



THE LONDON BOROUGH  
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DATE: 16 October 2015

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

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

Non-Voting Co-opted Members  
Anna Begley, Bromley Youth Council

A meeting of the Renewal and Recreation Policy Development and Scrutiny  
Committee will be held at Bromley Civic Centre on **TUESDAY 27 OCTOBER 2015**  
**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 5 pm on Wednesday 21 October 2015.

- 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 24 JUNE 2015** (Pages 5 - 18)

5 **MATTERS ARISING FROM PREVIOUS MINUTES AND UPDATES** (Pages 19 - 22)

6 **RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (JANUARY-APRIL 2016)** (Pages 23 - 28)

### **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 **MYTIME ACTIVE ANNUAL REPORT 2014/15** (Pages 29 - 70)

b **BUDGET MONITORING 2015/16** (Pages 71 - 78)

c **CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2015/16**  
(Pages 79 - 86)

d **TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE**  
(*Report to follow*)

### **POLICY DEVELOPMENT AND OTHER ITEMS**

8 **GATEWAY REPORT: PROPOSALS FOR A COMMISSIONED LIBRARY SERVICE - PART 1** (Pages 87 - 126)

9 **EXPENDITURE ON CONSULTANTS 2014/15 AND 2015/16** (Pages 127 - 156)

10 **TOWN CENTRE MANAGEMENT UPDATE REPORT - OCTOBER 2015**  
(Pages 157 - 168)

**PART 2 (CLOSED) AGENDA**

**11 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**

**12 EXEMPT MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE HELD ON 24 JUNE 2015** (Pages 169 - 170)

**13 GATEWAY REPORT: PROPOSALS FOR A COMMISSIONED LIBRARY SERVICE - PART 2** (Pages 171 - 188)

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 24 June 2015

### **Present:**

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

Anna Begley, Bromley Youth Council

### **Also Present:**

Councillor Peter Morgan

### **1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

There were no apologies for absence; all Members were present.

### **2 APPOINTMENT OF CO-OPTED MEMBER**

#### **Report CSD15053**

Members considered a nomination put forward by Bromley Youth Council for one of its members, Miss Anna Begley, to attend Renewal and Recreation PDS meetings as a non-voting co-opted Member for the consideration of public reports only.

A warm welcome was extended to Miss Begley.

**RESOLVED that Miss Anna Begley be appointed to the Renewal and Recreation PDS Committee as a non-voting Co-opted Member for the current 2015/16 Municipal Year.**

### **3 DECLARATIONS OF INTEREST**

Councillor Payne declared personal interests in Items 10 (Town Centre Management Update Report) and Item 11 (Town Centres Development Programme Update) as he was:-

- an Advisory Board Member of the Association of Town and City Managers; and
- an Executive Member of The Salvation Army.

Councillor Morgan declared a personal interest as a Trustee of Bromley and Sheppard's Colleges.

#### **4 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

##### **4a QUESTIONS FOR THE RENEWAL AND RECREATION PORTFOLIO HOLDER**

Oral questions were received from Mr Richard Gibbons of Warren Avenue, Orpington; these are outlined below, together with the Portfolio Holder's response.

###### Question 1

If Bromley Council is successful in claiming ownership of 'Old Flo' later this year, will the Council honour its pledge not to sell the work, and if so where does it propose to display the sculpture for the benefit of the public, as Henry Moore intended?

###### Portfolio Holder's Response

The Council has no intention to sell 'Old Flo', subject to the High Court ruling; it is our intention to ensure that 'Old Flo' continues to be enjoyed by the public. Subject to the ruling we will be discussing options for the siting of 'Old Flo' with the Yorkshire Sculpture Park (its current location), the Museum of London and other London Councils.

###### Supplementary Question

'Old Flo' was originally sited in East London and regarded as part of the area's heritage. If the Council was successful in claiming ownership of 'Old Flo', would the sculpture be returned at any point to East London?

###### Portfolio Holder's Response

Yes, we would hope to exhibit 'Old Flo' in London and Bromley from time-to-time.

###### Question 2

For the avoidance of doubt, please confirm which of Bromley's "museum collections" - archaeology, fine and decorative art, social history, and Lubbock - as currently described on the Council's website are included within the term "local history exhibitions" referred to in item 10.3 on page 21 of R&R Portfolio Plan 2015/16?

Portfolio Holder's Response

The Bromley Revisited exhibition will tell the story of Bromley's past through the theme of innovation and creativity. The exhibition will display the most interesting and important objects in the collection, with the exception of the John Lubbock artefacts which will have their own dedicated space, thus incorporating all those areas referenced, archaeology, fine and decorative art, social history and Lubbock.

Supplementary Question

Given ongoing discussions concerning the merits of the Lubbock collection to the Borough, could reference be given to the collection in the Bromley Revisited exhibition?

Portfolio Holder's Response

There is no issue with the relevance of the Lubbock collection and as part of the Borough's heritage, it is my intention that it be displayed.

Question 3

What are the per annum running costs for the Museum Store in Orpington Priory Gardens - heat, light, power, rates, security, maintenance, etc. - for the past three years (2012/13, 2013/14, 2014/15); and what is being planned and considered for the store going forward?

Portfolio Holder's Response

It has not been possible, within the timeframe of the question to determine the running costs of the Museum Store; however, I can confirm again what has been said on a number of occasions that the Museum Store will be remaining in its current location housing the collections. As such, the Council will continue to meet the costs of managing and maintaining the store.

Supplementary Question

Are store costs included in the new museum budget going forward?

Portfolio Holder's Response

Yes, however they are currently included as part of the complete museum budget. We will write to you when the individual cost has been calculated.

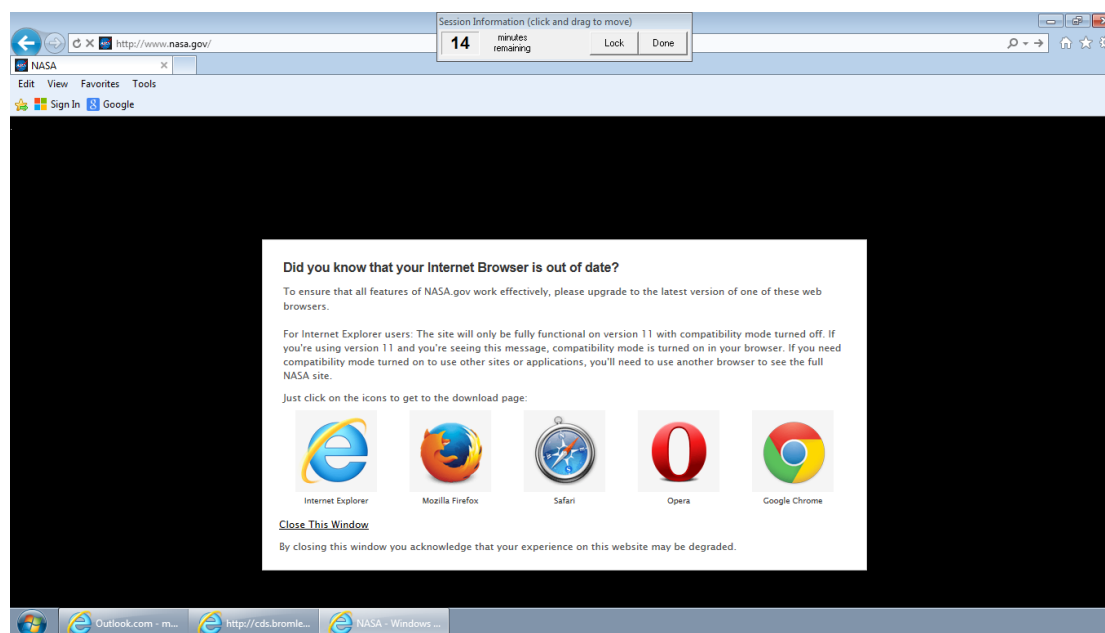
The following written question was received from Mr Martin Curry of Highlands Road, Orpington, relating to the provision of software to access the worldwide web at Orpington Library:-

### Question

'The public library service provides access to the resources of the world wide web using PCs and also WiFi.

At Orpington Library, access via the bookable PCs uses Internet Explorer 9 operating with Windows 7.

When searching the internet for web sites, such as NASA.gov, the Orpington PCs do not provide access to the selected site, but display the message shown below:-



It can be seen from this, that the Library service has not downloaded the free upgrade to Internet Explorer 11 that is required in order to access the resources of that site.

The current version of Internet Explorer 11 has been available for free download to PCs running Windows 7, since November 2013, and yet the PCs at Orpington have not been kept up to date.

At the Central Library in Bromley, the additional web browser Google Chrome has been installed on all of the public PCs in order to allow access to web sites that do not support IE9.

Will the Portfolio Holder take action to ensure that the free downloads of Internet Explorer 11 are installed on the PCs at the Orpington Library in order



that residents of Orpington are not discriminated against by having access to the world wide web restricted in comparison with those in central Bromley?

I am told that Capita will charge the Library Service for carrying out this basic maintenance function, and if this is indeed true, I further ask that in future contract negotiations, will the Council's officers ensure that basic maintenance designed to ensure the continued operation of IT systems, including the downloading of program upgrades, is included in the contract specification?

#### Portfolio Holder's Response

The Internet Explorer upgrade itself is indeed free. However, the PC's are of an older build developed by a previous contractor which are not centrally managed and therefore do not allow upgrades to be remotely downloaded. It is an involved process requiring individual policy changes and updates to the installed software to be installed on each PC manually. This work is chargeable as it is not part of the contract.

To fully address all the current problems these PCs need to be replaced with the new public internet access machines and network piloted at the new Penge Library, in order to give us consistency and ease of management across the estate. The cost of rolling this out to additional libraries is currently being determined with a view to obtaining the necessary funding. The new solution has been designed to be centrally controlled allowing us to upgrade software quickly with minimal cost to the Council.

As this may take some time, a low-cost interim project is underway to ensure that at least one of the current PCs at each library has the Google Chrome web browser installed (the current machines cannot support any version of IE higher than version 8). This has been proved at Central and Beckenham Libraries to deal with most issues regarding access to websites. This should ensure that users of any library have the same access.

#### **4b QUESTIONS FOR THE CHAIRMAN OF RENEWAL AND RECREATION PDS COMMITTEE**

No questions were received.

#### **5 MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE MEETING HELD ON 18 MARCH 2015**

##### Minute 82c - Library Service Strategy - Update

Officers had completed what was recommended by Members at the previous meeting.

The closing date for expressions of interest for the Community Management of the six community libraries was Friday 26 June 2015. The initial response had been encouraging with a wide range of interest being shown. Ward

Members had received information packs detailing the operating methods of the individual libraries within their Wards.

Discussions were currently taking place with the London Borough of Bexley to develop a joint procurement strategy for the Library Service.

A great deal of interest had been shown as a result of the soft market exercise that had been undertaken. It was anticipated that a user consultation would be carried out sometime in July/August 2015.

A special meeting of the Renewal and Recreation PDS Committee would be held in October to consider the matter further. In the meantime, officers would hold individual discussions with Members if requested.

**RESOLVED that the Minutes of the meeting held on 18 March 2015 be confirmed and signed as a correct record.**

**6 MATTERS ARISING FROM PREVIOUS MINUTES AND UPDATES**

There were no matters arising from the previous meeting.

**7 RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (SEPTEMBER 2015-APRIL 2016)**

**Report CSD15048**

The programme of meetings was amended to include:-

- the special R&R PDS meeting to be held in October 2015; and
- reports on major schemes such as the Civic Centre and Crystal Palace Park.

**RESOLVED that, subject to the amendments set out above, the work programme for the period September 2015-April 2016 be agreed.**

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

**8a BROMLEY MYTIME INVESTMENT FUND PROPOSALS 2015/16**

**Report DRR15/071**

The Chairman deferred consideration of this item on the following grounds:-

- Late submission of the report left Members with insufficient time to read and consider the contents.

- In light of the information set out in paragraph 3.8, it would be premature to make a decision relating to the Investment Fund whilst ongoing discussions were taking place with regard to future funding.

Members agreed that having requested but not received details of Mytime's financial balances, it was difficult to comment without having access to historic information. It was noted however, that the Council was required to make a decision on the Investment Fund by October 2015.

Although Members had been invited to attend an Openday with Mytime's officers and Board on 13 July, due to prior commitments some Members were unable to attend. It was suggested that feedback from this event be given at the next meeting of the PDS Committee.

**RESOLVED that consideration of this item be DEFERRED for the reasons given above and that the matter be considered at the special meeting of R&R PDS Committee in October.**

#### **8b BUDGET MONITORING 2015/16**

##### **Report FSD15039**

Members considered the latest budget monitoring position for 2015/16 for the Renewal and Recreation Portfolio based on expenditure and activity levels up to 31 May 2015. The total portfolio budget showed a projected underspend of £30k.

**RESOLVED that the Portfolio Holder be recommended to endorse the latest 2015/16 budget projection for the Renewal and Recreation Portfolio.**

#### **8c PROVISIONAL OUTTURN 2014/15**

##### **Report FSD15038**

Members considered the 2014/15 provisional outturn position for the Renewal and Recreation Portfolio which showed an underspend of £185k.

Members also considered the level of expenditure for projects within the Member Priority Initiatives.

Approval was sought for the drawdown of the carry forward sums of £60k and £40k held in central contingency, to be used to fund the preparation of the Borough's Local Plan and the Noise Action Plan for Biggin Hill Airport.

**RESOLVED that the Portfolio Holder be recommended to:-**

- 1) **endorse the 2014/15 provisional outturn for the Renewal and Recreation Portfolio;**

- 2) **note the expenditure for the Renewal and Recreation projects within the Member Priority Initiatives; and**
- 3) **approve the drawdown of the carry forward sums of £60k and £40k held in central contingency, to be used to fund the preparation of the Borough's Local Plan and the Noise Action Plan for Biggin Hill Airport.**

## **8d RENEWAL AND RECREATION BUSINESS PLAN 2015/16**

### **Report DRR15/067**

The report outlined the Renewal and Recreation Portfolio Plan 2015/16 and described the new approach that had been adopted to improve the usefulness of the Plan.

The following updates were given in relation to the Plan:-

Aim 1, paragraph 1.2 (page 56) - The prominent plot of land (known as Opportunity Site B within the AAP), was a designated residential site for up to 70 units and would be marketed as such. The site was currently being utilised as a storage depot for Bromley's improvement works.

A development brief would be drafted outlining what would be acceptable and appropriate to build. Members agreed that the site was an important gateway into Bromley and in this regard, recommended that the AAP stipulate the requirement for the design to be of good architectural merit.

Performance Measures, paragraph 1.5 (page 58) - A Housing Zone Bid had been submitted and further clarification meetings were taking place with representatives of the GLA with a view to the full bid being considered by the GLA Housing Investment Team in September 2015.

Business Support Programme, paragraph 3.2 (page 62) – A legal grant agreement was currently being drawn up to cover a period of two years for the delivery by the Business Improvement District (Orpington 1<sup>st</sup>) of the New Homes Bonus scheme. Payment would only be made upon delivery of the agreed milestones.

Aim 5 – Business Growth Corridors (pages 64/65) – A number of posts had been recruited to develop the business investment and development plans for Biggin Hill and the Cray Business Corridor. It was anticipated that this work would begin when the officers were in post in approximately 2-3 weeks' time. A further update would be reported at the PDS meeting in September.

Aim 7 – Community Infrastructure Levy (CIL), (page 67) – The additional income expected from the Bromley CIL was not quantifiable as payment would be driven by applications of size and scale. As with Section 106

Agreements, CIL reports would be submitted for consideration by E&R PDS Members.

Aim 8 – Planning Regulatory Functions (page 68) – The pre-application process required applicants to submit information in accordance with a detailed checklist. In some cases, the requested information was omitted or officers required clarification and amendments which led to delays in determination.

The 'other' applications referred to in paragraph 8.1 (performance measures), related to the determination of applications such as advertising, prior notifications, Certificates of Law and change of use etc.

It was agreed that whilst the report indicated the percentage of applications determined on target, future reports should also include response times for the remaining 40%. It was also agreed that targets and achieved percentage rates for responding to TPO requests, Listed Building Orders and general enquiries be included in the Business Plan report.

Aim 11 – Enhance the Borough's Leisure Facilities, paragraph 11.1 (page 74) – A 25 year management contract for the operation and management of the Churchill Theatre had been awarded to Qdos.

Paragraph 11.3 (page 74) – The length of lease agreed for Blackheath and Bromley Harriers to undertake the management and maintenance of Norman Park Athletics Track was unknown however, it was likely to cover a period of between 45-99 years.

**RESOLVED that, subject to the amendments and additions outlined above, the Portfolio Holder be recommended to agree the draft Renewal and Recreation Portfolio Plan 2015/16.**

#### **8e LAND ADJACENT TO THE DRIFT, KESTON BR2 8HL**

##### **Report DRR15/064**

Following endorsement by the Development Control Committee on 9 June 2015, Members were requested to consider the making of an Article 4 Direction in relation to land adjacent to The Drift, Keston, to remove permitted development rights for various classes of development. The land had been identified as being a sensitive area of Green Belt and vulnerable to development that may be carried out under permitted development which could harm the openness and character of the area.

Members agreed that the issue of an Article 4 Direction was a sensible step to take.

**RESOLVED that the Portfolio Holder be recommended to authorise an Article 4 Direction for land adjacent to The Drift to remove permitted**

**development rights for the following classes of development in the Town and Country Planning (General Permitted Development) Order 2015:-**

- (i) erection or construction of gates, fences, walls or other means of enclosure (Class A of part 2);**
- (ii) formation, laying out and construction of means of access (Class B of part 2);**
- (iii) provision of temporary buildings, etc. (Class A of Part 4);**
- (iv) temporary uses of land for any purpose for not more than 28 days per year (Class B of Part 4);**
- (v) use of land as a caravan site (Class A of Part 5)**

**and the Direction be made with immediate effect for the classes of development specified in (iv) to (v) as the Council considers that development would be prejudicial to the proper planning of the area or would constitute a threat to the amenities of the area.**

#### **8f CONFIRMATION OF PROPOSED ARTICLE 4 DIRECTIONS - BROMLEY TOWN CENTRE**

##### **Report DRR15/045**

Following endorsement by the Development Control Committee on 9 June 2015, Members were requested to consider the making of Article 4 Directions in relation to three areas of Bromley Town Centre on the basis that it was expedient to do so to avoid harmful impacts upon the local economy.

Members agreed that the issue of the Article 4 Directions was a sensible step to take.

**RESOLVED that the Portfolio Holder be recommended to:-**

- (1) confirm the Article 4 Direction to remove the Permitted Development of Class J (now O) to come into effect on 1 August 2015 for the Bromley North Area as shown in the report;**
- (2) confirm the Article 4 Direction to remove the Permitted Development of Class J (now O) to come into effect on 1 August 2015 for the London Road area as shown in the report;**
- (3) confirm the Article 4 Direction to remove the Permitted Development of Class J (now O) to come into effect on 1 August 2015 for the Bromley South Area as shown in the report.**

**9 BROMLEY BUSINESS IMPROVEMENT DISTRICT (BID)  
PROPOSAL**

Due to the possible disclosure of confidential information, it was necessary for Members to consider this item as a Part 2 (Exempt) report. The report was subsequently considered as Supplementary Item 15.

**10 TOWN CENTRE MANAGEMENT UPDATE REPORT - JUNE 2015**

**DRR15/065**

Consideration was given to an update on Town Centre Management and business support activities occurring April to June 2015. The report also summarised priorities for the period up to the end of September 2015.

Work would shortly be undertaken to replace leaking bins in the Market Square area with upgraded plastic containers. With regard to the paved surface, the Council was hoping to purchase a mechanical scrubber to carry out a deep clean of the area as the protective resin which officers originally hoped to lay had not produced the required result when laid in White Hart Slip. Repairs to the damaged tree planters situated in Market Square would also be rectified.

The public refuse containers in Beckenham were not fixed to the ground which resulted in them being knocked over or not straightened when emptied. This matter was currently being looked at.

It was reported that some Ward Members were disappointed they had not been involved in the Local Parade Improvements scheme until later in the process thereby leaving them in the difficult position of having to deal with dubious schemes put forward by local groups. Members were reminded that the original intention was for the Ward Councillors to lead on developing proposals, however the emphasis had shifted over time. It was agreed therefore that for future bids to the scheme, Ward Members be included from the start of the process.

**RESOLVED that the key developments and activities within the Town Centre Management and Business Support Team be noted.**

**11 TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE**

**DRR15/066**

Members considered the progress achieved in delivering the Town Centres Development Programme.

The following updates were given:-

Site G: West of the High Street, paragraph 3.2 (page 115) – Following a meeting with a range of local stakeholders, including the Friends of Site G, a design workshop had been scheduled for 21 July 2015. Officers were meeting with the GLA to discuss issues around the Housing Zone Bid, the outcome of which would inform the meeting of developers.

Site C: Town Hall, paragraph 3.3 (page 115) – Whilst previous issues concerning Cathedral Group's Town Hall proposal had been resolved, new issues concerning wheelchair access to the residential blocks had arisen. There were also ongoing technical issues concerning the proposed design materials. When all issues had been resolved, it was anticipated that the application would be submitted for consideration by Members of the DCC Committee either in July or September 2015. A presentation by representatives of Cathedral Group to explain the rationale for the application would be held prior to the Committee meeting.

#### Beckenham Major Scheme

An update on the outcome of discussions held with TfL on the revised scheme would be given at the Beckenham Town Centre Working Party meeting to be held at Beckenham Library on 2 July 2015 at 7.30 pm which all Members were invited to attend. Residents were frustrated at the length of time taken to complete the scheme. Officers anticipated this would be implemented by mid-2016. A further update would be reported to the R&R PDS meeting in September.

**RESOLVED that the progress achieved on delivery of the Town Centres Development Programme be noted.**

**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 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.

**13 EXEMPT MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE HELD ON 18 MARCH 2015**

**RESOLVED that the exempt Minutes of the meeting held on 18 March 2015 be confirmed and signed as a correct record.**



**14 CHISLEHURST LIBRARY, RED HILL, CHISLEHURST**

**Report DRR15/069**

Members considered the offers received following the marketing of Chislehurst Library, Red Hill, Chislehurst.

**RESOLVED that Members' views be referred to a meeting of the Executive on 15 July 2015.**

**15 BROMLEY BUSINESS IMPROVEMENT DISTRICT (BID)  
PROPOSAL**

**Report DRR15/072**

Members considered an update on the progress achieved in the development of a Business Improvement District (BID) in Bromley Town Centre and its potential implications for the Council.

**RESOLVED that the report be noted.**

The meeting ended at 8.35 pm

Chairman

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Report No.  
CSD15094

## London Borough of Bromley

### PART 1 - PUBLIC

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**Decision Maker:** Renewal and Recreation PDS Committee

**Date:** 27 October 2015

**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

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1. Reason for report

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

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**2. RECOMMENDATION**

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

|   |   |
|---|---|
| <b>Non-Applicable Sections:</b>                       | Policy, Financial, Legal and Personnel Implications |
| Background Documents:<br>(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: £326,980
  5. Source of funding: 2015/16 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: 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
- 

### Customer Impact

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

### 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 By</u> |
|---|---|------------------|
| Minute 8d – Renewal and Recreation Business Plan 2015/16 (Aim 5 – Business Growth Corridors (page 8)) | Update on progress achieved in developing the business investment and development plans for Biggin Hill and the Cray Business Corridor. | Head of Renewal  |
| Minute 11 – Town Centres Development Programme Update (Beckenham Major Scheme – page 12)              | Update on progress achieved on the Beckenham Major Scheme to be given at the September meeting of the R&R PDS Committee.                | Head of Renewal  |

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Report No.  
CSD15093

London Borough of Bromley

PART 1 - PUBLIC

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**Decision Maker:** Renewal and Recreation PDS Committee

**Date:** 27 October 2015

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

**Title:** **RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (JANUARY-APRIL 2016)**

**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

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1. Reason for report

1.1 This report updates the Committee's work programme.

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2. **RECOMMENDATION**

2.1 The Committee is invited to review the work programme for the period January-April 2016.

### 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: £326,980
  5. Source of funding: Existing 2015/16 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-April 2016 is attached at **Appendix A**.

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

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| Report Title  | Report Author | PH Decision (Yes/No) | Referred |    |
|---|---------------|----------------------|----------|----|
|   |               |                      | From     | To |
| <b>Renewal and Recreation Policy Development and Scrutiny Committee – 26 January 2016</b> |               |                      |          |    |
| Matters Arising from Previous Meetings  | LT            | No                   |          |    |
| R&R PDS Work Programme  | LT            | No                   |          |    |
| Budget Monitoring   | CM            | Yes                  |          |    |
| Draft 2016/17 Budget  | CM            | No                   |          |    |
| Town Centre Management Update Report  | MP            | No                   |          |    |
| Town Centres Development Programme Update   | KM            | No                   |          |    |
| <b>Renewal and Recreation Policy Development and Scrutiny Committee – 6 April 2016</b>    |               |                      |          |    |
| Matters Arising from Previous Meetings  | LT            | No                   |          |    |
| R&R PDS Work Programme  | LT            | No                   |          |    |
| R & R Budget Monitoring   | CM            | Yes                  |          |    |
| Town Centre Management Update   | MP            | No                   |          |    |
| Town Centres Development Programme Update   | KM            | No                   |          |    |
| Chairman's Annual Report  | Chairman      | No                   |          |    |

To Be Scheduled

- 1 Individual reports on Growth and Delivery Plans for Biggin Hill, Cray Valley and Bromley Town Centre.
- 2 Individual reports for major schemes such as the Civic Centre and Crystal Palace Park

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Report No.  
DRR15/094

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** Renewal and Recreation Portfolio Holder

**Date:** For Pre-Decision Scrutiny by the Renewal and Recreation Portfolio on Tuesday 27 October 2015

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

**Title:** **MYTIME ACTIVE ANNUAL REPORT 2014/15**

**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)

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1. Reason for report

This report updates the Renewal and Recreation Policy Development and Scrutiny Committee and the Executive Portfolio Holder on the Mytime Active Annual Report for 2014/15 and their future proposals in respect to the Investment Fund that the Council provides annually to Mytime. The Mytime Active Annual Report 2014/15 is included as Appendix 1.

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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 £1.51m from the current balance of the Investment Fund to upgrade facilities as detailed within Appendix 3 of Mytime's Annual Report.**

## Corporate Policy

1. Policy Status: Existing Policy:
  2. BBB Priority: Quality Environment:
- 

## Financial

1. Cost of proposal: Estimated Cost: £1.51m
  2. Ongoing costs: Recurring Cost: N/A
  3. Budget head/performance centre: Capital Programme and Bromley Mytime Grant Budget 2016/17
  4. Total current budget for this head: £1.51m and £804k (estimated)
  5. Source of funding: Capital Programme (Investment Fund) and Existing revenue budget for 2016/17
- 

## 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):

2014-15:

|           |   |
|-----------|---|
| 2,540,879 | Leisure Centres   |
| 48,007    | Childcare places  |
| 261,002   | Halls   |
| 157,395   | Golf  |
| 39,818    | Community Programmes  |
| 495,547   | Attendances for swim lessons,<br>parties, school swimming lessons,<br>and club hire |
| 3,542,648 | Total Mytime Active   |

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## 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) which is included as Appendix 1. The Report outlines Mytime's achievements for the year 2014/15 and also previews their future spending proposals from the Investment Fund, along with their 2016 pricing review.
- 3.2 The Report highlights that in 2014/15 Mytime achieved over 3.5 million visits across their facilities and now they now have a membership base in excess of 13,500. Mytime invested around £240k of capital expenditure for refurbishments, upgrades and improvement projects, and also secured £90k of external funding for free sports, dance and creative music activities.
- 3.3 Mytime have 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 3.0 million visits in 2014-15 (plus an additional 495k attendances that have not historically been recorded. This is a reduction on like for like attendances of around 230k compared to 2013-14, with Mytime highlighting the growing competition from other providers, notably where Mytime's broader offer is competing against single activities such as cycling or gym usage. Swimming figures are also marginally down, in line with national trends.
- 3.4 The MyFuture and Arts Train community projects, continue to engage and empower young people to take ownership of their personal, social and community development, and the MyFuture project is now recognised as 'best in industry' after winning the ukactive flame award. Over 6,600 children attend learn to swim lessons each week across Mytimes facilities, and attendances in golf have increased, overcoming the national decline in participation in the sport. The Primetime programme for over adults over 60 continues to grow and now has 1,975 members.
- 3.5 The Report contains Maytime's pricing review (Appendix 2) which seeks to harmonise some historic pricing arrangements, benchmark prices against the competition, provide affordability to selected groups through concessions, and to ensure prices remain value for money. Mytime continue to offer a wide range of pay and play opportunities along with a number of concessions for particular target groups.
- 3.6 The Mytime proposals for pricing 2015/16 are based on the following principles:
- a) A flat 2% increase rounded to the nearest 5p for casual paying services, with exception(s)
  - b) A number of prices being frozen and these include:
    - All membership categories
    - Under 3s swimming will remain free of charge
    - Primetime prices for the 60+ market, including swimming and group exercise classes
    - Concessionary prices for those on low incomes, including swimming and group exercise sessions
    - Swimming lessons on Get Active in swimming courses
    - Children's parties, with the exception of exclusive party hire packages where an above inflation increase will be applied.
  - c) In line with inflation, increases will be applied to a number of community hirers (some will be frozen).
  - d) Before and after school childcare provision prices will remain at the current price point until September 2016, and if a price increase is to be applied at this time, it will be below inflation.

- 3.7 Mytime are seeking to spend £2,176,689 from the Investment Fund to upgrade facilities as detailed within Appendix 3 of the Mytime Report. This is summarised as follows:

Proposals for spending the current Investment Fund balance of £1.51m

|               |  |
|---------------|--|
| £500k         | Pavilion swimming pool upgrades  |
| £110k         | Spa facility improvement to key customer facing facilities               |
| £200k         | Wet side changing room and sanitary upgrades at Beckenham Spa            |
| £100k         | Wet side changing room and sanitary upgrades at Walnuts and West Wickham |
| £150k         | High Elms Club House improvement   |
| £140k         | Upgrade facilities at the Walnuts Leisure Centre                         |
| £310k         | Gym kit improvements   |
| <b>£1.51m</b> | <b>Total</b>   |

Proposals for spending 2016/17 Investment Fund (subject to discussion & agreement)

|              |  |
|--------------|--|
| £300k        | Bromley Golf Course, install adventure golf into BGC             |
| £250k        | Gym Kit Rolling improvements (Walnuts) Portfolio security        |
| £117k        | Renewal and upgrade of all CCTV operations in Bromley portfolio. |
| <b>£667k</b> | <b>Total</b>   |

**£2,177k Total accumulated sum including 2016/17 proposals**

- 3.8 The proposals for the unallocated balance of the Investment Fund are in line with historic Investment Fund schemes and do not conflict with any wider Council aspirations. The proposals for 2016 /17 however include the installation of adventure golf at Bromley Golf course. Officers believe that this represents a commercial venture for Mytime in that they are seeking to develop a brand new facility that will generate revenue for Mytime, this is essentially a commercial operation and not an appropriate use of the Investment Fund.
- 3.9 The Council is already in discussions with golf operators who are seeking to install adventure golf courses in the Borough within the parks and open spaces and Officers believe these are commercial investments likely to be installed at no cost to the Council. Officers have previously advised Mytime that an adventure golf scheme may not be an appropriate scheme for Investment Fund proposals. Officers therefore do not recommend that this scheme is approved and suggest further discussions between the Council and Mytime take place on an updated set of proposals for the Investment Fund 2016/17, and that these are then considered at the next meeting of the Renewal and Recreation PDS Committee and Portfolio Holder.
- 3.10 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, 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 1<sup>st</sup> November 2011, states that the Core Funding for the period 1<sup>st</sup> April 2013 to 31<sup>st</sup> 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 2016, in accordance with Schedule 2 of the original Funding Agreement



4.2 Assuming inflation of 1.2% will be built into the 2016/17 budget, the breakdown of the grant payable to Mytime is shown below:

|  |                       |
|--|-----------------------|
|  | <b>2016/17</b>        |
|  | <b>£</b>              |
| Contribution towards accommodation costs | 160,476               |
| Investment Fund                          | <u>643,652</u>        |
| <b>Total grant payable</b>               | <b><u>804,128</u></b> |

4.3 Mytime has submitted proposals to spend the remaining unallocated balance of the investment fund totalling £1.51m and this report is seeking Portfolio Holder approval to release this sum from the capital programme.

4.4 Mytime has also submitted proposals to spend the 2016/17 investment fund. The three schemes put forward total £667k which is in excess of the estimated value of next years' fund of £644k, (assuming current RPIX value of 1.2%). Given the issues highlighted in 3.8 and 3.9, Officers are recommending that further discussions take place with Mytime, around updating these proposals so that they can be considered at the next meeting of this committee.

## 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 1<sup>st</sup> November 2011.

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

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# **Appendix 1**

## **Mytime Active Annual Report**

**April 2014 – March 2015**



London Borough of Bromley Annual Report

1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015



## Contents

|      |    |   |
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## Appendices

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## **Chief Executive's statement**

Mytime Active is a social enterprise committed to providing accessible services that encourage people to be active and adopt a healthy lifestyle. Our employees are committed to encouraging everyone in the community to take part in the services we provide.

### **Our customers**

Our customers are at the heart of everything we do. In 2014/15, across our leisure and golf facilities in the borough, we achieved attendances in excess of three million visits and a membership base which increased to over 13,650. We continue to manage a popular swimming lesson programme, and are particularly proud that we have overcome the national decline in golf participation, with an increase in both member and pay and play rounds across both the golf facilities we manage for the Council, and Orpington Golf Centre which we run independently, but as part of the local portfolio.

Despite this upward trend, Mytime Active continues to experience growing competition from a range of other providers and activities, in particular where our broad leisure centre offer competes against the growing popularity of focused single activities, such as cycling or low cost gym facilities. While we are responding to this in a range of ways, our casual pay and play attendances in activities such as swimming were marginally down year on year, which, in the case of casual swimming in particular, is in line with national trends.

### **Children and young people**

Nearly one quarter of Bromley's population is between the ages of 0-15 years, therefore children and young people are an important target group for us to engage in physical activity. In the last year, we continued to be the biggest provider of children's swimming lessons locally with over 6,600 children learning to swim with us on a weekly basis. We have also introduced the National Junior Golf Passport scheme to teach golf to more children and young people. We continue to manage Team Bromley entries to the London Youth Games, where they finished in fourth place, two places higher than last year. Mytime Active also opened two new childcare clubs at two different schools in the Borough and focused on improving the quality of all the Ofsted registered provisions we operate.

### **Adults and older people**

We have supported adults and older people to lead an active lifestyle through our extensive programme of weekly activities, which include swimming, group exercise, gym programmes, Get Active in Golf lessons, squash, racquetball, table tennis footgolf and walking football. In addition to our weekly core activity programme we offer specialist services for targeted populations. This includes providing Fresh Start and HeartSmart exercise referral programmes for people with defined medical conditions, which saw 400 people successfully completing their programme.

