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DATE: 14 November 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

Non-Voting Co-opted Members
Andrew Wolckenhaar, Bromley Youth Council

A meeting of the Renewal and Recreation Policy Development and Scrutiny
Committee will be held at Bromley Civic Centre on **TUESDAY 22 NOVEMBER 2016**
AT 7.00 PM

MARK BOWEN
Director of Corporate Services

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

PART 1 AGENDA

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

STANDARD ITEMS

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

In accordance with the Council's Constitution, questions to this Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5 pm on Wednesday 16 November 2016.

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

4 **MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE MEETING HELD ON 20 SEPTEMBER 2016** (Pages 5 - 14)

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

HOLDING THE RENEWAL AND RECREATION PORTFOLIO HOLDER TO ACCOUNT

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

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

a **BUDGET MONITORING 2016/17** (Pages 19 - 24)

b **MYTIME ACTIVE ANNUAL REPORT 2015/16** (Pages 25 - 58)

POLICY DEVELOPMENT AND OTHER ITEMS

7 **EXPENDITURE ON CONSULTANTS 2015/16 AND 2016/17** (Pages 59 - 74)

8 **BROMLEY NORTH VILLAGE IMPROVEMENTS POST COMPLETION REPORT UPDATE** (Pages 75 - 88)

9 **BROMLEY TOWN CENTRE POTENTIAL PUBLIC REALM IMPROVEMENTS: UPDATE REPORT** (Pages 89 - 102)

10 **TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE REPORT** (Pages 103 - 114)

11 **RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (JANUARY-APRIL 2017)** (Pages 115 - 120)

PART 2 (CLOSED) AGENDA

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

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

- 13 EXEMPT MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE HELD ON 20 SEPTEMBER 2016 (Pages 121 - 122)**

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RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 20 September 2016

Present:

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

Also Present:

Councillor Judi Ellis, Councillor William Huntington-Thresher
and Councillor Peter Morgan

11 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

An apology for absence was received from Councillor Peter Dean.

12 DECLARATIONS OF INTEREST

The standard declarations of Councillors Peter Morgan and Julian Benington were noted as previously reported at the R&R PDS meeting held on 5 July 2016.

Councillor Auld declared a non-pecuniary interest in Item 16. Councillor Auld left the room during consideration of the item and did not take part in the discussion or vote.

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

13a QUESTIONS FOR THE RENEWAL AND RECREATION PORTFOLIO HOLDER

No questions were received.

13b QUESTIONS FOR THE CHAIRMAN OF RENEWAL AND RECREATION PDS COMMITTEE

No questions were received.

14 MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE MEETING HELD ON 5 JULY 2016

Minute 7, page 6 – It was noted that the Bromley North Village Post Completion Review would be submitted to the November meeting of the R&R PDS Committee.

RESOLVED that the Minutes of the meeting held on 5 July 2016 be confirmed and signed as a correct record.

15 MATTERS ARISING FROM PREVIOUS MINUTES AND UPDATES

There were no matters arising from previous meetings.

16 PRE-DECISION SCRUTINY OF RENEWAL AND RECREATION PORTFOLIO REPORTS

16a CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2016/17

Report FSD16059

On 20 July 2015, the Executive received the 1st quarterly capital monitoring report for 2016/17 and agreed a revised Capital Programme for the four year period 2016/17 to 2019/20. The report also covered any detailed issues relating to the 2015/16 Capital Programme outturn which were reported in summary form to the June meeting of the Executive.

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

The second sentence of the Responsible Officer Comments relating to Penge Town Centre (page 22) was amended to read:- 'The scheme is to be implemented alongside planned TfL bus route and carriageway improvements which will only be undertaken in *winter* 16/17.'

RESOLVED that the Portfolio Holder be recommended to confirm the changes agreed by the Executive on 20 July 2016.

17 COMMUNITY MANAGEMENT OF COMMUNITY LIBRARIES: OUTCOME OF TENDER

Report DRR16/071

Community Links Bromley had decided to withdraw their tender for community management of the Borough's six community libraries. As a result there were no proposals for community management to be considered.

Members were therefore requested to consider the alternative option presented to them in November 2015 which recommended that community libraries should be included in the commissioning of the core Library Service. The report contained an update on the Council's current engagement in a joint tender for core library services with the London Borough of Bexley.

The Project Manager outlined the background to this report leading up to the current position. Ward Councillors had been consulted and it was reported that Councillor Colin Smith strongly supported the proposals put forward and had commended officers for their innovative approach to this project.

Members were disappointed to note Community Links' withdrawal of tender resulting in the projected £250k savings not being achieved. Assurance was given that a joint tender process of the core Library Service was already underway which included the commissioning of all six community libraries. It was however, too early at this stage to speculate the impact on staff.

In regard to the outcome of the tender process (paragraph 3.16), the equalities impact assessment had demonstrated that some existing services would not be provided for the first three years as capacity was built.

Whilst the St Paul's Cray Library was included in the current tender, the proposed development of land to the east and west of Chipperfield Road (including relocation of the Library) would be subject to Members' decision.

During soft market testing of the core library service, some respondents suggested they could deliver direct management of community libraries to the same specification required for the core libraries and still achieve the £250k per annum projected level of saving identified at the commencement of the tender for community management.

The decrease of 12.5% on the current number of active users compared with that recorded in 2014/15 (page 27) did not capture wi-fi users or public internet use that had previously been counted. Southborough Library was open for longer hours and Burnt Ash Library held more activities than others. These were contributing factors in the variance between visits and issues reported for each library. The need for an improved system to account for all categories of use was acknowledged by officers.

Noting the 6-7 month time period between formal consultation on the proposals and the decision-making on contract award, Members requested that this be monitored. The Project Manager confirmed that every effort would be made to minimise this length of time.

RESOLVED that the report be noted and Members' comments be provided to the Executive for consideration.

18 RENEWAL AND RECREATION UPDATE 2015/16 AND UPDATED CONTRACTS REGISTER

Report DRR16/071

Members were requested to review the following:-

- (i) the achievements of the Renewal and Recreation Portfolio in 2015/16 against the aims of the portfolio for the same year;
- (ii) an update to the Renewal and Recreation Portfolio Plan for 2016/17; and

- (iii) the current status of all contracts for the Renewal and Recreation Portfolio with a life value greater than £50,000 was summarised.

Aim 10: Crystal Palace Park (page 63) - A new independent Shadow Board (replacing the previous Steering Group), had been formed and its first meeting took place on 14 September 2016. A new business model to manage Crystal Palace Park was not yet completed and officers would work closely with Fourth Street in the development of this. Community Links had fulfilled all parts of their contract to date.

Reporting on the capacity masterplan for Biggin Hill (Aim 5, page 77), the Head of Renewal explained the aim was to provide floor space for an Aviation Training and Enterprise Centre at West Camp. The maximum options for this would be submitted for consideration by Members at a future R&R PDS meeting.

The feasibility of an enterprise centre in Central Library was also being explored. This would provide space from which small businesses could access a work space based on different levels of paid membership. There were already numerous centres like this across London. Updating reports would be submitted to future meetings of this Committee.

Discussions had been held concerning the public arts scheme for Bromley South Central/Westmoreland Road (Site K) however, this had been held up due to issues with the contract. Work with Network Rail to examine future development and capacity options for Bromley South Station (Site J) was still on-going. An update should be available in early 2017.

Members noted the improvement of requests for Tree Preservation Order information due to the introduction of on-line data via the Council website (page 60) and requested hard copy data on the availability of the website and the information contained on it. It was suggested that information such as the number of 'hits' and availability should be monitored.

With regard to the amber status for various library contracts (page 89), Members were informed that on the advice of the Procurement Team, under Rule 23.7, these would be extended by the end of the calendar month to bring them co-terminus with the main library outsourcing start date.

RESOLVED that the report and appendices be noted.

19 CHIPPERFIELD ROAD, ST PAUL'S CRAY - DEVELOPMENT PROPOSALS

Report DRR16/075

Members considered options for the future development of land to the east and west of Chipperfield Road, St Paul's Cray, to provide residential units which would release funds for a new Linear Park, a new gymnastics facility and a new Library and Community Resource Centre.

Visiting Ward Member Councillor Judi Ellis acknowledged this was an exciting proposal for Cray Valley West as no investment had been made to this area for a long time. The new gymnastics facility was amazing as it provided much needed additional space. Incorporated with the new library and community resource centre, it would become a real focal hub in a small high street which was highly frequented. Councillor Ellis commended the project and hoped that as many affordable housing units as possible would be provided in the scheme. Schools in the area had sufficiently expanded to meet future need.

The Chairman thanked Councillor Ellis for the work she had undertaken in relation to this proposal.

The onus was on Cushman & Wakefield to conclude viability of the proposed housing scheme. It was anticipated that the provision of affordable housing would fall somewhere between 0% and 35%. It was noted however, that the Council's required housing provision was as set out in the draft Local Plan approved by the Executive in July 2016 and it was clarified that Cushman & Wakefield would consider the full range of options for residential development. Sport England would continue to be part of any future discussions. The issue of grant funding for refitting the gymnasium would be considered at a future date and officers would be looking for input from the Club to support such an approach.

RESOLVED that the report be noted and the Portfolio Holder be requested to convey Members' support to the Executive.

20 BECKENHAM PUBLIC REALM IMPROVEMENTS DESIGN AND BUDGET SIGN OFF

Report DRR16/076

Members reviewed the detailed design of the Beckenham Town Centre Improvement scheme which had been completed by the Council's term contractor FM Conway together with the finalised budget which included the Council's match funding.

Councillor Tickner referred to the Beckenham Town Centre Working Group (BTCWG) meeting held on 15 September 2016. The meeting was attended by FM Conway, 5-6 Council officers and a good turnout of residents. One issue raised at that meeting was the choice of paving which all appeared to look the same. The Head of Renewal reported that taking into account the conservation area, a selected palette of colours had been chosen to address on-going maintenance problems although it was acknowledged there was the continuing problem of dropped chewing gum. A sample area of paving in Bromley North Village had been coated with a substance designed for easy cleaning but this had proved unsuccessful. A cleaning regime was currently being discussed with Environmental Services officers. In response to a Member suggestion, the Head of Renewal acknowledged this would be an opportune time to consider educating schoolchildren on the proper way to

dispose of gum for both practical and hygiene reasons. The introduction of 'gum boards' was also discussed. It was agreed that options should be considered by the future Beckenham BID.

Councillor Tickner confirmed that footways from the War Memorial to Beckenham Junction would be widened; as a result, roadways would be slightly narrower. The BTCWG were supportive of having wider pedestrian crossings and residents were pleased to learn that TfL had agreed to fund the enhanced scheme.

RESOLVED that the report be noted and Members' comments be provided to the Executive.

21 TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE

Report DRR16/077

Members received an update on progress achieved in delivering the Town Centres Development and Growth Programme.

Beckenham Town Centre Improvements

Details were being drawn up with Environmental colleagues for introducing a seasonal deep clean (including jet washing) for the whole of Beckenham Town Centre. It was suggested that the income derived from letting out the two vacant shops in the town centre could contribute to the cleaning regime which needed to be implemented quickly.

Penge Town Centre Improvements

The improvements to Empire Square and Arpley Square and the creation of sociable spaces for cultural events and activity were welcomed. In discussing the hazards caused by wet leaves on pavements, Members were informed that York Stone would be used which was non-slip. It was noted that fallen leaves should not really cause a problem as the high street was swept every day. The tree species was confirmed as Scotts Pine, *Pinus Sylvestris*.

Members also welcomed the Shop Front Improvement and Refurbishment Programme to be commenced in autumn 2016.

Orpington Walnut Centre

Of the two suggested market layouts on page 154, Councillor Benington preferred Option 1b. Although an oasis area would result in a reduced number of market stalls, the area would be more attractive and open. Councillor Benington also advised that the main tree in the Centre should, of course, be a walnut tree.

Visiting Ward Member, Councillor Huntington-Thresher raised a number of issues. Further development was needed in relation to market stalls and

there was an underlying issue with regard to further development of the college i.e. an increase and improvement to the outdoor seating area. It was necessary to ensure that the arrangement of stalls did not interfere with this.

The Orpington BID had requested Councillor Huntington-Thresher to inform Members that S106 monies were being put towards improvement of the square and it should, therefore, be maintained on a regular basis. The Head of Renewal reported that full maintenance was carried out by the head leaseholder of the Walnuts Shopping Centre.

The Chairman referred to several trees planted in Bromley North Village which were either in very poor condition or dead. The Head of Renewal acknowledged this but stated that as the trees could not be planted in the ground, they had been planted in containers where there was always a risk that they may perish. Discussions were taking place with Tree Officers to replace the existing trees with a species which was more tolerant and the cost for this would be provided from the existing maintenance contingency fund. The current tree had been maintained and watered by Conways for the first year after which the onus fell to the Council's Tree Team. It was suggested that a specialist tree contract relating to the health of trees could be drawn up for a longer period of time in future. This issue would be further discussed at the PDS meeting in January 2017. It was suggested that this matter also be considered by the Environment PDS.

Bromley Central Library Building

Councillor Benington suggested better use could be made of the 8th and 9th floors. The 9th floor in particular possessed a brilliant view across Bromley and would benefit from becoming an upmarket restaurant which would make more profit than the current proposal. The Head of Renewal agreed to add this suggestion to the feasibility study. Councillor Tickner opposed this suggestion, referring to the Council's aim of encouraging much needed start-up businesses and providing business space in the Borough. The Chairman encouraged officers to consider possible ways of accommodating both a restaurant and an enterprise centre.

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

22 PLANNING PERFORMANCE AND PLANNING ENFORCEMENT

Report DRR/16/072

Members considered a progress report on the processing of planning applications and Planning Enforcement. The report focussed mainly on the following issues previously raised by the PDS Committee:-

- the service by telephone;
- planning application performance;
- planning appeal performance;

- the Building Control process; and
- Planning Enforcement.

The Chief Planner gave a brief outline of the report. The Bromley planning application performance by time taken had improved and was now exceeding national and local targets. The telephone service for customers was one of the highest measured performances in the Council with 73% of calls being answered within 60 seconds. The percentage of planning appeals allowed after refusal by the Council was around 34% in 2015/16 which was around the national average level. The Council's Building Control Service was in open competition with external Building Control providers. Improvements in communication had been made by the Planning Enforcement Team following previous issues that had been raised.

As staffing levels had remained similar in proportion to application volumes, the improvement in performance could mainly be attributed to efficiency of staff, in particular the dedication of managers and staff in the Development Control team. At present, there were several staff working on short-term contracts and two vacant posts, one of which had just been filled.

The national definition for minor and major applications is used in Bromley. Taking residential development as an example, minor applications were for proposals up to 9 dwellings and major applications consisted of schemes containing 10 or more dwellings. Other applications related to residential extensions etc.

There were currently 3 fte Investigation Officer posts within the Enforcement Team and one Manager of Planning Enforcement, Appeals and the Administration Team. Administrative support was available to Enforcement Officers. A temporary post might be filled to assist with the heavy workload subject to further approvals. The Chief Planner agreed to send Members information on the number of outstanding complaints and enforcement cases. Referring to communication issues, Councillor Tickner reported residents often submitted complaints and following receipt of an acknowledgement (which could take anything up to 10 days) heard nothing further at all. In responding to Councillor Tickner's observations, the Chief Planner reported that improvements had been achieved overall as highlighted in the recent compliments quoted in the report and in the evidence of pursuing cases in the Courts again as referred to in the report.

It was noted that of the 594 new cases concerning breaches of planning control, 32 enforcement notices had been issued; this amounted to 5% of the total cases which was not untypical for many Councils.

Councillor Tickner was concerned that officers may have a conflict of interest having taken payment to give pre-application advice but then finding the application is refused at determination stage. The Chief Planner reported that pre-application advice was common practice in most Councils. The majority of applicants already had consultants on board and the feedback from officers did have a cautionary notice attached to it.

RESOLVED that progress with planning application performance, planning appeal performance, Building Control and Planning Enforcement be noted.

23 RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME NOVEMBER 2016-APRIL 2017)

Report CSD16132

Members reviewed the R&R PDS work programme for the period November 2016-April 2017.

Updates on Sites A, B, J and K of the Bromley Town Centre Area Action Plan would be scheduled for future meetings.

Councillor Benington had contacted all Members in regard to a visit to the Biggin Hill Heritage Centre and St George's RAF Chapel at Biggin Hill. He suggested meeting outside the Chapel on Saturday 12 November at 10 am; this would be followed by a tour of Biggin Hill Airport. Unfortunately, however, access to West Camp would not be possible. Councillor Benington agreed to arrange the visit and contact Members with final details. Officers would also be invited to attend. It was reported that the first round bid for Heritage Lottery funding for the Centre had proved successful.

It was noted that the November PDS meeting had been rescheduled and would now take place on Tuesday 22 November at which time a report on St George's Chapel, the Airport and West Camp could be considered.

RESOLVED that subject to the additions and amendments above, the R&R PDS work programme for the period November 2016-April 2017 be noted.

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

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

25 SITE G - DEVELOPMENT PARTNER PROGRAMME: SHORTLIST OF BIDDERS' DETAILS

Members received a verbal update on the shortlist of bidders for the Development Partner Programme for Site G.

RESOLVED that the information be noted.

26 THE PRIORY ORPINGTON - DISPOSAL PROPOSAL

Report DRR16/074

RESOLVED that the report be noted and the Portfolio Holder be requested to convey Members' support to the Executive.

The meeting ended at 9.15 pm

Chairman

Report No.
CSD16144

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal and Recreation PDS Committee

Date: 22 November 2016

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

Title: **MATTERS ARISING FROM PREVIOUS MINUTES**

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

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

2. RECOMMENDATION

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

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

Corporate Policy

1. Policy Status: Existing policy. The Committee is regularly updated on matters arising from previous meetings.
 2. BBB Priority: Excellent Council.
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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: 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: Monitoring the Committee's matters arising can take up to two hours per meeting.
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Legal

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

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

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

PROGRESS ON MATTERS ARISING FROM PREVIOUS MEETINGS

<u>Minute Number/Title</u>	<u>Updates/Feedback Requested</u>	<u>Action</u>	<u>Current Status</u>
Item 8: Minute 18 – 20.09.16 Renewal and Recreation update 2015/16 and Updated Contracts Register	Requests for Tree preservation Order information - hard copy data on the availability of the website and information contained on it be made available to Members.	Chief Planner	Information given below and action completed.
<p><u>Information for Item 8</u></p> <p>Tree Preservation Order (TPO) information – there are at present over 2500 TPOs in Bromley Borough. A TPO can cover anything from single trees to woodlands.</p> <p>In Conservation Areas, there are provisions that require people to notify the Local Planning Authority before carrying out certain work to the trees. So both TPO and Conservation Area information is relevant to those considering works to, or removal of, trees.</p> <p>The Council now has a Protected Trees map on its website. By entering an address, the map shows if there is a Tree Preservation Order or a Conservation Area on site or nearby, so that people are informed of restrictions applicable to tree works. Further details can be obtained by ‘clicking’ on specific items as displayed.</p> <p>The link http://www.bromley.gov.uk/info/508/trees/1061/tree_protection shows the contents of the Council website.</p>			
Item 12: Minute 22 – 20.09.16 Planning Performance and Planning Enforcement	Information on the number of outstanding complaints and enforcement cases to be circulated to Members.	Chief Planner	Information given below and action completed.
<p><u>Information for Item 12</u></p> <p>The Planning Enforcement team have 584 live enforcement complaints as at late September 2016. These include cases such as:</p> <ul style="list-style-type: none"> • Cases awaiting the outcome of an appeal decision • New cases received for investigation. 			

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Report No.
FSD16072

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal & Recreation Portfolio Holder

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

Date: 22nd November 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

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

Ward: Boroughwide

1. Reason for report

This report provides an update of the latest budget monitoring position for 2016/17 for the Renewal and Recreation Portfolio based on expenditure and activity levels up to 30 September 2016. This shows a projected under spend of £28k for the total portfolio budget.

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.
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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: £13.8m
 5. Source of funding: Existing revenue budgets 2016/17
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Staff

1. Number of staff (current and additional): 211.9ftes
 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
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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 Although the overall budget shows an under spend of Cr £28k, the controllable budget for the Renewal and Recreation Portfolio is projected to be underspent by Cr £29k at the year-end, based on the financial information available as at 30 September 2016.
- 5.2 For 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 There is a projected under spend of Cr £9k for staffing in the Land Charges section also due to vacancies.
- 5.4 Additional income of Cr £225k is projected within Planning. £145k of 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 and to deal with planning enforcement. Extra costs have been incurred for specialist consultancy advice on planning applications for agriculture and ecology matters, as well as for planning appeals Dr £110k. The overall projection for planning is an over spend of Dr £30k.

5.5 The table below summarises the main variances: -

Summary of Major Variations		£'000
Underspend on Building Control staffing	Cr	50
Underspend on Land Charges staffing	Cr	9
Income from planning	Cr	225
Additional temporary planning and enforcement staff		145
Specialist consultancy advice for planning applications & appeals		110
	Cr	29

Non-Applicable Sections:	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
	R&R PORTFOLIO							
	Planning							
Cr 19	Building Control	69	69	19	Cr 50	1	Cr 50	0
Cr 168	Land Charges	Cr 131	Cr 131	Cr 140	Cr 9	2	0	0
589	Planning	671	636	666	30	3	0	0
1,568	Renewal	1,888	1,927	1,927	0		0	0
1,970		2,497	2,501	2,472	Cr 29		Cr 50	0
	Recreation							
2,192	Culture	1,710	1,698	1,698	0		0	0
4,610	Libraries	4,495	4,745	4,745	0	4	250	0
263	Town Centre Management & Business Support	251	293	293	0		0	0
7,065		6,456	6,736	6,736	0		250	0
9,035	Total Controllable R&R Portfolio	8,953	9,237	9,208	Cr 29		200	0
Cr 13,572	TOTAL NON CONTROLLABLE	2,353	2,353	2,354	1		0	0
2,281	TOTAL EXCLUDED RECHARGES	1,958	2,177	2,177	0		0	0
Cr 2,256	PORTFOLIO TOTAL	13,264	13,767	13,739	Cr 28		200	0

Reconciliation of Latest Approved Budget

£'000

Original budget 2016/17

13,264

Local Implementation Plan	47
Biggin Hill Memorial Museum	47
Biggin Hill Noise Action Plan	55
New Home Bonus expenditure for Regeneration	182
New Home Bonus expenditure for TCM	42
Transfer Renewal budget to Commissioning	Cr 62
Salary from Culture to Commissioning	Cr 58
Drawdown from Central Contingency (Libraries saving)	250
	<u>13,767</u>

Latest Approved Budget for 2016/17

REASONS FOR VARIATIONS

1. Building Control Cr £50k

For the chargeable service, an income deficit of £175k is anticipated based on information to date. This is being offset by a projected underspend within salaries of £150k arising from reduced hours and vacancies, as well as running costs. The projected deficit of Dr £25k will reduce the cumulative surplus on the Building Control Charging Account to £105k.

