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DATE: 10 September 2018

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

Councillor Michael Rutherford (Chairman)
Councillor Suraj Sharma (Vice-Chairman)
Councillors Yvonne Bear, Julian Benington, Aisha Cuthbert, Josh King, Angela Page,
Gary Stevens and Dave Wibberley

Non-Voting Co-opted Members
Sheldon Allen, Bromley Youth Council

A meeting of the Renewal, Recreation and Housing Policy Development and Scrutiny
Committee will be held at Bromley Civic Centre on **TUESDAY 18 SEPTEMBER 2018**
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 12 September 2018.

a QUESTIONS FOR THE RENEWAL, RECREATION AND HOUSING PORTFOLIO HOLDER

b QUESTIONS FOR THE CHAIRMAN OF RENEWAL, RECREATION AND HOUSING PDS COMMITTEE

4 MINUTES OF THE RENEWAL, RECREATION AND HOUSING PDS COMMITTEE MEETING HELD ON 26 JUNE 2018 (Pages 5 - 18)

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

HOLDING THE RENEWAL, RECREATION AND HOUSING PORTFOLIO HOLDER TO ACCOUNT

6 PRE-DECISION SCRUTINY OF RENEWAL, RECREATION AND HOUSING PORTFOLIO REPORTS

Portfolio Holder decisions for pre-decision scrutiny.

**a CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2018/19
(Pages 23 - 32)**

POLICY DEVELOPMENT AND OTHER ITEMS

7 RENEWAL, RECREATION AND HOUSING PORTFOLIO PLAN (Pages 33 - 64)

8 REFERENCE FROM EXECUTIVE, RESOURCES AND CONTRACTS PDS COMMITTEE: BROMLEY PRIVATE SECTOR LEASING SCHEME AND COUNCIL OWNED TEMPORARY ACCOMMODATION MANAGEMENT SERVICES - CONTRACT EXTENSION (Pages 65 - 76)

**9 PROVISION OF LIBRARY SERVICES - CONTRACT PERFORMANCE REPORT
(Pages 77 - 116)**

**10 BROMLEY TOWN CENTRE PUBLIC REALM: CANOPIES AND SHOPS UPDATE
(Pages 117 - 136)**

- 11 **TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE REPORT**
(Pages 137 - 164)
- 12 **RENEWAL, RECREATION AND HOUSING PDS COMMITTEE WORK PROGRAMME (NOVEMBER 2018-MARCH 2019)** (Pages 165 - 170)

PART 2 (CLOSED) AGENDA

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

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

Items of Business

Schedule 12A Description

- 14 **EXEMPT MINUTES OF THE RENEWAL, RECREATION AND HOUSING PDS COMMITTEE HELD ON 26 JUNE 2018**
(Pages 171 - 172)

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RENEWAL, RECREATION AND HOUSING POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 26 June 2018

Present:

Councillor Michael Rutherford (Chairman)
Councillor Suraj Sharma (Vice-Chairman)
Councillors Yvonne Bear, Aisha Cuthbert, Josh King,
Angela Page, Gary Stevens, Melanie Stevens and
Dave Wibberley

Sheldon Allen, Bromley Youth Council

Also Present:

Councillor Hannah Gray, Councillor Alexa Michael,
Councillor Peter Morgan and Councillor Michael Tickner

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

An apology for absence was received from Councillor Julian Benington; Councillor Melanie Stevens attended as substitute.

2 APPOINTMENT OF NON-VOTING, CO-OPTED MEMBER

Report CSD18090

Members considered a nomination put forward by Bromley Youth Council for one of its members, Sheldon Allen (not Sheldon Thomas as set out in the report), to attend Renewal, Recreation and Housing PDS meetings as a non-voting co-opted member for the consideration of public reports only.

The Chairman extended a warm welcome to Sheldon and encouraged the representation of young people at meetings of the PDS Committee.

RESOLVED that Sheldon Allen be appointed to the Renewal, Recreation and Housing PDS Committee as a non-voting, co-opted Member for the current 2018/19 Municipal Year.

3 DECLARATIONS OF INTEREST

Councillor Melanie Stevens declared a non-pecuniary interest in agenda item 24 – Planning Enforcement Progress and Monitoring, as she was a neighbour of one of the properties listed in the part 2 report.

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

4a QUESTIONS FOR THE RENEWAL, RECREATION AND HOUSING PORTFOLIO HOLDER

No questions were received.

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

No questions were received.

5 MINUTES OF THE RENEWAL AND RECREATION PDS COMMITTEE MEETING HELD ON 27 MARCH 2018

Minute 63, final paragraph – West Wickham Leisure Centre and Library Redevelopment

In regard to Biggin Hill Memorial Library and Pool, it was noted that GLL had a 10 year contract to operate the library service on behalf of the Council. The Leisure Centre itself was managed by Mytime Active.

RESOLVED that the Minutes of the meeting held on 27 March 2018 be confirmed and signed as a correct record.

6 MATTERS ARISING FROM PREVIOUS MINUTES AND UPDATES

All actions for matters arising from previous meetings had been completed.

Minute 60 – 27.03.18 – Private Sector Tall Buildings

Two buildings in the Borough had been identified as fire risks. The background to this was set out in an update circulated to Members by the Chief Planner. Further updates regarding the active management of the buildings would be submitted to Committee in the autumn of 2018.

Minute 61a – 27.03.18 – Beckenham Improvement Works

Visiting Member Councillor Michael Tickner, reported the programme of work would be completed by 22 September 2018. The Beckenham Town Centre Working Group would be wound up and handed over to the Beckenham BID by Christmas. On the whole, residents were satisfied with the quality of work.

Minute 62 – 27.03.18 – Asset Recovery Incentivisation Scheme

None of the occupants were left homeless following action being taken under the Proceeds of Crime Act. Some were re-homed whilst others remained in the property. Monies received from the scheme would be reinvested.

RESOLVED to note that all actions arising from previous meetings had been completed.

7 PRE-DECISION SCRUTINY OF RENEWAL, RECREATION AND HOUSING PORTFOLIO REPORTS

8 BUDGET MONITORING 2018/19

Report FSD18047

Members considered the latest budget monitoring position for 2018/19 for the Renewal, Recreation and Housing Portfolio based on expenditure and activity levels up to 31 May 2018. The total portfolio budget showed a projected underspend of £156k.

Consideration was also given to the drawdown of the carry forward sums from 2017/18 held in the Central Contingency for the Housing Service, totalling £138k, excluding grant income.

The Heads of Finance for CEx and ECHS outlined the report and outlined the services provided by the Planning, Recreation, ECS Housing and Operational Housing sections.

Both the Building Control and Lard Charges sections provided chargeable and non-chargeable services. Fees were set to fully recover costs including all support services, accommodation and computer costs. Any surplus or deficit may be carried forward at the end of each year, although the service should not budget to make a surplus.

The Planning Team included development control and planning administration as well as appeals and enforcement. There were 51 ftes and the service received £1.6m of income, mainly from statutory planning fees.

The Renewal Division within planning, dealt with planning strategy and projects including the Local Plan, as well as conservation and tree preservation.

Within the Culture Division, £1m was paid to Bromley Mytime and £203k covered the cost of running the two learning shops at Mottingham and Cotmandene. The remaining budget covered the Culture Team which managed the Portfolio projects.

The library service was operated by Greenwich Leisure Limited at a cost of £4.4m. The remaining budget covered the Client Team of 2.7 staff and building associated costs for shared library premises.

The Town Centre Management service included 1.8 staff.

A total of £17m was attributed to temporary accommodation costs of which the majority was recoverable. Overall, homelessness cost £5m per annum.

The Homeless Reduction Act and the Benefits Cap had impacted on cost and a report would be submitted to the Committee each year requesting the drawn down of funding to offset homelessness. The Government were fully aware of Bromley's current homeless situation.

Councillor Bear requested future reports include a summary of key variances to help Members focus on key issues. It was agreed that an approach similar to that taken in budget reports provided to the Environment and Community Services PDS Committee would be adopted.

