
 - Reconfigure the reception area
 - Enlarge the gym area and provide additional gym equipment
 - General refresh of key customer areas.
- 3.4 The Report highlights that Mytime achieved over 3.2 million visits across their facilities and now have a membership base in excess of 12,500. Mytime invested around £350k in 2013/14 in capital and improvement projects, and achieved £123k of external funding for 11 projects. They also supported the successful £170k application from Pro Active Bromley to Sport England for a scheme to work with local sports clubs and community organisations to increase sport and physical activity.
- 3.5 Mytime have also provided in their Report the attendance figures across their facilities for the last five years showing a growth from 2.2 million visits in 2009-10 to over 3.2 million visits in 2013-14 (excluding the dual use sports centres).
- 3.6 Mytime also highlight that they no longer manage the dual use sports centres with the management being transferred to the schools. Mytime also no longer manage the Bromley Tennis Centre at Newstead Wood School, this is now managed by the school who have in turn contracted out the management of the Centre. The Council no longer has any involvement in the management and operation of these facilities, as all responsibility now lies with the schools.
- 3.7 The Report contains Mytimes pricing review, for which the key criteria are: comparisons with other similar services elsewhere; affordability; and the need for Mytime to be financially sustainable. Mytime has undertaken benchmarking to ensure prices remain value for money and they are proposing to harmonise some historical pricing arrangements. Mytime continue to offer pay and play opportunities and concessions for particular target groups. Most prices will increase by around 2.5%, whilst some have been frozen. Memberships prices will go up below the rate of inflation with some being frozen. There will be some above inflation increases for: group exercise sessions; swimming (adult, junior and family – a 10p rise); and for some specific groups / clubs in halls and leisure centres. School childcare provision will remain at current rates until September 2015.
- 3.8 Members may be aware that the Council and Mytime are currently having discussions into the long term contractual relationship between both parties. Some of the longer term issues around Mytimes future operation and service planning, such as the spend within five year rolling Investment Fund, are included within those discussions, and as such it is not possible to provide Members with the outcome position around those areas within this report.

4. FINANCIAL IMPLICATIONS

4.1 The Deed of Variation dated 1st November 2011, states that the Core Funding for the period 1st April 2013 to 31st March 2024 be reduced to zero and that there will be no further financial contribution from the Council to the Trust in terms of Core Funding. The contribution towards accommodation costs and the investment fund will continue to be inflated by RPIX published in January 2015, in accordance with Schedule 2 of the original Funding Agreement

4.2 Assuming inflation of 2.0% which will be built into the 2015/16 budget, the breakdown of the grant payable to Mytime is shown below:

	2015/16
	£
Main Grant	0
Contribution towards accommodation costs	159,041
Investment Fund	637,896
Total grant payable	<u>796,937</u>

4.3 Mytime are proposing to spend £330k of the balance of the Investment Fund held in the capital programme. These works are expected to be undertaken during 2014/15. The current balance of the investment fund held in the capital programme, including the sum of £625,388 from 2014/15, is £1.233m. Should the proposals be approved, there will be an unallocated balance of £0.903m.

5. LEGAL IMPLICATIONS

5.1 As per the Agreements between the Council and Mytime at the point of transfer of the services, and the updated agreement between the Council and Mytime Active dated 1st November 2011.

Non-Applicable Sections:	Policy and Personnel Implications
Background Documents: (Access via Contact Officer)	Agreements between the Council and Mytime at the point of transfer of the services. Agreement between the Council and Mytime Active dated 1 st November 2011.



London Borough of Bromley Annual Report

1st April 2013 to 31st March 2014



“To be the leading social enterprise that changes people’s lives for the better”



Ten years serving the people of Bromley

Investments

We have invested £12.9 million in local facility upgrades and refurbishments.



Memberships

26% of our members have a discounted membership.

We annually support over 40 elite sports people by providing a free leisure centre membership, through our Sporting Champions Scheme.



ArtsTrain

Since 2008, we have delivered free creative music opportunities to over 1,300 young people, trained over 25 volunteers and awarded 205 accreditations.



Golf

We are continuing to work hard to break down the traditional barriers to playing golf. Through our Get Active in Golf programme, we have engaged over 1,600 people in beginner and improver courses.

Attendances

Attendance figures have risen from 2.49 million in 2004 to over 3 million in 2013.

At our four main leisure sites attendances have increased by over 1 million since 2004 as a result of targeted investment.



Events

As part of the Sport England funded Active Bromley project we delivered a programme of events in partnership with Bromley Council and Pro-Active Bromley between 2008 and 2011.

Since 2011, we have continued to deliver events and campaigns to encourage people to get and stay active, including five large scale running events.



In 2004, we had 33,000 attendances by over 60s in our Bromley leisure facilities. And in 2013/14 there were 330,000. That's a 10 fold increase.



MyFuture

Since 2008, we have delivered free sports and dance activities to over 1,500 targeted young people, trained over 25 volunteers and awarded 180 accreditations.



London Youth Games

We annually deliver Team Bromley at the London Youth Games. We have finished in the top 6 out of the 33 London Boroughs and secured 1st place in 2007, 2008 & 2010.



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Chairman's statement

Mytime Active is a social enterprise that is committed to providing accessible services that encourage healthy living within Bromley. Children, families, adults and older adults, we believe everyone in the community has the right to an active lifestyle. Our focus is to provide the very best in health, well-being, sports and cultural services and activities within the Borough.

Our customers

Our customers are at the heart of everything we do. In 2013/2014, through our facilities and outreach community settings, we achieved a membership base in excess of 12,500 and attendance figures in excess of three million visitors. We continued to deliver quality affordable services to improve the lifestyles of people living in the Borough.

Children and young people

With 24% of Bromley's population between the ages of 0-15 years, children and young people are an important target group for us to engage in sport and physical activity. In the last year, we achieved increased participation levels by developing initiatives for this target group. This included increasing attendances on our Get Active programmes, securing funding to run a Level 1 England handball course and offering free taster sessions to five different schools in Bromley. We also managed Bromley team entries to the London Youth Games, where they finished third place on the podium and recruited volunteer team managers. Furthermore, we expanded our offering of OFSTED registered childcare provision across Bromley by introducing a new before school club at the Great Hall.

Adults and older people

We have supported adults and older people to lead an active lifestyle through a variety of activities. This included delivering Fresh Start and Heartsmart exercise referral programmes, through which we had over 1,000 people with defined medical conditions referred. In addition, we have developed our Primetime programme, designed for adults 60 years old and over, to ensure activities and timetables meets the needs of older people. This has resulted in the creation of an extensive and varied activity programme that includes 64 dedicated Primetime sessions per week across our seven venues.

Community engagement events and campaigns

We recognise the importance that events and campaigns have in building community cohesion and getting people active. During 2013/14, we delivered a number of events in partnership with a wide range of organisations.

We organised the Mytime 2013 Challenge and had over 3,700 people register to take part in the incentivised points based activity challenge. We also encouraged people to get active through delivering both the 2013 Santa Dash and the 2014 Sports Relief Mile, which saw over 1,000 people participate.

Under served communities

Projects MyFuture and ArtsTrain engage under served communities and empower young people to take ownership of their personal, social and community development.

In addition to Mytime Active's annual funding commitment to MyFuture and ArtsTrain, the projects were successful in achieving external funding bids, which has enabled the development of new partnerships to broaden the reach and scope of the programmes.

Investing in our business

We identified where capital investment was required across our services to better our customer offering within the Borough. We invested over £344,500 to effectively address areas in need of improvement which included:

- Advancing our IT systems
- Upgrading fittings and fixtures at numerous leisure sites including Darrick Wood Swimming Pool, the Spa at Beckenham, the Pavilion Leisure Centre and the Walnuts Leisure Centre
- Carrying out course improvements at Bromley Golf Centre.

This brings the total amount of capital and asset management spend to date to £12.9 million across our Bromley portfolio.

Due to ongoing negotiations with Bromley Council, the investment fund was not allocated.

During 2013/14, we continued to source external funding to support our services and programmes. In the last year, we submitted 12 applications for funding and secured 11 of these bids which totalled over £122,900. This funding has helped us work closer to achieving our vision of being the leading social enterprise that changes people's lives as it has expanded our outreach, particularly amongst under served communities.

We also supported Pro-Active Bromley to submit a funding application to Sport England for £170,000 to support sports clubs and community organisations to increase participation in sport and physical activity.

Attracting and obtaining quality staff and volunteers is central to our success. We do this by investing our efforts in ensuring that colleagues feel appreciated and are provided with opportunities to develop their career. This year, we introduced a nationally recognised leadership programme for staff which has worked towards enhancing their management skills.

We also want to ensure that Mytime Active is a great place to work. In March 2014, we launched a companywide staff survey to hear from employees on how we can make their working lives even better.

We announced in 2014 that Steve Price would be retiring after 10 years as Chief Executive for Mytime Active. We are delighted that he is succeeded by Marg Mayne, who joined us in August. As the former Chief Executive of VSO, and with a career background as a finance professional working within the public and not for profit sector, Marg has a deep understanding of running organisations to fulfil their social purpose, while at the same time applying with commercial disciplines. We look forward to Marg leading Mytime Active through the next phase of our journey.

Through our environmental policy, we strive to minimise our impact on the environment. At an operational level, the company endeavours to be a good neighbour – we manage our emissions (including Co2, light and noise), consumption of water and production of waste.

I hope you look forward to reading the report.

Dennis Barkway,

Chairman, Mytime Active

Setting the scene

As a social enterprise, Mytime Active continues to be governed by a voluntary Board of Trustees, who have delegated the responsibility of administering the charity to a senior leadership team (see appendix 1).

In determining Mytime Active's priorities for 2013/14, consideration has been given to a number of national and local factors.

There is now national recognition that physical activity is important throughout the life course. As highlighted in the local Joint Strategic Needs Assessment:-

- It is central to optimal growth and development in the under 5s, in relation to developing motor skills, promoting healthy weight, enhancing bone and muscular development and for the learning of social skills.
- For 5 to 18 year olds, regular physical activity promotes healthy weight and enhances bone and cardio-metabolic health, as well as enhancing psychological wellbeing.
- People who are physically active reduce their risk of premature death by 30%.
- Regular physical activity in adults over 65 improves cardiovascular fitness and strength and reduces the susceptibility to falls.

Physical activity guidelines for adults and older adults state the minimum recommended levels of activity are: at least 150 minutes (two and half hours) each week of moderate intensity physical activity, in bouts of 10 minutes or more (e.g. 30 minutes moderate activity on at least 5 days a week).

In Bromley with over 66% of the economically active population in employment, only 2.3% unemployed and 13.3% of the population retired, demands for leisure activities continues to be strong. However we know that 38% of Bromley's adults and older people are not achieving the recommended levels of physical activity. We also know that areas of high socio-economic deprivation are more likely to have higher levels of inactivity and some groups, including disabled people, older people and some ethnic minority groups are less likely to be active.

Bromley is the largest geographically of the London Boroughs and we are fortunate to currently manage facilities that serve large areas of the Borough:-

- Beckenham Public Halls and the Spa in Beckenham
- Great Hall and the Pavilion Leisure Centre in Central Bromley
- Crofton Halls, Darrick Wood Pool and Walnuts Leisure Centre in Orpington
- West Wickham Leisure Centre
- Biggin Hill Library and Pool
- High Elms Golf Course in Downe
- Bromley Golf Centre in Bromley Common
- Orpington Golf Centre
- After school / before school childcare services and management of the One O'Clock Club contract.

Taking the above factors into account and considering local demographics, we prioritised the following in 2013/14:-

1. Our customers
2. Children and young people
3. Adults and older People
4. Community engagement events and campaigns
5. Under served communities
6. Investing in our business

1: Our customers

We have committed time and resources to developing both facilities and services which are appealing and affordable for people who live and work in the Borough of Bromley. We recognise the importance of working with a range of partners and funders (listed in appendix 2) in order to reach the diverse communities that Bromley serves.

We continue to offer a range of payment methods which importantly include the option to “pay and play” whenever it suits individuals and families. We also offer a range of memberships, with the option to pay either via a monthly direct debit or one annual payment.

Through our pricing policy, we offer subsidised prices and memberships for a number of target groups including – children and young people, people aged 60 and over and those on low incomes. In addition, through our Sporting Champions Scheme we offer elite sports people free access to our facilities to support their training.

As a result, our membership base across leisure facilities was in excess of 12,500 members during the course of 2013/14. In March 2014, 26% (3,231) of members were in receipt of a subsidised or free membership package:-

- 1,034 concessionary members who were on low income.
- 1,433 Primetime members who are aged 60 and over
- 724 junior members
- 40 elite Sporting Champions.

Members have unlimited access to the gym, the pool and group exercise classes and to make the most of their membership financially - most attend our facilities at least twice per week. In doing so, they are also reaping the health benefits of physical activity and are meeting levels recommended through national physical activity guidelines.

The attendance figures table below supports the fact our “pay as you play” and membership base is growing as we have once again achieved attendance figures in excess of 3.2 million visitors.

Attendance figures

Bromley	09-10 Actual	10-11 Actual	11-12 Actual	12-13 Actual	13-14 Actual
Leisure Centres	1,691,921	1,792,984	1,887,489	2,695,039	2,797,889
Childcare	38,417	35,149	44,454	50,053	52,421
Adventure Kingdom	38,044	41,080	45,567	closed	closed
Halls	273,810	263,311	254,658	258,466	238,110
Golf	106,778	92,634	96,627	112,119	156,406
Total for facilities	2,148,970	2,225,158	2,328,795	3,115,677	3,244,826
Community programmes	99,012	86,469	54,790	33,215	36,558
Total Mytime Active	2,247,982	2,311,627	2,383,585	3,148,892	3,281,384

Sports centres	488,871	538,533	621,679	467,631	156,406
Mytime Active inc sports centres	2,736,853	2,850,160	3,005,264	3,616,523	3,437,790

From the **total Mytime Active** figures above, attendances have risen by 4% across facilities (excluding sports centres) and community programmes from 2012/13 to 2013/14.

Attendances at sports centres reduced in 2013/14 due to the changes made to our leisure provision. We have come away from sports centre provision and transferred our management of the following sites to the schools:-

- Langley Park School for Girls Sport Centre
- Priory Sports Centre
- Darwin Sports Centre.

This has been a partnership process that will provide a positive income stream for the schools. The only exception to this has been the decision to close the sports centre provision of Darrick Wood Sports Centre to the public. This was communicated to the customers with suggestions for alternative arrangements.

In December 2013, discussions regarding the future management of Bromley Tennis Centre (BTC) were initiated. At this time, a four party agreement between Bromley Council, Newstead Wood School, Kent Lawn Tennis Assoc. and Mytime Active was still in situ. An agreement was soon reached that a rationalization of this agreement would be best for all concerned. The contract was tendered and won by Virdes Management who acquired BTC in April 2014 under a portfolio suited to the management of tennis centres. The Council and Mytime Active exited the agreement.

2: Children and young people

With 24% of Bromley's population between the ages of 0-15 years and physical activity crucial to optimal growth and development for children and young people, they are a key target group for Mytime Active. The following section provides a summary of our achievements in providing services for children and young people and encouraging them to be active.

Get Active in Swimming

We re-launched a new and improved "learn to swim" programme 'Get Active in Swimming', to ensure greater structure and progression for participants, through which we recorded an average of 6,600 children learning to swim on a weekly basis in 2013/14. This represents a 10% increase since 2008. The figure also indicates we are teaching 24% of all 0-14 years olds in the Borough to swim.

In 2013, we invested in a registration and monitoring package for Get Active in Swimming. This new feature allows teachers to easily access the ASA curriculum for each of the swimming levels and gives parents access to their child's swimming record. As you can see from the quote below this has been well received by parents:-



"I just want to let you know that we had a look at the learn 2 home portal last night, and it's exactly the kind of thing I was looking for. We can now see exactly what progress is being made, and also the kind of things the teachers are looking for." (Parent of a Get Active in swimming participant)

We also offer swimming programmes to local schools to meet their national curriculum requirements which stipulates: *"All schools must provide swimming instruction either in Key Stage 1 or Key Stage 2. In particular, pupils should be taught to swim competently and confidently over a distance of at least 25 metres"*.

In 2013/14, we delivered school swimming lessons for 56 schools across the Borough.

Get Active in Golf for juniors

In recognition of the physical activity benefits of playing golf, the need to break down the barriers to playing the game and to open up the sport to a wider range of people we launched a structured golf coaching programme in 2013/14 – Get Active in Golf.



The programme has been extremely well received at Bromley Golf Centre with 96 juniors signing up for lessons and recording over 550 attendances. To enhance the programme, we have signed up to the Golf Foundations Junior Golf Passport (JGP) scheme, so it is recognised nationally.

Furthermore, Bromley Golf Centre has received GolfMark, the national accreditation in recognition of the Centre's ability to offer junior and beginner friendly golf facilities. Moving forward the Centre plans to continue building closer links with local schools and the community.

London Youth Games 2013

The London Youth Games is the largest competitive event in Europe for children and young people. The event provides a fantastic opportunity for young people who live or go to school in the Borough to represent 'Team Bromley'. Team Bromley compete against the 32 other London Boroughs as part of the London Youth Games and has finished no lower than 6th place over the last 10 years and have won the event on three occasions.



We are instrumental in managing Team Bromley entries to the Games and recruiting volunteer team managers.

Key statistics from the 2013 season:-

- Over 700 young people aged 6-18 years participated for Team Bromley
- Finished on the podium in 3rd place
- 4 teams won gold, 4 teams won silver, 2 teams won bronze
- Aquathlon and girls' football won gold for the first time
- Bromley entered 43 competitions in 31 different sports
- Girls disability football won gold for the 4th time in past five years
- 74 young people with disability competed across the capital
- 78 volunteers aged from 17 years – over 65 led Bromley teams.