Within the non-chargeable service, as a result of delays in appointing to vacant posts, there is a projected underspend of Cr £50k.

2. Land Charges Cr £9k

A projected deficit of Dr £50k for income, is mostly offset by underspends on the Charging Account Cr 35k due to vacancies and underspends on Supplies and Services Cr 10k. The net deficit of £5k will be carried forward as the cumulative balance in the Charging Account.

There is a projected underspend of £9k on the Non-Chargeable budget due to vacant posts.

3. Planning Dr £30k

Income from non-major planning applications is above budget for the first six months of the year, and a surplus of Cr £130k is projected for 2016/17. For information, actual income received for April to September is £50k higher than that received for the same period last year.

For major applications, £165k has been received as at 30th September, which is £21k lower than compared with 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 £537k. A surplus of Cr £20k is projected from major applications at this stage of the year, allowing for delays and other items not being received.

Currently there is projected surplus income of Cr £50k from pre-application meetings due to higher than budgeted activity levels. For information, £97k has been received for the first six months of the year, which is similar to the same period in 2015/16.

There is a projected overspend within employee-related costs of Dr £120k for planning officer and Dr £30k for planning enforcement staff. This is due to the recruitment of additional temporary staff in order to assist with the current increase in volumes of planning applications and enforcement.

Additional costs have been incurred for specialist consultancy advice on planning applications for agriculture and ecology matters, as well as for planning appeals. This is projected to be approximately £110k for the year due to major appeals for Conquest House and Flamingo Park of which most of the work will be carried out by March 2017. This is partly offset by a surplus of £25k projected for other miscellaneous income within Planning.

Summary of variations within Planning:

	£'000
Surplus income from non-major applications	Cr 130
Surplus income from major applications	Cr 20
Surplus pre-application income	Cr 50
Surplus from miscellaneous income	Cr 25
Additional temporary planning staff	115
Additional temporary planning enforcement staff	30
Consultants costs	110
Total variation for planning	<u>30</u>

4. Libraries £0k

In January 2016, officers reported that the savings previously projected for 2016/17 were unlikely to be achieved in this financial year as a result of the business model submitted by the tenderer, and the timetable and potential lead in time requested by the tenderer for contract mobilisation. On 18th October 2016, Executive agreed a drawdown of £250k from Central Contingency as the assumed savings will not be achieved in 2016/17.

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, the following waivers with a contract value over £50k have been actioned:

- 1) £20,050 consultancy cost for the Exhibition capital scheme; cumulative value £58,960.
- 2) £42,000 for supplying and maintaining data connections to libraries; cumulative value £168,000.
- 3) £14,760 for Cleaning services for libraries; cumulative value £220,520.
- 4) £23,100 Guard cover to maintain security and out of hours alarms at all libraries; cumulative value £127,050.
- 5) £8,250 for support and maintenance of RFID automated sorters at 3 libraries; cumulative value £68,240.

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.
DRR/082

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RENEWAL AND RECREATION PORTFOLIO

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

Date: Tuesday 22 November 2016

Decision Type: Non-Urgent Executive Non-Key

Title: MYTIME ACTIVE ANNUAL REPORT 2015/16

Contact Officer: Colin Brand, Assistant Director Leisure and Culture
Tel: 0208 313 4107 E-mail: colin.brand@bromley.gov.uk

Chief Officer: Executive Director of Environment & Community Services

Ward: (All Wards);

1. Reason for report

This report updates the Renewal and Recreation Policy Development and Scrutiny Committee and the Executive Portfolio Holder on the Mytime Active Annual Report for 2015/16 and Mytime's future proposals in respect to the Investment Fund that the Council provides annually to Mytime. The Mytime Active Annual Report 2015/16 is included as Appendix 1.

2. **RECOMMENDATION(S)**

2. **RECOMMENDATION(S)**

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

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

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

2.2.1 **Consider the commentary within this report and any recommendations made by the Renewal and Recreation Performance and Development Scrutiny Committee.**

2.2.2 **Agree to the release the 2017/18 Investment Fund, to upgrade facilities as detailed within Appendix 2 of Mytime's Annual Report. The actual amount of Investment Fund available will depend on the RPIX applied to the current funding during January 2017.**

Impact on Vulnerable Adults and Children

1. Summary of Impact:

Mytime Active provides a range of initiatives and programmes that support vulnerable adults and children. They provide activities that focus on getting inactive people to become involved sport and physical activity, and to encourage children and young people to develop their potential, and their personal and leadership skills. Mytime Active also provide a range of discounted memberships, promotions and schemes targeted at people on low incomes to encourage them to adopt healthy and active lifestyles.

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Children and Young People Quality Environment Supporting Independence
-

Financial

1. Cost of proposal: Estimated Cost: £657,173
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre:
 4. Total current budget for this head: £821,020
 5. Source of funding: Capital Programme (Investment Fund) and existing Revenue Budget for 17/18
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: n/a
-

Customer Impact

1. Estimated number of users/beneficiaries: 4,136,935
 - 3,051,679 Leisure Centres
 - 52,602 Childcare places
 - 229,440 Halls
 - 172,950 Golf
 - 13,318 Community Activities

616,946	Additional leisure attendances including swim lessons, parties, school swimming lessons, and club hire
4,136,935	Total Mytime Active

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Mytime Active (Mytime) provides the Council each year with their Annual Report (Report) which is included as Appendix 1. The Report outlines Mytime's achievements for the year 2015/16 and also previews their future spending proposals from the Investment Fund, along with their 2017 pricing review.
- 3.2 The Report highlights that in 2015/16 Mytime achieved over 4.1 million visits across their facilities, an increase of 17% on the 2014/15. They now have a membership base in excess of 16,000 an increase of over 18% on 2014/15. The attendance figures across their facilities show a growth from 2.3 million visits in 2010-11 to over 4.1* million visits in 2015-16 (* including 617k not historically collected from 2010-11). Leisure centre visits are up by 20%, childcare attendances 9% and golf 10% (against a national downward trend in golf participation). Public hall attendances are down 12% due in part to closures for repairs and in the ability of hirers to retain their client base. Community attendances are also down due to the fact that Mytime no longer claim attendance figures for parkrun as it is now sustained through volunteers.
- 3.4 The Report details the work that Mytime undertake in promoting physical activity to help build healthier and happier communities along with the benefits gained from participating in sport and being active including better physical and mental health. They also highlight the positive impact that healthy lifestyles and communities have on the cost of public services in areas such as adult social care, and local NHS services.
- 3.5 Mytime provides a number of initiatives and programmes that support healthy and active lifestyles. They provide activities that focus on getting inactive people to undertake sport and physical activity, and that encourage children and young people to develop their potential and to adopt healthy routines. Mytime Active also provides a range of discounted memberships, promotions and schemes that are targeted at disadvantaged people and people on low incomes.
- 3.6 Mytime teaches over 6,900 children to swim on a weekly basis, provides 3 soft play facilities for younger children, and Ofsted registered childcare clubs for working parents. They also manage the team's entry into to the London Youth Games where the team came 5th in the finals.
- 3.7 The Report highlights the work Mytime undertakes to get people physically active and to meet national activity targets, as well as providing activities for people with defined medical conditions such as Heart Smart and Fresh Start exercise referral programmes. The Primetime programme for people over 60 years old continues to grow and now has over 2,000 members. Additionally pilot projects for people with mild to moderate depression have been developed in partnership with Bromley and Lewisham Mind and Bromley MENCAP.
- 3.8 The MyFuture and Arts Train projects, continue to engage and empower young people. MyFuture offers young people in disadvantaged areas access weekly sports and dance activities. The project has been recognised with two national awards: winner of the 2015 ukactive Flame Awards 'Shaping Young Lives' category and winner of the 2015 London Sportivate Awards 'Project of the Year'. ArtsTrain provides cultural activities for young people who would not otherwise have access and has been recognised as a model of best practice and in 2015.
- 3.9 Mytime's revenues were £32.6m in 2015/16, slightly higher than the previous year (£32.5m). Their operating performance generated a surplus of £0.9m. This represents a modest return of less than 2.8% of revenue, and is £1m less than the prior year. Mytime hold £13.4m of reserves (March 2016), built up from their 12 years of operating. This is made up of £10m of fixed assets, and £3.4m 'free' reserves.

- 3.10 Mytime has included within their Annual Report their 2017 pricing review (Appendix 3). Mytime are proposing to develop a more integrated approach to pricing so that customers have a wider range of services and access points. This includes the introduction of a single membership fee to allow free access across both leisure and golf facilities offering exercise and activity classes in the golf clubs and community halls and health related programmes at their golf clubs. They are aiming to increase the number of people and the frequency that they are using Mytime services by offering reduced prices for loyalty and affiliation, seeking to balance affordability and accessibility.
- 3.11 Mytime has provided an update on their spending from the Investment Fund provided to them by the Council. The Council agreed the Investment Fund backlog proposals of £1.51m in November 2015 and £645k for 2016/17 in April 2016. The work agreed was for customer facing facilities at West Wickham Leisure Centre, the Spa, the Pavilion, Walnuts Leisure Centre and High Elms golf centre. To date Mytime have spent £418,000 in respect to these projects, and have a committed spend of an additional £270,000. They are also currently tendering 3 schemes which total 900,000 and have completed a feasibility study for the Pavilion pool upgrades which will cost around £500,000 and will take place in 2017.
- 3.12 Mytime has provided their proposals for a 5 year rolling programme of spending from the Investment Fund within Appendix 2 of their Annual Report. These schemes represent Mytime's key service areas for improvement. The 5 year plan also reflects the £200k reduction from 2019/20 in the Investment Fund that is provided by the Council, as has been previously agreed. Mytime are seeking approval to develop the following schemes from the Investment Fund for 2017/18:

£150k	Pavilion wet side changing rooms
£100k	Customer lifts improvements (details to be agreed between Mytime and LBB)
£173k	Fitness equipment across the Mytime portfolio
£250k	High Elms changing rooms, refurbishment of facilities.
£673k	Total available

- 3.13 The Investment Fund proposals above for 2017/18 accord with historic spends previously approved for the Investment Fund and do not conflict with wider Council aspirations.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Mytime Active provides a number of initiatives and programmes that support vulnerable adults and children. They provide activities that focus on getting inactive people to undertake sport and physical activity, and encourage children and young people to develop their potential, including their personal and leadership skills. Mytime Active provide a range of discounted memberships, promotions and schemes targeted at people on low incomes to encourage them to adopt healthy and active lifestyles.

5. FINANCIAL IMPLICATIONS

- 5.1 The Deed of Variation dated 1st November 2011, states that the core funding for the period 1 April 2013 to 31 March 2024 be reduced to zero and that there will be no further financial contribution from the Council to the Trust in terms of Core Funding. The contribution towards accommodation costs and the investment fund will continue to be inflated by RPIX published in January 2017, in accordance with Schedule 2 of the original Funding Agreement.

5.2 Assuming inflation of 2% will be built into the 2017/18 budget, the breakdown of the grant payable to Mytime is shown below:

	2017/18
	£
Contribution towards accommodation costs	163,848
Investment Fund	<u>657,173</u>
	<u>821,021</u>

5.3 Mytime has submitted proposals to spend the 2017/18 investment fund and four schemes have been put forward totalling £673k. Approval is sought to release the 2017/18 investment fund, the actual amount available will be known by the end of January once the December RPIX has been applied. Should the actual amount be less than the £673k, Mytime will have to amend the proposals to reflect the actual funding available.

6. LEGAL IMPLICATIONS

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

Non-Applicable Sections:	Policy and Personnel Implications
Background Documents: (Access via Contact Officer)	<p>Mytime Active Investment Fund Proposals Renewal and Recreation PDS Committee 6 April 2016</p> <p>Mytime Active Annual Report Renewal and Recreation PDS Committee 27 October 2015</p> <p>Agreement between the Council and Mytime Active dated 1st November 2011</p> <p>Agreements between the Council and Mytime at the point of transfer of the services (2004).</p>



LONDON BOROUGH OF BROMLEY ANNUAL REPORT

1ST APRIL 2015 TO 31ST MARCH 2016



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SETTING THE SCENE

The role of physical activity in building healthier and happier communities has long been understood. It is increasingly important as our lifestyles become more sedentary and our eating habits nourish us less well. It is estimated that physical inactivity currently accounts for nearly one-fifth of premature deaths in the UK¹.

In early 2016, the role of physical activity was recognised by government, with the publication of two major strategies on physical activity and sport – DCMS strategy called “Sporting Future” and Sport England’s strategy “Towards an Active Nation”. Both strategies are long term, and aim to lever the wider range of benefits from participating in sport and being active – mental as well as physical health, personal development, and stronger communities both socially and economically. Both strategies emphasise the benefits of getting those who are currently inactive to undertake even basic forms of activity on a regular basis.

Bromley is similar to many other parts of the UK in needing to address healthy living. Over 40% of residents are not doing the recommended 150 minutes a week of exercise, and over 24% of residents are doing less than 30 minutes exercise a week, and so are defined as “inactive”. These levels will have significant negative health implications for the individuals as well as for the future health provision within the Borough. In contrast, improving healthy living and wellbeing will have a long term positive impact on the public purse (in particular the cost of adult social care, and local NHS services as well as making Bromley a better and happier place to live and work.

At Mytime Active, we want to make a major contribution to the residents of Bromley in leading more active and healthier lives, by providing excellent and accessible services. We provide good facilities for the people who are regular gym users. But we provide so much more through multi-use leisure centres and the expanded use of the golf clubs and community halls. We are proud of our programmes that focus on inactive groups; of our services that encourage children and young people to set good active habits for life; of the support we provide to people recovering from heart conditions; of the quality of the food and drinks that we offer in our premises; of the community we build amongst the older population and of the opportunities we provide for young people to develop their personal and leadership skills.

All of these services are central to our mission as a social enterprise, and are examples of what the London Borough of Bromley can expect of us as a positive and proactive partner in the Borough.

As a social enterprise, we have to be financially self-sustaining. The commercial marketplace in leisure is highly competitive, with low cost gyms growing in number and proximity to the leisure centres. The golf market continues to be fairly stagnant, with no significant uplift from the low levels of participation in 2012 which had slumped after the heights of popularity in the mid-2000s. We are living with and managing these commercial pressures. Despite them, we continue to offer reduced price points to encourage participation. We also continue to invest not only in capital, with the support of the London Borough of Bromley, but also in our people, by paying above the living wage requirements, and by training and developing our employees so that together we can provide an excellent and welcoming service.

Marg Mayne, Chief Executive, Mytime Active

¹ Turning the Tide of Inactivity, UK Active 2014

EXECUTIVE SUMMARY

Mytime Active as a social enterprise is dedicated to supporting people to adopt and continue to lead an active and healthy life. We do this by providing services that are affordable and accessible to everyone. The facilities we manage have a good geographical spread and are easily accessible to a cross section of Bromley's community:

- Beckenham Public Halls and the Spa in Beckenham
- Bromley Golf Centre, the Great Hall and the Pavilion Leisure Centre in Central Bromley
- Orpington Golf Centre, Crofton Halls, Darrick Wood Pool and Walnuts Leisure Centre in Orpington
- West Wickham Leisure Centre
- Biggin Hill Library and Pool
- High Elms Golf Centre, Downe

OUR CUSTOMERS

We are proud to report that in 2015/16 we achieved over four million visits to our services and facilities, an increase of 17% on the previous year. We increased our membership base by 15% year on year to 16,000, with more people than ever (59%) benefitting from a subsidised member fee. We have overcome the national decline in golf participation, with an increase in both member and pay and play rounds across our golf facilities.

We do continue to face growing competition from a range of other providers and activities. For example, we compete with the growing popularity of outdoor activities such as cycling and running and we also encounter tough competition from local low cost gym facilities. We have responded to this in a number of ways, for example, the introduction of a Family membership offer.

CHILDREN AND YOUNG PEOPLE

With 24% of Bromley's population aged between 0-15 years and the significant benefits children and young people gain from leading an active lifestyle, they continue to be an important group for us to engage with. We continue to be the biggest provider of children's swimming lessons locally with over 6,900 children learning to swim with us on a weekly basis. Our three soft play facilities are especially popular with pre-school age children and our childcare clubs provide much needed Ofsted registered provision for working parents. We continue to resource and manage Team Bromley's entry into the London Youth Games, where we've maintained our excellent reputation and finished in 5th place in the 2015 finals.

ADULTS AND OLDER PEOPLE

To encourage adults and older people in Bromley to meet the Chief Medical Officers physical activity guidelines we provide an extensive and varied programme of weekly activities, which include swimming, group exercise, gym programmes, golf lessons, squash, racquetball, table tennis, footgolf and walking football.

In addition to our weekly core activity programme we offer specialist services for targeted populations. We have engaged with over 540 people with defined medical conditions through our Fresh Start and HeartSmart exercise referral programmes.

Our Primetime programme, designed for adults 60 years old and over, continues to grow, with over 2,000 members. More men now take part in Primetime thanks to funding from Sport England, which has allowed us to trial new activities and extend the programme further.

As a result of new and growing partnerships with Bromley & Lewisham Mind and Bromley MENCAP and Astley Day Centre we have developed pilot projects for people with mild to moderate depression and extended our Leisurecare programme for people with learning disabilities.

COMMUNITY ENGAGEMENT – EVENTS AND GRANTS

We continue to recognise the importance that events have in building community cohesion and getting people active. We encouraged people to get active through delivering the 2015 Bromley Santa Dash, which saw over 900 people participate.

Over the last 10 years we have distributed more than £100,000 in grants to sports clubs, charities and community groups. During the course of this year we had the pleasure in awarding 17 grants which will support groups to engage more people in physical activity and volunteering.

COMMUNITY PROJECTS

The MyFuture and ArtsTrain projects continue to engage and empower young people to take ownership of their personal, social and community development.

MyFuture offers young people in disadvantaged areas access to free weekly sports and dance activities. The project has been recognised with two national awards; winner of the 2015 ukactive Flame Awards 'Shaping Young Lives' category and winner of the 2015 London Sportivate Awards 'Project of the Year'.

ArtsTrain broadens the cultural offer for young people who would not otherwise have access. The project has been recognised as a model of best practice and in 2015 we presented our work at the National Music Education Expo and the National Music Mark conference.

INVESTING IN OUR BUSINESS: GOVERNANCE, FINANCE PEOPLE

As a Social Enterprise our Board of Trustees delegate responsibility for administering Mytime Active to a Senior Leadership Team. Our financial performance for the year saw revenues totaling £32.6m, slightly higher than the previous year (£32.5m). Our operating performance before pensions generated a surplus of £0.9m, which is £1m less than the prior year.

We are committed to improve employee engagement and to this end we have implemented the living wage (including for under 25's), improved our benefits package, increased pay and invested in training for staff.

INVESTING IN OUR BUSINESS: FACILITIES

During 2015/16 the London Borough of Bromley authorised the investment fund backlog and year 13 (2016/17) proposals, totaling £2.1m. Work agreed includes improved customer facing facilities at West Wickham, The Spa, The Pavilion, Walnuts Leisure Centre and High Elms Golf Centre. The projects have a wide coverage across the facilities. Changing rooms, fitness equipment, reception areas, poolside features, soft play facilities and environmental upgrading will all be realised.

Projects supported and authorised through this investment fund continue to progress well. We have undertaken consultation with customers and key stakeholders and are undergoing procurement processes to identify professional partners. At the time of writing this report we have spent or committed over £500k of investment and are procuring a fitness equipment supplier, which once complete will commit a further £600k.

We are submitting the investment plan with this report that has been discussed and adapted as a result of feedback from Council officers. We aim to continue the strategy whereby the investment fund is directly 'felt' and 'seen' by the customers and communities we serve. Therefore, we anticipate that the year 14 funds are released in accordance with the Council's commitments.

PREVIEWING 2016/17

Mytime Active has adopted a new strategy through which we have committed to three performance measures: wellbeing of our members; our financial position and employee engagement. In Bromley over the coming year we will introduce a more integrated approach, including offering a combined golf and leisure membership and introducing exercise and health related sessions at our golf centres.

Bromley remains our home, and at the heart of our social enterprise. We want to do all we can to help the residents of Bromley improve their wellbeing. And to do that, we are committed to be a positive and proactive partner with the Council as well as with other key organisations in the borough.

1: OUR CUSTOMERS

We are proud and delighted to report we have achieved a record number of visits to our facilities and services during 2015/16. We have recorded over 4 million attendances, a 17% increase year on year. Our ethos of welcoming a cross section of Bromley's residents through providing accessible and affordable facilities and services and working with a range of partners and funders is supporting an increased number of visits.

Other factors which contribute to the figures in the table overleaf:

- We have increased leisure centre visits by 20% year on year. This is as a result of a number of factors: the introduction of a new subsidised family membership; increased uptake of our 'Get Active in Swimming' programme; improvements to the Spa reception and access control and improved monitoring systems.
- Childcare attendances are up by 9% as we've opened new childcare provisions at two new settings and have increased take up at each of our after school and breakfast clubs.
- Despite a national downward trend in golf participation we have increased usage at our golf centres by 10%, this is as a result of new membership packages, improved marketing and promotions and the good condition of the greens.