The Travellers budget was overspent due to high utility use at one particular site where no metres were currently installed. Action was being taken to rectify this. Rent arrears also contributed to the overspend.

RESOLVED that the Portfolio Holder be recommended to:-

- 1) endorse the latest 2018/19 budget projection for the Renewal, Recreation and Housing Portfolio; and**
- 2) approve the drawdown of the carry forward sums from 2017/18 held in the Central Contingency for the Housing Service, totalling £138k, excluding grant income.**

9 PROVISIONAL OUTTURN 2017/18

Report FSD17046

Members considered the 2017/18 provisional outturn position for the Renewal and Recreation Portfolio which showed an underspend of £336k for 2017/18.

Consideration was also given to the drawdown of the carry forward sums from 2017/18 held in the Central Contingency, totalling £282k, excluding grant income, as detailed in the report.

Members noted the underspend of £171k relating to a carry forward request from New Home Bonus projects within Renewal, two of which were grant funded and approved by the GLA.

RESOLVED that the Portfolio Holder be recommended to:-

- 1) endorse the 2017/18 provisional outturn position for the Renewal and Recreation portfolio; and**
- 2) approve the drawdown of the carry forward sums from 2017/18 held in the Central Contingency, totalling £282k, excluding grant income.**

10 TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE

Report DRR18/034

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

In particular, Members were requested to consider the allocation of £45k from various Section 106 monies to fund a programme of street furniture refurbishments in Market Square and Bromley South as part of town centre improvements.

In regard to the Good Growth Fund, multiple projects were being assessed in order to submit a stage 1 application by 13 July 2018.

The Chairman advised that this report was regularly submitted to the Committee to give updates on sites identified within Bromley's Area Action Plan.

Visiting Member Councillor Tickner reported that the selected design of the Beckenham Green Canopy had been endorsed by the Beckenham Town Centre Working Group. The stage was of a modern design and practical to manage. A budget of £35,000 was set aside for the detailed design, manufacture and installation.

Officers continued to pursue long-term maintenance arrangements for the canopy including options with the newly formed BID and Id verde.

The Chairman was very supportive of the use of S106 monies to fund the programme of street furniture refurbishments in Market Square and Bromley South as part of Bromley's town centre improvements.

The Chairman encouraged the Council's bid for the Good Growth Fund, Round Two, to be submitted.

The Head of Renewal reported the GLA were keen to support the proposed extension of the Penge Shopfront scheme and the Beckenham Green Community Market via the pro-funding scheme.

RESOLVED that:-

- 1) the progress achieved in delivering the Town Centres Development and Growth Programme be noted;**
- 2) the Portfolio Holder be recommended to approve the allocation of Section 106 monies of £25k relating to land at the South Side of Ringers Road and £20k in relation to land at the Multi-storey car park, Simpson's Road, to fund a programme of street furniture refurbishments in Market Square and Bromley South as part of town centre improvements; and**

- 3) the decision to submit a Good Growth Fund Stage 1 bid be delegated to the Director of Regeneration and the Portfolio Holder for Renewal, Recreation and Housing to meet the deadline of 13 July 2018.**

11 ARTICLE 4 DIRECTION - THE DRIFT, KESTON

Report DRR00000

An Article 4 Direction for The Drift, Keston was previously authorised by the Renewal, Recreation and Housing Portfolio Holder on 9 June 2015 (Report DRR15/064), but was never implemented. Further Portfolio Holder approval was therefore sought to proceed with the previous decision. It was noted that correspondence expressing objections to the proposed Direction was received following publication of the report. A copy of the correspondence, together with the Planning Officer's response, had been circulated to Members of the Committee in advance of the meeting.

The Chief Planner advised that removing Permitted Development Rights (PDRs) from this designated Green Belt land would reduce the risk of potential harm to its openness and character. Removal of PDRs meant that any potential development would be subject to permission via the submission of a planning application.

Visiting Ward Member Councillor Michael reported that the previous request for an Article 4 Direction for the Drift was considered and authorised by the Development Control Committee in 2015. Unfortunately, the Direction was never implemented.

The Drift was a substantial piece of land situated within a relatively built-up area. Whilst no development proposals had emerged over the past few years, there was still a risk to the land should development be proposed in future. Councillor Michael urged Members to agree that the Article 4 Direction be authorised and issued with immediate effect.

The Chief Planner confirmed that Article 4 Directions focused on possible future development and explained the publicity requirements and limited potential for compensation in response to questions from Committee Members.

The Planning Enforcement Manager advised that a recent complaint in relation to the replacement of fencing along the boundary had been brought to the Council's attention which led to the discovery that the previous Article 4 Direction had not been implemented.

Bearing in mind the possible risk to Green Belt land, the Chairman supported the immediate issue of an Article 4 Direction.

RESOLVED that the Renewal, Recreation and Housing Portfolio Holder be recommended to endorse the previous decision to make the Article 4 Direction.

12 RENEWAL, RECREATION AND HOUSING PORTFOLIO PLAN

Report DRR18/028

Members considered a report outlining the aims and objectives of the Renewal, Recreation and Housing Portfolio for 2018/19. The report also provided a summary of the achievements of the former Renewal and Recreation Portfolio in 2017/18.

Councillor Morgan would like to have seen digital infrastructure improvements included in the Portfolio Plan as it was vitally important to promote this project for homeworkers as well as businesses. The recent discovery of a main cable duct, capable of conveying 100 wires from Penge to the Cray Corridor, could be used for broadband wiring.

In regard to the Priority for affordable, decent and secure homes, it was noted that approximately 1,450 households were currently housed in temporary accommodation. Nearly 850 of these were placed in some form of nightly paid accommodation which amounted to a cost of £8k per year per family.

Referring to the protection and improvement of Bromley town centre, Councillor Morgan advised that the newly built Westfield Shopping Centre in Croydon was likely to divert trade away from Bromley. As a result, a wide range of good quality shops was needed to attract new businesses. Improvements were being made to Bromley market and discussions were taking place in regard to the opening of a new department store.

The Chairman requested that future Portfolio reports reviewing the achievements of the past year should be submitted to the final meeting of the Municipal Year.

The Head of Renewal drew Members' attention to Aim 5.2 (page 84), which reported on the options for the delivery of an enterprise network across the borough utilising surplus Council stock. An option to expand the Business Centres at Beckenham and Bromley were currently being explored. The ground floor of the mixed use development at Site G (identified within the AAP), could provide space for small businesses.

Page 85 of the report, outlined how the Council had performed against set performance measures. In regard to Economic Development relating to footfall in town centres (para. 1.2), Councillor Bear queried the high percentage increase reported for Penge compared with the figures for Orpington and Beckenham. The Director of Regeneration agreed to update Members as a 'Matter Arising' from this meeting and would also include the percentage figure for Bromley.

It was agreed that the occupation rates of shops and footfall figures would be included in Aims 1, para 1.4 on page 106 of the report.

The Chairman noted improvements achieved within the Planning Department, in particular the determination of planning applications within a reasonable time period. The Chief Planner acknowledged the importance to applicants of obtaining planning permission in a timely manner and reported that the Council had surpassed national targets.

Councillor Cuthbert was informed that agency and short-term staff were engaged to deal with any sudden increase in planning applications.

Approximately 15% of applications were referred to Planning Sub-Committees for consideration by Members; this somewhat impeded the Council from reaching its targets. However, referrals were gradually decreasing to around 5-10%.

The Chairman drew attention to Indicators 1-7 on pages 104-105 of the report which set out the priorities aimed for and achieved in regard to housing. It was noted that five of these had resulted in a decrease. The Director of Housing would be requested to provide Members with an explanation for this prior to the next meeting.

Page 99 (para. 4.1) focused on homelessness prevention work which consistently exceeded 80%. Members queried what happened to the remaining 20% of homeless people and were informed that the Director of Housing would attend the next RR&H PDS Committee meeting to answer any questions Members may have.

