



THE LONDON BOROUGH  
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DATE: 27 June 2016

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

Councillor Michael Rutherford (Chairman)  
Councillor Julian Benington (Vice-Chairman)  
Councillors Vanessa Allen, Douglas Auld, Peter Dean, David Jefferys, Alexa Michael,  
Michael Tickner and Stephen Wells

A meeting of the Renewal and Recreation Policy Development and Scrutiny Committee  
will be held at Bromley Civic Centre on **TUESDAY 5 JULY 2016 AT 7.00 PM**

MARK BOWEN  
Director of Corporate Services

*Copies of the documents referred to below can be obtained from*  
<http://cde.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 APPOINTMENT OF CO-OPTED MEMBER (Pages 3 - 6)**
- 3 DECLARATIONS OF INTEREST**
- 4 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 29 June 2016.

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

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

**5 MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE MEETING HELD ON 6 APRIL 2016 (Pages 7 - 16)**

**6 MATTERS ARISING FROM PREVIOUS MINUTES AND UPDATES (Pages 17 - 18)**

**7 RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (SEPTEMBER 2016-APRIL 2017) (Pages 19 - 24)**

**HOLDING THE RENEWAL AND RECREATION PORTFOLIO HOLDER TO ACCOUNT**

**8 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.

**8a BUDGET MONITORING 2016/17 (Pages 25 - 30)**

**8b PROVISIONAL OUTTURN 2015/16 (Pages 31 - 40)**

**8c RENEWAL AND RECREATION PORTFOLIO PLAN 2016/17 AND CONTRACTS REGISTER (Pages 41 - 72)**

**8d TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE (Pages 73 - 82)**

**POLICY DEVELOPMENT AND OTHER ITEMS**

**9 BUSINESS IMPROVEMENT DISTRICT STRATEGY FOR TOWN CENTRES (Pages 83 - 98)**

**10 DAVID BOWIE MEMORIAL (Pages 99 - 106)**

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Report No.  
CSD16075

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:**                      **5 July 2016**

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

**Title:**                      **APPOINTMENT OF CO-OPTED MEMBER**

**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    Following Anna Begley's resignation from the Committee, the Bromley Youth Council has nominated one of its members for appointment as a non-voting Co-opted Member for 2016/17. In this regard, Members are requested to consider the appointment of Andrew Wolckenhaar.
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2.    **RECOMMENDATION(S)**

- 2.1    **That Andrew Wolckenhaar be appointed as a non-voting Co-opted Member of the Committee for 2016/17 for the consideration of public reports only.**

### Corporate Policy

1. Policy Status: Existing Policy: Policy Development and Scrutiny Committees are able to appoint non-voting co-opted members to assist them.
  2. BBB Priority: Vibrant, Thriving Town Centres:
- 

### Financial

1. Cost of proposal: No Cost:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: £335,590
  5. Source of funding: 2016/17 Revenue Budget
- 

### Staff

1. Number of staff (current and additional): There are 8 posts (7.27 fte) in the Democratic Services Team
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: None:
  2. Call-in: Not Applicable: This report does not involve an executive decision
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### Customer Impact

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

### Ward Councillor Views

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

### 3. COMMENTARY

- 3.1 PDS Committees may appoint non-voting Co-opted Members to assist their work and to allow representation from key groups in the community. Co-opted Members bring their own area of interest and expertise to the work of a PDS Committee and broaden the spectrum of involvement in the scrutiny process. In this respect, the Bromley Youth Council (BYC) is keen to nominate its members to the R&R PDS Committee.
- 3.2 In light of Anna Begley's resignation from the Committee, a nomination has been received from Bromley Youth Council for Andrew Wolckenhaar to be appointed for the 2016/17 Municipal Year as a non-voting co-opted Member for the consideration of public reports only.

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

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## **RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Minutes of the meeting held at 7.00 pm on 6 April 2016

### **Present:**

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

### **Also Present:**

Councillor Peter Morgan

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

An apology for absence was received from Councillor Angela Wilkins;  
Councillor Vanessa Allen attended as substitute.

### **44 DECLARATIONS OF INTEREST**

Councillors Allen and Michael declared a personal interest in Item 10 (Mytime Active – Investment Fund Proposals 2016/17) as they were Members of Mytime Active.

Councillor Payne declared a personal interest in Item 13 (Town Centres Development Programme Update) as he was an Executive Member of the Salvation Army, located within site G of the Area Action Plan.

Councillor Morgan declared a personal interest in Item 13 (Town Centres Development Programme Update) as he was a Trustee of Bromley and Sheppard's Colleges.

Councillor Benington declared a personal interest in Item 13 (Town Centres Development Programme Update) as he was a Trustee of the Biggin Hill Memorial Trust.

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

### **45 QUESTIONS FOR THE RENEWAL AND RECREATION PORTFOLIO HOLDER**

No questions were received.

**46 QUESTIONS FOR THE CHAIRMAN OF RENEWAL AND RECREATION PDS COMMITTEE**

No questions were received.

**47 MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE MEETING HELD ON 26 JANUARY 2016**

**RESOLVED** that the Minutes of the meeting held on 26 January 2016 be confirmed and signed as a correct record.

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

**RESOLVED** that the Matters Arising report be noted.

**49 RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (MAY 2016-APRIL 2017)**

**Report CSD16037**

Members reviewed the Work Programme for the new Municipal Year May 2016-April 2017).

The tender process for community-run libraries was currently underway and a special PDS meeting could be held to consider these upon completion. Further reports on the outsourcing of libraries would be submitted when available.

A report outlining the strategy for BIDS and the funding thereof would be submitted for consideration at the next PDS meeting on 5 July 2016.

Discussion took place in relation to updates concerning the Bromley Arts Council. Whilst it was acknowledged that the Council had no statutory duty to oversee art groups within the Borough, separate presentation meetings could be privately organised between Members and individual art groups. It was reported that the new Churchill Theatre provider hoped to appeal to a wider audience and the Assistant Director, Culture would try to arrange a tour of the Theatre for Members.

**RESOLVED** that subject to the addition of the reports and actions outlined above, the Renewal and Recreation PDS Committee Work Programme for the new Municipal Year May 2016-April 2017, be noted.



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

### **50 BUDGET MONITORING 2015/16**

#### **Report FSD16022**

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 December 2015. The total portfolio budget showed a projected underspend of £236k.

The level of expenditure and progress with the implementation of the selected projects within the Member Priority Initiatives was also reported.

It was noted that all carry forward requests listed in Appendix 1B would be made to the Executive at year end to enable completion in 2016/17.

As set out in paragraph 5.4 (page 40), a net underspend of £63k was projected for staffing within the Planning Strategy and Projects team, due to part year vacancies. It was reported that the volume of work was currently increasing and the vacant posts were being refilled.

Members were informed that the Priory Museum closed on 18 March 2016 and was expected to go out to market in the forthcoming week. A meeting to discuss the next process would shortly take place between officers, the Portfolio Holder and Ward Members. Meanwhile, security grills had been installed and guardians employed to secure and protect the building.

The community group which had shown an interest in acquiring the building, had been provided with relevant information, so they were aware of all the work that would be required to make the building fit for purpose.

With regard to the existing museum artefacts, an on-line catalogue was now available. The required temperature and humidity for the artefacts had been recorded and a number of them (including human remains), had been transferred to the Museum of London. A specialist Museum Design Consultant had been appointed to deliver the new exhibition at the Central Library. The design and detail process had been completed and works would be undertaken in September 2016. The new exhibition would allow for 50% more items to be put on display, including space for the Lubbock Collection, a local history collection and a 'Borough in Time' exhibition space which would concentrate on key moments in time.

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

- (1) endorse the latest 2015/16 budget projection for the Renewal and Recreation Portfolio; and**

- (2) note the progress of the implementation of the Renewal and Recreation projects within the Member Priority Initiatives.**

**51 CAPITAL PROGRAMME MONITORING Q3 2015/16 AND ANNUAL CAPITAL REVIEW 2016 TO 2020**

**Report FSD10629**

On 10 February 2016, the Executive received a report summarising the current position on capital expenditure and receipts following the 3<sup>rd</sup> quarter of 2015/16 and presenting for approval the new capital schemes in the annual capital review process.

Members of this Committee were now requested to consider changes agreed by the Executive in respect of the Capital Programme for the Renewal and Recreation Portfolio.

Officers were waiting to tie in the post-completion review for Bromley North Village with the review of bus operations within the area. The Head of Renewal agreed to check the current position and report back to Members.

**RESOLVED that the Portfolio Holder be recommended to confirm the changes agreed by the Executive on 10 February 2016.**

**52 MYTIME ACTIVE - INVESTMENT FUND PROPOSALS 2016/17**

**Report DRR16/039**

Members considered Mytime Active's (Mytime) Investment Fund proposals for 2016-17. Mytime were seeking approval for the 2016/17 Investment Fund to be released to deliver the schemes as detailed in the report.

The Chairman emphasised that in accordance with contractual arrangements, the Council was obligated to release the Investment Fund for 2016/17, provided the Portfolio Holder was satisfied with Mytime's proposals. At the PDS meeting on 27 October 2015, Mytime submitted its Annual Report for 2014/15 which included proposals for the Investment Fund for 2016/17. At that time, the Portfolio Holder considered part of the proposals were not suitable for funding and declined to release the monies. Since then, Mytime had amended the proposals as required by the Portfolio Holder and Members were satisfied with these.

As a member of Mytime Active, Councillor Michael reported that having paid a substantial amount of money to renew her membership, she would like part of the funding to be spent on upgrading the lockers situated on the dry side area at The Spa, Beckenham and for the hand driers in the ladies' facilities to be repaired. This was noted by Marg Mayne, Chief Executive of Mytime, who was in attendance at the meeting.

**RESOLVED that the report be noted and the Portfolio Holder be recommended to agree to release the 2016/17 (Year 13) Investment Fund to Mytime to deliver the projects proposed in the report.**

**53 TOWN CENTRE MANAGEMENT AND LOCAL PARADES  
INITIATIVE UPDATE MARCH 2016**

**Report DRR16/037**

Consideration was given to the proposed extension of the Local Parades Improvement Initiative using an allocation of £250k, as part of a new £750k Members Initiative Fund announced following Full Council on 22 February.

Appendix 2 of the report outlined the parameters and criteria for the proposed scheme of delegation and rules of engagement for decision making on requests for expenditure from the allocated fund.

Members also considered the key developments and activities within the Town Centre Management and Business Support Team, along with options for the Council's future support for Christmas lights in non-BID town centres.

The Chairman reported on the success of the Local Parades Improvement initiative and emphasised that future proposals could only be put forward by Ward Members on the proviso they carried the full support of retailers. The final decision to sign-off proposals of up to £25k lay with the Portfolio Holder. Proposals above £25k would be submitted for scrutiny by PDS Members prior to sign-off.

The Vice-Chairman suggested that further updates on the initiative should include a list of Ward Member proposals and their reasons for requesting funds.

It was noted that the initiative should not be Resident Association driven however, it was acceptable for support from traders to be 'backed' by Resident Associations.

Repeat proposals would not be permitted e.g. whilst hanging baskets would be provided complete with bedding and flowers, replanting the following year would need to be carried out independently. Ward Councillors should liaise with trader associations and residents associations to ensure this happens.

With regard to the Bromley BID project (page 69), it was reported that at the request of the BID Board, the remaining sum of £7,456 from the funding allocated by the Executive in January 2014, would be provided to Bromley BID Ltd as a 'start-up' grant to assist with the cost of employing a BID Manager early.

The Head of Town Centre Management and Business Support confirmed that Ward Members would be informed when traders initially contacted officers in

regard to obtaining a grant. Traders would be notified through the BID Newsletter that they were required to approach Ward Members to apply for a grant. Members acknowledged the importance of ensuring they remained the main conduit for the continuing success of this initiative.

Turning to the provision of funding for Christmas lights, Councillor Tickner considered that as no BID existed for Beckenham and Penge, these areas would be most affected by the reduction and/or withdrawal of funding. He favoured the gradual reduction of option B as the best way forward.

It was suggested that Option A be chosen on the grounds that it would coincide with the start of the BID work and enable the Council to set a milestone for the provision of lights to become the responsibility of traders. It should be made clear that part of the BID was to pay for Christmas lights.

Comments from Ward Member for Penge and Cator, Councillor Kathy Bance, in support of Option A were reported at the meeting. Councillor Bance's full representation is attached as Appendix A to these Minutes.

As the BID could take up to two years to come to fruition, it was agreed that Option A be the preferred approach.

The Chairman referred to the number of shop vacancies within the Intu Shopping Centre. Members were informed that once vacated, leases tended to be reserved for high grade occupiers. A number of 25 year leases were also coming to an end. Several units were utilised by temporary traders during the Christmas period and vacated shortly after. The Assistant Director, Culture, agreed to find out if any meetings were held throughout the year between Council officers and the Executive staff of Intu.

The results of a feasibility study on a Beckenham and Penge BID would be reported to Members at the PDS meeting in July 2016.

An update on the potential changes to Bromley's regular market would also be reported to Members at the July meeting.

**RESOLVED that the report be noted and taking account of PDS Member comments, the Portfolio Holder be recommended to:-**

- (1) approve the expenditure of £250k for improvement projects at local shopping parades across the borough;**
- (2) approve the proposed scheme of delegation and rules of engagement for decision making on requests for expenditure from the allocated fund, based on the parameters and criteria set out within the report; and**
- (3) agree that Option A be the preferred approach to the Council's funding of Christmas lights in managed town centres in 2016/17.**

## **54 CRYSTAL PALACE PARK UPDATE**

### **Report DRR16/036**

The report updated Members on progress achieved with both the Improvement Scheme and the Sustainable Regeneration Plan for Crystal Palace.

The cost of conservation work to the Grade 1 listed Iguanodon was due, in part, to the specialist materials required to underpin and preserve the dinosaur for many years to come. Funding was obtained via the GLA with work being carried out on the remaining dinosaurs and regeneration of the park being undertaken in due course.

Access works for the pedestrian walkway on the Southwark side of the park would be funded partly by Southwark Council. Bromley's successful grant application to Historic England enabled conservation work on the South Terrace Steps to be carried out.

The Portfolio Holder expressed his gratitude to Lydia Lee, Community Development Manager and all Renewal and Regeneration Officers involved in pushing this project through and for the professional way in which the structure for management had been set up.

**RESOLVED that the report be noted.**

## **55 TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE**

### **Report DRR16/038**

Members received an update on progress made in delivering individual projects for the Town Centres Development Programme.

The Head of Renewal confirmed that despite the imminent change of the London Mayor, the current Mayor had made a delegated decision to designate Bromley Town Centre a Housing Zone. This would now be subject to ratification of relevant agreements between the Council and the GLA.

In order to provide wider frontage to the site, the red line boundary of the first phase redevelopment of Site G: West of the High Street, had been extended to include unit No. 102 High Street located adjacent to the Halifax Building Society. Members agreed that whilst the amendment to the red line boundary was a minor one, this matter should have initially been brought to PDS Members for scrutiny before being considered by the Executive. It was requested that this be done in future.

The site would formally go out to market in late April with formal selection of the Development Partner being concluded by November 2016.

Various updates on Site G would be reported throughout the year.

Referring to Bromley Central Area High Street Improvements, the Head of Renewal confirmed to Members that the detailed design project was on-going with anticipated completion by September 2016. Updates on this would be submitted to future meetings of the Committee when available. The Chairman requested that the Head of Renewal ensure that all future updating reports be submitted as agreed.