Our Primetime programme, designed for adults 60 years old and over, continues to grow and now has 1,975 members exercising regularly. With funding from Sport England, we have worked in partnership with Age UK Bromley & Greenwich to address the health inequalities that older men face in Bromley by attracting over 270 men to leisure and golf programmes.

## Community engagement – events, campaigns and funding

We recognise the importance that events and campaigns have in building community cohesion and getting people active. During 2014/15, we organised the Mytime 2014 Challenge and had over 2,400 people register to take part in the incentivised, points based activity challenge. We also encouraged people to get active through delivering the 2014 Santa Dash, which saw over 800 people participate.

The Company took pleasure in awarding 14 grants to sports clubs, charities and community groups, who through the grants aim to engage over 600 participants and over 30 volunteers in more than 800 hours of activity.

The company also engaged in excess of 150 local volunteers from children to the elderly, the active to the inactive, acting as buddies, event marshalls, team coaches and club captains.

## Community Projects

The MyFuture and ArtsTrain projects continue to engage and empower young people to take ownership of their personal, social and community development. With match funding from Mytime Active, the projects have sourced revenue funding from external grants. During 2014/15 two in three of our grant applications were successful, bringing in an extra £90,000. The funding secured has supported free sports, dance and creative music activities for young people through the MyFuture and ArtsTrain projects. MyFuture is now nationally recognised as “best in the industry” for shaping young people’s lives after winning the ukactive Flame Award.

The Company provided support to Pro-Active Bromley to submit a successful bid to Sport England for £167,000. The funding is supporting sports clubs and community organisations across Bromley to increase participation, grow their membership base and to build the capacity of their volunteers.

## Investing in our business

Since 2004, capital expenditure and asset management spend has resulted in an investment of over £13m across our Bromley portfolio.

Mytime Active’s capital expenditure associated with our Bromley sites for 2014/15 totalled over £241,000. This investment included a number of upgrades and refits across various sites including: IT upgrades; coursework and fencing at Bromley Golf, investment in the cafeteria and the wet side toilets at the Spa and plant room improvements across the swimming pools.

Throughout the year, we have had ongoing discussions with the Council regarding release of the investment fund. Under our contractual agreement, monies are set aside annually to invest in refurbishment and upgrading the facilities. The monies have not been fully released for 3 years, and cumulative amount accumulated in the fund is now £1.51m, a sum which reflects the extent of underinvestment in the facilities. This is impacting negatively in the service we can offer, with an increasing number of customer complaints about the condition and age of the facilities. It is also a factor in reduced attendances, reduced number of people locally who are engaging in activity, and a less sustainable business model for Mytime Active.

We are submitting the investment plan with this report that has been discussed and adapted in light of feedback from officers. We request that this fund is released in accordance with the Council's commitments under our contractual agreement.

Looking to the future Mytime Active is developing its strategy to focus on all aspects of our customers' well being, across leisure, golf and health. We continue our commitment to our home Borough of Bromley and are excited at the potential of making a real impact on the local population.

The Council has approached us to renegotiate aspects of the current contract and we are keen to respond positively in order to further our joint aims.

I would like to take the opportunity to thank all those who have made this a successful year and I hope you look forward to reading the report.

**Marg Mayne**  
**Chief Executive, Mytime Active**



## Setting the scene

In determining Mytime Active's priorities for 2014/15, consideration has been given to a number of national and local factors.

It is now nationally recognised that physical activity provides many benefits and this is highlighted in the local Joint Strategic Needs Assessment:-

- It is central to growth and development in under 5s.
- 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.

Department of Health guidelines relating to physical activity state adults and older adults should aim to be active daily, and over a week activity should add up to 150 minutes of moderate intensity activity. The Active People Survey continuously measures the number of people taking part in sport across the nation and in local communities. We know in Bromley 41.9% of Bromley's adults and older people are not achieving the recommended levels of physical activity.

Of the 41.9% we know that 25.6% are inactive, which means they do less than 30 minutes of physical activity per week. We also know:-

- Physical inactivity is the fourth largest cause of disease and disability in the UK.
- Physical inactivity directly contributes to one in six deaths in the UK, the same number as smoking.
- There is a three-year difference in life expectancy between people who are inactive and people who are minimally active.

Therefore the challenge remains how to engage and retain these inactive people into programmes of physical activity.

Demand for leisure activities continues to be strong in Bromley and there are a significant number of private and voluntary providers who compete for this leisure market. The 2014 State of the UK Fitness Industry Report reveals that the UK health and fitness industry has more clubs, more members and a greater market value than ever before. However, the report highlights that growth in the industry continues to be driven by strong performance from the low cost market and this low cost option is proving to be a major competitor in the Bromley marketplace.

The leisure facilities we manage include:-

- Beckenham Public Halls and the Spa in Beckenham
- The 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

Nationally, the picture for golf participation is a different story to that of health and fitness. The number of people who play golf regularly is in decline; however, the latest Active People data suggests this downward trend is slowing and the decline in participation is stabilising.

In 2012, Mytime Active acquired Orpington Golf Centre to complement High Elms Golf Course and Bromley Golf Centre. This investment allows Mytime Active to offer affordable golf to a wider audience and develop additional health and well being activities for the local population.

Health is an important part of our business and it is through our health experts that we work closely with Bromley Public Health and the Clinical Commissioning Group to deliver exercise referral programmes for people with defined medical conditions. In 2013 Mytime Active acquired MEND, a world leading child weight management product, which is currently being delivered to Bromley residents via Bromley Healthcare.

Taking the above factors into account and considering local demographics, we continued to prioritise the following in 2014/15:-

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

## 1: Our customers

To ensure we continue to attract a broad cross section of Bromley's residents, we dedicate time and resources to ensure the facilities and services we operate are accessible and affordable. We recognise the importance of working with a range of partners and funders in order to ensure what we offer is relevant to diverse communities.

However we face fierce competition from the low cost single specialist provider, which is a real issue as their offer is very different to the broad base of facilities and services that we manage and an offer we are unable to emulate.

Unlike the private sector, we 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.

Our pricing policy has been developed to 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 and golf facilities was in excess of 13,650 members during the course of 2014/15. 28% (3,839) of our leisure members were in receipt of a subsidised or free membership package:-

- 836 concessionary members on low income.
- 1,975 Primetime members aged 60 and over
- 832 junior members
- 46 elite Sporting Champions in receipt of annual free memberships.
- 150 Team Bromley London Youth Games Participants took up the offer of a free annual membership.

The above 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 reaping the health benefits of physical activity and are achieving the levels of physical activity as recommended by the Department of Health.

We have seen a steady growth in golf memberships at High Elms and Orpington, which is not only very encouraging but goes against the national trend in golf. In addition we have seen a growth in the number of rounds of golf played at our sites. In summary, a total of 1,570 more member rounds have been played across High Elms, Bromley and Orpington Golf Centres and 3,394 more rounds have been played when we include casual pay and play visitors.

## Attendance figures

The attendance figures table below highlights the fact:-

- Leisure has a strong membership base and an excellent take up of Get Active in Swimming, but we've seen a downturn in our pay and play attendances.
- Golf rounds attendances are up year on year despite the national downward trend in golf participation.
- Usage of Beckenham Public Hall, Crofton Hall and The Great Hall is up by 9.6% when compared to last year.
- Childcare attendances are 8% down on the previous year after we handed over the operation of our biggest childcare setting at Crofton Junior School to the school, who wished to directly manage the operation.

| <b>Bromley Attendances</b>   | <b>2009-10</b>   | <b>2010-11</b>   | <b>2011-12</b>   | <b>2012-13</b>       | <b>2013-14</b>   | <b>2014-15</b>   |
|--|------------------|------------------|------------------|----------------------|------------------|------------------|
| <b>Leisure Centres</b>   | 1,691,921        | 1,792,984        | 1,887,489        | 2,695,039            | 2,797,889        | 2,540,879        |
| <b>Childcare</b>   | 38,147           | 35,149           | 44,454           | 50,053               | 52,421           | 48,007           |
| <b>Adventure Kingdom</b>   | 38,044           | 41,080           | 45,567           | Soft play area moved |                  |                  |
| <b>Halls</b>   | 273,810          | 263,311          | 254,658          | 258,466              | 238,110          | 261,002          |
| <b>Golf</b>  | 106,778          | 92,634           | 96,627           | 112,119              | 156,406          | 157,395          |
| <b>Community activities</b>  | 99,012           | 86,469           | 54,790           | 33,215               | 36,558           | 39,818           |
| <b>Total Mytime Active</b>   | <b>2,247,712</b> | <b>2,311,627</b> | <b>2,383,585</b> | <b>3,148,892</b>     | <b>3,281,384</b> | <b>3,047,101</b> |
| <b>Attendances that have previously not been recorded for swim lessons, parties, school swimming lessons and club hire</b> |                  |                  |                  |                      |                  | 495,547          |
| <b>Total</b>   |                  |                  |                  |                      |                  | <b>3,542,648</b> |

## 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, this is 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

Our learn to swim programme, Get Active in Swimming continues to be popular with parents locally as we've maintained last year's average of 6,600 children learning to swim at Mytime Active swimming pools on a weekly basis. The figure continues to indicate we are teaching 24% of all 0-14 years olds in the Borough to swim.

We also offer swimming programmes to local schools to meet their national curriculum requirements. In 2014/15, we delivered school swimming lessons for 73 schools across the Borough, compared to 56 schools in 2013/14.

### Get Active in Golf for juniors

We're excited that golf will be introduced as an Olympic sport in 2016, so in advance of this we have decided to use the Golf Foundation's Junior Golf Passport as our coaching support tool; the Junior Golf Passport is the national structured learning programme for children 6 -12 years of age, endorsed by the Professional Golf Association.

From January to March we had nearly 50 juniors sign up for coaching at Bromley Golf Centre, and we are hoping the Olympics will inspire more juniors to take up the sport. In recognition of the work conducted with local primary and secondary schools, Bromley Golf Centre has been recognised as an HSBC Golf Roots Centre.



### London Youth Games 2014

We are instrumental in managing Team Bromley entries to the London Youth Games (LYG) and recruiting volunteer team managers. The London Youth Games is the largest competitive event in Europe for children and young people and provides a great opportunity for young people who live or go to school in the Borough to represent 'Team Bromley' against the 32 other London Boroughs.

### Key statistics from the 2014 season:-

- 820 young people participated in the Games aged from 6 to 18 years
- Finished on the podium in 4<sup>th</sup> place
- The Games engaged with 68 young people with a disability from Bromley
- 44 teams competed for Bromley
- 71 volunteers aged from 17 to 65+ year managed teams
- Mytime Active worked with 46 partners to identify and recruit teams

The Mayor and Leader of Bromley Council, along with over 100 young people and team managers attended a 2014 Celebration Event to recognise Team Bromley's achievement. Dina Asher Smith (British 100m and 200m record holder) gave an inspiring presentation. In addition, Mytime Active announced that all 2015 Team Bromley participants would receive a free leisure membership to support their training. These were distributed from November 2014 and saw over 150 young people take up the offer.

### London Youth Games (LYG) 2015

The 2015 London Youth Games began in November 2014 with Cross Country at Parliament Hill. Over 1,000 young people from across London ran the tough course, and Team Bromley was comprised of 76 young people. The competition was bittersweet for Bromley, with the girls finishing overall in second position. Unfortunately for the boys, the team manager entered a participant who was too old and therefore ineligible for the competition, which resulted in minus 50 penalty points for Team Bromley.

Team Manager Jay Galley said *"Now that the dust has settled, I've had time to reflect on what was a very successful weekend, we won a medal in 6 competitions out of 8. I am extremely disappointed about the mistake, however I am immensely proud of Team Bromley and the way they conducted themselves. We'll come back better and stronger next year."*



In the second competition of the 2015 LYG calendar, the girls' cricket team played their qualifying round in Harrow. The girls' team of seven, from four different schools in Bromley, qualified for the finals at Lords, where they beat all their opponents to be crowned London Youth Games Champions.

### Mini marathon

After working in partnership with Blackheath & Bromley Harriers to coordinate trials, we entered 48 young people aged between 11 and 17 years in the Virgin Mini London Marathon. They competed against 1,500 other young Londoners in the last three miles of the London Marathon. Bromley had huge success throughout the day. Winning teams included U13 boys, U15 boys and girls and U17 girls.

Team Manager Jay Galley said *"The atmosphere throughout the entire day has been electric and I am overwhelmed with the success of all of our teams. The boys' teams especially have shown real progression and the results are getting stronger year on year. What has become increasingly more obvious is how much this event means to our young people, the excitement, nerves and anticipation start to happen as we leave Bromley and travel on the team coach. As soon as the team step out into the starting pens they are moved into an environment of inspiration"*.

## Play and childcare

This year we continued to provide Ofsted registered childcare provisions across Bromley to support parents who require out of hours child care before and after school and during the school holidays. We opened 2 new provisions. A breakfast club at Edgebury Primary School and a breakfast and after school club at Harris Academy – Shortlands. We now operate a total of 9 provisions.

Although we are opening new settings, our attendance figures have decreased. In 2013/14 our total attendance figure was 52,421 compared to 48,007 in 2014/15. This is due to Crofton Junior School taking over operation of their breakfast and after school club, this was a large and well established club, so the handover has impacted attendances.

Over the past 12 months we have improved the quality of service provided, and as a result a number of parents and schools have been in contact requesting our services. There are currently discussions being held with three other schools within the borough.

## Day camps

Day camps at the Spa in Beckenham and Darrick Wood Pool continue to support working parents in the borough, giving them a childcare option during the school holidays. We are in the process of opening another holiday camp at the Walnuts Leisure Centre, which is due to start over the 2015 summer holidays. We recorded over 2,500 attendances at our day camp provision during 2014/15.

## Buzz Zone

We operate three Buzz Zone soft play facilities at The Spa, Pavilion and Walnuts Leisure Centre, which provide children under the age of 10 with a great space to climb, run around and expend energy. During the course of the year, 110,987 attendances were recorded across the three facilities. During 2014 we introduced a healthy options menu for parents and children attending the facilities.



## Children's parties

We offer a comprehensive party programme for children, which takes the organisational headache away from parents and gives the children and their guests a safe environment to have a good physical workout. We offer sports specific parties (e.g. football, trampolining, judo, swimming, bowling), as well as dance and Buzz Zone parties. During the year, 1,940 parents booked a party for their child and 29,000 guests attended the parties.



### 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 11 years, Mytime Active has delivered Exercise Referral schemes through which we support adults with defined medical conditions to become more active. The scheme provides all patients (who fulfil the referral criteria) with a 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 Bromley CCG and incorporates long term management of individual health in relation to physical activity and structured exercise.

Referred patients call the Exercise Referral HUB at Mytime Active, from which they are booked onto Fresh Start or HeartSmart programmes or signposted to various other Physical Activity programmes across the borough. These include Primetime (60+), the Older Men's project, Health Walks, Cycling on prescription and Walking away from Diabetes, many of which are free to the participant.



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

This year 118 participants completed their HeartSmart programme, and data from those completing show excellent improvements in their self esteem and seven day physical activity recall. Participants can continue to exercise after completing the programme through HeartSmart Options classes or by accessing local health walks and other activities. 56% of those who complete choose to take out a Mytime Active leisure membership and take advantage of the unlimited access to the gym, swimming pools and group exercise afforded by their membership.

**Fresh Start** is another one of the services which we manage and deliver. It is a programme of physical activity designed for people who are currently inactive and have a long term medical condition such as arthritis, diabetes, high blood pressure, MS, Parkinson's, stroke, cancer or obesity.

Over the course of the year 354 eligible participants were offered a Fresh Start Initial Appointment and 278 went on to complete the appointment (81% uptake). 123 participants completed the programme against the target of 105. We have also seen positive improvements in seven day physical activity recall and self esteem scores among the participants, along with improvements in blood pressure.



## Fresh Start – Feedback

*“After a routine health check I was surprised to learn that my blood pressure and cholesterol were raised. My GP referred me to the Fresh Start programme to get more exercise to help reduce my blood pressure and cholesterol for a healthier lifestyle. I was very apprehensive about doing exercise as I have a long standing shoulder injury and problems with my neck which at times was very painful. I was taking pain killers most days and had difficulty doing some of the things that I enjoyed. I did not look forward to going to a gym and thought that it wouldn’t do me much good at my age, and anyway, gyms were not my thing!*

*But I needn’t worry at all. As soon as I met with Mark, an Exercise Referral Specialist, I found that he had a very professional approach. I felt that I could trust him as he clearly knew what he was doing. Mark planned a programme of exercise for me over the coming weeks.*

*The best thing has been that the exercises Mark advised me to do have really helped me with my neck and shoulder. I have much more movement in those areas, and now rarely get pain at all. I do some of the exercises at home and can now do things I enjoy such as light gardening. With Mark’s encouragement I am now moving on to do exercises using weights, something that I had never dreamed I could do. I have also joined two walking groups and am generally more active, feeling fitter and happier.” (Glenis, aged 56, Fresh Start participant)*

## National Obesity Awareness Week

Mytime Active was proud to be an official supporter of National Obesity Awareness Week (NOAW) in January 2015. NOAW is intended to put the obesity problem in the national spotlight, and to promote positive change. The key aim of the week was to encourage people to take part in the National New Year’s Resolution, by making a pledge to make sustainable changes to their diet or exercise habits.

As part of the week, Mytime Active organised a number of events to promote the campaign and the great work we are already doing to support people in making healthier choices. For example, we provided health checks at our golf courses and promoted healthy menus at our facilities.

At a National level Marg Mayne chaired a conference, Obesity: A National Epidemic, where leading figures in Public Health and Weight Management delivered thought provoking presentations relating to causes, costs, guidelines and interventions in relation to obesity. Through the conference, Mytime Active’s position as an expert provider of health and well-being services, including evidence based child and adult weight management and health trainers, was profiled and acknowledged by a wide range of stakeholders.

## Primetime



Our Primetime programme continues to support older people in Bromley to be physically active. To ensure more older people are encouraged to be physically active, we have increased our Primetime staffing resource. The Primetime Manager and the Primetime Coordinators have consulted older people and developed and extended our Primetime programme to ensure the activities and timetable meet the needs of this target group.

Over the course of the year we have increased the programme of activities to over 80 sessions per week. As a result, the new weekly programme now includes a walking football session, racquetball, table tennis and Fitsteps, a Ballroom and Latin dance exercise class. Take up of our subsidised Primetime membership has increased year on year by 38%, and of our overall annual attendances 22% were from people who are aged 60 and over, which broadly reflects the fact that 23% of Bromley's population is aged 60+.

We have a team of 24 Primetime buddies who volunteer their time to support and encourage new and existing users aged 60 and over. We continue to recognise their time and commitment with on going training, support and free access to our leisure facilities. Training this year has included Health Champion training, a Disability Hate Crime workshop, Diabetes Prevention, Developing Cultural Awareness and a Dementia Friends course.



### Active Ageing for older men

Following a successful bid to Sport England via the Sporta funding stream, we have launched an Active Ageing project for older men in partnership with Age UK Bromley & Greenwich. Through the eighteen month project we aim to encourage inactive and isolated older men to become physically active.

Ten months into the eighteen month project, we have registered 272 inactive older men onto the programme:-

- Mytime Active has registered 194 men - 42 men have signed up for six free golf lessons and 152 men have opted for the 6 week free leisure membership.
- Age UK Bromley & Greenwich has registered 78 men onto its 12 week Men's Active Lifestyles Programme.

The project was highlighted for its good partnership and practice during a Sporta conference in March. A video diary made by one of our participants was featured at the conference and was extremely well received by delegates.

### Leisurecare

Leisurecare is a referral service which was developed for adults with a learning difficulty and offers structured leisure and social activities at the Pavilion, the Spa and Walnuts on a weekly basis. Due to the need to make budget cuts, Bromley Council has made the decision to withdraw funding for the service. In an effort to sustain and grow the service, we have developed an accessible pay and play model at the three sites. The programme has been promoted to previous Leisurecare clients and will be marketed to wider partners and organisations within and outside of the borough boundaries. We will monitor the uptake and seek feedback on the programme to ensure sustainability.

## 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 (GAiG) 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.

During the year 79 people completed one of our six week 'Beginners' or 'Improvers' programmes, and they recorded over 400 attendances. In addition, we improved the golf skills of a further 498 participants who attended individual lessons or additional group lessons.

## FootGolf

In partnership with the UK FootGolf Association we have introduced an exciting new initiative at both High Elms and Orpington Golf Centres by introducing FootGolf courses. We recorded over 750 rounds of FootGolf at High Elms and over 2,000 rounds at Orpington, demonstrating the popularity of this relatively new and growing sport.



As a result of introducing FootGolf at Orpington we have formed a relationship with Charlton Athletic Football Club and have seen some of their players from the first and second team play FootGolf at Orpington, which provides good profile for the centre.

## 4: Community engagement events and campaigns

To encourage more people to get and stay active and to support community cohesion, we organise and deliver a number of events and campaigns on an annual basis.

### Mytime 2014 Challenge

We launched the Mytime Challenge in 2012 to encourage people to get or stay active through a points based challenge. In 2014 the Challenge took on a new simplified format, focusing on site visits. Each time a participant visited and took part in physical activity in a Mytime Active facility they were awarded a stamp in their passport, which would count toward their chosen Challenge Level.

Registration totals:-

- 2,433 people registered for the Challenge
- 12% completed their challenge and in doing so recorded over 8,800 attendances
- 85 out of 200 randomly selected participants maintained / increased their activity levels during and after the Challenge.

Participants were incentivised through a combination of cash and membership prizes, which were awarded via a prize draw from those who returned their completed passports. As in previous years, we concluded the Challenge by holding a celebration evening for key members of staff and prize winners to come together to celebrate their achievements and to highlight participants' inspirational stories. We received a significant amount of positive feedback from Challenge participants:-

*"I am so glad you are doing this, what a great motivator!" -  
"Many thanks for keeping me active, moving and HAPPY"*

### Bromley Santa Dash 2014

To get people active over the festive period, we organised our third Bromley Santa Dash on 30<sup>th</sup> November 2014. The Santa Dash was a roaring success as 800 participants dressed in Santa outfits took on a 2km course. The event supported the launch of Christmas in Bromley and has become a key part of the Bromley Town Centre Management Teams programme.



### Community Investment Funding

Since 2006, Mytime Active has distributed £90,000 to 96 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 2014/15 Community Investment Fund, we have funded a strong portfolio of projects that reflect the diverse communities and user groups we are aiming to engage.

We awarded 14 grants to sports clubs, charities and community groups, who aim to engage over 600 beneficiaries and over 30 volunteers in more than 800 hours of activity.

## Community Investment Fund – case study



Bromley Canoe Club (BCC) has been an active club within the sporting landscape of Bromley since 1970. The club offers a range of informal and formal training opportunities including a structured coaching syllabus and awards. BCC was awarded one of Mytime Active's Community Investment grants to purchase two kayaks to increase the club's capacity and thus sustainability. The funding will increase participation and improve performance by the youth members of the club in the London Youth Games. 150 junior and adult members aged 10-70 years old will benefit from access to the new kayaks.

*"We are delighted to receive funding from Mytime Active's Community Investment Fund. It has allowed us to purchase two new racing kayaks, helping us to increase participation and improve the clubs and the London Borough Bromley's performance by the youth members at the London youth Games"* (Phillip Richardson – BCC Chairman)

### External funding

We continue to research and source external funding streams through which we can bring additional resources to Bromley to meet our goal of attracting more people to cultural, sport and physical activities. During 2014/15 we made 15 applications for funding and were successful with 11, through which we sourced £90,000 of external funding. The funding secured has supported free sports, dance and creative music activities for young people through the MyFuture and ArtsTrain projects. In addition, we've been able to provide free golf lessons and leisure activities for older men across the Borough with the aim of reducing the health inequalities that exist for older men.

We provided support to Pro-Active Bromley to submit a successful bid to Sport England for £167,000. The funding is supporting sports clubs and community organisations across Bromley to increase participation, grow the membership base and to build the capacity of their volunteers.

## 5: Community projects

During 2014/15 we committed resources to ensure children, young people and young adults up to the age of 25 years in targeted and underserved areas of the Borough were given access to high quality sport, physical activity and creative music opportunities. The projects are small scale in terms of the number of young people we work with, however are high in intensity, benefit and impact.

### MyFuture

Our sports project 'MyFuture' empowers young people from diverse backgrounds facing challenging circumstances to take ownership of their personal and social development. The project delivers year round, bespoke sport and physical activity programmes for young people in two of the most disadvantaged communities in the London Borough of Bromley – Orpington and the Cray Valley wards (ranked 20% most deprived in England by National Deprivation Index Statistics).



The project is recognised as a doorstep sports club by Streetgames. MyFuture's outputs are registering in the top 5% of the 900 Doorstep Sports Clubs across the national network and as a result continues to gain excellent feedback from Streetgames and other partners such as Affinity Sutton.

MyFuture utilises a monitoring and evaluation tool called Sportworks to assess the social impact and cost savings generated by project. During 2014 over £63,000 of actual social savings were measured. Projected social savings were in excess of £943,000. These figures provide evidence of the positive impact of the project.

| MyFuture achievements in 2014/15                   | 2014/15 | Since 2008 |
|--|---------|------------|
| Number of hours of sport and dance delivered       | 309     | 3,029      |
| Number of young people regularly engaged           | 325     | 2,160      |
| Number of training opportunities                   | 104     | 764        |
| Number of accreditations / qualifications received | 60      | 186        |
| Number of volunteers and coaches trained           | 8       | 54         |

Through MyFuture we are supporting Pro-Active Bromley to deliver the Community Sport Activation Fund project and in doing so have formed some new partnerships:-



**Carers Bromley:** we developed a project in partnership with the local charity 'Carers Bromley'. The project enabled young carers aged 8-18 to participate in activities which they have limited access to due to lack of practical resources at home. This partnership has supported Carers Bromley to better structure and resource physical activities for this group of young people.



The project launched with a multi sports event at The Walnuts Leisure Centre, offering a programme of physical activity sessions for a group of 24 young people who spend a significant amount of time giving support and care to a disabled family member.

**Unity Church:** we delivered a 10 week community streetdance project based at Unity Church, situated in the heart of Orpington's Ramsden Estate. The project was delivered by MyFuture's professional streetdance tutor.

*"One of our specific aims for our youth club is to encourage the young people to develop new skills and give them opportunity to broaden their experience. The streetdance sessions were ideal for that. The sessions also provided opportunity for energetic exercise that they were happy to engage with and the chance to learn to work together in developing dance routines. All in all a very positive experience."* (Unity Church – Reverend Ray Bell)

**CASPA:** 'MyFuture' formed a new partnership with local autism charity CASPA. MyFuture and CASPA worked together to develop a programme of inclusive sports activities for forty two young people with high functioning autism and autism spectrum disorders (ASDs).

*"The pop up tennis sessions CASPA had were amazing, it enabled our young people to access tennis that ordinarily they would not have been able to access due to the nature of their Autism as unfortunately it provides social and communication barriers along with many other barriers for them to access mainstream clubs and groups. Thank you for giving CASPA and the young people a chance to engage in a sport that has been previously off limits for them."* (Sarah Towler CASPA Operations Manager)

## 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.

Through the ArtsTrain project we have overachieved significantly on all targets set and as a result have worked with over 500 young people across a range of settings, including schools, colleges and outreach venues. Unfortunately a bid to Youth Music for future funding was unsuccessful; therefore we'll increase the amount we seek in our imminent bid to Arts Council England.

| <b>ArtsTrain achievements in 2014/15</b>           | 2014/15 | Since 2008 |
|--|---------|------------|
| Number of hours of sport and dance delivered       | 503     | 3482       |
| Number of young people regularly engaged           | 490     | 2108       |
| Number of training opportunities                   | 116     | 1200       |
| Number of accreditations / qualifications received | 50      | 830        |
| Number of volunteers and coaches trained           | 40      | 143        |





## 6: Investing in our business

As a social enterprise, Mytime Active has to make sure it achieves its charitable mission whilst at the same time being financially sustainable. This means that we aim to generate sustainable returns to reinvest into the communities we serve. As a registered charity Mytime Active doesn't have the ability to raise additional funds from shareholders and must generate all its funds from the contracts the company operates and investments it makes.

The benefit of being a charity with no shareholders (Mytime Active is governed by a voluntary Board of Trustees, who have delegated the responsibility of administering the charity to a senior leadership team - see appendix 1) is that it allows Mytime Active to make long term investments aligned to its vision.

To ensure that Mytime Active is sustainable in the long term, the trustees have set a financial framework to generate an average minimum return on revenue of 5% over the medium term. This framework reflects the risks of the contracts which Mytime operates. The business is able to absorb shocks and have sufficient resources to invest for the long term, which may make early year deficits.

Mytime Active financial performance at end of March 2015 was strong following poor performance in 2013/14. Total revenues of £32.5m were slightly down on previous year (£32.8m), but our operating performance before pensions generated a surplus of £2.1m up for £0.1m in the prior year.

The movement in the pension liabilities continues to have an impact on the business as the liability increased by £0.7m from the previous year.

Due to past investments delivering returns and a strong financial framework, Mytime Active is well placed to be a strong partner to the local authority in continuing to deliver high quality leisure and health services and products.

### Capital investments

Since 2004, capital expenditure and asset management spend has resulted in an investment of over £13m across our Bromley portfolio.

Mytime Active's capital expenditure associated with our Bromley sites for 2014/15 totalled over £241,000. This investment included a number of upgrades and refits across various sites including: IT upgrades; coursework and fencing at Bromley Golf, investment in the cafeteria and the wet side toilets at the Spa and plant room improvements across the swimming pools.

Throughout the year, we have had ongoing discussions with the Council regarding release of the investment fund. Under our contractual agreement, monies are set aside annually to invest in refurbishment and upgrading the facilities. The monies have not been fully released for 3 years, and cumulative amount accumulated in the fund is now £1.51m, a sum which reflects the extent of underinvestment in the facilities. This is impacting negatively in the service we can offer, with an increasing number of customer complaints about the condition and age of the facilities. It is also a factor in reduced attendances, reduced number of people locally who are engaging in activity, and a less sustainable business model for Mytime Active.

We are submitting the investment plan with this report (see appendix 3) that has been discussed and adapted in light of feedback from officers. We request that this fund is released in accordance with the Council's commitments under our contractual agreement.

## People and employment

We believe that our people are key to everything we do at Mytime Active. As a result we have continued to strengthen, develop and align our workforce in providing a valued service to our customers. We have achieved this by:-

- Our apprenticeship programme continues to be a success with a further cohort of recruits this year. Traditional apprenticeship programmes are aimed at 16-24 year olds. At Mytime Active we have no age barrier and continue to recruit apprentices of all ages. We are very proud of this. In addition we want our apprentices, alongside our employees, to have a career with Mytime Active, and we are confident that the majority will be offered permanent employment at the end of this year. In fact, one of our apprentices won the 'Rising Star Apprentice' of the year, and has recently been successful in gaining a management promotion.
- We have also made significant steps forward in our engagement score across the whole of our workforce with an improvement of 6%. Our workforce feels more committed and passionate about what we do than ever before. This is also demonstrated by a significant reduction in turnover, with a marked reduction of 10%.
- We are committed to career development. For example, we currently have 15 managers undergoing professional management development with the Institute of Management level 5 certificate to continue to develop their skills in being great leaders.
- We have introduced a brand new and highly competitive benefits package with various flexible options to benefit all of our employees.
- In order to further reward our employees, we have also launched a new scheme to acknowledge exceptional performance and provide all employees an opportunity to make a demonstrable impact to the company. We are confident that all of our employees can add real value to the performance of Mytime Active and should be rewarded as a result.

Across Mytime Active we have over 250 volunteers supporting health, golf, leisure and partnerships. For example:-

- We have a team of 24 Primetime buddies who volunteer their time to support and encourage new and existing users that are 60 and over. We continue to recognise their time and commitment with on going training, support and free access to our leisure facilities.
- We have over 70 volunteers who support Team Bromley in the London Youth Games. Eleven of the Team Bromley managers who have served for over 10 years were recognised at a reception at the House of Commons. Feedback received:-

*“Thanks for nominating me, it was such a special experience and I felt really inspired listening to world class athletes. Our pupils look forward to the London Youth Games each year and it has such a positive impact on their confidence.”* (Teresa, disability football team manager)

### **Sustainability and the environment**

Through our environmental policy, we strive to minimise our impact on the environment. To this end we started 2015 with a new Biomass energy contract using power supplied from 100% renewable sources. All Mytime Active sites are now using power from the contract.

The renewable energy is supplied by burning organic, plant-based material such as wood-chips and straw pellets. Biomass is considered sustainable because it operates within the existing carbon cycle. Rather than burn coal which releases carbon that would otherwise have remained in the ground, burning plant-based materials means that the equivalent of the carbon released is re-absorbed by plants re-grown to burn once again.

In addition we are also actively replacing electrical components with low energy alternatives where possible.

## Previewing 2015/2016

Senior Leadership Team has worked with the Board and Senior Managers across Mytime Active to develop a long term strategy which determines our future direction through four key themes:-

- Build - building on our strengths and making them better.
- Well being - offering our customers an integrated approach to golf, leisure and health.
- Invest and Grow - growing our impact and making a difference to communities.
- Strengthen and Consolidate – having the right systems, structures and people

The focus for the year is bringing the four themes to life through a well developed business plan that is communicated and delivered across all levels of the organisation.

Bromley Council has approached us to renegotiate the current contract. We are excited by the possibilities that this offers to make a real difference to the well being of Bromley residents and we are responding positively. We remain fundamentally committed to growing and deepening our partnership with the Council which reflects the importance we place on Bromley as our core area of operation.

We have included our 2016 pricing review within appendix 2. Through this we aim to balance the need to be financially sustainable with affordability. This is essential in order to re-invest in facility and service improvements.

Finally, we have outlined our investment fund proposals for the next five years in appendix 3, and we request the Council release the funds due.

## Appendix 1: Mytime Active governance

The Mytime Active Board of Trustees meets quarterly. Trustees during the 2014/15 period were:-

- Dennis Barkway, former Leader of Bromley Council
- Len Tutt, retired Bromley Councillor
- Christine Whatford, former Director of Education & Leisure for Hammersmith & Fulham
- David Pickup, former Director General of the Sports Council
- Mark Oakley, partner with law firm Judge & Priestley
- Tim Stevens, Bromley Councillor
- Johnny Heald, Managing Director at ORB, a market research and polling agency
- Adrian Hollands, Chartered Accountant & senior partner of Baker Tilly
- Nicholas Bennett, Bromley Councillor
- Isobel Gowan, former CEO of a NHS Trust & a Leadership & Organisational Development Specialist
- Michael Evans, Managing Director of Madano a strategic communications company

The Board of Trustees has delegated the responsibility of administering the Charity to a senior leadership team, which is made up of the following people who meet monthly:-

- Marg Mayne, Chief Executive
- Phil Drury, Finance Director
- Martin Boyce, People Director
- Matthew Roberts, Commercial Director
- Mike Evans, Health Director

### **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 2014/15 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, identified risks are reviewed periodically and appropriate action taken where necessary.