Councillor Cuthbert requested that figures pertaining to eviction rates be included within the housing section of the report.

At this point the Chairman moved that the housing element of the report be deferred for consideration at the RR&H PDS meeting in September 2018 and a full updated report including the information requested above together with Key Performance Matrices for 2017/2018 and 2018/19 be submitted for page 122-123.

RESOLVED that:-

- 1) the report be noted;**
- 2) the housing element of the report be deferred for consideration at the RR&H PDS meeting in September 2018; and**
- 3) an amended report incorporating the requested changes and Key Performance Matrices for 2017/2018 and 2018/2019 for pages 122-123, be submitted.**

13 GROWTH FUND UPDATE

Report DRR18/035

The report provided an update on the current Growth Fund work programme.

As part of the enabling infrastructure workstream, it was proposed to commission a full audit of existing Council owned assets to assess the potential for delivering new Fibre and Public Wireless Networks and provide new income streams to the Council.

The Head of Renewal informed Members that a full review on the outcome of the audit, options analysis and SIP Bid would be submitted to the September meeting of the RR&H PDS Committee.

Referring to the table on page 130, para. 5.1, the Chairman requested the inclusion of success rate information and challenging aims for each of the schemes approved and committed.

In regard to the Biggin Hill economic growth at West Camp, the Council had written to the site owners seeking an update on the current position however, no response had been received. The Head of Renewal confirmed he would try to contact the owners again. A further update would be submitted to the PDS meeting in September.

The Growth Fund allocation of £6.79m set aside for the Cray Business Corridor and Biggin Hill SOLDC would be divided equally between the two projects. The redevelopment of the Sun Chemical site, located in the Cray Business Corridor would deliver 24,740 sqm of additional industrial floorspace.

RESOLVED that the report be noted and subject to the outcome of the work stream set out in paragraphs 3.19-3.20, that a further detailed report be brought back to members on the outcome of the audit, options analysis and SIP Bid.

14 CONTRACT REGISTER - PART 1

Report DRR18/029

Consideration was given to an extract from the Contract Register taken in March 2018, containing all Renewal and Recreation Portfolio contracts with a total value greater than £50k. A more detailed Contract Register containing additional, potentially commercially sensitive information on each contract, was considered under part 2 of the published agenda (Item 22).

The Chairman raised concerns about the number of contracts listed on page 143 of the report which showed a code red. The Director of Regeneration explained that this data was approximately three months old. Since that time,

a huge amount of work had been carried out on the Contracts Register. Those listed were all capital projects consisting of a fixed start and finish date.

An historic issue with the IDOX Document Management system and UNIFORM Property Software had been resolved and would show as complete in the next report. Housing contracts would also be included.

In response to a question from Mr Allen, it was reported that library contracts were fixed for a 10 year plus five year option. Penalties for non-compliance would be deducted from payments to the contractor and termination clauses were included to deal with persistent failure to comply.

RESOLVED that:-

- (1) the extract from the Contract Register taken in March 2018, containing all Renewal and Recreation Portfolio contracts with a total value greater than £50k be noted; and**
- (2) the Part 2 Contract Register containing additional, potentially commercially sensitive information be noted.**

15 PLANNING APPEALS - COSTS 2017-2018

Report DRR18/023

Members received an update on the award of costs from planning appeals made in the financial year 2017/2018. The report also contained an update on cost claims paid in the same year.

It was noted that the Council had actively applied for and been awarded costs against an appellant whom the Council believed had acted unreasonably.

The Chief Planner outlined the report and explained that appeals were submitted to and considered by the Planning Inspector. In the event that unreasonable action was proven by either party, compensation costs could be awarded. It was, therefore, vital that strong grounds for refusal were established when considering planning applications.

Training seminars on planning work (including appeals and costs) were held for Members. The Chairman suggested that in future, the first planning meeting of the Municipal Year involving new Members of the Council, should not be scheduled until after Member Induction courses had taken place.

It was reported that a sizeable number of appeals were the result of decisions taken by officers however, cases were decreasing year on year.

RESOLVED that the report be noted.

16 PLANNING APPEALS MONITORING REPORT: APRIL 2017 TO MARCH 2018

Report DRR18/024

This report provided an update on planning appeals received and decided for the year 2017/18.

The Chief Planner reported that the national figure for appeals allowed was 33%. Bromley's currently stood at 38%, a decrease on the previous year, so the Council was heading in the right direction. Bromley refused approximately 25% of applications compared to the national rate of 15%. This was due, in part, to the Borough having significantly more Green Belt land and Conservation Areas etc.

RESOLVED that the report be noted.

17 PLANNING ENFORCEMENT PROGRESS AND MONITORING REPORT

Report DRR18/032

Members received an update on the progress of cases:-

- currently under investigation/pending consideration;
- at the appeal stage;
- awaiting compliance period;
- where enforcement action had been instigated;
- awaiting prosecution action;
- where enforcement action had been authorised; and
- currently with the legal department awaiting further action.

The report also included a full breakdown on the range of current complaints. As this contained confidential information, it was considered under the part 2 (not for publication) section of the agenda (Item 24 – Report DRR18/032).

Councillor Stevens alluded to the development of building blocks which had been divided into flats even though permission had not been obtained. Members were informed that this was an on-going trend and some buildings benefitted from permitted development rights which enabled them to do so.

The Planning Enforcement Manager reported a recent case under the Proceeds of Crime Act where action was recently taken against an unauthorised conversion for which an Enforcement Notice was in place. Although the case took five years to resolve, through the incentive scheme, the Council recovered five years' worth of costs from a person who had obtained ill-gotten gains from a development which required planning permission. The Enforcement Team were now using the scheme as an incentive to take on further cases.

In regard to paragraph 3.8 (page 160), Members were informed that court proceedings were taken against owners of a property in Market Meadow (Cray Valley East Ward), following their failure to act upon a Breach of Enforcement Notice. This resulted in a favourable outcome to the Council.

Similarly, a summons had been issued to a property in Manor Way (Kelsey and Eden Park Ward), following the erection of an unauthorised loft and roof extension. To avoid obtaining a criminal record, the owners had complied with the Notice.

Councillor Tickner noted that enforcement action would only be taken following a complaint being submitted to the Council. It was vitally important for property owners to check whether planning permission was required before development took place. The Planning Enforcement Manager agreed and reported that the onus was on the developer to check prior to starting the proposed work.

Members were informed that the length of time taken to complete the enforcement process varied due to several factors e.g. in one particular case an investigation was undertaken which led to the submission of an application and whilst a decision was pending, all enforcement action had been held in abeyance. As the application was recently refused, a Notice would be prepared and issued.

RESOLVED that a briefing/updates meeting on planning appeals and enforcement for Members of Planning Committees be arranged during Autumn 2018.

18 ENFORCEMENT MONITORING REPORT (APRIL 2017 TO MARCH 2018)

Report DRR19/025

The report provided an update of enforcement activity from 1 April 2017 to 31 March 2018.

No issues were raised by Members.

RESOLVED that a briefing/updates on planning appeals and enforcement for Members of Planning Committees be arranged during Autumn 2018.

19 RENEWAL, RECREATION AND HOUSING PDS COMMITTEE WORK PROGRAMME (SEPTEMBER 2018-APRIL 2019) AND CONTINUANCE OF THE BECKENHAM TOWN CENTRE WORKING GROUP

Report CSD18089

Members considered the Renewal, Recreation and Housing PDS Work Programme for the period September 2018-April 2019.

Member agreement was also sought for the continuation of the Beckenham Town Centre Working Group for the current Municipal Year with membership comprising Councillor Michael Tickner (reappointed as Chairman) and Ward Councillors.

The following reports were requested for future meetings:-

End of Year Portfolio Plan Report – March 2019

Housing Portfolio Plan – September 2018

It was noted that a Members' visit to the Churchill Theatre had been scheduled.