The reason for meeting with Kingston First was to look at their process for improvements/relocation and the possibility of applying such process to Bromley's scheme design which would be submitted for consideration by PDS Members in September.

In regard to the Beckenham Town Centre Improvements and the business case application submitted to Transport for London (TfL), it was reported that TfL had indicated the Council should be more ambitious. The Council's Business Officer would be meeting with TfL to discuss the case. Funding would be £4.6m in total with £1.3m provided from Bromley's Capital Funds and Section 106 monies. The remainder of around £3m would be provided by TfL.

The scheme would need to take account of the fact that Beckenham High Street had been designated as a Conservation Area.

Discussions with Network Rail about proposed improvements to Beckenham Junction Station were still on-going. Network Rail had informed the Council that the proposals were subject to the Hendy Review which was currently considering rail infrastructure upgrades. However, the Council's current budget was not dependent upon the contributions from Network Rail.

The Minutes of the Beckenham Town Centre Working Group held on 17 March 2016 were circulated to Members and a copy is attached as Appendix B to these Minutes.

A report on the completed design for College Square, Orpington, would be submitted for scrutiny at a future meeting of the PDS Committee. Designs for the proposed terrace alongside the new restaurant would be submitted to the July meeting of the PDS Committee.

It was reported that in addition to the proposals for improvements to Empire and Arpley Squares in Penge High Street, officers had engaged with stakeholders to look at possible improvements to key zones along the High Street.

Officers were currently working with traders on ways to improve shop fronts and signage.

A report on the full review of the Growth Projects in the Cray Corridor and Biggin Hill will be reported to a future meeting of the PDS Committee.

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

**56 CHAIRMAN'S ANNUAL REPORT 2015/16**

Members considered the Chairman's Annual Renewal and Recreation PDS Committee report for the year 2015/16. This was previously provided to the Executive and Resources PDS Committee on 16 March 2016 and would subsequently be considered at a meeting of Full Council on 11 April 2016.

The final sentence of paragraph 1.14 – Site C: Town Hall, was amended to read:- 'They aim to open the hotel and conference centre in the Spring of **2018**'.

**RESOLVED that the Chairman's Annual Renewal and Recreation PDS Committee report for the year 2015/16 be approved.**

**57 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 item 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.

**58 EXEMPT MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE HELD ON 26 JANUARY 2016**

**RESOLVED that the exempt Minutes of the meeting held on 26 January 2016 be confirmed and signed as a correct record.**

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Any Other Business

As this was the final meeting of the Municipal Year, the Chairman thanked Members for their continued support and excellent scrutiny.

Officers were congratulated for all their hard work undertaken throughout the year and for their professionalism when dealing with contentious issues.

Finally, the Chairman thanked the Democratic Services Officer for her continued support and provision of quality Minutes.

The meeting ended at 8.30 pm

Chairman



## PROGRESS ON MATTERS ARISING FROM PREVIOUS MEETINGS

<u>Minute Number/Title</u>	<u>Updates/Feedback Requested</u>	<u>Action</u>	<u>Current Status</u>
<b>Item 7d: Minute 22d – 27.10.15 Town Centres Development Programme Update</b>	List of percentage figures (either by size or area) of small business units in the Cray Corridor to be made available to Members.	Kevin Munnelly	Ongoing
<b>Item 10: Minute 40 – 27.10.15 Town Centres Development Programme Update</b>	Further design and budget updates re. Bromley Central Area High Street Improvements Scheme be given at the meeting in April 2016	Kevin Munnelly	Included in the July Town Centres Development Management report – completed
<b>Item 9: Minute 51 – 06.04.16 Capital Programme Monitoring Q3 2015/16 and Annual Capital Review 2016-2020</b>	Update on the current position in regard to the post-completion review for Bromley North Village	Kevin Munnelly	To be verbally reported at the July PDS meeting

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Report No.  
CSD16071

London Borough of Bromley

PART 1 - PUBLIC

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

**Date:** 5 July 2016

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

**Title:** **RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (SEPTEMBER 2016 – APRIL 2017)**

**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 Members are invited to review the work programme for the period September 2016-April 2017.

### 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: £335,590
  5. Source of funding: Existing 2016/17 revenue budget
- 

### Staff

1. Number of staff (current and additional): There are 8 posts (7.27 fte) in the Democratic Services Team.
  2. If from existing staff resources, number of staff hours: Preparation of the Work Programme report usually takes 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 Members are invited to consider the 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 September 2016-April 2017 is attached at **Appendix A**.

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

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## ANNEX A

Report Title	Report Author	PH Decision (Yes/No)	Referred	
			From	To
<b>Renewal and Recreation Policy Development and Scrutiny Committee – 20 September 2016</b>				
Matters Arising from Previous Meetings	LT	No		
R&R PDS Work Programme	LT	No		
R & R Budget Monitoring	CM	Yes		
Review of Bromley Market	LMcQ	Yes/No		
Bromley Valley Gymnastics Centre - <i>(Possibly)</i>	JG	Yes/No		
Town Centres Development Programme Update (including Bromley Design Scheme)	KM	No		
<b>Renewal and Recreation Policy Development and Scrutiny Committee - 10 November 2016</b>				
Matters Arising from Previous Meetings	LT	No		
R&R PDS Work Programme	LT	No		
R & R Budget Monitoring	CM	Yes		
MyTime Active Annual Report	JG	Yes		
Town Centres Development Programme Update	KM	No		
<b>Renewal and Recreation Policy Development and Scrutiny Committee – 26 January 2017</b>				
Matters Arising from Previous Meetings	LT	No		
R&R PDS Work Programme	LT	No		
Budget Monitoring	CM	Yes		
Draft 2017/18 Budget	CM	No		
Town Centres Development Programme Update	KM	No		

Report Title	Report Author	PH Decision (Yes/No)	Referred	
			From	To
<b>Renewal and Recreation Policy Development and Scrutiny Committee – 5 April 2017</b>				
Matters Arising from Previous Meetings	LT	No		
R&R PDS Work Programme	LT	No		
R & R Budget Monitoring	CM	Yes		
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 and Cray Corridor.
- 2 Individual reports for major schemes such as the Civic Centre and Crystal Palace Park
- 3 Growth Fund report
- 4 Further reports on the outsourcing of Libraries
- 5 Report seeking approval to source appropriate funding for the appointment of a consultant and a team to develop the Penge BID
- 6 Biggin Hill Memorial Museum update
- 7 Completed Design Scheme for College Square, Orpington



Report No.  
FSD16046

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:** 5<sup>th</sup> July 2016

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

**Title:** BUDGET MONITORING 2016/17

**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 2016/17 for the Renewal and Recreation Portfolio based on expenditure and activity levels up to 31st May 2016. This shows a projected over spend of £200k for the total portfolio budget.

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2. **RECOMMENDATION(S)**

2.1 The Portfolio Holder is requested to endorse the latest 2016/17 budget projection for the Renewal & Recreation Portfolio.

### Corporate Policy

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

### Financial

1. Cost of proposal: Estimated cost N/A
  2. Ongoing costs: Non-recurring cost.
  3. Budget head/performance centre: Renewal & Recreation Portfolio Budgets
  4. Total current budget for this head: £13.4m
  5. Source of funding: Existing revenue budgets 2016/17
- 

### Staff

1. Number of staff (current and additional): 205.2ftes
  2. If from existing staff resources, number of staff hours: N/A
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### Legal

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

### Customer Impact

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

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

### **3. COMMENTARY**

- 3.1 The 2016/17 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.

### **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 “2016/17 Council Tax” report highlighted the financial pressures facing the Council. It remains imperative that budgetary control continues to be exercised in 2016/17 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 over spend by £200k based on the financial information available as at 31<sup>st</sup> May 2016.
- 5.2 Within Building control, there is a net projected underspend of £50k within the staffing budget due to vacant posts and reduced hours being worked.
- 5.3 Additional income of £120k is projected within Planning. This has been used to fund additional temporary planning posts to help deal with the extra volume of work from the increase in planning applications.
- 5.4 In January 2016, officers reported that the savings of £250k, relating to Community Libraries built into the budget for 2016/17 are unlikely to be achieved in this financial year as a result of the business model submitted by the tenderer and because of the timetable and potential lead in time requested by the tenderer for contract mobilisation. The actual full year effect savings will be dependent on the final tenders submitted and this will be reported to members in due course.

5.5 The table below summarises the main variances: -

**Summary of Major Variations**

**£'000**

Underspend on Building Control staffing	Cr	50
Income from planning	Cr	120
Additional temporary planning staff		120
Savings for Community Libraries		250
		<u><b>200</b></u>

<b>Non-Applicable Sections:</b>	Legal, Personnel
Background Documents: (Access via Contact Officer)	2016/17 budget monitoring files within ES/R & R finance section

## Renewal and Recreation Budget Monitoring Summary

2015/16 Actuals £'000	Division Service Areas	2016/17 Original Budget £'000	2016/17 Latest Approved £'000	2016/17 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
	<b>R&amp;R PORTFOLIO</b>							
0	<b>Commissioning Fund</b> Commissioning Fund	0	0	0	0	1	0	0
<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
	<b>Planning</b>							
Cr 19	Building Control	69	69	19	Cr 50	2	0	0
Cr 168	Land Charges	Cr 131	Cr 131	Cr 131	0	3	0	0
589	Planning	671	671	671	0	4	0	0
1,568	Renewal	1,888	1,990	1,990	0		0	0
<b>1,970</b>		<b>2,497</b>	<b>2,599</b>	<b>2,549</b>	<b>Cr 50</b>		<b>0</b>	<b>0</b>
	<b>Recreation</b>							
2,192	Culture	1,710	1,757	1,757	0		0	0
4,610	Libraries	4,495	4,495	4,745	250	5	0	0
263	Town Centre Management & Business Support	251	251	251	0		0	0
<b>7,065</b>		<b>6,456</b>	<b>6,503</b>	<b>6,753</b>	<b>250</b>			
<b>9,035</b>	<b>Total Controllable R&amp;R Portfolio</b>	<b>8,953</b>	<b>9,102</b>	<b>9,302</b>	<b>200</b>		<b>0</b>	<b>0</b>
Cr 13,572	<b>TOTAL NON CONTROLLABLE</b>	2,353	2,353	2,353	0			0
2,281	<b>TOTAL EXCLUDED RECHARGES</b>	1,958	1,958	1,958	0		0	0
<b>Cr 2,256</b>	<b>PORTFOLIO TOTAL</b>	<b>13,264</b>	<b>13,413</b>	<b>13,613</b>	<b>200</b>		<b>0</b>	<b>0</b>

## Reconciliation of Latest Approved Budget

£'000

## Original budget 2016/17

13,264

Local Implementation Plan	47
Biggin Hill Airport Noise Action Plan	55
Biggin Hill Memorial Museum	47
New Home Bonus grant income for Regeneration	Cr 182
New Home Bonus expenditure for Regeneration	182
New Home Bonus grant income for TCM	Cr 42
New Home Bonus expenditure for TCM	42

## Latest Approved Budget for 2016/17

13,413

**REASONS FOR VARIATIONS****1. Commissioning Fund £0k**

Although no variation is projected (expenditure is funded by drawdown from a centrally-held reserve), it should be noted that there is a projected spend in 2016/17 of £43k.

**2. Building Control Cr £50k.**

For the chargeable service, an income deficit of £140k is anticipated based on information to date. This is being offset by a projected underspend within salaries of £140k arising from reduced hours being worked and vacancies.

Within the non-chargeable service, as a result of delays in not appointing to vacant posts, there is a projected underspend of Cr £50k.

**3. Land Charges £0k**

There is a projected deficit within income of Dr £35k, however this is being offset by underspends across employee budgets due to vacancies, thus ensuring a balanced budget.

**4. Planning £0k**

Income from non-major planning applications is above budget for the first two months of the year, and a surplus of Cr £70k is projected for 2016/17. For information, actual income received for April and May is £30k higher than that received for the same period last year.

For major applications, £132k has been received as at 31st May, which is £47k higher than for the same period in 2015/16. Planning officers within the majors team have provided a schedule of additional potential income that may be received in the coming months of approximately £480k. A surplus of around Cr £30k 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 Cr £20k from pre-application meetings due to higher than budgeted activity levels. For information, £45k has been received for the first two months of the year, compared with £39k for the same period in 2015/16.

There is a projected overspend within employee-related costs of Dr £120k. This is due to the recruitment of additional temporary planner staff in order to assist with the current increase in volumes of planning applications.

**Summary of variations within Planning:**

	<b>£'000</b>
Surplus income from non-major applications	Cr 70
Surplus income from major applications	Cr 30
Surplus pre-application income	Cr 20
Additional temporary staffing costs	120
<b>Total variation for planning</b>	<b><u><u>0</u></u></b>

**5. Libraries Dr £250k**

In January 2016, officers reported that the savings previously projected for 2016/17 are unlikely to be achieved in this financial year as a result of the business model submitted by the tenderer and because the timetable and potential lead in time requested by the tenderer for contract mobilisation. The actual full year effect savings will be dependent on the final tenders submitted and this will be reported to members in due course.

**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 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.

Report No.  
FSD16039

London Borough of Bromley

PART ONE - PUBLIC

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

**RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

**Date:** 5<sup>th</sup> July 2016

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

**Title:** Provisional Outturn 2015/16

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

**Chief Officer:** Marc Hume, Director of Regeneration and Transformation

**Ward:** Borough-wide

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1. Reason for report

This report provides the Portfolio Holder with the provisional final outturn position for 2015/16 for the Renewal and Recreation Portfolio. This shows an under spend of £361k for 2015/16.

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2. **RECOMMENDATIONS**

That the Portfolio Holder is requested to:

- 2.1 **Endorse the 2015/16 provisional outturn position for the Renewal and Recreation Portfolio.**
- 2.2 **Approve the drawdown of the carry forward sums held in Central Contingency, £223.3k for New Home Bonus schemes, £54.9k for the Noise Action Plan for Biggin Hill Airport, £47.3k for the preparation of the Borough's Local Plan and £47.4k for the Biggin Hill Memorial Museum.**

## Corporate Policy

1. Policy Status: Existing Policy Sound financial management.
  2. BBB Priority: Excellent Council; Quality Environment
- 

## Financial

1. Cost of proposal: Not Applicable
  2. Ongoing costs: Recurring Cost
  3. Budget head/performance centre: All Renewal & Recreation Portfolio Budgets,
  4. Total current budget for this head: £9.4m
  5. Source of funding: Existing controllable revenue budgets 2015/16
- 

## Staff

1. Number of staff (current and additional): 217.9ftes
  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: 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? Not Applicable
2. Summary of Ward Councillors comments:



### **3. COMMENTARY**

- 3.1 The 2015/16 provisional outturn for the Renewal and Recreation Portfolio shows an under spend of £361k against a controllable budget of £9.4m, representing a 3.84% variation. The detailed variations are shown in Appendix 1 with a summary included in Section 5.
- 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.

### **4. POLICY IMPLICATIONS**

- 4.1 The Resources Portfolio Plan includes the aim of effective monitoring and control of expenditure within budget and includes the target that each service department will spend within its own budget.
- 4.2 The four year financial forecast report highlights the financial pressures facing the Council. It remains imperative that strict budgetary control continues to be exercised in 2016/17.
- 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 total variation for the Renewal and Recreation Portfolio at the year-end is an under spend of £361k. Excluding the carry forward sum of £325.5k, the under spend is £35.5k.
- 5.2 Some of the major variations are summarised below, with more detail included in Appendix 1.
- 5.3 Within Building Control there is an overall net variation of Cr £33k, largely as a result of delays in appointing to vacant posts.
- 5.4 Income for planning applications was above budget by Cr £195k, income from pre-application meetings also exceeded the budget by Cr £38k and there was surplus income of Cr £58k from other income streams. There was a net overspend within employee related costs of Dr £43k mainly due to the recruitment of two additional temporary planning staff in order to assist with the current increase in volumes of planning applications.
- 5.5 As a direct result of losing planning appeals and a provision made for potential costs relating to a claim of compensation, there is an overspend of Dr £89k. In addition costs of £130k have been incurred for the use of consultants to provide specialist advice for planning application work.