An area of concern for us is the reduced usage of Beckenham Public Hall, Crofton Hall and The Great Hall, which show a 12% downturn when compared to last year. This is due to the fact we have lost a number of regular hirers at Crofton Hall and the Great Hall. The reasons for this are varied, however a number of hirers are struggling to retain their client base and have either ceased operating or moved to smaller venues. In addition, the ground floor hall at Beckenham Public Hall was closed for refurbishments for nine months and a number of the previous regular hirers did not return once the hall was re-opened.

Community attendances are significantly down, however this is simply due to the fact we no longer support and record throughput at parkrun. The parkrun model dictates the events need to be sustained through volunteers and this has been achieved across the three events in Bromley.

Bromley Attendances	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Leisure Centres	1,792,984	1,887,489	2,695,039	2,797,889	2,540,879	3,051,679
Childcare	35,149	44,454	50,053	52,421	48,007	52,602
Adventure Kingdom	41,080	45,567	Soft play moved			
Halls	263,311	254,658	258,466	238,110	261,002	229,440
Golf	92,634	96,627	112,119	156,406	157,395	172,950
Community activities	86,469	54,790	33,215	36,558	39,818	13,318
Total Mytime Active	2,311,627	2,383,585	3,148,892	3,281,384	3,047,101	3,519,989
Additional leisure attendances including swim lessons, parties, school swimming & club hire					495,547	616,946
Total					3,542,648	4,136,935

We cannot be complacent with the number of visits we've achieved across our Bromley portfolio as we continue to face tough competition from a range of other activities and providers. For example, we compete with the growing popularity of outdoor activities such as cycling and running and from private low cost gym providers.

However, unlike the private sector, we offer a range of payment methods which importantly include the option to "pay and play" whenever it suits individuals and families. We also offer a range of memberships, with the option to pay either via a monthly direct debit or one annual payment. Our pricing policy has been developed to offer subsidised prices and memberships for a number of groups including children and young people, people aged 60 and over, and those on low incomes. In addition, through our Sporting Champions Scheme we offer elite sports people free access to our facilities to support their training and free membership for all of our London Youth Games Team Bromley participants.

To enhance our subsidised offering, in October 2015 we introduced a 'Family' membership option, through which we discounted membership by up to 47% to £24.95 per person, per month. The offer is designed to encourage three or more family members or friends to join together in groups. To date we over have 5,000 new Family members.

As a result, our membership base across leisure and golf facilities is now in excess of **16,000** members. **60% (9,563)** of our members are in receipt of a subsidised or free membership package:

- **5,113** family members on discounted memberships
- **2,161** Primetime members aged 60 and over
- **1,250** junior members
- **845** concessionary members on low income.
- **177** Team Bromley London Youth Games Participants who took up offer of free annual membership
- **17** elite Sporting Champions in receipt of free annual memberships

The above members have unlimited access to the gym, the pool and group exercise classes and to make the most of their membership financially, most attend our facilities at least twice per week. In doing so, they are achieving the levels of physical activity as recommended by the Department of Health and reaping the health benefits.

2: CHILDREN AND YOUNG PEOPLE

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

GET ACTIVE IN SWIMMING

Our 'Get Active in Swimming' programme continues to be popular with parents who are keen for their children to learn to swim. We have 300 more participants on the programme each week compared to last year as our weekly average has risen to 6,915 children learning to swim in our swimming pools. The figure indicates we are teaching swimming to over 25% of all 0-14 year olds in the borough.

We also offer swimming programmes for local schools to meet the National Curriculum requirements. In 2015/2016 we delivered school swimming lessons to 75 schools across the borough, which represents a 2% increase on last year. Our relationship with the schools is a healthy one and we are promoting our casual, pay and play swimming opportunities to all children and their parents.

GET ACTIVE IN GOLF FOR JUNIORS

We continue to teach golf to juniors through the Golf Foundation's Junior Golf Passport, which offers a structured learning programme for children 6 to 12 years of age, endorsed by the Professional Golf Association.

At Bromley Golf Centre the Saturday morning junior coaching session is especially popular with up to 15 children and young people attending each session. Out on the golf course the juniors benefit from the newly implemented "blue tees" which have been established to accommodate both juniors and adult beginners. They have been well received, with positive feedback all round.

LONDON YOUTH GAMES 2015

The London Youth Games (LYG) is the largest competitive event in Europe for young people and provides a great opportunity for those young people who live or go to school in the borough to represent 'Team Bromley' against the 32 other London Boroughs. We manage Team Bromley entries to the LYG and recruit volunteer team managers to support the teams.

In twenty-eight years of competing at the LYG, Team Bromley has never finished lower than 6th place. Despite incurring penalty points in 2015 the team finished in an amazing 5th place after the finals weekend at Crystal Palace National Sports Centre.



Over 100 young people and volunteer team managers joined the Mayor of Bromley for a London Youth Games celebration evening at the Pavilion Leisure Centre in October 2015. The evening highlighted the achievement of 41 Bromley teams and recognised key successes, including gold medal winning performances from Bromley's girls Para Games football team, swimming team, diving team and boys squash.

In addition, Mytime Active announced that for the second year running Team Bromley participants would receive a free leisure membership to support their training. 177 young people took up the offer.

LONDON YOUTH GAMES 2016

The 2016 London Youth Games started in November 2015 with Cross Country at Parliament Hill. Team Bromley entered over 80 young athletes and picked up 1st place for the girls and 3rd for the boys.

In February 2016 Team Bromley girls cricket team qualified for the finals at Lords, where they played some great cricket and secured a bronze medal. The boys cricket team missed out on a place in the finals at Lords, but still finished a very credible 9th place.



MINI MARATHON

In partnership with Blackheath & Bromley Harriers we support talented athletes to compete on a London wide stage. 48 young people represented Bromley in the Virgin Mini Marathon and had huge success winning four of the six age group races against the other London boroughs.

PLAY AND CHILDCARE

We continue to provide Ofsted registered childcare services across Bromley to support parents who require out of hours child care before and after school and during the school holidays. We opened clubs at two new settings, at Alexandra Junior School where we now operate a breakfast club and Harris Academy – Beckenham where we provide both a breakfast and after school club.

We now have a total of ten settings providing services for twelve schools all of which have achieved “good” Ofsted rating. The need for our childcare provision across all settings continues to grow, with some of our clubs operating at maximum capacity, which is evidenced by a 10% increase year on year in attendance figures.

HOLIDAY ACTIVITIES

Two of our leisure centres offer day camp activities to children during the holiday periods to support working parents in the borough. The Spa continues to provide their long standing day camp. We moved the day camp from Darrick Wood Pool to the Walnuts Leisure Centre in order to increase the activity offer for the children attending the day camp. We recorded 1,632 attendances during 2015/16.

BUZZ ZONE

We operate three Buzz Zone soft play facilities at the Spa, Pavilion and The Walnuts Leisure Centre which provide children under the age of 10 with a great space to climb, run around, expend energy and enjoy themselves. During the course of the year 94,306 attendances were recorded across the three facilities.

CHILDREN'S PARTIES

We offer a comprehensive party programme for children, which takes the organisation away from parents and gives the children and their guests a safe environment to have a good physical workout. We offer sports specific parties (e.g. football, trampolining, judo, swimming, bowling), as well as dance and Buzz Zone parties. During the year, 2,672 parents booked a party for their child and over 30,000 guests attended the parties.

3: ADULTS AND OLDER PEOPLE

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

EXERCISE REFERRAL PROGRAMMES

Over the last 12 years, Mytime Active has delivered Exercise Referral schemes which are commissioned annually by Bromley Public Health and Bromley Clinical Commissioning Group. Through the schemes we support adults with defined medical conditions to become more active and provide a service which optimises their health and wellbeing, enhances their quality of life and minimises the risk of specific disease progression or reoccurrence.

Referred patients call the Exercise Referral Hub at Mytime Active, from which they are booked onto Fresh Start or HeartSmart programmes or signposted to various other physical activity programmes across the borough. These include Primetime (60+), Health Walks and Walking away from Diabetes.

People diagnosed with coronary heart disease who call the Hub are referred to the **HeartSmart** programme of physical activity. The service received 336 referrals, of whom 226 attended an initial appointment with a Mytime Active Fitness Adviser. 141 participants completed the service and 96% stated they would very likely recommend the programme to their family or friends. 76% of participants completing the service had significantly increased their level of physical activity, while more than half reported an increase in self-esteem and general health.

FEEDBACK

"First of all I would like to say a big thank you as you have really helped me. Having a heart attack as you can imagine is a massive shock and not just at the time of the attack, whilst recovering you have too much time to think and convince yourself life will never be the same and you worry about your limitations. Thanks to your team right from the first phone call to assess me I started to feel better about things and not alone.

When I arrived for my first session, I was made very welcome and was comforted to be with others who had been through a similar experience and many who suffered worse. I was rather nervous during the first session and was not confident to push myself beyond a slow pace.

With all your wonderful help and reassurances this soon passed and my confidence returned and quite soon where I was walking I actually felt confident to jog/run and by week 5 felt I was at a good standard. This rehab has been excellent and in addition I have made some new friends. I cannot thank you all enough and will never forget what you have done for me and keep up the good work as it is invaluable." (Eddie, HeartSmart participant)

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

Over the course of the year 372 eligible participants were offered a Fresh Start initial appointment and 315 went on to complete the appointment (85% uptake). 140 participants completed the programme against the target of 120. Participants completing the service have increased their moderate physical activity levels and self-esteem scores.

FEEDBACK

"Thank you so much for your help, guidance and support over the last 12 gym sessions. I am really feeling the benefit of feeling fitter, losing weight and inches, but most importantly for me, my blood sugars are now in the normal ranges and I am hoping to come off all my medication shortly." (Barbara, Fresh Start participant)

"I have progressive MS so would not expect the course to improve my condition. However, it has given me the confidence to return to the gym. The team have educated me regarding the exercises which will help maintain my levels of fitness. The programme has been great for my self-confidence and I will exercise more as a result." (Ruth, Fresh Start participant)

PRIMETIME



Our Primetime programme continues to support older people in Bromley to be physically active. We have further increased the staffing resource to support the programme. The Primetime Manager and Coordinator have consulted older people and developed and extended our programme to ensure the activities and timetable meet local needs.

Over the course of the year we have increased the programme of activities to over 80 sessions per week. As a result of feedback received we have diversified the programme to include more sessions for those that are not interested in dance or choreographed exercise to music sessions. We now have 5 senior circuit sessions and 7 classes to support balance, strength and mobility.

Take up of our subsidised Primetime membership has increased to over 2,000 members.

The Primetime social events continue to be popular and help support the reduction of loneliness and encourage an active and sociable lifestyle.

We continue to support a team of 24 Primetime buddies who volunteer their time to support and encourage new and existing users aged 60 and over. In return they have free access to our leisure facilities and this year have attended Health Champion training and have become Dementia Friends.

ACTIVE AGEING

More older men across Bromley are reaping the benefits of being physically active as a result of our Active Ageing project. Through the project we expanded our Primetime programme with funding from Sport England. The project received £76,585 of funding and was developed in partnership with Age UK Bromley and Greenwich. 807 inactive older men (aged 50+) registered an interest to and were given a number of options to support their entry into becoming physically active:

- Six-week free membership to Mytime Active Leisure facilities
- Six free golf lessons at Bromley Golf Centre or Orpington Golf Centre
- Twelve week Men's Active Lifestyles Programme with Age UK Bromley & Greenwich

Based on the success of our programme Mytime Active were selected by Sporta as one of three projects nationally to be granted a 6-month project extension.

Summary of programme achievements against targets:-

- 807 older men registered (2% above target)
- 10,603 attendances (125% above target)
- 47% of men improve their happiness score (against a target of 35%)
- 4 male volunteer buddies recruited and trained.
- 90% of participants now achieve the Chief Medical Officers physical activity guidelines and do at least 1 x 30 minutes of physical activity per week after 6 months.
- 28% of participants have continued to use Mytime Active facilities.

The project has achieved some impressive outcomes, as well as providing valuable insight into our own practice within the organisation. A full report of this programme has been written in partnership with Public Health Bromley and the research will be disseminated across the sector.

FEEDBACK

"I have just finished my six free lessons of golf and enjoyed it greatly. I intend to carry on playing golf and I am already attending the driving range at least three times a week and playing twice if I can make it, I obviously have caught the bug!" (Duncan)

"I have now lost just over 5 and a half stone and just finished the football playing season and started the GCC 10,000 steps a day Corporate Challenge and playing regular golf at Cray Valley every Tuesday evening so all good on the active front." (Alan)

PREVENTATIVE MENTAL HEALTH PARTNERSHIP

Mytime Active supported over 30 people with mild to moderate depression to get physically active through an exciting new partnership with Bromley & Lewisham Mind. Wellbeing Practitioners at Bromley Mind referred adults experiencing mild to moderate depression to 6-week pilot programmes.

Male and female participants aged between 19-69 engaged in moderate intensity exercise combined with a cognitive behavioural based intervention (Behavioural Activation), both of which are recommended in the National Institute of Clinical Excellence guidance for managing depression. Research suggests that specific exercise can produce similar anti-depressant effects as some medication.

Results show that of those completing the course, over 60% of participants have ended their treatment and are within 'recovery' and / or shown evidence of 'significant recovery' (both judged by standardised measures). Some participants have combined the course provision with 'employment support' and have been able to return to work or gain employment following completion of the course.

Future funding has been secured through the Sport England funded 'Community Sport Activation Fund' project and this partnership will be sustained and developed through Mytime Active's Exercise Referral team in Bromley.

LEISURECARE

Our Leisurecare programme offers adults with a learning difficulty structured leisure and social activities at the Pavilion, The Spa and Walnuts Leisure Centre on a weekly basis. The previously funded programme has developed into a pay and play model at the three sites and we are in the process of extending the activity offer. For example, at The Spa we have started two classes that are specific for clients with a learning disability – a dance class and a group exercise session, which are both well attended.

FEEDBACK

“Last Wednesday morning, I was waiting for my wife and I became aware of quite a lot of excitement in the adjacent room. As I watched I noticed that a lot of the participants were people with their carers and it was obvious that everyone in the room was having a tremendous time. Everyone was joining in and the expressions on their face was a joy to behold. This initiative is fantastic.” (Bill, a member who was passing by the session at the Spa).

We continue to develop close links with Bromley Mencap, Avenues Trust and Astley Day Centre to ensure the programme meets local need, is promoted, accessible, and sustainable.

GET ACTIVE IN GOLF

Get Active in Golf (GAiG) is Mytime Active’s golf teaching brand, encompassing all tuition that takes place across our sites. It’s USP is the six week ‘Beginners’ and ‘Improvers’ lesson programmes, designed and targeted at new and lapsed golfers, offering an affordable option to learn the basics of the game. During the course of the year we recorded over 2,200 attendances at our GAiG programmes, which is double the attendance recorded in the previous year.



FOOTGOLF

We continue to offer Footgolf at High Elms and Orpington Golf Centres in collaboration with the UK FootGolf Association. We recorded 5,567 rounds at the two sites, which is a significant increase in the 2,750 rounds recorded in the previous year, demonstrating the popularity of this relatively new and growing sport.



4: COMMUNITY ENGAGEMENT EVENTS AND GRANTS

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

BROMLEY SANTA DASH 2015

To get people active over the Christmas period, we organised our fourth Bromley Santa Dash on 29th November 2015. The event was our most popular Santa Dash yet as over 980 participants dressed in Santa outfits took on a 2km course. The event supported the launch of Christmas in Bromley and was a key part of the Bromley Town Centre Management Team’s programme.



COMMUNITY INVESTMENT FUNDING

Since 2006, Mytime Active has distributed £100,000 to 108 different sports clubs and community groups as grants to support increased participation, improved access and build capacity within organisations in order to improve the health prospects of their local community. Through the 2015/16 Community Investment Fund, we have funded a strong portfolio of projects that reflect the diverse communities and user groups we are aiming to engage.

We awarded 17 grants to sports clubs, charities and community groups, who aim to engage over 750 beneficiaries and over 35 volunteers in more than 1000 hours of activity.

EXTERNAL FUNDING

We continue to research and source external funding streams through which we can bring additional resources to Bromley to meet our goal of attracting more people to cultural, sport and physical activities.

During 2015/16 we made 11 applications for funding and were successful with 10, through which we sourced £156,535 of external funding. The funding secured has supported free sports, dance and creative music activities for young people through the MyFuture and ArtsTrain projects. In addition, we've been able to provide free golf lessons and leisure activities for older men across the borough.

We continue to support Pro-Active Bromley to monitor and deliver the Community Sport Activation Fund project through which £167,000 was secured from Sport England. The funding is supporting sports clubs and community organisations across Bromley to increase participation, grow their membership base and to build the capacity of their volunteers.

5: COMMUNITY PROJECTS

During 2015/16 we committed resources to ensure young people in targeted and underserved areas of the borough, were given access to high quality sport, physical activity and creative music opportunities. The projects are small scale in terms of the number of young people we work with, however are high in intensity, benefit and impact.

MYFUTURE

Our multi-award winning sports project **'MyFuture'** empowers young people from diverse backgrounds facing challenging circumstances to take ownership of their personal and social development.

The project delivers year round, bespoke sport and physical activity programmes for young people in two of the most disadvantaged communities in the London Borough of Bromley – Orpington and the Cray Valley wards (ranked 20% most deprived in England by National Deprivation Index Statistics).



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

MyFuture has received two national awards including;

- Winner of the 2015 ukactive Flame Awards 'Shaping Young Lives' category
- Winner of the 2015 London Sportivate Awards 'Project of The Year'

MyFuture utilises a monitoring and evaluation tool called Sportworks to assess the social impact and cost savings generated by project. During 2015 over £1,369,884 of projected social savings were recorded. These figures provide evidence of the positive impact of the project.

MyFuture outputs	2015/16	Since 2008
Number of hours of sport and dance delivered	300	3,338
Number of young people regularly engaged	420	2,485
Number of training opportunities	88	868
Number of accreditations / qualifications received	24	246
Number of volunteers and coaches trained	14	62

Through MyFuture we are continuing to support Pro-Active Bromley to deliver the Community Sport Activation Fund project.

MyFuture has been selected as a key partner in a consortium project led by StreetGames UK. The project joined seven other organisations across the capital to form the 'Us Girls London Hub'. The project will seek to increase and sustain young women's (14-25) participation in sport and physical activity. This two year programme is funded by the GLA and London Sport.

ARTSTRAIN



ARTSTRAIN

In September 2008, Mytime Active designed, developed and launched the creative music project 'ArtsTrain'. The project broadens the cultural offer to young people in South-East and Outer London, targeting young people who would not otherwise have access to arts & culture.

Through the ArtsTrain project we have overachieved significantly on all targets set by funders. During 2015 we worked with over 600 young people across a range of settings, including schools, colleges, voluntary sector and outreach venues. To continue to deliver the project we have secured £47,500 from Arts Council England and a further £26,725 from the National Foundation for Youth Music.

ArtsTrain outputs	2015/16	Since 2008
Number of hours of arts and culture activity delivered	402	3985
Number of young people regularly engaged	680	2598
Number of training opportunities	168	1316
Number of accreditations / qualifications received	12	880
Number of volunteers and coaches trained	28	183

Our work has been recognised as a model of best practice and in 2015 we presented our work at the National Music Education Expo and the National Music Mark conference.



6: INVESTING IN OUR BUSINESS: GOVERNANCE, FINANCE & PEOPLE

Mytime Active as a social enterprise and a charity is governed by a voluntary Board of Trustees, who have delegated the responsibility of administering the charity to a Senior Leadership Team (see appendix 1).

As a social enterprise we need to be financially self-sustaining. In the financial year 2015/16 we made a surplus of £0.9m, on a turnover of circa £32m, which represents a return of less than 2.8%. This is a very modest return, the more so given the risks associated with running large public facilities. It is at a level in keeping with a self-sustaining approach, rather than one that is accruing large surpluses.

Our constitution as a charitable company means that we are unable to raise equity funds from shareholders. Therefore, in order to invest, we need to either generate reserves in advance of investing, which is the prudent approach we have taken to date, or borrow funds which need to be repaid. Our financial strategy is to maintain an effective balance between generating modest surpluses to ensure the business is viable, and reinvesting these surpluses into the business to strengthen and grow, and build resilience into the future.

Our Balance Sheet in March 2016 shows unrestricted reserves of £13.4m. These have been built up over 12 years. Of this total, £10.0m is invested in fixed assets. The remaining £3.4m is “free” reserves, which represents circa 10% of our turnover, or just over one month of operating costs, to protect us against risk or unexpected events. This is reviewed annually by the trustees and we believe this is not an excessive reserve for a company that has no recourse to external equity.

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

PEOPLE AND EMPLOYMENT

Our people are our most valued and considered asset. 2015/16 has seen the implementation of significant measures to improve employee engagement, develop our employees and attract future talent. These initiatives include:

- Paying the Living Wage – we have also applied this to those employees under 25 which is above statutory requirement.
- Awarding a pay increase - all non-managers were awarded a competitive pay increase.
- Rewarding Leadership and Achievement of Targets – our managers have an opportunity to be rewarded through a new management incentive scheme which rewards high performance.
- Rewarding Exceptional Performance – this year we introduced our “Be More Hero” scheme, designed to reward exceptional performance by any individual or group of employees. The scheme has resulted in many employees receiving recognition for their contribution to the company.
- Enhancing our Benefits scheme – following the relaunch of our companywide benefits package, which includes both provider benefits and salary sacrifice schemes, we have experienced an increased score in satisfaction with benefits (+8%) in our engagement survey. Currently 95% of our employees have taken advantage of one or more of the benefits on offer.
- Improving Communication – Implementing actions arising from the previous year’s engagement survey resulted in positive improvements in communication, the number of team meetings and huddles for instance increased by 31%.
- Training and Development across the organisation - we have delivered a number of tailored courses to support our commitment to continuously improve customer service. We have developed a new manager essentials course and continue to actively support a number of managers undertaking our I.L.M. Leadership programme. We have also relaunched our Induction programme and now deliver an engaging workshop bringing together new joiners and representatives of our leadership team, including Divisional Managers, Directors and our Chief Executive to ensure that our people have the best start to their career.