A visit to Crystal Palace Park would be arranged.

Recommendation 2.2 was amended to read '.....with membership comprising councillor Michael Tickner (reappointed as Chairman) and Ward Councillors for Copers Cope, Kelsey and Eden Park and Clock House.

RESOLVED that:-

- 1) the Work Programme for 2018/19 be noted; and**
- 2) the Beckenham Town Centre Working Group be appointed for a further year with a Councillor membership comprising Council Michael Tickner (reappointed as Chairman) and Ward Councillors for Copers Cope, Kelsey and Eden Park and Clock House.**

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

RESOLVED 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.

**21 EXEMPT MINUTES OF THE RENEWAL AND RECREATION PDS
COMMITTEE HELD ON 27 MARCH 2018**

RESOLVED that the exempt Minutes of the meeting held on 27 March 2018 be confirmed and signed as a correct record.

22 CONTRACT REGISTER - PART 2

Members considered a confidential Part 2 report relating to Agenda Item 14 (Report DRR18/029) which contained additional and potentially commercially sensitive information in its commentary.

RESOLVED that the Contract Register containing additional, potentially commercially sensitive information in its commentary, be noted.

23 CULTURE PROJECTS - CONTRACT AUTHORISATIONS

Report DRR18/031

Members considered and noted the contents of the report.

RESOLVED that the report be noted and Member comments be made available to the Council's Executive Committee.

**24 PLANNING ENFORCEMENT PROGRESS AND MONITORING
REPORT - PART 2**

Members were provided with Part 2 (Exempt Information) relating to Agenda Item 17 (Report DRR18/032).

RESOLVED that the report containing additional sensitive information be noted.

The meeting ended at 9.10 pm

Chairman

Report No.
CSD18140

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal, Recreation and Housing PDS Committee

Date: 18 September 2018

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

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

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

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

2. RECOMMENDATION

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

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

Impact on Vulnerable Adults and Children

1. Summary of Impact: None

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: £350,650
 5. Source of funding: 2018/19 revenue budget
-

Staff

1. Number of staff (current and additional): There are 8 posts (6.87 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 By</u>	<u>Current Status</u>
Minute 12 – 26.06.18 Renewal, Recreation and Housing Portfolio Plan	In regard to economic development relating to footfall in town centres, the high percentage figure for Penge was queried against the comparatively low percentage figures for Orpington and Beckenham. Explanatory information to be circulated to Members with percentage figures for Bromley also included.	Director of Regeneration	Status as of 10 September 2018: Information to be sent via e-mail prior to this meeting.
<u>Minute Number/Title</u>	<u>Updates/Feedback Requested</u>	<u>Action By</u>	<u>Current Status</u>
Minute 12 – 26.06.18 Renewal, Recreation and Housing Portfolio Plan	Indicators 1-7 on pages 104-105 of the report, set out the priorities aimed for and achieved in regard to housing, five of which had resulted in a decrease. The Director of Housing was requested to provide Members with an explanation for this prior to the next RR&H PDS meeting.	Director of Housing	Completed. Information set out below and e-mailed to Members on 18 July 2018.
<p><u>Information</u></p> <p>Priorities 2 and 7 are new indicators reflecting the priorities in the new Homelessness Reduction Act and homelessness strategy.</p> <p>Priorities 5 and 6 are indicators mapping the trends in temporary accommodation useage and are, therefore, reflective of current trends, together with planned new supply. These have not significantly changed from the previous year but do reflect as shift from nightly paid as MEARS property purchase units come forward.</p> <p>There are only three indicators which have effectively decreased: Priority 1 - prevention and relief. The slight decrease in target reflects the changes in legislation arising from the Homelessness Reduction Act which places a wider housing advice duty on the local authority. This, combined with the widely reported difficulty in acquiring affordable housing, has resulted in increased difficulty in preventing homelessness. Mapping across London suggests that with more approaches, the proportion prevented is likely to decrease with an increased number requiring full assessment and acceptance.</p>			

Priority 3 shows the percentage of cases where a full homeless application has resulted in acceptance of a full duty. Robust case work has reduced the proportion accepted and the indicator has been updated to better reflect current achievements and new working practices.

Priority 4 relates to statutory reviews. The new legislation significantly extends the number of areas subject to statutory reviews. As such, it is anticipated that as solicitors and the courts work to embed the new legislation, there may be an increased number of statutory extension requests extending review times. The target reflects the change in legislation and contract target. However, local monitoring seeks an 80% completion within existing timescales for not challenged reviews.

<u>Minute Number/Title</u>	<u>Updates/Feedback Requested</u>	<u>Action By</u>	<u>Current Status</u>
Minute 12 – 26.06.18 Renewal, Recreation and Housing Portfolio Plan	Page 99 (para. 4.1) focused on homelessness prevention work which consistently exceeded 80%. Members queried what happened to the remaining 20% of homeless people.	Director of Housing	Completed. Information set out below and e-mailed to Members on 18 July 2018.

Information

For the remaining 20% of cases there are two main outcomes: in a small number of cases they may not engage or resolve their own situation. As such, this cannot be recorded as an actual prevention. For the majority, this is where preventative work has not been successful due to the circumstances relating to the risk of homelessness. In these cases, a full homelessness application is undertaken to establish what rehousing duty the local authority may have.

<u>Minute Number/Title</u>	<u>Updates/Feedback Requested</u>	<u>Action By</u>	<u>Current Status</u>
Minute 12 – 26.06.18 Renewal, Recreation and Housing Portfolio Plan	It was requested that figures pertaining to eviction rates be included within the housing section of the report.	Director of Housing	Completed. Information set out below and e-mailed to Members on 18 July 2018.

Information

As a non-stock holding authority, the Council do not have eviction rates as such. Housing associations and private landlords would hold this information for their own stock directly. The Council does have data on those leaving temporary accommodation which showed evictions (this was very low), together with data on the reason for homeless approaches as a result of eviction. Clarification on the specific information to be included in future reports is therefore sought from Members.

Report No.
FSD18072

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RENEWAL, RECREATION & HOUSING PORTFOLIO HOLDER

Date: For pre-decision scrutiny by the Renewal, Recreation & Housing PDS Committee on 18th September 2018

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2018/19

Contact Officer: James Mullender, Principal Accountant
Tel: 020 8313 4292 E-mail: james.mullender@bromley.gov.uk

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 11th July 2018, the Executive received a report summarising the current position on capital expenditure and receipts following the 1st quarter of 2018/19 and agreed a revised Capital Programme for the four year period 2018/19 to 2021/22. This report highlights changes agreed by the Executive in respect of the Capital Programme for the Renewal, Recreation & Housing Portfolio. The revised programme for this portfolio is set out in Appendix A, and detailed comments on individual schemes are shown in Appendix B, and details of the 2017/18 outturn position are included in Appendix C.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to note and confirm the changes agreed by the Executive on 11th July 2018.

Corporate Policy

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

Financial

1. Cost of proposal: Total decrease of £37k over the four years 2018/19 to 2021/22, due to the completion of two schemes under budget.
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £41.1m for the Renewal, Recreation & Housing Portfolio over the four years 2018/19 to 2021/22
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
-

Staff

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

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Capital Monitoring – variations agreed by the Executive on 11th July 2018

- 3.1 A revised Capital Programme was approved by the Executive on 11th July 2018, following a detailed monitoring exercise carried out after the 1st quarter of 2018/19. The base position is the programme approved by the Executive on 7th February 2018, as amended by variations approved at subsequent Executive meetings. All changes to schemes in the Renewal, Recreation & Housing Portfolio Programme are itemised in the table below and further details are included in paragraph 3.2. The revised Programme for the Renewal, Recreation & Housing Portfolio is attached as Appendix A whilst Appendix B shows actual spend against budget in the first quarter of 2018/19, together with detailed comments on individual scheme progress. Appendix C included details of the final outturn in 2017/18.