- 5.6 Underspends of Cr £47k and Cr £182k relate to carry forward requests for the Local Plan implementation and New Homes Bonus projects.
- 5.7 Other net underspends of Cr £27k relate to part year vacancies within the Renewal teams.
- 5.8 The net overspend of Dr £110k for the Priory and theatre equipment has been more than by offset by net underspends of Cr £115k within libraries and culture.
- 5.9 Within Town Centre Management the underspend of Cr £42k relates to the carry forward request for the New Homes Bonus projects. Other minor variations across the Portfolio total Dr £4k.
- 5.10 The table below summarises the main variances: -

Variation	£'000
Underspend on Building Control Staffing	Cr 33
Income from planning applications	Cr 195
Income from pre-application meetings	Cr 38
Other planning income	Cr 58
Overspend on staffing	43
Costs re lost appeals and specialist consultancy advice	219
Borough's Local Plan (Carry Forward Request)	Cr 47
Underspend related to NHB funded work within Renewal (C/F Request)	Cr 182
Net underspend on staffing within Renewal	Cr 27
Overspend relating to the Priory and Theatre	110
Net underspend on libraries and culture	Cr 115
Underspend related to NHB funded work within TCM(C/F Request)	Cr 42
Other net variations across the Portfolio	4
	<b>Cr 361</b>

### Carry Forward Requests

#### Local Implementation Plan - £47,322

- 5.11 Of the £60k carried forward from 2014/15 for the Local Plan implementation, only £13k was spent, and therefore a further carry forward request for £47,322 was made to the Executive so that the costs of the Examination in Public can be met in 2016/17 and to undertake any further evidence work required. This sum has been set aside in the central Contingency and approval is sought from the Portfolio Holder to release this carry forward sum.

#### Biggin Hill Noise Action Plan - £54,870

- 5.12 During 2015/16, expenditure of £63k has been incurred for specialist consultancy work and Counsel advice relating to the Noise Action Plan for Biggin Hill Airport. This was partly funded by the £40k carried forward from 2014/15. Further consultancy work is required to be undertaken on the Noise Action Plan during 2016/17 and consequently a carry forward request was made for £54,870 in order to complete this contracted consultancy work. It should be noted that the cumulative contract value for the Noise Action Plan work totals £100k. The Portfolio Holder is asked to approve the drawdown of this sum from the central Contingency.

#### New Homes Bonus expenditure - £223,258

- 5.13 There are 4 NHB top slice revenue projects which secured funding agreed through LEP in 2015/16. These will be delivered over 2 years commencing in 2015/16. The 4 projects include:

Penge town centre and Orpington town centre (a proportion of which was allocated to TCM and is included in a separate carry forward request), Biggin Hill Technology & Enterprise centre and Lagoon Rd industrial estate refurbishment. These projects will be delivered over 2 years commencing in 2015/16. At the end of 2015/16 £223,258 of budget had not yet been utilised and a carry forward was requested so that the associated project work could be completed in 2016/17. The Portfolio Holder is asked to approve the drawdown of this sum from the central Contingency.

Biggin Hill Memorial Museum - £47,400

5.14 On 15 June 2016 Executive agreed that £47,400 be allocated from the 2015/16 underspend in the Central Contingency to be used as match funding for the development work involved with the preparation of the first round grant application to the HLF for the Biggin Hill Memorial Museum. Approval is sought from the Portfolio Holder to release this sum from the Central Contingency.

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

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## Renewal and Recreation Budget Monitoring Summary as at 31.03.2016

2014/15 Actuals £'000	Division Service Areas	2015/16 Original Budget £'000	2015/16 Latest Approved £'000	2015/16 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
	<b>R&amp;R PORTFOLIO</b>							
0	<b>Commissioning Fund</b>	0	0	0	0	1	0	0
<b>0</b>	Commissioning Fund	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
	<b>Planning</b>							
Cr 27	Building Control	14	14	Cr 19	Cr 33	2	Cr 21	0
Cr 164	Land Charges	Cr 168	Cr 167	Cr 168	Cr 1	3	Cr 0	0
433	Planning	617	618	589	Cr 29	4	Cr 45	0
1,090	Renewal	1,825	1,830	1,574	Cr 256	5	Cr 143	0
<b>1,332</b>		<b>2,288</b>	<b>2,295</b>	<b>1,976</b>	<b>Cr 319</b>		<b>Cr 209</b>	<b>0</b>
	<b>Recreation</b>							
1,940	Culture	1,973	2,097	2,193	96	6	61	0
5,087	Libraries	4,734	4,711	4,610	Cr 101	7	Cr 61	0
255	Town Centre Management & Business Support	219	300	263	Cr 37	8	Cr 26	0
<b>7,282</b>		<b>6,926</b>	<b>7,108</b>	<b>7,066</b>	<b>Cr 42</b>		<b>Cr 26</b>	<b>0</b>
<b>8,614</b>	<b>Total Controllable R&amp;R Portfolio</b>	<b>9,214</b>	<b>9,403</b>	<b>9,042</b>	<b>Cr 361</b>		<b>Cr 235</b>	<b>0</b>
11,630	<b>TOTAL NON CONTROLLABLE</b>	3,916	Cr 13,571	Cr 13,571	0		Cr 1	0
2,159	<b>TOTAL EXCLUDED RECHARGES</b>	2,469	2,281	2,281	0		0	0
<b>22,403</b>	<b>PORTFOLIO TOTAL</b>	<b>15,599</b>	<b>Cr 1,887</b>	<b>Cr 2,248</b>	<b>Cr 361</b>		<b>Cr 236</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
Biggin Hill Heritage Museum	106
Performance Awards	8

## Memorandum Items

Capital Charges 5802	Cr 838
Deferred Charges (REFCUS) 5804	Cr 398
Impairment 5806	Cr 15,749
Gov Grants Deferred 5807	Cr 973
Insurance	Cr 76
Rent Income	0
Repairs & Maintenance	Cr 41
IAS19 (FRS17)	476
Excluded Recharges	Cr 114
<b>Latest Approved Budget for 2015/16</b>	<b>Cr 1,887</b>

## **REASONS FOR VARIATIONS**

### **1) Commissioning Fund £0k**

Within the commissioning fund there is a balanced budget. Expenditure of £31k on commissioning activities carried out during 2015-16, has been fully funded by a drawdown from the earmarked reserve.

### **2. Building Control Cr £33k**

Within the chargeable account for Building Control, there is an income deficit of £114k. This was more than offset by an underspend within salaries of £143k arising from reduced hours being worked and vacancies. In addition a provision of 25k has been made for potential costs arising from a compensation claim. In accordance with Building Account Regulations, any net surplus / deficit is carried forward via the earmarked reserve for the Building Control Charging Account. The cumulative balance on that account remains unchanged at £130k.

Within the non-chargeable service there was an underspend of £33k, mainly as a result of delays in appointing to vacant posts, as well as other minor variations.

### **3. Land Charges Cr £1k**

Minor variations across the service have resulted in a net surplus of Cr £1k.

### **4. Planning Cr £29k**

Income from non-major planning applications was £172k above budget for 2015/16. For information, actual income received in 2015/16 is £110k higher than for the previous year, largely due to improving economic conditions.

For major applications, £323k was received in 2015/16 which was £23k above budget. Actual income was £78k less than that received for 2014/15.

A surplus of £38k income was achieved from pre-application meetings due to higher than budgeted activity levels. For information, this is £14k less than the income received in 2014/15.

Additional income of Cr £34k was achieved within the street naming & numbering service, which was £8k higher than that received in the previous year.

In addition there is a surplus of £24k from other miscellaneous income within Planning.

There was a net overspend within employee-related and running costs of £43k. This is mainly due to the recruitment of two additional temporary planning staff in order to assist with the current increase in volumes of planning applications.

As a direct result of losing planning appeals and a provision made for potential costs relating to a claim of compensation, there is an overspend of Dr £89k. In addition, Dr £130k has been incurred 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. Both of these additional costs are more than offset by surplus income.

<b>Summary of variations within Planning:</b>		<b>£'000</b>
Surplus income from major applications	Cr	23
Surplus income from non-major applications	Cr	172
Surplus pre-application income	Cr	38
Surplus street naming & numbering income	Cr	34
Surplus on other planning income	Cr	24
Overspend within employee related costs		43
Costs re lost appeals		89
Use of consultants to provide specialist advice & plan app work		130
<b>Total variation for planning</b>	<b>Cr</b>	<b><u>29</u></b>

### **5. Renewal Cr £256k**

There is a net underspend across Renewal salaries of £68k due to part-year vacancies within the Regeneration and Planning Strategy & Projects teams. £22k of this underspend relates to staffing funded by the New Homes Bonus top slice.

Of the £60k carried-forward from 2014/15 for the Local Plan Implementation, only £13k was 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.

There is an underspend of £182k against the New Homes Bonus Top Slice funding (this includes the £22k for staffing), and therefore a carry-forward request will be made at year-end in order to enable outstanding works to be completed in 2016/17.

During 2015/16 expenditure of £63k has been incurred for specialist consultancy work and Counsel advice relating to the Noise Action Plan for Biggin Hill Airport. This was partly funded by the £40k carried forward from 2014/15. Further consultancy work is required to be undertaken on the Noise Action Plan during 2016/17 and consequently a carry forward request will be made for £55k in order to complete this work.

Other minor net variations across the service total Cr £4k.

<b>Summary of variations within Renewal:</b>	<b>£'000</b>
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Underspend within employee related costs (excl NHB)	Cr	46
Local Plan Implementation (c/forward request to be made to June Exec)	Cr	47
Underspend related to NHB top slice funded work (incl £20k staff)	Cr	182
Spend relating to the noise action plan for Biggin Hill Airport		23
Other minor variations	Cr	4
	<b>Cr</b>	<b>256</b>

#### **6. Culture Dr 95k**

Although savings were built into the 2015/16 budget in anticipation of the closure of the Priory Museum, an overspend of £62k occurred. This was partly down to the museum being closed half way through the year resulting in both staffing and premises costs. In addition, extra temporary staff were employed for the remainder of the year in order to facilitate moves, preservation and storage of exhibits.

Additional costs of £8k have been incurred for security grills to secure the Priory building once empty and £10k has been spent on museum artefact conservation work including archiving, removal and relocation in advance of the new exhibitions. These costs were partly offset by minor net variations within the culture services of Cr £14k.

Following the completion of the tender process and the award of the contract to a new provider Qdos there have been issues raised from the outgoing provider ATG regarding the ownership of some of the items of equipment included in the lease and contract documentation. The view from the Legal Section regarding ownership of the disputed items is not conclusive and rather than go through a long and potentially expensive legal process it was agreed to try and reach a negotiated agreement between the Council, ATG, and Qdos that all parties would find acceptable. The initial valuation of the equipment was around £77k. Following lengthy discussions and negotiations the Council and ATG have agreed a sum of £30k to resolve the ownership of the disputed items. It is worth noting that whilst the change from the outgoing operator (ATG) to Qdos has produced some legal issues as highlighted above, the new 25 year arrangement with Qdos to manage and operate the Theatre provides a saving of £321k per year or around £8m over the 25 year life of the contract. Additionally the Council has transferred more maintenance responsibility within the new contract to Qdos which further reduces the Councils costs regarding the property.

<b>Summary of variations within Culture:</b>		<b>£'000</b>
Priory Museum staffing & running costs		62
Security grills & museum artefact conservation work		18
Minor variations	Cr	14
Theatre equipment		30
		<b>96</b>

#### **7. Libraries Cr £101k**

Following a combination of strike action taken by a number of library staff during the year, as well as staff vacancies, there was an underspend on staffing of Cr £121k. £29k of this was re-invested within the IT budget to replace obsolete stock. Additional income of Cr £9k was generated during the year. The resulting net balance of £101k was used to offset the overspend within Culture.

Underspend within staffing (vacancies and impact of strike)	Cr	121
Replacement of obsolete IT stock		29
Additional income	Cr	9
	<b>Cr</b>	<b>101</b>

#### **8. Town Centre management Cr £37k**

There is an underspend of £42k relating to the two NHB top slice projects and a request will be submitted to the Executive to carry forward this amount in order to complete the specific projects which will be delivered over a period of two years. Other minor variations across the service total Dr £5k.

#### **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.

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Report No.  
DRR16/061

## 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 and Recreation Portfolio on Tuesday 5 July 2016**

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

**Title:** **RENEWAL & RECREATION PORTFOLIO PLAN 2016/17 AND CONTRACTS REGISTER**

**Contact Officer:** Hannah Jackson, Project Manager: Change & Regeneration  
Tel: 0208 461 7960    E-mail: Hannah.Jackson@bromley.gov.uk

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

**Ward:** (All Wards);

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1. Reason for report

- 1.1 This report outlines the draft Renewal & Recreation Portfolio Plan for 2016/17 and seeks the Portfolio Holder's endorsement. The full document is at **Appendix 1**.
- 1.2 This report also summarises the current status of all contracts for the Renewal & Recreation Portfolio with a life value greater than £50,000 (**Appendix 2**).
- 

2. **RECOMMENDATION(S)**

- 2.1 The Renewal & Recreation Policy Development & Scrutiny Committee are asked to note the contents of the report and to provide their comments to the Portfolio Holder.
- 2.2 The Renewal & Recreation Portfolio Holder is asked to consider the comments made by the Renewal & Recreation Policy Development & Scrutiny Committee and to agree, subject to any amendments or additions, the draft Renewal & Recreation Portfolio Plan 2015/16 (**Appendix 1**).
- 2.3 The Renewal & Recreation Policy Development & Scrutiny Committee and Portfolio Holder are asked to review and note the contract summary for Renewal & Recreation as attached at **Appendix 2**.

### Corporate Policy

1. Policy Status: Existing Policy:
  2. BBB Priority: Excellent Council Quality Environment Vibrant, Thriving Town Centres, Regeneration
- 

### Financial

1. Cost of proposal: Not Applicable
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: Renewal & Recreation Portfolio 2016/17 approved budget and capital programme
  4. Total current budget for this head: £28.2m as detailed in 5.1 below
  5. Source of funding: Existing revenue budget for 2016/17, S106 funding, Earmarked Reserves, Capital Receipts, Investment/Growth Fund, External Funding (GLA & Treasury), TfL LIP funding and Town Centre Development Fund monies
- 

### Staff

1. Number of staff (current and additional): 205.2ftes
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

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

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All those resident in the London Borough of Bromley
- 

### Ward Councillor Views

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

### 3. COMMENTARY

#### Renewal & Recreation Portfolio Plan 2016/17

- 3.1 This report outlines the Renewal & Recreation Portfolio Plan 2016/17. The draft plan identifies the portfolio's key priority: that the borough remains a vibrant and thriving place where people choose to live, work and shop. Three strategic outcomes will focus efforts to deliver this key priority:
- Economic development
  - Protection, conservation and enhancement of the natural and built environment
  - Enhanced opportunities for leisure, cultural activities and community led services
- 3.2 The plan identifies aims that will facilitate the delivery of the strategic outcomes, and for each aim:
- Explains what actions will be taken by March 2016 to achieve the aim
  - Identifies the key risks that may affect success
- 3.3 The plan will monitor our performance in relation to how our work impacts on ability to deliver our strategic outcomes, with performance measures related to each strategic outcome identified.
- 3.4 The actions in the plan will be subject to individual project or service specific reports to be considered by members at the relevant key milestones. A summary report of the portfolio's overall achievement will be provided at the end of 2016/17 for further review and scrutiny, unless this is requested more frequently. This summary report will set out progress made against the identified actions in the context of the performance measures and delivery risks.
- 3.5 The Renewal & Recreation Policy Development & Scrutiny Committee are invited to comment on the plan and make recommendations to the Portfolio Holder with respect to any amendments or additions.
- 3.6 The Renewal & Recreation Portfolio Holder is invited to review the recommendations from the Renewal & Recreation Policy Development & Scrutiny Committee and approve the draft Renewal & Recreation Portfolio Plan for adoption.