7: INVESTING IN OUR BUSINESS: FACILITIES

CAPITAL INVESTMENT UPDATE

In November 2015 the Council authorised the investment fund backlog proposals of £1.51m and in April 2016 agreed the investment fund proposals for £645k for year 13 (2016/17). Work agreed included improved customer facing facilities at West Wickham Leisure Centre, The Spa, The Pavilion, Walnuts Leisure Centre and High Elms golf centre. The projects have a wide coverage across the facilities and include: changing rooms; fitness equipment; reception areas; poolside features; soft play facilities and environmental upgrading.

Projects supported through this investment fund continue to progress well. Since November 2015 we have set out to get the best quality of outcome against the budgets that were set, which takes time to plan and project manage, especially when undertaking a number of developments simultaneously. All procurement is governed by an agency agreement with the council that takes into account financial control and quality procurement standards. We are currently on schedule against our timeline.

To date we have completed a procurement process to identify and engage our professional partners across a number of disciplines - architecture consultant, quantity surveyor, mechanical and engineering survey consultants, building control and legal services. In addition, we have involved specialist consultants and suppliers for larger projects, such as the Pavilion pool feature upgrades and improved soft play facilities across the portfolio. We have planned and evaluated projects from conception through to design phases and have commissioned and taken into account the results of the necessary building condition surveys to ensure any work provides best long term value for money.

We have fully redeveloped the reception area at the Spa and increased the size of the gym by over 300 square feet, to hold the new functional equipment that was also purchased. The gym changing rooms have also been fully refurbished, including all new sanitary, shower and locker areas.

To date we have invested the following:-

Spa changing room improvements	£269,000
West Wickham changing rooms	£42,000
Soft Play improvements at Walnuts	£90,000
Professional Fees across all projects	£17,000
<u>Total</u>	<u>£418,000</u>

Committed spend as agreed from quotations received:-

LED lighting improvements across facilities	£60,000 (planned completion November 2016)
Soft play upgrades at Pavilion and The Spa	£210,000
<u>Total</u>	<u>£270,000</u>

We have three tender processes currently under review:-

Walnuts LC facility improvements	£190,000 (expected cost, due to start December 2016)
Gym Equipment	£560,000 (to be installed early 2017)
High Elms club house, phase 1	£150,000 (expected cost, due to start January 2017)
<u>Total</u>	<u>£900,000</u>

A feasibility study has been completed for the Pavilion pool upgrades with works expected to take place in the second half of 2017 – value £500,000

FUTURE INVESTMENT FUND PROPOSALS

The agreement with the Council requires Mytime Active to submit proposals for approval to the Council to develop a rolling programme of schemes to access the investment funding. In line with our contract, we have provided our proposals in appendix 2, for schemes to cover the time period 2017 / 2021. The schemes are representative of key service area improvements that will cover a number of liabilities. Each year the schemes are representative of the funds available having applied the agreed CPI % increases (assumed at 1%). The total costs also reflect the reduction in funding by £200k in years 16, 17 and 18.

Total annual value for each year is as follows:-

- Year 14 – 2017/18 = £673,423
- Year 15 – 2018/19 = £680,225
- Year 16 – 2019/20 = £487,096
- Year 17 – 2020/21 = £492,016
- Year 18 - 2021/22 - £496,936

We therefore request the release of year 14 funds of £673,423 to allow for refurbishment of the changing room and members room at High Elms Golf Centre, an increase in the capacity of the changing facilities at the Pavilion, improvement to lifts and phase three of the upgrade to fitness equipment. Detail is set out in the appendix 2.

PREVIEWING 2016/17

GOALS FOR OUR SOCIAL ENTERPRISE

Under Mytime Active’s company strategy, adopted in 2015, we see our success being measured by our contribution to the wellbeing of the communities in which we work. As a social enterprise, we also need to do this on a financially sound basis, and it will only be of the right quality when we have the commitment of our employees behind us. We have therefore adopted three measures that we will score ourselves against moving forward: wellbeing in our local community; our financial position and employee engagement score.

SERVICE DEVELOPMENT IN BROMLEY

In Bromley, over the coming year we will adopt a more integrated approach, so that our customers have a wider range of services and access points. This includes introducing a single membership fee to allow free access across both leisure and golf facilities (including our Orpington Golf Centre which we hold independently of the contract with LB Bromley); offering exercise and activity classes in our golf clubs and community halls; running health related programmes from our golf clubs, such as health checks, stop smoking, weight loss advice; improving children’s menus across sites to encourage healthy eating from a young age. We are also developing our IT systems to allow Bromley customers more opportunity to book classes and tee times and sign up for membership online.

We have included our 2017 pricing review within appendix 3. Through this we aim to increase the number of people and frequency of using our services by offering reduced prices for loyalty and affiliation. We believe this will balance affordability and accessibility, which is central to our identity as a social enterprise, with the need to be financially sustainable, which is essential to allow us to invest in facility and service improvements.

PARTNERSHIP WITH THE COUNCIL

While Mytime Active has expanded over the past years, Bromley remains our home, and at the heart of our social enterprise. We want to do all we can to help the residents of Bromley improve their wellbeing. And to do that, we are committed to be a positive and proactive partner with the council as well as with other key organisations in the borough.

We have demonstrated our commitment by investing in the acquisition of a long lease on the Orpington Golf Centre, in an area of deprivation in the St Mary Cray ward, and where we are successfully developing greater usage, a stronger community feel and a home base for our award winning youth project “MyFuture”. It is a large site, and we hope to involve the council in advice on best leisure use for this site in the coming years.

We recognise that the needs of the council and of the local populations change over time, and that the leisure service also needs to adapt and remain relevant. We are keen to keep actively discussing the future of the local leisure provision, and respond proactively to your ambitions for the portfolio.

Finally, we are also positive about working with you to provide other culture and leisure services, where our track record and existing presence in the borough combine to allow us to offer a high quality and cost effective solution to benefit residents and the council alike.

APPENDIX 1: MYTIME ACTIVE GOVERNANCE

The Mytime Active Board of Trustees meets quarterly. Current Trustees:

- Dennis Barkway, Chair, former Leader of Bromley Council
- Mark Oakley, Vice Chair, partner with law firm Judge & Priestley
- Nicholas Bennett, Bromley Councillor
- Michael Evans, Managing Director of Madano a strategic communications company
- Isobel Gowan, former CEO of a NHS Trust & a Leadership & Organisational Development Specialist
- Johnny Heald, Managing Director at ORB, a market research and polling agency
- Adrian Hollands, Chartered Accountant & former senior partner of Baker Tilly
- Val Lowman, former Managing Director of BeOnsite a community, employment and training organisation.
- Andrew Muzzelle, Digital Media Director, AIMI
- Tim Stevens, Bromley Councillor
- Christine Whatford, former Director of Education & Leisure for Hammersmith & Fulham

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

- Marg Mayne, Chief Executive
- Phil Drury, Finance Director
- Martin Boyce, People Director
- Phil Veasey, Business & Marketing Director
- Jason Stanton, Operations Director

RISK COMPLIANCE

The Trustees recognise risk management as one of their key responsibilities. Risks are identified and recorded in the Charitable Company's risk register, together with the controls and actions designed to mitigate them. During 2015/16 none of the risks identified have to date materialised into significant liabilities as appropriate action has been taken to limit the potential of these risks.

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

ANNUAL AUDITED ACCOUNTS

The annual audited accounts for 2015/16 have been approved and are available as a public document.

APPENDIX 2: INVESTMENT FUND PROPOSAL

Investment Fund 2017 / 2018 – MAJOR WORKS

2017 /18	Project	Project Details	Estimated Allocation	Capital Expenditure Analysis
Year 14	Pavilion wet-side changing rooms	Increase the capacity of the wet-side changing rooms within the Pavilion.	£150,000	<p>The feasibility study conducted as part of the agreed £500k investment to the poolside has indicated the need to expand the changing village. This space was not improved as part of the £5m investment in 2011 and not accounted for within the poolside 'feature' upgrades.</p> <p>The investment will introduce further family changing cubicle areas, increased the number of lockers and fully decorate throughout.</p>
Year 14	Customer Lift improvements	Repair and replacement of customer lifts.	£100,000	There is ongoing concern, both from the Council's facilities team and Mytime Active, regarding the condition of customer and service lifts. There is a joint responsibility to improve these statutory required areas of the building and an agreement in principal has been made to utilise the investment fund to audit and action the needs across the portfolio and remove this asset risk for both parties.
Year 14	Fitness equipment upgrade – phase 3	Final fitness equipment cycle.	£173,423	To complement the agreed £600k investment into the ongoing fitness equipment upgrades, this final instalment will complete the full replacement of equipment across the Borough's portfolio.
Year 14	High Elms changing rooms	To refurbish the changing facilities at High Elms golf course and remove all the mechanical and electrical liabilities.	£250,000	In addition to the refurbishment of both the male and female changing rooms, a changing space for the disabled will be created. In addition, the project will remove or reduce all known mechanical and electrical liabilities as listed from the most recent condition survey and where appropriate more environmental options will be sought. Finally, these works will reconfigure the current members room into a multipurpose space that more of the community can benefit from.
		Year 14 Funds Available	£673,423	

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

2018/19	Project	Project Details	Estimated Allocation	Capital Expenditure Analysis
Year 15	Environmental Management improvement	To install energy products in line with the environmental programmes to reduce CO2	£300,000	Schemes to be considered – <ul style="list-style-type: none"> • Photovoltaic Power installations • Solar heating • Air source heat pumps • LED lighting fixtures & fittings. • Boiler / burner modifications
Year 15	Halls Sanitary Improvements.	A schedule of work to improve toilet facilities at Crofton, Beckenham Public Hall and the Great Hall	£75,000	Improvements to include: DDA toilet facilities at each site and refresh / replacement of all current facilities including, toilets, sinks and urinals
Year 15	Bromley golf centre	New equipment purchased as per rolling programme	£100,000	To refit grounds equipment for Bromley golf centre.
Year 15	High Elms golf centre	New equipment purchased as per rolling programme	£205,225	To refit grounds equipment for High Elms golf centre.
		Year 15 Funds Available	£680,225	

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

2019/20	Project	Project Details	Estimated Allocation	Capital Expenditure Analysis
Year 16	Bowling equipment upgrades.	Purchase and replace Bowling products.	£137,096	Engage bowling contractor to improve existing offering and complete maintenance and cleaning programme.
Year 16	Halls decoration / refurbishment programme	Redecorate throughout the 3 borough halls – including furniture, tables and chair purchase	£200,000	In addition to decoration programme to purchase new additional and refreshed trestle tables, and stacking chairs across the estate.
Year 16	Kitchen areas Bromley portfolio	Refit as per rolling programme the kitchens – where necessary	£150,000	Kitchen replacement upgrade at Spa, Walnuts, Pavilion.
YEAR 16		Year 16 Funds Available	£487,096 (DUE TO £200K REDUCTION)	

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

2020/21	Project	Project Details	Estimated Allocation	Capital Expenditure Analysis
Year 17	West Wickham Gym Kit	Refit of gym kit as per rolling programme	£200,000	Full kit refresh for Wickham (dependent on build)
Year 17	IT Software and Website improvement updates	Bromley portfolio IT upgrades.	£260,000	To include: Web / application / kiosk upgrades and improvements. Access control systems upgraded to include new access to card systems.
Year 17	Swimming pool kit improvement	Purchase of new pool equipment	£32,016	To include, floats, lane ropes, Swim school equipment.
YEAR 17		Year 17 Funds Available	£492,016 (due to £200k reduction)	

Investment Fund 2021 / 2022 (subject to discussion & agreement)

2021/22	Project	Project Details	Estimated Allocation	Capital Expenditure Analysis
Year 18	Boiler upgrades	Upgrade to boilers across the estate	£200,000	Boiler upgrades across leisure and golf estates – both repair and replacement.
Year 18	Air-conditioning improvements	Cassette unit replacement as part of environmental improvements.	£100,000	Replacement of cassette units in public access areas throughout the estate.
Year 18	Floor replacement schedule	Replacement of floor tiles / carpets where necessary across the estate	£196,936	Floor tile replacement at Walnuts Leisure Centre, The Spa, West Wickham Leisure Centre, Bromley golf centre and The Pavilion.
YEAR 18		Year 18 Funds Available	£496,936 (due to £200k reduction)	

APPENDIX 3: PRICING REVIEW 2017

INTRODUCTION

Mytime Active is pleased to submit, as part of the Bromley Annual Report 2015/16, its annual pricing review for the next calendar year.

We remain focused on offering products, which are value for money, with a high quality of service that is accessible across a wide section of the community. We understand the need to balance affordability with the need to be financially sustainable. Our vision is to drive participation through a clear and simple pricing structure that rewards loyalty but encourages those less active.

Despite the increase in employment costs and the investment required to maintain our estate, this year we continue to see the way forward as growing volume by removing the barriers of participation. Our Family membership (launched 2015) has shown what successes can be achieved when driving volume at a more affordable price. This year we want to align our current members onto our new subscription structure and support our pay and play customers by offering the discounted price options (centre membership) for FREE.

MEMBERSHIPS: HARMONISATION AND SIMPLICITY – YEAR 3 ‘PRICE FOR LIFE’

In 2015, we simplified the prices we charged for a subscription membership. As a result, we now have only 4 price points for new Members:

- £46.95 – Individual
- £42.95 – Couple
- £32.95 – Off Peak, Primetime, Student, Corporate
- £24.95 – Family (x3), Junior, Concessionary (low income and disability allowance)

Last year, we launched our ‘Family membership’ option to the market. Any three family members and / or friends can take advantage of the multiple user membership for just £24.95 each. This has proved a great success with over 8,000 people benefitting from this discounted rate. Our next step is to harmonise our current members in line with the 4 price points adopted. For some this will result in an increase in their membership price.

To reward loyalty we will offer everyone who transfers onto these price points ‘a price for life’ (with the exception of those who enter into a Family membership and already benefit from up to a 47% discount). This would mean that they would not receive a further price rise for the remaining term of their membership.

PAY AND PLAY: CENTRE MEMBERSHIP TO BECOME FREE.

We aim to encourage further participation for the majority of our pay and play users, by offering a discount in price in return for registering with us. After the discount, the pay and play price in 2017 will be on average 2% lower than the 2016 pay and play equivalent. The data collected will allow us to know more about our customers, enable us to market to them more effectively, as well as give us the ability to track participation and measure our impact in the community. Customers who do not take advantage of free registration will not be able to access the discounted prices

We will phase out the current "Centre membership" by which customers pay an annual cost of £42 (£25 junior, £22 senior) to receive discounted pay and play prices. Going forward, these customers will be able to benefit from the discount by simply registering, without the need for paying an up front fee. This approach removes a perceived affordability barrier and streamlines the pricing structure.

Overall this change will reduce the average price paid per person, and is designed to drive an increase in loyalty and participation.

CONCESSIONS

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

In 2016 we will once again be offering all Team Bromley London Youth Games participants a free membership to our leisure centres to support their training. We also remain committed to offering free memberships to elite sports people who live in the Borough in order to support their training.

In addition, we heavily subsidise programmes and activities for target groups such as Primetime (our over 60's programme) and leisurecare (our programme for people with learning disabilities) and in some instances ensure activities are free to the target audience. We do this by sourcing additional revenue into the Borough through external funding.

PROPOSALS

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

1. Our new Centre memberships will be free to any customers who complete the registration process. These users will benefit from discounted activity prices.
2. Pay and play customers who don't register with us, will pay the "full" price for activities, i.e. 10% more than the rate that new Centre members benefit from.
3. A number of our prices have been frozen and these include: -
 - All new membership categories for a second year.
 - Under 3's swimming will remain free of charge
 - Concessionary prices for those on low incomes, including swimming and group exercise sessions.
4. In line with inflation increases will be applied to a number of community hirers (some will be frozen).
5. Our before and after school childcare provision prices will remain at the current price point until September 2017. If a price increase is to be applied at this time it will be in line with benchmarking, with regular customers benefitting against casual usage.

CONSULTATION AND INFORMATION

Following discussion with the Council, we will undertake consultation with customers in support of an effective introduction of new prices from January 2017, in most cases. Customers will be given at least four weeks notice of any changes, and presentations will be made to staff and any customer forums in terms of explaining the reasons behind any increases. Emphasis will be made on service improvements, comparable prices being charged elsewhere, and that surpluses generated are re-invested.

IMPLEMENTATION TIMETABLE

Due to the seasonality of services delivered, the implementation timetable agreed previously will continue: Leisure centres, and Civic halls, 1 January 2017; Golf courses, 1 April 2017 and Childcare, 1 September 2017

Report No.
CSD16150

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RENEWAL AND RECREATION PDS COMMITTEE

Date: Tuesday 22 November 2016

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

Title: EXPENDITURE ON CONSULTANTS 2015/16 AND 2016/17

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 At its meeting on 7th September 2016, the Executive and Resources PDS Committee considered the attached report on expenditure on consultants across all Council departments for both revenue (appendix 2) and capital (appendix 3) budgets. The Committee requested that the report be considered by all PDS Committees.
-

2. **RECOMMENDATION**

That the Committee considers the information about expenditure on consultants relating to the Renewal and Recreation Portfolio contained in the attached report, and considers whether any further scrutiny is required.

Impact on Vulnerable Adults and Children

1. Summary of Impact: N/A
-

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: One –off expenditure met from within existing budgets
 3. Budget head/performance centre: Consultants
 4. Total current budget for this head: N/A
 5. Source of funding: Existing revenue and capital budgets
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: N/A
-

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 Revenue expenditure on consultants in the Renewal and Recreation Portfolio is set in Appendix 2, and is focussed on (i) one-off specialist advice, no-one with specialist skills, (ii) insufficient in-house skills/resources and (iii) Planning. Expenditure amounted to £344,174 in 2015/16 and £30,805 in 2016/17 to date.
- 3.2 Capital expenditure on consultants in the Renewal and Recreation Portfolio is set out in Appendix 3. Appendix 3A covers expenditure in 2015/16 (£52,290.70), and Appendix 3B covers the first quarter of 2016/17 (£66,654.00).

Non-Applicable Sections:	Impact on Vulnerable Adults and Children/Policy/Financial/Personnel/Legal/Procurement
Background Documents: (Access via Contact Officer)	None

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Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 7 September 2016

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

Title: EXPENDITURE ON CONSULTANTS 2015/16 AND 2016/17

Contact Officer: Claire Martin, Head of Finance
Tel: 020 8313 4286 E-mail: claire.martin@bromley.gov.uk
David Bradshaw, Head of Finance
Tel: 020 8313 4807 E-mail: david.bradshaw@bromley.gov.uk
Tracey Pearson, Chief Accountant
Tel: 020 8313 4323 E-mail: tracey.pearson@bromley.gov.uk

Chief Officer: Peter Turner, Director of Finance

Ward: N/A

1. Reason for report

Members of ER PDS requested a full report on Consultant expenditure be submitted each year. Officers have therefore looked at total expenditure in 2015/16 and expenditure to date for 2016/17 for both Revenue and Capital Budgets.

2. **RECOMMENDATIONS**

Members to:-

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

2.2 Refer this report onto individual PDS Committees for further consideration

Corporate Policy

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

Financial

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

Staff

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

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 ER PDS members requested information on the Councils expenditure on Consultants be reported each year. To do this officers have looked at the total expenditure in 2015/16 and also the expenditure for this financial year as at the end of June 2016. This work covered both Revenue and Capital expenditure.
- 3.2 The basic reason for the use of consultants is that at times the Council requires that specialised work is undertaken for specific projects. This is particularly valid when consultants are engaged to work on large scale projects. For completeness expenditure on Architects, Engineers, Surveyors and other consultants commissioned to work on Capital Projects have been included as these generally meet the definition of one-off projects. Proposed expenditure on Capital Projects will have been approved by Executive before being included in the Capital Programme.
- 3.3 The Councils Contract Procedure rules sets out the procurement process to be followed when appointing a consultant and there is also guidance available to staff about what needs to be included in the formal agreement when engaging a consultant, which as a minimum needs to confirm the overall cost, project deliverables, clear brief and reporting arrangements. Appendix 1 provides this in more detail.
- 3.4 There is an element of subjectivity as to what constitutes a “consultant” as a number of services could fall within this definition, however it is generally defined as “a person brought into the Council to carry out a specific job” which is not on-going. For the purposes of this report expenditure on medical fees, counsel and legal fees have been excluded as these are considered to be professional fees rather than consultants.
- 3.5 In looking at consultants, members need to be minded that officers will use them to carry out work on the Council’s behalf when:-
- There is no one internally with the relevant skills or experience
 - There is no capacity/resources available to undertake this work
 - Specialist skills are required
- 3.6 It is important when recruiting a consultant that the project brief sets out the reasons for the use of consultant, that officers have consider any alternative options and also to evaluate the effectiveness of the work undertaken by consultants within the authority.
- 3.7 The benefit of employing consultants is that the Council makes a saving in relation to employer National Insurance and pension contribution. Also in employing consultants the Council is under no obligation to pay consultants for days when they are not working for the Council e.g. sickness and holiday and they are only engaged for a specific period of time – however offsetting this is that these staff are often more expensive.
- 3.8 The risk in not using consultants is that the Council would have to recruit a more substantial and specialised workforce at a greater expense.
- 3.9 This report provides a detailed breakdown of all costs officers believe are consultants, broken down over Portfolio’s and service areas. This is shown in Appendix 2 (revenue) and Appendix 3 (capital). It also examines the procurement arrangements associated with engaging the consultants as part of that process.

4. FINANCIAL IMPLICATIONS

- 4.1 Included in the body of the report.