	2018/19	2019/20	2020/21	2021/22	TOTAL
	£'000	£'000	£'000	£'000	2018/19 to 2021/22 £'000
Programme approved by Executive 07/02/18	16,123	8,531	14,104	10	38,768
Rephasing from 2017/18 to 2018/19 (Para 3.2)	804	0	0	0	804
Disabled Facilities Grant (DFG) - Increase in allocation (Para 3.3)	178				178
Biggin Hill Memorial Museum - additional funds approved (Para 3.4)	116				116
Norman Park Athletics Track - new scheme (Para 3.5)	300				300
West Wickham Leisure Centre & Library Development - (Para 3.6)	993				993
Approved Programme prior to 1st Quarter monitoring	18,514	8,531	14,104	10	41,159
<u>Variations approved by Executive 11/07/18</u>					
Penge Anerley Libraries - 46 Green Lane (Para 3.7)	Cr 1				Cr 1
Anerley Town Hall Library Provision (Para 3.8)	Cr 36				Cr 36
Total amendments to the Capital Programme	Cr 37	0	0	0	Cr 37
Total Revised Renewal, Recreation & Housing Programme	18,477	8,531	14,104	10	41,122

3.2 Net underspend in 2017/18 rephased into 2018/19

The 2017/18 Capital Outturn was reported to the Executive on 11th July 2018. The final capital outturn for the year for Renewal, Recreation and Housing Portfolio schemes was £7,716k compared to a revised budget of £8,530k approved by the Executive in February; an underspend of £814k. This is mainly due to slippage of £395k on the Bromley MyTime Investment Fund, £414k slippage on various Housing schemes and £121k slippage on schemes including Bromley North Village Public Realm Improvements, Penge Town Centre, Crystal Palace Park AMO and Chipperfield Road Development scheme. Details of the 2017/18 outturn for this Portfolio are set out in Appendix C.

3.3 Disabled Facilities Grant (£178k increase in 2018/19)

As reported to the Executive on 21st May 2018, DCLG approved additional funding provided for Disabled Facilities Grant (DFG) In the Autumn Budget on the 22nd November 2017. The Council received the additional allocation in January 2018.

3.4 Biggin Hill Memorial Museum – (£116k increase in 2018/19)

As reported to the Executive on 21st May 2018, it was agreed that the addition of £116k to the Biggin Hill Memorial Museum scheme in 2018/19 would be made via a revenue contribution to capital of £54k for foundation works at Biggin Hill Memorial Museum, and external contribution

of £62k that had been secured for conservation works on the railings at St. George's Chapel of Remembrance.

3.5 Norman Park Athletics Track – (£300k new scheme addition in 2018/19)

At its meeting on 28th March 2018, the Executive approve that £300k Section 106 receipts from developers in respect of the Kent County Cricket Club development be used to fund a new scheme for landlord improvement works required at Norman Park.

3.6 West Wickham Leisure Centre & Library Development (£993k new scheme addition in 2018/19)

At its meeting on 28th March 2018, the Executive approved the addition of a scheme to the Capital Programme relating to the development of the West Wickham Leisure Centre and Library, with a budget of £993k, funded from the Central Contingency. £913k is earmarked for Consultancy and Survey Fees and £80k to market the scheme and appointing a developer.

3.7 Penge Anerley Libraries (46 Green Lane) (reduction of £1k 2018/19)

On 6th Feb 2013 the Executive agreed the scheme for the provision of a combined Penge and Anerley library with an estimated cost of £669k. Final accounts for the scheme have now been agreed at £668k, and the £1k balance removed.

3.8 Anerley Town Hall Library Provision (reduction of £36k in 2018/19)

This scheme was approved in July 2014 and has now completed £36k under budget.

3.9 **Post-Completion Reports**

Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. After major slippage of expenditure in prior years, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme's non-financial objectives. Post-completion reports on the following schemes are currently due for the Renewal, Recreation & Housing Portfolio before the end of the 2018/19 monitoring cycle:

- Penge Anerley Libraries – 46 Green Lane
- Anerley Town Hall – Library Provision

This quarterly report will monitor the future position and will highlight any further reports required.

POLICY IMPLICATIONS

4.1 Capital Programme monitoring and review is part of the planning and review process for all services. The capital review process requires Chief Officers to ensure that bids for capital investment provide value for money and match Council plans and priorities.

4. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 11th July 2018. Changes agreed by the Executive for the Renewal, Recreation & Housing Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal, Personnel and Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Capital Programme Monitoring Qtr 3 2017/18 & Annual Capital Review 2018-2022 (Executive 07/02/18) Capital Programme Monitoring Qtr 1 2018/19 (Executive 11/07/18) Capital Programme Outturn 2017/18 report (Executive 21/05/18)

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RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 11 JULY 2018									
Code	Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Responsible Officer	Remarks
		£'000	£'000	£'000	£'000	£'000	£'000		
LIBRARIES & MUSEUMS									
941535	Penge/Anerley Libraries - 46 Green Lane	668	668	0	0	0	0	Colin Brand	Approved by Executive 06/02/13
941537	Anerley Town Hall - Library Provision	5	5	0	0	0	0	Colin Brand	Approved by Executive 22/07/14
941538	Relocation of Exhibitions - Bromley Museum	395	374	21	0	0	0	Colin Brand	Approved by Executive 10/06/15
941542	Biggin Hill Memorial Museum	3,202	957	1,406	620	219	0	Colin Brand	Approved by Executive 02/12/15. £106k funding from Treasury Grant, Executive 15/06/16 £157.4k Treasury Grant, £3.2k BHMM Trust
	TOTAL LIBRARIES & MUSEUMS	4,270	2,004	1,427	620	219	0		
LEISURE TRUST CLIENT - RECREATION									
941887	Bromley MyTime Investment Fund	3,768	2,143	1,625	0	0	0	Colin Brand	Revenue contribution to capital works
941897	Norman Park Athletics Track	300	0	300	0	0	0		
941896	West Wickham Leisure Centre	993	0	993	0	0	0		
	TOTAL LEISURE TRUST CLIENT - RECREATION	5,061	2,143	2,918	0	0	0		
HOUSING									
950819	Gateway Review of Housing I.T System	659	406	253	0	0	0	Sara Bowrey	Approved by Executive 11/02/15
950821	Payment in Lieu Fund - Properties Acquisitions	1,120	1,022	98	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
950822	Payment in Lieu Fund - Site K	672	605	67	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
950830	Affordable Housing	2,500	2,500	0	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
950792	Payment in Lieu Fund - unallocated	2,891	0	2,891	0	0	0	Sara Bowrey	S106 Receipts
914110	London private sector renewal schemes	3,243	3,191	52	0	0	0	Steve Habgood	100% external funding
950501	Empty Homes Programme	620	443	177	0	0	0	Steve Habgood	100% external funding
916XXX	Renovation Grants - Disabled Facilities	13,353	9,837	1,521	1,995	0	0	Steve Habgood	Gov't grant £1,681k in 2016/17; Gov't grant £1,838k in 2017/18 (additional £178k recvd); Gov't grant £1,995k in 2018/19
	TOTAL HOUSING	25,058	18,004	5,059	1,995	0	0		
OTHER									
917000	Feasibility Studies	40	0	10	10	10	10	Colin Brand	
941530	Bromley North Village Public Realm Improvements	6,652	6,579	73	0	0	0	Kevin Munnely	Renewal and improvement of Bromley North; £3,298k TfL; £1,829k GLA Outer London Fund; £25k private sector; £1,500k Capital receipts.
941540	Penge Town Centre	746	135	611	0	0	0	Kevin Munnely	Approved Executive 24/03/15 - funded by New Homes bonus
941541	Orpington Town Centre - Walnuts Centre & New Market infrastructure	794	537	257	0	0	0	Kevin Munnely	Approved Executive 24/03/15 - funded by £400k New Homes bonus and £125k High Street Fund, Exec 30/11/16 £106k from S106 fund
941544	Bromley High Street Improvements	3,460	442	1,802	1,216	0	0	Kevin Munnely	Approved Executive 22/03/17 - funded from Growth Fund / S106
950823	Site G	24,292	1,433	4,294	4,690	13,875	0	Kevin Munnely	Funded from PIL (S106) receipts, Growth Fund, Capital Financing, Contribution. Approved Executive 07/11/17 Council 11/12/17
941894	Crystal Palace Park Improvements	2,583	1,287	1,296	0	0	0	Colin Brand	£160k LBB £2m GLA funded (Executive 22/07/14) £116k Historic England grant
941895	Crystal Palace Park - Alternative Management Options	1,120	687	433	0	0	0	Colin Brand	
941981	Chipperfield Road Development - St Paul's Cray	105	0	105	0	0	0	Michael Watkins	Approved by Executive 18/10/16
941529	Star Lane Traveller Site	250	58	192	0	0	0	Sara Bowrey	Urgent water and drainage works (statutory duty)
	TOTAL OTHER	40,042	11,158	9,073	5,916	13,885	10		
	TOTAL RENEWAL, RECREATION & HOUSING PORTFOLIO	74,431	33,309	18,477	8,531	14,104	10		