### **Annual audited accounts**

The annual audited accounts for 2014/15 have been approved and are available as a public document.

## Appendix 2: Pricing Review 2016

### **Introduction**

Mytime Active is pleased to submit, as part of the Bromley Annual Report 2014/15, its annual pricing review for the next calendar year. The key criteria for this review are comparisons with similar services elsewhere and affordability whilst continuing to drive accessibility and increased participation.

Mytime Active understands the need to balance affordability with the need to be financially sustainable. Our vision is to drive participation through a clear and simple pricing structure that rewards loyalty but encourages those less active.

### **Harmonisation and simplicity – Year 2**

Mytime Active adopted a long-term phased approach in 2015 to review its pricing strategy in order to simplify and harmonise the prices charged, and, where possible, we aim to standardise prices across the facilities/services. We are to advance our membership packages further, whilst maintaining our commitment to those most in need in order to encourage participation. A 'Family membership' will be the core proposition with which we go to market. Not restricted by typical classification, the family membership concept will increase affordability for multiple users under one payment process.

Historical pricing arrangements with individual customers or special groups that were intrinsically unfair are reducing. We have set out to continue this process of harmonisation in order that the pricing of services, products and facilities are transparent and equal to any enquiry in addition to being consistent with comparable groups across the division (swimming clubs for example).

### **Benchmarking with the competition**

Mytime Active must maintain a value for money product to sustain income growth for the good of the service. Accordingly, a benchmarking exercise in addition to our measured position in major sector reports (Leisure Database information) is undertaken annually to compare market rates, penetration and share within our sector. It should be noted that competition is stiff, specifically from the low cost (budget) options available, we are under pressure on costs (see earlier section) and we see the way forward as growing volume by focusing on attracting families and less active people, maximising usage at off peak times and improving retention through customer service, satisfaction and engagement.

### **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 2016 we will be again 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 2016 we are applying a flat 2% increase rounded to the nearest 5p to all casual paying services, with exception(s)
2. A number of our prices have been frozen and these include:-
  - ALL MEMBERSHIP CATEGORIES
  - Under 3s swimming will remain free of charge
  - Primetime prices for the 60+ market, including swimming and group exercise classes
  - Concessionary prices for those on low incomes, including swimming and group exercise sessions
  - Swimming lessons on Get Active in Swimming courses
  - Children's parties, with the exception of exclusive party hire packages where an above inflation increase will be applied
3. In line with inflation, increases will be applied to a number of community hirers (some will be frozen).
4. Our before and after school childcare provision prices will remain at the current price point until September 2016. 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 2016, 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**

Leisure centres: 1 January 2016

Civic halls: 1 January 2016

Golf courses: 1 January 2016

Childcare: 1 September 2016

### Appendix 3: Investment fund proposal

The agreement between Mytime Active and the Council requires Mytime Active to submit proposals to the Council to develop a rolling programme of schemes to access the investment funding (inflated by RPI each year – assumption of 2%).

Due to on going negotiations with the Council during 2013/14, it was agreed a five year investment plan was not submitted as part last year's annual report. As a consequence throughout this year, we have had ongoing discussions with the Council regarding release of the investment fund to invest in refurbishment and upgrading the facilities. We submitted the five year investment plan in April 2015.

The investment monies have not been fully released for 3 years, and the cumulative amount accumulated in the fund is now £1.51m, a sum which reflects the extent of underinvestment in the facilities. This is impacting negatively in the service we can offer, with an increasing number of customer complaints about the condition and age of the facilities. It is also a factor in reduced attendances, reduced number of people locally who are engaging in activity, and a less sustainable business model for Mytime Active.

The tables provided on the following pages have been discussed and adapted in light of comments from officers and highlight our proposed schemes for 2016 to 2021.

The first table, "accumulated monies", gives a breakdown of schemes through which we allocate the £1.51m mentioned above. The schemes are representative of key service area improvements that will cover a number of liabilities. However Mytime Active will not cover further works as per 2.3.3 of the deed of variation.

The investment fund proposal below continues from year 13 of the agreement (2016/17) and the years listed account for the funds in line with the contract having applied the agreed RPI % increases.

Total annual value for each year is as follows:

- Accumulated monies - £1.51m – still to be authorised and allocated.
- Year 13 – 2016/17 = £666,689
- Year 14 – 2017/18 = £680,294
- Year 15 – 2018/19 = £694,178
- Year 16 – 2019/20 = £494,178
- Year 17 – 2020/21 = £504,263

We therefore request release of the accumulated funds of £1.51m and the year 13 funds of £666,689, which total £2.177m.



**Investment Fund 2016/2021 – MAJOR WORKS**

**ACCUMULATED MONIES - WORKS PROPOSED**

| Accumulated monies | Project   | Project Details  | Estimated Allocation | Capital Expenditure Analysis  |
|--------------------|---|--|----------------------|---|
|                    | Pavilion swimming pool upgrades                     | To increase the swimming pool features at the Pavilion leisure pool.                       | £500,000             | <ul style="list-style-type: none"> <li>• Increase features for the under 8's (water cannons, additional slides and interactive water features).</li> <li>• New flume arrangement (pending feasibility)</li> <li>• Redecoration of swimming pool area (tiling and painting throughout)</li> <li>• Improvement into swimming pool changing rooms</li> <li>• Decrease H&amp;S liabilities / risks.</li> <li>• Reduce landlord liabilities</li> </ul> |
|                    | Addition Spa facility improvement (To £330K agreed) | To upgrade the key customer facing facilities to improve fundamental services              | £110,000             | <p>The following addition requirements:</p> <ul style="list-style-type: none"> <li>• A second access control system to dryside</li> <li>• Decoration throughout dryside of the building including re-tiling changing rooms floors and walls</li> </ul>  |
|                    | Wetside changing room and sanitary upgrades         | To improve the wet side changing facilities across the portfolio                           | £200,000             | The changing Villages at Beckenham Spa. This includes: New changing cubicles, locker arrangements (hire agreement to be considered), showers, toilets and vanity areas.   |
|                    | Wetside changing room and sanitary upgrades         | To improve the wet side changing facilities across the portfolio                           | 100,000              | Walnuts and West Wickham Changing rooms (focus on operational improvement, reduce liabilities and improve basic decoration)   |
|                    | High Elms Club House improvement                    | To provide access to the 2nd floor of club house (DDA) and introduce downstairs spike bar. | £150,000             | Introduce lift to provide access to second floor  |
|                    | Upgrade facilities at the Walnuts Leisure Centre    | To upgrade the key customer facing facilities to improve fundamental services              | £140,000             | <p>To increase the café provision and improve the under 3's section of the soft play unit – increasing current attendance for this group range.</p> <p>F&amp;B offering to become integrated into current Mytime Active</p>   |

|                           |                      |   |                   |  |
|---------------------------|----------------------|---|-------------------|--|
|                           |                      |   |                   | offering.  |
|                           | Gym kit improvements | Rolling programme of gym kit improvements.in response to customer feedback and IFI standards. | £310,000          | Full gym kit change-over for the Spa at Beckenham. |
| <b>Accumulated monies</b> |                      | <b>ACCUMULATED MONIES up to and including 2015/16</b>   | <b>£1,510,000</b> |  |

**Investment Fund 2016/2017 (subject to discussion & agreement)**

| 2016/17        | Project                           | Project Details  | Estimated Allocation | Capital Expenditure Analysis   |
|----------------|-----------------------------------|--|----------------------|--|
| Year 13        | Bromley Golf Course               | To install adventure golf into BGC.                              | £300,000             | To install a new user offering of adventure golf. An interactive (Weather proof) offering.   |
| Year 13        | Gym Kit Rolling improvements      | Gym rolling programme (Walnuts)                                  | £250,000             | Full kit renewal for remaining contract length.  |
| Year 13        | Portfolio security upgrade (CCTV) | Renewal and upgrade of all CCTV operations in Bromley portfolio. | £116,689             | Systems to move onto an IP platform for improved picture and addition sound quality. All saved centrally - improved H&S environment for users. |
| <b>YEAR 13</b> |                                   | <b>Year 13 Funds Available</b>                                   | <b>£666,689</b>      |  |

**Investment Fund 2017/2018 (subject to discussion & agreement)**

| 2017/18        | Project                                 | Project Details                                 | Estimated Allocation | Capital Expenditure Analysis   |
|----------------|---|---|----------------------|--|
| Year 14        | Re-introduction of the Spa Health Suite | Feasibility study of unused space               | £300,000             | For reintroduction or a new use for the Health Suite space (Studio / Room Hire space for lettings / Health suite).   |
| Year 14        | IT Upgrades                             | Portfolio upgrades (both hardware and software) | £380,594             | <ul style="list-style-type: none"> <li>• Front of house Computer systems</li> <li>• Communication – Wifi and phones</li> <li>• Software Upgrades.</li> </ul> |
| <b>YEAR 14</b> |   | <b>Year 14 Funds Available</b>                  | <b>£680,294</b>      |  |

**Investment Fund 2018/2019 (subject to discussion & agreement)**

| 2018/19 | Project                              | Project Details  | Estimated Allocation | Capital Expenditure Analysis  |
|---------|--------------------------------------|--|----------------------|---|
| Year 15 | Environmental Management improvement | To install energy products in line with the environmental programmes to reduce CO2 | £300,000             | Schemes to be considered – <ul style="list-style-type: none"> <li>• Photovoltaic Power installations</li> <li>• Solar heating</li> <li>• Air source heat pumps</li> <li>• LED lighting fixtures &amp; fittings.</li> <li>• Boiler / burner modifications</li> </ul> |
| Year 15 | Halls Sanitary Improvements.         | A schedule of work to improve toilet facilities at Crofton, BPH and GH             | £75,000              | Improvements to include: <ul style="list-style-type: none"> <li>• DDA toilet facilities at each site</li> <li>• Refresh / replacement of all current facilities including, toilets, sinks, urinals and vanity urinals.</li> </ul>                                   |
| Year 15 | Bromley Golf Course                  | New equipment purchased as per rolling   | £100,000             | To refit fit grounds equipment for Bromley Golf Course.   |

|                |                              |                                 |                 |   |
|----------------|------------------------------|---------------------------------|-----------------|---|
|                |                              | programme                       |                 |   |
| Year 15        | Gym Kit Rolling improvements | Gym rolling programme (Walnuts) | £219,178        | Full kit renewal for remaining contract length. |
| <b>YEAR 15</b> |                              | <b>Year 15 Funds Available</b>  | <b>£694,178</b> |   |

**Investment Fund 2019/2020 (subject to discussion & agreement)**

| 2019/20        | Project                                      | Project Details  | Estimated Allocation                                   | Capital Expenditure Analysis  |
|----------------|--|--|--|---|
| Year 16        | Soft play Equipment refresh                  | Purchase and replace Buzz zone areas – including possible new features                     | £144,178   | Engage sport and play to improve existing offering and completed maintenance and cleaning programme.                                |
| Year 16        | Halls decoration and refurbishment programme | Redecorate throughout the 3 borough halls – including furniture, tables and chair purchase | £200,000   | In addition to decoration programme to purchase new additional and refreshed trestle tables, and stacking chairs across the estate. |
| Year 16        | Kitchen areas of the Bromley portfolio       | Refit as per rolling programme the estate Kitchens – where necessary                       | £150,000   | Kitchen replacement upgrade at Spa, Walnuts, Pavilion,  |
| <b>YEAR 16</b> |  | <b>Year 16 Funds Available</b>   | <b>£494,178</b><br><br><b>(due to £200k reduction)</b> |   |

**Investment Fund 2020/2021 (subject to discussion & agreement)**

| 2020/21        | Project                                     | Project Details                           | Estimated Allocation                                  | Capital Expenditure Analysis   |
|----------------|---|---|---|--|
| Year 17        | West Wickham Gym Klt                        | Refit of gym kit as per rolling programme | £200,000  | Full kit refresh for Wickham (dependent on build)  |
| Year 17        | IT Software and Website improvement updates | Bromley portfolio IT upgrades.            | £260,000  | To include: <ul style="list-style-type: none"> <li>• Web / application / kiosk upgrades and improvements.</li> <li>• Access control systems upgraded to include new access to card systems.</li> </ul> |
| Year 17        | Swimming pool Kit improvement               | Purchase of new pool equipment            | £44,263   | To include, floats, lane ropes, Swim school equipment.   |
| <b>YEAR 17</b> |   | <b>Year 17 Funds Available</b>            | <b>£504,263</b><br><br>(due to<br>£200k<br>reduction) |  |

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Report No.  
FSD15063

London Borough of Bromley

PART 1 - PUBLIC

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**Decision Maker:** Renewal & Recreation Portfolio Holder

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

**Date:** 27 October 2015

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

**Title:** BUDGET MONITORING 2015/16

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

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1. Reason for report

This report provides an update of the latest budget monitoring position for 2015/16 for the Renewal and Recreation Portfolio based on expenditure and activity levels up to 31st August 2015. This shows a projected under spend of £135k 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.

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2. **RECOMMENDATION(S)**

2.1 The Portfolio Holder is requested to endorse the latest 2015/16 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: £15.7m
  5. Source of funding: Existing revenue budgets 2015/16
- 

### Staff

1. Number of staff (current and additional): 214.4ftes
  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.
- 

### Ward Councillor Views

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



### 3. COMMENTARY

- 3.1 The 2015/16 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.

#### Member Priority Initiatives

- 3.3 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<br>Allocation<br>£'000 | Adjustment<br>£'000 | Revised<br>Allocation<br>£'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                            |
| <b>Total</b>   | <b>1,000</b>                    | <b>-410</b>         | <b>590</b>                     |

- 3.4 £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 “Building a Better Bromley” 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.
- 4.2 The “2015/16 Council Tax” report highlighted the financial pressures facing the Council. It remains imperative that budgetary control continues to be exercised in 2015/16 to minimise the risk of compounding financial pressures in future years.
- 4.3 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 The controllable budget for the Renewal and Recreation Portfolio is projected to under spend by £135k based on the financial information available as at 31<sup>st</sup> August 2015.

- 5.2 Within Building control, there is a net projected underspend of £35k within the staffing budget due to vacant posts.
- 5.3 Additional income of £240k projected within Planning. This has been used to fund two temporary planning posts and consultants to help deal with the extra volume of work from the increase in planning applications, especially where specialist advice was required (Dr £140k). An overspend of Dr £30k is projected as a direct result of losing planning appeals.
- 5.4 A net underspend is projected for staffing within the Planning Strategy and Projects team, due to part year vacancies
- 5.5 Overall, the Recreation budget is projecting a balanced budget. The projected overspend for the Priory of Dr £31k has been offset by an under spend of Cr £31k on Library salaries.
- 5.6 The table below summarises the main variances: -

**Summary of Major Variations**

**£'000**

|   |           |            |
|---|-----------|------------|
| Underspend on Building Control staffing                         | Cr        | 35         |
| Income from non-major planning applications                     | Cr        | 80         |
| Income from major planning applications                         | Cr        | 50         |
| Surplus income from pre-application meetings                    | Cr        | 60         |
| Surplus street naming & numbering income                        | Cr        | 50         |
| Additional temporary planning staff                             |           | 50         |
| Potential costs re lost appeals                                 |           | 30         |
| Use of consultants to provide specialist advice & plan app work |           | 90         |
| Underspend on Renewal staffing                                  | Cr        | 30         |
| Net overspend for the Priory museum                             |           | 31         |
| Underspend within library staffing                              | Cr        | 31         |
|   | <b>Cr</b> | <b>135</b> |

- 5.7 Appendix 2 shows that £478k has been spent or committed out of the £590k set aside for the three projects within the Member Priority Initiatives, leaving a balance of £106k. It also has comments on the progress of each of the schemes.

**Early Warnings**

- 5.8 Of the £60k carried-forward from 2014/15 for the Local Plan Implementation, it is likely that only £15k will be spent, and therefore a further carry-forward request will be made at year-end so that the costs of the Examination in Public can be met in 2016/17.
- 5.9 Of the new homes bonus fund, there is a potential underspend of £100k, and therefore a carry-forward request will be made at year-end in order to enable outstanding works to be completed in 2016/17.

|   |   |
|---|---|
| <b>Non-Applicable Sections:</b>                       | Legal, Personnel  |
| Background Documents:<br>(Access via Contact Officer) | 2015/16 budget monitoring files within ES/R & R finance section |

## Renewal and Recreation Budget Monitoring Summary as at 31.08.2015

| 2014/15<br>Actuals<br>£'000 | Division<br>Service Areas                   | 2015/16<br>Original<br>Budget<br>£'000 | 2015/16<br>Latest<br>Approved<br>£'000 | 2015/16<br>Projected<br>Outturn<br>£'000 | Variation<br>£'000 | Notes | Variation<br>Last<br>Reported<br>£'000 | Full Year<br>Effect<br>£'000 |
|-----------------------------|---|--|--|--|--------------------|-------|--|------------------------------|
|                             | <b>R&amp;R PORTFOLIO</b>                    |  |  |  |                    |       |  |                              |
| 0                           | <b>Commissioning Fund</b>                   | 0                                      | 0                                      | 0  | 0                  |       | 0                                      | 0                            |
| 0                           | Commissioning Fund                          | 0                                      | 0                                      | 0  | 0                  |       | 0                                      | 0                            |
|                             | <b>Planning</b>                             |  |  |  |                    |       |  |                              |
| Cr 27                       | Building Control                            | 14                                     | 14                                     | Cr 21                                    | Cr 35              | 1     | Cr 30                                  | 0                            |
| Cr 164                      | Land Charges                                | Cr 168                                 | Cr 168                                 | Cr 168                                   | 0                  |       | 0                                      | 0                            |
| 433                         | Planning                                    | 617                                    | 612                                    | 542                                      | Cr 70              | 2     | 0                                      | 0                            |
| 1,090                       | Renewal                                     | 1,825                                  | 1,830                                  | 1,800                                    | Cr 30              |       | 0                                      | 0                            |
| <b>1,332</b>                |   | <b>2,288</b>                           | <b>2,288</b>                           | <b>2,153</b>                             | <b>Cr 135</b>      |       | <b>Cr 30</b>                           | <b>0</b>                     |
|                             | <b>Recreation</b>                           |  |  |  |                    |       |  |                              |
| 1,940                       | Culture                                     | 1,973                                  | 1,998                                  | 2,029                                    | 31                 | 3     | 17                                     | 0                            |
| 5,087                       | Libraries                                   | 4,734                                  | 4,709                                  | 4,678                                    | Cr 31              | 4     | Cr 17                                  | 0                            |
| 255                         | Town Centre Management & Business Support   | 219                                    | 294                                    | 294                                      | 0                  |       | 0                                      | 0                            |
| <b>7,282</b>                |   | <b>6,926</b>                           | <b>7,001</b>                           | <b>7,001</b>                             | <b>0</b>           |       | <b>0</b>                               | <b>0</b>                     |
| <b>8,614</b>                | <b>Total Controllable R&amp;R Portfolio</b> | <b>9,214</b>                           | <b>9,289</b>                           | <b>9,154</b>                             | <b>Cr 135</b>      |       | <b>Cr 30</b>                           | <b>0</b>                     |
| 11,630                      | <b>TOTAL NON CONTROLLABLE</b>               | 3,916                                  | 4,028                                  | 4,028                                    | 0                  |       | 0                                      | 0                            |
| 2,159                       | <b>TOTAL EXCLUDED RECHARGES</b>             | 2,469                                  | 2,395                                  | 2,395                                    | 0                  |       | 0                                      | 0                            |
| <b>22,403</b>               | <b>PORTFOLIO TOTAL</b>                      | <b>15,599</b>                          | <b>15,712</b>                          | <b>15,577</b>                            | <b>Cr 135</b>      |       | <b>Cr 30</b>                           | <b>0</b>                     |

## Reconciliation of Latest Approved Budget

£'000

## Original budget 2015/16

15,599

Repairs and Maintenance - carry-forward from 2014/15

112

Local Plan Implementation - carry-forward from 2014/15

60

Biggin Hill Air Noise Action Plan - carry-forward from 2014/15

40

Transfer of Housing budgets to Care Services Portfolio

Cr 44

Former Adventure Kingdom

Cr 55

## Latest Approved Budget for 2015/16

15,712

## **REASONS FOR VARIATIONS**

### **1. Building Control Cr £35k**

For the chargeable service, an income deficit of £145k is anticipated based on information to date. This is being offset by a projected underspend within salaries of £120k arising from reduced hours being worked and vacancies, as well as Cr £10k from within running expenses. In accordance with Building Account Regulations, the remaining net deficit of £15k will be met from the Building Control Charging account, thus reducing the cumulative surplus on that account from £130k to £115k.

Within the non-chargeable service there is a projected underspend of £35k, as a result of delays in not appointing to vacant posts, .

### **2. Planning Cr £40k**

Income from non-major planning applications is £41k above budget for the first five months of the year, and a surplus of £80k is projected for the year. For information, actual income received for the period April to August is £29k higher than that received for the same period last year.

For major applications, £187k has been received for as at 31st August, which is almost £40k higher than for the same period in 2014/15. Planning officers within the majors team have provided a schedule of additional potential income that may be received in the coming months of around £250k. Therefore a surplus of £50k is projected from major applications at this stage of the year, allowing for delays in some of the income being received, as well as other items not being received at all.

Currently there is projected surplus income of £60k from pre-application meetings due to higher than budgeted activity levels. For information, £84k has been received for the first five months of the year, compared with £77k for the same period in 2014/15.

Within income from street naming & numbering, a surplus of £50k is currently projected. For information, actual income received for the period April to August is £9k higher than that received for the same period last year.

There is a projected overspend within employee-related costs of £50k. This is due to the recruitment of two additional temporary planner staff in order to assist with the current increase in volumes of planning applications.

As a direct result of losing planning appeals, there is a projected overspend of £30k. There is also a projected overspend of £90k relating to the use of consultants to provide specialist advice and to undertake planning application work, particularly in the period before the division was fully staffed. It is anticipated that both of these additional costs will be more than offset by surplus income.

| <b>Summary of variations within Planning:</b>                   |           | <b>£'000</b>     |
|---|-----------|------------------|
| Surplus income from major applications                          | Cr        | 50               |
| Surplus income from non-major applications                      | Cr        | 80               |
| Surplus pre-application income                                  | Cr        | 60               |
| Surplus street naming & numbering income                        | Cr        | 50               |
| Overspend within employee related costs                         |           | 50               |
| Potential costs re lost appeals                                 |           | 30               |
| Use of consultants to provide specialist advice & plan app work |           | 90               |
| <b>Total variation for planning</b>                             | <b>Cr</b> | <b><u>70</u></b> |

### **6. Renewal Cr £30k**

There is a projected net underspend across Renewal salaries of £30k due to part-year vacancies within the Planning Strategy & Projects team.

**EARLY WARNING** - Of the £60k carried-forward from 2014/15 for the Local Plan Implementation, it is likely that only £15k will be spent, and therefore a further carry-forward request will be made at year-end so that the costs of the Examination in Public can be met in 2016/17.

**EARLY WARNING** - Of the new homes bonus fund, there is a potential underspend of £100k, and therefore a carry-forward request will be made at year-end in order to enable outstanding works to be completed in 2016/17.

#### **4. Culture Dr £31k**

Although savings were built into the 2015/16 budget in anticipation of the closure of the Priory Museum, an overspend of £31k is projected, as the museum will now be closing on 1st October, as detailed in an earlier Executive report.

#### **5. Libraries Cr £31k**

Following a combination of strike action taken by a number of library staff in the period to August 2015, as well as staff vacancies, there is a projected underspend of £60k. Of this, £29k is being re-invested within the IT budget to replaced obsolete stock. The remaining balance of £31k is being used to offset the overspend within Culture, thus ensuring an overall balanced budget for the Recreation division.

#### **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. Since the last report to the Executive, no waivers over £50k have been actioned:

#### **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 @ 31 August 2015**

| Item  | Divison / Service Area                                 | Responsible Officer | Allocation<br>£'000 | Total spend<br>during<br>2012/13,<br>2013/14 &<br>2014/15 £'000 | Spend to<br>Date<br>2015/16<br>£'000 | Commitments<br>& planned<br>expenditure<br>£'000 | Total spend &<br>commitments<br>£'000 | Balance<br>available<br>£'000 | Comments on Progress of Scheme   |
|---|--|---------------------|---------------------|---|--------------------------------------|--|---------------------------------------|-------------------------------|--|
| Investment in small shopping parades            | Recreation - Town Centre Management & Business Support | Martin Pinnell      | 250                 | 206   | 5                                    | 33   | 244                                   | 6                             | The remaining balance of £6k will be allocated and spent in 2016/17.   |
| Tackling youth unemployment                     | Recreation - Business Support                          | Lydia Lee           | 240                 | 44  | 4                                    | 86   | 134                                   | 106                           | Contract with Bromley College has been terminated. Maximum potential spend in 2015/16 is £90k. Options for the remaining £106k are being explored. |
| Beckenham Town Centre public realm improvements | Planning - Renewal                                     | Kevin Munnelly      | 100                 | 100   | 0                                    | 0  | 100                                   | 0                             | Remaining balance of £150k to be used as funding for the Beckenham Town Centre Improvement Capital Project.  |
| <b>TOTAL</b>                                    |  |                     | <b>590</b>          | <b>350</b>  | <b>9</b>                             | <b>119</b>                                       | <b>478</b>                            | <b>112</b>                    |  |

Report No.  
FSD15051

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** RENEWAL & RECREATION PORTFOLIO HOLDER

**Date:** For pre-decision scrutiny by the Renewal & Recreation PDS Committee on 27th October 2015

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

**Title:** CAPITAL PROGRAMME MONITORING - 1<sup>ST</sup> QUARTER 2015/16

**Contact Officer:** Martin Reeves, Principal Accountant (Technical & Control)  
Tel: 020 8313 4291 E-mail: martin.reeves@bromley.gov.uk

**Chief Officer:** Director of Finance

**Ward:** All

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1. Reason for report

On 15th July 2015, the Executive received the 1st quarterly capital monitoring report for 2015/16 and agreed a revised Capital Programme for the four year period 2015/16 to 2018/19. The report also covered any detailed issues relating to the 2014/15 Capital Programme outturn, which had been reported in summary form to the June meeting of the Executive. This report highlights in paragraphs 3.1 to 3.4 changes agreed by the Executive in respect of the Capital Programme for the Renewal & Recreation Portfolio. The revised programme for this portfolio is set out in Appendix A, detailed comments on scheme progress as at the end of the first quarter of 2015/16 are shown in Appendix B, and details on the 2014/15 outturn are included in Appendix C.

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2. **RECOMMENDATION(S)**

**The Portfolio Holder is asked to note and confirm the changes agreed by the Executive in July.**

## Corporate Policy

1. Policy Status: Existing Policy: Capital Programme monitoring and review is part of the planning and review process for all services. Capital schemes help to maintain and improve the quality of life in the borough. Affective asset management planning (AMP) is a crucial corporate activity if a local authority is to achieve its corporate and service aims and objectives and deliver its services. The Council continuously reviews its property assets and service users are regularly asked to justify their continued use of the property. For each of our portfolios and service priorities, we review our main aims and outcomes through the AMP process and identify those that require the use of capital assets. Our primary concern is to ensure that capital investment provides value for money and matches the Council's overall priorities as set out in the Community Plan and in "Building a Better Bromley".
  2. BBB Priority: Excellent Council
- 

## Financial

1. Cost of proposal: Total increase of £1.2m over the 4 years 2015/16 to 2018/19, mainly due to additional £638k on Bromley Mytime Investment scheme (see para 3.2) and re-phasing of expenditure from 2014/15 (see para 3.4).
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: Capital Programme
  4. Total current budget for this head: £7.0m for the Renewal & Recreation Portfolio over four years 2015/16 to 2018/19
  5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
- 

## Staff

1. Number of staff (current and additional): 1 fte
  2. If from existing staff resources, number of staff hours: 36 hours per week
- 

## Legal

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

## Customer Impact

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

## Ward Councillor Views

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



### 3. COMMENTARY

#### Capital Monitoring – variations agreed by the Executive on 15th July 2015

3.1 A revised Capital Programme was approved by the Executive in July, following final outturn figures for 2014/15 and a detailed monitoring exercise carried out after the 1st quarter of 2015/16. The base position was the revised programme approved by the Executive on 11th February 2015, as amended by variations approved at subsequent Executive meetings. All changes on schemes in the Renewal & Recreation Programme are itemised in the table below and further details are included in paragraphs 3.2 to 3.4. The revised Programme for the Renewal & Recreation Portfolio is attached as Appendix A. Appendix B shows actual spend against budget in the first quarter of 2015/16, together with detailed comments on individual schemes, and Appendix C includes details of the final outturn at 2014/15.

|   | 2015/16      | 2016/17      | 2017/18   | 2018/19   | TOTAL<br>2015/16 to<br>2018/19 |
|---|--------------|--------------|-----------|-----------|--------------------------------|
|   | £000         | £000         | £000      | £000      | £000                           |
| Programme approved by Executive 11/02/15                                  | 2,107        | 1,545        | 10        | 10        | 3,672                          |
| Penge Town Centre/Crystal Palace Public Realm (Executive 24/03/15)        | 300          | 446          | 0         | 0         | 746                            |
| Orpington Town Centre (Executive 24/03/15)                                | 285          | 240          | 0         | 0         | 525                            |
| Crystal Palace Park - Alternative Management Options (Executive 24/03/15) | 272          | 223          | 0         | 0         | 495                            |
| Relocation of Exhibitions - Bromley Musuem (Executive 10/06/15)           | 395          | 0            | 0         | 0         | 395                            |
| Approved Programme prior to 1st Quarter's Monitoring                      | 3,359        | 2,454        | 10        | 10        | 5,833                          |
| <u>Variations approved by Executive 15/07/15</u>                          |              |              |           |           |                                |
| Bromley Mytime Investment Fund (see para 3.2)                             | 638          | 0            | 0         | 0         | 638                            |
| Churchill Theatre & Central Library Chiller (see para 3.3)                | 18           | 0            | 0         | 0         | 18                             |
| Net underspendings in 2014/15 rephased into 2015/16 (see para 3.4)        | 515          | 0            | 0         | 0         | 515                            |
| Total Amendment to the Capital Programme                                  | 1,171        | 0            | 0         | 0         | 1,171                          |
| <b>Total Revised R&amp;R Programme</b>                                    | <b>4,530</b> | <b>2,454</b> | <b>10</b> | <b>10</b> | <b>7,004</b>                   |

#### 3.2 Bromley Mytime Investment Fund (£638k increase in 2015/16)

There is annual provision in the revenue budget for a contribution towards capital investment in Council leisure centres by Bromley MyTime. In July, Members approved the inclusion of £638k in to the Capital Programme, which brings the total contribution to £1,892k in 2015/16.

#### 3.3 Churchill Theatre & Central Library Chillers (£18k increase in 2015/16)

The Churchill Theatre & Central Library Chiller scheme aims to replace the existing mechanical plant at the Central Library / Churchill Theatre Site. This is required for Health & Safety reasons (legionella) and to mitigate the risk of financial claims from the theatre in the event of equipment failure. The contract for the chiller replacements has been recently awarded to East West Connect Ltd, but the agreed prices was £18k higher than the approved budget (within the 5% threshold). The July Executive approved an additional £18k to the existing budget of £460k.

#### 3.4 Net underspendings in 2014/15 re-phased into 2015/16

The 2014/15 Capital Outturn was reported to the Executive on 10<sup>th</sup> June 2015. The final capital outturn for the year for Renewal & Recreation Portfolio schemes was £3,730k compared to a revised budget of £4,254k approved by the Executive in February. After allowing for minor adjustments that were not re-phased, a total of £515k was re-phased into 2015/16. This was mainly due to delays on the Bromley MyTime Investment Fund scheme. Details of the 2014/15 outturn for this Portfolio are set out in Appendix C.

## Post-Completion Reports

3.5 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. After major slippage of expenditure in recent years, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme's non-financial objectives. No post-completion reports are currently due for the Renewal & Recreation Portfolio, but this quarterly report will monitor the future position and will highlight any further reports required.