5. LEGAL IMPLICATIONS

- 5.1 There is a considerable amount of legislation affording specific employment rights such as paid holiday, maternity leave and pay, entitlement to redundancy payments, minimum notice periods and protection from unfair dismissal, to name but a few to employees. Self-employed consultants, on the other hand, are not entitled to these enhanced statutory rights or protections.
- 5.2 In addition to statutory rights, an employer/employee relationship also implies a duty of trust and confidence between the parties concerned and suggests that neither should act in such a way as to undermine it. This notion introduces the idea of reasonableness into the way in which employers treat their employees. But the relationship between an organisation and a self-employed consultant does not have the same implied duties, with the consultant's protection relying largely on the contractual terms in place.
- 5.3 Describing a role as a consultant will not provide a definitive position and as a starting point, there are three key areas that should be evaluated:
- (i) a requirement for personal service
 - (ii) the existence of mutuality of obligation
 - (iii) the level of control that the council has over an individual.
- 5.3.1 **Personal service** - Is the individual personally required to perform services for the company? An employee is someone who is employed under a contract of service, that is, a contract that requires them to personally turn up for work and carry out the duties requested of them. A consultant, on the other hand, is engaged under a contract for services, that is, a contract under which they agree to provide the company with particular services. But, while they are obliged to ensure that these services are provided, they are not necessarily required to carry out the work personally.
- 5.3.2 **Mutuality of obligation** - Are employers obliged to offer individuals work under their agreed contract? Equally, if an employer offers an individual work, are they obliged to accept it? If they are, it could indicate an employment relationship.
- 5.3.3 **Control** - How much control does the employer have over an individual? Who decides what work needs to be done, how it should be done and when?
- 5.4 HMRC uses different, albeit similar, criteria when determining individual's employment status or otherwise. This means that an individual could be considered an employee for tax purposes and yet remain a consultant from an employment perspective. As stated above the process of engaging consultants is being tightened with the appropriate checks and balances. These will reduce or eliminate the obvious employment law risks including the accrual of the statutory protection rights set out in para 5.1 above. HR advice should be sought to ensure that each assignment/engagement is not likely to give rise to employment or "contract of services.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	Held in finance teams

CONSULTANT

Coding for Consultants/Agency/Temp Staff

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

➤ Agency staff – Revenue Funded (0104)*

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

➤ Temporary Staff – Revenue Funded (0104)*

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

➤ Consultants – Revenue/Capital (1708)**

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

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

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

In general terms a **Consultant** is viewed as being: -

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

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

Further details on these requirements and advice on the employment of Consultants can be found in the Council's Contract Procedure Rules (CPR 8.1 & 8.5) and the accompanying Practice Notes /Contract Document on the employment of Consultants, which can be found in the Procurement Toolkit.

Employing the Consultant

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

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

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

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

Requirement for a Consultant

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

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

Procurement – Competition Requirements (contract procedure rule 8.1) now incorporates the tender procedures for consultants with effect from September 2016.

8.1 Procurement – Competition Requirements

8.1.1 Where the Estimated Cost or Value for a purchase is within the limits identified in the in the first column below, the Award Procedure in the second column must be followed. Shortlisting shall be done by the persons specified in the third column.

Estimated Cost (or Value)	Tender procedure	Shortlisting
Up to £5,000 (£25,000 for Consultancy Services)	One oral Quotation (confirmed in writing where the Estimated Cost or Value exceeds £1,000) using the Using the Council's "Local Rules" Process where possible and other Approved Lists where Authorised	Officer
£5,000 - up to £25,000	3 written Quotations using the Council's "Local Rules" Process where possible and other lists as Agreed with the Head of Procurement.	Officer
£25,000 – £100,000	Request for Quotation using the Council's "Local Rules" Process where possible and other lists as Agreed with the Head of Procurement., to at least 3 and no more than 6 Candidates. If for whatever reason, a Request for Quotation is made using a Public Advertisement, the opportunity must also be included on "Contract Finder", with all Suitable Candidates responding, being considered. In both cases use must be made of the Council's E Procurement System, unless otherwise agreed by the Head of Procurement.	Officer and Line Manager
£100,000 up to the EU Threshold for Supplies and Services (applies to all activities)	Invitation to Tender making use of a Public Advertisement. The opportunity must also be included on "Contract Finder", with all Suitable Candidates responding, being considered. No Prior Qualification process is permitted Use must be made of the Council's E Procurement System, unless otherwise agreed by the Head of Procurement.	Officer, HOS and Head of Procurement, Head of Finance
Above EU Threshold for Supplies and Services (applies to all activities) and / or £500,000 arrangements.	The appropriate EU / Public Contract Procedure or, where this does not apply, Invitation to Tender by an Appropriate Notice /Advertisement to at least five and no more than eight Candidate.	As above + in Consultation with the Director of Corporate Services and Customer Services and Director of Finance – see Rules 7.2.3 & 8.1.4

Note – Where an intended arrangement is for the provision of Consultancy Type Service, including those for Construction related activity and the estimated value of the intended arrangement is above **£50,000** the relevant Portfolio Holder will be Formally Consulted on the intended action and contracting arrangements to be used.

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

8.1.3 An Officer must not enter into separate contracts nor select a method of calculating the Total Value in order to minimise the application of these Contract Procedure Rules or the Public Contract Regulations.

8.1.4 Where a Public Contract Regulations 2015 applies, the Officer shall discuss with the Head of Procurement and Consult with the Director of Corporate Services and Director of Finance to determine the arrangements to be used for the completion of the Procurement. In any case the Final Contract Documentation shall be available for viewing, via the internet, from the date of publication of any required Contract Notice, unless otherwise agreed.

8.5 The Appointment of Consultants to Provide Services

8.5.1 Consultant architects, engineers, surveyors and other professional Consultants shall be selected and commissions awarded in accordance with the procedures detailed within these Contract Procedure Rules as outlined above.

8.5.2 The engagement of a Consultant shall follow the preparation of a brief that adequately describes the scope of the services to be provided and shall be subject to completion of a formal letter or contract of appointment, using the Council's Standard Form of Consultancy Contract, unless otherwise agreed by the Director of Corporate Services.

8.5.3 Records of Consultancy appointments shall be kept in accordance with Rule 6.

8.5.4 Consultants shall be required to provide evidence of, and maintain professional indemnity insurance policies to the satisfaction of the relevant Head of Finance for the periods specified in the relevant agreement. The officer commissioning the employment of a Consultant and/or responsible for the Approval of their employment shall ensure that the Consultants tax arrangements or company structure are properly considered and do not result in any tax liability to the Authority.

Category / Supplier Name	Division /Serv. Area	15-16 £	16-17 £	Description	Procurement procedure followed	No. of quotes obtained	Date Reported to Members
One-off specialist advice, no one with relevant specialist skills							
AECOM INFRASTRUCTURE & ENVIRONMENT UK LTD	Planning	16,650	0	Sustainability Appraisal.	4 quotes sought, within relevant financial limit - rule 8.5	4	
DSP	Planning	3,950	0	Viability assessments for CIL, affordable housing and Affordable Housing update.	4 quotes sought, within relevant financial limit - rule 8.5	4	
STRATEGIC LEISURE	Planning	10,350	0	Open space audit.	Single quote under CPR 8.5.1	1	
THE LANDSCAPE GROUP LTD	Planning	1,089	0	Ecological survey.	Single quote under CPR 8.5.1	1	
ACCESS MATTERS UK	Recreation	1,350	0	Access Audit St George's RAF Memorial Chapel.	Single quote under CPR 8.5.1	1	
CS	Recreation	2,345	0	Reviewing papers, advising by telephone and drafting advice - Library Closures.	Single quote under CPR 8.5.1	1	
FOURTH STREET PLACE CONSULTANTS	Recreation	15,000	0	Biggin Hill Business Plan and Market Appraisal.	3 quotes sought, awarded by officer within	2	
LAVAT CONSULTING LTD	Recreation	1,000	0	For VAT advice with reference to the Bromley MyTime.	Single quote under CPR 8.5.1	1	
MOSAIC FUTURES LTD	Recreation	4,400	0	To undertake a feasibility study for BIDs in Beckenham and Penge town centres.	Request For Quotations under CPR 8.5	4	Yes - as part of TCM Update report to R&R PDS
MRS C.R	Recreation		2,710	Paper conservator - item of museum artwork.	Single quote under CPR 8.5.1	1	
MUSEUM OF LONDON ARCAEOLOGY SERVICE	Recreation	215	0	Training in cleaning of human remains in museum collection.	Single quote under CPR 8.5.1	1	
QUARTERBRIDGE PROJECT MANAGEMENT LTD	Recreation	7,246	0	Specialist Advice for Bromley Town Centre and updates on Bromley market Business Case.	Single quote under CPR 8.5.1	1	yes - TCM update report
RW	Recreation	594	0	Café in Crystal Palace Park - perusing papers and advising by email.	Single quote under CPR 8.5.1	1	
THE OAKLEAF GROUP	Recreation	8,097	0	Condition Surveys of Central Library.	Single quote under CPR 8.5.1	1	
TP BENNETT LLP	Recreation	8,000	1,420	Feasibility study for proposed Capital Development / Gym Centre - Chipperfield Road.	Invitation to tender	3	
One-off specialist work total		80,286	4,130				
Insufficient in-house skills / resources							
COLLIERS INTERNATIONALS UK PLC	Planning	23,470	0	Advice on best value considerations in relation to redevelopment of property and Financial Viability work for Hayes Court & 208 - 214 High street.	3 quotes in line with Financial Regulations	3	
TONY FULLWOOD ASSOCIATES	Planning	7,175	0	Review of Local Plan Management.	Single quote under CPR 8.5.1	1	
WARNER LAND SURVEYS LTD	Planning	1,790	0	Bromley Town Centre Central Area Public Realm Project - Topographical survey.	Single quote under CPR 8.5.1	1	
CALFORDSEADEN LLP	Recreation	950	0	Structural inspection of Penge Library.	Single quote under CPR 8.5.1	1	
CENTRAL MANAGEMENT	Recreation	4,945	0	Event Management Service.	Single quote under CPR 8.5.1	1	
DARCSTUDIO LTD	Recreation	1,000	0	Design services - Café Design Visualisation.	Single quote under CPR 8.5.1	1	
DV	Recreation	1,000	0	Design services.	Single quote under CPR 8.5.1	1	
GE	Recreation	7,400	0	Provide estimate rental value, advice, prepare reports and Investigations.	Single quote under CPR 8.5.2	1	
JB MARKET RESEARCH SERVICES LTD	Recreation	8,198	0	Library Consultation, paper, online and street survey.	3 quotes sought, awarded by Chief officer within relevant financial limit- rule 8.5	1	
JB MARKET RESEARCH SERVICES LTD	Recreation	5,987	0	To undertake face to face shopper surveys in Bromley Town Centre and outlying town centres & provide committee style report on findings.	Single quote under CPR 8.5.1	1	

Category / Supplier Name	Division /Serv. Area	15-16 £	16-17 £	Description	Procurement procedure followed	No. of quotes obtained	Date Reported to Members
LOLLIPOP EVENTS LTD	Recreation	4,512	0	Event Management Service.	Single quote under CPR 8.5.1	1	
SNAPPIN' TURTLE PRODUCTIONS LTD	Recreation	16,000	0	Biggin Hill Memories and History Filming Project.	Single quote under CPR 8.5.1	1	
CS AVIATION CONSULTANCY LTD	Regeneration	11,591	0	Biggin Hill Aviation consultancy.	Single quote under CPR 8.5.1	1	As part of Biggin Hill report to Executive 17.11.15
COLE JARMAN LTD	Regeneration	45,105	7,963	Biggin Hill Noise Action Plan.	Waiver under Contract Procedure Rule 13.1- Negotiated tender- Authorised by Chief Officers/ Executive Members.	1	Hill report to Executive 11.2.15 and 15.6.16
Insufficient in-house skills total		139,123	7,963				
Planning							
AJ OAKES & PARTNERS	Planning	220	0	Professional Fees - annual calculations/negotiation and uplifts to the pricing framework rates for the contract.	Single quote under CPR 8.5.1	1	
BNP PARIBAS REAL ESTATE	Planning	6,250	0	Review of viability assessments submitted with planning application.	3 quotes sought, within relevant financial limit - rule 8.5	3	
KEMP & KEMP LLP	Planning	14,127	15,930	Planning appeals work.	Single quote under CPR 8.5.1	1	
LAMBERT SMITH HAMPTON GROUP LTD	Planning	8,212	0	Review of viability assessments submitted with planning application and appeal work.	Single quote under CPR 8.5.1	1	
READING AGRICULTURAL CONSULTANTS LTD	Planning	2,474	1,492	Review of agricultural matters for planning application/appeal.	Single quote under CPR 8.5.1	1	
LAND USE CONSULTANTS LTD	Planning	2,007	1,290	Land use Consultants for ecology surveys and reports re applications & appeals e.g. bassetts applications/Ecology Support.	Single quote under CPR 8.5.1	1	
POLE STRUCTURAL ENGINEERS	Planning	2,000	0	Review of structural matters for planning application/appeal.	Single quote under CPR 8.5.1	1	
PHD CHARTERED TOWN PLANNERS	Planning	7,852	0	Planning appeals work.	Single quote under CPR 8.5.1	1	
REGIONAL ENTERPRISE LTD	Planning	21,885	0	Assistance with planning pre-application advice.	Single quote under CPR 8.5.1	1	
RICHARD GRAVES ASSOCIATES LTD	Planning	4,032	0	Ecology Advice for planning application.	Single quote under CPR 8.5.1	1	
RM	Planning	2,550	0	Planning appeals work.	Single quote under CPR 8.5.1	1	
SS	Planning	1,418	0	Planning appeals work.	Single quote under CPR 8.5.1	1	
SUTTLE PICKETT & PARTNERS LTD	Planning	4,597	0	Structural Consultant checking of structural elements of application.	Single quote under CPR 8.5.1	1	
THE POWER SERVICE	Planning	10,340	0	Consultants Electrical Works to ascertain compliance with Part P - Building Regulation.	Single quote under CPR 8.5.1	1	
TIBBALDS PLANNING & URBAN DESIGN LTD	Planning	34,102	0	Planning appeals work.	3 quotes in line with Financial Regulations	3	
WATERMAN INFRASTRUCTURE	Planning	2,700	0	Review of transport assessment for planning application.	Single quote under CPR 8.5.1	1	
Planning total		124,765	18,712				
GRAND TOTAL		344,174	30,805				

Summary of Capital Consultants Cost 2015-16

Supplier Name	RENEWAL & RECREATION PORTFOLIO	Scheme	No. of Quotes	Procurement Procedure followed i.e. Full tendering, Waiver etc..	Procurement reported to Members
Architects					
KINNEAR LANDSCAPE ARCHITECTS LTD	29,725.00	Penge Town Centre	All suppliers within the relevant Lot were invited to quote.	GLA TFL Framework mini competition	R&R PDS 27/10/2015
Total - Architects	29,725.00				
Engineers					
TRUEFORM ENGINEERING LTD	3,038.82	Bromley North Village Public Realm Improvements	1	TfL Call -off contract (TfL Framework)	No
JCT CONSULTANCY LTD	345.00	LIP Formula Funding	1	Only Supplier for this. Under £5,000 within CPR's 8.5.1	No
Total - Engineers	3,383.82				
Surveyors					
CAD MAPS	2,250.00		3 requested	mini competition	No
Total - Surveyors	2,250.00				
Multi Disciplinary / Other Consultants					
APPLEYARD & TREW	500.00	Bromley North Village Public Realm Improvements	1	Single written quotation (CPR 8.5.1)	No
FRANKHAM CONSULTANCY GROUP LTD	9,437.63	Central Library & Churchill Theatre - chillers & controls	All suppliers within the relevant Lot were invited to quote.	Construction Related Consultancy Services 2012 Framework	No
M&S TRAFFIC LTD	200.00	Bromley North Village Public Realm Improvements	3 requested	mini competition	No
SAVERNAKE PROPERTY CONSULTANTS LTD	5,292.75	Pavilion Leisure Centre - redevelopment & refurbishment	Single quote	Waiver from R&R Portfolio Holder under CPR's 13.1	R&R PDS 12/10/2010
STACE LLP	1,501.50	Central Library & Churchill Theatre - chillers & controls	All suppliers within the relevant Lot were invited to quote.	Construction Related Consultancy Services 2012 Framework	No
Total - Multi Disciplinary / Other Consultants	16,931.88				
Total Consultants	52,290.70				

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Report No.
DRR16/083

London Borough of Bromley

PART ONE - PUBLIC

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

Date: **Tuesday 22 November 2016**

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

Title: **BROMLEY NORTH VILLAGE IMPROVEMENTS POST COMPLETION REPORT UPDATE**

Contact Officer: Kevin Munnely, Head of Renewal
Tel: 020 8313 4582 E-mail: kevin.munnely@bromley.gov.uk

Chief Officer: Executive Director of Environment & Community Services

Ward: Bromley Town;

1. Reason for report

- 1.1 Public Realm improvements to Bromley North Village have been a key part of the improvement programme for Bromley Town Centre as set out in the Bromley Town Centre Area Action Plan. The improvement works to the original scheme area were substantially completed in November 2014. An initial evaluation of the scheme was completed in February 2015 as part of the Outer London Fund Programme.
- 1.2 This report provides Members with the results of a 2 year post-scheme evaluation which focuses on assessing the impact of the improvements on businesses and town users, particularly bus users.

2. **RECOMMENDATION(S)**

- 2.1 That Members note the results of the evaluation report and the outcomes of the delivered public realm improvements to Bromley North Village.

Impact on Vulnerable Adults and Children

1. Summary of Impact: NA
-

Corporate Policy

1. Policy Status: Not Applicable:
 2. BBB Priority: Quality Environment Safer Bromley Vibrant, Thriving Town Centres:
-

Financial

1. Cost of proposal:: N/A as this is a post completion report
 2. Ongoing costs: N/A
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £6.652m
 5. Source of funding: TfL funding, Outer London Funding & LBB capital receipts
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: Single Quote from RFQ under £5k
-

Customer Impact

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

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments: Ward Councillor support the need for post scheme evaluation.

3. COMMENTARY

- 3.1 The majority of the main Bromley North Village (BNV) improvement works were completed in November 2014 in accordance with the project timetable. With additional funding secured from Transport for London the scope of the improvement works were then extended to include Widmore Road. These works and a series of snagging works have now been completed. As part of the management of the Council's capital programme a post scheme evaluation of the capital works is required to be undertaken and the finding reported back to the appropriate PDS Committee.
- 3.2 An initial evaluation of the BNV improvement works was undertaken by Regeneris Consulting in February 2015, as part of the Outer London Fund post scheme evaluation (An Executive summary of this report is attached as Appendix 1). This evaluation found that the overall improvement scheme had directly improved the leisure offer in the BNV area, with there being an increase in the number of high profile lettings in the area and new residential investment in the town centre. The high quality and transformational nature of the improvements were also highlighted, particularly in East Street, where new outdoor seating had promoted a café culture. Footfall counts conducted before and after the scheme implementation in High Street North had indicated average increases of 67% in footfall for weekdays and 116% on weekends. There has also been a significant reduction in the level of vacancies in the area as compared to the levels prior to the interventions.
- 3.3 The 2015 evaluation report concluded that the improvements have contributed to the creation of greater town centre coherency and a stronger and more diverse offer that is changing the perceptions and image of the town centre and will make the town centre more competitive in the long term.
- 3.4 As part of a commitment to the Bromley Traders Association, the Council agreed to carry out a further limited 2 year post scheme evaluation of the improvement works. The focus for this evaluation is on assessing the impact of the scheme on: Businesses trading in the area with particular reference to turnover and parking/loading issues; and perceptions of town centre users, particularly the bus users. Staff from the Renewal team supported by Regeneris Consulting have undertaken the evaluation. The benefits of undertaking the two years post completion evaluation is that it allows the assessment of outputs that would not have been measurable during the initial evaluation exercise such as long term changes in footfall counts, changes in business turnover, new business investment in the area and longer
- 3.5 The current evaluation has used data analysis from LBB footfall data, vacancy rates and structured surveys with BNV businesses and town users to expand upon the February 2015 Regeneris Consulting report. The initial business and town user questionnaires were originally due to be undertaken in early October 2016. However, administrative difficulties in appointing the Consultant team created delays, which pushed back the completion of the questionnaires to early November 2016. The evaluation exercise is scheduled to be completed by mid-November and a verbal update of the report will be reported to Members at the Committee.
- 3.6 A series of improvements recommended as a result of the Stage 3 Safety Audit are in the process of being implemented. Enhanced cleaning options in the BNV area are now being considered by the Environmental Services Department as part of a larger town wide assessment of cleaning options. It is anticipated that the results of this assessment will be reported to the appropriate PDS Committee and Executive in the New Year.

4. POLICY IMPLICATIONS

- 4.1 Work delivering the Town Centres Draft Development Programme is entirely consistent with Policy Objectives set out in Building A Better Bromley 2015 and Renewal & Recreation Portfolio

Plan 2015/16. The work of the Renewal Group links to Building a Better Bromley priorities by working towards the provision of Vibrant and Thriving Town Centres.

5. FINANCIAL IMPLICATIONS

5.1 This report provides information on the post completion review of the Bromley North Village capital scheme.

5.2 The table below summarises the current financial position of the capital schemes: -

Expenditure	£'000	£'000	£'000
<u>Bromley North Village (A)</u>			
Capital works	5,048	5,003	-45
Design Fees	398	406	8
Project management	100	80	-20
	5,546	5,489	-57
<u>Bromley North Village (B)</u>	1,106	1,106	0
Net underspend	6,652	6,595	-57
Funding			
<u>Bromley North Village (A)</u>			
TfL	3,298		
LBB capital receipts	1,500		
Outer London Funding	748		
	5,546		
<u>Bromley North Village (B)</u>			
Outer London Funding	1,081		
Private Sector	25		
	1,106		
Total Funding	6,652		

6. PERSONNEL IMPLICATIONS

6.1 None for the purpose of this report NA

7. LEGAL IMPLICATIONS

7.1 None for the purpose of this report

8. PROCUREMENT IMPLICATIONS

8.1 The Council has appointed Regeneris Consulting Ltd on the basis of a single quote through a Request for Quotes in accordance with Contract Procedures Regulations 1 and 2.