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 2018/19 - 1ST QUARTER MONITORING					
Capital Scheme/Project	Actual to 31.03.18	1ST QUARTER 2018/19		Revised Estimate July 2018	Responsible Officer Comments
		Approved Estimate Feb 2018	Actuals to 02.08.18		
		£'000	£'000	£'000	
LIBRARIES & MUSEUMS					
Penge/Anerley Libraries - 46 Green Lane	668	0	0	0	Project has finished and Officers are waiting for final invoices. The final account has been agreed at £668k.
Anerley Town Hall - Library Provision	5	0	0	0	Purchase and installation of libraries hardware at Anerley Town Hall. Scheme completed.
Relocation of Exhibitions - Bromley Museum	374	0	19	21	Approved by Executive 10/06/15 - £395k allocation from capital receipts for the relocation of exhibitions from Priory, Orpington to Central Library. Remaining budget committed for conservation works and salary costs.
Biggin Hill Memorial Museum	957	1,464	360	1,406	Approved 02/12/15. Executive approval on 20/06/17, for project to proceed with delivery. The build programme is on schedule and the payment schedule has now been agreed which has allowed the budget to be accurately profiled. The Exhibition and Fit out programme was postponed to avoid the tender being out over Christmas which pushed costs into 2018/19.
TOTAL LIBRARIES & MUSEUMS	2,004	1,464	379	1,427	
LEISURE TRUST CLIENT - RECREATION					
Bromley MyTime Investment Fund	2,143	1,230	151	1,625	A report was submitted to R&R PDS in Nov'17 on Mytime Active Annual Review which included Mytime's proposals for the Investment Fund for 2018/19. It is anticipated around £550k of the remaining budget will not be spent this financial year as Mytime are still working up the scheme in respect to the Pavilion Leisure Centre.
Norman Park Athletics Track	0	0	0	300	New Schemes - S106 payment looking to be used in 2019/20 to refurb track.
West Wickham Leisure Centre	0	0	0	993	New schemes - budget to be used for consultancy costs. A consultant has now been appointed.
TOTAL LEISURE TRUST CLIENT - RECREATION	2,143	1,230	151	2,918	
HOUSING					
Gateway Review of Housing IT System	406	176	131	253	Exec 21/03/17 additional of £459k for purchase of Housing IT System. A new provider has been appointed and work has commenced on implementation. Phase one is due to be completed by the end of the current financial year.
Payment in Lieu Fund - Properties Acquisitions	1,022	0	1	98	The remaining funds relate to work required post lettings during the term of the tenancies. This money is held for repairs and maintenance - during the life of the properties.
Payment in Lieu Fund - Site K	605	0	0	67	Further delays have been incurred - the build and final completion now anticipated by end of Calendar year.
Affordable Housing	2,500	0	0	0	Exec 19.07.17 - S106 contribution for the provision of affordable units to Clarion housing association. Scheme now complete.
Payment in Lieu - Unallocated	0	2,891	0	2,891	New Scheme - to be approved by Executive in July 2018. Budget has been reprofiled from PIL - unallocated (code 950792).
London Private Sector Renewal Schemes	3,191	0	30	52	Current budget rolled forward from 2017/18 - this will be spent this FY 2018/19.
Empty Homes Programme	443	0	13	177	Spending is being targeted on long term empty properties as per the funders criteria, take up is slow, but consistent. Revised correspondence drawn up and being given to every owner of empty property with their Council Tax revised bill to increase awareness of the assistance available.
Rehabilitation Grants - Disabled Facilities	9,837	1,400	737	1,521	Government grant 17/18 was £1,838k. A further top-up allocation of £178k was approved by Exec in May 2018. DfG Allocation for 2018/19 of £1.994m has been submitted to Exec in July 2018 for approval. Additional schemes to provide physical improvements to client's home environments and to assist with creating safer and healthier homes, reduce admissions to hospital and keep clients in their own home for longer have been prepared and will be considered at integration meetings. A private OT agency have been employed to deal with a backlog of assessments and have referred an additional 30 cases for grant aid in the first quarter. As a result, a higher spend is anticipated in 2018/19.
Star Lane Traveller Site	58	192	0	192	The work is to replace much of the water supply to meet minimum regulatory standards. The project was assigned to Amey to implement and project manage. The final specification for works was completed during quarter 2 FY17/18. Work has now commenced for the trenching on site and this is due to be completed early in the new year. Internal pipework is currently being tendered with an anticipated onsite start for March 2018. The completion date is anticipated at end of quarter 1 2018/19. £192k has been rephased into FY18/19.
TOTAL HOUSING	18,062	4,659	912	5,251	

APPENDIX B

Feasibility Studies	0	10	0	10	
OTHER					
Bromley North Village Public Realm Improvements	6,579	0	Cr 10	73	Final accounts confirmation received from Conway. A total of £70k underspend was reported to Executive on 02/12/15 to fund the enhancement projects as part of the contingency options. The scheme is now near completion.
Penge Town Centre	135	569	0	611	The New Homes Bonus funded project consisting of public realm improvements, Shopfront improvements, Business Support, and Wayfinding. The scheme is to be implemented alongside planned TfL bus route and carriageway improvements. The scheme commenced implementation in November 2017 and is expected to be completed by September 2018.
Orpington Town Centre - Walnuts Centre & new market infrastructure	537	308	0	257	High Street Fund and New Homes Bonus funded project to enhance the pedestrian experience of the prime shopping areas to increase footfall. This includes paving, lighting, treatment for trees, new street furniture, and new market infrastructure. Berkeley Homes have made a further payment of £163k of Section 106 contributions towards the Walnuts Public Realm Improvement project. This constitutes two of the three remaining stages of payment, leaving a final outstanding balance of £81k which will be paid on the occupation of the 42nd unit of the development.
Bromley High Street Improvements	442	1,952	72	1,802	Approved Executive 22/03/17. Funded from the Growth Fund, the programme of improvements to the public realm of Bromley High Street is a continuation of the Bromley North Village scheme which aims to enhance the pedestrian experience of the prime shopping areas to increase footfall in the town centre. Section 106 funding of £76k received from the Elmfield Road Travelodge development has been added to the scheme, increasing the total project budget to £3.64m. A further contribution of £76k is expected on the anticipated completion of the development in autumn 2018. This additional funding will be used to fund the programme of architectural lighting enhancements to the High Street as part of the public realm scheme.
Site G	1,433	4,285	0	4,294	Four properties within the red line site have been purchased to date with potentially further purchases in the current financial year. A report was submitted to Council 11/12/17 formalising the Development Agreement with the preferred development partner and the Compulsory Purchase Strategy for the site. The total anticipated cost of £24,292k was noted.
Crystal Palace Park Improvements	1,287	1,317	408	1,296	Approved by Executive 22/07/14 £2,160k (£2m GLA, £160k LBB) GLA funding can only be used for capital works - improving the park landscape. Grant of £116k from Historic England in addition for conservation of the south terrace steps. Work has completed and £10k budget was reduced to reflect the works coming in under budget/ funding claimed. Turnstiles work completed, dinosaur and dinosaur landscape conservation works completed, and sphinxes and south terrace steps works completed. Café works started in January 2018 following the December 2017 Executive contract award decision.
Crystal Palace Park - Alternative Management Options	687	329	80	433	Approved by Executive 24/03/15 - to explore and develop a sustainable regeneration plan, and business plan, for the establishment of an alternative management option for the park. The Regeneration Plan strategy was then approved by the Executive in July 2017 and an Outline Planning Application was submitted in February 2018 with an HLF Parks for People bid was submitted in August.
Chipperfield Road Development - St Paul's Cray	0	0	0	105	Approved by Executive 18/10/16 - £45k to be spent on clarification of development potential and viability, £60k for marketing.
TOTAL OTHER	11,100	8,770	550	8,881	
TOTAL RENEWAL, RECREATION & HOUSING PORTFOLIO	33,309	16,123	1,992	18,477	