Case study: judo development

Judo was identified as a priority sport for Bromley following low participation figures for the sport in 2012. As a result, in 2013, 26 young people representing four different judo clubs made up the team which also included 11 girls. Overall the girls finished in 7th place and the boys were placed 25th.

Celebration evening

Over 100 young people and volunteer team managers joined the Mayor of Bromley in October 2013 for the annual London Youth Games celebration evening which recognised Team Bromley's fantastic achievement.

Two volunteers in particular were awarded for their commitment during the event by Sport Bromley:-

- Donna Trainer, newly appointed Judo Team Manager won 'Volunteer of the Year' for her pro active approach to working with all Judo clubs across the Borough.
- Athletics Team Manager Jay Galley won 'Coach of the Year' following his dedication to coaching, managing and coordinating the athletics, cross country and mini marathon teams for the past five years.

London Youth Games 2014

As the 2013 London Youth Games were officially closed, the beginning of the 2014 journey started as we entered the cross country event in November. The event kick started the 2014 Games with over 70 Bromley athletes aged between 10 and 17 years joining more than 1,230 young people from across London to complete the tough cross country course on Hampstead Heath. Bromley won the female competition and the boys finished in 4th place overall.



In March 2014, the girls' cricket team finished in a very credible 5th place in this years Youth Games cricket competition.

The team, made up of eight girls aged between 11 and 13 years from six different primary and secondary schools, were selected by Bromley District Cricket Coaching. The girls got through the qualifiers at Harrow Sports Centre and played at the finals event at Lords.

'Hands up for Handball' project

Following a successful application to Balfour Beatty, Mytime Active in partnership with Orpington Satellites Handball Club, were awarded £2,000 to develop a junior handball team in preparation for the 2014 summer Youth Games. The funding will cover costs to run a Level 1 England Handball course and offer free taster sessions to five different schools in Bromley. Young people will then be sign posted onto Orpington Satellites Handball Club to attend weekly training sessions and compete at the Youth Games competition.

Mini marathon

In April 2013, more than 2,000 young athletes competed in the London Mini Marathon, held over the last 5km of the London Marathon course. Trials were held and 46 local athletes aged 11 to 17 qualified to represent Bromley in the three age categories.

We worked with Blackheath and Bromley Harriers to ensure the young people of Bromley had an opportunity to take part.



Play and childcare

This year, we continued to provide OFSTED registered childcare provision across Bromley to support parents who need childcare before and after school. In 2013/14, we opened a new before school club at the Great Hall, which provides childcare for children who attend St Mark's Primary School. We now operate a total of seven after school clubs and four before school clubs.

Over the last 18 months, we have been focusing on improving quality and have a staff team who are fully qualified and experienced in delivering out of school hours care to children. As a result, usage at the clubs has increased, which is reflected in a 15% increase in attendances over the last two years.

During this year, we also provided children's holiday activities at the Spa in Beckenham and Darrick Wood Swimming Pool. Over 1,500 spaces were utilised, further supporting working parents in the Borough.

3: Adults and older people

In line with London Sports vision and the Pro-Active Bromley Strategic Framework, we aim to maintain participation rates across the Borough, and ideally increase levels of physical activity by adults and older people as measured by the Active People Survey. The following section provides an insight into the work we do to support adults and older people to lead an active lifestyle.

Exercise Referral Programmes

Over the last 10 years, we have delivered an exercise referral scheme through which we support adults with a defined medical condition to become active. The scheme provides all patients (who fulfil the referral criteria) with a patient-centred service, which optimises their health and well-being, enhances their quality of life and minimises the risk of specific disease progression or reoccurrence. The service is commissioned annually by Bromley Public Health and incorporates long term management of individual health in relation to physical activity and structured exercise.

Fresh Start, one of the services provided during 2013/2014, is a programme of physical activity designed for people who are currently inactive and have a medical condition such as: arthritis, diabetes, high blood pressure, MS, Parkinson's, stroke, cancer, obesity, osteoporosis or have a 20% risk of developing CVD through NHS checks.

During this year, we received 839 referrals of which 576 went on to complete an initial appointment (67% uptake). 232 (129%) participants completed the programme against the target of 180. We also managed to excel in improved Functional Limitation Profile (FLP) numbers of 271%, improved self esteem of 139% and seven day physical activity recall of 141%.

HeartSmart is the other referral programme of physical activity we offer and is designed for people who have been diagnosed with coronary heart disease.

This year, we received 212 referrals of which 171 went on to complete an initial appointment (81% uptake). 113 (113%) participants completed the programme against the target of 100. We also managed to excel in improved FLP numbers of 260%, and seven day physical activity recall of 234%. We achieved a strong, steady performance in all areas of the HeartSmart programme throughout the year.

Despite the below target uptake, we achieved strong numbers of completers and have gone on to make further improvements to increase retention and seen excellent improvements in functional limitation profile, self esteem and seven day physical activity recall.

Case study: Exercise referral in Bromley

“Frank was referred to our scheme from the cancer unit. He had completed his treatment and was anxious to proceed with his life as his wife was suffering from MS. He wanted to return to previous levels of fitness before the cancer treatment, rebuild muscle and improve his confidence. He handled the exercise programme well and was a regular attendee. When he finished the Fresh Start programme he had increased muscle tone, had lost 2cm from his waist and felt he had a more positive outlook. He wanted to continue with his exercise programme and so took out a membership at the Walnuts. He was also so impressed with the programme that his wife has now been referred and is currently participating at the Walnuts with excellent results.” (Feedback from one of our Exercise Specialists)

Primetime

In light of the fact Bromley has an ageing population (23% of the community is aged 60 and over) and the recognised benefits of physical activity for people over 60 (positive impact on physical and mental well being), older people are a key target group for us at Mytime Active.

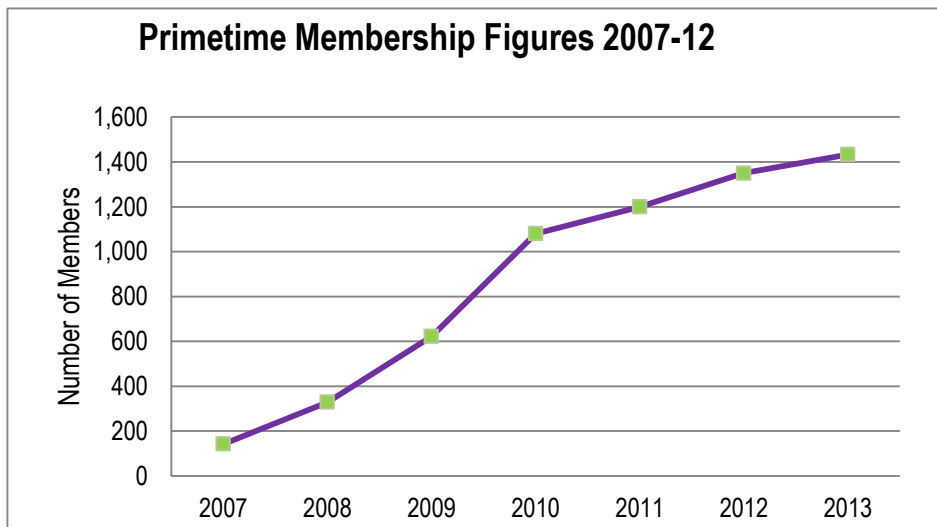


To ensure we increase the number of people who are 60 and over who are using our facilities and services, we have committed a staffing resource for a Primetime Manager and a part time Primetime Coordinator. They have consulted older people and developed and extended our Primetime programme to ensure the activities and timetable meet the needs of this target group.

The activity programme is now extensive and varied and includes 64 dedicated Primetime sessions per week across seven venues. New to the programme this year is the strength and conditioning classes which meet the needs of older people who are limited in their mobility.



The graph below shows we have significantly increased the number of people aged 60 years and over who have signed up for a subsidised membership. Furthermore, we have increased attendances for this group using our facilities from 33,800 in 2007 to 330,135 in 2012 – a 10 fold increase.



Feedback: *“Since I have been doing this class on a Tuesday all the aches and pains that I was suffering from have gone. Previously I was on strong pain killers and in constant pain using a ‘helping hand’ (grabbing tool for disabled) as I was unable to bend. I needed help putting on socks and shoes. My wife is now redundant! This class has made a huge difference to the quality of my life.”* (Falls Prevention Class participant at the Spa for three months)

Primetime volunteers

We have also continued to recruit and train a group of Primetime buddies who volunteer their time to support and encourage new and existing users that are 60 and over. We have 24 buddies in place and we recognise their time and commitment with on-going training, support and free access to our leisure facilities.

In summer 2013, our Primetime Manager, Ann Wilbourn was awarded the Bromley Community Links, Volunteer Manager of the Year Award in recognition of all the hard work she does with the Primetime Buddies.

In addition, the Primetime Buddies were shortlisted for Team London 2013 Achievement Awards. The Mayor's volunteering programme for London hosted an event at City Hall to celebrate the excellence of volunteers all over London. Mytime Active's Primetime Buddies were amongst the final six nominees for the Sport and Healthy Living Team Award and were invited to attend the award ceremony hosted by The Mayor of London Boris Johnson.

Although our Primetime Buddies didn't win the award, they were all delighted to have been part of such a prestigious event and honoured to be recognised for the work they do supporting and encouraging older people to keep physically active.



Get Active in Golf

'Get Active in Golf' is Mytime Active's golf teaching brand which was launched in April 2013. Get Active in Golf encompasses all tuition that takes place across our sites, however its USP is the six week 'Beginners' and 'Improvers' lesson programmes, designed and targeted at new and lapsed golfers, offering an affordable option to learn the basics of the game.

The six week course introduces participants to the fundamental elements of the game through fun and engaging group sessions, before taking all participants out on their last lesson to play their first hole of golf and experience the golf course.

Since its launch in April 2013, over 1,000 people have now taken part in one of our six week 'Beginners' or 'Improvers' programmes alone, and with the game of golf in decline across the country, introducing new golfers through the 'Get Active in Golf' programmes is crucial.

4: Community engagement events and campaigns

We recognise the importance that events and campaigns have in encouraging people to get active and stay active and in building community cohesion. During 2013/14, we delivered a number of events in partnership with a wide range of organisations.

Mytime 2013 Challenge

We launched the Mytime Challenge in 2012 to encourage people to get or stay active through an incentivised points based challenge. The Mytime 2013 Challenge was launched in May 2013, with two separate challenges offered – one for golf and one for leisure.

Participants of all ages were encouraged to take part in the Mytime 2013 Challenge as a family or individual and to decide what challenge level to compete in – gold, silver or bronze, ahead of the 18 week period over which the Challenge ran.

Registration totals:-

- Leisure registrations – 2,550 (85% of target) and golf registrations – 1,159 (108% of target)
- Total registrations across leisure and golf – 3,709 (compared to 2,544 registrations in 2012)
- 18.5% completion rate against a target of 20% (compared to 17% completion for 2012).

In order to complete their Challenge, participants scored points for each activity they undertook at Mytime Active leisure and golf sites, and recorded it in their Challenge passport along with a stamp to acknowledge their visit to a site.

There were nine prizes up for grabs for leisure participants and nine prizes for golf participants. Over 30 leisure challengers came along to celebrations at the Pavilion Leisure Centre in October, some to receive prizes and others to simply celebrate their success.

The golf challengers were invited to take part in the Mytime Golf Challenge Cup at Hollingbury Golf course after which they were presented with their prizes during a celebratory dinner.

“The Challenge was a very helpful push to get me fit again. I lost half a stone in weight in eight weeks and feel much better for it. I am continuing to train at Beckenham Spa as it’s now part of my weekly life.” (Leisure Challenger)



“I really enjoyed the Challenge. I am putting a lot of effort into improving my golf now.” (Golf Challenger)

Bromley Santa Dash 2013

Following the success of the first Bromley Santa Dash in 2012, the event returned on 1st December 2013. The Santa Dash was a fun, festive, family event, which saw 750 participants dressed in Santa outfits take on a 2km course.

This event was designed to get people active over the festive period and to launch Christmas in Bromley in partnership with the Town Centre Management team.



Sport Relief Mile 2014

Over 400 local people took part in the Bromley Sport Relief Mile event in March 2014 at Norman Park, Bromley. The event was funded by Pro-Active Bromley and organised by Mytime Active in conjunction with Sport Relief.

The event brought together people of all ages, abilities and backgrounds from across the local community. Participants chose to take part in a one, three or six mile race which for many runners was their first experience of taking part in an organised running event. The Mayor of Bromley, Councillor Noad, watched those taking part in the one mile event.

The event was supported by a number of volunteers who came from a variety of local organisations including Bromley Air Cadets and Penge Sea Cadets. They ensured the day was safe and enjoyable for all who took part.

National Carers Week

In support of National Carers Week 2013, 300 free leisure membership and bowling passes were available for carers living in Bromley. 80 carers utilised this offer and benefited from leisure and bowling facilities.

Community Investment Funding

Since 2006, Mytime Active has distributed £78,000 to 82 different sports clubs and community groups as grants to support increased participation, improved access and build capacity within organisations in order to improve the health prospects of their local community.

Through the 2013-14 Community Investment Fund we have built a strong portfolio of projects that reflect the diverse communities and user groups we are aiming to engage. We awarded 15 grants to sports clubs, charities and community groups, who aim to engage over 1,100 beneficiaries and over 80 volunteers. The funding we have awarded will provide over 670 hours of activity to some of the most under served communities and user groups we serve.

Community Investment Fund – case study

The Avenues Group is a charity which provides a range of services, helping disabled people to be more active and independent. The Avenues Group was awarded one of Mytime Active's Community Investment grants to develop an inclusive golf programme. The funding has provided the participants (including carers and workers) with coaching from one of the Mytime Active golf professionals. The community sessions that especially welcome disabled players, have gained strength and momentum. The players love to play the game and enjoy socialising with other golfers.



Talking numbers

- 24 adults with learning difficulties engaged in the programme
- 14 carers, staff and family members engaged in the golf programme

"I have really enjoyed teaching this group, they are full of energy. The funding has enabled us to build a coaching programme which has really helped to keep the sessions exciting. It is important that golf is made accessible and fun for everyone and this project is a great example of how that can be achieved." (Mytime Golf Pro Jay Taylor)

5: Under served communities

During 2013/14 we committed resources to ensure children, young people and young adults up to the age of 25 years in targeted and under served areas of the Borough, were given access to high quality sport, physical activity and creative music opportunities.

MyFuture

In 2008, in response to community consultation and feedback from Safer Neighbourhood Panels and the Anti-Social Behaviour Unit, Mytime Active launched the Myfuture project. The project is designed to provide quality sports and dance programmes to under served communities and empowers young people to take ownership of their personal, social and community development.



Since 2008, Mytime Active has committed resources to the project and in 2013 we attracted £21,000 of funding from Affinity Sutton, Help a London Child and Streetgames to deliver a range of community sports initiatives.

MyFuture achievements in 2013/14:-

	2013/14	2008/14
Number of hours of sport and dance delivered	320	2,720
Number of young people regularly engaged	275	1,835
Number of training opportunities	140	660
Number of accreditations / qualifications received	21	126
Number of volunteers and coaches trained	16	46

MyFuture is now a key partner in the national Streetgames initiative 'Doorstep Sports Clubs'. MyFuture's Doorstep Sports Club delivers four free sport and physical activity sessions each week to targeted young people. The sessions provide a vibrant and varied sporting offer to young people living in disadvantaged communities.

The programme links with local and regional partners to provide high quality volunteering and training opportunities. This year, we recruited and trained 10 young volunteers who have completed training courses through our link with the Co-operative Streetgames Training Academy.



"Sport is my everything and the chance to do it right here on the estate is good for me and the whole community."
(MyFuture participant)

Community Ambassadors project

Following their successful National Ambassador programme, Affinity Sutton wanted to recruit local community ambassadors. This year, Mytime Active was selected among five other regional providers, to engage and train young community ambassadors to have a positive impact in their local community.

Mytime Active's project is focused around the Orpington area and is led by eight ambassadors aged 16-25 who were recruited by and are now being facilitated by MyFuture project staff.

The project started with the community ambassadors conducting a consultation, in which they surveyed 100 local residents aged 11 and over. The young ambassadors are currently planning a social action project that will address some of the issues raised in the consultation. To this end they are organising a community fun day event in summer

2014 to celebrate local talent and services ranging from sport activities to music and food in order to bring the community together. The young ambassadors hope to use the event to raise money which will be reinvested in positive activities and local services for young people.

The ambassadors have been meeting fortnightly at the Priory School to plan the project and to help with the promotions. The young people have pitched their ideas in a short film which will be going out to various partner organisations.

ArtsTrain

In September 2008, Mytime Active designed, developed and launched the creative music project 'ArtsTrain'. The project introduces new creative music-making opportunities to young people in South-East and Outer London, targeting young people who would not otherwise have access to such provision.



During 2013/14, in addition to Mytime Active's annual funding commitment to ArtsTrain, the project was successful with external funding bids which has enabled the development of new partnerships to broaden the reach and scope of the project. For example:-

- £5,000 grant from Sound Connections allowed us to deliver an exciting music programme with Bromley's autism charity for young people, CASPA.
- £15,200 grant from Youth Music was secured to develop a partnership project with Bexley Music Hub to lead on a project entitled 'The Suburban Orchestra'.
- £29,000 grant from Arts Council England to deliver outreach programmes in schools across Bexley with exit routes into the 'Suburban Orchestra' programme.
- £64,000 grant from Arts Council England to continue and extend the Bromley programme, to support Bexley and for a project in Lewisham with an organisation which works with refugees.

As well as these funded programmes, we have also been commissioned to deliver a range of bespoke programmes in schools, special education needs schools, youth organisations and pupil referral units.