#### Contracts Register

- 3.7 Members have requested that contract monitoring information on all contracts above a total value of £50k is collated, summarised and reported in a standard format across all departments and Policy Development & Scrutiny Committees.
- 3.8 This report details the current status of all contracts for the Renewal & Recreation Portfolio with a whole life value (i.e. duration in years multiplied by the annual value) greater than £50k.
- 3.9 There are a total of 17 contracts listed in the summary presented in **Appendix 2**.

#### 4. POLICY IMPLICATIONS

- 4.1 Outcomes, aims and actions identified in the Renewal & Recreation Portfolio Plan 2016/17 contribute towards the Bromley 2020 Vision and 'Building a Better Bromley' priorities, and towards meeting relevant legislative requirements.

#### 5. FINANCIAL IMPLICATIONS

- 5.1 The draft Renewal & Recreation Plan 2016/17 referred to in Appendix 1 will be implemented using the agreed controllable revenue budget for 2016/17 for the Renewal & Recreation Portfolio together with any additional external funding that officers have already secured as well as other funding secured through the year as detailed below:

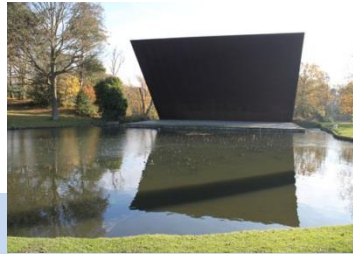
##### 2016/17 Budgets and funding

	£'000
R&R Portfolio latest approved controllable budget	6,503
Earmarked Reserves for Member Priority Initiatives	648
TfL LIP Funding	250
Town Centre Development Fund	127
S106 Contributions	3,106
LBB capital receipts	2,355
External funding - GLA, Treasury	10,340
Investment/Growth Fund	4,874
<b>TOTAL</b>	<b>28,203</b>

#### 6. LEGAL IMPLICATIONS

- 6.1 There are measures in place to ensure that procurement processes are rigorously adhered to. All Gateway reports where the contract value is above £50,000 are considered by a council-wide Commissioning Board.
- 6.2 Procurement and Contract Compliance work is carried out in accordance with the Council's Financial Regulations and Procurement Rules. Where appropriate, procurement exercises are undertaken in accordance with EU Regulations.
- 6.3 Under the Public Contracts Regulations 2006 (amended in 2015), all local authority contracts over a given threshold (£164,176 in 2016) must be procured competitively in accordance with the procedures stated in the Regulations.

<b>Non-Applicable Sections:</b>	Personnel
Background Documents: (Access via Contact Officer)	Building a Better Bromley 2016/17 Renewal & Recreation Portfolio Plan 2015/16



# Renewal & Recreation

## PORTFOLIO PLAN 2016/17

A Vibrant Thriving Borough

## Foreword

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

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

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

The Renewal & Recreation Portfolio's key responsibility is that the borough remains a vibrant and thriving place through a programme of regeneration and town centre development. We will ensure that our town centres are successful through a combination of sensitive planning and major private sector investment. We aim to make the London Borough of Bromley a place where people choose to live, work and shop.

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

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

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

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

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

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

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

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

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

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

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

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

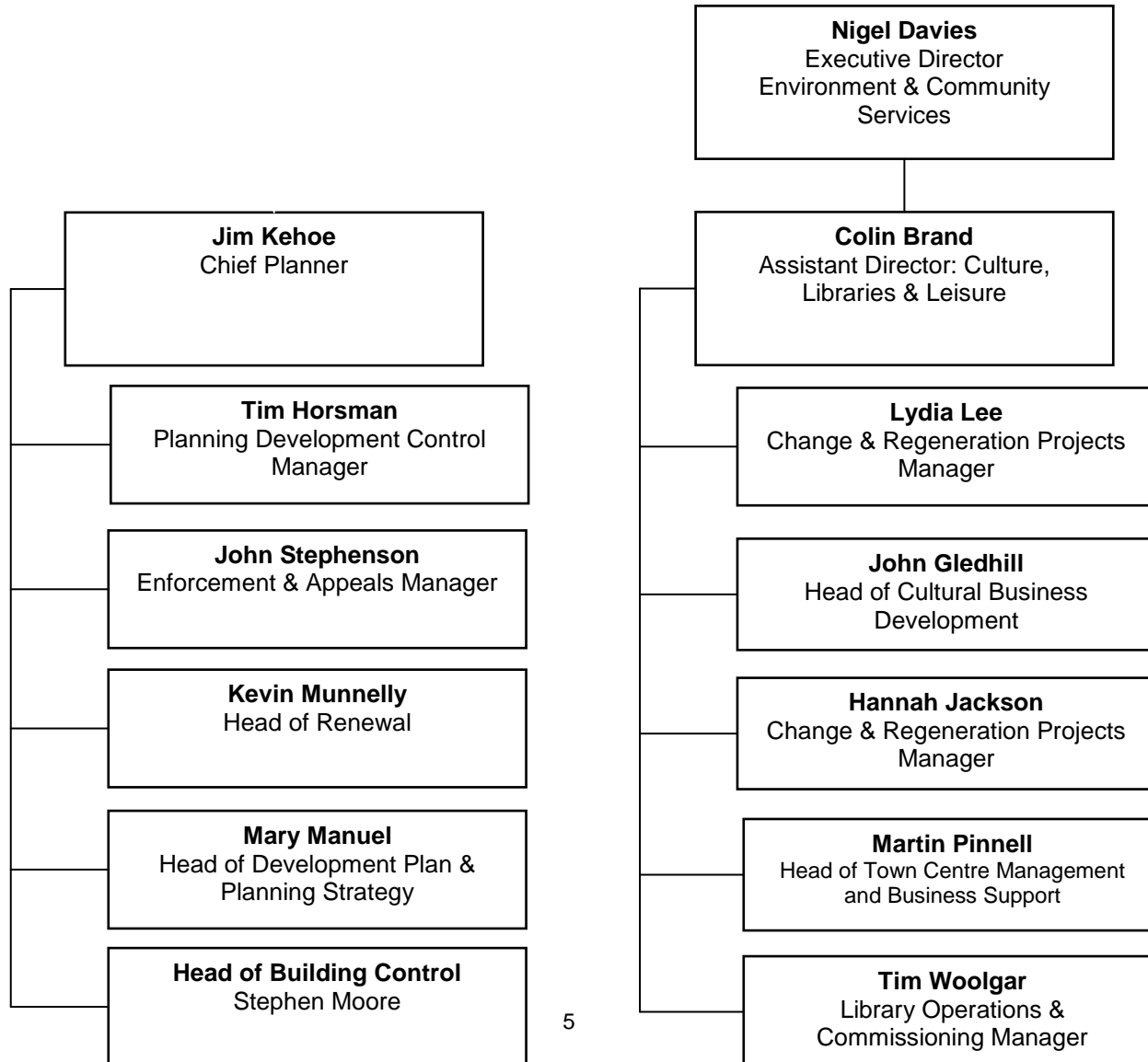
Progress on actions identified for delivery during 2015/16 will be reported to the Renewal & Recreation Policy Development and Scrutiny Committee and Portfolio Holder throughout the year in individual project or service specific reports at the relevant key milestones. A summary report on overall achievement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

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**Portfolio Structure Chart: Lead Officers**



## Outcome 1: Economic Development

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

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

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

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

<b>Aim 1:</b>	<b>Support the vitality of Bromley town centre, including continued delivery of the Bromley Area Action Plan</b>
<b>By March 2017, we will have:</b>	<p><b>Continue delivery of the Bromley Area Action Plan</b></p> <p>1.1 Adopted a planning policy for <b>Bromley North Station</b> (Site A) and agreed a development scheme with Network Rail and Prime Place before securing a resolution from the Executive Committee to enter into a development agreement.</p> <p>1.2 Disposed of <b>Site B</b> (corner of Tweedy Road and London Road) for residential development.</p> <p>1.3 Secured a development partner for <b>Churchill Place</b> (Site G) to deliver the next phase of a residential led mixed use scheme in this location. Following a successful application for Housing Zone funding to the Mayor of London and HM Treasury in 2015/16, we will confirm the funding agreement which will be subsidising the land purchase and funding infrastructure development.</p> <p>1.4 Work with Network Rail to examine future development and capacity options for <b>Bromley South Station</b> (Site J)</p>

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

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

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

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

<b>Aim 5:</b>	<b>Promote business investment and development in the borough's key commercial and industrial areas and employment priority zones.</b>
<b>By March 2017, we will have:</b>	<p>5.1 Completed a capacity masterplan for <b>Biggin Hill</b>. Following the completion of infrastructure and investments plans in 2015/16, this masterplan will inform a land purchase for an Aviation Training and Enterprise Centre. We will have also undertaken preliminary development work and will have produced a business plan for the Centre in partnership with the Greater London Authority, Local Enterprise Partnership, Bromley College, Biggin Hill Airport and the LoCATE Partnership. Additionally we will make a bid to the Regeneration Fund to support the land purchase costs.</p> <p>5.2 Set up a joint venture company with an industrial developer to deliver development floor space options for the <b>Cray Valley Business Corridor</b>.</p> <p>5.3 Explored the feasibility of an enterprise centre in Central Library, Bromley and have reported the outcome to the Council's Executive Committee. If the enterprise centre is feasible, we will seek authorisation to lease space in the Central Library for this purpose and will make an application for funding to the Mayor of London's Regeneration Fund for fit out costs.</p>
<b>Delivery Risks:</b>	<p>5.1 The Council are not the landowners in Biggin Hill and the Cray Valley Business Corridor. It is possible that the land owners will decide not to fully engage with or support proposals and therefore it is not possible to acquire the relevant sites.</p> <p>5.2 It is not possible to develop a viable business plan for an Aviation, Training and Enterprise Centre because, for example, there is a lack in demand.</p> <p>5.3 The applications to the Mayor of London's Regeneration Fund are unsuccessful.</p>
<b>Lead Officers:</b>	Kevin Munnelly
<b>Resources</b>	New Homes Bonus Growth Fund

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

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

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

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

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

<b>Aim 6:</b>	<b>Prepare an up to date Local Plan setting out policies for development in the borough over the next 15 years</b>
<b>By March 2017, we will have:</b>	<p>6.1 Prepared a Draft Local Plan for formal Regulation 19 consultation. Following consultation, we will submit the draft Local Plan to the Secretary of State for consideration.</p> <p>6.2 Prepare an Infrastructure Delivery Plan identifying the infrastructure required to deliver the growth and vision in the Local Plan.</p>



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

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

<b>Aim 8:</b>	<b>Ensure the ongoing effectiveness of planning regulatory functions</b>
<b>By March 2017, we will have:</b>	<p>8.1 Made considered determinations of planning applications within a reasonable period of time, acknowledging national targets whilst focussing on delivering a quality outcome for the borough. We will have:</p> <ul style="list-style-type: none"> <li>• Determined 60% of major applications within 13 weeks of receipt</li> <li>• Determined 65% of minor applications within 13 weeks of receipt</li> <li>• Determine 80% of other applications within 8 weeks of receipt</li> </ul> <p>8.2 Protected trees, listed buildings and conservation areas in the borough</p>
<b>Delivery Risks:</b>	Large numbers of complex planning applications are submitted which require review concurrently, putting pressure on staff resources. Delays are caused by the need for additional information
<b>Lead Officers:</b>	Jim Kehoe
<b>Resources</b>	Existing planning revenue budgets

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

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

Aim 9:	To implement the 2014 library strategy to consider new ways of delivering library services in challenging financial circumstances	
By March 2017, we will have:	9.1	Completed the application (tender) process to identify a <b>community management</b> partner at the borough's community libraries (Burnt Ash, Hayes, Mottingham, Shortlands, Southborough and St Paul's Cray) and reported the outcome to the Council's Executive Committee for a decision on whether or not to award a contract. If a contract is awarded, we will have begun working with the successful community organisation to implement community management arrangements.
	9.2	Completed a joint tender with the London Borough of Bexley for the whole library service, including the shared service, to identify a delivery partner who can deliver library services under the supervision and direction of the council to retain service levels whilst reducing operating costs.
	9.3	Explore options for the upgrade and re-development of library facilities, as identified in the Library Strategy 2014. Specifically, we will have agreed a mixed development proposal with the development partner for Chislehurst Library to include retail and residential opportunities and new library facilities.

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

<b>Aim 10:</b>	<b>Develop the borough's cultural offer</b>
<b>By March 2017, we will have:</b>	<p>10.1 Worked with appointed consultants AECOM to have produced a self-funding Regeneration Plan for Crystal Palace Park that will identify improvements to develop a sustainable business model for its management and maintenance under a new form of community-led governance. The plan must consider the complexities of the site and be delivered in partnership with the Greater London Authority, English Heritage and Transport for London. The plan will identify all sources of funding to affect delivery and have sought community input where appropriate.</p> <p>10.2 Completed capital projects as part of a £2.4million Improvement Scheme in Crystal Palace Park, and award grants from the Community Projects Fund. We will have conserved the sphinxes and south terrace steps, completed conservation of the dinosaurs and implemented the associated landscape improvements and commenced work to install a new skate park.</p> <p>10.3 Relocated local history exhibitions to Central Library thereby improving interpretation and increasing access.</p> <p>10.4 Completed developed designs for the new Biggin Hill Memorial Museum, and submitted an application for funding to support delivery costs to the Heritage Lottery Fund.</p>
<b>Delivery Risks:</b>	<p>10.1 Planning constraints delay or prevent delivery of elements to the Regeneration Plan which affects the business model for community-led governance.</p> <p>10.2 Delays to programme caused by procurement of contractors or other unforeseen factors leading to inflated costs. Bids to the Community Grants Fund are not forthcoming, are inappropriate, or do not produce the desired outcomes for the fund.</p> <p>10.3 Community stakeholders do not embrace the special exhibition area. Delays are caused to installation due to library usage patterns.</p> <p>10.4 Stakeholders fail to engage with or oppose plans for the new museum. The application to the Heritage Lottery Fund is not successful.</p>

<b>Lead Officer:</b>	10.1 Lydia Lee – 10.4
<b>Resources</b>	Capital programme Allocated funds from the Mayor of London and the Council's capital programme Capital programme £1m funding from HM Treasury, section 106 monies

<b>Aim 11:</b>	<b>Enhance the borough's leisure facilities</b>
<b>By March 2017, we will have:</b>	<p>11.1 Identified a suitable developer and awarded a contract for a mixed use development to include a community hub, housing and public realm work and a new gymnastics centre at Chipperfield Road, St Paul's Cray.</p> <p>11.2 Agreed a lease for Blackheath and Bromley Harriers to undertake the management and maintenance of Norman Park Athletics Track.</p> <p>11.3 Lead the development and adoption of a new five year strategic framework for ProActive Bromley to encourage participation in sport and healthy lifestyles.</p> <p>11.4 Reviewed the future of leisure centre provision across the borough and explored opportunities for modernisation.</p>

<b>Delivery Risks:</b>	<p>11.1 A suitable developer cannot be found. The proposed scheme is not financially viable or fails to comply with planning constraints.</p> <p>11.2 The feasibility study shows the scheme is not financially viable or compliant with planning constraints. Blackheath and Bromley Harriers decide to continue with their current arrangement and not to pursue the lease option. New lease arrangements between the Council and Blackheath and Bromley Harriers cannot be agreed.</p> <p>11.3 The ProActive Bromley Executive does not agree the new Strategic Framework.</p> <p>11.4 No developer is secured and scheme is not deemed financially viable.</p>
<b>Lead Officers:</b>	John Gledhill
<b>Resources</b>	Existing Culture & Leisure budgets



## Performance Measures

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

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

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

## LONDON BOROUGH OF BROMLEY: CONTRACT MONITORING SUMMARIES (CMS)

### RENEWAL & RECREATION PORTFOLIO 2016/17

LBB Contract Procedure Rule 23 requires annual monitoring reports to be submitted to the relevant Portfolio Holder/PDS committee for contracts >£500k (total contract value) and Executive for >£1m contracts (total contract value). Given officer capacity and that committee time is limited, it has been agreed that Contract Monitoring Summaries should be produced for all Council contracts > £50k to allow Members to select those of the greatest interest or concern. The process has a host of other benefits: contract can be reviewed at a glance, the Council's organisational memory is improved, there is evidence of due process being followed, and contracts, performance and risk can be considered together.