RENEWAL, RECREATION & HOUSING PORTFOLIO - CAPITAL PROGRAMME OUTTURN 2017/18					
Capital Scheme/Project	2017/18 OUTTURN				
	Actual to 31.03.18	Approved Estimate Feb 2018	Final Outturn	Variation	Comments / action taken
	£'000	£'000	£'000	£'000	
LIBRARIES & MUSEUMS					
Penge/Anerley Libraries - 46 Green Lane	668	1	0	Cr 1	Scheme Completed
Anerley Town Hall - Library Provision	5	36	0	Cr 36	Scheme Completed
Relocation of Exhibitions - Bromley Museum	374	43	22	Cr 21	2017/18 underspend rephased into 2018/19
Biggin Hill Memorial Museum	957	522	696	174	Additional/accelerated costs in 2017/18 rephased into 2018/19
TOTAL LIBRARIES & MUSEUMS	2,004	602	718	116	Budget allocation to be provided
LEISURE TRUST CLIENT - RECREATION					
Bromley MyTime Investment Fund	2,143	931	536	Cr 395	2017/18 underspend rephased into 2018/19
TOTAL LEISURE TRUST CLIENT - RECREATION	2,143	931	536	Cr 395	
HOUSING					
Gateway Review of Housing IT System	406	447	370	Cr 77	2017/18 underspend rephased into 2018/19
Payment in Lieu Fund - Properties Acquisitions	1,022	99	1	Cr 98	2017/18 underspend rephased into 2018/19
Payment in Lieu Fund - Site K	605	67	0	Cr 67	2017/18 underspend rephased into 2018/19
Affordable Housing	2,500	2,500	2,500	0	Scheme Completed
Payment in Lieu - Unallocated	0	0	0	0	
London Private Sector Renewal Schemes	3,191	113	61	Cr 52	2017/18 underspend rephased into 2018/19
Empty Homes Programme	443	205	28	Cr 177	2017/18 underspend rephased into 2018/19
Renovation Grants - Disabled Facilities	9,837	1,290	1,347	57	Additional/accelerated costs in 2017/18 rephased into 2018/19
TOTAL HOUSING	18,004	4,721	4,307	Cr 414	
Feasibility Studies	0	10	0	Cr 10	
OTHER					
Bromley North Village Public Realm Improvements	6,579	103	30	Cr 73	2017/18 underspend rephased into 2018/19
Penge Town Centre	135	100	58	Cr 42	2017/18 underspend rephased into 2018/19
Orpington Town Centre - Walnuts Centre & new market infrastructure	537	350	401	51	Additional/accelerated costs in 2017/18 rephased into 2018/19
Bromley High Street Improvements	442	292	442	150	Additional/accelerated costs in 2017/18 rephased into 2018/19
Site G	1,433	436	427	Cr 9	2017/18 underspend rephased into 2018/19
Crystal Palace Park Improvements	1,287	450	471	21	Additional/accelerated costs in 2017/18 rephased into 2018/19
Crystal Palace Park - Alternative Management Options	687	430	326	Cr 104	2017/18 underspend rephased into 2018/19
Chipperfield Road Development - St Paul's Cray	0	105	0	Cr 105	2017/18 underspend rephased into 2018/19
Star Lane Traveller Site	58	0	0	0	
TOTAL OTHER	11,158	2,276	2,155	Cr 121	
TOTAL RENEWAL, RECREATION & HOUSING PORTFOLIO	33,309	8,530	7,716	Cr 814	

Report No.
DRR18/051

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Tuesday 18th September 2018

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

Title: RENEWAL RECREATION AND HOUSING PORTFOLIO PLAN

Contact Officer: Matthew Smallwood-Conway, Project Officer, Leisure and Culture
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Chief Officer: Executive Director of Environment & Community Services

Ward: (All Wards);

1. Reason for report

- 1.1 This report summarises the aims and objectives of the Renewal, Recreation and Housing portfolio for 2018/19 and provides an update on progress at the end of quarter 1 (Appendix 1).
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2. **RECOMMENDATION(S)**

- 2.1 The Renewal, Recreation and Housing Policy Development & Scrutiny Committee are asked to review and note the contents of the report (in **Appendix 1**) and provide their comments to the Portfolio Holder.

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Excellent Council, Healthy Bromley, Quality Environment Vibrant, Thriving Town Centres, Regeneration of Borough including meeting housing requirements :
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Financial

1. Cost of proposal: Not applicable
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Renewal, Recreation and Housing Portfolio 2018/19 approved budget and capital programme.
 4. Total current budget for this head: £72.1m as detailed in 5.1 below
 5. Source of funding: Existing revenue budget for 2018/19, S106 funding, Earmarked Reserves, Capital Receipts, Investment/Growth Fund, External Funding (GLA & Treasury), TfL LIP funding & Town Centre Development Fund monies
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Personnel

1. Number of staff (current and additional): 197.49ftes
 2. If from existing staff resources, number of staff hours: N/A
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Legal

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

1. Summary of Procurement Implications: N/A
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Customer Impact

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

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

3. COMMENTARY

Renewal, Recreation and Housing Portfolio Plan 2018/19

- 3.1 The Renewal, Recreation and Housing department is responsible for a range of leisure, culture and recreation services across the Borough. Since April 2018, housing have also been incorporated into the department ensuring a more strategic approach to regeneration across the Borough.
- 3.2 The department leads and manages a range of economic initiatives, including town centre development, a leisure and culture offer, including the management of libraries and Council owned leisure, theatre, and museum services. Services are delivered through 5 operational divisions:
- Town Centres and Business Development
 - Leisure, Culture and Libraries
 - Regeneration,
 - Housing
 - Planning
- 3.3 The divisions key aims are to support and deliver the following Building a Better Bromley Priorities:
- Promote economic development in the Borough
 - Promote, high quality housing development to meet the Borough's housing requirements
 - Ensure good strategic asset management
 - Support vibrant thriving town centres
- 3.4 The attached report (Appendix 1) summarises the aims of department for 2018/19. The portfolio is continuing to pursue the following outcomes:
1. Economic development
 2. Protection, conservation and enhancement of the natural and built environment
 3. Enhanced opportunities for leisure, cultural activities and community led services
 4. Affordable, decent and secure homes
- 3.5 The department has robust monitoring in place of services delivered directly and on the Council's behalf by contractors, as well as ambitious plans to support development. The Portfolio Plan is a key tool for identifying strategic outcomes, as well measuring success. For each aim, the plan identified:
- Details of actions to be taken
 - Measures of success
 - Target dates for completion
 - Lead officer
 - Quarter 1 update
- 3.6 The plan will monitor our performance in relation to how our work impacts on ability to deliver our strategic outcomes, with performance measures related to each strategic outcome identified.

3.7 The Renewal, Recreation and Housing Policy Development & Scrutiny Committee are invited to comment on the plan and make recommendations to the Portfolio Holder with respect to any amendments or additions.