ArtsTrain key achievements in 2013/14

	2013/14	2008/14
Number of tuition hours delivered	585	2,979
Number of YP regularly engaged	420	1,618
Number of training opportunities	164	1,084
Number of accreditations / qualifications received	60	780
Number of volunteers and coaches trained	33	103



During the course of 2013/14 the young people on the ArtsTrain project had a number of performance opportunities, including:-

- Three open mic nights were held at The Churchill Theatre, which were managed by the projects youth panel and enabled local acts and bands to showcase their music.
- A "Songwriting – the Arts and the Business" event at which six acts performed nine original pieces.
- ArtsTrain's 4th London Jazz Festival Gig at Langley Park Concert Hall. The event showcased ArtsTrain's eclectic mix of music, ranging from original rap and songwriting from young people who attend the ArtsTrain open-access sessions and the advanced 'Academy' programme.

"I have been doing music all of my life but this was the first event that I have ever performed alongside a live band."
(K. Jones 19 – Young female rapper)

ArtsTrain working with community groups

CASPA is a charity working in Bromley to meet the needs of children with autism. ArtsTrain and CASPA worked together to develop a programme of inspirational music activities for over 40 young people with high functioning autism and autism spectrum disorders (ASDs). The project was designed to use music as a tool to develop the young people's social and communication skills, build their confidence and increase their chances of full integration into mainstream music provision.

"The ArtsTrain tutors have been amazing. Their management of the young people was just brilliant. The enthusiasm of the young people to engage and take part was just so fantastic." (Sarah Towler - Programme Manager CASPA)

"ArtsTrain has helped me to build my confidence and reduce my anxiety to make me feel happy." (Young person, 16)

6: Investing in our business

Capital investments

We combine commercial success with a strong social and charitable purpose.

Since 2004, capital expenditure and asset management spend has resulted in an investment of over £12,900,000 across our Bromley portfolio.

The capital expenditure associated with our Bromley sites for 2013/14 totalled over £344,500. This investment included a number of upgrades and refits across various sites including: IT upgrades; fixture and fittings upgrades at Darrick Wood Pool, Pavilion, Spa and Walnuts; and improvements at Bromley Golf Course. Due to ongoing negotiations with Bromley Council, the investment fund was not allocated.

We continue to ensure we attract external funders to invest in Bromley and consequently, make applications for external grants to support our programmes and services. In the last year, we submitted 12 applications for funding and secured 11 of these bids which amounted to over £122,900 of external funding. The funding secured supported ArtsTrain, MyFuture, golf and handball development and the London Youth Games.

We supported Pro-Active Bromley to submit a bid to the Community Sport Activation Fund, which was released by Sport England. The bid is for £170,000 of funding to support sports clubs and community organisations across Bromley to increase participation, grow the membership base and to build the capacity of their volunteers.

People and employment

Our team is central to the services we offer and therefore, we recruit, retain and develop quality staff across the business. Our key achievements included:

- The continuation of the New Direction Apprenticeship scheme has seen five successful apprentices take up permanent or casual positions within Mytime Active, along with seven apprentices currently completing their programme this year, with indication that some will find positions within the business.
- The successful implementation of a full engagement survey with all employees, to highlight areas of focus for the business to address.
- Launch of the Leadership Academy to upskill and develop our managers. This is in conjunction with the nationally recognised Institute of Leadership and Management ensuring that the development offered is to the highest standards.

Sustainability and the environment

Through our environmental policy, we strive to minimise our impact on the environment. At an operational level, the company endeavours to be a good neighbour – we manage our emissions (including Co2, light and noise), consumption of water and production of waste.

During 2013, the company established a five year target to reduce energy consumption by 10% and a corresponding reduction in carbon emissions of 10% across all our operations. Half Hour Metering has been established across all the major facilities to improve the tracking of consumption and consultants have been appointed to identify further opportunities for reduction in energy and water consumption.

The company will continue to work closely with Bromley Council and other partners to deliver environmental objectives.

Previewing2014/2015

We are looking forward to Mytime Active progressing under the new leadership of Marg Mayne. Marg will be working with the Board to develop a long-term strategy that will include how we can maximise our contribution to the health and well-being of the residents of Bromley in a way that is commercially sustainable into the future.

We anticipate the strategy will cover three aspects in particular:-

- Restructuring the relationship with Bromley with regards to the long-term provision of leisure services. These discussions are ongoing and we are keen to use this opportunity to build a stronger and more positive partnership going forward.
- Integrating our health, golf and leisure offers to create a stronger focus on well-being and ensure all our customers are aware of and can benefit from all our services.
- Better articulating the value our facilities and services have in respect to social impact and public benefit. This will include gaining a greater insight into our customers and ensuring we meet their needs and aspirations with regard to leading a physically active life.

We have included our 2015 pricing review within appendix 3. This clarifies we are balancing affordability with the need to be financially sustainable. This is crucial in order to re-invest in further facility and service improvements.

Finally, we have outlined our investment fund proposal for 2014/2015 within appendix 4. This includes investment details for the Spa in Beckenham. The Spa is extensively used and we want to ensure it can accommodate a further increase in usage thus supporting the local community to become more physically active.

Appendix 1: Mytime Active governance

The Mytime Active Board of Trustees meets quarterly. Trustees during the 2013/14 period were:-

- E D Barkway
- L W Tutt
- C Whatford
- M Nuttall
- D C Pickup
- M D Oakley
- B Toms
- P Langford
- Cllr T Stevens
- J Heald
- A Hollands

The Board of Trustees have delegated the responsibility of administering the Charity to a senior leadership team, the team has changed during the course of the year and is now made up the following people who meet monthly:-

- Marg Mayne, Chief Executive
- Phil Drury, Finance Director
- Martin Boyce, People Director
- Matthew Roberts, Commercial Director
- Brad Chard, Golf Division Manager
- Adam Smith, Leisure Division Manager
- James McMeckan, Health Division Manager

Risk compliance

The Trustees recognise risk management as one of their key responsibilities. Risks are identified and recorded in the Charitable Company's risk register together with the controls and actions designed to mitigate them. During 2013/14 none of the risks identified have to date materialised into significant liabilities as appropriate action has been taken to limit the potential of these risks.

Responsibilities in relation to for example, health & safety, data protection and safeguarding are taken very seriously and identified risks are reviewed periodically and appropriate action taken where necessary.

Annual audited accounts

The annual audited accounts for 2013/14 have been approved and are available as a public document.

Appendix 2: Our partners

- Bromley Council
- Pro-Active Bromley
- Governing Bodies
 - England Golf
 - Golf Foundation
 - Sporta
- Bromley Public Health
- London Youth Games (LYG) Foundation
- 46 school and sports club partners for Team Bromley as part of LYG
- London Marathon Limited

External funders

- Affinity Sutton
- Streetgames
- Help a London Child
- Arts Council England
- Sound Connections
- Youth Music
- Balfour Beatty

Charities supported

- Cancer Research - £2,443 raised by Primetime through a range of activities e.g. Bollywood evening, cake sales, coffee mornings and a Showgirl workshop.
- Save the Children - £101 raised for Save the Children when staff at Linden House wore their Christmas Jumpers for the day.
- Harris Hospiscare - over £1,000 raised for Harris HospisCare through participating in a rounders tournament hosted by Baker Tilly.
- MacMillan - £2,165 raised as a result of taking part in the 'Worlds Biggest Coffee Morning'.
- Marie Curie Cancer Care - £17,262 raised through Swimathon at West Wickham and Walnuts.

Sponsor

- Life fitness

Accreditations

- Care Quality Commission
- Institute of Leadership and Management
- OFSTED
- Golfmark

Appendix 3: 2015 pricing review

Introduction

Mytime Active is pleased to submit, as part of the Bromley Annual Report 2013/14, its annual pricing review for the next calendar year. The key criteria for this review are comparisons with similar services elsewhere and affordability. Mytime Active understands the need to balance affordability with the need to be financially sustainable.

Harmonisation and simplicity

Mytime Active has adopted a long-term phased approach to reviewing its pricing strategy in order to simplify and harmonise the prices charged and where possible, we aim to standardise prices across the facilities/services. This in turn has been supported by the rationalised membership packages designed to appeal to the various market segments and to target those most in need of subsidy to encourage and support their participation.

A particular issue that remains price harmonisation around historical pricing arrangements made with individual customers and certain groups/clubs that mean that some existing members/clubs/groups are paying significantly less for the same service than others. This is intrinsically unfair and so we have set out to harmonise charges.

Benchmarking with the competition

Mytime Active must ensure prices remain value for money in order to sustain income for the good of the service. Accordingly, a benchmarking exercise is undertaken annually to compare market rates and ensure Mytime Active's prices remain competitive.

In general terms, Mytime Active's prices are in the upper quartile of prices in London and the South East reflecting the quality of the service provided, the need to re-invest in services that meet customer demands and expectations and the socio-demographics of the Borough.

However our membership prices and range of pay as you play programme options and prices continue to compare very favourably with prevailing market rates. On this basis, we are proposing to freeze a number of membership and packaged prices for regular users of the swimming pools, fitness facilities and golf courses at this year's levels

Concessions

In order to ensure affordability by selected groups Mytime Active will continue to promote a wide range of concessionary prices for young people, people with disabilities, people who are aged 60 years and over, people on income support, the unemployed and students in full time education in line with the Council's priorities.

We are still committed to offering free memberships to elite sports people who live in the Borough in order to support their training. In addition, in 2015 we will be offering all Team Bromley London Youth Games participants a free membership to our leisure centres to support their training.

In addition, we heavily subsidise programmes and activities for target groups and in some instances ensure activities are free to the target audience. We do this by sourcing additional revenue into the Borough through external funding.

Proposals

Taking account of the factors above our proposals are based on the following principles:-

1. In setting prices for 2015 we are taking an average % figure for RPI from January to August 2014, which equates to 2.55%, prices will then be rounded to the nearest 5p.
2. A number of our prices have been frozen and these include:-
 - Under 3's swimming will remain free of charge
 - Primetime prices for the 60 plus market, including swimming and group exercise classes;
 - Concessionary prices for those on low incomes, including swimming and group exercise sessions.
 - Gym prices for all users
 - Children's parties, with the exception of exclusive party hire packages where an above inflation increase will be applied.
 - Court hire (badminton and squash) for juniors.
3. In line with inflation increases will be applied to a number of community hirers (some will be frozen) and adult court hire for badminton and squash.
4. Membership prices will have minimal increases applied, all below inflation – with prices frozen for Primetime and Concessionary memberships.
5. We will only pass on above inflation increases to:-
 - group exercise sessions -due to increases to instructor costs.
 - adult, junior and family swimmers - equates to an additional 10p per swim
 - Centre memberships
 - golfers
 - specific groups/clubs in halls and leisure centres who are either commercial or paying below standard rates.
6. Our before and after school childcare provision prices will remain at the current price point until September 2015. If a price increase is to be applied at this time it will be below inflation and in line with a benchmarking exercise.

Consultation and information

Following consultation with the Council, Mytime Active will undertake consultation with customers in support of an effective introduction of new prices from January 2015, in most cases. Customers will be given at least four weeks notice of any changes, and presentations will be made to staff and any customer forums in terms of explaining the reasons behind any increases. Emphasis will be made on service improvements, comparable prices being charged elsewhere, and that surpluses generated are re-invested.

Implementation timetable

Due to the seasonality of services delivered by Mytime Active the implementation timetable agreed previously will continue.

Leisure centres, 1 January 2015

Civic halls, 1 January 2015

Golf courses, 1 April 2015

Childcare, 1 September 2015

Appendix 4: Investment fund proposal

Mytime Active would like to access the investment fund to upgrade the facilities at the Spa.

Summary

- Upgrade of wet and dry changing facilities.
- Rationalisation of soft play service area.
- Extension of soft play provision.
- Reconfigure reception area and install access control system.
- Enlarge gym area and additional gym equipment.
- General refresh in key customers areas

Project cost – up to £330,000

Justification

The planned investment will provide a much better customer experience from when they enter the facility and as they use the facility.

The intention is to open up the reception to provide greater customer circulation and better use of the space. The existing access control will be removed with more strategically placed turnstiles being put in place to allow the community easy access without going through any control mechanism. New signage will be installed to give a greater sense of arrival and allow our customers to locate the services they require with greater efficiency. To create a better flow and welcome for all our customers while still maintaining control of access.

The café area will be re-planned to provide a greater customer experience, the intention is that this area will become more inviting and can be utilised by the local community without necessarily having to use the other facilities. Making the café more accessible and welcoming will increase the enticement for customers and the public to use the facilities. Plus the development of the bar and layout (events) will also support this.

Both changing facilities are in need of refurbishment and do not up hold the standard of the rest of the facilities. With these improvements it will make the customers journey and experience better and assist with membership sales, retention, and customer feedback. Plus allow us to develop programme such as GAIS.

The wet change will undergo refurbishment which includes new flooring, ceiling and updated fixtures which will contribute greatly to the overall customer experience of using the site.

The dry change will undergo a similar refurbishment which will include updated flooring, a new ceiling and updated lockers.

Extension to the upper gym floor and filling in of the staircase. This will create a large free weight area, selected areas for training development areas and enable the gym to have a better flow and sectioning.

This will create a professional feel where we can further develop personal training and get staff to interact more with the members.

This investment will allow the gym membership to continue to grow and maintain its market leading position as we are nearing capacity.

The gym extension is not dependant on West Wickham, but will increase capacity for any increased usage should the West Wickham proposal goes ahead.

Small development and extension on the buzz zone: extension of the toddler area and aspects of the main frame, reduction of kitchen areas to improve floor space and look at potential option to increase capacity. The buzz zone has not had any investment since it opened and the under four areas have high usage so the development is to meet customer demand and also have some sustainability. With the reduction of the café counter this will create more cover space for F&B and also allow more customers in to the area.

The Spa is a very well used leisure centre, investment is required to ensure that its facilities maintain its position in the market place and allow further capacity for growth.

Report No.
DRR14/104

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 18 November 2014

Decision Type: Non-Urgent Non-Executive Non-Key

Title: TOWN CENTRE MANAGEMENT UPDATE REPORT
NOVEMBER 2014

Contact Officer: Martin Pinnell, Head of Town Centre Management and Business Support
Tel: 020 8313 4457 E-mail: martin.pinnell@bromley.gov.uk

Chief Officer: Nigel Davies, Executive Director of Environment & Community Services

Ward: (All Wards);

1. Reason for report

Members have requested a regular update on Town Centre Management and business support activities. This report covers activities which have taken place since the previous update to Members on 2 September 2014, and also summarises the priorities for the period until end of February 2014.

2. **RECOMMENDATION(S)**

Members of the Renewal and Recreation PDS Committee are asked to:

2.1 Note the key developments and activities within the Town Centre Management and Business Support Team summarised in APPENDIX 1 of this report.

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Vibrant, Thriving Town Centres
-

Financial

1. Cost of proposal: Estimated Cost for 2014/15: £291.6k
 2. Ongoing costs: Recurring Cost £39.1k
 3. Budget head/performance centre: Town Centre Management
 4. Total current budget for this head: £39.1k, £25.5k, £10k, £106k, £110k, £1k
 5. Source of funding: Existing revenue budget 2014/15 (including £25,5k earmarked as support grant for the Orpington BID), OLF 2 funding, funding set aside in earmarked reserves and S106 funds
-

Staff

1. Number of staff (current and additional): 3
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Not Applicable: No decisions are requested by this report
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 The Town Centre Management and Business Support service exists to maintain and enhance the competitiveness, attractiveness and vibrancy of the borough's town centres – and to support businesses across the borough. This involves working closely with town centre businesses, both directly and through business and traders groups, and with other key town centre occupiers and service providers. The resources for the service are derived not only from Council budgets but also from income from business donations, sponsorship, high street promotions and attractions, and grants.
- 3.2 A summary of the TCM and Business Support work programme in recent months and priorities for the coming quarter is provided in APPENDIX 1. Members attention is drawn particularly to:
- The work which has been ongoing to develop a BID in Bromley town centre.
 - Events planned in the run up to Christmas 2014, plus arrangements in place for installation of Christmas lights.
 - The ongoing business support programme, including the launch of the Bromley Business Growth Club.
 - Key priorities for the Town Centre Management team for Dec 2014 to Feb 2015.

4. POLICY IMPLICATIONS

The work of the Town Centre Management & Business Support Team has as its primary focus the delivery of the Council's Building a Better Bromley priority of encouraging and sustaining Vibrant Thriving Town Centres.

5. FINANCIAL IMPLICATIONS

- 5.1 The activities of the Town Centre Management and Business Support Team are resourced through various funding streams, summarised as follows:

Funding available for TCM and Business Support Activities

Funding type	£'000
Town Centre Management Initiative Fund (adj for income shortfall)	39
Grant to Orpington BID	26
S106 contributions	1
Outer London Fund	10
Earmarked reserve for Bromley BID project	110
Earmarked Reserve re Local Parade improvements	106
Total	<u>292</u>

- 5.2 Members should note that £93k of the monies set aside for Local Parades has been allocated leaving an unallocated balance of £13k.

Non-Applicable Sections:	Legal, Personnel
Background Documents: (Access via Contact Officer)	TOWN CENTRE MANAGEMENT INITIATIVE FUND 2014/15 REPORT - SEPT 2014 (DRR14/082)

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1. Summary of activities September to November 2014/15

1.1 Business Improvement Districts

- i. The grant agreement between **Bromley BID** Working Group and the Council was finalised in early October, and the Working Group subsequently appointed a specialist consultant Central Management Solutions (CMS) to undertake the work programme required to bring the proposed BID to a ballot in October / November 2015. Work has now commenced on the first stages of the programme – which includes a review of the business rates data and some light touch consultation which is expected to confirm the results of the Council’s own initial feasibility study. In addition work has started on developing the key legal agreements (Baseline and Operating Agreements) which will underpin the future relationship between the Council and the BID.
- ii. The BID Working Group, assisted by the CMS, will in January 2015 launch in-depth consultation which will seek to understand the issues for the town centre, and the aspirations of the businesses that could potentially be met through a BID. The results of the BID consultation and a draft Bromley BID Proposal are expected to be available in spring 2015 – at which time full update on the project will be reported to Members.
- iii. The Council continues to maintain direct contact with the **Orpington 1st BID** Board through the attendance of non-voting members Cllr William Huntingdon-Thresher and the Head of Town Centre Management & Business Support. The BID held its second Annual General Meeting on 8 October at which the majority of existing Board were re-elected and some new members were added to the Board. Recent BID project highlights include:
 - Initiating a partnership with the Police which will see the formation of a dedicated town centre team – part funded by the BID.
 - Occupation of an office building on the High Street – which has started to function not only as the BID HQ but also as an enterprise hub and meeting point for local businesses.