## 4. POLICY IMPLICATIONS

4.1 Capital Programme monitoring and review is part of the planning and review process for all services.

## 5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 15th July 2015. Changes agreed by the Executive for the Renewal & Recreation Portfolio Capital Programme are set out in the table in paragraph 3.1.

|   |  |
|---|--|
| <b>Non-Applicable Sections:</b>                       | Legal and Personnel Implications   |
| Background Documents:<br>(Access via Contact Officer) | Departmental monitoring returns June 2015.<br>Approved Capital Programme (Executive 11/02/15).<br>Capital Outturn report (Executive 10/06/15) and Q1 monitoring report (Executive 15/07/15). |

| RENEWAL & RECREATION PORTFOLIO - APPROVED CAPITAL PROGRAMME 15th JULY 2015 |                         |                    |                  |                  |                  |                  |                     |   |
|--|-------------------------|--------------------|------------------|------------------|------------------|------------------|---------------------|---|
| Capital Scheme/Project   | Total Approved Estimate | Actual to 31.03.15 | Estimate 2015/16 | Estimate 2016/17 | Estimate 2017/18 | Estimate 2018/19 | Responsible Officer | Remarks   |
| <b>LIBRARIES &amp; MUSEUMS</b>   |                         |                    |                  |                  |                  |                  |                     |   |
| Central Library/Churchill Theatre - chillers and controls                  | 478                     | 22                 | 456              | 0                | 0                | 0                | Colin Brand         |   |
| Penge/Anerley Libraries - 46 Green Lane                                    | 669                     | 664                | 5                | 0                | 0                | 0                | Colin Brand         | Development of new Library (Executive 06/02/13)   |
| Anerley Town Hall - Library Provision                                      | 41                      | 3                  | 38               | 0                | 0                | 0                | Colin Brand         | Approved by Executive 22/07/14  |
| Relocation of Exhibitions - Bromley Museum                                 | 395                     | 0                  | 395              | 0                | 0                | 0                | Colin Brand         | Approved by Executive 10/08/15  |
| <b>TOTAL LIBRARIES &amp; MUSEUMS</b>                                       | <b>1,583</b>            | <b>689</b>         | <b>894</b>       | <b>0</b>         | <b>0</b>         | <b>0</b>         |                     |   |
| <b>LEISURE TRUST CLIENT - RECREATION</b>                                   |                         |                    |                  |                  |                  |                  |                     |   |
| Biggin Hill Leisure Centre   | 5,181                   | 5,086              | 95               | 0                | 0                | 0                | Colin Brand         | Supplementary estimate £143k (Executive 24/10/12)   |
| Pavilion Leisure Centre - redevelopment & refurbishment                    | 4,975                   | 4,892              | 83               | 0                | 0                | 0                | Colin Brand         | Approved by Council 29/06/10  |
| Bromley MyTime Investment Fund   | 2,444                   | 552                | 1,892            | 0                | 0                | 0                | Colin Brand         | Revenue contribution to capital works   |
| <b>TOTAL LEISURE TRUST CLIENT - RECREATION</b>                             | <b>12,600</b>           | <b>10,530</b>      | <b>2,070</b>     | <b>0</b>         | <b>0</b>         | <b>0</b>         |                     |   |
| Feasibility Studies  | 40                      | 0                  | 10               | 10               | 10               | 10               | Colin Brand         |   |
| <b>OTHER</b>   |                         |                    |                  |                  |                  |                  |                     |   |
| Bromley North Village Public Realm Improvements                            | 6,667                   | 6,469              | 198              | 0                | 0                | 0                | Kevin Munnely       | Renewal and improvement of Bromley North; £3,300k TfL; £1,829k GLA Outer London Fund; £38k private sector; £1,500k Capital receipts |
| Penge Town Centre / Crystal Palace Public Realm Scheme                     | 746                     | 0                  | 300              | 446              | 0                | 0                | Kevin Munnely       | Approved by Executive 24/03/15 - funded by New Homes Bonus and High Street Fund   |
| Orpington Town Centre - Walnuts Centre & new market infrastructure         | 525                     | 0                  | 285              | 240              | 0                | 0                | Kevin Munnely       | Approved by Executive 24/03/15 - funded by New Homes Bonus and High Street Fund   |
| Crystal Palace Park Subway   | 58                      | 46                 | 12               | 0                | 0                | 0                | Colin Brand         | £29k English Heritage £29k LBB funded   |
| Crystal Palace Park Improvements   | 2,160                   | 136                | 489              | 1,535            | 0                | 0                | Colin Brand         | £160k LBB £2m GLA funded (Executive 22/07/14)   |
| Crystal Palace Park - Alternative Management Options                       | 495                     | 0                  | 272              | 223              | 0                | 0                | Colin Brand         |   |
| <b>TOTAL OTHER</b>   | <b>10,691</b>           | <b>6,651</b>       | <b>1,566</b>     | <b>2,454</b>     | <b>10</b>        | <b>10</b>        |                     |   |
| <b>TOTAL RENEWAL &amp; RECREATION PORTFOLIO</b>                            | <b>24,874</b>           | <b>17,870</b>      | <b>4,530</b>     | <b>2,454</b>     | <b>10</b>        | <b>10</b>        |                     |   |

| RENEWAL & RECREATION PORTFOLIO - APPROVED CAPITAL PROGRAMME 2015/16 - 1ST QUARTER MONITORING |                                       |                               |                                       |  |
|--|---------------------------------------|-------------------------------|---------------------------------------|--|
| Capital Scheme/Project   | 1st QUARTER 2015/16                   |                               |                                       | Responsible Officer Comments   |
|  | Approved Estimate Feb 2015<br>£'000's | Actual to 24.07.15<br>£'000's | Revised Estimate July 2015<br>£'000's |  |
| <b>LIBRARIES &amp; MUSEUMS</b>   |                                       |                               |                                       |  |
| Central Library/Churchill Theatre - chillers and controls                                    | 450                                   | 48                            | 456                                   | Project is expected to commence in Q2 2015 to coincide with the Theatre's dark period. Draft order was raised on 01/05/15. Contract recently awarded (within the 5% contingency allowance), and members has approved additional £18k to reflect the additional cost of the contract. (Executive 15/07/15)  |
| Penge/Anerley Libraries - 46 Green Lane  | 0                                     | 1                             | 5                                     | Development of new library £718k (Executive 06/02/13). Project has finished and we are waiting for final invoices. The final account has been agreed at £669k.   |
| Anerley Town Hall - Library Provision  | 0                                     | 0                             | 38                                    | Approved by Executive 22/07/14 - Purchase and installation of libraries hardware at Anerley Town Hall, we expect to spend all the money soon.  |
| Relocation of Exhibitions - Bromley Museum   | 0                                     | 0                             | 395                                   | Approved by Executive 10/06/15 - £395k allocation from capital receipts for the relocation of exhibitions from Priory, Orpington to Central Library  |
| TOTAL LIBRARIES & MUSEUMS  | 450                                   | 49                            | 894                                   |  |
| <b>LEISURE TRUST CLIENT - RECREATION</b>   |                                       |                               |                                       |  |
| Biggin Hill Leisure Centre   | 95                                    | 72                            | 95                                    | Supplementary estimate £143k (Executive 24/10/12). Project has finished. Final payment £72k (including retention) to contractor was paid in June 2015.   |
| Pavilion Leisure Centre - redevelopment & refurbishment                                      | 0                                     | 0                             | 83                                    | Approved by Council 29/06/10; Scheme is nearly finished and will be completed soon.  |
| Bromley MyTime Investment Fund   | 932                                   | 351                           | 1,892                                 | £330k spent on improvement at Beckenham Spa. (Executive 15/07/15) Members approved the addition of £638k in 15/16 - annual provision in the revenue budget for contribution towards capital investment.  |
| TOTAL LEISURE TRUST CLIENT - RECREATION  | 1,027                                 | 423                           | 2,070                                 |  |
| Feasibility Studies  | 10                                    | 0                             | 10                                    |  |
| <b>OTHER</b>   |                                       |                               |                                       |  |
| Bromley North Village Public Realm Improvements  | 120                                   | -197                          | 198                                   | East Street completed to North Street. Pending confirmation of final accounts from Conway.   |
| Penge Town Centre / Crystal Palace Public Realm Scheme                                       | 0                                     | 0                             | 300                                   | Approved by Executive 24/03/15 - funded by New Homes Bonus and High Street Fund. Public realm improvements, Shopfront improvements, Business Support, and Wayfinding.  |
| Orpington Town Centre - Walnuts Centre & new market infrastructure                           | 0                                     | 0                             | 285                                   | Approved by Executive 24/03/15 - funded by New Homes Bonus and High Street Fund. Enhancements to the pedestrian experience of the prime shopping areas to increase footfall. This includes paving, lighting, treatment for trees, new street furniture, Wayfinding and new market infrastructure.  |
| Crystal Palace Park Subway   | 0                                     | 0                             | 12                                    | Approved by Executive in 16/07/14; £29k grant funding from English Heritage.   |
| Crystal Palace Park Improvements   | 500                                   | 35                            | 489                                   | Approved by Executive 22/07/14 £2,160k (£2m GLA, £160k LBB) GLA funding can only be used for capital works - improving the park landscape. The initial £160k feasibility works are funded from capital receipts. We have completed the feasibility stage and are now in RIBA Stage 3 . Works are due to start this autumn on the dinosaurs, and all other capital projects will start on site in January 2016. |
| Crystal Palace Park - Alternative Management Options   | 0                                     | 0                             | 272                                   | Approved by Executive 24/03/15 - to explore and develop a sustainable business plan for the establishment of an alternative management option for the park. £272k will be spent in 15/16 (£97k for officers, £50k for specialist advice and £125k for feasibility cost for development of top site)  |
| TOTAL OTHER  | 630                                   | -162                          | 1,566                                 |  |
| <b>TOTAL RENEWAL &amp; RECREATION PORTFOLIO</b>  | <b>2,107</b>                          | <b>310</b>                    | <b>4,530</b>                          |  |

| RENEWAL & RECREATION PORTFOLIO - CAPITAL PROGRAMME OUTTURN 2014/15 |                       |                                  | 2014/15 OUTTURN |                                |  |
|--|-----------------------|----------------------------------|-----------------|--------------------------------|--|
| Capital Scheme/Project   | Actual to<br>31.03.14 | Approved<br>Estimate Feb<br>2015 | Final Outturn   | Variation<br>(under-spend '-') | Comments / action taken                                      |
|  | £'000's               | £'000's                          | £'000's         | £'000's                        |  |
| <b>LIBRARIES &amp; MUSEUMS</b>                                     |                       |                                  |                 |                                |  |
| Central Library/Churchill Theatre - chillers and controls          | 3                     | 7                                | 19              | 12                             | 2014/15 overspend rephased into 2015/16                      |
| Bromley Museum at the The Priory                                   | 139                   | 56                               | 57              | 1                              | Scheme deleted (Executive 22/07/14)                          |
| Penge/Anerley Libraries - 46 Green Lane                            | 72                    | 597                              | 592             | -5                             | 2014/15 underspend rephased into 2015/16                     |
| Anerley Town Hall - Library Provision                              | 0                     | 41                               | 3               | -38                            | 2014/15 underspend rephased into 2015/16                     |
| <b>TOTAL LIBRARIES &amp; MUSEUMS</b>                               | <b>214</b>            | <b>701</b>                       | <b>671</b>      | <b>-30</b>                     |  |
| <b>LEISURE TRUST CLIENT - RECREATION</b>                           |                       |                                  |                 |                                |  |
| Biggin Hill Leisure Centre   | 5,086                 | 0                                | 0               | 0                              |  |
| Pavilion Leisure Centre - redevelopment & refurbishment            | 4,892                 | 83                               | 0               | -83                            | 2014/15 underspend rephased into 2015/16                     |
| Newstead Wood Tennis Centre - refurbishment                        | 0                     | 50                               | 50              | 0                              |  |
| Bromley MyTime Investment Fund                                     | 544                   | 330                              | 8               | -322                           | 2014/15 underspend rephased into 2015/16                     |
| <b>TOTAL LEISURE TRUST CLIENT - RECREATION</b>                     | <b>10,522</b>         | <b>463</b>                       | <b>58</b>       | <b>-405</b>                    |  |
| Feasibility Studies  | 0                     | 10                               | 0               | -10                            | Budget not required in 2014/15 and not rephased into 2015/16 |
| <b>OTHER</b>   |                       |                                  |                 |                                |  |
| Bromley North Village Public Realm Improvements                    | 3,648                 | 2,899                            | 2,821           | -78                            | 2014/15 underspend rephased into 2015/16                     |
| Outer London Fund - Round 2  | 2                     | -2                               | -2              | 0                              |  |
| Crystal Palace Park Subway   | 0                     | 58                               | 46              | -12                            | 2014/15 underspend rephased into 2015/16                     |
| Crystal Palace Park Improvements                                   | 0                     | 125                              | 136             | 11                             | 2014/15 overspend rephased into 2015/16                      |
| <b>TOTAL OTHER</b>   | <b>3,650</b>          | <b>3,090</b>                     | <b>3,001</b>    | <b>-89</b>                     |  |
| <b>TOTAL RENEWAL &amp; RECREATION PORTFOLIO</b>                    | <b>14,386</b>         | <b>4,254</b>                     | <b>3,730</b>    | <b>-524</b>                    | #  |
| # £515k of total net underspend rephased into 2015/16              |                       |                                  |                 |                                |  |

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Report No.  
DRR15/089

London Borough of Bromley

Agenda  
Item No.

## PART 1 - PUBLIC

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**Decision Maker:** **Executive**  
**For pre-decision scrutiny by Renewal & Recreation Policy Development & Scrutiny Committee**

**Date:** **9th November 2015**  
**27<sup>th</sup> October 2015**

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

**Title:** **GATEWAY REPORT: PROPOSALS FOR A COMMISSIONED LIBRARY SERVICE - PART 1**

**Contact Officer:** Colin Brand, Assistant Director: Culture, Libraries & Leisure  
Tel: 0208 313 4107 Email: colin.brand@bromley.gov.uk  
  
Hannah Jackson, Project Manager: Change & Regeneration  
Tel: 020 8461 7960 E-mail: hannah.jackson@bromley.gov.uk

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

**Ward:** All

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### 1. Reason for report

1.1 Following pre-decision scrutiny at the meeting of the Renewal & Recreation Policy Development and Scrutiny Committee on 18<sup>th</sup> March 2015, the Portfolio Holder decided that officers should progress work to implement a new approach to the delivery of library services in difficult financial circumstances; this included further exploration of the option to commission the library service. Officers were asked to enter into discussions with the London Borough of Bexley to develop a joint procurement strategy, undertake soft market testing and complete further consultation with library staff, library users and residents.

1.2 This report:

- Provides Members with an overview of the outcome of the soft market testing exercise. The detailed outcome is in a separate Part 2 report (DRR15/090) due to the commercially sensitive nature of the information.
- Provides Members with the outcome of the public consultation and staff engagement activities
- Considers alternative options for the future of the library service
- Sets out a proposed joint procurement strategy with the London Borough of Bexley to market test the library service

- Identifies some commercially sensitive issues affecting the procurement strategy and contracting arrangements (detailed in a separate Part 2 report (DRR15/090))
- 1.3 This report also provides Members with an update on the separate procurement process being delivered to identify suitable community management options for the Council's six community libraries, and suggests an alternative option that could be considered should no such arrangements be agreed.
- 

## **2. RECOMMENDATION(S)**

- 2.1 Members of the Renewal & Recreation Policy and Development Committee are asked to review this report and provide their comments to the Executive for their consideration.
- 2.2 Members of the Executive are asked to:
- Note the outcome of the soft market testing exercise, public consultation and staff engagement, in addition to the alternative options presented and have due consideration to these factors in their decision making
  - Instruct officers to market test the library service, beginning a formal procurement process jointly with the London Borough of Bexley
  - Agree the procurement strategy and contracting arrangements set out in this report
  - Note the progress made in a separate tender exercise to identify community management arrangements for community libraries



### Corporate Policy

1. Policy Status: Existing policy. Library Service Strategy
  2. BBB Priority: Vibrant Thriving Town Centres. Supporting Independence. Children & Young People. Excellent Council.
- 

### Financial

1. Cost of proposal: Estimated cost none identified at this stage
  2. Ongoing costs: Recurring cost. Potential savings from the joint procurement process
  3. Budget head/performance centre: Libraries
  4. Total current budget for this head: £4.7m
  5. Source of funding: Existing revenue budget for 2015/16
- 

### Staff

1. Number of staff (current and additional): 105.1 FTE
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: Statutory requirement.
  2. Call-in: Call-in is applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): In 2014/15, Bromley's library service recorded 52,129 active users (an active user is defined as an individual who has had a transaction on their library account within the last year) The library service has a statutory duty to be available and accessible to all those who live, work and study in the borough. The 2011 census identified that 309,392 people lived in the London Borough of Bromley.
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes.
2. Summary of Ward Councillors comments: Ward Councillor comments to be reported to the Committees.

### 3. COMMENTARY

**Estimated Contract Value:** £67.5m over 15 years (London Borough of Bromley only)

**Proposed Contract Period:** 10 + 5 years

- 3.1 Following pre-decision scrutiny at the meeting of the Renewal & Recreation Policy Development & Scrutiny Committee on 18<sup>th</sup> March 2015, the Renewal and Recreation Portfolio Holder approved a new approach to the delivery of library services in difficult financial circumstances. This decision followed a period of public consultation on these proposals.

The new approach sought to:

- Explore the option for community management at the Council's six community libraries
- Commission the whole library service, seeking an external provider to deliver direct management of the library service under the supervision of the Council, including oversight of community management arrangements.
- Explore opportunities to renovate and improve the physical condition of all library buildings and upgrade the IT infrastructure.

- 3.2 The Portfolio Holder decided that officers should take the following steps to begin implementation of the approach's second ambition – to commission the whole library service:

- Enter into discussions with the London Borough of Bexley to develop a joint procurement strategy for the library service
- Undertake a soft market testing exercise for the library service
- Undertake further consultation on the results of the soft market testing with library staff, library users and residents

- 3.3 This report:

- Provides Members with the outcome of the soft market testing exercise, public consultation and staff engagement
- Based on the outcome of these exercises, recommends that the Council commences a formal procurement process jointly with the London Borough of Bexley
- Sets out the proposed joint procurement strategy
- Identifies the implications of commissioning the library service on current arrangements, identifying some indicative costs and how risks will be managed.

- 3.4 This report also provides Members with an update on the process to find community management options for the Council's six community libraries.

#### Background

- 3.5 Bromley library service currently operates 14 libraries in the borough and the service is tiered to reflect the potential catchment areas and the range of services provided at each library. Currently, 98% of residents live within 1.5 miles of a library.

- 3.6 In 2014/15, there were 52,129 active library users; this represents 16.9% of the population of the borough. The number of active library users has seen a steady decline since 2011/12 when there were 72,754 active library users representing 23.5% of the population.

- 3.7 The most recent CIPFA PLUS (2012) survey results showed that 60% of customers visited the library to borrow a book, 20% of customers visited to use a computer, and 27% of customers visited to find information. (Some customers visited for more than one purpose).

- 3.8 Given that pressure on the Council's resources is unprecedented and the Council will be required to find significant savings in the next four years, the Council must look at all of its service areas to identify efficiencies, including those that it has a statutory duty to provide such as libraries.
- 3.9 The Council's Corporate Operating Principles include a commitment that services will be provided by whoever offers customers and council tax payers excellent value for money. This is underpinned by a commitment to be a commissioning organisation determining who is best placed to deliver high quality services based on local priorities and value for money principles.
- 3.10 Additionally, other local authorities have now commissioned their library services to achieve savings; namely the London Boroughs of Croydon, Ealing, Greenwich, Harrow, Hounslow and Wandsworth.
- 3.11 It is in this context that the Renewal & Recreation Portfolio Holder previously instructed officers to investigate the option for a commissioned library service.

### **London Borough of Bexley**

- 3.12 The problems facing the Council are not unique to Bromley and other local authorities experience similar budgetary pressures and concerns.
- 3.13 In January 2012, Bromley and Bexley Councils commenced a shared service for library back office and management functions to create efficiencies. This successful arrangement is due to expire in December 2017.
- 3.14 Building on the success of this joint working arrangement, and in light of both Councils' stated ambition to make savings, officers agreed to explore the options to develop a joint procurement strategy for their library services, subject to the outcome of market testing and consultation.
- 3.15 It was also anticipated that a joint arrangement had the potential to offer additional savings through economies of scale.

### **Soft Market Testing**

- 3.16 To test the Councils' ambitions and assumptions, Bromley and Bexley Councils undertook a joint soft market testing exercise between 12<sup>th</sup> May and 26<sup>th</sup> June 2015, exploring the possibility that a jointly commissioned library service would reduce the Councils' operating costs and achieve better value for money than if the Councils continued to be responsible for their direct delivery.
- 3.17 The soft market testing exercise aimed to:
- Establish the level of market interest in the delivery of the Councils' library services
  - Test the capacity of the market to supply these services more efficiently
  - Seek views from the market on how the opportunity should be presented to achieve best value for money

with the intention that the information received would be used to inform the Councils' decisions about whether or not to begin a formal procurement process to commission their library services, and to inform the potential procurement strategy and tender/contract documentation.

- 3.18 This exercise was also important because the market for library services is relatively underdeveloped. Regionally, library services are already delivered by external providers in London Boroughs of Croydon, Ealing, Greenwich, Harrow, Hounslow, and Wandsworth. However, only two providers currently deliver these services: Carillion and Greenwich Leisure Ltd (GLL).
- 3.19 The soft market testing exercise was advertised openly and invited responses to a questionnaire. Those responses were further explored in a meeting between the respondents and officers representing both Councils.
- 3.20 The questionnaire provided respondents with the following information to inform their responses:
- Information relating to the purpose, scope and process of the soft market testing exercise
  - Borough profiles for both Bromley and Bexley which included resident demographics and trends
  - Information relating to the shared service for back office and management functions
  - An outline of the expected commissioned library service model, including community managed libraries
  - Service descriptions, including information relating to the service budgets, numbers of FTEs and staff roles
  - High level outcomes (including the existing Service Plan).
- 3.21 Seven responses to the questionnaire were received. The responses provided information relating to:
- The respondents' experience of running a library or similar services
  - Their contractual preferences
  - Their views on the scope of services to be included in the tender
  - Their preferences in relation to the management of the library buildings and assets
  - Their ability to make efficiencies
- 3.22 Six out of the seven respondents attended meetings with representative officers from both Bromley and Bexley.
- 3.23 The purpose of these meetings was to:
- Gain a better understanding of the business model and any interdependences
  - Clarify positions on issues that did not see a strong trend or consensus in the questionnaire responses.
- 3.24 Due to the commercially sensitive nature of much of the intelligence gained from the soft market testing exercise, a summary of the findings of the process is defined in more detail in a Part 2 report also considered on this agenda. However, this report notes that:
- A competitive market for the delivery of library services exists and there is market interest in a formal tender of Bromley and/or Bexley's library services
  - The reasons for market interest were varied
  - The market felt confident on their ability to offer value for money
  - The exercise demonstrated that the market thought that they could retain the range of library services currently on offer whilst reducing the Councils' operating costs
  - A joint procurement exercise between the London Boroughs of Bromley and Bexley had the potential to offer further savings

## Alternative Options

3.25 The outcome of the soft market testing exercise should be considered alongside an analysis of the alternative options considered for the future of the library service:

### Direct Delivery by the Council

3.26 One alternative option is that the Council continues to provide direct delivery of library services and looks to make efficiencies within the service in other ways. The scope for savings appears limited, not least because the library service made a significant reduction in opening hours in 2014/15 to meet a budget saving of £300k. This followed additional budget savings in previous years. The net controllable budget of the library service has reduced in total by approximately £1m per annum over the last 5 years. This included reducing the library staffing budget and investing in new technologies to enable independent borrowing.

3.27 To make further efficiencies, the Council could consider:

- Further reducing opening hours  
Given the Council's statutory duty to provide a 'comprehensive and efficient' library service, a significant reduction in opening hours is not recommended as it would be likely that such a reduction would compromise the Council's ability to meet this duty. However a modest saving of approximately £90k per annum could be realised by closing Central, Beckenham and Orpington libraries an additional one day per week. However, the likely saving is limited because this would only result in a saving to the staff budget; there would be no or very minimal savings to running costs (such as utilities or cleaning) and the saving is likely to be reduced by as that there is likely to be a loss of income usually taken at the libraries on those days.
- A reduction in the library book fund  
The Council could reduce the money that it spends on new books, but this will have a direct negative impact on the quality of the service received by service users. A budget of £500k per annum is currently set aside in the library service budget for new stock. This was previously reduced over the last 10 years by almost 40% from £800k. During the same period, and influenced by this reduction, the number of items borrowed has also reduced by 35%.
- Closing libraries  
Counsel's advice from November 2014 concluded that it may be possible for the Council to close up to three of its community libraries and meet its statutory obligations. An additional three libraries could also be considered for closure, however this would require a careful cost-benefit analysis based on equality impact and needs assessments to ensure that the Council's public sector equality duties are discharged. The six libraries identified are community libraries; the Council is currently seeking community management arrangements that will keep these libraries open to the public, reduce the Council's operating costs and enable them to be considered part of the Council's statutory provision of library services.

3.28 If the Council continues to erode library services in this way, they risk further decline in visitor numbers and issues. The library service has already suffered from a lack of investment; for example the People's Network machines now have limited usability, are outdated and unsupported. Library visitor and issue numbers for the borough are already in decline.

## Shared Library Services

- 3.29 Another option is that the Council establish a shared library service with another Council(s). Again the potential to make savings appears limited; the Council already operates a shared service for back office and management functions with the London Borough of Bexley which resulted in an annual saving of £340k. Therefore any additional savings which could be achieved through a completely shared service with the London Borough of Bexley would likely result in a reduction in service level, either through a reduction in opening hours and therefore staff, the book fund or by closing community libraries. This is because the Council already operates a baseline staffing structure across frontline services.

## Trust or Industrial and Provident Society

- 3.30 The Council could set up a new organisation to deliver the library service, such as an Industrial & Provident Society (IPS) or a charitable trust, either independently or in partnership with the London Borough of Bexley. This approach has been adopted elsewhere; Suffolk County Council established a IPS to run their library service, Redbridge established a charitable trust (Vision Redbridge) who deliver their library service in addition to other leisure or cultural services, and Kent County Council are also in the process of establishing a trust to deliver library services on their behalf. This model tends to be more popular with County Councils who, due to the size of their library services can overcome some of the issues London Boroughs face because of their scale.
- 3.31 The benefit of this approach is that a modest level of saving could be achieved because:
- The new organisation would be likely to benefit from rate relief
  - The new organisation may be able to secure additional work by competing in the market to deliver other authorities' library services, and offer better value for money – however this does require the new organisation to build in capacity to bid for other services within their bid (and this is a service not currently provided).
- 3.32 However, this approach carries some significant risks, and the financial benefits are dependent upon a number of issues being resolved – for example, to what extent could the trust reduce costs for support services, and could the trust secure the additional discretionary rate relief. The key issue however is that unless the trust can find a way to recover VAT, the option is not viable. This is because the Council does not currently pay VAT, whereas it is likely that a charitable trust or IPS would be required to meet this tax liability. Any benefit that the new organisation would gain from rate relief would be offset by this increased liability for VAT.
- 3.33 This model has not been successful in all circumstances; both Hounslow and Wigan took back their library services after awarding a contract to a trust.
- 3.34 On reflection, this approach is not recommended. The level of risk associated with the business model outweighs the limited financial benefits that could be achieved.

## Re-organise property assets

- 3.35 The Council could consider selling the existing library buildings, relocate library services into cheaper accommodation and use the proceeds from the sale to offset the ongoing costs of the library service.
- 3.36 There are a number of reasons why this approach is not recommended:

- The location of the borough's libraries directly affects the Council's ability to meet their statutory obligation to provide a 'comprehensive and efficient' library service. Although the case law demonstrates that there is no specific requirement for the library service to maintain libraries that are within a certain distance from residents' homes, the service must be 'accessible to all residents using reasonable means' – this is a judgement that must be made with knowledge of local conditions. Based on a detailed Needs Assessment and Equality Impact Assessment, it is suggested that should the Council choose to relocate libraries from their existing locations, this would need to be within a one mile radius of the current location on the condition that there is comparable accessibility (for example, public transport links). This limits the potential scope for relocation, and makes it difficult to identify cheaper accommodation that would be appropriate for library services. Currently, there are no alternative properties that have been identified to achieve this aim.
- Library buildings have no market value in their existing use, and a report by Michael Rogers LLP in 2014 identified that potential for development that would generate a significant capital receipt at most sites is limited. Where development potential does exist, the Council has undertaken to bring this forward as part of the third strand of the Council's new approach to library services (to explore options to renovate and improve the physical conditions of library buildings). The Council have already delivered projects that have improved library facilities at Biggin Hill, Penge and Orpington and are currently exploring development options at Chislehurst. However, this is a long-term aim which can only be brought to fruition under favourable market conditions and will not achieve the level of savings to the service budget required before 2017/18.

## **Public Consultation**

- 3.37 Following the outcome of the soft market testing exercise, and as required by the Council's duty to consult, a public consultation exercise was undertaken commencing on 27<sup>th</sup> July and closing on 16<sup>th</sup> September 2015. The London Borough of Bexley undertook a separate public consultation exercise with their residents which ran concurrently.
- 3.38 The purpose of this consultation exercise was to seek views from those who live, work or study in the London Borough of Bromley on a commissioned library service, given what the Council had learned from the joint soft market testing exercise. The aim was to determine:
- Whether or not the public support the proposal to commission the library service in the context of the Council's reducing budget, and the likelihood of maintaining the current range of services and their ease of access
  - How the proposed changes might affect individuals or groups
- 3.39 The outcome of this consultation does not represent a referendum, nor does it give the Council a mandate to act. However it should be one of the considerations informing Members' decision about whether or not to begin a formal procurement exercise and commission the library service.

## Previous consultation

- 3.40 Between December 2014 and February 2015, the Council had publicly consulted on a new approach to library services; this had included asking respondents to what extent they supported alternative management options for the library service. The outcome of this consultation was considered by the Renewal & Recreation Policy Development & Scrutiny Committee at their meeting on 18<sup>th</sup> March 2015, before the Renewal & Recreation Portfolio Holder agreed that officers should undertake a soft market testing exercise. 1,837 people completed a questionnaire about the future of the library service. A summary of the

consultation results relating specifically to alternative management options is provided in the table below:

| <b>Alternative Management Option</b>                                  | <b>Consultation Response</b>   |
|---|--|
| The library service is run directly by the Council                    | 83% of respondents were supportive this option; only 3% were not supportive.     |
| A shared library service with another Council or Councils             | 64% of respondents were supportive of this option; 28% were not supportive       |
| The library service is run by a trust or charitable provider          | 57% of respondents were supportive of this option; 35% were not supportive       |
| The library service is run by a private sector or commercial provider | Only 16% of respondents were supportive of this option; 77% were not supportive. |

3.41 The decision to undertake a second round of consultation following the conclusion of the soft market testing exercise was based on the following considerations:

- The soft market testing exercise enabled the Council to say with more certainty what a commissioned library service might mean for service users
- The Council's analysis of other options demonstrated that it would not be beneficial to consider a complete shared service with another local authority or to directly establish a trust or IPS to run the library service. This meant that there only remained two options for consideration: a commissioned library service or a library service directly delivered by the Council.
- The previous consultation had been criticised by the trade unions because some respondents had indicated that they did not feel that they understood what the library service delivered by an external provider would mean for them. This second round of consultation represented an opportunity to clarify what was meant by a commissioned library service so that respondents could take a more considered view.

3.42 In summary, the options for consideration had evolved, and the Council had a much clearer position on which to consult.

### Methodology

3.43 The Council appointed an independent market researcher to deliver this consultation exercise.

3.44 The opportunity to participate in the consultative process was advertised online, in libraries, using social media and in adverts run in the local press. It was also directly publicised to local organisations and stakeholders via email.

3.45 Two surveys ran as part of this second round of consultation:

1. Self-completion survey
2. Street survey

3.46 These two different surveys asked the same questions, with slightly different audiences in mind. The consultation was designed to seek views from library users in addition to people who live, work or study in the borough but who do not necessarily use the library service at all or regularly. Therefore a street survey was also undertaken which aimed to capture the views of those who might not otherwise have responded to the survey, because they did not visit the library during that time, or because they had not seen the survey advertised. In addition to asking the same questions, both surveys offered the same background information



- 3.47 The self-completion survey ran both online and on paper between 27<sup>th</sup> July and 16<sup>th</sup> September, with paper questionnaires readily available in all of the borough's libraries. Paper surveys were completed on site and given back to library staff. The link to the online survey was promoted and available through the Council's website. In total, there were 1,493 responses to the online and paper survey (exactly 650 online responses and 843 responses on paper).
- 3.48 A total of 400 street interviews were undertaken; 200 in Bromley High Street, 100 in Orpington High Street and 100 in Beckenham High Street. These were completed between 4<sup>th</sup> and 14<sup>th</sup> August 2015 and were completed at random across different days of the week. To qualify for interview, respondents had to live, work or study in the borough. The sample size of 400 interviews was chosen to have statistical significance.

### Results of the consultative process

- 3.49 Overall 94% of respondents to both the self-completion and street surveys lived in the borough. Of those that completed the self-completion survey, 99% were library users. By contrast, in the street survey, 75% of respondents had used a library in the last year, and 25% had not – however as the number of active library users indicates, this is not reflective of the overall proportion of residents, more who was willing to complete the survey.
- 3.50 After having considered the background information about a commissioned library service, respondents were asked which of the following two proposed options they would prefer:
- Option 1: A commissioned library service which means that library users continue to have access to the range of services and activities that they currently have, all delivered by suitably qualified staff.
- Option 2: The Council does not opt for a commissioned library service and continues to be responsible for its delivery, which will mean that it will probably need to reduce the range of services and activities that are provided, for example by reducing opening hours
- 3.51 Respondents could also answer that they did not know.
- 3.52 The results were:

|  | <b>Self-completion Survey</b> |
|--|-------------------------------|
| <b>Option 1</b> (preference for a commissioned library service)  | 43%                           |
| <b>Option 2</b> (preference that the library service continues to be directly delivered by the Council). | 49%                           |
| <b>Don't know</b>  | 8%                            |

|  | <b>Street Survey</b> |
|--|----------------------|
| <b>Option 1</b> (preference for a commissioned library service)  | 61%                  |
| <b>Option 2</b> (preference that the library service continues to be directly delivered by the Council). | 33%                  |
| <b>Don't know</b>  | 6%                   |

3.53 Respondents were then informed that the Council must save more than £60million across all Council services and whether this made them feel more or less likely to support the idea of a commissioned library service in comparison to how they felt before they heard about the £60 million saving.

3.54 The results were:

|                                       | <b>Self-Completion Survey</b> |
|---------------------------------------|-------------------------------|
| Much more likely                      | 15%                           |
| A bit more likely                     | 16%                           |
| Neither more or less likely/no change | 43%                           |
| A bit less likely                     | 3%                            |
| A lot less likely                     | 20%                           |
| Don't know                            | 3%                            |

|                                       | <b>Street Survey</b> |
|---------------------------------------|----------------------|
| Much more likely                      | 19%                  |
| A bit more likely                     | 22%                  |
| Neither more or less likely/no change | 44%                  |
| A bit less likely                     | 4%                   |
| A lot less likely                     | 9%                   |
| Don't know                            | 3%                   |

3.55 Respondents were then asked if they had any other ideas about how the Council could make significant savings. Most commonly suggested alternatives are presented below, with an explanation of why it is not recommended that these are pursued:

- The Council should use its reserves to run the library service  
The Council could use its reserves to maintain the delivery of services. However, this is not a viable long term economic solution to the Council's budgetary pressures and therefore, the Council would have to face the same difficult choices at a later date, except that they would have lost any annual income from those reserves.
- The Council should raise Council tax to protect the library service  
At their meeting on 11<sup>th</sup> February 2015, the Executive Committee took the decision to raise council tax by 1.99% for 2015/16 and will continue to review council tax rates on an annual basis. The Council cannot raise Council tax by more than 2% without holding a referendum which is very costly, and which is not proposed.

- The Council should increase opportunities to generate income by:
  - Charging a membership fee or charging users to borrow items.  
The Council is prohibited from introducing charges for most library services under the Public Libraries & Museum Act 1964; this includes charging a membership fee. The service does already make charges for some services where it is legal to do so.
  - Increasing fees and charges.  
Whilst the Council may charge for the late return of borrowed items or for some library services, it has a statutory duty to ensure that the library service is accessible to those people who live, work and study in the borough and meets their requirements. If fees and charges were increased significantly, the Council would risk making the service less accessible and disadvantaging groups with protected characteristics under the Equality Act.
  - Introducing new, income generating, uses such as a café or Amazon lockers.  
The Council does generate income, however, this approach requires initial investment to cover implementation costs, and some new uses would carry significant risks.
- The Council should increase use of information technology to:
  - Put more library services online (for example, e-borrowing)  
The library service already offers online services such as e-books, e-audio and e-magazines.
  - Increase capacity for self-service so that fewer staff are required  
The Council will continue to look at ways of developing the library service so that it continues to meet the changing demands of its users, and this will include considering new technologies. Should the library service be commissioned, the continued development of the service will be required, under the supervision of the Council.
- The Council should review the way that it staffs libraries to:
  - Reduce the number of staff
  - Increase the use of volunteers

The Council recently re-structured staff to establish a baseline staffing structure which enables the library network to maintain the current opening hours (see paragraph 3.26). Any further reductions in staff would therefore result in a reduction in opening hours and therefore a reduction in the level of service.

The Council already offer 129 volunteering opportunities in the Home library service, and there are also volunteers who support branch activities, the Summer Reading Challenge and the Local Studies and Archives service.

- The Council should make savings in other service areas and stop funding non-essential works like public realm improvements.