Non-Applicable Sections:	PERSONNEL IMPLICATIONS, LEGAL IMPLICATIONS
Background Documents: (Access via Contact Officer)	Regeneris Consulting OLF Round Two Evaluation Report

**Bromley Town Centre
Outer London Fund Evaluation**

A Final Report by
Regeneris Consulting

February 2015

Executive Summary

- i. The London Borough of Bromley was awarded £2.0 million from the Mayor of London's Outer London Fund (OLF) Round 2 in early 2012, to deliver a series of capital and revenue interventions in Bromley town centre over the period 2012-2014.
- ii. This report, prepared by Regeneris Consulting, provides an independent evaluation of the Bromley town centre OLF R2 project, focusing on the performance of the project delivery process, impacts and achievements achieved to date, project legacy and lessons for the future.

The Bromley Context

- iii. Bromley town centre is classified as one of London's metropolitan centres, reflecting the size of the town centre area and relative importance in London's town centre hierarchy as a retail and leisure destination.
- iv. While the town centre serves a catchment across south east London and north Kent, it faces strong competition from other retail centres in the sub-region, including Croydon town centre and Bluewater shopping centre. In the face of increasing evidence that Bromley has been losing ground to these competitors in recent years (including increasing vacancy rates and declining footfall levels), an area action plan for the town centre was developed in 2010, focused around ambitions to improve the image and perceptions of the town centre and providing a framework to manage development and change in the town centre over the coming decade.

- v. Bromley town centre subsequently secured funding of around £300,000 from Round 1 of the OLF to deliver a number of interventions aimed at working towards the objectives of the Area Action Plan. These interventions were delivered in 2011 and included marketing activities, a programme of events and design and preparatory work for future public realm and shopfront improvement schemes.

The OLF R2 Project

- vi. The Bromley OLF R2 project was developed following the completion of the OLF Round 1 project. The project was designed with the ultimate purpose of creating a more vibrant and prosperous high street which is economically sustainable into the medium and longer term.
- vii. The project comprised numerous strands of delivery across the town centre area. These strands of delivery can broadly be grouped under four main categories:
 - Public realm interventions – a comprehensive project to renew the public realm in the Bromley North area (extending an existing TfL funded scheme), along with improvements to the public realm between Bromley South and Bromley North
 - Shopfront improvements – a programme of improvements to shopfronts in the Bromley North area, focusing on redesigning and replacing shop frontages
 - Business support – a programme of support for local businesses, focused around one-to-one support and seminars

- Events and marketing – continuation of the ‘Are you Bromley’ campaign developed as part of the OLF R1 project, including delivery of a series of major themed town centre events.
- viii. The project was awarded £2.0m OLF R2 funding from the GLA in spring 2012, making it one of the largest OLF R2 projects across London in funding terms. The total project value was £6.8 million, reflecting match contributions from the council itself and Transport for London (TfL).

Delivery Performance

- ix. The Bromley OLF Round 2 project was delivered by the London Borough of Bromley in close partnership with co-financing organisations (the GLA and TfL) and wider stakeholders in the local area.
- x. The project was originally contracted by the GLA to deliver over a two year period from 2012 to March 2014. However, a number of the strands of delivery encountered delays, with delivery continuing through the summer and autumn of 2014. These delays reflected a number of challenges, most notably:
- Project start up – initial start up was later than expected as a result of official GLA sign off of the Grant Agreements
 - Design and planning complexities – the design of a number of elements of the projects (particularly public realm) evolved during the early stages of the project, resulting in delays in delivery start up
 - Construction – a number of construction challenges were faced, most notably a burst water main on Bromley High

Street which resulted in rephrasing of OLF delivery (and delays)

- Resourcing (internal and external) – resource constraints within LB Bromley combined with the complex nature of the project resulted in resources delivery challenges. Further delivery challenges were also faced as a result of the scale of OLF delivery across London resulting in resource challenges at several of the council’s external partners (e.g. design consultants and TfL).

xi. Despite these challenges, at the time of reporting in early 2015, the vast majority of delivery was complete with only the delivery of the Bromley South sign and a number of Legible London interliths (under BROM1d) outstanding.

xii. The project spent its full allocation of OLF resource. However, reflecting the above challenges, this spend was spread over a longer time period than originally anticipated. Aside from OLF spend, the project succeeded in leveraging additional match resource of around £200,000 over the course of the project, largely from TfL but also from the council itself and local businesses.

Outputs and Emerging Impacts

xiii. Some of the key project deliverables / outputs are summarised in the table below. In general, these outputs are in line with those originally anticipated at project outset. However, in certain instances, expectations have been exceeded (e.g. number of sop fronts improved).

Public Realm	Area of public realm improved	4000 sqm
	Road junctions improved	10
	Pocket parks established	1
	Number of street trees planted	18
	New way finding and other signs installed	17
Shopfronts	Shop fronts improved	25
Marketing and Events	Public events delivered	8
Business Support	Number of businesses supported	50
	Business workshops delivered	5

Source: LB Bromley

xiv. The above deliverables have impacted upon a number of different groups of beneficiaries, most notably town centre businesses and town centre users. Survey work undertaken for this evaluation has helped to understand the perceptions and perspectives of these beneficiary groups on the interventions delivered:

- Impacts on town centre businesses – businesses were generally positive about the impact that the projects has had on the quality of Bromley town centre and the image and perceptions of it. The majority of businesses are yet to experience a positive impact as result of the improvements, but many were confident that positive impacts would emerge in coming years. That said, a number of businesses reported negative impacts on their business as a result of disruption caused by project delivery.
- Impacts on Town Centre Users – like the businesses, town centre users were positive about the OLF investments: nearly three-quarters of town centre users reported that the OLF 2 projects made the area more attractive, improved their

perceptions of the area, and enhanced their satisfaction with shopping in the area. Again, however, these improvements have yet to materialise into changes to their spending and visiting patterns. This will partly reflect the fact that survey work has taken place so soon after the end of delivery.

xv. At project inception, the GLA provided all OLF Round 2 projects with a list of ‘economic uplift’ indicators against which performance should be measured. Research suggests that limited impact has been achieved to date in terms of overall town centre performance. However, in some respects this partly reflects this reflects a number of caveats to the target setting and measuring process rather than the performance of the project itself:

- Economic uplift targets – in a number of instances the targets set by LB Bromley were overambitious, immediately impacting on ability to achieve these. This is particularly the case in terms of the jobs secured figure (178 jobs secured – it is thought that this reflected a misunderstanding of the GLA definition of the indicator) and uplift in footfall (10% set against a longer term trend of declining footfall)
- Timing of evaluation – to fit in with GLA requirements, research for this evaluation has been undertaken only shortly after the completion of the delivery of the most significant elements of the public realm projects. In reality, it is at this stage too early to report with any certainty on the impacts of intervention on the performance of local businesses and the behaviour of town centre users.

xvi. With the above caveats in mind, performance against the GLA economic uplift indicators to date is summarised below:

- **Jobs Created and Secured:** A target was set of 43 jobs created and 178 jobs secured – a combined total of 221 job outcomes. There is evidence that good progress has been made towards this with around 86 FTE jobs created. However, progress has been weak against the jobs secured target (partly reflecting the ambition of the target set)
 - **Turnover:** A target was set to increase business turnover in Bromley Town Centre by around £1.3 million. Based on reported employment increases, the 119 town centre businesses surveyed by Regeneris alone generated an additional £4.1m as a result of OLF spend
 - **Visitor Satisfaction:** A target was set to increase visitor satisfaction levels by 5%, from a baseline figure of 88% to around 93%. While the target itself has not been achieved, 90% of visitors now say they are satisfied with the town centre, an extremely strong figure when considered in isolation from the uplift target
 - **Vacancy rate:** there is evidence that the OLF investments are starting to result in positive impacts in terms of vacancy rates. This is particularly the case in Bromley North Village where a large proportion of the OLF funded activity was concentrated. Here, vacancy rates have fallen sharply: in January 2015, for example, the final vacant unit on East Street became occupied. Vacancy rates across the wider town centre area also fell in second half of 2014. That said, there is further room for improvement: vacancy rates across the whole town centre area are currently above the 2012 baseline figure of 9.5%. Ongoing monitoring of vacancy rates will be required to track performance in this respect.
 - **Footfall:** as with vacancy rates, there is evidence of positive impacts emerging: recent survey work by the council suggests a significant increase in footfall in previously peripheral areas of the town centre such as Bromley North Village (areas which were the target by OLF investment). The Intu Centre and the wider town centre area also experienced a strong Christmas 2014 period. Again, however, challenges remain at the town centre level: Springboard data highlights a long term trend of declining town centre footfall (which mirrors trends seen in town centres across the UK) which is yet to be arrested. Again, ongoing monitoring of footfall will be required to track performance in this respect.
- xvii. Aside from these core indicators of economic uplift performance, our research has also identified a number of wider areas of impact:
- Strengthening the leisure offer – the past year has seen a sharp increase in the number of applications for licenses for outdoor seating outside food and drink establishments in the Bromley North Village area. This strengthening of the leisure offer aligns with ambitions to diversify town centre usage and has the potential to result in positive economic outcomes for local businesses now project delivery is complete
 - Property market – discussion with local property agents has suggested a positive impact in the local property market, with an increase in demand for commercial space on the peripheries of the town centre
 - Investment in town centre – there is also some indication that the OLF interventions are resulting in increased confidence in the town centre which in turn has led to increased levels of

investment. This is partly demonstrated by strong performance at the Intu Centre in 2014, which secured lettings for a number of aspirational brands including White Company, White Stuff and Carluccio's.

- xviii. In conclusion, while a number of the uplift targets are yet to be met, the above highlights a number of positive signs / indications regarding footfall and vacancy rates. The survey work also highlighted confidence that stronger project impacts will accrue in the coming years. For example, the town centre survey found that 80% of businesses expect their business performance to improve over the next three years and 58% of these firms attribute this to the OLF 2 investments.

Project Effectiveness

- xix. Over and above the economic uplift performance described above, there is evidence that the project has been effective in delivering strategic added value:

- The project has shown **strategic leadership** in helping to identify the challenges facing Bromley town centre and in designing and delivering interventions to respond to these. The shop front improvement project in particular has been identified by the GLA as being a best practice example in the successful delivery of such a scheme. The Bromley North Village project has also been identified as exemplary for the transformation nature of the scheme on the image of the local environment.
- The project has also demonstrated **strategic influence**, engaging local partners to contribute their time to projects in

Outer London (including cultural and arts organisations as well as retail and leisure businesses). The momentum created by the project has also been one of the influencing factors behind the creation of the Bromley BID Working Group – a new partnership of local businesses aiming to establish a Business Improvement District (BID) in the town centre later by April 2016.

- The project has also succeeded in securing a number of forms of **leverage**, including additional council funds to support delivery (including possible future extension of the public realm scheme), a greater amount of match funding from business owners for shopfront improvements than was originally expected, and additional resource from the Cathedral Group in the form of support for interventions around St Mark's Church.
 - The projects have been extremely successful at securing **engagement** from a wide range of stakeholders, including businesses (including as part of the shopfronts scheme), local community, arts and cultural groups (including the Churchill Theatre, St Mark's Church) and wider town centre stakeholders (such as Network Rail, the Intu Centre and the Cathedral Group). The project has also led to stronger political support to tackle issues within local areas as demonstrated by the support for the new BID Working Group.
- xx. Project effectiveness can be assessed in quantitative terms via consideration of project value for money. Based on the employment impact figures described above, we estimate that the project has the potential to generate lifetime benefits of around £13 million, giving

an overall return on investment of £1.90 for every £ invested. This is a positive finding: while research on the economic benefits of public realm investment is patchy, research in CLG’s “Valuing the Benefits of Regeneration” suggests an average return of around £1 for every £1 invested in public realm projects. That said, these figures should be treated with caution: they are intended as a high level estimate of value for money rather than a full and robust assessment.

Impact Indicator	Value
Total Project Cost	£6.6 million
GVA generated over 15 years	£12.9 million (2014 prices)
GVA per £ invested	£1.90

Source: Regeneris Consulting, 2015

Project Achievements

- xxi. Our research has highlighted a number of core project achievements, along with lessons for future delivery.
- xxii. Notable project achievements are outlined below:
 - Building on Existing Momentum and Additionality: The project has helped to extend planned investments by TfL and bring forward a number of other public realm improvements along the high street which would not have happened otherwise in the absence of OLF funding.
 - Ambition and Quality of Delivery: A number of the interventions delivered have been described as exemplary, in the context of other delivery across London, most notably the shop front improvement scheme.

- Delivery Flexibility: A number of successful project elements were developed after funding had been awarded. This flexibility has helped the project to work collaboratively with partners and to embrace new ideas as they emerged.
- Diversifying the town centre offer and uses: Consultees highlighted the public realm enhancements around East Street and Market Square, and suggested they are helping to create a ‘European’ style and aspirational ‘café culture’ in that part of the town centre.
- Changing perceptions and increasing confidence: The project has been described as ‘transformational’ in terms of the image and perception of Bromley town centre. There is early evidence that OLF investments are generating increased levels of confidence in Bromley Town Centre amongst investors.
- Increased profile of Bromley town centre within the council: leading to the allocation of additional resource to enable the delivery of further public realm enhancements post OLF delivery and the progression of planning for a Business Improvement District (BID).
- Partnership working: has been forged with partners including the Intu Centre, the Cathedral Group, St Mark’s Church, the Churchill Theatre, the Bromley Arts Panel and the Bromley Civic Society. Strong partners buy-in will be important in helping to maintain momentum post OLF delivery.

xxiii. A number of barriers to achievement have also been identified:

- Complexity of the project: the project comprised multiple interventions spread across a large town centre area. The delivery of each of these intervention was resource intensive, with detailed design work, partner engagement and administrative requirements typically required to facilitate successful project delivery
- LB Bromley Resource and Delivery Mechanisms: some of the key challenges faced by the project related to constraints on officer resource and the complexity of the delivery process internally within LB Bromley (with delivery taking place across multiple teams and directorates)
- Administrative Requirements: formal administrative challenges impacted on the delivery process. These included delays in project start up and sign off, the GLA's level of involvement at the detailed design level, the complex and frequent reporting requirements and invoicing requirements.
- Design and Procurement Challenges: as would be expected for a project of this scale and complexity, a number of design and procurement challenges were faced, which resulted in delays to project delivery
- Delivery Challenges: a number of external delivery challenges impacted on delivery, including disruption to public realm works caused by a damaged water main, the need for complex negotiations with landowners, and the responsiveness of external partners.
- Scale of Disruption of Public Realm Works: The public realm works were delivered over an 18 month period Bromley town

centre: consultees reported significant disruption for local town centre businesses and users over this lengthy period.

Lessons Learnt

- xxiv. Directly reflecting the achievements and barriers to achievements described above, the research has identified a number of learning points for future delivery:
- Scale of delivery – in planning for future projects, close consideration should be given to the practicality of delivering the planned interventions, set against resource available, delivery timescales, and level of disruption during delivery
 - Officer resource – specific resource for project management should be costed within bids for funding of this nature
 - Delivery structures – the establishment of a project board for the Bromley North Village scheme proved successful; this should be considered as an important part of the delivery mechanism for future projects of this type
 - Business communication – the appointment by FM Conway of a business liaison officer was seen to be a successful innovation. This should be considered a template to build upon for future projects of this type
 - Target Setting – adopting a more pragmatic approach to target setting for future projects will be beneficial in articulating project results and performance.
 - Ongoing performance monitoring – a strong body of evidence has been collated as part of the OLF process. It is important that the Council uses this information productively to keep up

to date with town centre performance to inform the focus of future delivery / investments.

Project Legacy

xxv. In helping to generate a step change in the way the town centre is perceived by users, businesses and wider stakeholders alike, the OLF project is seen to have provided a strong platform on which to build with future interventions. There are already plans to build upon the momentum generated by the OLF project in a number of ways:

- Progression of public realm improvements – plans are already being formulated to roll out further public realm improvements to parts of the High Street which did not benefit from the OLF project.
- Alongside the proposed extension of upgraded public realm treatments, the Council is also reviewing the 3-day town centre street market. Under consideration is a re-focussing of the market offer to meet more aspirational tastes and a physical relocation to the newly refurbished Market Square.
- Support for the Bromley Town Centre Business Improvement District – proposals for a Bromley Town Centre BID emerged during the delivery of the OLF R2 project. It is anticipated that the BID would play an active role in town centre management and would work closely with the Council to build on the momentum generated by recent investments and to work towards long term regeneration and growth objectives. Planning for the BID is currently taking place, with a vote anticipated for autumn 2015.

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Report No.
DRR16/085

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 22 November 2016

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

Title: BROMLEY TOWN CENTRE POTENTIAL PUBLIC REALM IMPROVEMENTS UPDATE REPORT

Contact Officer: Kevin Munnelly, Head of Renewal, Tel: 020 8313 4582,
kevin.munnelly@bromley.gov.uk
Martin Pinnell Head of Town Centre Management and Business Support
Tel: 020 8313 4457, martin.pinnell@bromley.gov.uk

Chief Officer: Executive Director of Environment & Community Services

Ward: Bromley Town;

1. Reason for report

The Executive Committee on 2nd December 2015 endorsed the concept designs for the next phase of the Bromley Town Centre Public Realm improvements and approved funding for the detailed design phase. The original scheme designers Studio Egret West (SEW) have been working with the Council's Highway Engineering term contractor FM Conway to progress the detailed engineering design, provide full scheme costings and develop an implementation plan. In parallel officers have been assessing options for the future development of the street market in Bromley Town Centre. Members of the Renewal and Recreation PDS Committee have asked to be kept informed of progress on these linked projects and the content of this report provides a summary of progress to date and timescales for future delivery of the proposed changes.

2. **RECOMMENDATION(S)**

Members of the Renewal and Recreation PDS Committee are asked to note and provide comments upon the proposed Public Realm changes in Bromley Town Centre and the potential re-configuration and future management of the Town Centre Market.

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: I Quality Environment Safer Bromley Vibrant, Thriving Town Centres:
-

Financial

1. Cost of proposal: N/A. Current estimate for capital scheme is £5m
 2. Ongoing costs: Non-Recurring Cost:
 3. Budget head/performance centre: Renewal
 4. Total current budget for this head: £287k
 5. Source of funding: Investment Fund
-

Personnel

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: Not Applicable:
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

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

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments: Ward Councillors were invited to take part in stakeholder consultations during the development of the scheme and were also represented at the most recent presentation of the detailed designs. A summary of responses from Councillors and other consultees is included in Appendix 2 of this report.

3. COMMENTARY

PROPOSED PUBLIC REALM IMPROVEMENTS

Background

- 3.1 The Council is committed to improving the quality of the retail offer in Bromley to ensure that it continues to meet the needs of its aspirational catchment and effectively competes with neighbouring centres. To support this commitment the Executive approved on 26th November 2014 a revised development strategy for Bromley Town Centre and approved funding for a number of specific initiatives. These included:
- Retail Expansion.
 - INTU (Glades) Mall Refresh Programme.
 - High Street Improvements.
- 3.2 A key project to emerge from this review was the aspiration to extend the public realm improvements, successfully implemented in Bromley North, to the remainder of the pedestrian area of the High Street. The aim of these improvements are to improve the quality of the high street experience and create distinctive spaces or squares. The endorsed concept designs were developed in consultation with stakeholders and focused on:
- Introduce a hierarchy of public spaces where people can dwell.
 - Green the High Street.
 - Create shelter within the High Street for year round enjoyment.
 - Create better links to Bromley's greenspace.
 - Encourage street activity & enhance pedestrian experience.
- 3.3 The Executive on 2 December 2015 endorsed the concept designs and approved funding for the detailed design phase. The original scheme designers Studio Egret West (SEW) have been working with the Council's Highway Engineering term contractor FM Conway to progress the detailed engineering design. A key feature of the emerging design was the reordering of spaces in the High Street to create a new public garden square in the southern pedestrianised area, which could contain semi-permanent kiosks which would act as anchors to the new garden square. It was also proposed that the existing market be reorganised and relocated along the High Street, with a significant proportion occupying space in Market Square.

Detailed Scheme Design

- 3.6 The detailed design of the ground plane has been substantially completed. The General Arrangement drawings are attached as Appendix 1. The public realm between Market Square to the junction of the High Street with Elmfield Road has been totally overhauled. In accordance with the Concept Design the improvements will create a series of High Street Character Areas. These are:
- Elmfield Arrival Space - welcoming visitors from the south of the High Street. Improvements will comprise kerb realignments and new road junction surfacing to integrate the space with improvements, granite paving similar to Bromley North Village, new lighting, a pavilion like canopy and a retail unit and seating.

- High Street Garden Space - a space to dwell in a sheltered like garden environment. This space will be characterised by similar granite paving, raised landscape planters with integrated seating, additional new seating and feature lighting.
- Churchill Square - a flexible public square for events. Surfacing will be in bonded resin with broom motif patterns to contrast with the rest of the High Street. The space will have a smaller pavilion like canopy and a commercial unit with seating.
- Market Street - the space for the relocated market. Market stalls will be restricted to the western side whilst contemporary benches in linear fashion on the eastern. Repaving will be a continuation of Market Square.

All new features in the High Street have been located so as not to clash with a path for Emergency Vehicles.

3.7 The main structural features are:

- Pavilion canopy structures and retail units.

The proposed canopy structures will comprise reflective stainless steel roofs inspired by the petals of the Broom flower. The southern larger canopy will comprise three petals whilst the northern will comprise two petals. The structures will be open on all sides and the top of the structures will be 6m high to maintain visual permeability and views along the High Street. Each canopy will have an associated glass kiosk with ancillary seating. The kiosks will be 60m² and 45m² respectively and will be flexible for commercial uses such as retail or a coffee shop, dependent on market demand. It is proposed that the glass kiosks will be of a modular design and purchased from an existing supplier. The canopy structures will be a bespoke design and it is proposed that SEW will work alongside the Council's TFM contractor Amey to deliver this element of the project under a design and build contract. This design work for the kiosks and canopies has yet to be completed.