- Joint purchasing opportunities for BID members through partnership with Meercat procurement specialists – to help businesses save money
- Sponsorship / organisation of public events including
 - Cycle Mania (28 Sept) – which involved closure of the road at War Memorial end of High Street and was highly successful in attracting additional footfall and spend into the High Street on a Sunday.
 - Christmas lights switch on (20 Nov) is in late stages of planning – with another road closure planned so that the focus of activity will be on the High Street.

1.2 Vacant units

Vacancy rates for most Bromley town centres have not been updated by Local Data Company since the previous report.

1.4 Local Parades Improvement Initiative Fund

During the past 2 months work has been ongoing to implement improvement projects in various areas including:

- Chatterton Village – flower towers and hanging baskets.
- Chislehurst, High Street and Belmont Parade – village sign, community notice boards, resurfacing of alleyways and a deep clean.
- Chislehurst, Royal Parade – development of a bid to upgrade Christmas lights
- Clockhouse – improvements to damaged shop frontage, a deep clean and upgraded litter bin installation planned.
- Coney Hall – installation of planters has taken place – with some other work pending a possible change to parking and loading bays, which is under consideration by local traders.
- Hayes Village, The Street – improvement to frontage of village hall and new bins.
- Hayes, Station Approach – 2 community noticeboards, repair to car park entrances and deep clean of the pavement from Station area and round into Bourne Way. .
- Keston – Flower towers installed over the summer, now replaced by permanent planters. Bid for planting of permanent Christmas tree is in preparation.

- Mottingham, Kimmeridge Cross – planters, community noticeboards and benches.

In each case, Town Centre Managers have been assisting local groups to identify costs and explore feasibility for a variety of projects. By the end of the 2013/14 financial year £237k of the original £250k was authorised by the Portfolio Holder. Of this, £185k has already been spent, the remainder committed or earmarked. There is therefore £13k remaining unallocated for projects in parades and small town centres not yet served by this programme.

1.5 Bromley North Village Improvement works

The Bromley North Village improvement works are expected to run until end of November 2014. Works in Market Square is now mostly complete and this space is now being utilised for promotions and will play host to Bromley's Christmas lights switch on event and Christmas market. Happily, the two adjacent large retail units fronting the square (E.W. Paynes and Ernest Jones) have now been occupied by Chisholm Hunter (jewellers) and Thorntons which should improve footfall and vibrancy in this location.

1.6 Beckenham town centre

The Town Centre Manager continues to support the Town Centre Team and the Beckenham Member Working Group in their role of guiding and consulting on the design of the major TfL scheme currently in development. A number of short term improvements complementary to this scheme are in the process of being implemented following the setting aside of £47k from a section 106 agreement after the September R&R PDS Committee. During the past quarter, the Town Centre Manager has:

- Successfully applied for funding to support the Purple Flag project – which is about developing a partnership to promote improvements to safety in the evening economy – and organised the first project workshop for the partners in October
- Developed and supported a programme of networking evenings for retailers, with an event hosted at an art gallery and a bookshop.
- Supported the BBA in outreach to retailers with the aim of increasing the number of high street businesses in the BBA membership

- Assisted with the organisation of the autumn Market on the Green and staffed the information van. Also coordinated the 2nd discount voucher scheme linked to the event – which was repeated at the request of the participating businesses.
- Secured sponsorship in kind and in cash from Waitrose and Sainsbury

1.7 Penge town centre

During the past quarter the Town Centre Manager has:

- Brought together various stakeholders to create a Town Centre Team for Penge which has now been formed and recognised by the Association of Town Centre Management
- Developing ideas with local groups for a potential High Street Fund bid for Penge
- Working on the plans for the Penge Christmas event, involving for the first time the Bridge House theatre
- Helping to promote the new location and facilities at the library through organising a complementary event in Empire square which coincided with official opening
- Liaising with the new owners of the Goldsmiths Arms to establish links for future events and collaboration when the pub re-opens
- Liaising with the GLA appointed 00 architects on ideas for development of future projects

1.8 Events

- i. The now regular Beckenham local produce market was organised on 20 September partnership with the Copers Cope Area Residents Association and the Beckenham Business Association. The popular market on Beckenham Green was augmented with entertainment and a stall promoting businesses from across the town, along with a display caravan publicising the TfL funded plans for regeneration of the High Street – which was visited by over 80 local residents. The discount voucher was repeated due to demand from the participating businesses.
- ii. Poppies have been installed in trees and lamp columns in Bromley in readiness for Remembrance Sunday.

iii. In the late stages of planning are the following Christmas lights switch on events (in date order):

- Penge – Thursday 20 November, 3–6pm
Christmas stalls, hog roast, Santa and entertainment on stage
- Orpington (High Street) – Thursday 20 November, 4–7pm
Santa and his reindeer, lantern parade, fairground rides, Christmas market stalls, entertainment and a fireworks display.
- Biggin Hill (New Life Church) – Saturday 22 November, 4–5pm
Entertainment, mulled wine and mince pies
- Hayes (New Inn, Station Approach) – Saturday 22 November, 4pm
Santa’s grotto, stalls and entertainment
- Farnborough Village – Sunday 23 November
- Chislehurst (Royal Parade) – Sunday 23 November, 12noon – 5pm
Christmas market, food, entertainment and a raffle
- Beckenham – Saturday 29 November, 12noon – 6pm
Candle-lit parade, children’s fun fair, entertainment on stage, food stalls, Santa, carol singing and mince pies
- Chislehurst (High Street) – Saturday 29 November, 3–5pm
Mulled wine, Father Christmas, popcorn, roasted chestnuts and entertainment.
- Petts Wood – Saturday 29 November, 1–6pm
Stalls, rides, entertainment and fireworks at 6pm.
- Bromley Town Centre – Sunday 30 November, 12.00noon – 5.00pm
Entertainment from 12 noon, festive stalls with Santa dash at 2pm, An appearance from Panto Stars at 4pm, Christmas parade starting at 4.45pm, lights switch on with snow, glitter and light show at 5pm

The majority of these events are organised by local business and residents groups and in Orpington by Orpington 1st BID. In Bromley, Beckenham and Penge the events are managed by Town Centre Management with only part of the costs met through agreed Council budgets, with the remainder funded through commercial sponsorship and other third party contributions.

- iv. Festive Impact Lighting Ltd have been contracted to install festive lights in Beckenham, Bromley, Chislehurst, Coney Hall, Orpington, Penge and Sundridge Park and are in the process of installing these displays in the agreed locations in preparation for the switch on dates outlined above.

1.8 Business Support Programme

- i. Town Centre Management has continued to work closely with various organisations to ensure that there continues to be a programme of support and networking opportunities for local businesses. The events are organised without any financial subsidy from the Council – but rely on offering third parties free use of space, promotion via our networks and officer time.
- ii. At the last R&R Committee Members requested further feedback on the 18 June ‘Bromley Means Business’ Expo. In early October 195 participants were emailed with a link to an online survey and encouraged to provide feedback on the event and its impact on their businesses. Disappointingly only 16 of these provided a response, but out of these responses were generally positive, with 62% satisfied with the event (the remainder neutral). More than half of those responding had achieved growth since the event, and half of these attributed some part of that growth to having attended the event. Over a third of those responding said that they generated additional sales through having attending the Expo – all of these saying the that the sales were valued up to £5k. Some comments provided by participants include:
 - “We were able to deliver disability awareness training and gained additional fundraising as a result”
 - “I thought it was an excellent event. It was small enough to make one feel it possible to get all the way round, but big enough to have good variety. I was impressed.”

On the basis of this feedback and earlier feedback provided by the stall holders, officers are in discussions with London Means Business about hosting another Bromley Means Business Expo in June 2015, possibly utilising the Great Hall rather than the Committee Rooms, as this venue would facilitate all the stands being within one room.

- iii. In late September, the Council hosted a joint event with Barclays Bank and UKTI which promoted overseas trade. The event took place in Committee Room 1 and was attended by a range of existing and start up businesses with an interest in doing business abroad. The session included excellent presentations from expert practitioners.
On 23 October the Council, in partnership with Action Coach, re-launched the Bromley Business Growth Club, which will become a regular monthly session for established local businesses with an ambition to grow. The first session, entitled 'Six Steps to a Better Business' was attended by 25 local business owners.
- iv. The bi-monthly Business e-Bulletin has changed its format and is now being hosted and managed on behalf of the Council by a local e-marketing agency. At present just over 3000 businesses are sent the bulletin every other month, with the next issue due in mid-November.

1.9 Business and Traders Group liaison

In addition to the main town centre activities, the Town Centre Management team has maintained links, providing support and advice where required to a number of traders and town centre groups across the borough. As discussed in 1.1 the Town Centre Management team maintains direct links to the Orpington 1st BID through both formal and informal meetings.

2. Key priorities for the Town Centre Management & Business Support Team from November 2014 to February 2015

The Town Centre Management & Business Support team's main priorities for this period will be:

- 2.1 Encourage and support the Bromley BID Working Group in engaging with businesses across the town centre to consult on a potential BID. Coordinating the Council's internal officer team in responding to the development of the BID proposal as the project progresses. Undertaking communications with the wider business community to raise the profile of the BID project.
- 2.2 Support for the Beckenham Town Centre Team and the Beckenham Town Centre Working Group – including assisting with engagement with businesses and other town centre stakeholders on designs for the major TfL-funded scheme for Beckenham.

- 2.3 Direct management and coordination of major Christmas events in Bromley, Beckenham and Penge and support for events elsewhere.
- 2.4 Upon Member approval of a 'direction of travel' report on the Bromley 3 day street market (also on this agenda) – to coordinate a project to prepare for the possible relocation and refocussing of the Bromley market – and prepare for a possible tender for a commercial operator for Bromley town centre markets.
- 2.5 Oversee the delivery of Christmas lights services for the 2014 season in Bromley, Beckenham, Penge, Orpington and some smaller towns / parades.
- 2.6 In collaboration with colleagues in the Town Centre Renewal Team support the submission of bid to the High Street Fund from Orpington and Penge. In the event that the bids to the New Housing Bonus fund are approved by the London Enterprise Panel, officers from this team will also be involved in refining the programme including business support projects.
- 2.7 Work with partner organisations to deliver a programme of support workshops and seminars for local existing businesses and start ups – including hosting the Bromley Business Growth Club in partnership with Action Coach.
- 2.8 Work with colleagues in the Council's Town Centre Renewal team to oversee the final evaluation of the Outer London Fund Round 2 programme – which will be undertaken by an external consultant and will be concluded by end of December for reporting to the GLA.
- 2.9 Maintain regular business communication channels and publications – including the business e-bulletin, website content, including a possible new Bromley Business Directory (for publication in 2015). The team will continue to engage with businesses through attendance at various networking events, and also facilitate the Bromley Economic Partnership and the Commercial Property Agents Forum.

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Report No.
DRR14/106

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Renewal and Recreation PDS Committee

Date: 18th November 2014

Decision Type: Non-Urgent Non-Executive Non-Key

Title: TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE

Contact Officer: Kevin Munnely, Head of Renewal
Tel: 020 8313 4519 E-mail: kevin.munnely@bromley.gov.uk

Chief Officer: Marc Hume, Director, Regeneration and Transformation

Ward: All Wards

1. Reason for report

- 1.1 To update Members on progress in delivering the Town Centres Development Programme and the findings of the Growth Study and proposed programme of action. Member endorsement is also sought for the development of the project proposals for submission to the Mayor's High Street Fund which have to be submitted to the GLA by 1st December 2015
-

2. RECOMMENDATION(S)

Members

- 2.1 Note the progress on the delivery of the Town Centres Development Programme
- 2.2 Endorse the project proposal to be developed for submission to the Mayor's High Street Fund and delegate final sign off for any bid submissions to the Portfolio Holders for Renewal & Recreation and Resources, the Leader and the Director of Regeneration & Transformation.

Corporate Policy

1. Policy Status: Existing Policy: Bromley Town Area Action Plan
 2. BBB Priority: Vibrant, Thriving Town Centres:
-

Financial

1. Cost of proposal:
 2. Ongoing costs: Non-Recurring Cost:
 3. Budget head/performance centre: Renewal and Capital Programme
 4. Total current budget for this head: £133k
 5. Source of funding: Town Centre Development Fund, capital receipts and TfL funding
-

Staff

1. Number of staff (current and additional): 3
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance:
 2. Call-in: Applicable:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Borough-wide
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No:
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

Development Programme

- 3.1 As agreed at R&R PDS on 1 April 2014 this report provides updates on only those individual projects where progress has been made.

Site G: West of the High Street (Churchill Place)

- 3.2 The Council's development advisers, Montagu Evans, have reviewed the MUSE Development proposal for developing Site G (Churchill Place) and have concluded that their proposals would expose the Council to significant and unacceptable financial risks without any clear financial return. As a consequence of this appraisal a Part 2 report will be considered by the R&R PDS (18 Nov) and Executive (26 Nov) which seeks approval to (i) terminate the Council's partnership with Muse Developments and (ii) consider an alternative development strategy and programme of actions that secures the Area Action Plan objectives.

Site C: Town Hall

- 3.2 Cathedral have been working to revise their scheme proposals in the light of the feedback that they received from CABE. This has delayed the submission of their draft planning application which has to be approved by the Council in its capacity as land owner prior to its submission to the local planning authority.
- 3.3 Cathedral have had meetings with the Council's planners and English Heritage and are aiming to finalise the design details and to complete the supporting information early in November to enable the submission of the planning application

Bromley North Village

- 3.4 The final phase of works is underway at the East Street/West Street junction. The High Street will be resurfaced in mid-November. The works will be completed on November 30th, although some snagging and contingency works will take place in 2015. As part of the post completion evaluation of the scheme a Stage 3 Safety Audit and business and visitor questionnaires will be undertaken and the results of the evaluation reported back to a future meeting of the R&R PDS Committee.

Beckenham Major Scheme

- 3.5 The Major Scheme's Design and Development phase is on schedule. A base Traffic Model has been developed and is with TfL for audit. TfL timetable for completing this audit is 4 to 6 weeks. Plans for improving the current traffic light junctions along the High Street have been tested for vehicle tracking (HGV movements). Pedestrian Origin and Destination surveys are due to take place in early December.
- 3.6 Design consultants have been working on more detailed plans, which take into account recent topographical surveys, the HGV tracking movements and information on utilities. In addition they have been considering street furniture and materials. These have been presented to the Working Group as well as presented at Beckenham Green Market Days. Sketch plans have been developed for Beckenham Junction Station forecourt.
- 3.7 Design consultants are currently working on options for the Cinema roundabout with a focus on improving the pedestrian access and environment. Three options will be tested by the TfL verified traffic model in order to ensure that any adverse impact on traffic is minimised.

- 3.8 In addition to the Beckenham Working Group meetings wider community consultation is on-going. The Market Day event on 20 September attracted approximately 80 visitors to the Council van exhibiting options for street furniture and materials. The Beckenham Improvements webpage on the Council's website is regularly updated, with plans as they are developing.

(current drawings available at meeting)

Proposed Beckenham Town Centre Conservation Area

- 3.9 Formal consultation period finished on 24 October. Approximately 100 responses have been received for far, in addition to a formal response from English Heritage. Analysis of these responses will be taking place and their outcome will be reported in the next committee cycle.

Orpington Town Centre

- 3.10 The Miller Development at the Walnut Shopping Centre for a cinema, gym and retail units is under construction and due to be completed 2015.
- 3.11 A planning application has been received from Berkeley Homes scheme for the Old Police Station site. The application consists of the erection of a 9 storey development comprising of 83 residential units, a retail unit, a Wellbeing Centre and 45 car parking spaces for the residential units.
- 3.12 The Council are keen to maximise the opportunity offered by these new developments to implement a comprehensive public realm improvements to the Walnut Centre. Designers have been commissioned to develop a RIBA Stage A – Concept plan for the public areas of Walnut Centre. A workshop with stakeholders was held on 11 September. Draft concept plans are with potential stakeholders/funders for their consideration and potential financial contributions to developing plans to RIBA Stage D. ***(Concept plan available at meeting)***

New Homes Bonus

- 3.14 The last R&R PDS Committee meeting considered outlined bids which the Council was proposing to submit for New Homes Bonus funding. These were:
- Penge Town Centre/ Crystal Palace (£1,050k)
 - Orpington Town Centre (£550k)
 - Biggin Hill Aviation and Technology Enterprise Centre (£164k)
 - Lagoon Road Industrial Estate Redevelopment (£164k)
- 3.15 In consultation with the Leader, Portfolio Holders for R&R and Resources, Chairman for R&R PDS and Ward Councillors bids were submitted on 29 August. All four of Bromley Council's bids were successful and were approved by London Enterprise Panel on 29 October.
- 3.16 These projects will commence from April 2015 and will need to be completed by March 2017. Between now and the end of March 2015, grant agreements will be negotiated and the projects will be further developed to commence implementation in April.

Mayor of London High Street Fund

3.17 On 2 October the Mayor of London launched the High Street Fund prospectus. Up to £9m has been made available until March 2016 by the Mayor to support projects that help achieve his ambitions set out in Actions for High Streets. This is the latest in a series of funding rounds, which started in 2011 with Round One of Outer London Fund, aimed at helping London's high streets to grow and become more vibrant.