DIVISION / TEAM (Assistant Director)	CONTRACT (Contract ID)	PURPOSE/SHORT DESCRIPTION	START DATE	END DATE	CONTRACTOR	CONTRACT MANAGER	TOTAL CONTRACT VALUE	STATUS/ NOTES
Leisure & Culture (Colin Brand)	<a href="#">Leisure Trust - Provision of Leisure Services</a> (11534)	Management of the Council's leisure centres, golf courses, community halls, the Great Hall, plus sports and arts development and healthy lifestyles.	01.04.04	31.03.24	<a href="#">MyTime Active</a>	John Gledhill	£24,333,170	
Leisure & Culture (Colin Brand)	<a href="#">Library Book and AV Materials Supply</a>	Purchasing of library books and AV materials for Bromley's Library Service	01.04.16	31.03.18	<a href="#">Askews and Holts Library Services Ltd</a>	Caroline Duckworth	£1,400,000	
Leisure & Culture (Colin Brand)	<a href="#">Biggin Hill Leisure Centre &amp; Library Management</a> (035004/ ecm_3599)	Management of Biggin Hill Leisure Centre and library	30.04.10	31.03.24	<a href="#">Bromley Mytime</a>	John Gledhill	£2,012,159	

DIVISION / TEAM (Assistant Director)	CONTRACT (Contract ID)	PURPOSE/SHORT DESCRIPTION	START DATE	END DATE	CONTRACTOR	CONTRACT MANAGER	TOTAL CONTRACT VALUE	STATUS/ NOTES
Leisure & Culture (Colin Brand)	<a href="#">Norman Park Athletics Track</a> (049454)	Management and operation of Norman Park athletics track	01.04.14	01.04.24	<a href="#">Norman Park Track Management</a>	John Gledhill	£375,000	
Leisure & Culture (Colin Brand)	<a href="#">Delivery of New Homes Bonus and High Street Fund Enterprise Support Programme in Orpington Town Centre</a>	Delivery of prescribed revenue funded business support elements of the New Homes Bonus and the High Street Fund grant allocations for Orpington Town Centre. Delivery of a range of projects related to supporting enterprise in Orpington Town Centre.	15.07.15	31.03.17	<a href="#">Orpington 1<sup>st</sup> BID</a>	Martin Pinnell	£125,000	
Leisure & Culture (Colin Brand)	<a href="#">Excel Couriers</a>	Delivery of a bespoke courier service for members of the London Libraries Consortium (LLC).	24.03.14	23.03.18	<a href="#">Excel Group Services Ltd</a>	Caroline Duckworth	£56,000*	*TCV expected value
Leisure & Culture (Colin Brand)	<a href="#">RFID Automated Sorter Equipment Maintenance Contract – Central, Beckenham and Orpington Libraries</a>	Support and maintenance of RFID (Radio Frequency Identification) self-service kiosks and gate security.	20.12.13	31.03.17	<a href="#">Bibliotheca Ltd</a>	Tim Woolgar	£56,030	Separate contract with same contractor for Penge Library

DIVISION / TEAM (Assistant Director)	CONTRACT (Contract ID)	PURPOSE/SHORT DESCRIPTION	START DATE	END DATE	CONTRACTOR	CONTRACT MANAGER	TOTAL CONTRACT VALUE	STATUS/ NOTES
Leisure & Culture (Colin Brand)	<a href="#">Data Connections for Libraries</a> (049452)	Supply of data connections network for all libraries providing staff and public access to internet and email systems.	01.04.11	31.03.17	<a href="#">Virgin Media Business</a>	Tim Woolgar	£205,761	5 year contract extended by one year to align with possible Library Service outsourcing
Leisure & Culture (Colin Brand)	<a href="#">Library Security</a>	Supply of security guard services and 24 hour alarm hour callout response for library buildings.	01/01/15	31/03/17	<a href="#">1<sup>st</sup> Ace Security Ltd</a>	Tim Woolgar	£93,150	
Leisure & Culture (Colin Brand)	<a href="#">Cleaning of Libraries</a>	Supply of cleaning services for libraries and buildings	01/09/15	31/0/17	<a href="#">New Concept General Cleaning Co. Ltd</a>	Tim Woolgar	£126,000	
Leisure & Culture (Colin Brand)	<a href="#">Library Management System</a>	Supply of the Library Management System	01/12/12	01/12/17	<a href="#">Axiell Library Ltd / Bramble.cc Ltd</a>	Tim Woolgar	£118,750	
Leisure & Culture (Colin Brand)	<a href="#">Crystal Palace Park Improvement Scheme</a>	Delivery of capital improvements in Crystal Palace Park, including building of a café, building of skate park, conservation of sphinxes, and removal of turnstiles.	20/11/14	20/09/17	<a href="#">Kinnear Landscape Architects</a>	Lydia Lee	£382,800	

DIVISION / TEAM (Assistant Director)	CONTRACT (Contract ID)	PURPOSE/SHORT DESCRIPTION	START DATE	END DATE	CONTRACTOR	CONTRACT MANAGER	TOTAL CONTRACT VALUE	STATUS/NOTES
Leisure & Culture (Colin Brand)	<a href="#">Biggin Hill Memorial Museum</a>	Conservation architect led multi-disciplinary team to develop the capital scheme for Biggin Hill Memorial Museum	16.03.16	20.05.16*	<a href="#">Robin Lee Architecture</a>	Lydia Lee	£66,883*	* Initial appointment for RIBA Stages 1-2 with an option to extend for RIBA Stage 3&4 should the project achieve approval to progress. Fees for RIBA Stages 3&4 are £112,640 (so the total contract value would be £179,523).

Leisure & Culture (Colin Brand)	<a href="#">Crystal Palace Park Regeneration Plan</a>	Production of the Crystal Palace Park Regeneration Plan: a sustainable regeneration plan to improve the park, bringing together aspects of the Crystal Palace Park Masterplan to support the business plan for a sustainable new governance model.	16.03.16	09.16*	<a href="#">AECOM Ltd</a>	Lydia Lee	£248,824*	* The contract end date is an estimate for Stage 1. The production of the Regeneration Plan will determine whether or not the contract will proceed with the second stage which is the plan's delivery. If the plan is delivered, the total contract value will increase by between £875k and £5.04m depending on the final cost of the overall scheme.
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DIVISION / TEAM (Assistant Director)	CONTRACT (Contract ID)	PURPOSE/SHORT DESCRIPTION	START DATE	END DATE	CONTRACTOR	CONTRACT MANAGER	TOTAL CONTRACT VALUE	STATUS/ NOTES
Leisure & Culture (Colin Brand)	<a href="#">Crystal Palace Park – Sphinxes and South Terrace Steps conservation</a>	Contract for the conservation of the sphinxes and south terrace steps in Crystal Palace Park	03.16	10.16	<a href="#">Skillington Workshop</a>	Lydia Lee	£227,078.62	
Renewal	<a href="#">Beckenham Public Realm Improvements</a> (053445)	Contract for urban design consultancy for public realm	05.12	12.15	<a href="#">East Architecture &amp; Urban Design Ltd</a>	Kevin Munnelly	£135,000	Work is expected to be completed in 2016.
Renewal	<a href="#">Town Centre Development Advice</a>	Provide development advice to develop and deliver strategic sites in Bromley town centre including Site G.	19.11.12	19.11.16	<a href="#">Montagu Evans</a>	Kevin Munnelly	£200,000	



Report No.  
DRR16/065

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** Renewal and Recreation Portfolio Holder for Pre-decision Scrutiny by the Renewal and Recreation PDS Committee

**Date:** 5<sup>th</sup> July 2016

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

**Title:** TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE

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

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

**Ward:** All Wards

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**1. Reason for report**

- 1.1 To update Members on progress in delivering the Town Centres Development and Growth Programme.
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**2. RECOMMENDATION(S)**

- 2.1 That Members note the progress on the delivery of the Town Centres Development and Growth Programme.
- 2.2 That the Portfolio Holder agrees that Section 106 funds of £81,512 related to the former Orpington Police Station site development and £24,500 related to the Premier Inn Hotel development be spent towards the implementation costs of physical improvements to the Walnuts Shopping Centre area as part of the Orpington capital scheme.

### Corporate Policy

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

### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A:
  3. Budget head/performance centre: Renewal budget, Capital Programme and S106 Funding
  4. Total current budget for this head: £13.154m
  5. Source of funding: Town Centre Development Fund, Growth Fund, Investment Fund, S106 resources, NHB/GLA High Street funding and TfL funding
- 

### Staff

1. Number of staff (current and additional): 5
  2. If from existing staff resources, number of staff hours:
- 

### Legal

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

### Customer Impact

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

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments: Officers hold regular update meetings with Ward Councillors.

### **3. COMMENTARY**

#### **Development Programme**

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

#### **Bromley Town Centre Housing Zone**

- 3.2 Bromley Town Centre was designated a Housing Zone on 17<sup>th</sup> March 2016. The Mayor allocated an estimated £27.1m to accelerate the delivery of housing in Bromley Town Centre, including Opportunity Site G West of the High Street and former Opportunity Site A Bromley North Station. Negotiations and consultation are ongoing with the GLA prior to further commitments being made. On 26<sup>th</sup> April 2016 Relta Limited submitted an application for a Judicial Review of the GLA's decision to designate Bromley Town Centre as a Housing Zone. Permission was refused by the High Court on 7<sup>th</sup> June 2016 on the basis that the grounds of appeal were not arguable. Relta Limited have now submitted an application for an oral hearing before a judge which is due to be heard before the High Court Queen Bench Division in 27<sup>th</sup> July 2016.

#### **Site G: West of the High Street**

- 3.3 The Executive agreed on 26<sup>th</sup> November 2014 to adopt a revised development approach for Bromley Town Centre. This was based on exploring a first phase residential led redevelopment on Opportunity Site G, as market testing had shown that a retail led scheme was not viable. In support of this work a massing study and viability assessment was undertaken. The results of the initial massing study illustrated how a scheme could be brought forward on the site to achieve a potentially acceptable mix of uses and servicing. The results of this work were considered by the Executive on 24<sup>th</sup> March 2015 who agreed
- (1) Subject to positive feedback from the soft market testing and greater certainty from the Council's advisors that suitably qualified and resourced developers will bid, it is agreed that the marketing of Opportunity Site G, West of Bromley High Street (Initial Phase) should proceed and that the most appropriate method of marketing should be determined by the Director of Regeneration & Transformation in consultation with the Director of Corporate Services, the Leader of the Council, the Resources Portfolio Holder and the Renewal and Recreation Portfolio Holder.
- 3.4 The Executive agreed on 23<sup>rd</sup> March 2016 to the use of the Greater London Authority's Development Panel as a way of accelerating the delivery of the next phase of development on Opportunity Site G. The London Development Panel (LDP) is a multi-supplier framework panel administered by the Greater London Authority to assist the GLA family, London Boroughs, registered providers and government departments to accelerate the delivery of housing and other associated infrastructure. The panel specifically has developers who can carry out the development and disposal of mixed-use housing led sites which includes community facilities.
- 3.5 To date the officers have completed the Expression of Interest stage of the procurement process and officers are currently evaluating the returns from the Shifting Brief stage.

<b>Procurement Stage</b>	<b>Timescale</b>
<b>Expressions of Interest submissions</b>	13 May 16
<b>Sifting Brief submissions</b>	17 June 16
<b>Invitation to Tender submissions</b>	14 October 16
<b>Award</b>	November 2016

It is proposed that further update reports will be brought back to both the R&R PDS Committee and Executive before November 2016.

### **Site A: Bromley North Station**

- 3.6 The Draft Local Plan will include a revised policy for the former Opportunity Site A which will be published for consultation in autumn of 2016. To support this review, the Council has undertaken a series of massing studies and viability assessments. These have indicated that a mixed use scheme containing 250 residential units would not deliver a policy compliant scheme and would not be viable. On 15<sup>th</sup> June 2016, the Council presented to representatives of the Babbicombe Residents Association, Bromley Civic Society and other stakeholders an update on the work the Council has undertaken to date on appropriate massing and viability options being considered for the site. The Council has also engaged with the other site owners, Network Rail and developers Prime Place to explore their input into appropriate massing and viability options. This work is still ongoing and is currently being refined and will inform the revised policy for the site.

### **Site B: Land at the junction of Tweedy Road and London Road**

- 3.7 The site has been marketed in accordance with the further design guidance approved by the Executive on 9 February 2016. Tender returns are due back on 20<sup>th</sup> July 2016.

### **Bromley Central Area High Street Improvements**

- 3.8 Further to the Executive approval of the Studio Egret West (SEW) Stage C Concept Design report, Stage D Detailed design work has commenced. It is estimated that the detailed design to contract phase will be completed by the end of September 2016.
- 3.9 The detailed design package of works for the High Street between the library and Market Square has been completed and includes a layout for the relocated market and eight semi-permanent bespoke kiosks for the sale of hot food or food produce. Detailed designs for these units are being undertaken. The design team Studio Egret West (SEW) are completing design for the High Street between the library and Elmfield Road. As well as hard and soft landscaping this will include commercial units located on the High Street. The economic viability and optimum design of these commercial units is being assessed.

### **Beckenham Town Centre Improvements**

- 3.10 Detailed construction design drawings have been completed apart from a few design features that have arisen as part of the construction design review process. Sample materials have been laid out in a second location in Beckenham High Street in response to consultation with the Beckenham Town Centre Working Group. The preferred choice of materials will be presented to the next meeting with the Working Party group on the 30<sup>th</sup> June 2016.

- 3.11 The revised business case submitted to Transport for London (TfL) in March 2016 to justify the additional project funding was anticipated to be decided in April 2016. However no decision has been made by TfL. Since April TfL have made a series of requests for further information to meet their internal procedures. The decision from TfL on the revised business case is due by the end of June or early July. Subject to this sign off by TfL it is anticipated that work on the scheme will commence in early autumn 2016.
- 3.12 Network Rail has confirmed that the Hendy Report considering rail infrastructure improvements has not yet been published, but early indications are that budget to progress Beckenham Junction station will be post 2019 at the earliest. The Council will continue dialogue with Network Rail about proposed improvements once the report findings are published.