The Council is reviewing all of its service areas to identify savings, and the library service is not immune from such considerations. Despite these difficult financial pressures, the Council remains committed to securing the long term future of the borough by investing in business opportunities and employment. The Council has successfully secured grant funding to bring about capital improvements, such as those in Bromley North Village.

- The Council should co-locate library services with other services and maximise opportunities for community partnerships

The Council will continue to look at opportunities for co-locating services as it looks at options to renovate and improve the library buildings. The library at Biggin Hill is already collocated with the leisure centre. Similarly, opportunities for community partnerships which will reduce the Council's operating costs are being proactively sought under a separate tender exercise to identify community management arrangements at community libraries.

3.56 Other suggestions included those which were considered at paragraph 3.27 and included closing smaller libraries, moving libraries to cheaper locations and reducing opening hours.

3.57 Respondents were also asked if there was anything else that they would like the Council to consider in terms of its proposals for the library service. This was an open ended question, and although most people did not know or had no further comment, some of the frequent themes and responses were:

- Keep libraries open / running / going
- Leave the library service the way it is
- The library service is essential / important / useful / needed / a high priority
- Children need books / libraries
- The Council should run the library service
- The service should be valued and free to access for all
- Keep the good / valuable / qualified staff
- Libraries have a social function / community benefit / support vulnerable people

3.58 An indication of how respondents felt that the proposal for a commissioned library service would affect them or their organisation was requested. The results were:

|   | <b>Self-completion Survey</b> |
|---|-------------------------------|
| The proposal will 'not affect' me or my organisation              | 17%                           |
| The proposal will affect me or my organisation 'a little'         | 14%                           |
| The proposal will affect me or my organisation 'a lot'            | 31%                           |
| I 'don't know' how the proposal will affect me or my organisation | 37%                           |

|   | <b>Street Survey</b> |
|---|----------------------|
| The proposal will 'not affect' me or my organisation              | 64%                  |
| The proposal will affect me or my organisation 'a little'         | 12%                  |
| The proposal will affect me or my organisation 'a lot'            | 8%                   |
| I 'don't know' how the proposal will affect me or my organisation | 17%                  |

3.59 Finally, respondents were asked in what way the proposals for a commissioned library service would affect them or their organisation. This was an open-ended question; a summary of the most frequent responses is included below:

- This will not effect me or my organisation
- It depends on any changes to the service or changes to the way the service is run
- There will not be an effect as long as services stay the same
- It may reduce staff, opening hours, books, services or activities
- The service or the quality of the service will deteriorate, be less efficient or not what was promised.

## **Engagement with staff and their representatives**

### Staff Engagement

3.60 The Assistant Director for Culture, Libraries & Leisure led staff engagement during soft market testing and public consultation and prior to this report being considered.

3.61 On 18<sup>th</sup> May, the Assistant Director wrote to staff to inform them that the Council would be conducting a soft market testing exercise in partnership with Bexley Council to explore the possibility of jointly commissioning their library services, including shared service arrangements. A copy of this letter is at Appendix 1. Staff were provided with a copy of the questionnaire, and were also invited to participate in the exercise by submitting a questionnaire (should they wish to).

3.62 Another letter was sent on 24<sup>th</sup> July ahead of public consultation commencing (Appendix 2). This letter summarised the outcome of the soft market testing exercise and set out the purpose of the public consultation. Staff and their representatives were invited to respond to proposals or raise any queries via a shared mailbox. No comments were received before the deadline of 16<sup>th</sup> September. This deadline was therefore extended to 5<sup>th</sup> October, although no further comments were made.

3.63 Subsequently, the Assistant Director arranged staff briefing meetings on 29<sup>th</sup> and 30<sup>th</sup> September and 5<sup>th</sup> October at Central, Orpington and Beckenham libraries respectively. The purpose of these meetings was to notify staff of the main recommendations of this report, and to respond to any queries or concerns that they had at that stage. In summary:

- Staff were concerned about the impact that these proposals would have on their employment, particularly their terms and conditions.
- Staff felt that the public consultation exercise was biased
- Staff wanted to know why the Council would not use their reserves to fund the library service.
- Staff wanted to know how the Council would protect service levels

Minutes from this meeting are at Appendix 3.

### Engagement with Trade Unions

- 3.64 Officers have ensured that all staff engagement included engagement with trade unions and department representatives and that these representatives have had an opportunity to be engaged in the process and to comment on the proposals.
- 3.65 A representative from Unite responded to the second letter (dated 24<sup>th</sup> July) and raised the following concerns:
- That Members were angry that the Council was continuing to explore the proposal for a commissioned library service given the outcome of the previous consultation exercise
  - Requesting that the Council identify who had participated in soft market testing and who had expressed an interest in community management.
- 3.66 Officers explained why a second round of consultation was being undertaken (see paragraph 3.41) and explained that it would not be revealing participating or interested parties given the commercially sensitive nature of this information. A copy of this correspondence is at Appendix 4.
- 3.67 Officers are meeting with the trade unions and departmental representatives on 16<sup>th</sup> October. Comments from this meeting will be reported at the Committee meetings.

### **Community Right to Challenge**

- 3.68 Between 27<sup>th</sup> July and 16<sup>th</sup> September, the Council also invited expressions of interest in the library service under the Community Right to Challenge legislation. No expression of interest was made before the deadline of 16<sup>th</sup> September.

### **Equality Impact Assessment**

- 3.69 Under the Council's Public Sector Equality Duty the Council must have due regard to the elimination of discrimination, harassment and victimisation, advancement of equality of opportunity and the fostering of good relations with persons who share a protected characteristic such as disability, age, ethnicity and religion or belief.
- 3.70 A full Equality Impact Assessment (EIA) has been completed to assess the impact of the proposals to commission the library service on service users and people who live, work and study in the borough.
- 3.71 In summary the EIA establishes that:
- There will be a minimal impact on people working and living in the borough. Specialist and other services which are of particular benefit to people with protected characteristics will be maintained under this proposal as the new provider would be required to meet the needs of

protected groups and to ensure that the level of service currently provided directly by the Council is maintained.

- Bromley libraries had 52,129 active users in 2014/15 (meaning that they have used their library card at least once in the last year) – this represents 16.9% of the borough population. An analysis of collected data shows that the women and people aged over 65 are over-represented in the borough's population. These groups will not be adversely affected by the proposals for a commissioned library service because it is not anticipated that there will be an impact on front-line services.
- The assessment does not identify any specific communities who will be disproportionately affected by the proposals, as a commissioned library service will be required to offer culturally and socially diverse services that reflect the needs of the local area.
- It is anticipated that the proposal to commission the library service will contribute to improved performance in relation to social and economic sustainability and environmental wellbeing through offering added value that different organisations can offer, such as more opportunities for community partnerships, volunteering, and improvements to stock or facilities or minimising environmental impacts.

## **Recommendation**

3.72 In summary, the work undertaken to further explore the option for a commissioned library service has demonstrated that:

- There is a market for the borough's library service if it is commissioned either independently or jointly with the London Borough of Bexley's library service, and soft market testing has revealed that a commissioned library service could protect the level and range of services currently offered whilst offering budget savings to the Council
- The alternative options considered present higher risks and will most likely result in a reduction in the level or range of services offered as part of the library service. This includes if the Council continues to directly deliver the library service.
- Through appropriate contracting arrangements (see paragraphs 3.87 – 3.88 below), the Council would continue to set the strategic direction of the library service if it was commissioned and would supervise an external provider to ensure quality services
- The consultation exercise shows that Bromley library users especially value the library service. However overall there is not an overwhelming preference from respondents for a commissioned library service or a library service that is directly delivered by the Council. The outcome of the consultation is not a referendum or a mandate to act, but should inform decision making.
- Many Members of staff and the trade unions oppose the proposal to commission the library service.
- An equalities impact assessment anticipates that a commissioned library service will not negatively impact on the Council's ability to meet their statutory equalities duties.

3.73 With these considerations in mind, it is recommended that the Executive Committee agree to market test the library service and begin a formal procurement exercise in partnership with the London Borough of Bexley.

## Outline Contracting Proposals and Procurement Strategy

3.74 It is recommended that the Council undertake a joint procurement process with the London Borough of Bexley because:

- This will increase the attractiveness of the contract to the market and will potentially generate more market interest
- There is the potential to create additional savings if both authorities award contracts to the same provider
- It allows both Councils the opportunity to sustain and potentially increase savings that were generated from the shared back office and management function.
- A shared client unit could be considered which would create further efficiencies

### Framework

3.75 Initially, the Councils agreed to explore the opportunity to establish a framework agreement for library services. A framework agreement would enable other authorities to contract with a service provider from a list of a limited number of economic operators for a defined period of time.

3.76 The benefits of this approach are:

- The Councils could generate income from other authorities making use of the agreement through an access fee of between £1k and £2k per use, or through a rebate fee in our contract price.
- A framework agreement would further increase the attractiveness of the contract with potential providers. The soft market testing exercise found that 6 out of 7 respondents favoured the use of a framework citing the following reasons:
  - It would increase their ability to offer value for money
  - It would appeal to bidders wishing to expand their business in London and/or the South East of England
  - The increased opportunity to extend reach into the library market was important for those organisations that do not yet deliver library services in the UK.

3.77 There are some significant disadvantages to this approach however:

- A framework agreement is likely to be offered to other London authorities, or to the South East of England. Many of the library services in these areas already have arrangements in place, or are not actively looking to commission their services. Realistically, the likely income that would be produced is not significant particularly given the risks associated with setting up a complex framework agreement.
- The specification would need to be broad enough to enable other local authorities to reflect their local needs. Not only would this give the Councils less control over the delivery of localised elements of the library service, but it would also narrow the scope for negotiation impacting on the Councils ability to find a solution for library services which meets the primary aim of safeguarding services whilst reducing operating costs.
- A framework agreement usually has a length of four years as a maximum. The length of the framework agreement means that:
  - The length of joining authorities contracts would be restricted which goes against the soft market testing feedback on contract length.
  - The number of authorities likely to use the framework is further reduced by their readiness to make use of the agreement in that length of time.



- The Councils would significantly increase their risk of legal challenge; if a user of the framework is challenged, the Councils could also face costly legal challenges as the owners of the framework. Given the sensitivity around changes to library services, the likelihood of legal challenge appears high, and the Councils would have limited control over this.
- There is an administrative and advice led function that the Council would be required to undertake in relation to the operation of the framework – it is anticipated that this would require creating between 1 and 2 additional posts which offsets any income that a framework agreement would generate.
- Setting up a framework agreement is complex, and will delay procurement (which the market warned against)

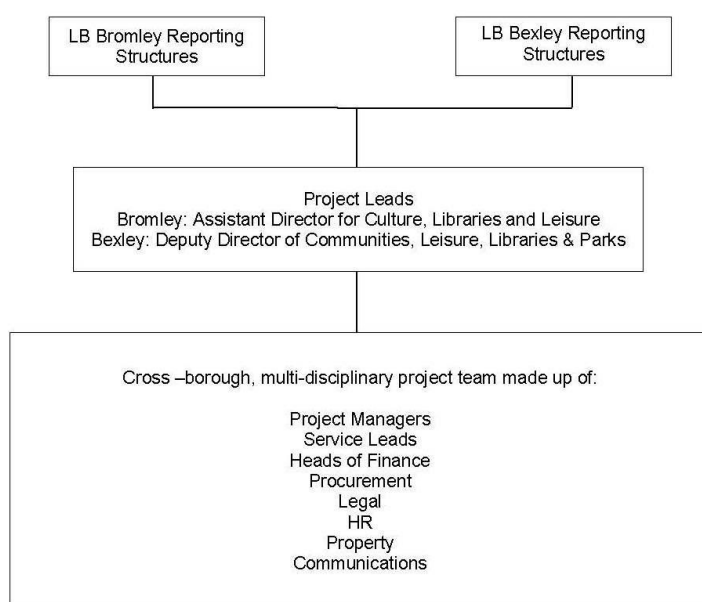
3.78 On balance, it is recommended that the disadvantages of establishing the framework outweigh the benefit that could be obtained and that the Councils do not create a framework for this tender.

3.79 However, whilst the framework may not be a financially sensible route, the Councils do recognise that there may be benefit in exploring whether or not there are any opportunities for collaborative working with other local authorities.

3.80 With this in mind, the Assistant Director for Bromley and Bexley’s Deputy Director have written to all London Boroughs outlining the outsourcing opportunity and inviting them to join this procurement exercise as a ‘named bidder’, aiming to identify where immediate collaborative opportunities exist that may otherwise have been missed.

Tender Documents and Project Team

3.81 In order to deliver this project, officers have established a cross-borough multi-disciplinary project team which reports the Bromley Council’s Commissioning Board via the Project Lead (the Assistant Director for Culture, Libraries & Leisure).



3.82 The project team has been working to develop the tender documentation, should Members decide to commence a formal procurement exercise. These documents include:

- Specification
- Contract terms and conditions
- Instructions for tendering, including a Pre-Qualification Questionnaire and the Invitation to Tender
- Evaluation Criteria

Specification

3.83 The successful contractor would be responsible for:

- Management of the core Council library services in both boroughs, including Local Studies and Archives Centres and the Home Library Service, and including the back office and management functions
- Overseeing between two and six Bexley community managed libraries. Bexley are currently running a procurement exercise to identify community management options for four of its libraries; two are already managed by the community. It is anticipated that any arrangements for those remaining four libraries will be agreed prior to commencing a formal procurement exercise.
- Overseeing up to six Bromley community managed libraries (see 3.100)

| London Borough of Bromley: Core Libraries  | London Borough of Bromley: Libraries being considered for community management   |
|--|--|
| <ul style="list-style-type: none"> <li>• Beckenham Library</li> <li>• Biggin Hill Library</li> <li>• Central Library (Bromley)</li> <li>• Chislehurst Library</li> <li>• Orpington Library</li> <li>• Penge Library</li> <li>• Petts Wood Library</li> <li>• West Wickham Library</li> </ul> | <ul style="list-style-type: none"> <li>• Burnt Ash Library</li> <li>• Hayes Library</li> <li>• Mottingham Library</li> <li>• Shortlands Library</li> <li>• Southborough Library</li> <li>• St Paul’s Cray Library</li> </ul> |

3.84 A joint output based specification has been developed in partnership with the London Borough of Bexley. The specification is structured around three sections and reflects the existing baseline standard of current service delivery:

1. Library Services  
This includes:
  - Frontline services
  - Back office and management functions
  - Local Studies and Archives (including the museum service)
  - Home Library Service
  - Oversight of any Community Management arrangements
2. Operational Sustainability  
This includes:
  - Fees and charges
  - Customer Services
  - Staff Management

- Library Management System
- Stock purchasing
- Business Continuity

### 3. Facilities Management

This includes:

- Building and asset management
- Cleaning
- Security
- ICT, equipment and telephony
- Health and safety

- 3.85 Whilst most outputs are jointly applicable, where there are elements of the service that relate to the local requirements of one authority only, these are specified as Bromley or Bexley only requirements. For example, the requirement to provide museum exhibitions is unique to Bromley for the purposes of this specification.
- 3.86 The specification is being developed with residents' and customers' interests as the central focus to ensure that in so far as possible, the same facilities, services and opportunities to participate as are currently provided at the Council's core libraries continue.

### Contract

- 3.87 It is recommended that the Council develop a contract for this service which:
- Has a contract length of 10 years with the option to extend for an additional five years on review
  - Has contract terms allowing for review to enable changes to service delivery or property arrangements and therefore contract price to be negotiated in the future, should this be required.
  - Is joint with the London Borough of Bexley, but that the contract should allow for one authority to proceed to award exclusively, so that should one Council decide not to award a contract, the other still has the ability to proceed. Similarly, the contract will be flexible enough to allow for one authority to make changes or terminate without it causing the other to terminate also. The potential impact on pricing arrangements is described at paragraph 3.96.
- 3.88 The contract terms will also make clear provisions on contract monitoring and ensure that the Council has the ability to apply proportionate and appropriate sanctions where the Service Provider fails to deliver the services to the required standards, which will be agreed in the contract documentation. The Council will retain a client unit who will be responsible for monitoring the contract, setting the strategic direction for the service and working with the successful provider to enhance service delivery.

### Negotiated Procedure

- 3.89 Under the 2015 procurement regulations, library services fall within the rules for the Light Touch Regime. This means that, while there are a number of rules about how the service is procured there is increased flexibility to design a fair and transparent process that is best suited to meet the needs of this specific contract.
- 3.90 Following advice from the Councils' procurement specialists, it is suggested that a negotiated procedure is adopted for this procurement exercise. This is because:

- Although the soft market testing exercise showed market interest in the opportunity, it also showed that there is not one defined delivery model, and that the type and capacity of the organisations that were interested in the opportunity was varied. A negotiated procedure would give the Councils the flexibility to work with bidders to develop different business models that would realise savings.
- There are a number of elements of the specification that are likely to change depending on the outcome of separate processes to identify community management at some of the Councils' libraries. A negotiated procedure gives the Councils the flexibility to alter these requirements when a firmer position is established.
- A negotiated process enables the Councils to discuss price with tenderers. If prices initially offered were too high, there would be the flexibility to refine requirements in order to reach a best and final offer. The specification does however set out some minimum requirements that ensure that the outputs that shape the Council's 'comprehensive and efficient' library service are sustained, and that the service levels and ease of access are not negatively impacted.

3.91 It is intended that the Councils will undertake a two stage negotiated process which will include a pre-qualification exercise, followed by an invitation to participate in the negotiated process.

3.92 The pre-qualification questionnaire will test the applicant's previous experience, existing capacity and compliance with relevant legislation and their ability to demonstrate that there are no formal grounds for exclusion in order to shortlist between 5 and 8 applicants who will be invited to tender.

3.93 An indicative timetable for the joint procurement exercise is provided in the table below:

| <b>Activity</b>   | <b>Target date</b>     |
|---|------------------------|
| Issue advert  | November/December 2015 |
| Closing date for expressions of interest                                  | January 2016           |
| Closing date for submission of PQQs                                       | February 2016          |
| Evaluation of PQQ finalised   | March 2016             |
| Invitations to tender   | March 2016             |
| Initial solutions submitted   | April 2016             |
| Evaluation of initial solutions completed                                 | June 2016              |
| Initial negotiation   | June 2016              |
| Detailed solutions submitted  | August 2016            |
| Evaluation of detailed solutions completed                                | August 2016            |
| Negotiation on detailed solutions   | September 2016         |
| Final tenders submitted   | October 2016           |
| Evaluation of final tenders completed, including clarification interviews | October 2016           |
| Preferred supplier identified   | October 2016           |
| Contract award  | Autumn/Winter 2016     |
| Mobilisation  | Winter/Spring 2016/17  |
| Go live   | Spring 2017            |

## Evaluation Criteria

3.94 Tenders will be evaluated in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) model as described in their Standing Guide to the Commissioning of Local Authority Services.

3.95 Tenders will be evaluated against:

- Price – 60% weighting
- Quality – 40% weighting

3.96 Pricing

Tenderers will be asked to provide separate contract prices for the London Borough of Bromley and the London Borough of Bexley. They will also be asked to submit a percentage discount that could be applied to both prices should both authorities make a contract award to the same provider.

These contract prices will be itemised against relevant section of the specification.

The advantages of this approach to pricing are:

- It will aid negotiation and enable closer scrutiny for evaluation
- Under the new procurement regulations, this approach will provide additional flexibility for varying the contract in the future as it will show that competitive prices for the variable element had already been achieved.
- This approach enables other authorities (who are named on the notice) to join the contract at a later date.

Members should be aware that, should one authority decide not to award a contract, or decide to terminate the contract early, it may be that there would be a loss of the percentage discount fee.

3.97 Quality

Tenderers will be asked to submit a number of method statements that clearly establish how they will deliver various aspects of the contract. These method statements will enable the Council to assess the quality of the tenderer's proposal, and which should demonstrate their operational competence, technical ability, approach to customer care and service development, and sustainability.

The Council will have an evaluation panel which is independent to the London Borough of Bexley's evaluation panel. The evaluation panel will adopt a consensus scoring approach to the evaluation of proposals against pre-defined quality criteria.

## Property Considerations

3.98 Property considerations relating to leases, maintenance liabilities and rent are set out in a Part 2 report also being considered on this agenda.

## Other considerations

3.99 Other considerations relating to IT and pensions are set out in a Part 2 report also being considered on this agenda.

## Community Management at Libraries

### Progress Update

- 3.100 On 18<sup>th</sup> March 2015, the Renewal & Recreation Policy Development & Scrutiny Committee and Portfolio Holder agreed that officers should commence a procurement exercise to identify community management arrangements for the borough's six community libraries:
- Burnt Ash
  - Hayes
  - Mottingham
  - Shortlands
  - Southborough
  - St Paul's Cray.
- 3.101 Community management offers a way of retaining library services in these community locations whilst reducing operating costs to avoid making closures. As community libraries are the smallest in the borough, make the lowest number of issues and have the lowest number of visits, the Council thought there was an opportunity to try and secure community management arrangements that made these libraries work more effectively for the very communities that they serve.
- 3.102 An advert seeking expressions of interest in community management opportunities was published on 12<sup>th</sup> May 2015, and a detailed Information Pack was issued. The Information Pack contained a full range of procurement documents as was required under the new procurement regulations, and gave prospective bidders detailed information about what would be required from any successful community management arrangements.
- 3.103 The opportunity was advertised widely among residents, library users, local businesses and community and voluntary sector organisations. Officers also hosted an information event prior to the deadline for expressions of interest.
- 3.104 In order to express their interest, organisations were asked to submit an application form which gave a high level overview of their vision for community management at the relevant libraries before 5pm on 26<sup>th</sup> June 2015.
- 3.105 Expressions of interest were received by five organisations and there were at least three expressions of interest at each community library.
- 3.106 Three organisations were shortlisted and invited to submit a full business plan for each library, and were provided with some additional information relating to the library premises and existing staffing arrangements.
- 3.107 The shortlisted organisations' business plans will provide detailed information about their plans for community libraries and will need to demonstrate that they have adequately considered and planned for the responsibilities of community management, and that their proposals are sustainable.
- 3.108 The process to identify suitable community management arrangements is also a negotiated procedure, and it is therefore anticipated that the Renewal & Recreation Portfolio Holder will consider recommendations about a potential contract award in the New Year.
- 3.109 Members should be aware that all those organisations who expressed an interest in community management arrangements anticipate charging a management fee to provide

community management, on the understanding that this fee should significantly reduce the Council's operating costs at community libraries. The negotiated procedure provides the Council with an opportunity to negotiate the management fee (contract price), and therefore officers will present the best and final offers that the community can offer in relation to these libraries

3.110 Should contracts be awarded, it is anticipated that the Council will novate any responsibilities that they have under an agreement with the community management provider to the successful bidder for the contract to deliver the whole library service. This arrangement was met with some nervousness by potential bidders during soft market testing and it is recommended that these arrangements are a negotiable element of the tender.

Alternative option for community libraries

3.111 Officers will work with shortlisted organisations to try and identify suitable community management arrangements that significantly reduce operating costs. However, it cannot be guaranteed that the level of saving offered will match Members' ambitions.

3.112 Should it not be possible to identify suitable community management arrangements, the Council would need to reconsider the future of these libraries, and the options available may include closure.

3.113 However, during the course of the soft market testing exercise, another option was presented. Some respondents suggested that they could deliver direct management of community libraries and achieve the projected level of saving previously identified.

3.114 Because of this response, the Council's consultation exercise detailed above included the following question:

'If no suitable community management arrangements can be found for these libraries, to what extent do you support the idea of the six community libraries being directly managed by an external provider as part of a commissioned library service?

3.115 The results were:

|                  | <b>Self-Completion Survey</b> | <b>Street Survey</b> |
|------------------|-------------------------------|----------------------|
| Strongly support | 17%                           | 25%                  |
| Tend to support  | 28%                           | 43%                  |
| Tend to oppose   | 12%                           | 8%                   |
| Strongly oppose  | 34%                           | 18%                  |
| Don't know       | 10%                           | 7%                   |

3.116 Cross tabulations show that, respondents who said that they used community libraries most often were more likely to oppose this proposal than those respondents who said that they used one of the eight core libraries most often.

3.117 It is recommended that, should no suitable community management arrangements be found for one or more of the community libraries, these libraries are considered for inclusion in the tender for the whole library service. The outcome of the tender process to identify community management arrangements will be reported to the Renewal & Recreation Policy Development and Scrutiny Committee in the New Year. Members' decisions will inform clarification and updates made to the tender for the whole library service under the negotiated procedure.

#### **4. POLICY IMPLICATIONS**

- 4.1 The Renewal & Recreation Portfolio Holder approved a new approach to the delivery of library services following pre-decision scrutiny of the Renewal & Recreation Policy Development & Scrutiny Committee on 18<sup>th</sup> March 2015.
- 4.2 The approach is consistent with the Council's ambitions around Vibrant, Thriving Town Centres, Supporting Independence, Children & Young People, and an Excellent Council under its vision for Building a Better Bromley.
- 4.3 The Council's Corporate Operating Principles include a commitment that services will be provided by whoever offers customers and council tax payers' excellent value for money. This is underpinned by a commitment to be a commissioning organisation determining who is best placed to deliver high quality services based on local priorities and value for money principles.

#### **5. FINANCIAL IMPLICATIONS**

- 5.1 The net controllable budget for the library service is £4.7m.
- 5.2 This report is seeking authority to begin a formal joint procurement exercise process with the London Borough of Bromley. It is anticipated that this exercise will result in efficiency savings; however at this stage the level of saving cannot be quantified.
- 5.3 It should be noted that the organisations who have expressed an interest in community management arrangements anticipate charging a management fee and therefore the maximum full year saving of £250k reported in November 2014 and March 2015, is unlikely to be achieved. As highlighted in 1.109, officers will present the best and final offers that the community can offer in relation to these libraries following the negotiated procedure.
- 5.4 JB Market Research was appointed to undertake the consultation work, at a cost of £8.2k. This was funded from within the Recreation budget for 2015/16.

#### **6. LEGAL IMPLICATIONS**

- 6.1 There are a number of pieces of legislation that affect the authority's decision making in relation to its library service, in particular:
  1. The Public Libraries & Museum 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 does require 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.

In fulfilling our duty we are required to have specific regard to the desirability of

- (a) securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; and
- (b) encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it; and



- (c) securing, in relation to any matter concerning the functions both of the library authority as such and any other authority whose functions are exercisable within the library area, that there is full co-operation between the persons engaged in carrying out those functions.

2 Section 149 (1) of The Equality Act 2010 establishes the public sector equality duty. The PSED requires public authorities to have "due regard" to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it This involves having due regard to the needs to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (and )
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

Section 149(6) makes it clear that compliance with the PSED in section 149(1) may involve treating some people more favourably than others, but that is not to be taken as permitting conduct that would otherwise be prohibited by or under the Act.

The law does not expressly require equality impact assessment to be undertaken to demonstrate that "due regard" has been had to the equality duty. However decided case law makes it clear that it will be difficult to demonstrate due regard without evidence that appropriate analysis of the equality implications of a particular decision has been undertaken and in many cases such analysis will be facilitated by an EIA

Where changes are proposed to library services then it is expected that a full and complaint consultation process is undertaken.

6.2 Whilst the service is subject to the light touch regime under the Public Contracts 2015 which gives greater discretion on the process to be followed, that process must be fair and transparent.

## **7. PERSONNEL IMPLICATIONS**

7.1 Consultations with staff and their representatives around the soft market testing of the library service and public consultation has been ongoing since the Renewal & Recreation Policy Development Committee and Renewal & Recreation Portfolio Holder agreed that officers should undertake those two activities on 18<sup>th</sup> March 2015.

7.2 There are 105.1 FTE and an additional 26 casual staff working across the library service, including the Bromley employed staff in the shared service and staff currently working in community managed libraries. Of these staff 11 FTE are assigned to community libraries.

- 7.3 It is clear from the staff/trade union consultations to date that staff and their representatives would prefer to retain the current in house service delivery option. The redundancy implications of retaining the in house model, arising of course from having to reduce service provisions/cut costs, were not addressed in the staff feedback to date.
- 7.4 A tabulated summary of the key issues and concerns raised during the staff and trade union consultations, including the additional meeting with the unions and other staff representatives on 16<sup>th</sup> October 2015 will be prepared and tabled at the Committee meeting for Member consideration and scrutiny.
- 7.5 There are no obvious equality issues for staff as a result of the proposal to market the library services or award the services to an external provider. However, the significant personnel/employment law implications relate to the application (or not) of TUPE (Transfer of Undertaking and Protection of Employment) Regulations 2006 as amended by the 2014 Regulations, or/and redundancies depending on the choice between the external versus the in house options. As normal the equality implications of any redundancies affected by the Council will be properly assessed partly by looking at the equality profile of affected staff vis-à-vis the Council's workforce profile. The staff and trade union consultations to date do not supplant or replace the Council's legal responsibility to formally consult with staff and their representatives on any collective redundancies or/and TUPE related arrangements, pursuant to the Collective Redundancies Consultation regulations.
- 7.6 If a formal tendering process is commenced, provision would also need to be made in respect of pension arrangements in accordance with the regulations in force at the time of the transfer. This might include consideration of admitted body status being granted to enable transferring employees to continue membership of the Local Government Pension Scheme.

|   |  |
|---|--|
| <b>Non-Applicable Sections:</b>                       | None   |
| Background Documents:<br>(Access via Contact Officer) | Update on the Library Service Strategy – report to Renewal & Recreation Policy Development & Scrutiny Committee 18 <sup>th</sup> March 2015<br><br>Library Service Strategy – report to the Renewal & Recreation Policy Development & Scrutiny Committee 18 <sup>th</sup> November 2014<br><br>Equality Impact Assessment for Proposals to Commission the Library Service. |



18<sup>th</sup> May 2015

Dear Colleague

**JOINT SOFT MARKET TESTING OF BEXLEY AND BROMLEY'S LIBRARY SERVICES, INCLUDING THE SHARED SERVICE**

Further to my letter dated 12<sup>th</sup> May 2015 regarding Community Managed Libraries I am writing to inform you that the Council will also be conducting a joint soft market testing exercise with the London Borough Bexley to explore the possibility of commissioning both of the Councils' Library Services, including the Shared Service arrangements.

This exercise is in line with Bromley Council's commitment in its Corporate Operating Principles to be a commissioning organisation, determining who is best placed to deliver quality and value for money services, and was approved by the Council's Renewal & Recreation Policy Development & Scrutiny Committee and Portfolio Holder on 18<sup>th</sup> March 2015.

You will remember that outsourcing of the library service was also the subject of staff consultation between 19<sup>th</sup> December 2014 and 31<sup>st</sup> January 2015 and public consultation between 1<sup>st</sup> December 2014 and 2<sup>nd</sup> February 2015.

The purpose of the joint soft market testing exercise is to establish if there is sufficient and suitable market interest in the delivery of the Councils' Library Services.

Market providers will be invited to provide information by completing a questionnaire, a copy of which will be forwarded to you once the advert for the soft market testing exercise has been published in the relevant publications.

The soft market testing exercise will include community libraries, and will seek views on community management and on direct management of community libraries.

Should the soft market testing exercise establish that a market for the delivery of the Councils' Library Services exists; the results of the joint soft market testing exercise will be the subject of further consultation with library users and staff. The outcome of this consultation will be used to help inform the Councils' decision on the future of their Library Services.

The soft market testing exercise will include making contact with other Local Authorities to explore opportunities for collaborative working at the current time. This approach will ensure that the eventual proposals put forward for further public consultation take account of any wider opportunities should they emerge as options.

The soft market testing exercise will commence mid-May 2015 and it is expected that it will be finalised by the end of June 2015. It is anticipated that public consultation and staff engagement on the outcome of the soft market testing exercise will commence in July 2015.

The outcome of the joint soft market testing exercise and subsequent consultation and engagement will be considered by the Councils' relevant Committees in autumn 2015, before any next steps are agreed. If a decision is made at that time to proceed with outsourcing that is when the full procurement exercise would begin (late autumn 2015).

If you would like to participate in this soft market testing exercise, you can provide your views by completing the questionnaire. Please note that you must submit your questionnaire using the Council's e-procurement system ProContract at [www.londontenders.org](http://www.londontenders.org). If you require support to register or access the opportunity, please contact [community.development@bromley.gov.uk](mailto:community.development@bromley.gov.uk).

I understand that this exercise creates some uncertainty about the long term future of the Library Service; however I want to assure you that staff engagement will be our ongoing priority and we will seek to provide regular updates.

If you have any questions or queries in the meantime, please do not hesitate to contact me.

Yours sincerely



**Colin Brand**  
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DX5727 Bromley

24<sup>th</sup> July 2015

Dear Colleague

**UPDATE FOLLOWING JOINT SOFT MARKET TESTING OF BEXLEY AND BROMLEY'S LIBRARY SERVICES, INCLUDING THE SHARED SERVICE**

Further to my previous letter dated 18<sup>th</sup> May 2015, I am writing to update you that the Council has now completed a joint soft market testing exercise of Bexley and Bromley's library services, including the shared library service. The soft market testing exercise established that there is market interest in the delivery of the Councils' Library Services, and that the market believed that they had the ability to continue to deliver the range of library services currently offered whilst reducing the Councils' operating costs.

Given these findings, the Council will now publicly consult on the proposals to commission its library services. This public consultation will focus on explaining what is meant by a 'commissioned' library service to ensure that respondents can make an informed response. The purpose of the consultation is to establish whether a commissioned library service which continues to deliver the existing range of library services is preferable to a library service which is directly delivered by the Council, but must make service reductions to achieve savings.

The consultation period will run between 27<sup>th</sup> July and 16<sup>th</sup> September 2015. The public will be invited to respond to a questionnaire by either:

- Completing a paper version of the questionnaire available from the library
- Completing the questionnaire online
- Participating in a face to face survey with a market researcher.

Staff and their representatives are also invited to respond to the proposals or raise any queries that they have by emailing [community.development@bromley.gov.uk](mailto:community.development@bromley.gov.uk) by 16<sup>th</sup> September 2015.

The results of this consultation will, along with the outcome of the soft market testing exercise, inform the Councils' decision about whether or not to commission its library services.

Alongside public consultation, the Council will invite expressions of interest under the Community Right to Challenge. Under the Localism Act, voluntary and community groups, charities, parish councils, and local authority employees can submit expressions of interest to deliver part or all of a local authority service. The authority must consider expressions of interest and where they accept them then go on to run a procurement exercise for the service. From Monday 27<sup>th</sup> July, you will be able to get further information, or express an interest, by visiting [www.bromley.gov.uk/CommunityRightToChallenge](http://www.bromley.gov.uk/CommunityRightToChallenge)

The outcome of the soft market testing exercise and public consultation, and the response to the Community Right to Challenge notice will be considered by the Council's Executive Committee in a committee report in the autumn. At this time the Executive will also consider any comments from staff and their representatives that have been received in relation to the Council's proposals to commission its library services. It will be at this committee meeting that the Council will decide whether or not to go to the market. I will ask Tim Woolgar to notify you when the date for this meeting is confirmed.