- Raised planters

This is another bespoke element of the scheme. The proposed raised planters are to be durable steel structures, in 'organic' Broom flower petal shapes. They vary in size with the largest approximately 14m by 5m. Four planters will be 70cm high and include trees and plants that will not obscure the surrounding shops. Two lower planters will be mounded in artificial grass for children's play or general relaxing. Spacing between the planters will allow easy pedestrian circulation. Seating will be both integral to the planters and could be supplemented by additional tables and chairs. The design team have been working with a specialist fabricator of this style of planters to ensure that they are designed to fit the typography of the High Street.

- Pop Up market stalls

One of the key recommendations emerging from the review of the street market is to refocus, rebrand and the relocated the current street market. A key element of this rebranding will be the provision of new pop up market stalls; it is proposed that these will be 3.7m x 2.5m in size. The revised scheme allows for up to 21 to be located between the Library and Market Square. In order to maintain visibility of the shops on the western side, it is proposed that the stalls will be located further apart to avoid a more solid 'wall' of units and to avoid conflict with shop entrances. To avoid having these shops facing the unsightly back of the stalls most have been aligned 'back to back' with serving area fronting three sides. The stalls have been located to maximise pedestrian space outside the shops on the western side whilst maintaining the existing emergency path.

- **Market Square Kiosks**

Another recommendation arising from the market review was the introduction of seven semi-permanent kiosks on the western side of Market Square outside of Primark frontage. In moving to a more food orientated market these kiosks could be used to provide a focus for a street food offer, which has become a feature of many successful markets. It is proposed that these market kiosks will be of a modular back to back design, that are parallel to Primark frontage and do not conflict with their entrance. Each modular unit will have openings on three sides that can be used for either serving or provide shelter for alfresco seating. The kiosks will have sufficient infrastructure for preparing hot food.

Street Market Review

3.8 One of the key features of the original design concept was the relocation of the street market from its current location to a position further north, centred around Market Square. To support this design ambition the Council commissioned market specialist Quarterbridge to undertake a root and branch review of the current street market. Given the proposed physical re-positioning of the market this can be seen as a unique opportunity to refocus the market offer rather than maintain the existing regime. Equally Members could decide to cease operating the market altogether – however this would have implications for both Council finances and for the vitality of the town centre. Market research undertaken to support the review supports the position that the presence of the market is valued both by visitors and a majority of the businesses in the town. Building on this research the Quarterbridge report provided a set of recommendations on how best a refocused street market could add value to the town as part of the wider public realm improvements planned for the High Street.

3.9 The main recommendations of the Quarterbridge report are:

- Relocation of the market to a position further north incorporating Market Square.
- Refocus and rebranding of the street market offer to appeal to a wider demographic with a more varied tenant mix to include additional food retailing and catering. High quality food retailing will boost market footfall and therefore town centre footfall, which is borne out from the consultants' knowledge of other London and SE markets. Increasing the quality food offer can attract a more affluent clientele to the location. Food catering, or what is more commonly described as "Street Food" would also be an attractive addition and should be provided using semi-permanent, high quality kiosks with demised seating and could form part of the public realm improvements to the pedestrian High Street. The street food offer would be focussed around the proposed semi-permanent kiosks.
- Limit the number of stalls to no more than 30 (up to 23 pop up stalls and 7 semi-permanent kiosks) with a maximum of 15 stalls having a food and beverage offer. Although operating with fewer stalls than current layout, the proposed semi-permanent kiosks will achieve higher rents than the pop ups and it is therefore expected that the proposed changes will have no negative financial impact for the Council
- Introduce a quality control appraisal of market applications, including a new trader application process where business plans are submitted.
- Outsource the market operation to a specialist operator.
- The semi-permanent kiosks will be operational up to seven days a week with the remaining pop up stalls being dismantled each evening, negating the empty stall issue currently experienced by the stalls being left up overnight.
- Further market days and evening trading opportunities can be incorporated which will positively contribute to town centre footfall and operator income.

- 3.10 As part of the development and testing of the above concepts, public and stakeholder consultation was undertaken during spring 2016. The results of this is summarised in **Appendix 2**.
- 3.11 In order to maximise income available from market operations, it is recommended that the market is licensed under the Food Act rather than the London Local Authorities Act (LLAA). The legal implications need to be considered and are outlined under Section 6. The existing 5 permanent street traders operating 7 days a week in the town centre may need to be relocated to other parts of the town centre due to the proposed new layout of the pedestrianised area. It is suggested that these are, where possible incorporated into the mainstream market operation. All legal implications need to be considered and are outlined in more detail under Section 6.

Indicative Programme of Works

3.12 Initial discussions with the term contractor has indicated that:

- The project will have a total duration of 20 months (excluding weekend working). The construction phase will be in three phases:
- Phase 1 - Market Square to Churchill Square (the southern end of the Churchill Theatre). Duration of 9 months.
- Phase 2 - Churchill Theatre to the most southern raised planter (approximately outside Café Nero). Duration of 8 months.
- Phase 3 - The Elmfield arrival space. Duration of 3 months.

Key Milestones:

- Executive approval February 2017
- Planning Approval for the relocated market and kiosks March 2017
- Relocation of market January / February 2018
- Scheme completion November 2018

The proposed changes to the market will necessarily have to follow the programme for the Public Realm works. It is recommended that the proposals related to the market are undertaken in 2 phases:

Phase 1 – indicative timescale: Feb 2017 – Dec 2017

Commencement of the legal work - Transition of licensing arrangements from the London Local Authorities Act (LLAA) to the Food Act and other requirements

Establishment of a Markets Panel with terms of reference finalised

Policy for market applications approved and adopted

Tender process for new market contractors completed (Dec 2017)

Phase 2 – indicative timescale: May 2017 – Feb 2018

Installation of infrastructure for new market location

Purchasing of semi-permanent kiosks

Purchasing of new pop up stalls

Commencement of the new market application process

Commencement of the new market contractors

Launch of new market in new position (Jan / Feb 2018)

The exact timescales for the second phase will be subject to the approval and progress of the public realm improvements to the pedestrian area.

At the design concept stage the overall cost of the improvement project was costed at approximately £3.8m. Throughout the design process the scope of the project has been extended to include the Elmfield junction reconstruction and also relocation costs associated with the street market. Working with the term contractor on the emerging detailed design, the cost of the scheme has now been estimated at £5m.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The scheme design will take into account measures for the mobility and visually impaired.

5. POLICY IMPLICATIONS

- 5.1 Proposals are in support of developing and maintaining the vibrancy of Bromley Town Centre, and as such contributes to the Building a Better Bromley key priority of Vibrant, Thriving Town Centres. The scheme will improve the economic sustainability of Bromley High Street encouraging footfall both during the day and evenings, and on quieter days of the week due to the 7 day per week operation of the kiosks.

FINANCIAL IMPLICATIONS

- 6.1 The report to the Executive on 2 December 2015 estimated that the full cost of the scheme would be £3.8m. Following the additional design work that has been completed, the estimated cost of the scheme is now expected to be £5m. It should be noted that this scheme will require additional revenue funding. Details of both the capital and revenue costs will be included in the fully costed project plan that will be reported back to Members for consideration.
- 6.2 A sum of £287k was allocated from the Investment Fund to meet the cost of the detailed design work and additional survey work. To date £48.6k has been spent/committed, leaving a balance of £238.4k.

6. PERSONNEL IMPLICATIONS

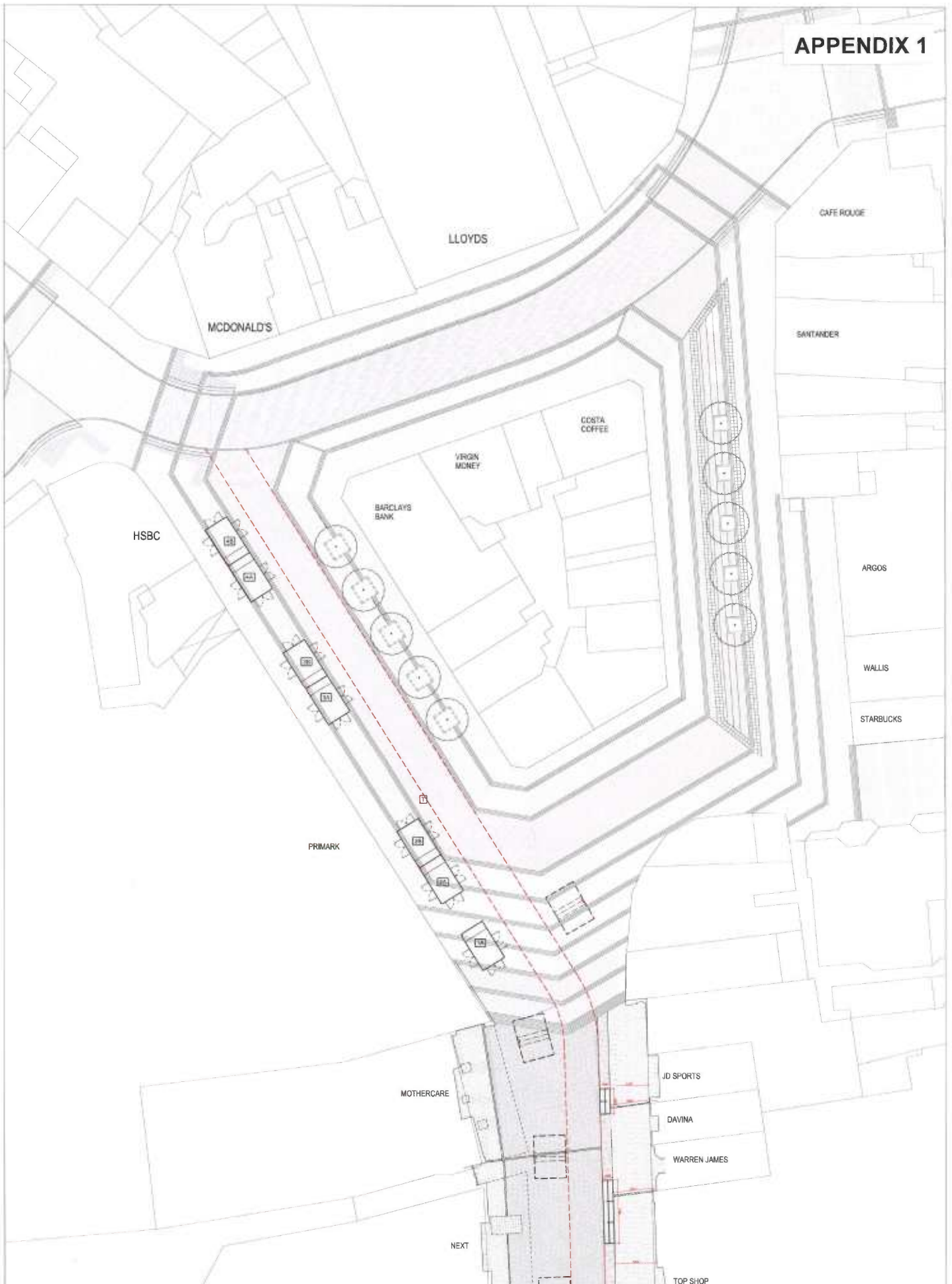
- 7.1 In order to manage the transition period and develop the market into an attractive offer to an external operator, a part time fixed term post would be required for a period of 18 months. The costs of this temporary post have been incorporated into the market costs outlined in the Provisional Scheme costs set out above.

7. LEGAL IMPLICATIONS

- 8.1 Apart from the Thursday Charter Market, the market is currently licensed under the London Local Authorities Act (LLAA). The Council is not permitted to make a profit from a market registered under this legislation; it can only recover its costs. There is however no such statutory limitation on the costs chargeable for the Charter Market. Consequently it is proposed that in the future the market (other than the Charter Market) should be licensed under the Food Act 1984. Relicensing could take up to 18 months and will be initiated as part of the first phase of market development. This process will however run in parallel with other aspects of the programme – and if necessary the new market will remain under the LLAA legislation during its first 6 to 9 months of operation.
- 8.2 The 5 existing permanent street traders, currently licensed under the London Local Authorities Act (LLAA), will also need to be transferred to the Food Act licensing regime and possibly relocated. If they are to be relocated, it will be necessary to consult them and go through a statutory process to terminate their current licences before issuing new ones. This procedure will also be run in parallel with the remainder of the programme.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	Quarterbridge street market review

APPENDIX 1



Notes

1. Indicated the north-south axis (TIC) by connector

2. Proposed southern Main location

- Existing mainline
- Existing public open space
- Existing pedestrian lane
- Existing car park
- Existing BT covers
- Existing suspension covers
- Existing intercity route
- Existing car park
- Existing water route

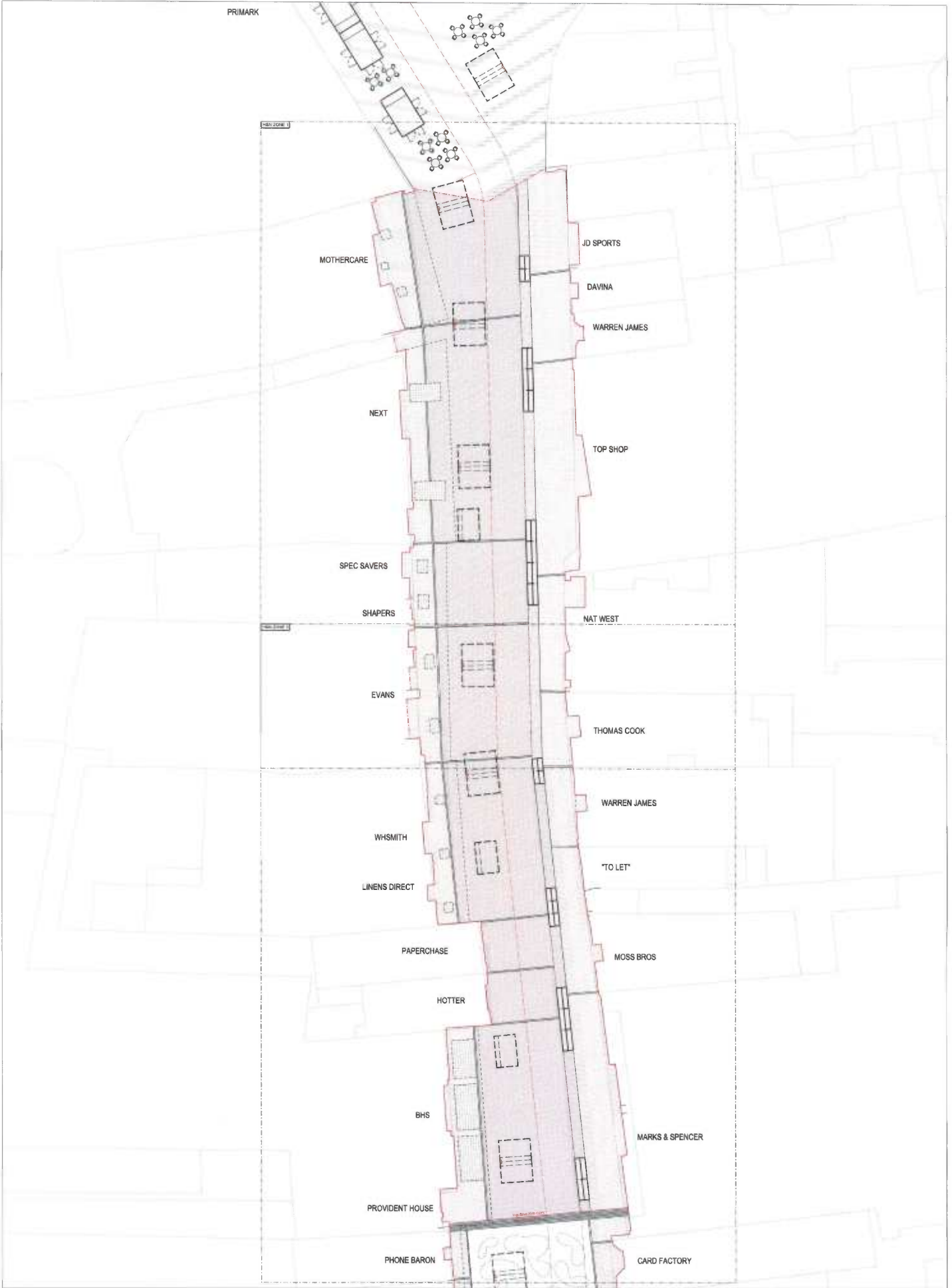
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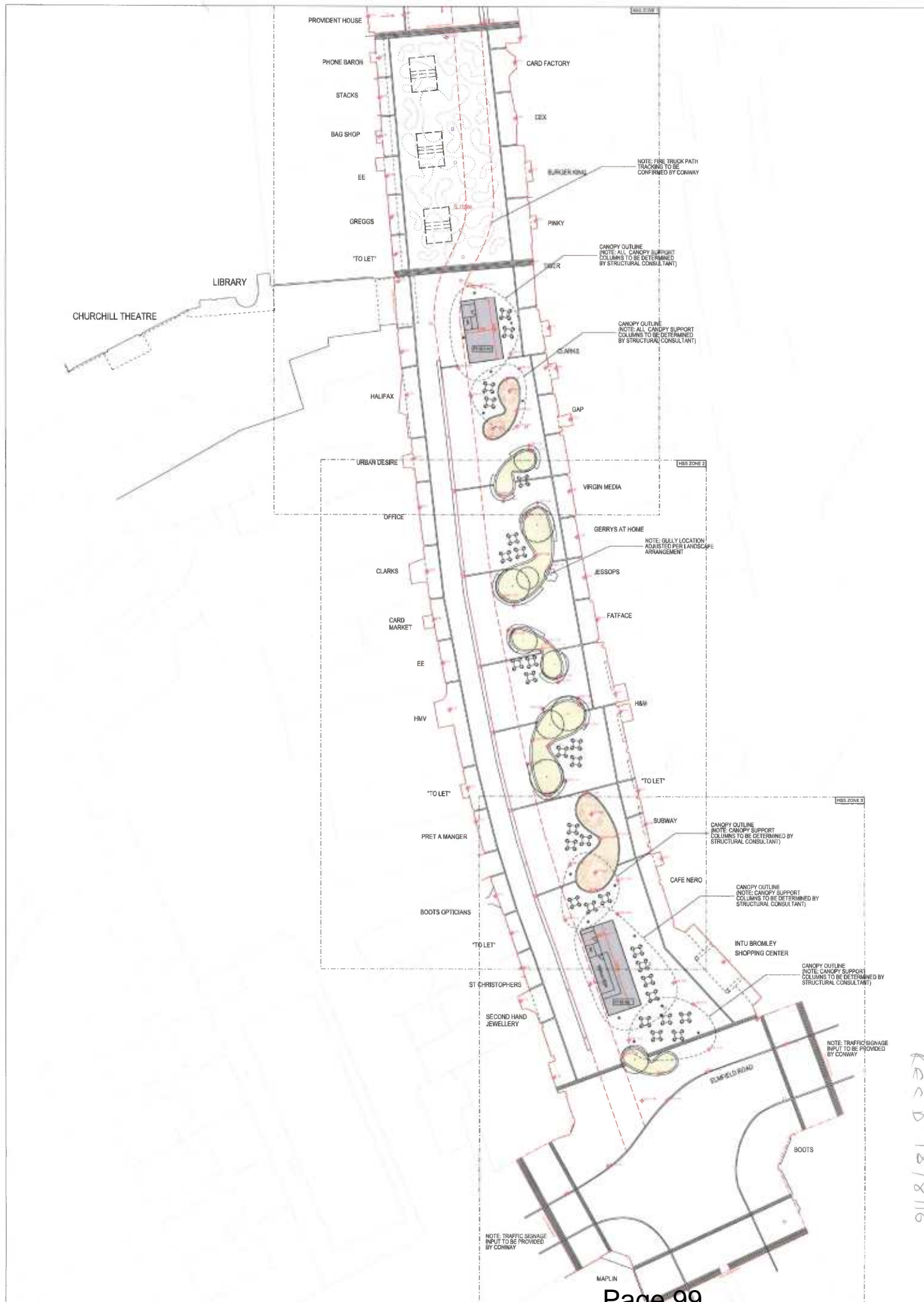
sew Studio
Egret
West

London Borough of Bromley

Drawing Title	
Market Square GA	
Project Number	Status
0220	Stage 3 Info
Scale: 1:1	Date
1:200	25.07.16
Drawn by	Checked by
CW	SEW
Drawing Number	Revision
0220_SEW_MS_7100	01



<p>General Notes</p> <p>The building is shown in red. This drawing is not to be used to calculate areas for the purposes of valuation. It is for the use of the architect and the client only. It is not to be used for any other purpose without the written consent of the architect. All work must comply with relevant building regulations and all necessary planning permissions, building orders and consents are to be applied to the project.</p>		<p>Scale</p> <p>1:200</p>		<p>Legend</p> <ul style="list-style-type: none"> Extent of proposals Outline of existing building corner structure Indicates the foot of existing 10m Buffer Zone 		<p>Materials</p> <ul style="list-style-type: none"> NATURAL STONE PAVING (1000x600x20mm) (Spec: G682) NATURAL STONE PAVING (600x600x20mm) (Spec: G682) NATURAL STONE PAVING (600x600x20mm) (Spec: G682) FEATURE STONE BANDING (Spec: G682) EXISTING LIGHT WELLS (Existing light wells to be retained and preserved as existing condition) 		<p>Structural & Utility</p> <ul style="list-style-type: none"> FEATURE BLOCK (Refer to ERM 0220_SEW_HSN_7100) PROPOSED ROOF LOCATION PROPOSED DUCTS LOCATION (Based on site survey) PROPOSED ELECTRICITY SUPPLY LOCATION FOR MARKET TESTING 		<p>Project Information</p> <p>Project: Bromley Central High Street, Bromley</p> <p>Client: London Borough of Bromley</p> <p>Scale: 1:200</p> <p>Date: 11.07.16</p>		<p>sew Studio Egret West</p> <p>London ERM 0220_SEW_HSN_7100</p> <p>Client: London Borough of Bromley</p>		<p>Drawing Title</p> <p>General Arrangement Plan</p> <p>Project Number: 0220</p> <p>Status: Stage 3 Info</p> <p>Scale: A1</p> <p>Date: 11.07.16</p> <p>Client: London Borough of Bromley</p> <p>Drawn by: CW</p> <p>Checked by: SEW</p> <p>Drawing Number: 0220_SEW_HSN_7100</p> <p>Revision: 02</p>	
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Rec'd 18/8/16

Disclaimer/Notes
 This plan shows the proposed layout of the building and its location on the site. It is not intended to be used as a construction document. All dimensions and levels are approximate and subject to change. The client is responsible for providing all necessary information and approvals. The architect is not responsible for any errors or omissions in this plan.