## **New Homes Bonus and High Streets Fund Updates**

### **Orpington**

- 3.13 The final design review has been held with the design team East Architects for the Orpington Public Realm Scheme. The scheme has been amended to reflect feedback from stakeholders including: a new market layout, new tree planting and a repositioned seating area with atmospheric lighting to the trees. The signage for the Orpington Library and the Mural to the Leisure centre façade are both being developed with a view to being implemented in July 2016. Officers are in discussions with the Council's term contractor FM Conway regarding finalising the implementation plan and programme for the ground works, which are expected to commence in autumn 2016.
- 3.14 In order to supplement the New Homes Bonus project in Orpington, approval is sought for the release of the £81,512 of Section 106 funds related to the former Orpington Police Station site development and £24,500 of Section 106 funds related to the Premier Inn Hotel development towards the implementation costs of physical improvements to the Walnuts Shopping Centre area. The S.106 agreements specifically stipulated that the allocated funding be spent on public realm improvements in the Walnuts Shopping Centre area. The total sum of £106,512 will be required to enhance the quality of the delivered scheme which is predominantly funded by the New Homes Bonus Topslice and the GLA's High Street Fund.

3.15 Details of the Section 106s and their proposed use are provided below:

Planning Reference	Development	S106 Agreement Clause	Amount and how the money will be allocated	Justification
350	Orpington Police Station The Walnuts Orpington	Public realm contribution of £326,050 to be paid in 4 instalments of £81,512.50 for specified public realm works. The Council will repay to the Owner on receipt of evidence of payment and upon receipt of a written request any part of the Contributions that have not been expended or committed towards the relevant Contribution purpose within 8 (eight) years of receipt. (see s106 for full details)	£81,512 towards materials and construction cost of implementing the Walnuts Shopping Area Physical Improvement Scheme	This S.106 will enable the Council to deliver an enhanced scheme of improvements which mitigate the impact of the development and benefit the future residents of the development through uplift in the quality of the physical environment.
351	87 The Walnuts Orpington	The Public realm contribution of £24,500 towards the cost of resurfacing of external areas at The Walnuts Shopping Centre, together with improvements to lighting, canopy and wayfinding signage at The Walnuts.	£24,500 towards materials and construction cost of implementing the Walnuts Shopping Area Physical Improvement Scheme	This S.106 will enable the Council to deliver an enhanced scheme of improvements which mitigate the impact of the development and benefit the future clientele of the development through uplift in the quality of the physical environment.

**Penge Town Centre Improvements**

3.16 Following the production of the concept design report by Kinnear Architects (KLA) for physical improvements to Empire and Arpley Squares on the High Street, the Council’s term contractors FM Conway have been commissioned to produce detailed designs for the scheme. KLA would continue to provide design oversight and lead on the detailing of the bespoke elements of design and special features.

3.17 In addition to £150K already allocated in the Council’s Local Implementation Programme, the Project team have successfully managed to secure additional funding of £300K from Transport for London towards bus route and junction improvements for Penge High Street. This additional funding will be used to enhance the original scheme by implementing

pavement and kerb improvements to the main stretch of the High Street which will link in with the New Homes Bonus funded schemes. The Council will also be undertaking a decluttering exercise as part of this process which will include a rationalising of signage, street furniture and the removal of telephone boxes

- 3.18 It is proposed that the New Homes Bonus and Highways projects be implemented in a single construction programme with a phased delivery commencing in October 2016. There will be a further update once the detailed designs and implementation programme are finalised.
- 3.19 As proposed under the New Homes Bonus programme these physical improvements will be supported with the implementation of a business support package and shop front improvement scheme. The shop front scheme will follow on from work already undertaken by consultants Designed by Good People during the Outer London Fund Round One project “What if Penge”, which identified opportunities for improvements to shop fronts and building facades on the High Street. A strategic brief for the procurement, management and delivery of the scheme is currently being developed with and anticipated rollout in Autumn 2016.

## **Growth Projects Summary**

### **Cray Corridor**

- 3.20 In the Cray Corridor the focus of the Growth Project has been on engaging and influencing strategic land owners on their redevelopment proposals. This has focused on the following strategic development sites: The Klingers building; Land rear of Edgington Way; and the Allied Bakery site. Work is continuing with the owners of these sites to bring forward development and crystallise any investment opportunity that may arise for the Council. This by its nature is a lengthy process and combined with the lack of development sites coming to the market has resulted in no clear cut investment proposal coming forward to date. Outside of a direct land purchase it is considered the most realistic opportunity for the Council to facilitate growth is via a joint venture. Executive approval was granted on 18<sup>th</sup> May 2016 to undertake feasibility into establishing an arm’s length development company with an existing commercial developer to jointly develop employment sites in the Borough.
- 3.21 The Executive also approved funding to undertake a feasibility study into the potential of establishing an enterprise centre in the Central Library Tower. This would complement the emerging network of enterprise centres established in Crystal Palace and Orpington and planned for Biggin Hill.

### **Biggin Hill**

- 3.22 Architects and Masterplanners Barron and Smith have been commissioned to carry out a development option assessment to explore development options for the provision of an enterprise centre and training facility on the West Camp site. The reuse of the Listed Barrack Buildings could provide over 4,000 sqm of new net employment floorspace and a new 5,000 sqm educational facility.
- 3.23 The design options will appraise potential scheme options to retain, reuse and extend the existing Listed Buildings and provide cost estimates. The development options will address the space requirements identified by Bromley College (who have now partnered with Aviation Skills Partnership) for expanding their aviation and engineering training operations on the site. Bromley College are keen to lead on the delivery of the educational facility and link up with their existing aviation skills offer at their Greenwich College campus. The

development options will also appraise the development potential of the rest of the West Camp site, with a view to identifying future growth potential. The estimated programme for delivery of the Masterplan and feasibility report is due to be completed by mid July 2016. At this stage the Council will be in possession of a development appraisal for the whole of the West Camp site which will allow Members to make an informed decision of the delivery of the enterprise centre.

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

- 4.1 Work delivering the Town Centres Development Programme is entirely consistent with Policy Objectives set out in Building A Better Bromley and the Renewal & Recreation Portfolio Business Plan 2015/16. The work of the Renewal team links to the Building a Better Bromley priorities by working towards the provision of Vibrant and Thriving Town Centres.

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

- 5.1 The table below summarises the financial position for each Town Centre Development project. It shows individual budgets, funding streams, spend and commitments and the remaining balances, including the split between capital and revenue expenditure: -



	Budget	Spend	Com'tmts	Total	Balance
	£'000	£'000	£'000	£'000	£'000
<b>Capital</b>					
<u>Housing Zone Bid</u>					
Growth Fund - Properties within red line development site	2,700.0	0.0	0.0	0.0	2,700.0
Growth Fund - Specialist legal & development advice	200.0	0.0	0.0	0.0	200.0
S106 PIL	3,000.0	0.0	0.0	0.0	3,000.0
	5,900.0	0.0	0.0	0.0	5,900.0
<u>Beckenham Improvement Scheme</u>					
TfL Funding (subject to approval)	3,295.0	657.5	35.8	693.3	2,601.7
Capital receipts	1,002.0	0.0	0.0	0.0	1,002.0
Earmarked Reserve balance for Beckenham Improvements	150.0	0.0	0.0	0.0	150.0
Principal Road maintenance 2016/17 allocation from TfL	250.0	0.0	0.0	0.0	250.0
	4,697.0	657.5	35.8	693.3	4,003.7
<u>New Homes Bonus and High Street Funded Projects</u>					
Penge Town Centre Improvements	746.0	45.2	0.0	45.2	700.8
Orpington Town Centre	525.0	56.2	24.2	80.4	444.6
	1,271.0	101.4	24.2	125.6	1,145.4
<b>Total Capital</b>	<b>11,868.0</b>	<b>758.9</b>	<b>60.0</b>	<b>818.9</b>	<b>11,049.1</b>
<b>Revenue</b>					
<u>New Homes Bonus and High Street Funded Projects</u>					
Penge Town Centre Improvements	200.0	3.1	0.0	3.1	196.9
Orpington Town Centre	100.0	37.2	0.0	37.2	62.8
Biggin Hill Aviation Technology & Enterprise Centre	150.0	27.9	0.0	27.9	122.1
Cray Business Corridor	150.0	27.9	0.0	27.9	122.1
	600.0	96.1	0.0	96.1	503.9
<u>Town Centre Development Programme - Site G</u>					
Earmarked Reserve - Site G specialist advice	233.0	193.4	15.3	208.7	24.3
<u>Beckenham Market Infrastructure</u>					
S106 funding for market infrastructure	48	48	0	48	0
<u>Bromley Town Centre High Street redevelopment programme</u>					
Investment Fund - Initial feasibility cost of development programme	118.0	33.2	0.0	33.2	84.8
Investment Fund - Detailed design cost & survey work	287.0	9.0	11.5	20.5	266.5
	405.0	42.2	11.5	53.7	351.3
<b>Total Revenue</b>	<b>1,286.0</b>	<b>379.7</b>	<b>26.8</b>	<b>406.5</b>	<b>879.5</b>
<b>Total Funding - Capital and Revenue</b>	<b>13,154.0</b>	<b>1,138.6</b>	<b>86.8</b>	<b>1,225.4</b>	<b>11,928.6</b>

- 5.2 Officers will ensure that any improvements will result in no net increase in revenue costs for the Council for the Orpington and Penge public realm projects.
- 5.3 This report is requesting approval to spend £81,512 of Section 106 funds related to the former Orpington Police Station site development and £24,500 of Section 106 funds related to the Premier Inn Hotel development towards the implementation costs of physical improvements to the Walnuts Shopping Centre area. The £106,012 will be added to the Orpington Town Centre scheme within the capital programme, increasing the capital estimate to £631k.

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

Report No.  
DRR16/050

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** EXECUTIVE FOR PRE SCRUTINY BY RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE ON

**Date:** Tuesday 5 July 2016

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

**Title:** BUSINESS IMPROVEMENT DISTRICT STRATEGY FOR TOWN CENTRES

**Contact Officer:** Lorraine McQuillan, Town Centres and BID Development Manager  
Tel: 020 8461 7498 E-mail: lorraine.mcquillan@bromley.gov.uk

**Chief Officer:** Nigel Davies, Director of Environmental & Community Services

**Ward:** Copers Cope; Kelsey & Eden Park; Clockhouse; Penge & Cator

---

1. Reason for report

In light of the successful establishment of Business Improvement Districts (BID) in Orpington and Bromley Town Centres, this report outlines the feasibility of extending the BID approach to other town centres in the borough – specifically the potential for implementing BIDs in Beckenham and Penge town centres. The report explores the business case for the Council to invest in the introduction of further BID areas, and a summary of issues arising in each town, how a BID could assist with tackling these, potential barriers to a successful introduction of BIDs in these towns and a suggested road map to implementation.

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2. **RECOMMENDATION(S)**

**That members of the Renewal & Recreation and Executive & Resources PDS Committees:**

**2.1 Note and provide comments upon the suggested strategy for the introduction of BIDs in Beckenham and Penge town centres.**

**That the Executive:**

**2.2 Notes the outcome of the initial feasibility study on the potential for a BID in Beckenham and Penge town centres and supports in principal the formation of a BID at the earliest opportunity, bearing in mind the constraints and risks outlined in paragraph 3.9.**

**2.3 Approves the allocation of up to £110k from the Growth Fund to cover the costs of the proposed Beckenham and Penge BID projects (as set out in more detail in paragraph 5.2).**

**2.4 Notes the projected timescales for the establishment of a BID in Beckenham and Penge Town Centres as outlined in paragraph 3.12, and the potential personnel and financial implications of establishing BIDs in these towns.**

## Corporate Policy

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

## Financial

1. Cost of proposal: Estimated Cost £110k
  2. Ongoing costs: Non-Recurring Cost
  3. Budget head/performance centre: Town Centre Management & Growth Fund
  4. Total current budget for this head: £154k and £19.294m
  5. Source of funding: 2016/17 existing revenue budget and the Growth Fund
- 

## Staff

1. Number of staff (current and additional): 2
  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): Beckenham: occupiers of up to 506 rateable properties; Penge occupiers of up to 361 rateable properties
- 

## Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments:

Only one comment was received by the time the report text was finalised: Councillor Tickner wrote that he is fully supportive of the Beckenham and Penge BID proposal but asked for an update at the forthcoming Beckenham Working Group.

Any further comments received from Ward Councillors will be presented verbally at the meeting.

### 3. COMMENTARY

3.1 The following paragraphs outline the feasibility for the Council to work with the business communities in Beckenham and Penge town centres to explore the establishment of Business Improvement Districts (BIDs). Background is provided on BIDs generally and how one was established in Orpington and Bromley. Recent initial research into the comparative financial and local economy benefits of BIDs in Beckenham and Penge is explored, with the conclusion expressed that a BID should be implemented in Beckenham and Penge town centres, subject to the results of in-depth consultation with businesses. The remainder of the report explores a draft plan for implementation, including possible risks, a draft project plan and also provides information on the costs and potential budgetary implications of the initiative.

#### Background

3.2 A Business Improvement District (BID) is now a tried and tested model to deliver sustainable investment in a defined area, through a levy of rateable business properties - based on typically 1-2% of rateable values. There are now over 200 formal BIDs in operation in the UK and Republic of Ireland – the majority of which are retail-led and focussed on town centres and over 60 of which are into a second, or even third term. Legislation which became law in 2004 provides the regulatory underpinning for BIDs which means that they can only be established or renewed after a majority of ratepayers vote in favour in an official postal ballot (operated under conditions similar to a political election). Once a BID is established or renewed the occupiers of any eligible property must by law pay the levy annually for the term of the BID (usually 5 years) – providing a level of financial sustainability and certainty not usually present with less formal partnership arrangements. BIDs can deliver any projects or services that are agreed by the relevant businesses and are in addition to services the Public Sector already provides. BIDs deliver the following business benefits:

- BID levy money is ring-fenced for use only in the BID area.
- Businesses decide and direct what they want for the area.
- Business cost reduction, for example reduced crime and joint procurement.
- Help in dealings with Local Councils, the Police and other public bodies.
- Increased footfall and staff retention.
- Place promotion and place shaping
- Facilitated networking opportunities with neighbouring businesses.

3.3 Locally within the London Borough of Bromley the Orpington 1<sup>st</sup> BID was established in 2013 and more recently the Your Bromley BID was established in 2016. Over the initial terms of the BIDs Orpington is expected to benefit from the investment of over £1m and in Bromley over £3m, this includes sources other than the BID levy. The themes for both BIDs are based solidly on the expressed needs of the local businesses. Further information can be found on the BID websites [www.orpington1st.co.uk](http://www.orpington1st.co.uk) and [www.bromleybid.com](http://www.bromleybid.com).

#### Feasibility Study Methodology and Outcomes

3.4 Given the successful establishment of Orpington 1<sup>st</sup> and Your Bromley BIDs, Members have asked Officers to explore the business case for establishment of BIDs in other town centres. This is not simply due to the intrinsic benefits of the BID model, but also driven by the increasing financial constraints faced by the Council – which threatens the continuance of Council funding for the Town Centre Management function in the medium term. Encouraging the formation of BIDs fits well with the Council's aspirations for thriving, vibrant town centres, whilst encouraging town centre businesses and their communities away from dependence on Council funding. Although there are potential budget savings from the implementation of further BIDs, these are

relatively modest, the main benefit being the potential to deliver additional investment to town centres far exceeding anything available from the public purse alone.