I will be in contact again before the committee report is considered to update you on:

- The outcome of the public consultation
- The outcome of the Community Right to Challenge notice
- The recommendations that the committee report will make
- A summary of any responses received from staff and/or their representatives

As this is a joint exercise with the London Borough of Bexley, a separate letter has been sent by Bexley Council to Bexley library staff which outlines their process.

### **Update on community management at community libraries**

Further to my letter dated 12<sup>th</sup> May 2015, I also write to provide you with a short update on the Council's advert seeking registrations of interest from groups or organisations who were interested in providing library services at Burnt Ash, Hayes, Mottingham, Shortlands, Southborough and St Paul's Cray Library.

We have received a good number of expressions of interest for all of these libraries and are now in the process of evaluating these to shortlist the number of organisations who will be invited to submit a business plan at the next stage.

I will write to you after the evaluation has been completed to provide a more detailed update.

Please note that the second stage of the procurement process for community libraries will commence in August but will not complete until later in the year. It is anticipated that the Council's Renewal & Recreation Portfolio Holder will make a decision about community libraries in the New Year.

I appreciate that uncertainty about the long term future of the library service remains; however I wanted to remind you of our ongoing commitment to staff engagement and to providing regular updates. Market testing or tendering services is commercially and politically sensitive and therefore there are various elements of the process that it is not possible to share with you in its fullest detail. However, please be assured that following any member decisions which impact on staff, you will be fully consulted on the consequences these proposals will have on your position in line with the Council's Procedures for Managing Change.

A copy of this letter has been sent to trade unions and departmental representatives for information.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Colin Brand', with a stylized flourish at the end.

**Colin Brand**  
**Assistant Director, Environment and Community Services**

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### Proposed Library Service Strategy – Outcome of Engagement

The purpose of this document is to set out the engagement with staff, Trade Unions and Departmental Representatives since the Renewal & Recreation Policy Development and Scrutiny Committee on 18<sup>th</sup> March 2015 decided that officers should progress the implementation of the strategy's second ambition, to commission the library service. This included entering into discussions with the London Borough of Bexley to develop a joint procurement strategy, undertaking soft market testing and completing further consultation with library staff, library users and residents.

There have been several letters sent to staff, Trade Unions and Departmental Representatives to update on the situation and 3 engagement meetings were arranged in September and October to inform staff of the main points contained in the Committee report. A separate meeting was arranged with the Trade Union and Departmental Representatives on 16<sup>th</sup> October. HR attended all these meetings to answer any questions relating to HR matters.

There were a number of questions and themes that came out of the staff discussions at these meetings and these are listed below:

- There was a comment that public consultation was biased

Management response: An independent specialist market research company was engaged to carry out the consultation. The consultation questions contained more detail about what a commissioned library service would mean for users as there was some criticism of the previous consultation that there was insufficient information to judge the merits of a commissioned service.

- Concerns were raised that the results of the self-completion survey and street survey were not presented as one whole figure.

Management Response: There are two separate methodologies for these surveys and to present them as one figure would undermine their statistical relevance. However, the report to be considered by Members will clearly identify the differences between the two surveys, including the number of respondents.

- It was raised that the Council has reserves and managers where asked why reserves are not being used to offset the significant savings that the Council has to find to balance the budget in the long term.

Management response: The Council have previously rejected this approach as it does not represent an economically sustainable strategy in the long-term.

- Concern was expressed about other transfers that have happened and could the Council guarantee no changes to terms and conditions. There were also some concerns raised about the level of qualified staff.

Management response: The circumstances affecting other transfers are different to those affecting proposals to commission the library service. The Council would not guarantee that terms and conditions would not change after transfer if this was to happen. It is anticipated that the specification will

require suitably qualified staff to be used by any organisation taking on the running of the library service.

- A question was asked about what would happen if the Council could not find anyone to run the Community Managed Libraries.

Management response: There could be different arrangements for each community library or groups of community libraries. It may be that community management arrangements can be found for none, some or all of the community libraries. The Council will make a decision about whether or not to agree community management arrangements in the New Year. Should no suitable community management arrangements be secured, one further option for Members to consider arising from the soft market testing is that the community libraries could be included in the contract for the direct management under the same conditions as the core libraries..

- Questions were asked about TUPE and pensions:

HR response: Until decisions are made about the future of libraries it is difficult to enter into discussions because we do not know what the proposals are as yet. The Council's managing change procedures will be followed should a decision be made to transfer staff and at this time the appropriate consultations with staff will take place.

- Staff were concerned about how maintenance liabilities for library buildings would be addressed within the contract

Management response: It is anticipated that library buildings will be leased to the successful contractor, should proposals go ahead. Responsibility for maintenance liabilities will be clearly identified.

- Staff were unsure of the message to give to customers about the future of the library service.

Management Response: When decisions are made a statement will be prepared so that staff are prepared to share this information with customers.

- There were concerns about how the contract would protect service levels and how it would be monitored if the service was commissioned.

Management response: The specification and contract terms will include monitoring mechanisms such as establishing service levels and key performance indicators, and will set penalties for non-performance, including financial penalties. There will be a client unit monitoring the service and ultimately any organisation undertaking this service would be accountable to Members; this will include being held to account at Committee meetings.

**From:** Brand, Colin  
**Sent:** 10 August 2015 10:55  
**To:** Kasab, Onay  
**Subject:** RE: Update Following Joint Soft Market Testing

Dear Onay

I acknowledge receipt of your e mail and whilst I note your comments, I have nothing further to add at this stage.

Kind regards

Colin

Colin Brand  
Assistant Director  
Leisure and Culture  
London Borough of Bromley  
0208 313 4107  
[colin.brand@bromley.gov.uk](mailto:colin.brand@bromley.gov.uk)

**From:** Kasab, Onay [<mailto:Onay.Kasab@unitetheunion.org>]  
**Sent:** 07 August 2015 16:35  
**To:** Brand, Colin  
**Subject:** RE: Update Following Joint Soft Market Testing

Dear Colin,

I too have taken another look at the report from the Council.

Para 3.5.25 in bold states:

"Given that the Council needs to save £60 million over the next four years how do you feel about the overall proposals for the library service"

51% were not supportive of the Councils proposals. This clearly is not a big enough majority for the Council to take notice of.

Yet, when the Council asks about the Community management proposal and as reported in para 3.4.18 and appears to get 58% in favour, the difference of the 7% in the responses in the questions mean that in the latter case, its justified to go ahead. Yet this needs looking into more closely - the question was heavily weighted to get the answer the council wanted by implying that this was the only way to keep the libraries open. In such circumstances of course people will vote for what they think is the only option to keep the library open. The consultation of course fails to mention the millions stashed in reserves, assets and the surplus.

For Unite para 3.7.4 is the key "The results from the consultation questionnaires showed that people were more supportive of a service run directly by the Council (supported by 83% of respondents)"

In the current climate where the Tory government is attacking trade unions ability to take strike action through the implementation of restrictions linked to turn outs and majorities in ballots, maybe the Tories need to look closer to home. Based on the criteria they want to

apply to the trade unions, the library consultation results do not give Bromley Council a mandate.

Onay Kasab  
Regional Officer  
Unite The Trade Union

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**From:** Brand, Colin [Colin.Brand@bromley.gov.uk]  
**Sent:** Friday, July 31, 2015 8:37 AM  
**To:** Kasab, Onay  
**Subject:** RE: Update Following Joint Soft Market Testing

Dear Onay

Thank you for your comments in response to my letter of the 24<sup>th</sup> July 2015, however, it does appear from your comments that you may have misunderstood the process that we are engaged in. Following the debate at the Renewal and Recreation Committee on the 18<sup>th</sup> March 2015, members agreed the implementation of the 'Library Strategy'. This is the work that we are now engaged in and this further piece of consultation is designed to inform in more detail the next round of decision making later this year. I previously notified you that we anticipated consulting with the public and with staff following the outcome of the soft market testing questionnaire in my letter to all staff dated 18<sup>th</sup> May 2015 which was copied to the trade unions.

With regard to your assertion that the majority of people responded "no" to a question "In light of £60m of cuts were people prepared to accept any of the Councils proposals", having re-looked at the original survey, we did not actually ask this question so I am unable to comment further.

We have now undertaken a soft market testing exercise which clarified that the market would be able to continue to deliver the range of services currently provided to library users whilst reducing the Council's operating costs. We are also aware that during the previous round of consultation on the wider library strategy, there was some confusion about what was meant by a commissioned library service. This round of consultation seeks to ensure that respondents are in a position to make an informed decision about the options, and gives them the option to make any alternative suggestions they have.

The outcome of this consultation will be presented alongside the outcome of the soft market testing exercise and community right to challenge notice to the committee in the autumn so that members make an informed decision about whether or not to go to the market. No decisions have yet been taken on what option if any to pursue.

In response to your question about business case, I assume you refer to the process for identifying community management. This tender process has already commenced as was agreed at the Renewal & Recreation Policy Development & Scrutiny Committee on 18<sup>th</sup> March 2015, and as I notified staff in a letter dated 12<sup>th</sup> May 2015 which was copied to the Trade Unions. The process for identifying community management arrangements are as follows:

- Community organisations were asked to submit a registration of interest form which provided a very basic outline of their business case for community libraries.
- These forms were scored and the three highest scoring organisations for each library will be invited to submit a business plan.
- The Council will be scrutinising these community management proposals to ensure that what is suggested is sustainable and meet some core requirements so that residents continue to benefit from a quality library service. These core requirements were set out in a specification which was published in the Information Pack which was available for download from the Council's website while the opportunity was advertised.
- Following negotiation, community organisations will make their final business plan submission. Should the Council accept that their bid offers value for money and decide to award the contract, the community organisation will enter into a contract with the Council to deliver community management arrangements.
- It is expected that the Council will make a decision about whether or not to award contracts for community management in the New Year.

As outlined in my letter market testing or tendering services is commercially and politically sensitive and therefore there are various elements of the process that it is not possible to share with you in its fullest detail. For that reason we are unable to provide you with details of who has expressed an interest in our community management arrangements

You may not be surprised to hear that I do not agree with your comments with regard to the timing of the consultation. We are not as you imply running the consultation just in August. As you will be aware from my recent letter, the consultation period runs from the 27<sup>th</sup> July through to the 16<sup>th</sup> September 2015 thus affording anyone who would want the opportunity to complete the survey to do so, through either a hard copy or on line. The face to face surveys will be conducted over the full period of consultation period in order to ensure a cross section of responses. Staff, trade unions and departmental representatives have been invited to submit their comments in the same timeframe. This period for consultation follows the Cabinet Office Guidance on consultation principles.

Kind regards

Colin

Colin Brand  
Assistant Director  
Leisure and Culture  
London Borough of Bromley  
0208 313 4107  
[colin.brand@bromley.gov.uk](mailto:colin.brand@bromley.gov.uk)

**From:** Kasab, Onay [<mailto:Onay.Kasab@unitetheunion.org>]  
**Sent:** 27 July 2015 14:24  
**To:** Brand, Colin  
**Subject:** Update Following Joint Soft Market Testing

Dear Colin,

I am responding to your letter dated 24<sup>th</sup> July in relation to the Library Service.

I do of course have to start by making clear to you how angry staff will be to hear that despite the results of your very own consultation, the Council is pushing ahead with its plans. The further consultation seems like little more than a tired effort to keep asking the same question until you finally get the answer you want. During the consultation meeting that I attended, you made clear that if there was not great public support demonstrated through the consultation, the Council would need to reconsider. What happened to this commitment? In your letter you state:

“The purpose of the consultation is to establish whether a commissioned library service which continues to deliver the existing range of library services is preferable to a library service which is directly delivered by the Council, but must make service reductions to achieve savings”

You had your answer last time when the previous survey asked if in the light of £60 million of cuts, were people prepared to accept any of the Councils proposals? The majority said “no”. So what’s changed?

You have stated in your letter that there is a market interest. Will you let us know from who? On Community Management you say you have a good number of expressions of interest. Again, will you let us know at this stage from who?

Will you also confirm the contractual position – by making a business case, will the interested parties be deemed to have made a bid and then be contractually bound to stay the course?

The Councils proposals are not supported by staff and have limited public support as proven by the consultation exercise you carried out previously. To now restart an exercise, by giving notice on 24<sup>th</sup> July that you are to start on 27<sup>th</sup> July and run the exercise when many people are away in August takes cynicism to new heights.

This is not public consultation – it is a farce. The Council clearly care more for property speculation than they do for services or for what the community want. Unite will shine a torch on the activities of the Council to make sure that our services are not sold off in the dark.

Onay Kasab  
Regional Officer  
Unite The Trade Union

Report No.  
CSD15106E

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** RENEWAL AND RECREATION PDS COMMITTEE

**Date:** 27 October 2015

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

**Title:** EXPENDITURE ON CONSULTANTS 2014/15 AND 2015/16

**Contact Officer:** Graham Walton, Democratic Services Manager  
Tel: 0208 461 7743    E-mail: graham.walton@bromley.gov.uk

**Chief Officer:** Mark Bowen, Director of Corporate Services

**Ward:** N/A

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1. Reason for report

- 1.1 At its meeting on 3<sup>rd</sup> September 2015, the Executive and Resources PDS Committee received the attached report setting out details of expenditure across the Council on consultants. This was for 2014/15 and for 2015/16 to date, covering both revenue and capital budgets. The Committee requested that this be referred on to all other PDS Committees. Information on consultants working on Renewal and Recreation Portfolio issues is set out on the last two pages of Appendix 2 (revenue) and throughout appendix 3 (capital).
- 1.2 It is intended that officers will continue to provide this information to PDS Committees, with reports at the end of each financial year and a mid-year update each autumn.
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2. **RECOMMENDATION**

**That the Committee considers the information about expenditure on consultants contained in the attached report relating to the Renewal and Recreation Portfolio.**

Corporate Policy: Policy Status: Not Applicable:

2. BBB Priority: Not Applicable:

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Financial

1. Cost of proposal: Not Applicable
  2. Ongoing costs: All one-off expenditure met from allocated budgets
  3. Budget head/performance centre: Consultants
  4. Total current budget for this head: Not Applicable
  5. Source of funding: Revenue and Capital
- 

Staff

1. Number of staff (current and additional): Not Applicable
  2. If from existing staff resources, number of staff hours: Not Applicable
- 

Legal

1. Legal Requirement: None:
  2. Call-in: Not Applicable:
- 

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Not Applicable
- 

Ward Councillor Views

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

|   |                                |
|---|--------------------------------|
| <b>Non-Applicable Sections:</b>                       | Policy/Finance/Legal/Personnel |
| Background Documents:<br>(Access via Contact Officer) | See attached report            |



**Decision Maker:** EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** 3<sup>RD</sup> September 2015

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

**Title:** Expenditure on Consultants 2014/15 and 2015/16

**Contact Officer:** Lesley Moore, Assistant Director Special Projects & Transformation  
Tel: 020 8313 4633 E-mail: Lesley.moore@bromley.gov.uk

**Chief Officer:** Doug Patterson, Chief Executive

**Ward:** N/A

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1. Reason for report

Members of ER PDS requested a full report on Consultant expenditure in the last year. Officers have therefore looked at total expenditure in 2014/15 and expenditure to date for 2015/16 for both Revenue and Capital Budgets.

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2. **RECOMMENDATION(S)**

**Members to:**

**2.1 Note the overall expenditure on Consultants as set out in this report.**

**2.2 Refer this report onto individual PDS Committees for further consideration.**

### Corporate Policy

1. Policy Status: Not Applicable
  2. BBB Priority: Not Applicable:
- 

### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: All one-off expenditure met from allocated budgets
  3. Budget head/performance centre: Consultants
  4. Total current budget for this head: £
  5. Source of funding: Revenue & Capital
- 

### Staff

1. Number of staff (current and additional): N/A – one-off costs
  2. If from existing staff resources, number of staff hours:
- 

### Legal

1. Legal Requirement: None:
  2. Call-in: Not Applicable
- 

### 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 ER PDS members requested information on the Councils expenditure on Consultants over the last year. To do this officers have looked at the total expenditure in 2014/15 and also the expenditure for this financial year as at the end of June 2015. This work covered both Revenue and Capital expenditure.
- 3.2 The basic reason for the use of consultants is that at times the Council requires that specialised work is undertaken for specific projects. This is particularly valid when consultants are engaged to work on large scale projects. For completeness expenditure on Architects, Engineers, Surveyors and other consultants commissioned to work on Capital Projects have been included as these generally meet the definition of one-off projects. Proposed expenditure on Capital Projects will have been approved by Executive before being included in the Capital Programme.
- 3.3 The Councils Contract Procedure rules (8.5) sets out the procurement process to be followed when appointing a consultant and there is also guidance available to staff about what needs to be included in the formal agreement when engaging a consultant, which as a minimum needs to confirm the overall cost, project deliverables, clear brief and reporting arrangements. Appendix 1 provides this in more detail.
- 3.4 There is an element of subjectivity as to what constitutes a “consultant” as a number of services could fall within this definition, however it is generally defined as “a person brought into the Council to carry out a specific job” which is not on-going. For the purposes of this report expenditure on medical fees, counsel and legal fees have been excluded as these are considered to be professional fees rather than consultants. It has also been difficult for finance staff to pull this information together as budget holders have not always used the correct expenditure codes.
- 3.5 In looking at consultants members need to be minded that officers will use them to carry out work on the Council’s behalf when:-
- There is no one internally with the relevant skills or experience
  - There is no capacity/resources available to undertake this work
  - Specialist skills are required
- 3.6 It is important when recruiting a consultant that the project brief sets out the reasons for the use of consultant, that officers have consider any alternative options and also to evaluate the effectiveness of the work undertaken by consultants within the authority.
- 3.7 The benefit of employing consultants is that the Council makes a saving in relation to employer National Insurance and pension contribution. Also in employing consultants the Council is under no obligation to pay consultants for days when they are not working for the Council e.g. sickness and holiday and they are only engaged for a specific period of time – however offsetting this is that these staff are often more expensive.
- 3.8 The risk in not using consultants is that the Council would have to recruit a more substantial and specialised workforce at a greater expense.
- 3.9 This report provides a detailed breakdown of all costs officers believe are consultants, broken down over Portfolio’s and service areas. This is shown in Appendix 2 (revenue) and Appendix 3 (capital). It also examines the procurement arrangements associated with engaging the consultants as part of that process.

## **HM Revenue & Customs**

- 3.10 From April 2015, Employers must complete a return to the HMRC on a quarterly basis providing a detailed breakdown of all workers they have employed that do not get paid through the PAYE system. The information that needs to be captured is quite detailed and so officers have now reviewed current processes to ensure that this information is collected.
- 3.11 This applies to all staff who are engaged directly as independent self-employed contractors or through personal service companies
- 3.12 It does not apply to the procurement of services from professional services firms such as accountants, actuaries, estate agents or lawyers.
- 3.13 An approvals form has been created that managers will need to complete whenever they are recruiting staff outside of the PAYE system that will need to be signed off by both HR and the Chief Officer.
- 3.14 As the worker is set up on either IPROC or Confirm to authorise payments, they will need to complete this information at the same time. A report can then be run each quarter and submitted to the HMRC.
- 3.15 If the report is late, incomplete or incorrect then the HMRC will charge a penalty based on the number of offences over a 12 month period. These are:-
- £250 – first offence
  - £500 – second offence
  - £1,000 – Third and later offences
- 3.16 Where there are continued failure to by organisations to send the reports or if they are frequently late, then HMRC may penalise organisations for every day the report is late.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 Included in the body of the report.

## **5. LEGAL IMPLICATIONS**

- 5.1 There is a considerable amount of legislation affording specific employment rights such as paid holiday, maternity leave and pay, entitlement to redundancy payments, minimum notice periods and protection from unfair dismissal, to name but a few to employees. Self-employed consultants, on the other hand, are not entitled to these enhanced statutory rights or protections.
- 5.2 In addition to statutory rights, an employer/employee relationship also implies a duty of trust and confidence between the parties concerned and suggests that neither should act in such a way as to undermine it. This notion introduces the idea of reasonableness into the way in which employers treat their employees. But the relationship between an organisation and a self-employed consultant does not have the same implied duties, with the consultant's protection relying largely on the contractual terms in place.
- 5.3 Describing a role as a consultant will not provide a definitive position and as a starting point, there are three key areas that should be evaluated:

- (i) a requirement for personal service
- (ii) the existence of mutuality of obligation
- (iii) the level of control that the council has over an individual.

**5.3.1 Personal service** - Is the individual personally required to perform services for the company? An employee is someone who is employed under a contract of service, that is, a contract that requires them to personally turn up for work and carry out the duties requested of them. A consultant, on the other hand, is engaged under a contract for services, that is, a contract under which they agree to provide the company with particular services. But, while they are obliged to ensure that these services are provided, they are not necessarily required to carry out the work personally.

**5.3.2 Mutuality of obligation** - Are employers obliged to offer individuals work under their agreed contract? Equally, if an employer offers an individual work, are they obliged to accept it? If they are, it could indicate an employment relationship.

**5.3.3 Control** - How much control does the employer have over an individual? Who decides what work needs to be done, how it should be done and when?

5.4 HMRC uses different, albeit similar, criteria when determining individual's employment status or otherwise. This means that an individual could be considered an employee for tax purposes, yet remain a consultant from an employment perspective. As stated above the process of engaging consultants is being tightened with the appropriate checks and balances. These will reduce or eliminate the obvious employment law risks including the accrual of the statutory protection rights set out in para 5.1 above. HR advice should be sought to ensure that each assignment/engagement is not likely to give rise to employment or "contract of services"

|   |                       |
|---|-----------------------|
| <b>Non-Applicable Sections:</b>                       |                       |
| Background Documents:<br>(Access via Contact Officer) | Held in finance teams |

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## CONSULTANT

### **Coding for Consultants/Agency/Temp Staff**

The difference between agency/temporary staff and consultants is often confused and wrongly coded on Oracle. For clarity the difference is explained below:-

➤ Agency staff – Revenue Funded (0104)\*

People appointed to cover vacant posts – and paid either by LBB or via comensera. Anyone that we employ but we pay as a company will need to be separately identified and for the purposes of LBB classified as working under a consultancy basis (see below).

➤ Temporary Staff – Revenue Funded (0104)\*

People that are employed for less than 3 months to do a specific urgent piece of work, where no post exists, so a supernumerary post is allocated and virement rules apply. Once the post exceeds 3 months a post creation form will need to be set up (back dated to when the post commenced working with the council) and justification and funding identified.

➤ Consultants – Revenue/Capital (1708)\*\*

Consultants should be used to undertake one-off projects, where there is no one internally with the relevant skills. There should be transparency around funding of the post which should be on a fixed fee and clear deliverable, which should be reviewed at the end of the project.

\* 0104 codes – there may be a basket of temporary codes so please check the FCB

\*\* 1708 codes – unless there is a good reason, at all times this is the code that should be used.

**Consultant** - Someone employed for a specific length of time to work to a defined project brief with clear outcomes to be delivered, which brings specialist skills or knowledge to the role, and where the council has no ready access to employees with the skills, experience or capacity to undertake the work.

A Consultant should be engaged on a fixed price contract and would not normally be employed on a day rate (this will ensure VFM).

## Employing the Consultant

Audit Commission research has indicated that most consultancy work was not usually let on the basis of lowest price, although few authorities held records to justify their decisions. You must always take account of the available budget.

You should prepare a formal agreement before a consultancy assignment commences. This may range from a letter to a formal legal contract. As a minimum the agreement should:

- confirm agreed total costs (fixed price arrangements are usually preferable),
- description of all project deliverables
- make reference to the brief
- make reference to the consultant's submission
- confirm invoicing and payment arrangements
- set out termination and arbitration arrangements
- set out reporting arrangements

You must also ensure that sufficient provision is made for any necessary Insurances and Indemnities required to protect the Council's position. This includes a need to establish the tax position of the Consultant to ensure payments made under any commission placed are correctly treated.

## Requirement for a Consultant

The initial requirements around the commissioning of Consultancy Services should include consideration of how service requirements are met and other approaches which might be used. For example can the requirement be met through the completion of work via Agency Staff, the employment of an interim manager (via a direct/temporary contract of employment with the Council), or Secondment arrangements. Only once the best "fit" has been identified should work be commissioned. The arrangement should also be subject to periodic review as, for example, an initial urgent requirement placed with a Consultant might not be better completed at a later date via a temporary contract of employment

There needs to be a clear **accountable** officer responsible for commissioning the consultants work, who monitors progress and delivery and ensures VFM is delivered at all times. The consultant would not normally manage any staff directly or be responsible for authorising spend.

### **The Appointment of Consultants (contract procedure rule 8.5)**

**8.5.1** Consultant architects, engineers, surveyors and other professional *Consultants* shall be selected and commissions awarded in accordance with the procedures detailed within these contract procedure rules and as outlined below.



| <i>Estimated Cost(or Value)</i>   | <i>Tender procedure</i>  | <i>Shortlisting</i>  |
|---|--|--|
| <b>Up to £30,000</b>  | One oral <i>Quotation to be confirmed in writing</i> where the <i>Estimated Cost(or Value)</i> exceeds <b>£1,000</b>   | <i>Officer and Line Manager</i>  |
| <b>£30,000 – up to £100,000</b>   | Three written <i>Quotations</i>  | <i>Officer, SPCM and relevant Head of Finance</i>  |
| <b>£100,000 – up to EU Threshold</b>  | <i>Invitation to Tender</i> by advertisement/list to at least three and no more than six <i>Candidates</i>   | <i>Officer, SPCM relevant Head of Finance and Head of Procurement</i>  |
| <b>Above EU Threshold</b>   | <i>EU Procedure</i> or, where this does not apply, <i>Invitation to Tender</i> by advertisement/list to at least five and no more than eight <i>Candidates</i> | As above and in <i>Consultation</i> with <i>Director of Legal, Democratic and Customer Services and Director of Resources</i> – see Rule 8.1.4 |
| <i>Note – Where the estimated value of the intended arrangement is <b>£100,000</b> or more the relevant <i>Portfolio Holder</i> will be Formally Consulted on the intended action and contracting arrangements.</i> |  |  |

**8.5.2** Where it can be demonstrated that there are insufficient suitably qualified *Candidates* to meet the competition requirement, all suitably qualified *Candidates* must be invited.

**8.5.3** The engagement of a *Consultant* shall follow the preparation of a brief that adequately describes the scope of the services to be provided and shall be subject to completion of a formal letter or contract of appointment.

**8.5.4** Records of consultancy appointments shall be kept in accordance with Rule 6.

**8.5.5** *Consultants* shall be required to provide evidence of, and maintain professional indemnity insurance policies to the satisfaction of the relevant *Head of Finance* for the periods specified in the relevant agreement.

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| Category / Supplier Name   | Division / Serv. Area | 14-15         | 15-16         | Description   | Procurement procedure followed  | No. of quotes obtained    | Date Reported to Members   |
|--|-----------------------|---------------|---------------|---|---|---------------------------|--|
|  |                       | £             | £             |   |   |                           |  |
| <b>One-off specialist advice. no one with relevant specialist skills</b> |                       |               |               |   |   |                           |  |
| MOTT MACDONALD LTD   | Regen. & Trans.       |               | 980           | Professional Cost consultancy advice re sale of land at 111 Eldred Drive  | Single quote under CPR 8.5.1  | 1                         | Reported to E&R PDS cttee 14/05/2015 to obtain authority to sell.                          |
| CALFORDSEADEN LLP  | Regen. & Trans.       | 2,985         | 1,495         | Monitoring surveys & final report on subsidence at Anerley Town Hall to enable Members to make a decision on the future of the building   | Framework agreement. Previously carried out the initial survey  | 1                         |  |
| MONTAGU EVANS LLP  | Regen. & Trans.       | 27,800        | 12,000        | Chartered Surveyors - Providing specialist property market expertise and general development consultancy advice on potential development of Site G. Also used for 1 Westmoreland Rd because other companies had a potential conflict of interest. | Originally selected for Site G through a competitive tendering exercise from a panel of consultants drawn from the Homes & Community Agency's Property Panel. Subsequently also used for 1 Westmoreland Rd. for which a single quote was obtained under CPR 8.5.1 . | See procurement procedure | Appointment reported to R & R PDS 17/01/2013 in Town Centres Development Programme Report. |
| SOLACE ENTERPRISES LTD   | CEX                   | 10,112        |               | Services of R. H for Confidential Investigation   | Selected from a list of three shortlists provided by SOLACE   | 3                         |  |
| POSEIDON CONSULTING LTD  | Fin. Serv.            | 4,000         |               | Researching & delivering a paper on Treasury Management opportunities and presenting to Cabinet   | Already had contact with this company as they are linked to Allenbridge Investment Advisers who provide Pensions advice   | 1                         |  |
| <b>One-off specialist work total</b>                                     |                       | <b>44,897</b> | <b>14,475</b> |   |   |                           |  |
| <b>Insufficient in-house skills / resources</b>                          |                       |               |               |   |   |                           |  |
| WILKS, HEAD & EVE LLP  | Regen. & Trans.       | 17,190        |               | Asset Register Valuations. Work tendered in 2012. Quote from Wilks Head & Eve was substantially cheaper than others. Latest quote based on same rate per valuation.   | Single quote under CPR 8.5.1  | 1                         |  |
| <b>Insufficient in-house skills total</b>                                |                       | <b>17,190</b> |               |   |   |                           |  |
| <b>Training</b>  |                       |               |               |   |   |                           |  |
| BARONY CONSULTING GROUP LTD  | HR                    | 2,800         | 1,250         | Commissioned to deliver Contract & Commissioning training   | Single quote under CPR 8.5.1  | 1                         |  |
| BIP SOLUTIONS LTD  | HR                    | 4,875         |               | Commissioned to deliver Contract & Commissioning training   | Single quote under CPR 8.5.1  | 1                         |  |
| SNOWDROP CONSULTING LTD  | HR                    | 1,310         |               | Provide Internet Security training  | Single quote under CPR 8.5.1  | 1                         |  |
| <b>Training total</b>  |                       | <b>8,985</b>  | <b>1,250</b>  |   |   |                           |  |
| <b>GRAND TOTAL</b>   |                       | <b>71,073</b> | <b>15,725</b> |   |   |                           |  |

| Category / Supplier Name   | Division/Serv. Area | 14-15<br>£ | 15-16<br>£ | DSG/RS<br>G/OTHE<br>R | Description   | Procurement procedure followed                   | No. of quotes obtained | Date Reported to Members   |
|--|---------------------|------------|------------|-----------------------|---|--|------------------------|----------------------------|
| <b>One-off specialist advice, no one with relevant specialist skills</b> |                     |            |            |                       |   |  |                        |                            |
| EMINENCE GREY ASSOCIATES LTD   | Educ                | 72,600     |            | DSG                   | Behaviour consultancy and interim executive head teacher cover. A contract was awarded via exemption from competitive tendering, on grounds of urgency due to the immediate need to provide management support at the PRU provision. A request for quotes process would have delayed the ability of LBB to rapidly address the management issue at the PRU provision and would have increased the risk of a negative inspection outcome as a result. It was considered unlikely that suitable alternative candidates could be identified.                 | CPR 8.5 - Waiver                                 | 1                      | 30/01/14                   |
| KEEGANS LTD  | Educ                |            | 31,549     | DSG                   | Provision of Multi Disciplinary Lead Design Services on the project to refurbish Beacon House in line with LBB Brief and LCP Framework Agreement. Suppliers selected via Framework, all suppliers within relevant 'lots' were invited to quote. Some work may be capitalised  | CPR 8.5 - Competitive Tender                     | See Description        | 11/02/15                   |
| PINNACLE ESP LTD   | Educ                | 29,519     |            | DSG                   | Consultant costs to specify and project manage urgent H&S works at Burwood School. If works had not been carried out school would have had to be close due to it not complying with H&S legislation. Suppliers selected via Framework, all suppliers within relevant 'lots' were invited to quote   | CPR 8.5 - Waiver/Competitive Tenders             | See Description        |                            |
| ARK COMMERCIAL ENTERPRISES LTD   | Educ                | 21,150     | 2,925      | DSG                   | Independent chair of FAP. An exemption to competitive tendering was sought to award the contract to Ark Commercial Enterprises on a consultancy basis due to the need to mutually identify and agree a suitable person for this role in partnership with Bromley schools. This does not lend itself to competitive tendering. It is particularly important, in this transition stage towards a new Fair Access Protocol and supporting structure, to ensure the role of Chair is undertaken by somebody familiar with Bromley schools and trusted by them | CPR 8.5 - Waiver Obtained                        | 1                      | 04/09/14                   |
| CROYDON COUNCIL  | Educ                | 15,000     |            | RSG                   | Joint SEN Commissioning Programme with Croydon Council who are responsible. Programme involves Consultancy which has been brought in by Croydon and Bromley is sharing the cost.  | See Description                                  |                        |                            |
| ENFIELD COUNCIL  | Educ                | 18,500     |            | OTHER                 | Programme joint with Enfield Council who provide support to LBB which include bespoke support, case studies, attend Pathfinder Champion meetings, provide and deliver training at Delivery Partner workshops. Funded from SEND Pathfinder Grant   | See Description                                  |                        |                            |
| RBMM EDUCATION LTD   | Educ                | 15,000     |            | OTHER                 | Expressions of interest from four consultancies who would be able to carry out this specialist review of SEND services. This consultancy was the only respondent and after careful analysis of quality and price we decided to use the service which has provided very good work resulting in a report provided to MOWGSEN during the first quarter of this year. SEN Reform Grant Funded   | CPR 8.5 - Waiver/Expression of Interest.         | 4                      |                            |
| BAILEY PARTNERSHIP   | Educ                | 10,800     |            | DSG                   | Appointed to review premises and playground improvement works at Grovelands that were to be funded by historic carry forward. Works suspended on request by Bromley College prior to school conversion. Suppliers selected via Framework, all suppliers within relevant 'Lots' were invited to quote  | CPR 8.5.1 - Competitive Tender                   | See Description        | Agreed by Portfolio Holder |
| BROMLEY PARENT VOICE   | Educ                | 12,000     | 862        | OTHER                 | SEND Reform project management. Procured for the lifetime of the Pathfinder (one year in first instance) then waivers obtained over the last two years as the grant funding has continued.  | Single quote under CPR 8.5.1 - Waiver Obtained   | 1                      |                            |
| MOTT MACDONALD LTD   | Educ                | 4,375      |            | OTHER                 | Consultancy support funded from SEN pathfinder Grant. LBB has national pathfinder status which trails and tests proposals in government's reform to service for children and young people with Special Education Needs.   | Single quote under CPR 8.5.1                     | 1                      |                            |
| E. A LTD   | Educ                | 283        |            | OTHER                 | Consultancy support funded from SEN pathfinder Grant. LBB has national pathfinder status which trails and tests proposals in government's reform to service for children and young people with Special Education Needs.   | Single quote under CPR 8.5.1                     | 1                      |                            |
| BURWOOD SCHOOL   | Educ                | 40,800     |            | DSG                   | Consultant Cost in relation to interim head, LBB previously agreed to reimburse Burwood School.   | Reimbursement of cost incurred by Burwood School |                        |                            |
| B. L   | Educ                | 500        |            | OTHER                 | Consultancy support funded from SEN pathfinder Grant. LBB has national pathfinder status which trails and tests proposals in government's reform to service for children and young people with Special Education Needs.   | Single quote under CPR 8.5.1                     | 1                      |                            |