Notes
 - - - - - indicates fire truck access route, TBC by contractor
 [] Proposed outdoor/indoor locations

NATURAL STONE PAVING
 100 Gauge Yellow Road grade color
 100 Gauge Yellow Road grade color

Proposed light poles location
 Proposed light poles location
 Proposed light poles location

Levels
 100 Gauge Yellow Road grade color
 100 Gauge Yellow Road grade color
 100 Gauge Yellow Road grade color



sew Studio Egret West
 25 Southview Yard
 London
 www.studioegret.com

Drawing Title
 High Street South GA
Project Number
 16/001
Status
 100%

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APPENDIX 2

SUMMARY OF CONSULTATION UNDERTAKEN FOR BROMLEY TOWN CENTRE PUBLIC REALM PROJECT AND MARKETS REVIEW

1. For the previous Stage 2 Concept design, the design team initially prepared a series of concept design options which formed the basis of a series of public consultation events which took place in June and July 2015. These included a manned display in Market Square and a drop in session for stakeholders where the emerging design was broadly welcomed.
2. For the High Street improvements officers have consulted and have the approval of the Station Manager of Orpington Fire Station.
3. In April 2016 during the detailed design process the market traders and retail businesses were invited to discuss the proposals at a drop in consultation session at the Central Library to discuss the future of the Market.
4. The market research undertaken in January 2015 included:
 - shopper surveys (400 interviews in Bromley Town Centre and 400 interviews in peripheral town centres Chislehurst, Petts Wood, West Wickham and Beckenham)
 - business surveys (Bromley Town Centre)
 - market trader surveys (from the existing market in Bromley Town Centre)
 - Focus group with individuals who completed a shopper survey
5. The main outcomes of the market research were as follows:
 - Bromley Town Centre is perceived well as a shopping destination by people within Bromley, scoring 8.1/10
 - The public and business perception of Bromley Market is reasonably high scoring 7.8/10
 - Generally the market does not influence the vast majority of people's decision to visit the town centre, however 19% said it had influenced their decision
 - 70% of business survey respondents felt town centre footfall increased in market days and 61% felt shopper spend increased on market days
 - 71% of Bromley respondents would welcome an evening market festival
 - The most popular suggestions for the future of the market were – themed/seasonal markets, plenty of food retailing and catering and investment in the quality of stalls
6. Following the results of the market research and the recommendations within the Quarterbridge report a proposal document was prepared relating to the future of Bromley Market which was circulated to businesses within Bromley Town Centre and the existing market traders in March 2016 and

also presented at the consultation drop in event in April. The proposal document included the new location plan, layout, and aspirational tenant mix.

6.1. The local **Business** response included clear support from Your Bromley BID, representing around 540 businesses in the town centre. The BID supports the relocation, higher quality market but with a reduction in the number of stalls with a balanced mix of traders. They asked that direct competition with existing businesses should be carefully considered. The BID also stated that they would like to play a strategic role in the types of stalls granted a licence, the location and the layout – and hence it is suggested that they have a representative on the proposed Market Panel. There were also 49 individual business responses in addition to the BID response – and a number of these objected to the proposed new location, layout and configuration. A number of these were from businesses whose frontages were in close proximity to the new market or who are in direct competition with market traders.

6.2. Existing **Market Traders** were given the same opportunity to take part in the consultation as businesses but only 18 provided a response either in writing or in person. The majority of these supported the market relocation, layout and introduction of semi-permanent kiosks. However, some objected to the increase in food stallholders and a number were concerned about the reduction in the number of stalls which would be available on the proposed new market.

7. In early November 2016 – following development of the detailed design for the ground plain elements of the Public realm scheme, Councillors (including the Leader, the Portfolio Holder for Renewal and Recreation and one of the Bromley Town ward Councillors), senior officers and the BID Manager attended a presentation on the developing plans. Attendees were generally supportive, but provided some specific suggestions and comments to be taken into account as plans develop.

Report No.
DRR16/084

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RENEWAL AND RECREATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 22 November 2016

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

Title: TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE

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

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

Ward: All Wards

1. Reason for report

- 1.1 To update Members on progress in delivering the Town Centres Development and Growth Programme.
-

2. RECOMMENDATION(S)

- 2.1 That Members note the progress on the delivery of the Town Centres Development and Growth Programme.

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: £13.054m
 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 Councillor's 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.

Site G: West of the High Street

- 3.2 The Council is currently undertaking a procurement exercise to select a preferred development partner to deliver a residential-led scheme as part of the next phase of development on Opportunity Site G West of the High Street.
- 3.3 Bids were received from the two shortlisted bidders on 21st October 2016 and these are currently being evaluated by Officers. Further clarification meetings covering further questions raised from the submissions are underway between the Council and the shortlisted Bidders.
- 3.4 It is anticipated that an award of tender report will be submitted to the Executive in the New Year following the completion of the tender evaluation process. This report will advise Members on the details of the bidder submissions, the results of the evaluation process and provide an Officer recommendation for the preferred bidder.
- 3.5 Following the Council's confirmation of the preferred bidder, the bidder will be expected to enter into the development agreement within 3-6 months. Further update reports will continue to be brought back to both the R&R PDS Committee and the Executive on a quarterly basis.

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. The Council is continuing to engage with GLA, residents and business, other site owners, Network Rail and developers Prime Place to bring about an appropriate development of this site. This work is still ongoing and is currently being refined and will inform the revised policy for the site.

Beckenham Town Centre Public Realm Improvements

- 3.7 The Executive on 18th October 2016 approved the overall scheme design and budget. The project has now formally entered the implementation phase. The Council's Highway Engineering term contractor FM Conway presented a provisional phasing plan for the scheme implementation to the Beckenham Town Centre Working Party on 27th October 2016. This envisages a 6 phase implementation starting from Beckenham Station and working towards the War Memorial roundabout. It is proposed that full details of the scheme design and proposed implementation plan will form part of a 2 day public consultation event which will take place in the town before scheme implementation. The proposed phasing plan is attached as Appendix 1.

New Homes Bonus and High Streets Fund Updates

Orpington Walnut Shopping Centre Public Realm Scheme

- 3.8 The detailed design and project programme for the new Homes Bonus public realm of the Walnut Shopping Centre is currently being finalised by the Council's term contractor FM Conway. This includes proposals for the fire escape, electrical lighting and final costings. It is anticipated that the detailed design will be made available at the next R&R PDS in January and that implementation of the scheme would commence in February 2017.
- 3.9 On the 25th October, a meeting was held with Rockspring, the current owners of the Walnuts Shopping Centre, to discuss the delivery programme and any potential impact of the physical works on the operation of the Walnuts Shipping Centre. The Walnut Centre owners are keen to tie in a future relaunch of the Walnut street market to coincide with the completion of the public realm scheme
- 3.10 The Orpington Library Sign which is the final deliverable of the Mayor's High Street Fund project has been installed. A picture of the sign is attached as Appendix 2.

Orpington Regeneration Strategy

- 3.11 As part of the New Homes Bonus project workstream the Council are working with partners to develop a Regeneration Strategy for the town which set the scope and direction for growth in Orpington Town Centre over the next 10 years. This work will be carried out in conjunction with the Council's key external partners – Orpington 1st (BID Company), South East London College and Rockspring.
- 3.12 The Regeneration Strategy will be consistent with the emerging Local Plan and will identify a clear set of objectives for the town centre, as well as a series of short, medium and long term specific interventions for the town centre. In doing so it will address a number of particular issues such as: how to improve the retail offer; how to secure office and employment floorspace; and how to develop the leisure and evening economy. The Strategy will also assess how strategic development sites within the town centre can be redeveloped to meet the emerging objectives of the strategy. The outputs of the report will offer a clear strategy for achieving growth and unlocking future development. It is proposed that the Regeneration Strategy will be adopted by all Partners and details of the Strategy will be reported back to the R&R PDS Committee for review and scrutiny.

Orpington 1st BID Business Support

- 3.13 Orpington 1st BID Company (O1st) is currently delivering the agreed business support programme under the New Homes Programme. This has included the launch of a pop up shop initiative, which will be located on the High Street and will function as a low cost trading platform for new businesses.

Penge Town Centre Improvements

- 3.14 The New Homes Bonus Project will provide the opportunity to develop and showcase a high quality public realm treatment for key High Street spaces that will be informed by, the public realm concept design proposed by providing an immediate improvement and uplift to the town centre. Officers are currently working with the Council's highway term contractor, FM Conway, on a cost plan and construction programme for the works to the town squares and the High Street. It is anticipated that the scheme will be commenced in early 2017. Kinnear Landscape Architects (KLA) will be further engaged to provide

design oversight and lead on the detailing of the bespoke elements of design and special features.

- 3.15 Officers are currently working on the strategic brief for the procurement, management and delivery of the Shop Front Improvement scheme which will lead to the production of a tendering document to procure a consortium of architects, contractors and designers to implement the works. It is anticipated that a team will be appointed in the New Year to deliver the scheme with an anticipated completion date of 31st March 2018.
- 3.16 As part of the New Homes Bonus funded business support programme for Penge a contracted business support provider, Retail Revival, has visited many of the independent and franchised businesses in Penge High Street to promote and deliver the programme – involving business ‘health’ audits and bespoke one to one support. Take-up to date has been encouraging. A specialist workshop on business branding has been run and business start-up seminars are planned for early 2017. A town centre web site is in development in partnership with the Penge Traders Association and Penge Town Centre Team. It was hoped that the programme could also have included a pop-up shop on the High Street – however efforts to identify and secure a suitable property have so far been unsuccessful.

Growth Projects Summary

Cray Corridor

- 3.17 Commercial Developers Chancerygate have acquired the Klingers site and are proposing redevelopment of the site for approximately 11,000 sqm of industrial floorspace. It is expected that a full planning application will be submitted in the New Year. Officers have met with representative of Chancerygate to discuss the potential involvement of the Council’s Growth Fund in securing the redevelopment. Officers are currently assessing a number investment options that have been submitted by Chancerygate.
- 3.18 The Council has been advised that the adjacent strategic employment site on Edgington Way has been purchased by a car dealership, who propose to relocate their existing dealership onto the site. The Council has also been advised by AB Foods that they are now proposing to retain their bread distribution centre at Sevenoaks Way. However, this will entail a reconfiguration of the site, which could offer up the opportunity for providing increased employment floorspace. Officers are continuing our dialogue with the owner’s agents.
- 3.19 A special Executive on 1st November 2016 approved a number of strategic property investments in Bromley Town Centre and Orpington Walnut Shopping Centre. These strategic purchases were funded from the Growth Fund as they both offer significant business rate growth potential as part of ongoing redevelopment plans

Bromley Central Library Workspace

- 3.20 Following the identification of the 9th floor of Bromley Central Library as a suitable and potentially available space to deliver flexible workspace for start-up business the Council have now received three provisional offers to operate the facility. These are from:

1. Wimbletech
2. Accelerate – A Private Consultancy
3. YourBromley – the Bromley Business Improvement District Company

It is proposed that a paper considering the operational and commercial merits of the offers will be presented to the Council's newly formed Commissioning Board for their consideration.

Shortlands War Memorial Repair

- 3.21 Following the damage caused to the Shortlands War Memorial by a car accident on 8 July 2016, the Council have now appointed conservation experts Hall Conservation Ltd to produce a conservation assessment and repair report/. This document will provide the information, including the technical drawings and necessary Listed Building Consent, needed to tender for a specialist contractor to undertake the repair of the memorial. It is envisaged that this stage will be completed before Christmas and a tendering exercise for the physical repairs will be undertaken in early 2017. The repair is likely to be complicated but it is anticipated that the memorial will be returned to the site in its original condition in spring 2017.

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: -

Capital	Budget £'000	Spend £'000	Com'tmts £'000	Total £'000	Balance £'000
<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	632.0	0.0	632.0	2,368.0
	5,900.0	632.0	0.0	632.0	5,268.0
<u>Beckenham Improvement Scheme *</u>					
TfL Funding (subject to approval)	2,846.0	663.9	29.8	693.7	2,152.3
TfL Funding - LIP allocation re Southend Rd/Rectory Rd	200.0	59.6	140.4	200.0	0.0
Capital receipts	995.0	0.0	0.0	0.0	995.0
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
	4,441.0	723.5	170.2	893.7	3,547.3
<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	105.9	18.4	124.3	400.7
	1,271.0	151.1	18.4	169.5	1,101.5
<u>Orpington Town Centre</u>					
S106 funding towards Walnuts Shopping Centre area	106.0	0.0	0.0	0.0	106.0
Total Capital	11,718.0	1,506.6	188.6	1,695.2	10,022.8
Revenue					
<u>New Homes Bonus and High Street Funded Projects</u>					
Penge Town Centre Improvements	200.0	15.9	33.1	49.0	151.0
Orpington Town Centre	100.0	69.2	0.0	69.2	30.8
Biggin Hill Aviation Technology & Enterprise Centre	150.0	43.5	0.0	43.5	106.5
Cray Business Corridor	150.0	48.5	5.0	53.5	96.5
	600.0	177.1	38.1	215.2	384.8
<u>Town Centre Development Programme - Site G</u>					
Earmarked Reserve - Site G specialist advice	233.0	209.5	22.0	231.5	1.5
<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	67.2	16.0	83.2	34.8
Investment Fund - Detailed design cost & survey work	287.0	26.3	22.3	48.6	238.4
Broadband Infrastructure Investment project	49.7	24.8	24.9	49.7	0.0
	454.7	118.3	63.2	181.5	273.2
Total Revenue	1,335.7	552.9	123.3	676.2	659.5
Total Funding - Capital and Revenue	13,053.7	2,059.5	311.9	2,371.4	10,682.3

5.2 The Executive, on 26 November 2014, approved the establishment of the Growth Fund and allocated £10m of reserves to this Fund. Within this sum was a provisional allocation of £3m towards specific projects in Bromley Town Centre.

- 5.3 On 24 March 2015 the Executive approved the use of the remaining balance of £2.9m, £2.7m to fund the purchase of properties within the red line development site and up to £200k for specialist legal and development advice. It is proposed that this amount be used to fund the costs of development consultancy advice required to assist the Council for the remainder of the procurement process and the finalising of a development agreement with a preferred partner.
- 5.4 It should be noted that the revenue maintenance costs of the Orpington Public Realm Scheme will be borne by the Head Leaseholder.
- 5.5 The cost of the repair strategy and physical works toward the restoration of the Shortlands War Memorial will be funded by the insurance company of the driver of the vehicle that caused the damage.

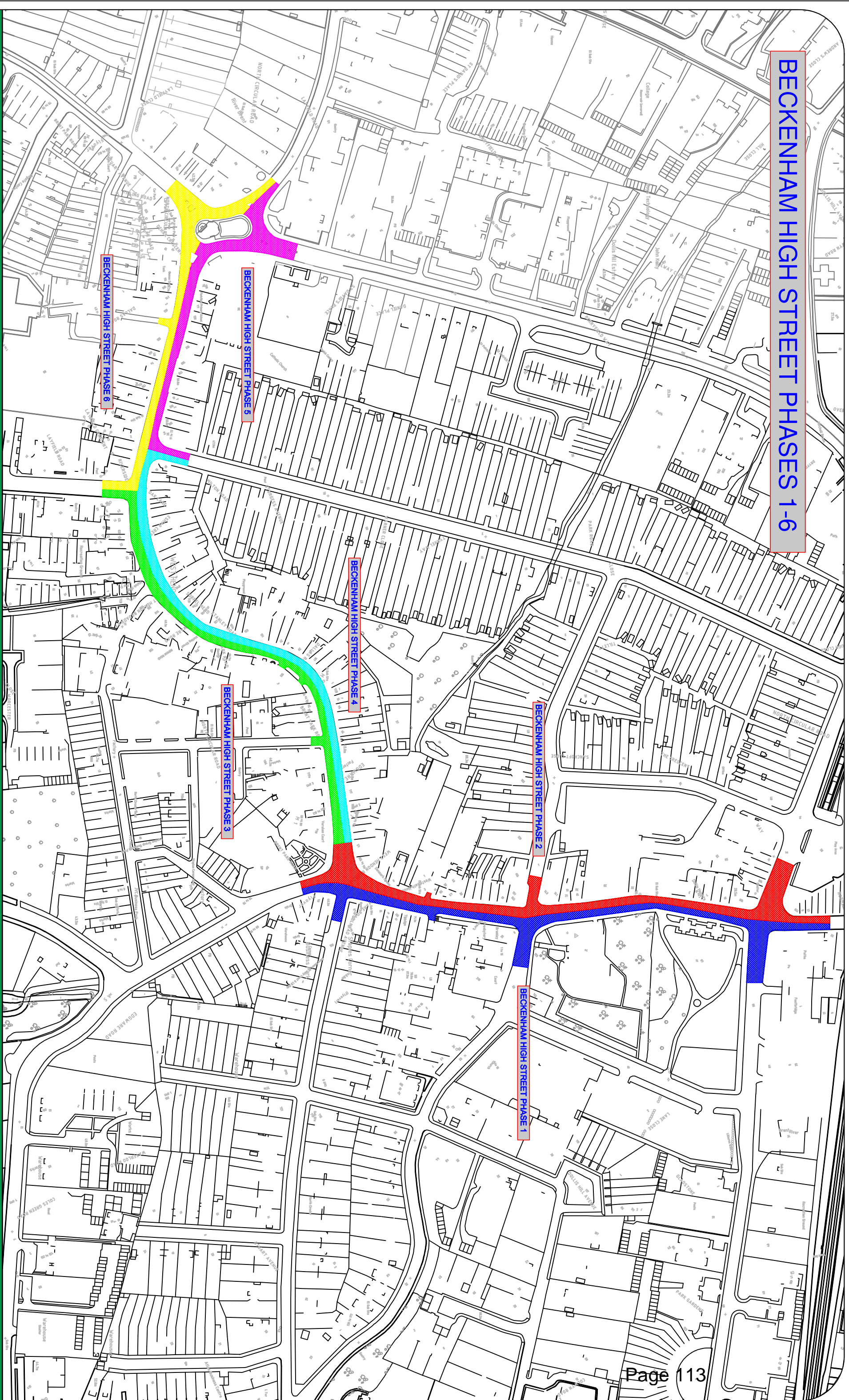
Non-Applicable Sections:	Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	NA

APPENDIX 2 – ORPINGTON LIBRARY SIGN



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BECKENHAM HIGH STREET PHASES 1-6



CLIENT



ADDRESS

BECKENHAM, HIGH STREET

PROJECT
BECKENHAM HIGH STREET PHASES 1-6

KEY

PHASE 1		PHASE 2	
PHASE 3		PHASE 4	
PHASE 5		PHASE 6	

DRAWING
FMC-DLC-BHSP-01

DATE	28-10-16
REVISION	01
APPROVED	DLC
CHECKED	DS

NOTES

- All dimensions are in metres unless otherwise stated.
- All traffic management to comply with Chapter 8 Safety at Street Works and Roadworks (A code of practice)
- All road markings and signs to be as per the Traffic Signs Regulations and General Directions 2002.
- The traffic management illustrated above shall only be used and implemented with approval from the relevant Highway Authority or similar authorising body.
- This Drawing is not to be reproduced, copied or used in any way without the written permission of the Traffic Management Department.

FMC TERM
MAINTENANCE

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Report No.
CSD16145

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal and Recreation PDS Committee

Date: 22 November 2016

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

Title: **RENEWAL AND RECREATION PDS COMMITTEE WORK PROGRAMME (JANUARY– 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

1. Reason for report

1.1 This report updates the Committee's work programme.

2. **RECOMMENDATION**

2.1 Members are invited to review the work programme for the period January-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 January-April 2017 is attached at **Appendix A**.

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

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Report Title	Report Author	PH Decision (Yes/No)	Referred	
			From	To
Renewal and Recreation Policy Development and Scrutiny Committee – 26 January 2017				
Matters Arising from Previous Meetings	LT	No		
R&R PDS Work Programme	LT	No		
Draft 2017/18 Budget	CM	No		
Beckenham/Penge BID (Sharon Baldwin and Frances Forrest to be invited)	MP	Yes/No		
Town Centres Development Programme Update (including updates for Sites A, B, J and K if available and update on tree issues at Bromley North Village)	KM	No		
<u>Exempt Reports</u>				
Site G – Award of Tender	KM	Yes		
Renewal and Recreation Policy Development and Scrutiny Committee – 5 April 2017				
Matters Arising from Previous Meetings	LT	No		
R&R PDS Work Programme	LT	No		
R & R Budget Monitoring	CM	Yes		
Portfolio Plan Review	??	Yes/No		
Town Centres Development Programme Update	KM	No		
Chairman's Annual Report	Chairman	No		

To Be Scheduled

- 1 Individual reports on Growth and Delivery Plans for Biggin Hill and Cray Corridor.
- 2 Individual reports for major schemes such as the Civic Centre and Crystal Palace Park
- 3 Growth Fund reports
- 4 Further reports on the outsourcing of Libraries
- 5 Frequent Contract Register Reports complete with RAG analysis

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