3.18 The High Street Fund is open to proposals from Boroughs, sub – regional partnerships, town teams and business improvement districts, community groups and charities within London that wish to lead the regeneration of their local high streets.

2 October	High Street Fund prospectus released, application details available
1 December	Closing date for application
January 2015	Announcement of successful projects
March 2015	Grant agreements signed
March 2016	Fund closes

3.19 There are three categories of funding:

- Town team or BID, community group, local amenity group, school, charity, sub-regional partnership, London Borough – up to £20,000 with 25% match funding requirement
- Sub-regional partnership, BID or town team led partnership with London Borough – up to £200,000 with 50% match funding requirement
- London borough led partnership – up to £2,000,000 with 50% match funding.

3.20 For grants over £20k the Council will need to be the accountable body and take responsibility for the financial management, including claims which will be paid in arrears. Informal feedback from the GLA indicates that they are likely to limit large capital allocation of up to £2m and these will be focused on areas not previously in receipt of Mayoral funds under the Outer London Fund. To date Bromley Town Centre has received approximately £2.5m from OLF allocations. Both the Penge Town Team and Orpington 1st BID have indicated that they would wish to partner with the Council in the submission of separate bids for up to £200,000. An outline of each of the bid's proposal is set out below. Both proposals seek to use the Council's NHB projects as match funding which is acceptable to the GLA, Part of the ongoing bid development will be examining the risks of partnering with each of the teams and calculating the projected costs to the Council of managing and administering the projects if successful.

Penge Town Team proposals:

3.21 The newly formed Penge Town Team would like to submit a bid for up to £200K which will consist of three projects.

a. Penge Community Canteen

3.22 A community canteen for the Penge Area, run by and for the community which will provide a training and development programme targeting 16-20 year old NEETs from the Penge

area to provide them with the relevant workplace skills to support their progress into the food/ service sectors.

- 3.23 This will include setting up of a “third space” venue for local people to do their own food related pop-ups or residences launching food service or retail businesses, acting as a community hub for shared food experiences, from national cuisine days to supper clubs as well as a venue for cookery classes for and by the community.

b. An Enhanced Penge Festival

- 3.24 The Penge Festival, founded in 1972 as a way of promoting and developing existing community relations in the town has been bringing the community together for over 40 years. It is the objective of the Penge Town team to develop this event into something spectacular using skills and talent already inherent within the community. This will have community-based emphasis that celebrates the artistic excellence of the local area, embracing and reflecting its diversity. Events to be held in May over a week, will likely include and Arts/Heritage Trail, Street Theatre, free open air cinema, musical performances, various workshops and much more culminating in a major celebration of Penge cultural life.

c. Capacity Building for the Penge Town Team and A Community Development Hub.

- 3.25 Building the physical and virtual presence of the newly established Penge Town Team, initiatives proposed include the launching and maintenance of the Town Team web site and the provision of accommodation for the Town team in the town centre. This space will also double up as a community hub providing an address for a drop-in centre for the local CAB, IT training courses and a meeting space for local community groups. The town team is currently looking at various vacant units in the town centre as options. Funding will also be sought for a part-time staff member to coordinate the Town Team programme. This project will link into the expanded business support programme submitted in the NHB bid for Penge.

Orpington 1st proposals

- 3.26 The Orpington submission seeks to develop on the embryonic work of Orpington 1st Bid in expanding their Enterprise Hub, through which a programme of support for businesses currently trading in the town and those companies and individuals seeking to establish a business is delivered. Currently the Enterprise Hub has secured on a pro bono basis the advice services from a bank, solicitors and commercial agent, although this is relatively limited. Funding would be sought to purchase a package of advice services which would be flexible enough to meet the development needs of prospective clients. The Enterprise Hub is also currently delivering a small programme of training, delivered by Prospect Consultancy, aimed at returners to the workforce. It is proposed that this and similarly focused training initiatives are developed and expanded through the High Street funding to allow the programme to develop and become self-funding in the future. The initiative therefore supports the development of the capacity of Orpington 1st to grow and prosper and provide the business support network which will a long term legacy of the High Street funding.
- 3.27 In addition to providing the support services the initiative will also focus on providing a variety of trading platforms for new and developing businesses, which could be real, virtual, temporary or permanent. Discussions have taken place with Bromley College with a view to supporting the establishment of a series of pop up food stalls focused on showcasing the culinary skills of the College students on the College’s hospitality course. It

would also provide them with the business support skills need to trade successfully. This would be complimentary to the College's own trade restaurant and something that could be accommodated in the refurbished College Square. There is also scope to extending the scope of the pop up stalls for wider business users on to the High Street. There is also an ambition to use the funding to secure the leases on a number of vacant High Street retail units for use as pop up shops. It is proposed that these pop up shops will be used to encourage and support start up business, through providing the trading platform and business support. Selection would be on a competitive basis, with free initial leases restricted to a three month period to encourage a culture of enterprise.

3.28 Proposals for Penge and Orpington will be developed further in consultation with the Leader, Portfolio Holders for R&R and Resources, Chairman of R&R PDS and Ward Councillors. Subject to their support a formal bid will be submitted by Director of Regeneration and Transformation for the 1 December 2014 deadline.

3.30 Town Teams working in other centres in the Borough have been notified of this funding. It is understood that the Chislehurst, Beckenham, Bromley and Penge Town Teams are looking to submit smaller bids for their areas. The Council will not be required to be the accountable body for these smaller bids.

Growth Area Study – Next Steps

3.31 The Local Plan report to Executive in February 2013 identified as a key policy objective the maximisation of economic growth. This included a commitment to identifying investment opportunities and undertaking key infrastructure improvements in the main growth areas of: Biggin Hill; Cray Business Corridor; and Bromley Town Centre. In support of this objective consultants URS and DTZ were commissioned to provide a critical assessment of the future growth capacities of both the Biggin Hill (Strategic Outer London Development Centre) and the Cray Business Corridor. These growth assessments have been used to inform the development of planning policy options for these areas, the results of which have already been reported to the Local Development Framework Advisory Panel throughout 2014 as part of the Local Plan review. These studies have also been critical in the identification and prioritisation of development opportunities that will inform future investment applications to the Council's Economic Development & Investment Fund.

3.32 A majority of the Borough's employment land 89 hectares (excluding town centres) was surveyed as part of the study. Currently 34% is used for Warehousing (B8) uses; 24% for Industry (B2); Retail (A1) 15%; Offices 8% and vacant 9%. ODPM Guidance recommends applying an optimal floorspace vacancy rate of 8%. Table 1.1 illustrates that the employment by use class for both the Cray Corridor and Biggin Hill.

Table 1.1 Current Land Use

	B2 Industrial	B8 Warehousing	A1 Retail	Other	Vacant	Total (Hectares)
Cray Corridor	11.87	13.95	10.24	6.88	6.62	49.56
Biggin Hill		3.15		2.41	1.56	7.16
Total	21.27	31.43	13.79	12.46	10.05	89

Cray Business Corridor

- 3.33 The findings from the URS study into growth capacity work found that the Cray Business Corridor supported the largest concentration of industrial based SME's in the borough. The corridor consists of a wide variety of employment sites which on the whole are well functioning, well managed and support a diverse range of SME businesses. The study concludes that given the good strategic characteristics and continued decanting of industrial firms from central London there is likely to be a continued overall gross demand for space within the Cray Corridor.
- 3.34 However, there are major constraints to redevelopment in the Corridor, the benchmark industrial land values for an acre is £650-£750k (£1.60m - £1.73m per hectare) which is well below the values retail or housing uses can support. New industrial floorspace supports typical rents in the order of £8.50 - £9 per sq. ft. (£90-£95 per sq. m) and the investment yield for a new multi-let industrial estate is likely to be between 6-6.25%. Given a typical benchmark build cost of industrial buildings of £50-£60 per sq. ft. (£550-£650 psm) this is a major impediment to the redevelopment of industrial floorspace as speculative developers can achieve a better return on non-industrial development.
- 3.35 In depth analysis of capacity of the corridor found that the area could support a maximum additional growth of approximately 58,000 sq. (11.6ha) over the next 15 years, which at a blended industrial job density of 1 job per 54m² would equate to 1074 new jobs. This increase in floorspace would be achieved through a combination of redevelopment of current sites at higher densities and the re-use of vacant and derelict sites. The areas the study identified as having growth potential included: (Map1 attached as Appendix 1).

Growth Area	Size Hectares	Net Additional floorspace Sq.m
C1. Ruxley Corner including vacant Klingers site	2.7	13,500
C.1 Vacant Land rear of Tesco Edington Way	3.1	15,500
Cluster 2.1 Crayfield Industrial Estate	1.8	9,000
Cluster 3.5 and Lagoon Road Industrial Estate.	4.0	20,000
Total	11.6	58,000

- 3.36 The URS Study recommends that the Council's resources are directed to enabling economic growth in the above locations with the aim of providing suitable and affordable industrial workspace for a range of industrial focused SME's. This growth will be brought forward partly through private owners redeveloping vacant sites such as the Klingers site at Ruxley Corner, which is currently being actively marketed. However the growth opportunities for Lagoon Road Industrial Estate are more constrained and will take much more effort to unlock their potential. The Lagoon Road Estate currently contains under developed and long term derelict sites and there has been a clear failure of the market to bring about a timely redevelopment. This is in part due to the fragmented landownership patterns, poor servicing infrastructure and competing uses increasing the cost of industrial land. The initial site assessment for Lagoon Road is attached as [Appendix 2](#). Initial discussions have taken place with agents acting on behalf of the Phoenix Life the main landowner in Lagoon Road concerning joint working. Approaches have also been made to the commercial agents acting for Allied Bakeries who are looking

to significantly downsize their operation on the adjacent site. Preliminary work has also been undertaken with Commercial Agents Michael Rogers concerning redevelopment/investment opportunities in Kangley Bridge industrial estate.

- 3.37 The next stage in assessing the precise nature of the redevelopment/investment opportunity for Lagoon Road and other identified areas, is the preparation of development briefs. This work would determine which interests need to be acquired to deliver a viable scheme as assessed via a detailed financial appraisal. This work would also build upon the infrastructure and transport assessments carried out to date. It is anticipated that the work programme will also examine the potential for alternative management of the Corridor such as the establishment of an Industrial Business Improvement District.
- 3.38 Funding for a dedicated development planner post to manage and drive forward this project has been approved by the London Enterprise Board and work will commence of the recruitment to the post on an initial two year contract commencing in April 2015. A report is also due to be considered by the Executive in November which seeks to allocate specific funding of £10m from the Economic Development & Growth Fund to support investments in the Growth Areas of the Cray Business Corridor, Biggin Hill and Bromley Town Centre.

Biggin Hill

- 3.39 The Strategic Outer London Development Centre (SOLDC) designation provides a great opportunity for the Council to adopt a more positive approach towards future development at Biggin Hill. Whilst the emerging findings from the Davies Commission on future aviation policy also provides support for the growth of smaller regional airports. The current growth strategy being promoted by the Biggin Hill LoCATE Partnership forecasts growth of up to an additional 70,000 sq. m of floorspace, which could equate to approximately 2,300 new jobs over the next 20 years. This is based on generating additional demand from existing occupiers and significantly expanding the opportunities to attract more global occupiers, supply chain and international customers' bases. Operational changes in the way regional airports operate, most notably Luton, will lead to the displacement of significant numbers of business aviation flights, which will be looking to relocate along with their servicing needs. Biggin Hill Airport Limited believes that the adoption of a more flexible planning framework will allow them to compete and capture a large portion of this displaced business aviation, generating the projected growth.
- 3.40 Whilst the majority of this growth would be focused on the provision of new hangarage and servicing facilities for relocating Original Engine Manufacturers (OEM) and Aircraft Operating Companies (AEC), a significant percentage could be generated by Small and Medium Enterprises (SME's) connected to the aviation supply chain. The growth in both OEM's and AOC would generate demand for a whole range of specialist services and create a demand for mechanical and electrical engineers to work both air side servicing the aircraft but also in the expanded supply side SME's needed meet this increase in demand. Currently a majority of the SME's in the SOLDC area are concentrated off airside in the Concorde Business Centre on the adjacent Airport Industrial Estate. The URS report confirmed that for every business jet who uses Biggin Hill as home base generates 8 FTE jobs.
- 3.41 The report also recommends that the main focus for Council intervention, outside of the wider planning policy review, should be on developing a credible long term business led solution for the cluster of Listed Buildings that form West Camp. It is proposed that the Council plays a more active role in the redevelopment of this area, utilising the potential offered by the prospective Mayor's London Enterprise Panel Growth Fund allocation for a

future skills academy. This could also be linked to expanding employment floorspace for smaller businesses linked to aviation and mechanical and electrical engineering, who are currently housed in the smaller of the industrial estates in South Camp. The ambition is for the creation of a regional engineering training and business hub. This would require securing ownership of the site and taking a more active role in the development and delivery of the skills academy. These issues and opportunities are the subject of on-going and active discussions with the GLA, Pentbridge Properties the landowners, Bromley College and the airport operator.

- 3.42 The URS report concluded that the former RAF element of the West Camp estate could be redeveloped through a reuse of existing Listed Buildings and new build to provide for 8,812 sq. m. additional employment floorspace. This could provide a range of business units for SME's businesses and form the core of the Aviation Technology and Enterprise Centre, including the training academy. The Council is keen to explore options to provide business support as part of the initiative and officers have already held talks with a range of specialist providers.
- 3.43 The next stage in the project development is to build upon the URS work and undertake a detailed feasibility report, with preliminary business plan for the development of the Biggin Hill Centre for Aviation Technology and Enterprise. This would explore site acquisition options, and different types of operating models to identify an appropriate delivery mechanism through which to develop and implement a preferred scheme. This would include the preparation of an overall masterplan for the site to reduce planning risk, fund necessary infrastructure to improve the opportunities for viable development and disposal of plots (freehold or long leasehold) on a site by site basis. The further assessment work would include:
- Site due diligence
 - Detailed financial appraisal to demonstrate viability
 - Site valuation
 - Site assembly strategy
 - Market testing
 - Identification of an appropriate procurement process
 - Comprehensive risk assessment
- 3.44 Funding for a dedicated development planner post to manage and drive forward this project has been approved and work will commence of the recruitment to the post on an initial two year contract commencing in April 2015.

4. POLICY IMPLICATIONS

- 4.1 Work delivering the Town Centres Development Programme is entirely consistent with Policy Objectives set out in Building A Better Bromley 2011-2012 and the Renewal & Recreation Portfolio Business Plan 2013/14. The work of the Renewal team links to the Building a Better Bromley priorities by working towards the provision of Vibrant and Thriving Town Centres.

5. FINANCIAL IMPLICATIONS

- 5.1 A sum of £233k was set aside by Members to fund the Town Centre Development Programme. To date £179.8k has been spent leaving a balance of £53.2k available to fund specialist advice for the remaining part of the process.
- 5.2 TfL have provided £164k funding during 2014/15 to enable the design and development phase of the Beckenham Project to be undertaken.

- 5.3 In September, £47k of S106 funds was agreed to be used to fund improvements in Beckenham Town Centre.
- 5.4 The GLA have top sliced the National Home Bonus allocation from each Local Authority in London. The GLA have approved the following bids for LB Bromley; -

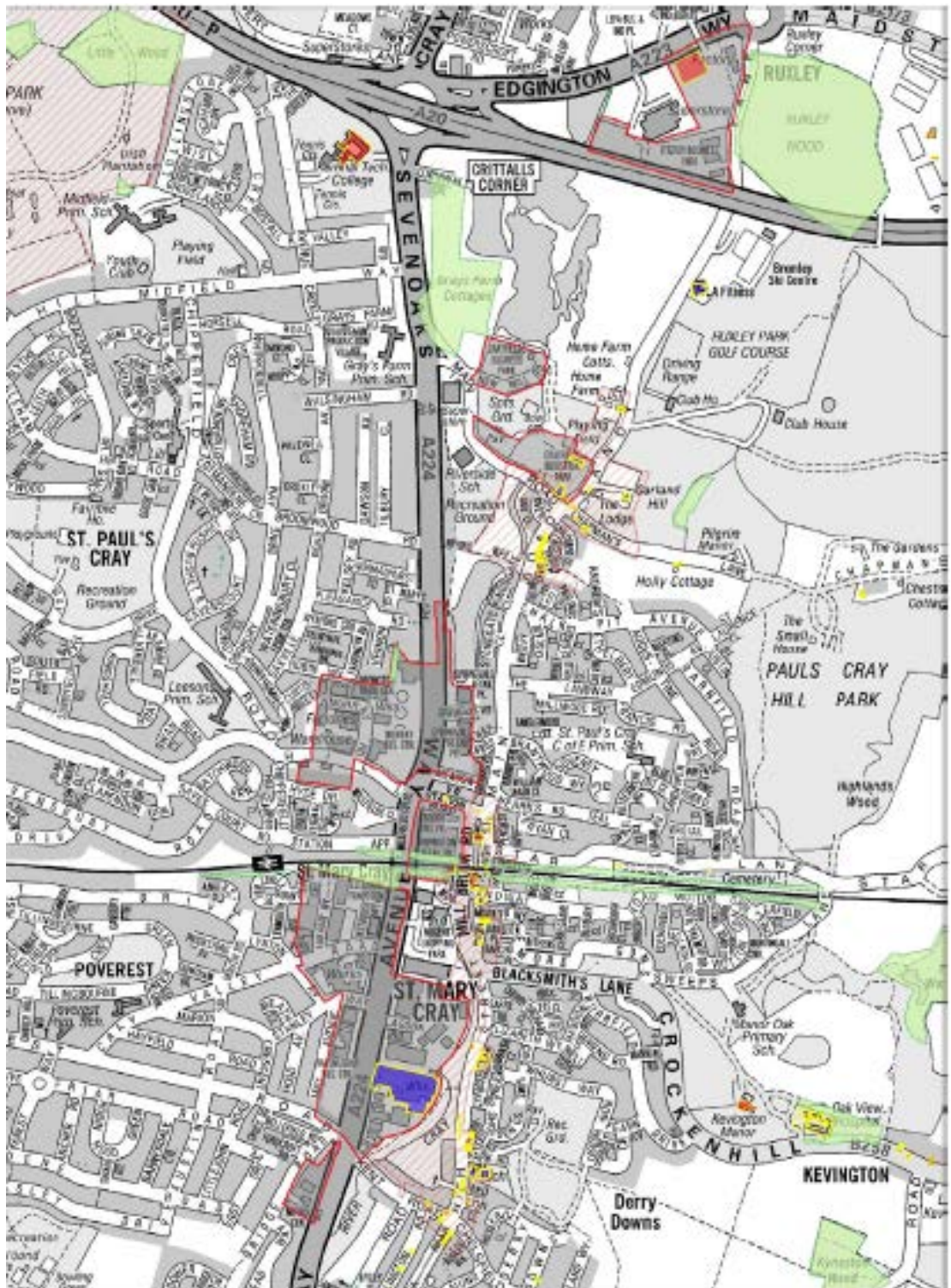
Project	Capital £'000	Revenue £'000	Total £'000
Penge Town Centre/Crystal Palace	1,000	50	1,050
Orpington Town Centre	500	50	550
Biggin Hill Aviation Technology & Enterprise Centre	0	164	164
Lagoon Road Industrial Estate Refurbishment	0	164	164
Total approved bid	1,500	428	1,928

- 5.5 The High Street Fund bid if successful will be a grant award from the GLA paid in arrears upon the completion of agreed milestones. In terms of the match funding element, leverage can be provided by the use of the successful New Homes Bonus awards for Orpington and Penge Town Centres.
- 5.6 The GLA have not yet finalised guidelines/grant conditions relating to the High Street Fund applications. It is therefore not possible to assess the level of staff time that will be required for the monitoring and administration of any successful schemes, together with the number of claims and level of detailed supporting documents that will be required from the Council as the accountable body. Officers will endeavour to ensure that the projected costs to the Council will be incorporated into each of the project bids.
- 5.7 A report is being submitted to the Executive requesting approval of £135k from the Economic Development and Investment Fund, to meet the estimated costs of the proposed revised development programme for Bromley Town Centre.