| Category / Supplier Name                        | Division/Serv. Area | 14-15<br>£     | 15-16<br>£    | DSG/RS<br>G/OTHE<br>R | Description   | Procurement procedure followed           | No. of quotes obtained | Date Reported to Members |
|---|---------------------|----------------|---------------|-----------------------|---|--|------------------------|--------------------------|
| NATIONAL UNION OF TEACHERS                      | Educ                | 700            |               | DSG                   | Fee for the provision of independent advice in relation to Settlement Agreement in accordance with clause 10.2 in agreement   | Single quote under CPR 8.5.1             | 1                      |                          |
| TL SERVICES LTD                                 | Educ                | 300            |               | DSG                   | An additional sum to provide 'one off' additional work as discussed and agreed in advance with Senior Teacher of the PPS  | Single quote under CPR 8.5.1             | 1                      |                          |
| <b>One-off specialist work total</b>            |                     | <b>241,527</b> | <b>35,336</b> |                       |   |  |                        |                          |
| <b>Insufficient in-house skills / resources</b> |                     |                |               |                       |   |  |                        |                          |
| L. B  | Educ                | 52,800         | 5,830         | RSG                   | A SENDIST report, commissioned in 2004, identified that Bromley had the highest volume of SEND appeals in England. As a result it was agreed at Chief Officer level to commission additional consultancy to support the Tribunal process. Numbers of appeals may vary considerably from year to year. For this reason the model used provides no minimum guarantee of referrals to the consultancy. | CPR 8.5 - Waiver Obtained                | 1                      |                          |
| OSBORNE THOMAS LTD                              | CSC                 |                | 23,100        | RSG                   | This is a specialist post that was recruited with help of HR. Candidate was not the most expensive but agreed to reduce his rate by £50 per day when interviewed by AD and Director of ECHS. Portfolio Holder was informed verbally by Director of ECHS   | CPR 8.5.1 - over three written quotation | 7                      |                          |
| M. P  | Educ                | 12,244         |               | DSG                   | Only supplier available. Highly specialised. Mobility Officer for Visual Impairment. Exemption obtained last year and will be renewed for 15/16. There are very few skilled VI mobility officers available and M provides excellent value for money   | CPR 8.5 -Waiver Obtained                 | 1                      |                          |
| C. M  | Educ                | 5,150          | 1,575         | DSG &<br>RSG          | Providing school leadership support to a school judged RI by Ofsted   | Single quote under CPR 8.5.1             | 1                      |                          |
| <b>Insufficient in-house skills total</b>       |                     | <b>70,194</b>  | <b>30,505</b> |                       |   |  |                        |                          |
| <b>Training</b>                                 |                     |                |               |                       |   |  |                        |                          |
| AMBER & GREENE LTD                              | CSC                 |                | 6,320         | RSG                   | Training for Delivery of Sentencing and Punishment of Offenders (02.07.14) and Training for Bespoke design and delivery of Critical & Thinking Skills (CATS)  | Single quote under CPR 8.5.1             | 1                      |                          |
| P. P  | Educ                | 3,800          | 800           | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| A. D  | Educ                |                | 825           | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| A. S  | Educ                | 300            |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| B B   | Educ                | 900            |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| EDUDATA UK LTD                                  | Educ                | 410            |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| G. H  | Educ                | 375            |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| LEARNING POOL LTD                               | Educ                | 1,335          |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| M. H / MIND KIND                                | Educ                | 1,582          |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| MR K. B   | Educ                | 960            |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| NATIONAL GOVERNORS ASSOCIATION                  | Educ                | 645            |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| R. H  | Educ                | 350            |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| ROBBINS TRAINING AND CONSULTANCY LTD            | Educ                | 2,006          |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| THE LIFE SKILLS COMPANY (LINGFIELD) LIMITED     | Educ                | 1,750          | 795           | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |
| W. C  | Educ                | 595            |               | RSG                   | Various training course for School Governors  | Single quote under CPR 8.5.1             | 1                      |                          |

| Category / Supplier Name               | Division/Serv. Area | 14-15<br>£     | 15-16<br>£    | DSG/RSG/OTHER | Description  | Procurement procedure followed | No. of quotes obtained | Date Reported to Members |
|--|---------------------|----------------|---------------|---------------|--|--------------------------------|------------------------|--------------------------|
| J. H CONSULTING LTD                    | Educ                | 1,721          |               | OTHER         | Training & support funded from SEN pathfinder Grant. LBB has national pathfinder status which trails and tests proposals in government's reform to service for children and young people with Special Education Needs. | Single quote under CPR 8.5.1   | 1                      |                          |
| J. C LTD                               | Educ                | 1,200          |               | OTHER         | Training & support funded from SEN pathfinder Grant. LBB has national pathfinder status which trails and tests proposals in government's reform to service for children and young people with Special Education Needs. | Single quote under CPR 8.5.1   | 1                      |                          |
| COPE CONSULTANTS                       | Educ                | 1,350          |               | RSG           | Various training course for School-based Staff   | Single quote under CPR 8.5.1   | 1                      |                          |
| P. S                                   | Educ                | 830            |               | RSG           | Various training course for School-based Staff   | Single quote under CPR 8.5.1   | 1                      |                          |
| H.M EDUCATION CONSULTANCY LTD          | Educ                | 1,450          |               | RSG           | Various training course for School-based Staff   | Single quote under CPR 8.5.1   | 1                      |                          |
| PLAYBACK STUDIO LTD                    | CSC                 |                | 700           | RSG           | N-GageU apprenticeship roadshow on 20th November 2014 at Bromley Youth Music Centre  | Single quote under CPR 8.5.1   | 1                      |                          |
| EDUCATION DEVELOPMENT & ASSESSMENT LTD | CSC                 | 650            |               | RSG           | Education Development Assessment (W. N) NVQ level 1 in Customer Service delivery one student 2014  | Single quote under CPR 8.5.1   | 1                      |                          |
| K. M                                   | Educ                | 600            |               | RSG           | Delivery of Positive Behaviour Workshop on 16th October 2014   | Single quote under CPR 8.5.1   | 1                      |                          |
| RE CONSULTANT LTD                      | Educ                | 550            |               | RSG           | Various cost relating to teaching the new syllabus course June 2014  | Single quote under CPR 8.5.1   | 1                      |                          |
| TLT TOP LINE THERAPISTS LTD            | CSC                 | 300            |               | RSG           | Provision of workshops at the N-GageU Apprenticeship roadshow on 20th November 2014  | Single quote under CPR 8.5.1   | 1                      |                          |
| L. N                                   | Educ                | 250            |               | RSG           | Various training course for School-based Staff   | Single quote under CPR 8.5.1   | 1                      |                          |
| ARTICULATE HANDS LTD                   | Educ                |                | 200           | RSG           | British Sign Language provided by P. M   | Single quote under CPR 8.5.1   | 1                      |                          |
| T. O                                   | Educ                | 200            |               | RSG           | Various training course for School-based Staff   | Single quote under CPR 8.5.1   | 1                      |                          |
| <b>Training total</b>                  |                     | <b>24,109</b>  | <b>9,640</b>  |               |  |                                |                        |                          |
| <b>GRAND TOTAL</b>                     |                     | <b>335,830</b> | <b>75,481</b> |               |  |                                |                        |                          |

| Category / Supplier Name   | Division/<br>Serv.<br>Area | 14-15<br>£     | 15-16<br>£ | Description   | Procurement procedure followed  | No. of<br>quotes<br>obtained | Date Reported to Members  |
|--|----------------------------|----------------|------------|---|---|------------------------------|---|
| <b>One-off specialist advice, no one with relevant specialist skills</b> |                            |                |            |   |   |                              |   |
| F D COLEMAN * INACTIVE   | CSC                        | 15,093         |            | Review Fostering processes and procedures   | Waiver Exemption Agreed May 2013  |                              |   |
| IMPOWER CONSULTING LIMITED   | Comm.                      | 227,035        |            | Adult Social Care Changes   | Tender process  | 5                            | Executive 22/07/15  |
| HOUSINGDELIVERY  | Hous.                      | 950            |            | Recruitment and interview advice & support  | Single quote under CPR 8.5.1  | 1                            |   |
| DEBIGNO LTD T/A PATHWAY ANALYTICS  | Public Health              | 4,000          |            | Sexual Health (local population) consultancy  | This is in line with Section 8.5 of the Contract Procedures Rule. Pathway Analytics is the system developer for the London Sexual Health Integrated Tariff Project and is the only company that has access to the substantial database that captures all London GUM activities by providers. The company is commissioned to provide a one-off analysis to support service remodelling of GUM services using their data collected through the Integrated Tariff project. The aim of this analytical work is to ascertain the potential of limiting Bromley's exposure to open access services. | 1                            |   |
| MIB CONSULTANCY LTD  | Public Health              | 1,040          |            | NHS Pension Scheme Consultancy  | Single quote under CPR 8.5.1  | 1                            |   |
| PHARMABBG LLP  | Public Health              | 14,000         |            | Pharmacy Health Champions Project   | Exemption from tendering approved in line with sections 3 and 13 of the contract procedure rules.   | 3                            |   |
| RBE ASSOCIATES LTD   | Public Health              | 14,719         |            | (1) Bromley Health Champions - Asset based community development project (£11,750) (2) Training Delivery Levels 1 & 2 RSPH (£2,474) | Exemption from tendering approved in line with sections 3 and 13 of the contract procedure rules.   | 3                            |   |
| SOCIAL SENSE LTD   | Public Health              | 7,960          |            | Second third of social norms project. This is a specialist school-based intervention and survey (R U Different)                     | This is a unique intervention and we were not able to identify any other provider. The exemption from tendering was approved in line with section 3 and 13 of the contract procedure rules.   | 1                            |   |
| TSE CONSULTING LTD   | Public Health              | 18,500         |            | Pharmaceutical Needs Assessment/Seasonal Health Consultancy   | Section 8.5 of the Contract Procedure Rules. Other options (agency or temporary staff) were not considered suitable because the role requires specialist pharmaceutical knowledge. The use of a consultant would be appropriate for this project which has a specific brief describing the scope of the services to be provided within a defined time period.   | 1                            |   |
| ETRE CONSULTING LTD  | Strategy / CSC             | 4,925          |            | Strategy - Social work consultancy, NQSWs on ASYE training programme. Children's - Delivery of training                             | Exemption and Award Paper Signed  | 1                            |   |
| LYNNE PHAIR CONSULTING LTD   | Strategy                   | 162            |            | Speaking at Safeguarding Conference   | Single quote under CPR 8.5.1  | 1                            | Budget decisions are taken by the BCSB and BSAB Executive Committees on how the partnership's funds are deployed. The Portfolio Holder is a member of the strategic partnership |
| LYNNE PHAIR CONSULTING LTD   | Strategy                   | 972            |            | Draft SILP report re Lauriston House review   | Single quote under CPR 8.5.1  | 1                            | Budget decisions are taken by the BCSB and BSAB Executive Committees on how the partnership's funds are deployed. The Portfolio Holder is a member of the strategic partnership |
| <b>One-off specialist work total</b>                                     |                            | <b>309,356</b> |            |   |   |                              |   |

| Category / Supplier Name                        | Division/<br>Serv.<br>Area | 14-15<br>£     | 15-16<br>£ | Description  | Procurement procedure followed        | No. of<br>quotes<br>obtained | Date Reported to Members   |
|---|----------------------------|----------------|------------|--|---------------------------------------|------------------------------|--|
| <b>Insufficient in-house skills / resources</b> |                            |                |            |  |                                       |                              |  |
| MISS SB. D                                      | Strategy                   | 7,975          |            | Safeguarding Adults Conference                       | Competitive tender within CPR's 8.5.1 | 3                            | PDS and Portfolio Holder receive an annual report including details of the conference. Budget decision's are taken by BSAB Executive committee on how partnerhsip funds are deployed. The Portfolio Holder is a member of the Board. |
| <b>Insufficient in-house skills total</b>       |                            | <b>7,975</b>   |            |  |                                       |                              |  |
| <b>Training</b>                                 |                            |                |            |  |                                       |                              |  |
| AMBER & GREENE LTD                              | CSC                        | 2,220          |            | Deliver Training for YOT                             | Single quote under CPR 8.5.1          | 1                            |  |
| LYNNE PHAIR CONSULTING LTD                      | Strategy                   | 4,874          |            | Delivery of healthcare investigation skills training | Single quote under CPR 8.5.1          | 1                            |  |
| <b>Training total</b>                           |                            | <b>7,094</b>   |            |  |                                       |                              |  |
| <b>GRAND TOTAL</b>                              |                            | <b>324,425</b> | <b>0</b>   |  |                                       |                              |  |



| Category / Supplier Name   | Division/Serv. Area        | 14-15<br>£     | 15-16<br>£    | Description   | Procurement procedure followed                    | No. of quotes obtained | Date Reported to Members            |
|--|----------------------------|----------------|---------------|---|---|------------------------|-------------------------------------|
| <b>One-off specialist advice, no one with relevant specialist skills</b> |                            |                |               |   |   |                        |                                     |
| KGMS LTD   | Street Scene & Green Space | 12,179         |               | Sparrows Den - Beccehamians RFC - Geophysical and levels survey, design spec, contract management etc | Single quote under CPR 8.5.1                      | 1                      |                                     |
| ALPHA PARKING LTD  | Transport & Highways       | 1,470          |               | Notice Processing Review for Shared Service. Health check and efficiency of parking appeals service   | 2 quotes sought                                   | 2                      |                                     |
| <b>One-off specialist work total</b>                                     |                            | <b>13,649</b>  |               |   |   |                        |                                     |
| <b>Insufficient in-house skills / resources</b>                          |                            |                |               |   |   |                        |                                     |
| AECOM  | Transport & Highways       | 92,992         | 13,403        | Highway design and construction consultancy services from TfL framework as agreed by Members          | Part of TfL Framework                             | N/A                    | 16/06/2010, 17/04/2012 & 07/07/2015 |
| BM LTD   | Street Scene & Green Space | 29,000         |               | Advice on outsourcing of remaining parks service & associated variation in in parks contract          | Single quote under CPR 8.5.1                      | 1                      |                                     |
| SUSTAINABLE ENVIRONMENTAL SOLUTIONS LTD                                  | Street Scene & Green Space | 9,900          |               | Study to devise options for the management of greenspace  | sought more than 1 quote, however only 1 returned |                        |                                     |
| WILKS, HEAD & EVE LLP  | Street Scene & Green Space | 4,500          |               | Undertake an initial appraisal and negotiate rent review settlement                                   | Single quote under CPR 8.5.1                      | 1                      |                                     |
| <b>Insufficient in-house skills total</b>                                |                            | <b>136,392</b> | <b>13,403</b> |   |   |                        |                                     |
| <b>Planning</b>  |                            |                |               |   |   |                        |                                     |
| WATERMAN INFRASTRUCTURE  | Transport & Highways       | 7,400          |               | Provide an Expert Highway Witness for Public Inquiry  | Single quote under CPR 8.5.1                      | 1                      |                                     |
| <b>Planning total</b>  |                            | <b>7,400</b>   |               |   |   |                        |                                     |
| <b>GRAND TOTAL</b>   |                            | <b>157,441</b> | <b>13,403</b> |   |   |                        |                                     |

| Category / Supplier Name   | Division/Serv. Area | 14-15<br>£    | 15-16<br>£   | Description   | Procurement procedure followed | No. of quotes obtained | Date Reported to Members |
|--|---------------------|---------------|--------------|---|--------------------------------|------------------------|--------------------------|
| <b>One-off specialist advice, no one with relevant specialist skills</b> |                     |               |              |   |                                |                        |                          |
| OSBORNE THOMAS LTD   | Public Protection   | 10,710        |              | Consultant employed to undertake staff investigation re disciplinary      | Single quote under CPR 8.5.1   | 1                      |                          |
| <b>One-off specialist work total</b>                                     |                     | <b>10,710</b> |              |   |                                |                        |                          |
| <b>Insufficient in-house skills / resources</b>                          |                     |               |              |   |                                |                        |                          |
| ALLIED SURVEYORS DILIGENCE LTD   | Public Protection   | 700           |              | Expert witness valuation of property                                      | Single quote under CPR 8.5.1   | 1                      |                          |
| DVC  | Public Protection   | 1,350         |              | Expert witness valuation of property                                      | Single quote under CPR 8.5.1   | 1                      |                          |
| ECLIPSE RESEARCH LTD   | Public Protection   | 27,968        |              | CCTV Consultant costs   | Single quote under CPR 8.5.1   | 1                      |                          |
| GRAHAM G BISHOP SURVEYORS LTD  | Public Protection   | 550           |              | Survey report on 15 Chaffinch Road Fraud case 14/02048/CMPP               | Single quote under CPR 8.5.1   | 1                      |                          |
|  | Public Protection   |               | 1,440        | Forensic survey of properties   | Single quote under CPR 8.5.1   | 1                      |                          |
| STANDING TOGETHER AGAINST DOMESTIC VIOLENCE                              | Public Protection   | 5,525         |              | Domestic Violence Homicide Review Work completed up until 31st March 2015 | Single quote under CPR 8.5.1   | 1                      |                          |
| N R  | Public Protection   | 14            |              | Food sampling (Goats meat)  | Single quote under CPR 8.5.1   | 1                      |                          |
| <b>Insufficient in-house skills total</b>                                |                     | <b>36,106</b> | <b>1,440</b> |   |                                |                        |                          |
| <b>GRAND TOTAL</b>   |                     | <b>46,816</b> | <b>1,440</b> |   |                                |                        |                          |

| Category / Supplier Name   | Division/Service Area | 14-15<br>£    | 15-16<br>£    | Description   | Procurement procedure followed   | No. of quotes obtained | Date Reported to Members |
|--|-----------------------|---------------|---------------|---|--|------------------------|--------------------------|
| <b>One-off specialist advice, no one with relevant specialist skills</b> |                       |               |               |   |  |                        |                          |
| STUDIO EGRET WEST LTD  | Planning              | 15,000        |               | Architectural fees for Bromley Central High Street Detailed Design  | Waiver to extend consultancy commission for Bromley Town Centre public realm design taken to R&R PDS Committee | NA                     | R&R PDS 17/01/2013       |
| ADVICE2GO LTD  | Recreation            | 4,825         |               | Fundraising strategy and bid for the CPP dinosaurs.   | Single quote under CPR 8.5.1   | 1                      |                          |
| COLLIERS INTERNATIONAL PROPERTY CONSULTANTS                              | Recreation            | 15,000        |               | Bromley Valley Gym Club - valuation & property advice   | Single quote under CPR 8.5.1   | 1                      |                          |
| DRAUGHT ASSOCIATES LTD   | Recreation            | 3,000         |               | Central library exhibition visuals  | Single quote under CPR 8.5.1   | 1                      |                          |
| FRANKHAM CONSULTANCY GROUP LTD   | Recreation            | 4,000         |               | Feasibility study for the Biggin Hill Heritage Centre   | Single quote under CPR 8.5.1 - prices compared to LPC framework  | 1                      |                          |
| THE MORTON PARTNERSHIP LTD   | Recreation            | 1,750         |               | Condition survey work for Crystal Palace Park railings  | Request for quotations   | 6                      |                          |
| THE OAKLEAF GROUP  | Recreation            | 18,753        |               | Condition survey work for Churchill Theatre, libraries and Mytime buildings   | Single quote under CPR 8.5.1   | 1                      |                          |
| TP BENNETT LLP   | Recreation            | 11,340        |               | Consultancy work re Bromley Valley Gymnastics Centre  | Competitive tender   | 2                      |                          |
| CS   | Recreation            |               | 2,345         | Reviewing papers, advising by telephone and drafting advice - Library Closures  | Single quote under CPR 8.5.1   | 1                      |                          |
| <b>One-off specialist work total</b>                                     |                       | <b>73,668</b> | <b>2,345</b>  |   |  |                        |                          |
| <b>Insufficient in-house skills / resources</b>                          |                       |               |               |   |  |                        |                          |
| COLE JARMAN LTD  | Planning              | 9,169         | 4,016         | Biggin Hill Airport - Noise action plan   | Single quote under CPR 8.5.1   | 1                      |                          |
| URS INFRASTRUCTURE & ENVIRONMENT UK LTD                                  | Planning              | 61,360        |               | Work on Growth Areas in the Borough   | Tendering Exercise through HCA's Multi-disciplinary Framework Panel  | 3 bids received        | Exec 10/06/2014          |
| CALFORDSEADEN LLP  | Recreation            | 940           | 950           | Structural inspection of Penge library  | Single quote under CPR 8.5.1   | 1                      |                          |
| PLAYLE & PARTNERS LLP  | Recreation            | 715           |               | Fees re BH library & swimming pool  | Single quote under CPR 8.5.1   | 1                      |                          |
| CACI LTD   | Recreation            | 950           |               | Provision of retail footprint report and map for Bromley Town Centre  | Single quote under CPR 8.5.1   | 1                      |                          |
| JB MARKET RESEARCH SERVICES LTD  | Recreation            | 10,800        | 5,987         | To undertake face to face shopper surveys in Bromley Town Centre and outlying town centres & provide committee style report on the findings | Single quote under CPR 8.5.1   | 1                      | R&R PDS 18/11/2014       |
| QUARTERBRIDGE PROJECT MANAGEMENT LTD                                     | Recreation            | 11,057        | 4,576         | Provision of consultancy services and specialist advice for the proposed Bromley Town Centre Market Strategy                                | Single quote under CPR 8.5.1   | 1                      | R&R PDS 18/11/2014       |
| WARNER LAND SURVEYS LTD  | Planning              |               | 1,790         | Bromley Town Centre Central Area Public Realm Project - Topographical survey  | Single quote under CPR 8.5.1   | 1                      |                          |
| <b>Insufficient in-house skills total</b>                                |                       | <b>94,991</b> | <b>17,319</b> |   |  |                        |                          |
| <b>Planning</b>  |                       |               |               |   |  |                        |                          |
| COLIN TOMS & PARTNERS LLP  | Planning              | 900           |               | Arboricultural Consultant to provide an assessment & report in relation to a tree being implicated in subsidence                            | Single quote under CPR 8.5.1   | 1                      |                          |
| THE HOOK SURVEY PARTNERSHIP  | Planning              | 650           |               | Topographical Survey  | Single quote under CPR 8.5.1   | 1                      |                          |
| DELOITTE & TOUCHE PUBLIC SECTOR INTERNAL AUDIT LTD                       | Planning              | 7,473         |               | Financial Viability work on Conquest House planning appeal (invoice 1111050937)   | Single quote under CPR 8.5.1   | 3                      |                          |
| HERRINGTON CONSULTING LTD  | Planning              | 900           |               | Daylight/Sunlight reviews for HG Wells and Maybrey planning applications  | Single quote under CPR 8.5.1   | 1                      |                          |
| KEEGANS LTD  | Planning              | 3,095         |               | Survey & costing work for pub refurbishment proposal for Porcupine PH planning appeal   | Single quote under CPR 8.5.1   | 1                      |                          |
| KEMP & KEMP LLP  | Planning              | 3,500         |               | Planning consultancy for All Saints School Planning Appeal  | Single quote under CPR 8.5.1   | 3                      |                          |
| LAND USE CONSULTANTS LTD   | Planning              | 1,017         | 593           | Land Use Consultants for ecology surveys re applications & appeals eg Bassetts application  | Single quote under CPR 8.5.1   | 1                      |                          |
| MACCREANOR LAVINGTON LTD   | Planning              | 3,109         |               | Architectural and Design consultancy work for planning appeal for Conquest House  | Single quote under CPR 8.5.1   | 3                      |                          |
| MORGAN CLARKE CHARTERED SURVEYORS  | Planning              | 7,140         |               | Specialist Pub Viability Evidence including report & appearance at public inquiry for The Porcupine public house/Lidl proposal              | Single quote under CPR 8.5.1   | 1                      |                          |
| MRS C S  | Planning              | 1,803         |               | Arboricultural consultancy work for planning appeal at The Porcupine PH Nottingham  | Single quote under CPR 8.5.1   | 1                      |                          |
| MR R M   | Planning              | 3,050         |               | Planning Appeals consultant fees  | Single quote under CPR 8.5.1   | 1                      |                          |
| READING AGRICULTURAL CONSULTANTS LTD                                     | Planning              | 990           |               | Agricultural Consultants re planning application  | Single quote under CPR 8.5.1   | 1                      |                          |
| RICHARD GRAVES ASSOCIATES LTD  | Planning              | 1,820         | 2,460         | Ecology Advice for planning applications  | Single quote under CPR 8.5.1   | 1                      |                          |

| Category / Supplier Name             | Division/Service Area | 14-15<br>£     | 15-16<br>£    | Description  | Procurement procedure followed              | No. of quotes obtained | Date Reported to Members |
|--------------------------------------|-----------------------|----------------|---------------|--|---|------------------------|--------------------------|
| S S                                  | Planning              | 4,703          | 1,418         | planning appeals consultant  | Single quote under CPR 8.5.1                | 1                      |                          |
| SUTTLE PICKETT & PARTNERS LTD        | Planning              | 8,670          | 1,486         | Structural Consultant checking of structural elements of applications                              | Single quote under CPR 8.5.1                | 1                      |                          |
| THE LANDSCAPE PARTNERSHIP            | Planning              | 992            |               | Written advice regarding submitted Japanese Knotweed report for planning application at Wilderwood | Single quote under CPR 8.5.1                | 1                      |                          |
| THE POWER SERVICE                    | Planning              | 8,400          | 2,150         | Consultant Electrical Works to ascertain compliance with Part P - Building Regulations             | Single quote under CPR 8.5.1                | 1                      |                          |
| WATERMAN INFRASTRUCTURE              | Planning              | 3,700          |               | Consultant costs for public enquiry  | Single quote under CPR 8.5.1                | 1                      |                          |
| AJ OAKES & PARTNERS                  | Planning              |                | 220           | Professional Fees  | Single quote under CPR 8.5.1                | 1                      |                          |
| COLLIERS INTERNATIONAL UK PLC        | Planning              |                | 8,470         | Financial Viability work for Hayes Court & 208-214 High Street                                     | 3 quotes in line with Financial Regulations | 3                      |                          |
| PHD CHARTERED TOWN PLANNERS          | Planning              |                | 3,319         | Planning appeal consultancy fee  | Single quote under CPR 8.5.1                | 1                      |                          |
| TIBBALDS PLANNING & URBAN DESIGN LTD | Planning              |                | 11,424        | Planning appeal work   | 3 quotes in line with Financial Regulations | 3                      |                          |
| <b>Planning total</b>                |                       | <b>61,912</b>  | <b>31,540</b> |  |   |                        |                          |
| <b>GRAND TOTAL</b>                   |                       | <b>230,571</b> | <b>51,204</b> |  |   |                        |                          |

| Category /Supplier Name                  | Portfolio          |                |                  |                             |                       | Grand Total<br>£ | Scheme  | No. of Quotes  | Procurement Procedure followed i.e. Full tendering, Waiver etc..   | Procurement reported to Members |
|--|--------------------|----------------|------------------|-----------------------------|-----------------------|------------------|---|--|--|---------------------------------|
|  | CARE SERVICES<br>£ | EDUCATION<br>£ | ENVIRONMENT<br>£ | RECREATION & RESOURCES<br>£ | WAL & RECREATION<br>£ |                  |   |  |  |                                 |
| <b>Architects</b>                        |                    |                |                  |                             |                       |                  |   |  |  |                                 |
|  |                    | 11,375         |                  |                             |                       | 11,375           | Early Education for Two Year Olds               | 1  | Variation to contract. Waiver obtained.  | No                              |
| CAROE ARCHITECTURE LTD                   |                    |                |                  | 35,912                      |                       | 35,912           | Bromley Museum at The Priory                    | 5  | OJEU notice, PQQ and ITT (full tender)   | No                              |
| DONALD INSALL ASSOCIATES LTD             |                    |                |                  | 6,000                       |                       | 6,000            | Bromley Museum at The Priory                    | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
|  |                    |                |                  | 45,500                      |                       | 45,500           | Crystal Palace Park Subway                      | 2  | Waiver for insufficient tender response  | No                              |
| EAST ARCHITECTURE LANDSCAPE URBAN DESIGN |                    |                | 33,960           |                             |                       | 33,960           | Beckenham Town Centre Improvements              | 6  | GLA Framework  | No                              |
| KINNEAR LANDSCAPE ARCHITECTS             |                    |                |                  | 124,804                     |                       | 124,804          | Crystal Palace Park Improvements                | 3 received   | ADUP framework   | Executive 24/03/15              |
| MOXLEY ARCHITECTS LTD                    |                    | 9,876          |                  |                             |                       | 9,876            | Basic Needs                                     | 3 written  | Competitive tender in accordance with CPR's  | No                              |
| PICK EVERARD                             |                    | 198,821        |                  |                             |                       | 198,821          | Glebe expansion works feasibility               | All suppliers within the relevant Lot were invited to quote. | Mini competition under Construction Related Consultancy Services 2012 Framework                          | No                              |
| PIE ARCHITECTURE LTD                     |                    |                |                  | 1,000                       |                       | 1,000            | Bromley North Village Public Realm Improvements | 1  | GLA Framework  | No                              |
| <b>Total - Architects</b>                | <b>0</b>           | <b>220,072</b> | <b>33,960</b>    | <b>213,216</b>              | <b>0</b>              | <b>467,247</b>   |   |  |  |                                 |
| <b>Engineers</b>                         |                    |                |                  |                             |                       |                  |   |  |  |                                 |
| ALAN BAXTER PARTNERSHIP LLP              |                    | 3,200          |                  |                             |                       | 3,200            | Basic Needs                                     | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| CLARKEBOND (UK) LTD                      |                    | 350            |                  |                             |                       | 350              | Basic Needs                                     | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| ENGINEERS HASKINS                        |                    |                |                  | 4,234                       |                       | 4,234            | Bromley North Village Public Realm Improvements | 1 written  | Under £30,000 within CPR's 8.5.1   | No                              |
| ROBINSON WATERS LTD                      |                    |                |                  |                             |                       |                  |   |  |  |                                 |
| LANDSCOPE ENGINEERING LTD                |                    | 5,850          |                  |                             |                       | 5,850            | Basic Needs                                     | 3 requested  | Under £100,000 (total estimated spend) within CPR's 8.5.1  | No                              |
| PLANET TURF LTD                          |                    |                |                  | 4,221                       |                       | 4,221            | Bromley North Village Public Realm Improvements | 1 written  | Under £30,000 within CPR's 8.5.1   | No                              |
| TRUEFORM ENGINEERING LTD                 |                    |                |                  | 6,835                       |                       | 6,835            | Bromley North Village Public Realm Improvements | 1  | TfL Call -off contract (TfL Framework)   | No                              |
| <b>Total - Engineers</b>                 | <b>0</b>           | <b>9,400</b>   | <b>0</b>         | <b>15,290</b>               | <b>0</b>              | <b>24,690</b>    |   |  |  |                                 |
| <b>Surveyor</b>                          |                    |                |                  |                             |                       |                  |   |  |  |                                 |
| ADAMS ENVIRONMENTAL LTD                  |                    | 5,950          |                  |                             |                       | 5,950            | Basic Needs                                     | 3 received   | Under £30,000 within CPR's 8.5.1   | No                              |
| AGB ENVIRONMENTAL LTD                    |                    | 35,175         |                  |                             |                       | 35,175           | Basic Needs                                     | Single Quotes (32 in total)                                  | Individual orders raised on various projects - each individual order is under £30,000 within CPR's 8.5.1 | No                              |
| AKS WARD LTD                             |                    |                |                  |                             | 2,000                 | 2,000            | Acquisition - Properties Acquisition            | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| ARMSTRONG YORK                           |                    |                |                  |                             |                       |                  |   |  |  |                                 |
| ASBESTOS ENVIRONMENTAL LTD               |                    | 90             |                  |                             |                       | 90               | Basic Needs                                     | 1  | Operational Property Measured Term Contract  | No                              |
|  |                    | 225            |                  |                             |                       | 225              | Glebe expansion works feasibility               | 1  | Under £30,000 within CPR's 8.5.1   | No                              |

| Category /Supplier Name                     | Portfolio          |                |                  |                           |                | Grand Total<br>£ | Scheme                               | No. of Quotes  | Procurement Procedure followed i.e. Full tendering, Waiver etc..   | Procurement reported to Members |
|---|--------------------|----------------|------------------|---------------------------|----------------|------------------|--------------------------------------|--|--|---------------------------------|
|   | CARE SERVICES<br>£ | EDUCATION<br>£ | ENVIRONMENT<br>£ | RENEWAL & RECREATION<br>£ | RESOURCES<br>£ |                  |                                      |  |  |                                 |
| BLAKENEY LEIGH LTD                          |                    | 1,650.00       |                  |                           |                | 1,650.00         | Early Education for Two Year Olds    | 3 written  | Competitive Quotation in accordance with CPR's   | No                              |
| DE VOS CONSULTANCY LTD                      |                    | 7,295          |                  |                           |                | 7,295            | Capital Maintenance in Schools       | 1  | Part of commission for H&S audit - under £30,000 within CPR's 8.5.1  | No                              |
| ENVIRONTEC LTD                              |                    | 725            |                  |                           |                | 725              | Basic Needs                          | 1  | Operational Property Asbestos Measured Term Contract   | No                              |
| GLEEDS                                      |                    | 1,500          |                  |                           |                | 1,500            | Glebe expansion works feasibility    | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework   | No                              |
| HAYDENS ARBORICULTURAL CONSULTANTS LTD      |                    | 1,618          |                  |                           |                | 1,618            | Basic Needs                          | 3 requested  | Under £100,000 (total estimated spend) within CPR's 8.5.1  | No                              |
| HONE ECOLOGY LTD                            |                    | 4,100          |                  |                           |                | 4,100            | Basic Needs                          | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| JEAN LEFEBVRE UK LIMITED                    |                    |                | 2,500            |                           |                | 2,500            | LIP Formula Funding                  | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| K A RYLANCE LTD                             |                    | 4,400          |                  |                           |                | 4,400            | Basic Needs                          | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| M.C.  |                    | 1,105          |                  |                           |                | 1,105            | Basic Needs                          | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| MILTON KEYNES SURVEYS LTD                   |                    | 5,825          |                  |                           |                | 5,825            | Basic Needs                          | 3 requested  | Under £100,000 (total estimated spend) within CPR's 8.5.1  | No                              |
|   |                    | 5,241          |                  |                           |                | 5,241            | Basic Needs                          | 3 requested  | Under £100,000 (total estimated spend) within CPR's 8.5.1  | No                              |
|   |                    | 2,763          |                  |                           |                | 2,763            | Beacon House Refurbishment           | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| PENNINGTON CHOICES LTD                      | 108                |                |                  |                           |                | 108              | DFG - Renovation Grant               | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| RAPIER FIRE LTD                             |                    | 400            |                  |                           |                | 400              | Beacon House Refurbishment           | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| RED TWIN LTD                                |                    | 2,800          |                  |                           |                | 2,800            | Basic Needs                          | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| RIVERSIDE ENVIRONMENTAL SERVICES LTD        |                    | 54,081         |                  |                           |                | 54,081           | Basic Needs                          | Single Quotes (20 in total)                                  | Individual orders raised on various projects - each individual order is under £5,000 and is within CPR's 8.5.1 | No                              |
| RPS HEALTH SAFETY & ENVIRONMENT             |                    |                |                  |                           | 550            | 550              | Acquisition - Properties Acquisition | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| SITECH SURVEYING SERVICES                   |                    | 1,270          |                  |                           |                | 1,270            | Basic Needs                          | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| SKYHIGH TECHNOLOGY LTD                      |                    |                | 43,790           |                           |                | 43,790           | LIP Formula Funding                  | 3  | Mini competition   | No                              |
| SOIL ENVIRONMENT SERVICES LTD               |                    | 15,488         |                  |                           |                | 15,488           | Basic Needs                          | 3 requested  | Under £100,000 (total estimated spend) within CPR's 8.5.1  | No                              |
| STIRLING MAYNARD TRANSPORTATION CONSULTANTS |                    | 14,250         |                  |                           |                | 14,250           | Basic Needs                          | 3 requested  | Under £100,000 (total estimated spend) within CPR's 8.5.1  | No                              |
| SUSTAINABLE ACOUSTICS LTD                   |                    | 975            |                  |                           |                | 975              | Basic Needs                          | 3 requested  | Under £100,000 (total estimated spend) within CPR's 8.5.1  | No                              |
| SWEETT (UK) LTD                             |                    | 350            |                  |                           |                | 350              | Basic Needs                          | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework   | No                              |
| SYNTEGRA CONSULTING LTD                     |                    | 9,000          |                  |                           |                | 9,000            | Basic Needs                          | 3 requested  | Under £100,000 (total estimated spend) within CPR's 8.5.1  | No                              |
| YES ENGINEERING LTD                         |                    | 7,744          |                  |                           |                | 7,744            | Basic Needs                          | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| <b>Total - Surveyors</b>                    | <b>108</b>         | <b>184,019</b> | <b>46,290</b>    | <b>0</b>                  | <b>2,550</b>   | <b>232,967</b>   |                                      |  |  |                                 |