- 3.5 The scale of a BID is based on the number and rateable value of commercial premises within a defined area. This means that it is difficult to justify the establishment of BIDs in most small town centres, as these are invariably too small to deliver a level of income justifying the expense and effort involved in establishing and operating a BID, bearing in mind that there are also ongoing costs involved in collecting the levy and in managing a BID. The focus of our feasibility study has therefore been on Beckenham, as the third largest town centre in the borough, and on Penge (fourth largest) as potential BID areas for possible implementation within 12 to 18 months. Between these two towns there are 867 rateable properties. This is not to say that some of the other district town centres (eg. Chislehurst, West Wickham etc) or industrial estates will not also be looked at from a BID feasibility point of view in the future, resources allowing.
- 3.6 Specialist BID Consultants, The Mosaic Partnership, were commissioned in April 2016 to undertake feasibility studies in Beckenham and Penge town centres. Specifically they were asked to provide a report containing evidence of engagement with the target client group, recommendations on key themes that could be delivered by a Business Improvement District, and the financial potential and geographic limits of potential Business Improvement Districts in each of the two town centres. The following elements were required as part of the feasibility studies:
- Engagement with at least 10% of the business occupiers (including both local managers and, where appropriate, head office representatives) in each town centre using a variety of communication methods.
  - Evidence of engagement across all sectors of the business community existing in those locations (i.e. retail, leisure, office)
  - Results of the business engagement showing the key themes identified by the various sectors of the business community
  - Potential Business Improvement District income based on a levy of 1%, 1.25% and 1.5%
  - Recommendations for the optimum geographic extent of each potential BID indicating zones and their potential BID yield.
  - Recommendations for BID development potential and follow up actions for each town, based on the results of business engagement as to whether there is a business interest, demonstrable need and projects that a Business Improvement District could deliver.

## **Outcomes**

- 3.7 The main recommendation from the Mosaic Partnership report, based on the financial analysis, research and consultation, is that separate BIDs in Beckenham and Penge are feasible and that 'back end' operation for both BIDs should be combined to reduce costs.
- 3.8 The key elements that informed these recommendations are:
- The market research and consultation was carried out in 2 parts – a desktop review of existing plans and reports relating to the town centres and a consultation exercise consisting of a survey, business workshops, engagement with the local authority, key stakeholders and national businesses. There was a 21% response in total to these approaches which is encouraging. At feasibility stage the objective of the market research and consultation is to establish a general understanding of the business needs and identify whether these could be funded through a BID proposal.

- Specifically relating to the business survey approximately 11% of businesses responded (average response rates for this type of survey is 5-7%). 60% of the respondents were from Beckenham and 40% from Penge. The key points arising were:

### **Beckenham**

- 60% retail, 20% commercial, 10% food & drink
- 90% independent
- Over 60% have traded for over 10 years
- Car parking, marketing & promotion & events are key areas of interest
- Most spend at least £500-£1000 on marketing annually
- Over 60% want more events
- Over 80% want more car parking.
- Interest in central procurement – trade waste, recycling, advertising
- Over 80% have previously supported projects
- Only 30% knew about BIDs
- 42% are members of business organisation(s) but 60% are indifferent.

### **Penge**

- 50% retail, 30% commercial, 17% food & drink
  - 100% independent
  - Over 65% have traded for over 10 years
  - Safety & security, car parking, & marketing & promotion are key areas
  - Most spend at least £1000 on marketing annually
  - Over 60% like events but only 30% want more
  - Over 65% want more and cheaper car parking.
  - Over 65% wanted better safety & security
  - Interest in central procurement – recycling, advertising
  - 30% are members of business organisation(s) and 60% are happy with this.
- The research and consultation process shows clear areas of consensus and concern that could be addressed by the BID process in both areas. The main themes are:

Marketing & Promotion; Events; Access; Safety and Security (Penge only)

Within the theme of access the availability and cost of parking was raised as an issue in both town centres. Generally BIDs have limited influence over increasing parking availability and reducing parking charges. However some BIDs have been successful in providing improved marketing around car parking options, providing discount schemes or providing temporary free parking promotions as part of special events or in the run up to Christmas.

- Generally there is support for the BID concept in each town centre with a core of key people in each town centre interested in developing the BID concept.
- A combined BID would be unlikely to be accepted. However there is scope for the 'back end' (eg. office, staff etc) to be combined to reduce administrative costs
- A BID levy of 1.5% be introduced in each area. The BID levy can range between 1% and 2% and due to the size of Beckenham and Penge town centres 1.5% BID levy has been recommended. This may change during the next stage of BID development, but for the purposes of modelling the potential BID income the recommended 1.5% BID levy has been applied.



- Many BIDs apply a threshold to exclude lower rateable value properties, as the cost to collect the levy from these properties can exceed the levy amount itself. For example, the Bromley BID has excluded any properties with a rateable value below £10k. As Beckenham and Penge are smaller towns the threshold modelling has been calculated on excluding properties below £5k. As the threshold level decision is not normally made until the next stage of BID development the potential BID income below has been calculated based on no exemptions and exemptions on properties with a rateable value of below £5k. The potential range of income for both BIDs combined would be between around £225k and £237k per annum (based on a 1.5% levy). This would allow sufficient resources to develop and implement projects and improvements to make tangible differences to each town centre. The following gives an indicative income and expenditure profile based on the amount raised:

	Levy <£5k Exempt £	No Exemptions £
<b>Potential BID Income</b>		
BID Levy (1.5%) Beckenham	140,000	146,000
BID Levy (1.5%) Penge	85,000	91,000
<b>Total BID Levy</b>	<b>225,000</b>	<b>237,000</b>
Additional Income (20% of BID Levy)	45,000	47,400
<b>Total Indicative Income</b>	<b>270,000</b>	<b>284,400</b>
<b>Potential BID Expenditure</b>		
Projects	220,000	234,400
Overhads	50,000	50,000
<b>Total estimated expenditure</b>	<b>270,000</b>	<b>284,400</b>

Most BIDs succeed in generating 20-25% voluntary contributions/fee annually in addition to the BID levy. For example Orpington BID achieved more than 25% additional income in 2015/16.

- The proposed BID areas for each town centre (see Appendix 1A and 1B) should remain, but can be further tested during the development phase
- An independent company should be set up as a single legal entity to manage both BIDs. The company would be not for profit and 'limited by guarantee'. The Board of this company would be elected from the BID levy payers and equally represent the levy payers from each BID.
- The development of a BID is likely to take at least 12 months following a formal decision to proceed.
- The estimated costs for the development of BIDs in Beckenham and Penge at the same time is £110k. Further details on costs are outlined in paragraph 5.2.

### Risks and issues for implementation of a BID in Beckenham and Penge

3.9 In terms of proceeding with the introduction of BID in Beckenham and Penge, the key issues to consider are the ease of engagement with local businesses and the timing of a BID consultation and pre-ballot campaign.

The level of engagement with businesses from the start is vital – as although Councils do play a key role in encouraging and implementing BIDs, these are essentially business-led initiatives, and without both the involvement of business champions and broad support in the wider business community, any BID proposal is bound to fail. The Beckenham Business Association and Penge Traders Association are already established, representing businesses interests in the towns. Work has also been ongoing to develop these groups to be more fully representative of rate paying businesses and other key stakeholders in the town centre in order that they may become the core group of business people who will work with Officers to drive any proposed BID forward.

- 3.10 Another factor to take into account is the disruption that businesses in Beckenham Town Centre may encounter as part of the proposed improvement works. Whilst there is no doubt that these works will have a beneficial effect on the town and its businesses, during the period of the works (expected start date September 2016 for a duration of 12- 18 months) businesses may suffer from reduced footfall and income, and therefore may not be open to a suggestion to pay an additional charge – regardless of the potential future benefits. Therefore the timings of any campaign in advance of the ballot and the ballot date itself would have to be carefully considered in relation to the timescales for these works.
- 3.11 As a BID can only be established by a secret postal ballot, there is a risk that this will not result in approval of the BID proposal and in this worst case scenario the potential savings outlined in Financial Implications (below) would not be realised and most of the Council's investment in the project would already have been spent or committed. There are points earlier in the process where the Council and the businesses involved in steering the BID proposal could mutually agree to abandon the project if it was felt that there was insufficient support amongst business rate payers. Again if this occurred, the potential savings would not be realised although there would be a lower financial impact than if the project was to fail at the ballot stage.

### **Outline Project Plan**

- 3.12 It is recommended that a BID consultant be appointed by September 2016 following a procurement process. The BID consultant will assist the town centre working groups to progress through the developments phases of achieving a BID. The BID working group will produce a formal BID proposal and will have the formal function of BID proposer, as defined in the BID regulations. The BID proposer must submit to the Council (who will act as the Billing Authority) a notice in writing, asking them to hold a ballot on the BID proposal. The notice must be accompanied by a:
- Summary of the consultation undertaken.
  - Draft of the proposed BID business plan.
  - Summary of the financial management arrangements for the BID body.

Unless the proposal conflicts with a formal policy document published by the Council the ballot will be authorised and the ballot holder specified. It is expected that the BID proposal for Beckenham and Penge Town Centres and the required supporting documentation will be brought to the Council's Executive Committee for formal authorisation on behalf of the Council during the Summer of 2017.

- 3.13 It is recommended that the proposed BID for Beckenham and Penge aims for ballot dates to take place by November 2017 at the latest. It may be necessary to stagger the ballot dates in order to ensure sufficient resource is available for each ballot. The expected operational dates for each BID will be Spring 2018. These timings are based on experience of the Orpington and

Bromley BID but will need to be flexible subject to satisfactory levels of support and leadership from the business community.

- 3.14 Assuming Members support the recommendations of this report, Officers will refine the project plan and form an internal project board which will include Officers from relevant Divisions across the Council and provide oversight of the initiative. It is expected that further reports updating Members of progress on the project will be presented at future R&R PDS meetings.

#### 4. POLICY IMPLICATIONS

- 4.1 The proposed project to introduce Business Improvement Districts in Beckenham and Penge town centres is aimed specifically at enhancing the vitality of the town centre, and as such contributes to the Building a Better Bromley key priority of Vibrant, Thriving Town Centres, which includes the explicit aim to encourage the development of further BIDs in the borough.

#### 5. FINANCIAL IMPLICATIONS

- 5.1 This report is seeking Members approval to begin implementing a project to establish a BID in Beckenham and Penge. Should the BID be established following a successful secret ballot, it would provide a mechanism for Beckenham and Penge town centres to receive additional funds of between **£1.35m and £1.42m** over a 5 year period
- 5.2 The project implementation costs to complete the process to establish the BID are estimated to be £110k and are detailed in Table 1 below. For comparison the budget for the Orpington BID (with 350 levy-paying properties) was in the region of £80k and Bromley (with 640 hereditaments) was £110k. There are approximately 860 potentially levy paying business properties in Beckenham and Penge. Although this project will be aiming at the establishment of 2 town centre BIDs (at a cost of approximately £55k each), because these will be undertaken in tandem there are likely to be economies of scale which can be realised.

<b>Table 1: Draft budget for implementation of Beckenham &amp; Peneg BIDS</b>	<b>£'000</b>
BID Development Project Costs – BID Project Manager, marketing, communication, legal, establishment costs	85
Ballot costs	4
Billing system software set up	10
Courier costs	1
Contingency	10
<b>Total</b>	<b>110</b>

- 5.3 If a BID was to be successfully implemented there would be a saving of £72k per annum (£48k staffing and £24k TCM revenue fund), as there would no longer be a requirement for the Council to fund a Town Centre Management Service for Beckenham and Penge after the BID had been established. However, the Council would be liable to pay BID levy of between £5,100 and £5,300 on certain properties (depending on any thresholds applied), as detailed in Appendix 2. Overall, a net saving of up to £67k per annum would be achieved from 2018/19, assuming that the Council did not wish to continue to fund a post for development of further BIDs beyond March 2018.
- 5.6 The Executive is asked to agree an allocation of up to £110k from the Growth Fund to meet the estimated costs of the process involved in establishing the Beckenham and Penge BIDs. This sum may be reduced should officers be successful in securing external funding for the project at a future date. The current unallocated balance on the Growth Fund is £19.294m.

5.7 Members should note that paragraphs 3.9 – 3.11 highlight the risk that the BID will not be established. It is wholly dependent on a favourable outcome of the secret ballot. If the outcome is not favourable, almost all of the £110k would have been spent or committed and the potential savings will not be realised.

## 6. LEGAL IMPLICATIONS

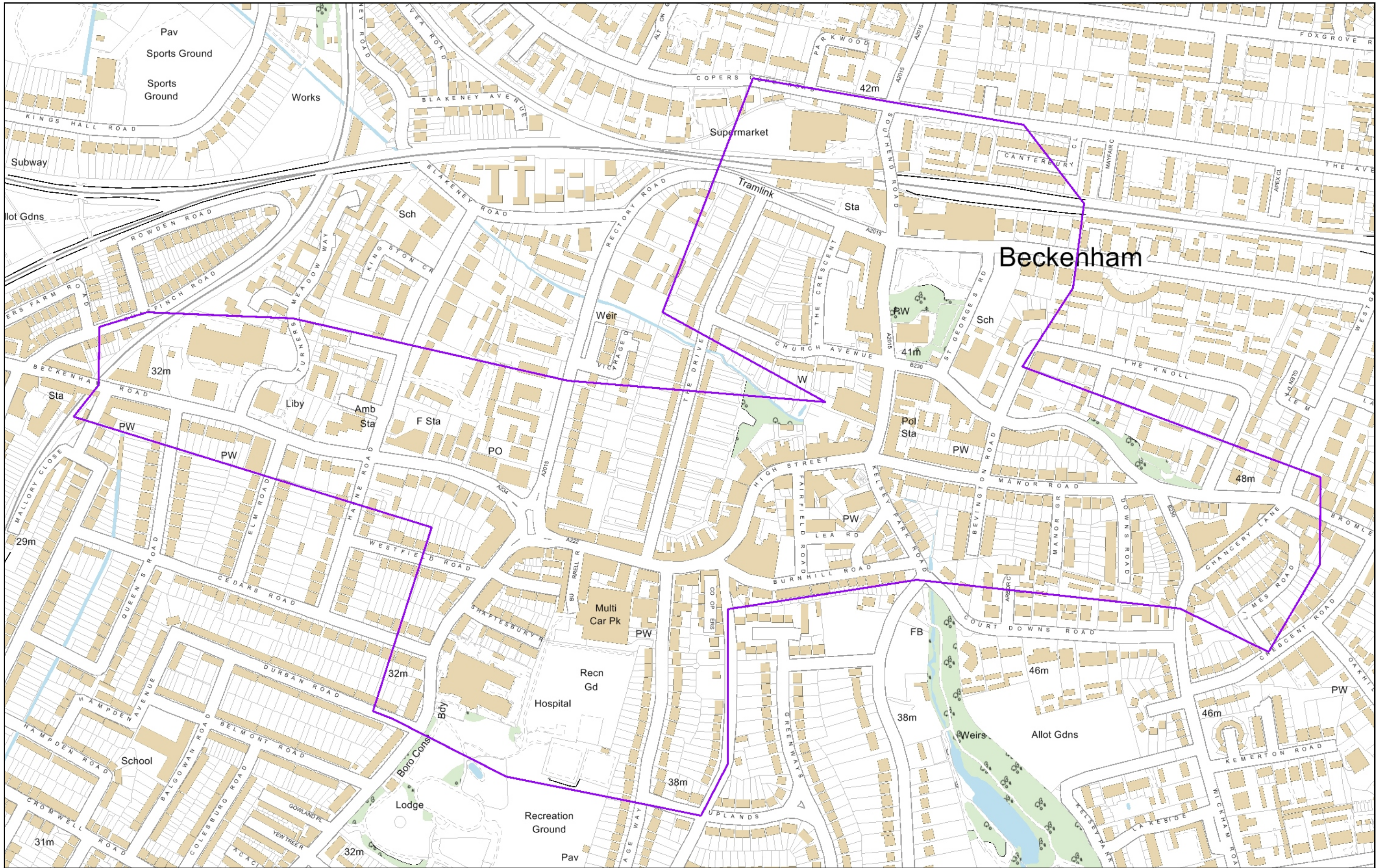
- 6.1 This report seeks the approval of the Executive to establish two BIDs: one in Beckenham and one in Penge. It also seeks the allocation of £55,000 for each Project to cover the council's implementation costs
- 6.2 Business Improvement Districts (BIDs) were introduced by Part 4 of the Local Government Act 2003 (LGA 2003). Their establishment, enforcement and operation is regulated by the LGA 2003 and the Business Improvement Districts (England) Regulations 2004 (SI 2004/2443) (BID regulations) as amended by the Business Improvement Districts (England) (Amendment) Regulations 2013 (SI 2013/2265)

## 7. PERSONNEL IMPLICATIONS

- 7.1 It is expected that a working group comprising and led by local businesses will be formed. This working group will formally take the lead on the development of the BID proposal. An external consultant will be appointed to assist this working group and project-manage the various phases of BID development. The Head of Town Centre Management will take the lead from the Council point of view, supported by the Town Centres & BID Development Manager.
- 7.2 Should the BID be successfully established, there will clearly be personnel implications for the Town Centre Management & Business Support Team (2 posts). The full impact will become clearer as work towards establishing the BID is carried forward. Updates on any personnel implications will be provided to Members as part of future reports on the progress of the project.