Non-Applicable Sections:	Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	NA

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Figure 1.1 – Cray Business Corridor Study Area and designated employment sites

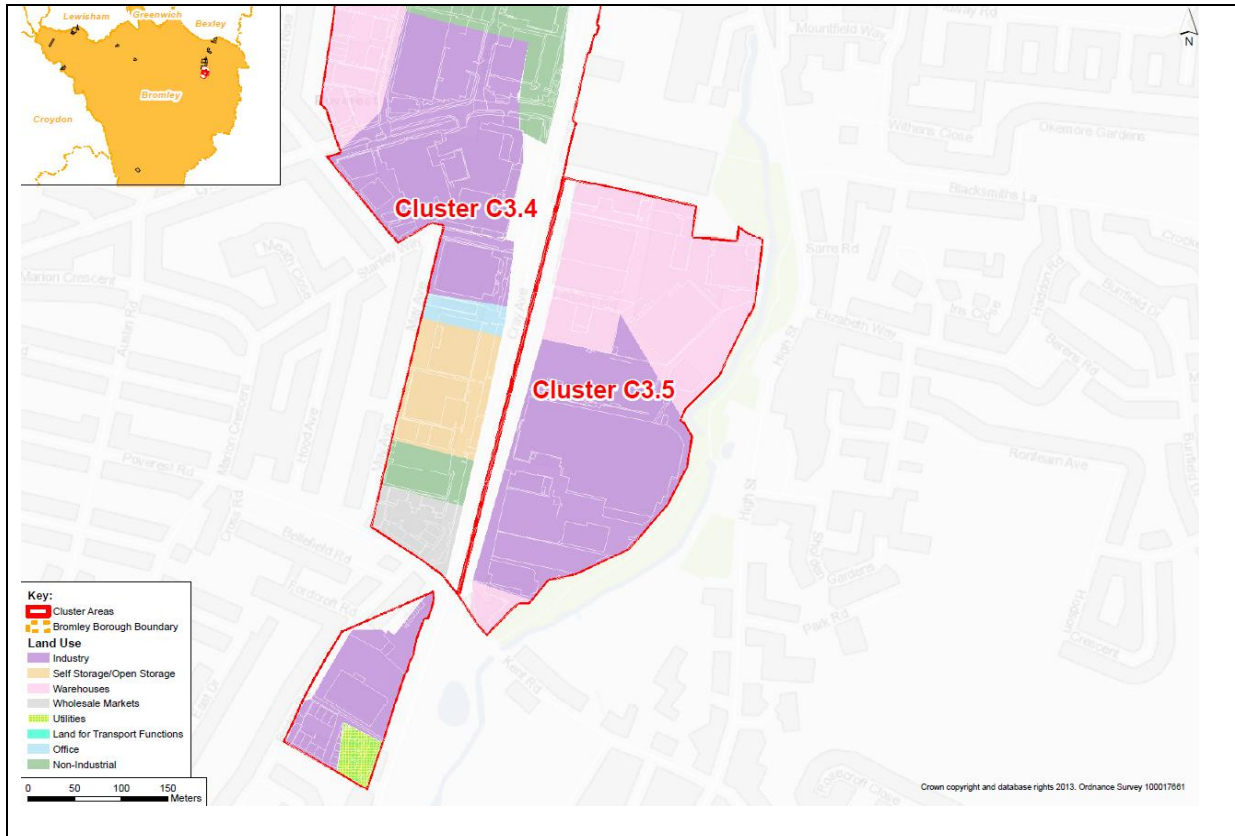


Source: LB Bromley

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APPENDIX 2

Figure 4.8 - Employment Cluster 3.5 St Mary's Cray Industrial Business Park – Profile and Characteristics



Land area (Ha)	The employment cluster is a total of 8.17 hectares in size.
Land use breakdown 2014 (Ha) (as per above plan)	As per the site surveys and GIS mapping, the cluster was found to contain the following land uses as per the London Plan industrial land use categorisation: <ul style="list-style-type: none"> • B1c/B2 Industry – 4.35 ha • B8 Warehouses – 3.82 ha
Land use change 2010-2014	There was no land use change within this cluster between 2010 and 2014.

Main Estates and Occupiers

Allied Bakeries (covering much of the south of the cluster), Safestore Self Storage, Screw Fix, Travis Perkins, The Hill Group, Neilcott, F&P Wholesale, Elite Gym (occupying a former business unit) and other businesses at the Lagoon Road Industrial Estate.

Estate sign at Lagoon Road Industrial Estate (covering the northern part of the cluster)





Strategic Road Access

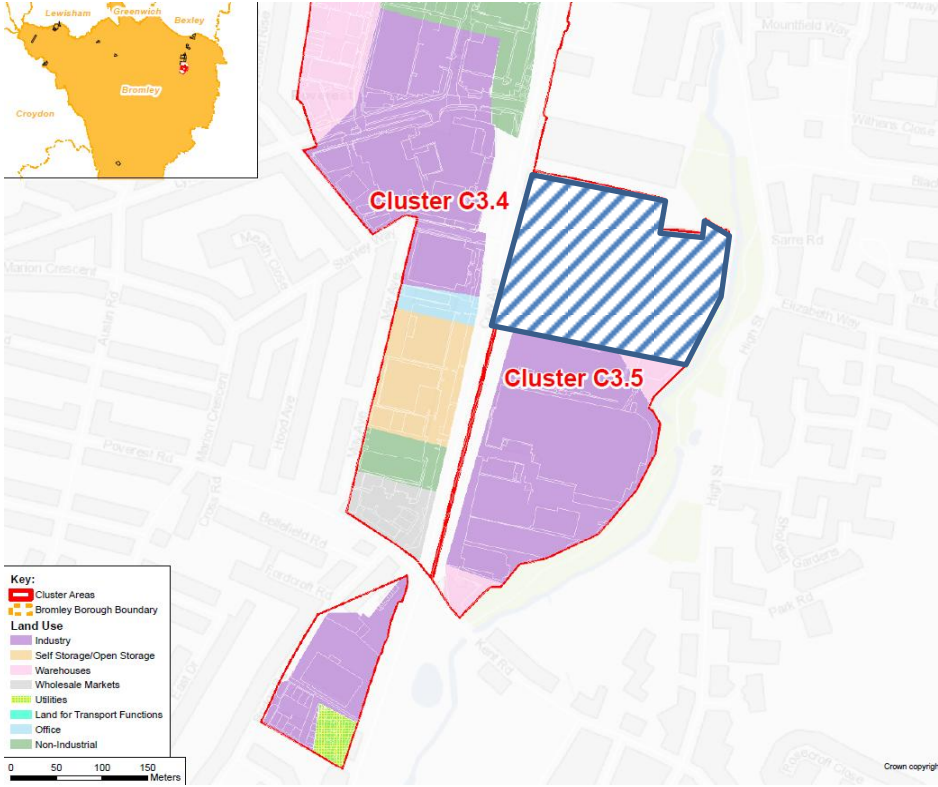
Direct access onto A224 Sevenoaks Way and indirect access to the A20 Sidcup By Pass. The site has very good strategic road access.

Neighbourhood issues (incl. sensitive receptors e.g. residential, schools)

No bad neighbour issues were observed on site and there are no sensitive immediately adjacent uses such as residential, schools or community uses.

Strategic access to public transport	The cluster falls within a PTAL 4 area - this is considered 'good' on a scale of scale of 1a (lowest) to 6b (highest).
Access to waterways & wharves	The cluster has no access to any waterways.
Access to railhead	The cluster has no access to any railheads.
Other physical site constraints (layout issues, access through local roads)	Access through Lagoon Road Industrial Area was found to be constrained by on street parking and on street business servicing.
Planning policy context	The cluster is designated as a 'Business Area; in the adopted UDP and a 'Strategic Industrial Location (Industrial Business Park)' as per the London Plan. The site is bordered to the east by an 'Urban Open Space' and 'Conservation Area'.
Servicing of businesses	Most businesses throughout the cluster were observed to have designated off road loading areas though some within the Lagoon Road industrial Estate had roadside loading which was found to cause congestion issues.
Parking facilities	<p>Most of the businesses and sites throughout the cluster were found to have adequate dedicated parking provision. There was also observed to be some on street parking though this was not causing any traffic circulation problems at the time of the site visit.</p> <p><i>On street parking within the cluster</i></p> 
Access to amenities & facilities	Access to facilities and amenities is considered to be very poor with no facilities or amenities within a fifteen minute walk of the site.
Quality of environment and public realm	During the site surveys it was found that the quality of environment and public realm was found to be generally good though there were some signs of a lack of investment for example in internal roads particularly at Lagoon Road.

<p>Conditions of buildings</p>	<p>Buildings throughout the cluster were considered to be good except for within lagoon Road industrial estate where some units were considered poorer.</p> <p><i>Business premises within Lagoon Road</i></p> 
<p>Vacant floorspace observed</p>	<p>Up to 2,442 sq m of floor space was observed to be lettable within the Lagoon Road area at the time of the site survey in December 2013. Several units were vacant and being marketed including 1,290m² for B8 use, a unit of 567m² for B1c use and a unit of 585m² for B2 use. This extent of vacancy suggests that units available are not attractive to occupiers.</p>
<p>Vacant land and derelict buildings</p>	<p>There is no vacant land or derelict buildings within the cluster though there is significant building vacancy and some signs of a lack of investment within the Lagoon Road Industrial area.</p>
<p>Existing and future capacity</p>	<p>The location hatched on the below plan, which covers Lagoon Road Industrial Area, is considered to be a good location for business space redevelopment.</p>

<p>Possibility for intensification/redevelopment</p>	<p>The Lagoon Road Industrial Area (an area of circa 4.0 hectares as hatched on the below plan) is considered to be a good location for intensification and redevelopment. Our surveys found there to be significant vacancy, some signs of a lack of investment, relatively poor quality commercial stock and lower intensity development. The four hectare site area could yield circa 20,000 sq m of development based on single storey uses and a 0.5 plot ratio. The site is considered suitable for B1b/c, B2 and B8 uses.</p>  <p>Source: Bing maps</p>
<p>Evidence of active marketing on site (floorspace and land)</p>	<p>Yes – Up to 2,442sq m of floor space was observed to be lettable for B1c/B8/B2 uses at the time of the site survey in December 2013.</p>
<p>Description of cluster</p>	<p>The south of the cluster is dominated by Allied Bakeries and a cluster of small industrial units at its southern end. Though many of the premises in this area are dated and potentially in need of upgrade in the medium to longer term, the level of occupancy is high and overall this area is well functioning as an industrial employment area. Allied Bakeries have confirmed during consultations that they have no intention of vacating their site in the near future and it remains operationally important. The northern part of the cluster is comprised mainly of the Lagoon Road Industrial area / Cray Avenue Industrial Estate. There is an evidenced demand for industrial space in this area though a significant number of units here remain vacant. There is some evidence here of a lack of investment in business space and an opportunity for comprehensive redevelopment exists with more modern business space</p>

	being provided. There appears to be a multitude of ownerships at Lagoon Road, so further investigation into feasibility and ownership is required.
Market information	
Specific market interest / enquiries (outcome of research and consultations)	<p>This cluster is made up of three distinct areas: the Lagoon Road Industrial Estate at the north, the Allied Bakery factory, and a small area to the south of the cluster where Walkers and Travis Perkins Building Merchants are located.</p> <p>We are not aware that Allied Bakeries, Walkers or Travis Perkins are considering relocating and as such we would not earmark this part of the cluster as a potential area for redevelopment within the next five to 10 years.</p> <p>The Lagoon area is an area consisting of a group of primarily industrial buildings, but some office space built in the 1970s. The nature and general configuration of the stock is poor, with many of the buildings coming to the end of their economic life.</p> <p>There is currently one vacant building on Lagoon Road, which is being marketed by Michael Rogers and extends to 13,885 sq ft (1,290 sq m). The agent is quoting £6.50 per sq ft (£70 per sq m) for the building and has reported that they have received interest mainly from short term interest from such sectors as garages and storage operators. The agent commented that should the site be developed they would expect good demand from B1(c), B2 and B8 uses.</p>
Typical rental information (rent and yield) for recommended uses	<p>B1c/B2/B8, for new space - £8.50-£9.00 per sq ft (£90-£95 per sq m) – depending on the size of unit.</p> <p>For the existing accommodation - £5.00-£6.00 per sq ft (£55.00-£65.00 per sq ft).</p> <p>Yield: for a multi-let industrial estate now it would attract interest at between 6-6.25% on the basis of a new development.</p>
Benchmark industrial land values (per ha) for recommended uses	£650,000-£700,000 per acre (£1.60m-£1.73m per hectare)
Benchmark Build costs (per sq m) for recommended uses	£50-60 per sq ft (£550-£650 per sq m) – industrial
Overall viability	This whole cluster includes buildings coming to the end of their economic life which is certainly an important factor when considering the viability of redevelopment. We have identified the northern area of this cluster around Lagoon Road as an area which represents an opportunity to improve on the quality of the accommodation, and potentially increase the amount of floor area. The Council could add value by assisting in delivering a comprehensive scheme in this area (see below for further detail).

Phasing for future redevelopment	0-5 years but only if there is a willingness to sell by the current owners.
Next steps for Council in helping facilitate redevelopment	<p>The next step would be for the Council to consult with the relevant owners of this cluster around Lagoon Road to establish their future intentions and whether they would be receptive to a party looking to assemble the land.</p> <p>Should these discussions prove positive, the Council should assess the development potential of the site in more detail through the production of a development brief, determine which interests need to be acquired to deliver a viable scheme through assess viability through a detailed financial appraisal, carry out valuations of the site and enter into detailed discussions with landowners. A CPO strategy should be developed so that should the Council need to use its compulsory purchase powers the necessary sequence of decisions is in place. Development options should then be assessed, including the potential for the Council to either develop the site itself or partner with a developer.</p> <p>The advantage of this strategy, as outlined above, is that developing this site piecemeal is unlikely to provide the quality of environment necessary to ensure its viability.</p> <p>The difficulty with a comprehensive development is that due to the likely number of owners within the cluster, even if there is resistance from one party it may prove too difficult to achieve.</p> <p>Furthermore the viability of the development is likely only to be made should the owners willingly sell for the market price, which will not necessarily happen.</p>
Potential future business rate uplift	£295,000 additional per annum to be retained by the Council as a result of circa 20,000 sqm of assumed new development (using a 0.5 plot ratio) at the identified site.
Transport review of redevelopment	<p><u>Site Access</u> Existing access to the development is available from the A224 Cray Avenue/Lagoon Road priority junction. All movements are possible from this junction in its existing configuration. No existing accident trends have been identified at this location and a review of the access in the future case suggests that capacity should be available to accommodate predicted demand.</p> <p>Formal footways extend both north and south from the Lagoon Road access. The site is located adjacent to an existing cycle route which runs north towards the A20 Sidcup cycle route and south towards Orpington along the A224. Part of this route between Poverest Road and Station Road is due to</p>

be upgraded to provide improved facilities for cyclists.

The site has good accessibility to public transport (PTAL 4), with seven bus routes available within 100m of the site access, and a further two bus routes available within 640m of the site. St Mary Cray Station is also located approximately 700m from the site, offering access to destinations such as London Victoria and Ashford International.

Highway Impact

Of the sites proposed for redevelopment, Lagoon Road Industrial Area (20,000 sqm) would be likely to generate the greatest number of trips due to its potential size. 97 and 90 vehicles would be expected to travel to or from the site during the weekday AM peak and PM peaks respectively. A c.60/40 split between movements north and south is expected.