| Category /Supplier Name                       | Portfolio     |           |             |                      |           | Grand Total<br>£ | Scheme  | No. of Quotes  | Procurement Procedure followed i.e. Full tendering, Waiver etc..  | Procurement reported to Members |
|---|---------------|-----------|-------------|----------------------|-----------|------------------|---|--|---|---------------------------------|
|   | CARE SERVICES | EDUCATION | ENVIRONMENT | RENEWAL & RECREATION | RESOURCES |                  |   |  |   |                                 |
|   | £             | £         | £           | £                    | £         |                  |   |  |   |                                 |
| <b>Multi Disciplinary / Other Consultants</b> |               |           |             |                      |           |                  |   |  |   |                                 |
| AECOM LTD                                     |               | 47        |             |                      |           | 47               | BSF (Building Schools for the Future)                     | TfL Framework  | TfL Framework (mini tender)   | Executive 16/06/10              |
|   |               |           | 1,876       |                      |           | 1,876            | Chislehurst Road Bridge Replacement                       | TfL Framework  | TfL Framework (mini tender)   | Executive 16/06/10              |
|   |               |           | 82,454      |                      |           | 82,454           | Maintenance   | TfL Framework  | TfL Framework (mini tender)   | Executive 16/06/10              |
|   |               |           | 1,939       |                      |           | 1,939            | Bromley Town Centre - increased parking capacity          | TfL Framework  | TfL Framework (mini tender)   | Executive 16/06/10              |
| APPLEYARD & TREW                              |               |           |             | 19,440               |           | 19,440           | Bromley North Village Public Realm Improvements           | 1  | Under £30,000 within CPR's 8.5.1  | No                              |
| ATKINS LTD                                    |               |           | 16,772      |                      |           | 16,772           | LIP Formula Funding                                       | 4  | Mini competition  | No                              |
| BAILEY PARTNERSHIP                            |               | 827,693   |             |                      |           | 827,693          | Basic Needs   | Appt made via Lewisham Consultants Framework                 | Tender  | No                              |
|   |               | 9,800     |             |                      |           | 9,800            | Capital Maintenance in Schools                            | Appt made via Lewisham Consultants Framework                 | Tender  | No                              |
| BAILY GARNER LLP                              |               | 6,550     |             |                      |           | 6,550            | Basic Needs   | Appt made via Lewisham Consultants Framework                 | Tender  | No                              |
| CALFORDSEADEN LLP                             |               | 3,132     |             |                      |           | 3,132            | Basic Needs   | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework  | No                              |
|   |               | 1,000     |             |                      |           | 1,000            | Early Education for Two Year Olds                         | 3 written  | Competitive Quotation in accordance with CPR's  | No                              |
|   |               |           |             | 10,140               |           | 10,140           | Penge/Anerley Libraries - 46 Green lane                   | 1  | Under £30,000 within CPR's 8.5.1  | No                              |
| COLLIERS INTERNATIONAL UK PLC                 |               |           |             |                      | 89,750    | 89,750           | Acquisition - Properties Acquisition                      | 8 invited (2 responded)                                      | GPS framework, waiver and single quote under Contract Procedure Rule 8.5.1  | No                              |
| DESIGNED BY GOOD PEOPLE LTD                   |               |           |             |                      | 2,250     | 2,250            | Acquisition - Properties Acquisition                      | 1  | Under £30,000 within CPR's 8.5.1  | No                              |
| FRANKHAM CONSULTANCY GROUP LTD                |               |           |             | 3,650                |           | 3,650            | Bromley North Village Public Realm Improvements           | 1  | GLA Framework Supplier (under £30,000 within CPR's 8.5.1)   | No                              |
|   |               | 67,473    |             |                      |           | 67,473           | BSF (Building Schools for the Future)                     | 1  | Appointed in 2007 for this project. (Consultant for architectural services- appointed for a fixed term following competitive tenders in 2005) | No                              |
| G.C (Agency)                                  |               |           |             |                      | 16,309    | 16,309           | Central Library & Churchill Theatre - chillers & controls | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework  | No                              |
| INGLETON WOOD LLP                             |               | 15,944    |             |                      |           | 15,944           | Transforming Social Care                                  | 1  | Under £30,000 within CPR's 8.5.1  | No                              |
|   |               |           |             |                      |           |                  | Basic Needs   | 5 written  | Competitive tender in accordance with CPRs  | No                              |

| Category /Supplier Name | Portfolio          |                |                  |                           |                | Grand Total<br>£ | Scheme  | No. of Quotes  | Procurement Procedure followed i.e. Full tendering, Waiver etc..   | Procurement reported to Members |
|-------------------------|--------------------|----------------|------------------|---------------------------|----------------|------------------|---|--|--|---------------------------------|
|                         | CARE SERVICES<br>£ | EDUCATION<br>£ | ENVIRONMENT<br>£ | RECREATION & WELFARE<br>£ | RESOURCES<br>£ |                  |   |  |  |                                 |
| KEEGANS LTD             |                    | 94,843         |                  |                           |                | 94,843           | Basic Needs                                     | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework   | No                              |
|                         |                    | 16,922         |                  |                           |                | 16,922           | Glebe expansion works feasibility               | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework   | No                              |
|                         |                    | 18,470         |                  |                           |                | 18,470           | Beacon House Refurbishment                      | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework   | No                              |
| MAY GURNEY LTD          |                    |                |                  | 44,343                    |                | 44,343           | Bromley North Village Public Realm Improvements | 7  | OJEU tender  | Executive 28/11/12              |
|                         |                    |                | 128              |                           |                | 128              | LIP Formula Funding                             | 7  | OJEU tender  | Executive 28/11/12              |
| MOTT MACDONALD LTD      |                    | 17,716         |                  |                           |                | 17,716           | Basic Needs                                     | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework   | No                              |
| M&S TRAFFIC LTD         |                    |                |                  | 500                       |                | 500              | Bromley North Village Public Realm Improvements | 3  | Mini competition   | No                              |
|                         |                    |                | 5,770            |                           |                | 5,770            | LIP Formula Funding                             | 3  | Mini competition   | No                              |
| OLM SYSTEMS LTD         |                    |                |                  |                           | 2,000          | 2,000            | Performance management/CYP systems              | 1  | Only Supplier for this (Service provider). Licence with OLM. Under £30,000 within CPR's 8.5.1                        | No                              |
| PELLINGS LLP            |                    | 83,636         |                  |                           |                | 83,636           | Basic Needs                                     | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework (£47,432.17) and Lewisham Consultant Framework (£36,204.26) | No                              |
|                         |                    | 4,219          |                  |                           |                | 4,219            | Early Education for Two Year Olds               | 3 written  | Competitive Quotation in accordance with CPR's   | No                              |
|                         |                    | 4,834          |                  |                           |                | 4,834            | Sensory Support (Vision) - Access Initiative    | Appt made via Lewisham Consultants Framework                 | Framework tender via mini-competition  | No                              |
|                         |                    | 4,554          |                  |                           |                | 4,554            | Social Care Grant (Department of Health)        | 1  | LCP 2012 CRCS Framework  | No                              |
|                         |                    | 518            |                  |                           |                | 518              | Walpole Road - Learning Disability Provision    | 1  | Exor Approved List   | No                              |
| PINNACLE ESP LTD        |                    | 205,019        |                  |                           |                | 205,019          | Basic Needs                                     | Appt made via Lewisham Consultants Framework                 | Mini competition   | No                              |
|                         |                    | 96,570         |                  |                           |                | 96,570           | Universal Free School Meals                     | Appt made via Lewisham Consultants Framework                 | Mini competition   | No                              |
| PLAYLE & PARTNERS LLP   |                    | 5,289          |                  |                           |                | 5,289            | Beacon House Refurbishment                      | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework   | No                              |
| PROJECT CENTRE LTD      |                    |                | 580              |                           |                | 580              | LIP Formula Funding                             | 3  | Mini competition   | No                              |



| Category /Supplier Name                               | Portfolio          |                  |                  |                           |                | Grand Total<br>£ | Scheme  | No. of Quotes  | Procurement Procedure followed i.e. Full tendering, Waiver etc..                             | Procurement reported to Members |
|---|--------------------|------------------|------------------|---------------------------|----------------|------------------|---|--|--|---------------------------------|
|   | CARE SERVICES<br>£ | EDUCATION<br>£   | ENVIRONMENT<br>£ | RECREATION & WELFARE<br>£ | RESOURCES<br>£ |                  |   |  |  |                                 |
| REDMAN PARTNERSHIP LLP                                |                    |                  |                  | 9,450                     |                | 9,450            | Bromley Museum at The Priory                                  | 2  | Waiver   | No                              |
| SCOTT WHITE & HOOKINS                                 |                    |                  |                  | 700                       |                | 700              | Bromley Museum at The Priory                                  | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| STACE LLP   |                    |                  |                  | 1,001                     |                | 1,001            | Central Library & Churchill Theatre - chillers & controls     | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework                                     | No                              |
| TFL SURFACE TRANSPORT                                 |                    |                  |                  | 696                       |                | 696              | Bromley North Village Public Realm Improvements               | 1  | Only Supplier for this. TfL Framework. Under £30,000 within CPR's 8.5.1                      | No                              |
| V1 LIMITED  |                    |                  |                  |                           | 1,700          | 1,700            | Financial systems upgrade/replacement of unsupported software | 1  | Only Supplier for this (Service provider). Licence with V1. Under £30,000 within CPR's 8.5.1 | No                              |
| <b>Total - Multi Disciplinary / Other Consultants</b> | <b>5,073</b>       | <b>1,479,157</b> | <b>109,519</b>   | <b>108,104</b>            | <b>112,009</b> | <b>1,813,861</b> |   |  |  |                                 |
| <b>Total Consultants</b>                              | <b>5,181</b>       | <b>1,892,647</b> | <b>189,769</b>   | <b>336,610</b>            | <b>114,559</b> | <b>2,538,766</b> |   |  |  |                                 |

| Category /Supplier Name                      | Portfolio      |               |             |                      |              | Grand Total £ | Scheme   | No. of Quotes  | Procurement Procedure followed i.e. Full tendering, Waiver etc..   | Procurement reported to Members |
|--|----------------|---------------|-------------|----------------------|--------------|---------------|--|--|--|---------------------------------|
|  | CARE SERVICE S | EDUCATION     | ENVIRONMENT | RENEWAL & RECREATION | RESOURCES    |               |  |  |  |                                 |
|  | £              | £             | £           | £                    | £            |               |  |  |  |                                 |
| <b>Architects</b>                            |                |               |             |                      |              |               |  |  |  |                                 |
| PICK EVERARD                                 |                | 31,009        |             |                      |              | 31,009        | Glebe expansion works feasibility                | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework   | No                              |
| <b>Total - Architects</b>                    | <b>0</b>       | <b>31,009</b> | <b>0</b>    | <b>0</b>             | <b>0</b>     | <b>31,009</b> |  |  |  |                                 |
| <b>Engineers</b>                             |                |               |             |                      |              |               |  |  |  |                                 |
| TRUEFORM ENGINEERING LTD                     |                |               |             | 1,746                |              | 1,746         | Bromley North Village Public Realm Improvements  | 1  | TfL Call -off contract (TfL Framework)   | No                              |
| <b>Total - Engineers</b>                     | <b>0</b>       | <b>0</b>      | <b>0</b>    | <b>1,746</b>         | <b>0</b>     | <b>1,746</b>  |  |  |  |                                 |
| <b>Surveyors</b>                             |                |               |             |                      |              |               |  |  |  |                                 |
| GLEEDS                                       |                | 500           |             |                      |              | 500           | Glebe expansion works feasibility                | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework   | No                              |
| PENNINGTON CHOICES LTD                       |                | 2,320         |             |                      |              | 2,320         | Basic Needs                                      | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| RIVERSIDE ENVIRONMENTAL SERVICES LTD         |                | 3,600         |             |                      |              | 3,600         | Basic Needs                                      | Single Quotes (2 in total)                                   | Individual orders raised on various projects - each individual order is under £5,000 and is within CPR's 8.5.1 | No                              |
| RPS HEALTH SAFETY & ENVIRONMENT              |                |               |             |                      | 1,175        | 1,175         | Acquisition - Properties Acquisition             | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| <b>Total - Surveyors</b>                     | <b>0</b>       | <b>6,420</b>  | <b>0</b>    | <b>0</b>             | <b>1,175</b> | <b>7,595</b>  |  |  |  |                                 |
| <b>Multi disciplinary / Other Consultant</b> |                |               |             |                      |              |               |  |  |  |                                 |
| AECOM LTD                                    |                |               | 332         |                      |              | 332           | Biking Boroughs                                  | TfL Framework  | TfL Framework (mini tender)  | Executive 16/06/10              |
|  |                |               | 31,852      |                      |              | 31,852        | Maintenance                                      | TfL Framework  | TfL Framework (mini tender)  | Executive 16/06/10              |
|  |                |               | 250         |                      |              | 250           | LIP Formula Funding                              | TfL Framework  | TfL Framework (mini tender)  | Executive 16/06/10              |
|  |                |               | 515         |                      |              | 515           | Bromley Town Centre - increased parking capacity | TfL Framework  | TfL Framework (mini tender)  | Executive 16/06/10              |
| APPLEYARD & TREW                             |                |               |             | 500                  |              | 500           | Bromley North Village Public Realm Improvements  | 1  | Under £30,000 within CPR's 8.5.1   | No                              |
| ATKINS LTD                                   |                |               | 10,700      |                      |              | 10,700        | LIP Formula Funding                              | 4  | Mini competition   | No                              |
| BAILEY PARTNERSHIP                           |                | 148,480       |             |                      |              | 148,480       | Basic Needs                                      | Appt made via Lewisham Consultants Framework                 | Tender   | No                              |
| BAILY GARNER LLP                             |                | 41,969        |             |                      |              | 41,969        | Basic Needs                                      | Appt made via Lewisham Consultants Framework                 | Tender   | No                              |
| CALFORDSEADEN LLP                            |                | 736           |             |                      |              | 736           | Basic Needs                                      | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework   | No                              |

| Category /Supplier Name                              | Portfolio    |                |               |                      |               | Grand Total £  | Scheme  | No. of Quotes  | Procurement Procedure followed i.e. Full tendering, Waiver etc..  | Procurement reported to Members |
|--|--------------|----------------|---------------|----------------------|---------------|----------------|---|--|---|---------------------------------|
|  | CARE SERVICE | EDUCATION      | ENVIRONMENT   | RENEWAL & RECREATION | RESOURCES     |                |   |  |   |                                 |
|  | £            | £              | £             | £                    | £             |                |   |  |   |                                 |
| COLLIERS INTERNATIONAL UK PLC                        |              |                |               |                      | 49,147        | 49,147         | Acquisition - Properties Acquisition                      | 3 responses  | ESPO Framework – 2700 Estate management Services, lot 5A  | No                              |
|  |              |                |               |                      | 3,000         | 3,000          | Acquisition - Properties Acquisition                      | 1  | Under £30,000 within CPR's 8.5.1  | No                              |
| FRANKHAM CONSULTANCY GROUP LTD                       |              | 4,823          |               |                      |               | 4,823          | BSF (Building Schools for the Future)                     | 1  | Appointed in 2007 for this project. (Consultant for architectural services- appointed for a fixed term following competitive tenders in 2005) | No                              |
|  |              |                |               | 4,044                |               | 4,044          | Central Library & Churchill Theatre - chillers & controls | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework  | No                              |
|  |              | 19,713         |               |                      |               | 19,713         | Basic Needs   | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework  | No                              |
| KEEGANS LTD  |              | 3,682          |               |                      |               | 3,682          | Glebe expansion works feasibility                         | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework  | No                              |
| MOTT MACDONALD LTD                                   |              | 1,482          |               |                      |               | 1,482          | Basic Needs   | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework  | No                              |
|  |              |                | 630           |                      |               | 630            | LIP Formula Funding                                       | 3 requested  | Mini competition  | No                              |
| M&S TRAFFIC LTD                                      |              |                |               | 200                  |               | 200            | Bromley North Village Public Realm Improvements           | 3 requested  | Mini competition  | No                              |
|  |              | 79,282         |               |                      |               | 79,282         | Basic Needs   | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework (£10,344.92) and Lewisham Consultant Framework (£68,937.17)                          | No                              |
|  |              | 7,366          |               |                      |               | 7,366          | Sensory Support (Vision) - Access Initiative              | Appt made via Lewisham Consultants Framework                 | Framework tender via mini-competition   | No                              |
| PELLINGS LLP   |              | 1,237          |               |                      |               | 1,237          | Social Care Grant (Department of Health)                  | Appt made via Framework / Direct call off                    | Tender/Under Construction Related Consultancy Services 2012 Framework   | No                              |
|  |              | 70,755         |               |                      |               | 70,755         | Basic Needs   | Appt made via Lewisham Consultants Framework                 | Tender  | No                              |
| PINNACLE ESP LTD                                     |              | 41,434         |               |                      |               | 41,434         | Universal Free School Meals                               | Appt made via Lewisham Consultants Framework                 | Tender  | No                              |
| STACE LLP  |              |                |               | 1,001                |               | 1,001          | Central Library & Churchill Theatre - chillers & controls | All suppliers within the relevant Lot were invited to quote. | Construction Related Consultancy Services 2012 Framework  | No                              |
| WORSLEY BRIDGE CATERING CONSORTIUM                   |              | 2,000          |               |                      |               | 2,000          | Universal Free School Meals                               | 1  | Under £30,000 within CPR's 8.5.1  | No                              |
| <b>Total - Multi disciplinary / Other consultant</b> | <b>1,237</b> | <b>421,722</b> | <b>44,279</b> | <b>5,745</b>         | <b>52,147</b> | <b>525,131</b> |   |  |   |                                 |
| <b>Total Consultants</b>                             | <b>1,237</b> | <b>459,151</b> | <b>44,279</b> | <b>7,491</b>         | <b>53,322</b> | <b>565,480</b> |   |  |   |                                 |

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Report No.  
DRR15/095

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Tuesday 27 October 2015

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

**Title:** TOWN CENTRE MANAGEMENT UPDATE REPORT - OCTOBER 2015

**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:** (All Wards);

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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 July to October 2015, and also summarises the priorities for the period until end of January 2016.

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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 below and 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 2015/16: £373k
  2. Ongoing costs: Recurring Cost £60k
  3. Budget head/performance centre: Town Centre Management & Business Support & Capital Programme
  4. Total current budget for this head: £348k revenue and £25k capital as detailed in 5.1
  5. Source of funding: Existing revenue budget 2015/16 (including £13k earmarked as support grant for the Orpington BID), funding from earmarked reserves, New Homes Bonus, S106 funds and GLA funding (£25k capital)
- 

### 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):
- 

### Ward Councillor Views

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

### 3. COMMENTARY

#### Introduction

- 3.1 The Town Centre Management (TCM) and Business Support service in Environment and Community Services 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, the Orpington BID, 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 and sponsorship. Current key initiatives for the service are outlined in paragraphs 3.2 to 3.3 below. Other highlights of the TCM and Business Support work programme in Quarter 2 of 2015/16 is provided as **APPENDIX 1**.
- 3.2 One of the key priorities for the TCM and Business Support service has been supporting the development of a new Business Improvement District (BID) in Bromley town centre. Members will be pleased to know that the ballot of business rates payers to decide whether the 'Your Bromley' BID will be established is now on-going and the result is expected on 6 November. Further to a decision by the Executive in July to delegate a decision on authorising a BID ballot to the Portfolio Holder for Renewal & Recreation, a BID proposal pack was received from Bromley BID Ltd in early September, and the Portfolio Holder duly requested the instigation of a ballot on behalf of the Executive. The BID Business Plan – a draft of which was included in the BID Proposal – was subsequently finalised and distributed to all the voters representing the 554 hereditaments within the proposed BID area (including 6 which are occupied by the London Borough of Bromley). The BID Business Plan outlines the proposed priorities and projects of the BID for the next 5 years, which are based upon the results of in depth consultation and research amongst the local business community. The Business Plan has four main areas of activity outlined below:
- Your Bromley Made Smarter – enhanced cleansing, recycling, floral displays and improved Christmas lights;
  - Your Bromley Made Safer – a uniformed presence (i.e. 'Street Ambassadors'), a child safety scheme and crime reduction initiatives
  - Your Bromley Made Prominent – town centre promotions, PR campaigns, events and loyalty schemes;
  - Your Bromley Made for Business – networking opportunities, newsletters, business and visitor surveys, joint purchasing and providing a voice for Bromley businesses.

Should the BID be successful at ballot, business properties with a rateable value of over £15,000 will be charged an annual levy equivalent to 1.25% of their rateable value. Further information about the Your Bromley BID proposal can be found on the website [www.bromleybid.com](http://www.bromleybid.com)

- 3.3 Following the November 2014 R&R PDS the Renewal & Recreation Portfolio Holder approved the expenditure of up to £25k to review the current operation of the Bromley Town Centre Market and develop proposals for the future of this key feature within the town centre. Market research was undertaken in relation to the weekly market and specialist market consultants were commissioned to analyse this research, review the current operation of the market and develop recommendations for the future location, operation and offer of the market. The findings from this review have informed the development of design options for the public realm improvements to the pedestrian area. These initial design options for the pedestrian area are subject to Member approval and will be reported via a separate paper on this agenda. The

implications for the shape, location and operation of the town centre market will continue to be incorporated into future reports on the public realm improvements to the pedestrian area, as will any capital requirements for infrastructure and equipment related to a re-presentation of the market. In addition, it is expected that a further report will be provided to Members to set out options for the future management of the market.

- 3.4 The proposed work programme for the Town Centre Managers during the remainder of 2015/16 will continue to involve a wide range of duties ranging from facilitation of some public events through to day to day assistance to town centre occupiers. The priorities for the next quarter are outlined in **APPENDIX 1**.

#### 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                           | 60                       |
| Grant to Orpington BID   | 13                       |
| S106 contributions - earmarked for Elmers End                    | 1                        |
| S106 contribution - earmarked for Bromley Markets Review project | 25                       |
| Earmarked reserve for Bromley BID project                        | 110                      |
| GLA grant for Bromley BID project                                | 20                       |
| Earmarked Reserve re Local Parade improvements                   | 44                       |
| New Homes Bonus  | 75                       |
| GLA - High Street Funding (CAPITAL)                              | 25                       |
| <b>Total</b>   | <b><u><u>373</u></u></b> |

|   |                  |
|---|------------------|
| <b>Non-Applicable Sections:</b>                       | Legal, Personnel |
| Background Documents:<br>(Access via Contact Officer) |                  |



### 1. Summary of activities July to October 2015/16

#### 1.1 Business Improvement Districts

- i. As outlined in the main report, the Bromley BID proposal has now been presented to the Council, and a ballot is in progress, due to end on 5<sup>th</sup> November. Details of the results will be circulated to R&R PDS Committee members after 6<sup>th</sup> November.
- ii. 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. Recent highlights of the BID programme are as follows:
  - In July the BID was the main sponsor of The Big O Festival in Priory Gardens. Attended by several thousand people, the event drove a big increase in footfall to the town centre.
  - In August – the BID was also the main sponsor for Priory Live Music Festival which was very well attended and a positive knock on effect in the town centre – especially on local restaurants.
  - The BID organised the Cycle Mania event in September – with a range of cycle-related fun, practical help and safety advice, in partnership with the Council and Met Police.
  - The BID launched the Orpington Pubwatch with its first meeting in early October, developed with the local Police team and local bar managers.
  - The town centre have seen a number of new business openings over the last quarter and improvements to the vacancy rate within the BID boundary – now at 9.3% (compared with 11.6% nationally).
  - Installation of flower cubes in addition to the regular planting regime has resulted in positive comments from residents and businesses.

#### 1.2 Local Parades Improvement Initiative Fund

Since the start of the Local Parades programme (in 2012/13) £221k has been spent or committed on projects in various locations. An additional £29k remains to be spent, around £23k of which has now been allocated to projects. A number of projects are currently either awaiting Member approval or are being implemented in various locations including Clock House, Sundridge Park, Hayes, Penge, Shortlands and

Chislehurst Royal Parade. A Coney Hall parade application is on hold, pending possible parking changes which are subject to a formal consultation process.

### **1.3 Bromley town centre**

During the past quarter the Town Centre Manager has:

- Continued to engage with key businesses and stakeholders in the town centre, supported networking events and maintained the regular monthly communications to local businesses.
- Provided ongoing support to the BID Working Group, particularly with communications to businesses and the Your Bromley BID Launch Event on Saturday 26<sup>th</sup> September.
- Provided communications to businesses regarding the Widmore Road public realm improvements.
- Coordinated a town centre business meeting providing stakeholders with an update on upcoming events, development in the town, progress on the BID and update from Police.
- Developed and produced a new edition of the Town Centre Guide promoting the town centre and the businesses within it.
- Coordinated discussions with colleagues and external organisations to feed the recommendations from the Market Review into the design options for the public realm improvement works to the pedestrian area
- Organised a public consultation event and a stakeholder consultation event regarding the public realm improvements to the pedestrian area
- Coordinated communications to businesses regarding the replacement of the chiller unit at the Central Library
- Finalised and awarded the contract for the Festive Food & Entertainment Concession for Market Square for Christmas 2015
- Secured sponsorship from O'Rourke's Contracting PLC and Gristwood & Toms for the poppy display in Bromley town centre
- Secured sponsorship from intu and Specsavers for the Christmas Event
- Undertook an audit of ground floor empty properties within the core town centre in July (excluding the Glades and the Mall) showing a vacancy rate of 5.27%, down from 6.1% in April 2015

### **1.4 Beckenham town centre**

The Town Centre Manager continues to support the Town Centre Team and the Beckenham Member Working Group in the delivery of a programme of improvements and engagement.

During the past quarter, the Town Centre Manager has also:

- Continued to coordinate the development of the Purple Flag project. Carried out an overnight assessment in preparation for submission to the accreditation body. This assessment involved representatives from the licenced trade, residents, businesses, officers from LBB and the police
- Working with partners to deliver the Christmas lights event on 5<sup>th</sup> December
- Working with the CCARA and BBA to run a shop window competition at Christmas.
- Supported the successful market on Beckenham Green on 18<sup>th</sup> July
- Worked with the town team on Procuring and appointing a contractor for delivery of the alleyway improvement project following the successful £20K bid to the high street Fund.
- Worked with partners to deliver a trial evening market with associated activities in Clock House. The event was well received and there are plans to make it a regular occurrence
- Worked with colleagues in Town centre renewal to build the business case to TFL for additional scheme funding
- Worked with Beckenham Business Association to secure their sponsorship for the Bromley Business Awards.
- Undertaken a recent audit of empty ground level properties which showed that the vacancy rate is currently 5.0% (11 vacant units).

## **1.5 Penge town centre**

The Town Centre Manager continues to support the Penge Traders Association and the Penge Town Centre Team. During the past quarter the Town Centre Manager has:

- Delivered a very successful Penge Day event on 29<sup>th</sup> August which included a street market and entertainment. Businesses and local organisations were involved, providing equipment and sponsorship.
- Developed a map to promote local businesses which will have an online version and a limited number of hard copies. Commissioned a local artist to draw specific landmarks to enhance the feel of the map which is expected to be published in November.

- Worked with partners to deliver the Christmas lights event on Thursday 26<sup>th</sup> November
- Launched a new newsletter for businesses both online and hand delivered using volunteers.
- Undertaken an audit of empty ground floor properties, which showed that the vacancy rate is currently 6.4% (8 vacant units).

## **1.6 Christmas lights**

The Beckenham & Penge Town Centre Manager led on the procurement of Christmas lights and installation services in towns across the borough with a budget of £27k as agreed after the last R&R PDS Committee. Festive Decorations have been awarded the one-year contract for supply, installation, de-rig and storage of the lights for Beckenham, Bromley, Orpington and Penge. Orpington BID will reimburse the Council for the cost of the installation, de-rig and storage of the Orpington lights scheme.

## **1.7 Business Support Programme**

- i. The New Homes Bonus allocation for the Borough has enabled the development of some new business support initiatives for Orpington and Penge town centres. In Orpington a project funded through the High Street Fund (£25k for this financial year only) to procure appropriate equipment to create pop up markets to showcase new businesses supported by the BID will be supplemented by a programme of business support funded through the New Homes Bonus (£100k over 2 years). This programme will include a mystery shopper survey to help identify areas for improvement, training workshops and mentoring for both new and existing businesses, a digital high street project, a feasibility study to inform strategy for attracting new investment to the town centre and a business and investment Expo. The project is funded until March 2017 and is expected to be launched during October.
- ii. In Penge, the funding of £50k over 2 years from the New Homes Bonus will provide support to existing businesses to assist with themes such as visual merchandising, marketing, using the web and social media etc. The programme, to be designed around needs identified through a survey of local businesses and following consultation with the Penge Traders Association, will be defined and

commissioned during the autumn – with delivery taking place from early 2016 until March 2017.

- iii. 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. Events taking place during the period include:
  - Bromley Business GrowthCLUB seminars on email marketing and principles of recruitment
  - Free monthly one to one mentoring sessions for existing or new business owners
  - Accelerate Your Growth event – to introduce the government funded Growth Accelerator programme for ambitious small / medium business owners
  - Joint events with ICAEW and Metro Bank – on contingency planning and on protecting a successful business
- iv. The Head of Town Centre Management & Business Support was co-opted as a member of the judging panel for the Bromley Business Awards, and the Awards were also supported through some sponsorship funding and the attendance of both the Mayor of Bromley and the Portfolio Holder for Renewal and Recreation at the Awards Gala event on 15 October.
- v. Members of the team have taken part in a number of business networking events, including the hosting of a Council stand at the Bromley and Kent Business Expo at Biggin Hill Airport in September.
- vi. The bi-monthly Business e-Bulletin continues to be sent out every other month, with issues published in mid-July and mid-September. Additional interim emails ‘Bromley Business Extras’ are now also being sent out in-between times to promote Council supported business events and initiatives.
- vii. The online Bromley Commercial Property Database is now available on the Council website and was launched in September with a news release and distribution of promotional leaflets.

## **1.8 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 1<sup>st</sup> BID through both formal and informal meetings.

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

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

- 2.1 Following up on the BID Ballot which completes on 5<sup>th</sup> November. Depending upon the outcome, this will involve assisting Bromley BID Ltd in the necessary steps involved in preparing the BID for operation starting in April 2016. This includes finalising and ratifying the legal agreements underpinning the BID and setting up arrangements for BID levy collection.
- 2.2 Continued support for and liaison with the Orpington 1<sup>st</sup> BID, especially as it seeks to deliver a programme of business support funded by the New Homes Bonus and High Street Fund. The BID will also be organising a Christmas lights event on 19 November.
- 2.3 Organise the installation of the large poppy display in Bromley Town Centre in the two weeks leading up to Remembrance Sunday.
- 2.4 Oversee the installation of Christmas lights in Beckenham, Bromley, Orpington and Penge town centres
- 2.5 Organise the installation of a 40ft Christmas Tree, nativity scene and festive food and entertainment concession in Market Square, Bromley
- 2.6 Support for the Beckenham Town Centre Team and the Beckenham Town Centre Working Group – including assisting with public consultation on the major TfL-funded scheme for Beckenham. The TCM will also support the Town Centre Team in delivery of the High Street Fund alleyway improvement project – for which a contractor has now been appointed.
- 2.7 Finalise the application for Purple Flag accreditation project which is about assuring the safety and viability of Beckenham's night time economy and, if successful, disseminating information to celebrate and publicise the accreditation.
- 2.8 Work with the Renewal Team on development of proposals and public consultation for the Bromley pedestrianised area public realm improvements (including possible changes to the configuration of the market) and New Homes Bonus public realm schemes in Orpington and Penge.

- 2.9 Continue to deliver the agreed projects for the Local Parades Improvement Initiative (LPII) or where the originally agreed projects have not been feasible, to obtain authorisations for the re-allocation of any unspent funding to other LPII projects.
- 2.10 Planning, promotion and delivery of Christmas lights events in Bromley (29<sup>th</sup> November), Beckenham and Penge.
- 2.11 Oversee the delivery of the New Homes Bonus and High Street Fund business support programme for Orpington – in partnership with Orpington 1<sup>st</sup> – and delivery of New Homes Bonus funded business support in Penge.
- 2.12 Continue promotion of the new Bromley Commercial Property Database to agents and businesses.
- 2.13 Work with partner organisations to deliver a programme of support workshops and seminars for local existing businesses and start-ups, including the Business GrowthCLUB, ICEAW / MetroBank joint events and workshops for business start-ups during Global Entrepreneurship Week (16 – 22 Nov).
- 2.14 Maintain regular business communication channels and publications – including the business e-bulletin, website content, including a new Bromley Business Directory (for publication early 2016). 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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