<b>Non-Applicable Sections:</b>	None
Background Documents: (Access via Contact Officer)	R&R PDS Report 'Proposed Business Improvement District for Orpington', 11 Oct 2011 (DRR11/096)  R&R PDS/Exec Committee Report 'Business Improvement District Strategy for Town Centres 2014-2015' 26 Nov 2013/15 Jan 2014 (DRR13/111)





**Town Centre Management**

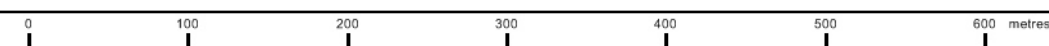


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Wednesday, February 10, 2016

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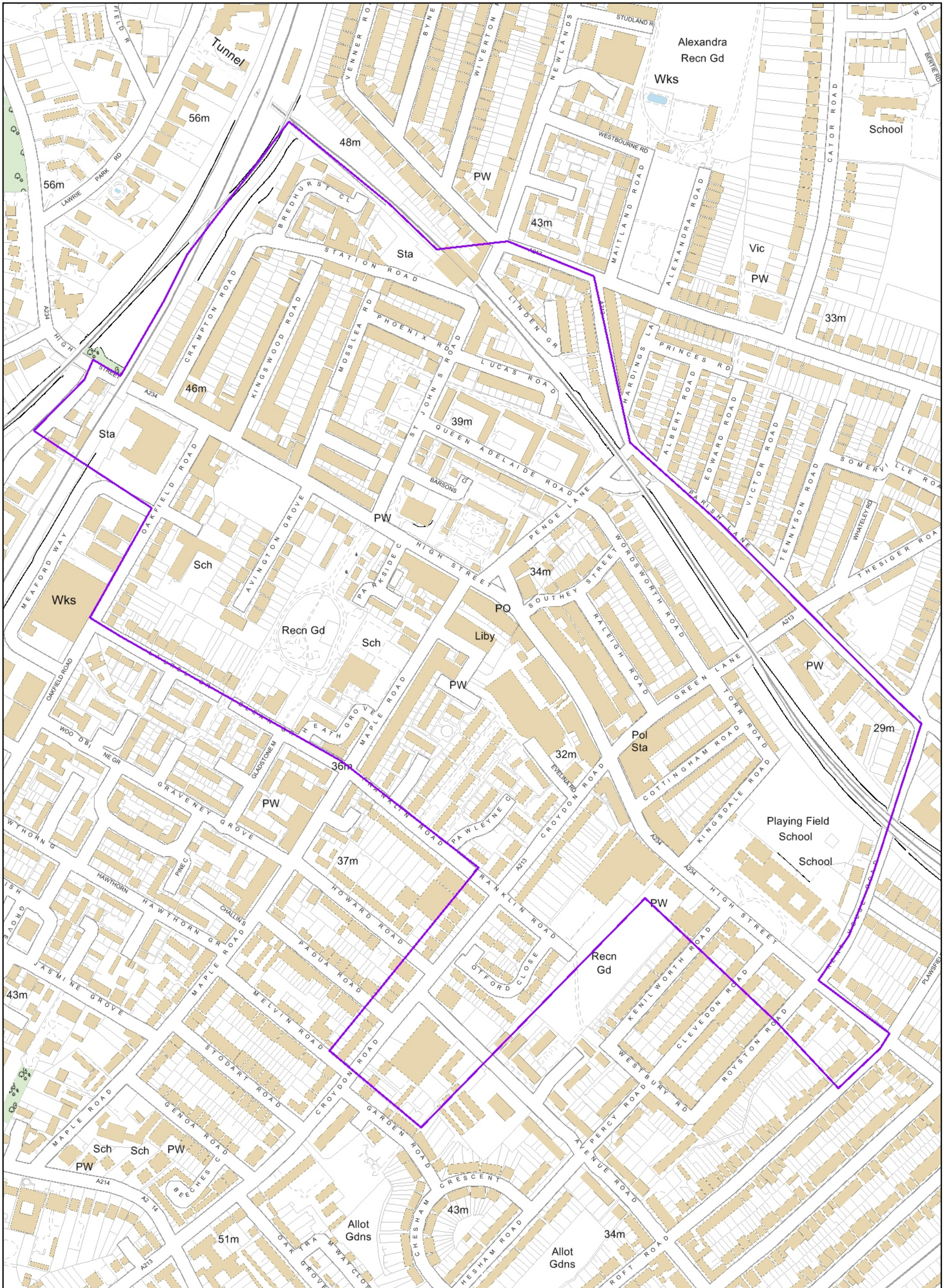
**Beckenham Town Centre Boundary**





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Penge Town Centre Boundary

Wednesday,  
February 10, 2016

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## APPENDIX 2 – COUNCIL PROPERTIES IN BID AREAS

**Table 1** below has details of the levy payable on Council properties within the potential Beckenham BID area, on the basis that no thresholds are applied: -

Council Hereditament	Portfolio	R.V (£)	Estimated charge per annum (£) @ 1.5%
Public toilets - High Street	Environment	3,600	54
Car Park - Village Way	Environment	67,500	1,013
Car Park - Fairfield Road	Environment	26,000	390
Car Park - St Georges Road	Environment	34,750	521
Library - Beckenham Road	Environment	41,000	615
Library - Beckenham Road	Environment	31,750	476
Maintenance Depot	Environment	1,900	29
Car Park - Dunbar Avenue	Environment	7,000	105
Car Park - Lewis House, Beckenham Road	Environment	6,300	95
<b>Total</b>		<b>219,800</b>	<b>3,298</b>

**Table 2** below has details of the levy payable on Council properties within the potential Penge BID area, on the basis that no thresholds are applied: -

Council Hereditament	Portfolio	R.V (£)	Estimated charge per annum (£) @ 1.5%
Public toilets - High Street	Environment	7,600	114
Car Park - Penge East Station	Environment	12,500	188
Library - Green Lane	Environment	35,250	529
Offices - Croydon Road	Property	75,500	1,133
<b>Total</b>		<b>130,850</b>	<b>1,964</b>

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Report No.  
CSD16084

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Tuesday 5 July 2016

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

**Title:** DAVID BOWIE MEMORIAL

**Contact Officer:** Lisa Thornley, Democratic Services Officer  
Tel: 0208 461 7566 E-mail: Lisa.Thornley@bromley.gov.uk

**Chief Officer:** Director of Corporate Services

**Ward:** Clock House

---

1. Reason for report

Members are requested to consider the possible options put forward by the Beckenham Town Centre Working Group (BTCWG) in relation to the provision of a Memorial to David Bowie.

---

2. **RECOMMENDATION**

**Members note the report.**

### Corporate Policy

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

### Financial

1. Cost of proposal: No cost
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: £335,590
  5. Source of funding: 2016/17 revenue budget
- 

### Staff

1. Number of staff (current and additional): There are 8 posts, 7.37fte in the Democratic Services Team
  2. If from existing staff resources, number of staff hours: One
- 

### Legal

1. Legal Requirement: No statutory requirement or 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? Not Applicable
2. Summary of Ward Councillors comments: N/A

### 3. COMMENTARY

- 3.1 At previous meetings of the BTCWG held on 17 March 2016 and 19 May 2016, Members discussed various options for the provision of a Memorial to David Bowie. The Chairman of BTCWG has requested these options be submitted to the R&R PDS Committee to obtain Members' views in regard to the proposal.
- 3.2 Relevant extracts from the BTCWG Minutes dated 17 March 2016 and 19 April 2016 are attached as appendix A.

<b>Non-Applicable Sections:</b>	Policy, Financial, Legal, Personnel
Background Documents: (Access via Contact Officer)	Extracts from the Minutes of the BTCWG held on 17 March 2016 and 19 May 2016.

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**Extract taken from the Minutes of the Beckenham Town Centre Working Group meeting held on 17 March 2016.**

**‘DAVID BOWIE MEMORIAL**

For the David Bowie memorial update two local artists and a sculptor attended.

Andre Masters (trading as “All Handmade”) attended to offer his advice with respect to designing a David Bowie memorial. He was able to offer a design using a variety of mediums, including sculpture, illustration and design, 3D modelling and printing and computer graphics. His website is:

<http://www.andremasters.co.uk/index.htm>

Dan Pearce (a local artist) also attended to offer his services; this would be likely to take the form of a wall mural.

<http://www.danpearce.com/>

The Group were informed that Beckenham Society were organising a David Bowie evening on April 19th. This was going to be held at Zizzi’s in Beckenham High Street at 7.30pm. The cost of this was £25.00 per ticket, and included a meal and one drink. It was also noted that Mary Finnegan (former landlady and lover) would be attending. Posters would be displayed in a variety of locations, including the Beckenham Bookshop, where tickets were on sale.

The Chairman opened the meeting for members and guests to express any views or ideas that could be progressed with respect to a memorial for David Bowie. Mr Masters stated that David Bowie was a star, a world icon, and that it would be good to have a memorial in Beckenham as a tribute to his creative time here. It would also help with regenerating the local area and economy. The Chairman asked Mr Masters if he was able to put forward ideas, designs and an estimate of costs. Mr Masters replied that this was variable, depending on what was required. It was also important to consider private sources of funding as well as public sources of funding.

The Chairman declared that LBB were keen to develop and progress with a memorial, as this would also be good for business in Beckenham. Mr Masters stated that it was difficult to define costs at this stage, but gave an estimate for a statue between £20k and £150k.

Mr Munnely stated that the memorial did not have to take the form of a traditional vertical statue. Mr Masters explained that the memorial could take the form of a memorial in the floor, and that it could take the form of stylised artwork rather than traditional sculpture.

Nick Goy commented that he had not realised that David Bowie was ill, and questioned whether or not Mr Bowie would have wanted a shrine, as he did not want a public funeral.

Councillor Sarah Phillips provided the Working Group with some history of the local bandstand that had previously been used by David Bowie, and was keen to renovate the bandstand in some way as a memorial. Mr Goy expressed concerns around this in terms of ongoing maintenance costs.

Mr Masters suggested that a theme be developed to celebrate his life, with the possible development of the theme of “Star Man” in the sky.

Dan Pearce suggested that a large mural be painted on the side of a building. A sample design was passed around the Group.

A member suggested that Kelsey Square should be renamed “Bowie Place”, and another that “Shannon Way” should also be renamed as that was where his former home had stood.

Councillor Phillips stated that she was also the Treasurer of The Friends of Croydon Road Recreation Ground, and that their remit was focused on the park. She was keen to refurbish the bandstand, as this was well overdue. She mentioned that Bowie had previously used the bandstand during the Beckenham Arts Lab Growth Summer Festival in 1969. He performed on the bandstand at the free festival, wrote a song about that festival which ended up on his “Space Oddity” album, and wrote “Life on Mars” on the steps.

She mentioned that The Friends of Croydon Road Recreation Ground had some money, but this was limited. They had applied for Heritage Lottery Funding, but the application had failed. They had raised £20k to date, and appeals for further restorative funding were ongoing. Further details could be found on their website at: <http://becrec.net/>

Ms Jean Appleton, MBE, wondered if a revised application for Heritage Lottery Funding would be successful. Hannah Sierp responded to this by stating that it would probably be worth reapplying, and to follow the guidance that was given on the previous application that had been rejected. She also expressed her enthusiasm for a David Bowie mural that would be positive and colourful, possibly based on a “Space Oddity” theme. The cost of this was estimated to be in the region of £2K to £3k. Some members of the working party thought that this was a bargain, and that work should commence as soon as possible.

Stephen Oliver suggested that in the region of Kelsey Square, Bowie themed coloured lights could be installed into footways, which would be particularly effective at night.

Chloe-Jane Ross advised that the Town Centre Team (TCT) Alleyway Project nearing completion could not host a Bowie Mural. She advised that a Bowie mural had been considered by the TCT, and they came to the conclusion that installing in an alleyway would not be appropriate. Further, she advised that



the most suitable places in the High Street were the Lidl forecourt, Sainsbury's forecourt and outside Zizzi's.

The Chairman concluded the David Bowie item, by requesting that any suggestions for the nature of the memorial, murals, locations and name changes etc., be submitted to the Committee Clerk via email, and these would be considered at the next meeting. Once decisions had been made, the matter of funding could be investigated.

Chloe-Jane Ross offered TCT support in meeting with Andre and Dan to look at suitable sites for the Bowie Memorial.

The Chairman thanked Andre and Dan for attending the meeting, and for sharing their suggestions with the Group.'

#### **EXTRACT TAKEN FROM THE BECKENHAM TOWN CENTRE WORKING GROUP MEETING HELD ON 19 MAY 2016**

'The Group were informed that Chloe Jane Ross (Chairman of Copers Cope Area Resident's Association) had met with Dan Pearce, and that a suitable location for a wall mural had been identified. They felt that a side wall of Patrick's Bar in the High Street would be a suitable location for the mural, and it was noted that Patrick's were supportive of the project. The Group were informed that additionally, Ms Ross would be meeting with Andre Masters (sculptor) in the next two weeks. Mr Nick Goy asked if it was appropriate to have Mr Bowie looking at us.

The Chairman stated that it was now time to get costings, and to ascertain where the funding would come from.

Concerning the Bandstand in Croydon Road Recreation Ground, it was noted that supporters of the project to restore the bandstand could buy a personalised brick around the bandstand, which could carry any message, whether it was remembering the music legend, or commemorating a loved one.

The bricks would form a circular pathway around the structure and expand the performing space.

Each brick would cost £100, with the proceeds going towards the restoration and enjoyment of the bandstand.

Fifty bricks had been sold so far.

**Resolved that the matter of the David Bowie Memorial be referred to the Renewal and Recreation PDS Committee.'**

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