For the trips travelling north, the majority will use the A20 Sidcup bypass to travel east or west, and therefore will pass through the A224 Sevenoaks way/Midfield Way junction (Junction 1.3) and the A224 Cray Road / A223 Edgington Way / A20 / A224 Sevenoaks Way Roundabout (Junction 1.2). Both of these junctions operate significantly over capacity in the future case, and are recommended for improvement irrespective of growth in the area.

To the south, approximately 30% of trips will pass through the A224 Cray Avenue / Lower Road / A224 Court Road / A223 High Street junction (1.6), which has also been identified through the highways review as a key capacity constraint in the future case, with or without development. Any additional traffic from development will accentuate predicted heavy queuing, and improvements at this junction are therefore also recommended to facilitate future growth in the area.

Network Improvements

In facilitating development, the delivery of highway improvements should form the key focus for this site, given the site's favourable characteristics in regards to access by other modes. Similar to the other sites, contributions should be sought, given that the delivery of improvement schemes is likely to fall beyond the scope of one developer. Specific schemes to consider, subject to further review, costing and land availability, would be as follows:

- Junction 1.2 - Signalisation of the roundabout and the linking of this location to the wider Cray Corridor network using UTC SCOOT, in order to manage traffic and queuing levels along the route and to minimise bus delay.
- Junction 1.3 – Improvements to Sevenoaks Way/Midfield Way to extend the right turn box, and/or signalisation to control blocking

	<p>back to junction 1.2.</p> <ul style="list-style-type: none">• Junction 1.6 – Delivery of a toucan crossing across the southern arm of the signalised crossroads, and amendments to connection with the southbound cycle lane in order to alter the need for a cycle specific stage at this location. <p>For this site, delivering improvements at Junction 1.2 and Junction 1.6 are likely to form key priorities.</p>
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Report No.
DRR14/100

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: R&R PDS Committee

Date: 18 November 2014

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **PLANNING SERVICE – PROGRESS WITH CUSTOMER SERVICE AND PLANNING APPLICATION PERFORMANCE**

Contact Officer: Jim Kehoe, Chief Planner
Tel: 020 8313 4441 E-mail: Jim.Kehoe@bromley.gov.uk

Chief Officer: Marc Hume

Ward: All

1. Reason for report

Planning performance issues have recently been referred to by the Committee and in particular in the June 2014 minutes.

This report focusses on the following areas:-

- The service by telephone;
- Planning application performance
- It is intended that the Chief Planner will give a presentation to the Committee to expand upon the contents of the report.

2. **RECOMMENDATION(S)**

Progress with Customer Service and Planning Application Performance to be noted.

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Excellent Council:
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Planning
 4. Total current budget for this head: £2.586m
 5. Source of funding: Existing Revenue Budget 2014/15
-

Staff

1. Number of staff (current and additional): 60 fte (Excluding Building Control, Land Charges)
 2. If from existing staff resources, number of staff hours: 20 hours
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance:
 2. Call-in: Not Applicable:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): those projecting and commenting upon about 3,300 planning applications per year
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: not applicable

2.1 Background

Planning performance issues have recently been referred to by the Committee and in particular in the June 2014 minutes.

This report focusses on the following areas:-

- The service by telephone;
- Planning application performance
- It is intended that the Chief Planner will give a presentation to the Committee to expand upon the contents of the report.

3. COMMENTARY

3.1 The Planning Service for telephone customers

As part of the Improvement Plan for the Planning Service, as endorsed by the Development Control Committee, a new telephone system for the main enquiry number and modified staff practices were introduced in late 2013. This was in response to significant problems with telephone calls that existed up to that time.

The new telephone system includes monitoring information. The performance over the year 2014 for the main enquiry number is shown at Appendix One. This demonstrates that the Planning's main enquiry team performance now meets the Council standard of answering 80% of calls within 30 seconds. In this period, the Planning team's performance was one of the highest measured performances in the Council. This represents a good turnaround from previous levels of Planning performance and is due to a combination of a better system and the commitment of the staff concerned to achieve a high quality of service.

The Planning main enquiry number (0208 313 4956) is the recommended first public contact point for Planning.

3.2 Planning Application Performance

The Committee requested a specific focus on 'Minor' applications performance. The nationally used definition of the different types of applications mean that 'Minor' applications include for example between 1 and 9 new dwellings.

Planning Application performance for 2014/15 has declined across all of the types of applications, as shown at Appendix Two.

The main factors leading to this specific decline in performance are as follows:

- 6 staff resigned their posts mainly to move to the private sector representing between a quarter and a third of all Development Control officers;
- The volume of work has increased by about 10% (measured by application numbers determined);
- The fee income has increased, as shown in the Budget Monitoring Report elsewhere on the agenda;
- The availability of agency/self-employed planning staff has rapidly declined.

The longer term factors leading to a lower than average level of performance for minor applications in Bromley are:-

- A higher proportion than average number of cases being reported to Committee – in particular in Bromley Council the maximum threshold for these to be delegated decisions is 3 dwellings rather than the more typical 10 dwellings;
- In Bromley’s high quality environment, there are more demanding planning policy designations e.g. Conservation Areas, Tree Preservation Orders, that make most decisions more complex than the average.

In response to these factors the following action has been taken:-

- Job adverts for permanent staff were placed and four jobs offered and accepted within 2 months of resignations being received; due to notice periods there is nevertheless a gap between staff leaving and new staff arriving and a loss of output during the transitional periods. By the time the committee meets, we should be back to our full capacity;
- The actual and projected additional income is being used to employ additional temporary staff, however the additional applications and increasing income is a symptom of a rapidly rising market in the construction sector and this has had a marked impact on the planner job market;
- DC planner agency market has shifted so that far fewer staff of suitable quality are available to the Council. In short, our quick response option of using agency staff has gone. We have been more successful in employing staff who are newer to the profession and continue to try out different avenues for staff appointment.
- We have been carrying out system improvements and will continue to do so.

4. POLICY IMPLICATIONS

None arising directly from this report

5. FINANCIAL IMPLICATIONS

None arising directly from this report

6. LEGAL IMPLICATIONS

None arising directly from this report

7. PERSONNEL IMPLICATIONS

None arising directly from this report

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	[Title of document and date]

Planning Services Performance Levels

Telephone Customers:

The performance measure is to answer 80% of calls within 30 seconds.

2014	Current Planning Performance
January	85.54%
February	85.14%
March	81.70%
April	71.28%
May	79.99%
June	83.01%
July	80.61%
August	80.30%
September	74.93%
Jan – Sept 2014	80.10%
Council Target	80.00%

Planning Application Performance by Time Taken

	Major	Minor	Other
2013/2014	78%	50%	72%
2014/2015 to Date	47%	42%	68%
Target	60%	65%	80%

Report No.
DRR14/100

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Renewal & Recreation PDS Committee

Date: 18 November 2014

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **PLANNING APPEALS - COSTS DECISIONS**

Contact Officer: Jim Kehoe, Chief Planner
Tel: 020 8313 4441 E-mail: jim.kehoe@bromley.gov.uk

Chief Officer: Marc Hume, Director of Regeneration & Transformation

Ward: All

1. Reason for report

Costs awards for planning appeals have been made against the Council. These awards are made for 'unreasonable behaviour' as opposed to a difference in viewpoint over the planning merits, we will wish to minimise such payments.

The report shows recent patterns in cost awards for Planning Appeals.

2. **RECOMMENDATION(S)**

The R&R PDS Committee note the pattern of cost awards presented in the report.

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Excellent Council:
-

Financial

1. Cost of proposal: No additional Costs:
 2. Ongoing costs:: Further Details The objective is to reduce costs awarded against the Council.
 3. Budget head/performance centre: Central Contingency
 4. Total current budget for this head: £60k
 5. Source of funding: Existing Revenue Budget 2014/15
-

Staff

1. Number of staff (current and additional): 43 fte
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement:: The basis for the award of costs at appeal is set out in National Planning Practice Guidance (2014).
 2. Call-in: Not Applicable:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): About 200 appellants per year
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 As a general principle in planning and enforcement appeals the main parties are expected to meet their own expenses irrespective of the outcome. The Planning Inspectorate may award costs on the grounds of 'unreasonable behaviour' by either of the main parties which results in unnecessary or wasted expense. Policy guidance is provided in the National Planning Practice Guidance (March 2014). Applications for costs are assessed in the context of this guidance. If the Planning Inspectorate award costs, they do so in a separate decision letter attached to the appeal decision letter. This does not give specific financial details, these follow on as a detailed claim at a later date
- 3.2 A common reason for awarding costs against the Council is lack of sufficient evidence to substantiate a reason for refusal. In cases where a refusal cannot be sustained Inspectors have been critical of the Council's failure to produce convincing and credible supporting evidence in support of a decision to refuse permission for a proposed development. Similarly the Inspector may conclude that there was insufficient evidence to take enforcement action. Withdrawal of an enforcement notice at a late stage may also give rise to a claim for costs and suggests that it should not have been issued in the first place and costs can be awarded for failure to diligently investigate to ensure the accuracy of and necessity for the serving of an enforcement notice prior to the enforcement appeal being lodged. Failure to produce a statement or submission of a late statement may also amount to unreasonable behaviour.
- 3.3 The issuing of the March 2014 national planning practice guidance has been followed by a sudden increase in diverse costs claims. These concern appeal procedure, including at householder appeal stage, behaviour of statutory consultees and development control case management with appeals against the non-determination of planning applications. Inspectors are now also able to make costs claims against either the Council or the appellant at any point.
- 3.4 The site specific tables of the Appeal Cost Decisions have been updated for the financial years from 2011/ 2012 to date and these are shown at Appendix A.
- 3.5 The trends for planning appeal costs awards is as set out below. This is based on the date when the planning appeal was submitted to the Planning Inspectorate.

Year	Costs Awarded	Pending Cases
2011/12	£33,140	None
2012/13	£67,598	1 case
2013/14	£18,220	5 cases
2014/15	£23,905	3 cases

- 3.6 The payments made reinforce the need for remedial action to reduce these costs, which by definition are for unreasonable behaviour.

4. POLICY IMPLICATIONS

None directly from this report

5. FINANCIAL IMPLICATIONS

5.1 None directly from this report.

5.2 To date for 2014/15, a sum of £3,905 has been paid for cost awards and an invoice for £20,000 is expected.

5.3 Of the 9 pending cases, claims have been submitted for 3, totalling £69k. It is not possible to quantify the full costs that may become payable for the remaining 6 cases.

5.4 A sum of £60k is held in the central contingency to meet any cost awards that cannot be contained within the existing planning budget.

6. LEGAL IMPLICATIONS

None directly from this report

7. PERSONNEL IMPLICATIONS

None directly from this report

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	[Title of document and date]

Cost Decisions against appeals received 2011/12

APPENDIX A

Case Ref Received	ADDRESS	DESCRIPTION	DECISION	PERMISSION RECOMMENDED BY OFFICER [Yes/No]	Cost Claim	Summary
10/02118 Apr 2011	Fast track 90 Malmaims Way, Beckenham	First floor side extension	Award of costs against Council fails 28.10.11	Yes	n/a	n/a
10/03161 Apr 2011	Written Rep Backwoods, Kelsey Lane, Beckenham	Proposed single storey side and front (southern elevation) extension at dental practice	Award of costs against the Council Allowed 21.9.11	No	£2,062.50 Paid 6.10.11	No objective analysis to support reason for refusal
10/02262 Apr 2011	Written Rep Padwick Lodge, Chelsfield Lane, Orpington	Proposed replacement dwelling and outbuilding	Award of costs against the Council fails 1.9.11	no	n/a	n/a
11/00408 May 2011	Written Rep 183 Crofton Road Orpington	Erection of two detached 5 bedroom dwellings with integral garages and new vehicular access onto Crofton Road	Award of costs against the Council fails 4.10.11	Non Det	n/a	n/a
10/03350 Apr 2011	Written Rep The Priory, Westbury Road, Bromley	Demolition of existing dwelling and erection of two new detached houses to have access from Park Farm Road.	Award of costs against the Council fails 27.9.11	Yes	n/a	
10/02819 Aug 2011	Written Rep 46 Green Lane, Penge	Change of use of first and second floors from Retail (Class A1) to Place of Worship (Class D1) RETROSPECTIVE APPLICATION	Award of costs against the Council fails 14.11.11	Members Views	n/a	n/a
11/00132 Enf Sep 2011	Written Rep 5 The Chenies, Petts Wood	Rooflights	Award of Costs against the Council fails 14.2.12	n/a	n/a	n/a
11/00781 Aug 2011	Hearing 24-25 Scotts Road, Bromley	Demolition of existing buildings at 24,24a & 25 Scotts Road, Bromley and erection of 3 blocks of 1,2 & 3 bedroom apartments – totaling 47 units with 38 parking spaces, cycle storage and refuse recycling.	Refusal of award of costs 4.1.12	No	n/a	n/a
10/00309 Apr 2011	Written Reps 1 Edward Road, Bromley	Enforcement notice issued for the material change of use of the land from a self contained dwelling (Class C3) to use as a residential institution (Class C2)	Refusal of award of costs 2.2.12	n/a	n/a	n/a
11/03110 Dec 2011	Written Reps Moot Point Farm, North Pole Lane, Keston	Agricultural ban	Appeal withdrawn	NO	NFA	NFA
10/00651 Feb 2012	Written Reps 125 Lovibonds Avenue, Orpington	building of a garage which is not in accordance with the plans permitted	Award of costs granted 21.9.12	n/a	£1,341.25 Paid 12.10.12	Investigations by planning inadequate

11/01648/ PLUD Nov 2011	Written Repts Stephen James, Bickley Road	Use of building for minor vehicle repairs and valeting	Refusal of award of costs 12.6.12	No	n/a	n/a
11/02100 Dec 2011	Hearing R/o 88-90 High Street, Beckenham	Against non determination for 3 four storey blocks comprising 9 one bedroom, 32 two bedroom and 3 three bedroom flats, with 41 car parking spaces, bicycle parking, landscaping and access.	Partial award of costs 26.7.12	Non determination	£18,435 + £780 cost advocate fee Paid 2.4.14	
11/03688 Feb 2012	Hearing 31-37 Church Road, Biggin Hill	Demolition of No. 31 Church Road and the erection of 4 detached bungalows served by a new access road	Award of costs granted 22.8.12	No	£2,405.44 Paid 7.9.12	Council gave insufficient weight to the materiality of the earlier appeal decision and udp
11/03403 Feb 2012	Written Repts 38 Hawthorne Road, Bromley	Detached two storey 6 bedroom dwelling including accommodation in the roof with attached double garage and access road on land at rear of No. 38 Hawthorne Road.	Award of costs granted 30.8.12	Yes	£8,115.61 Paid 12.11.12	Contradicting advice of officers and failing to take account of previous appeals without clear evidence or justification for an alternative approach
11/00287 Dec 2011	Hearing Land adj Downe Road, Keston	Change of use of agricultural land to cemetery, single storey reception building, 70 car parking spaces, access drive and formation of vehicular access to Downe Road	Award of costs refused 21.11.12	No	Na	na
TOTAL PAID TO DATE (AS AT 3.11.14)					£33,139.80	

Cost Decisions against appeals received 2012/13

Case Ref. Received	ADDRESS	DESCRIPTION	DECISION	PERMISSION RECOMMENDED BY OFFICER [Yes/No]	Cost Claim	Summary
11/03600 Apr 2012	Written Repts 2-4 Raleigh Road, Penge	Three storey side extension to accommodate new entrance lobby and staircase, elevational alterations and conversion of first and second floor from snooker club to form 6 two bedroom flats together with amenity space, communal roof terrace and pergola.	Award of costs granted 14.11.12	No	£4,227.31 Paid 8/4/13 VAT inc. as architect is a private individual therefore cannot reclaim VAT	Councils case was vague, generalized and inaccurate and unsupported by any objective analysis.
11/00333 ENF June 2012	Hearing 8 Hayes Wood Avenue, Hayes	Against an enforcement issued for the unauthorised loft conversion	Partial award of costs granted 24.10.12	N/A	With cost advocate	Withdrawn enforcement notice – Council fail to take sufficient care before issuing the notice.

12/00833 Aug 2012	Written Repts 1 Edward Road, Bromley	Use as house in multiple occupation for 6 unrelated persons CLUED	Award of costs refused 17.4.13	NO	Na	na
12/00399 Jul 2012	Written Repts Land se of Holwood Farm Cottage, New Road Hill, Downe	Single storey building to provide two stables and a tack room for recreational purposes with change of use of adjoining land to equestrian	Award of costs granted 14.1.13	YES	£780.00 Paid 14.2.13	Council failed to substantiate its reason for refusal and the reasons for taking a decision contrary to the advice of their professional officers.
12/00357 May 2012	Hearing 8 Hayes Wood Avenue, Hayes	Certificate of Lawful use or development for construction of a box dormer enlarging the original roof	Award of costs refused 21.11.12	Non determination	Na	Na
12/00357 May 2012	Hearing 8 Hayes Wood Avenue, Hayes	Certificate of Lawful use or development for construction of a box dormer enlarging the original roof	Award if costs against appellant – allowed 21.11.12	Non determination	With cost advocate	Council incurred unnecessary expenses in resisting an appeal which stood no reasonable chance of success due to a gap of crucial evidence
12/01147 Oct 2012	Written Repts 68 Leaves Green Road, Keston	Pole mounted free-standing non-illuminated sign RETROSPECTIVE APPLICATION	Award of costs granted 31.1.13	YES	£1,300.00 Paid 25.3.13	LBB failed to produce evidence to support decision. Members failed to show reasonable planning grounds for taking a contrary decision to officers recommendation
12/00663 Jun 2012	Written Repts Land at 258 and r/o 254-260 Southlands Road, Bromley	Demolition of No.258 and erection of 2 dwellings at 258 and land to rear of 254, 256 & 260	Award of costs granted 8.1.13	Yes	£7,272.50 Paid 8.4.13 + £700.49 paid to Cost Advocate for services	No supporting evidence, analysis
12/00304 Aug 2012	Hearing 76 High Street, Orpington	Three/ four storey block comprising 50 sheltered flats for the elderly including communal facilities, refuse/ recycling storage and bicycle/ electric buggy parking, with 16 car parking spaces	Award of costs allowed 6.2.13	Non Determination	£20,000 (part payment Dec 13) £5,822 (balance) Paid 28.7.14 As negotiated by cost advocate Cost advocate fee: £873.28 (8.8.14)	Council failed to substantiate its members' view that the proposed level of parking was insufficient.

11/03536 Oct 2012	Written Rep 52 High Street, Green Street Green	Two storey side and part one/two storey rear extensions with accommodation in roof space to create 3 x one bedroom flats, landscaping, bin storage and cycle store.	Award of costs allowed 27.3.13	yes	£2,550.00 paid	Council failed to show reasonable grounds for taking a decision contrary to professional advice of officers to 2 main issued – no relevant evidence to support decision produced
12/03337 Jan 2013	Written Rep Forest Dene, Holwood Park Avenue, Orpington	Removal of condition 3 (garage for private motor vehicles only) of DC 05/01739 granted on appeal	Award of costs refused 6.6.13	No	Na	na
12/01569 Aug 2012	Written Rep 66-68 Park Road, Beckenham	Erection of a terrace comprising 6no. 4 bedroom dwellings, 12no. parking spaces and associated landscaping	Award of costs allowed 28.2.13	Yes	£6,361.80 paid	Council failed to provided evidence to support members
12/00661 Oct 2012	Hearing R/o 102 & 104 High Street, Orpington	Demolition of extensions to the rear of 102 and 104 High Street, erection of part two/three storey rear extension and conversion of first and second floors into 9 one-bedroom flats and 2 Class B1 office units.	Award of costs allowed 20.3.13	Yes	£7,500 Paid 24.3.14 + £319 Cost advocate fee + £2,500 Renegotiated paid 24.4.14	No substantive evidence from Council to support Members decision to disagree with professional officer's conclusion.
12/00662 Oct 2012	Hearing r/o 102 & 104 High Street, Orpington	Demolition of extensions to the rear of 102 and 104 High Street	Award of costs allowed 20.3.13	Yes	As above Paid 24.3.14	
12/01008 Oct 2012	Written Rep Italian Villa, Elstree Hill, Bromley	Repairs alterations and refurbishment inc. conversion of outbuilding to bedroom and construction of new entrance lobby between outbuilding and villa to provide three bedroom residential unit and use of part ground floor and first floor as offices/museum.	Award of costs allowed 13.8.13	Yes	£2,000 Paid 2.10.13	Lack of evidence re character and appearance of area, assertions are vague and unsubstantiated
12/01009 Oct 2012	Written Rep Italian Villa, Elstree Hill, Bromley	LBC as above	Award of costs refused 13.8.13	Yes	na	na
12/01978 Feb 2013	Written Rep Goddington Manor, Court Road, Orpington	Single storey extension, alterations to roof to incorporate dormers and rooflights, elevational alterations and creation of 3 additional apartments, together with provision of entrance gates.	Award of costs refused 13.8.13	Yes	Na	na

12/02978 PLUD Mar 2013	Written Rep The cabin land adj Walnut Tree Cottage, Jackass Lane, Keston	Erection of means of enclosure around curtilage of property to be no higher than 2 metres in height. CERTIFICATE OF LAWFULNESS FOR A PROPOSED DEVELOPMENT.	Award of costs allowed 24.10.13	No	Awaiting claim	Council misunderstood the position in relation to GPDO provisions, application refusal and appeal opposition unreasonable
12/02098 Dec 2012	Written Rep 41 Cedars Road, Beckenham	Part one/two storey side/rear extension, conversion of existing 5 bedroom dwelling to form 3 bedroom split level ground and first floor flat and 1 bedroom split level first and second floor flat and elevational alterations	Award of costs refused 30.5.13 [appeal dismissed]	Yes	Na	na
12/01843 Nov 2012	Hearing Former manor site 20-22 Main Road, Biggin Hill	Residential scheme consisting of 9 dwellings (8x4 bed houses and 1x3 bed house), together with associated car parking, landscaping and ancillary development.	Partial award of costs allowed 4.6.13	No	£5,391.87 Paid 18.7.13	Insufficient justification to contest the 2nd and 3rd reasons for refusal caused appellant additional work and to provide an expert.
12/04038 Mar 2013	Written Rep Newlands St Georges Road West, Bickley	Demolition of existing dwelling and erection of two detached houses with integral garages	Award of costs refused 18.9.13	No	Na	na
TOTAL PAID OUT (as at 3.11.14)					£67,598.25	

Cost decisions against appeals received 2013/2014

Case Ref Received	ADDRESS	DESCRIPTION	DECISION	PERMISSION RECOMMENDED BY OFFICER [Yes/No]	Cost Claim	Summary
12/01979 Apr 2013	Written Rep Goddington Manor, Court Road, Orpington	LBC as above	Award of costs refused 13.8.13	yes	na	na
12/04033 May 2013	Fast track 2 Melbury Close, Chislehurst	Part one/two storey rear extension with pitched roof to side	Award of costs refused 12.6.13	No	n/a	n/a
12/01647 Apr 2013	Fasttrack 46 Kings Avenue, Bromley	Amendment to planning application ref.11/00639 to include new gable end roof above ground floor garage and new windows to front, side and rear elevations and alterations to single storey rear extension (RETROSPECTIVE APPLICATION)	Award of costs refused 4.7.13	yes	n/a	n/a
12/03972 Apr 2013	Written Rep Central Auto Centre, 80 High Street, Orpington	2 internally illuminated totem signs	Award of costs refused 30.7.13	no	n/a	n/a
13/00115 Jun 2013	Fast track 33 Whitewebbs Way, Orpington	First floor side extension	Award of costs allowed 13.8.13	Yes	£1,350 paid 23.9.13	Council did not fully consider the amended proposal – no substantial evidence to justify departure from recommendation.
13/01068 Jul 2013	Written Rep Petleys Farm, Luxted Road, Downe	Change of use of part of existing outbuilding from car parking to purpose ancillary to the main residential use including elevational alterations (MINOR MATERIAL AMENDMENT TO APPEAL PERMISSION 09/00145/FULL2)	Award of costs allowed 27.3.14	Yes	£4,000 + VAT Paid 28.7.14	Council did not provide evidence to justify the reasons for refusal
12/00587 Jun 2013	Written Rep Poppyfield Cottage, 63 Cudham Lane North, Orpington	unauthorised erection of a single storey rear extension	Partial award of costs allowed 18.9.13	Enf n/a	Awaiting claim	Unreasonable – issuing and withdrawing an enforcement notice due to admin errors
13/02270 Sep 2013	Fast track 9 Rosemere Place, Shortlands	Roof alterations to incorporate side and rear dormer extensions and front porch	Award of costs refused 21.11.13	Yes	Na	Na

13/00832 Sep 2013	fast track 11 Walkden Road, Chislehurst	Conversion of roof space incorporating rear dormer, rear single storey extension and provision of front hardstanding. Reconstruction of single garage to the rear	In progress	yes	In progress	
12/03709 Jul 2013	Written Rep Tanglewood Farm, Skibbs Lane, Orpington	Single storey side extension	Award of costs Allowed 10.12.13	no	£780.00 Paid 7.1.2014	Council did not apply policy appropriately no appropriate assessment. No substantive evidence at appeal stage to support their case.
12/03866 12/03867 Apr 2013	Hearing 28 Wickham Way, Beckenham	Subdivision of existing plot and erection of two replacement two storey 6 bedroom detached dwellings with integral parking	Award of costs Part allowed 25.11.13	No	£295 Paid 31.1.2014	Late submission of evidence by the Council caused an adjournment and costs incurred.
13/00438 Jun 2013	Hearing 175 High Street, Penge (Police Station)	Elevational alterations and conversion of police station to 5 one bedroom and 2 two bedroom flats etc.	Award of costs Allowed 29.11.13	Non det	£3,379.93 Paid 20.12.13	No parking issue evidence Council failed to substantiate position level of on-street parking
13/00173 May 2013	Hearing Wilderwood, Widmore Green, Bromley	4 two bedroom two storey terrace dwellings and 1 two bedroom chalet bungalow with 8 car parking spaces and associated outbuildings and landscaping.	Award of costs Allowed 15.1.14	No	£2,015 Paid 13.2.14	The Council failed to provide adequate reasons to justify a departure from its officer recommendations and the findings of the previous inspector.
13/01708 Oct 2013	Written Rep 23A & 25 Hayes Lane, Bromley	Subdivision of existing plots and erection of 4 two storey detached five bedroom dwellings each with integral single garage, at No 23A and 25 Hayes	Award of costs Refused 20.1.14	Yes	Na	na
13/00477 Jun 2013	Hearing Cudham Frith, Cudham Lane South, Knockholt	Variation of condition 3 of application reference 05/03927 (demolition of existing outbuilding and erection of detached garage) for all the building to be used as ancillary accommodation to the main dwelling.	Award of costs Refused 14.2.14	No	Na	na
13/01872 Jan 2014	Hearing Oakfield Centre, Oakfield Road, SE20	Demolition of existing building and redevelopment of the site for residential development along with amenity space, parking and access from Oakfield Road.	Award of costs Allowed 21.5.14	Non Det	Sent to Cost Advocate 9.10.14	No evidence to substantiate reasons for refusal

13/02730 Feb 2014	Written Rep Public Conveniences, Station Square, Petts Wood, Orpington	Single storey front extension and change of use from former public convenience building to retail (A1)		no		
13/03347 Feb 2014	Written Rep South Park Court, Park Road, BR3 1PH	Part conversion of southern garage block to create 2 bedroom unit, including erection of a single storey side and rear extension hard and soft landscaping provision of refuse and cycle store.	Award of costs Allowed 12.6.14	no	Being negotiated Sent to cost advocate 1.9.14 £3,000 interim paid 12.9.14	
13/04191 Mar 2014	Written Rep 42 Clarendon Way, Chislehurst	Single storey rear extension and elevational alterations PART RETROSPECTIVE		Non determination		
13/04193 Mar 2014	Written Rep 42 Clarendon Way, Chislehurst	Single storey rear extension and elevational alterations PART RETROSPECTIVE		Non determination		
13/00021 ENF Jan 2014	Written Rep 42 Clarendon Way Chislehurst			n/a		
13/03497 Mar 2014	Written Rep 41 Mottingham Road, Mottingham	Change of use of ground floor from retail (Class A1) to hot food takeaway (Class A5) with ventilation ductwork at rear	Award of costs allowed 20.6.014	Non determination	£600 paid cost adv. £2,800 paid 27.10.14	No substantive reasons to justify delaying the determination
13/04147 Mar 2014	Written Rep Lower Hockenden Farm, Hockenden Lane, Swanley	Demolition of buildings 7, 10 and 11 and erection of part one part two storey building for Class B1, B2 and B8 use		yes		
13/02190 Jan 2014	Written Rep 16 Farleigh Avenue, Bromley	Erection of a two bedroom end of terrace dwelling to Side of No.16 Farleigh Avenue, Hayes	Award of costs refused 17.4.14	yes		
13/03092 Jan 2014	Written Rep 13 Dale Wood Road, Orpington	Single storey rear extension with light lantern and raised patio with steps (amendment to permission ref. 13/00279) to increase height of roof and alterations to patio	Award of costs refused 17.6.14	No		
13/01202 Dec 2013	Public Inquiry Conquest House 25 Elmfield Road, Bromley	Demolition of existing building at 25-27 Elmfield Road and erection of 16 storey mixed use building to comprise 2 commercial/retail units at ground level (Class A1/A2/A3/B1) and office accommodation (Class B1) at the first floor level with 82 residential units on upper floors (32 one bedroom, 46 two bedroom and 4 three bedroom flats). Associated part basement/ part surface car parking (including 2 on-street car club spaces in Palace View), cycle and refuse stores and landscaping.	Partial award allowed 12.8.14	no	Await claim	LBB failed to properly reassess its evidence at pre- inq stage re RR4 which had no bearing on the case.

13/00503 ENF Dec 2013	Written Rep 87 Hayes Way, Beckenham	Appeal against the issue of an enforcement notice for the material change of use of the land from an outbuilding permitted for use as a snooker room, gymnasium, music room, cinema and bar with wine store to a use as a separate self-contained dwelling house.	Award of costs allowed 29.10.14	n/a	Await claim	Unreasonable in issuing and withdrawing enf notice, resulted in appellant incurring waste expense
14/00013 Jan 2014	Written Rep Tanglewood Farm, Skibbs Lane, Orpington	Single storey side extension, single storey rear extension and domestic outbuilding CERTIFICATE OF LAWFULNESS FOR A PROPOSED DEVELOPMENT	Award of costs refused 27.10.14	No	Na	na
TOTAL PAID OUT (as at 3.11.14)					£18,219.93	

Cost decisions against appeals received 2014/2015

Case Ref Received	ADDRESS	DESCRIPTION	DECISION	PERMISSION RECOMMENDED BY OFFICER [Yes/No]	Cost Claim	Summary
14/00300 May 2014	Written Rep 425 Croydon Road, Beckenham	Two storey extension to provide 2 x 1 bedroom flats	Award of costs allowed 6.8.14	no	1,595.00 Paid 4.9.14	Lack of clarity to support reasons for refusal resulted in pursuing an appeal. Introducing additional matters at appeal stage is unreasonable.
14/00107 Apr 2014	Written Rep Land adj 80 Upper Elmers End Road, Beckenham	Erection of a bungalow at land adjacent to No 80 Upper Elmers End Road and fronting Adams Road OUTLINE APPLICATION	Award of costs refused 23.7.14	no	Na	na
13/04288 Apr 2014	Fast track 16 Falcon Avenue, Bromley	Side and rear extension	Award of costs allowed 2.6.14	yes	1,300.00 Paid 13.10.14	
13/03154 Apr 2014	Written Rep Sunnyfields Day Nursery, 19 Bromley Grove, Shortlands	Variation of condition 1 of 12/01693 to remove limited period ending 31/10/13 to allow more than 45 children etc.		yes		

14/00682 Jul 2014	Fast track Treesway	Installation of 8 air conditioning units to flank elevation, with enclosure PART RETROSPECTIVE	Award of costs allowed 16.10.14	yes		DCC overturned decision, reasons were vague and generalized not supported by objective analysis
14/00104 Jul 2014	Written Rep 1 Edward Road	Use of 1 Edward Road as 6 residential units for 6 unrelated individuals CERTIFICATE OF LAWFULNESS FOR A PROPOSED USE	Award of costs allowed 6.10.14	Non determination	Await invoice	No need for appeal if handling of application focused on matters to conclude that the use was lawful
13/04033 Apr 2014	Hearing Jason, yester Road, Chislehurst	Demolition of existing dwelling and erection of a three storey 8 bedroom detached dwelling with accommodation within the roofspace and associated landscaping.	Award of costs allowed 27.8.14	yes	£20,500 Waiting for final invoice	LBB failed to substantiate reason for refusal on highway safety grounds
13/04033 Apr 2014	Hearing Jason, Yester Road, Chislehurst	LBB cost claim as above	Award of costs refused 27.8.14	yes	na	na
14/01046 Jul 2014	Written Rep 378 Main Road, Westerham	Erection of a detached two storey three bedroom dwelling with associated car parking at front and new vehicular access on to main road.	Award of costs refused 22.10.14	no	Na	na
13/03444 May 2014	Written Rep 16 Bird in Hand Lane, Bromley	Two storey, five bedroom replacement dwelling with accommodation in roof space basement and integral garage.		no		
14/02086 Jul 2014	Written Rep Berwick House 8-10 The Knoll Rise, Orpington	Change of use of Berwick House from Class B1(a) office to Class C3 dwellinghouses to form 6 studio flats, 66 one bedroom and 13 two bedroom flats (56 day application for prior approval in respect of transport and highways, contamination and flooding risks under Class J Part 3 of the GPDO)		Yes		
14/00618 Aug 2014	Written Rep St Josephs Church High Street, St. Mary Cray	Erection of 3 three bedroom two storey terraced dwellings with landscaping and car parking spaces (Amendment to permission granted under ref 09/02991 for 2 four bedroom semi-detached houses)		yes	Cost negotiation by Masters for a 2009 planning appeal £510.00 paid Appellant not claiming costs	
14/00599 Aug 2014	Written Rep Boulders, 21 Beckenham Place Park, Beckenham	Demolition of existing dwelling house and erection of replacement detached dwelling with associated parking provision and hard and soft landscaping		yes		

14/02021 Sep 2014	Written Rep Land at Southwood Close, Bickley	Biomass Boiler cabin containing internal plant room, flue and wood pellet store to provide renewable heat to flats in Southwood Close.		Yes		
13/03992 Jul 2014	Written Rep Land between 65 & 67 Cameron Road, Bromley	Erection of a single storey building for use as a day nursery (Use Class D1) and associated access, parking and landscaping	Partial award allowed 22.10.14	No		Highway grounds not substantiated. Condition could have been imposed regarding Trees.
14/01794 Sep 2014	Fast track 51 Cudham Lane North, Orpington	Enlargement of roof to provide first floor accommodation with rooflight to rear and single storey rear extension		no		
14/00575 Oct 2014	Fast track Tudor Heights, Chislehurst Road, Chislehurst	Single storey lower ground floor extension to front and side with roof terrace at ground floor and access ramps, ground and first floor front extensions, single storey ground floor rear extension, associated excavations and landscaping and raising of ridge height to provide accommodation in loft with dormers to rear roofspaces.		no		

TOTAL PAID OUT (as at 3.11.14)					£23,905.00	
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