3.8 The Renewal, Recreation and Housing Portfolio Holder is invited to review the recommendations from the Renewal, Recreation and Housing Policy Development & Scrutiny Committee and approve the draft Renewal, Recreation and Housing Portfolio Plan for adoption.

4. POLICY IMPLICATIONS

4.1 Outcomes, aims and actions identified in Renewal, Recreation and Housing Portfolio Plan 2018/19 contribute towards the Bromley 2020 Vision and 'Building a Better Bromley' priorities, and towards meeting relevant legislative requirements.

5. FINANCIAL IMPLICATIONS

5.1 The Renewal, Recreation and Housing Portfolio Plan 2018/19 referred to in Appendix 1 will be implemented using the agreed controllable revenue budget for 2018/19 together with any additional external funding that officers have already secured as well as other funding secured throughout the year as detailed below: -

2018/19 Budgets and Funding	Renewal & Recreation £'000	Housing £'000	Total £'000
R & R Portfolio latest approved controllable budget	8,662.4	0.0	8,662.4
Housing controllable budget	0.0	5,472.4	5,472.4
Earmarked Reserves	1,516.0	0.0	1,516.0
TfL LIP Funding (Bromley North & Beckenham)	3,246.0	0.0	3,246.0
Town Centre development monies (LABGI)	55.0	0.0	55.0
S106 contributions	2,039.6	2,736.4	4,776.0
LBB capital receipts/revenue funding towards Priory/BHMM/Crystal Palace Park schemes	4,358.7	502.9	4,861.6
Capital Financing	20,932.0	0.0	20,932.0
Private Developer contribution towards Site G	100.0	0.0	100.0
Investment Fund/Growth Fund	13,697.3	0.0	13,697.3
External Funding (GLA/NHB/Treasury)	7,025.2	1,749.6	8,774.8
TOTAL	61,632.2	10,461.3	72,093.5

5.2 It should be noted that the unallocated balance of the growth fund as at 1.9.18 is £10.692m.

Non-Applicable Sections:	Impact on vulnerable adults and children, Procurement Implications, Personnel Implications & Legal Implications
Background Documents: (Access via Contact Officer)	N/A

Renewal, Recreation and Housing Portfolio Plan

PRIORITY 1 – ECONOMIC DEVELOPMENT

To support a vision for vibrant, thriving town centres promoting industrial development to generate new income and employment opportunities

Rationale

Through delivery of a range of town centre developments, improving working and living spaces, Bromley will enhance its economic potential.

Key strategies/plans

Bromley Area action Plan
Renewal Strategy
Strategic Assessment
Management

Aligns to Building a Better Bromley

- ✓ Regeneration in the Borough through economic development and investment
- ✓ Supporting local infrastructure development
- ✓ Local plan and 15 year vision for town centre development
- ✓ Robust Asset Management

Priority 1:		Economic Development				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update
Page 37 1	Support the vitality of Bromley Town Centre, including continued delivery of the Bromley Area Action Plan	A) Working with Countryside Properties to secure planning consent for Phase 1 of Opportunity Site G.	Planning consent for Phase 1 by Countryside secured	30-Dec-18	Kevin Munnelly	The planning application for phase 1 is still in the planning process. Estimated Determination in December 2018

Priority 1:		Economic Development				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update	
	B) Prepare and serve Compulsory Purchase Order (CPO) documentation and agreed timetable for CPO Inquiry on Phase 1.	Process to commence on the securing of planning consent for the Phase 1 by Countryside	31-Mar-19	Kevin Munnelly	The planning application for phase 1 is still in the planning process. Estimated Determination in September 18. A report will be brought to the Executive in March 2019.	
	C) Produce and secure Member approval of Bromley town centre AAP review programme	Production and approval of AAP Review (subject to the adoption of the Local Plan)	31-Mar-19	Kevin Munnelly	The Local Plan is currently being reviewed by the planning inspector with a potential outcome by January 2019	
	D) Complete all ground plane improvement works, delivered and let the Market Kiosks and agreed the design and procurement of the commercial units and mirrored canopies.	The works on the ground plane Market kiosks are being completed. Design agreed and procurement commenced	30-Nov-19	Kevin Munnelly	Ground plane works are still in progress, due to delay by contactors. Planning application for semi-permanent kiosks to be submitted by end of September 2018.	
Support and develop the vitality of Beckenham	A) Continue to support the transition arrangements for the Business Improvement District (BID) and the newly established BID Board in	BID Team fully established and successfully managing the town centre.	Bid team fully established and operational by September 2018	John Gledhill	A BID manager has been appointed for Beckenham and Penge The BID manager started working one day per week in August and is now working full time.	

Priority 1:		Economic Development				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update
		Beckenham.				
		B) Fully completed and snagged public realm improvement scheme.	The works being completed	30-Nov-18	Kevin Munnelly	Works are underway on the corners of the war memorial roundabout.
3	Support and develop the vitality of Orpington	A) Consult on and adopt the Orpington Town Centre renewal strategy	Production of the Renewal Strategy	31-Mar-19	Kevin Munnelly/ Mike Watkins	Initial options are currently being developed and a scoping report will be taken to Renewal, Recreation and Housing PDS in September 2018.
		B) Fully completed the public realm improvements	The works being completed	30-Nov-18	Kevin Munnelly	The scheme is currently being progressed with an anticipated completion date of November 2018.
4	Support and develop the vitality of Penge and the borough's smaller town centres	A) Continue to support the transition arrangements for the Business Improvement District and the newly established BID Board in Penge	BID Team fully established and successfully managing the town centre.	Bid team fully established and operational by September 2018	John Gledhill	A BID manager has been appointed for Beckenham and Penge The BID manager started working one day per week in August and is now working full time.
		B) Fully complete public realm improvements.	The works being completed	30-Nov-18	Kevin Munnelly	Works on the public squares are almost completed and work is currently progressing in the Penge Triangle area. This will be followed by junction works and snagging of the entire scheme.
5	Consider the establishment of a Business Improvement District (BID) in Chislehurst.	Appoint consultants to undertake a feasibility study for the establishment of a BID. Report the results of feasibility study to	Feasibility study completed. Report to R R and H Committee.	Dec 2018. 22 January 2019.	John Gledhill	Production of documentation for the tender process to secure a company to undertake the feasibility study has been completed.

Priority 1:		Economic Development				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update	
	the RR and H PDS Committee. Subject to outcome of the feasibility study and RR and H PDS Committee approval, appoint consultants to develop a BID proposal and undertake a Ballot of local business rate payers on the establishment of a BID. Subject to a 'yes' vote for a BID from the Ballot, develop the required legal and operational arrangements and establish the new BID Team.	Subject to outcome of feasibility study and ballot, establish a BID team.	June 2020			
Consider the establishment of a Business Improvement District (BID) in West Wickham.	Appoint consultants to undertake a feasibility study for the establishment of a BID. Report the results of feasibility study to the RR and H PDS Committee. Subject to outcome of the feasibility	Feasibility study completed. Report to R R and H Committee. Subject to outcome of	Dec 2018. 22 January 2019. June 2020	John Gledhill	Production of documentation for the tender process to secure a company to undertake the feasibility study has been completed.	

Priority 1:		Economic Development				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update
		<p>study and RR and H PDS Committee approval, appoint consultants to develop a BID proposal and undertake a Ballot of local business rate payers on the establishment of a BID.</p> <p>Subject to a 'yes' vote for a BID from the Ballot, develop the required legal and operational arrangements and establish the new BID Team.</p>	team.			
7	Promote business Investment and development in the borough's key commercial and industrial areas and employment priority zones	A) Complete a review of Council assets and assess the commercial opportunities for the provision of WIFI and Full Fibre networks utilizing Council assets to improve Gigabit connectivity for local businesses and residents	Production of the review	30-Nov-18	Kevin Munnelly	A report that will establish the quality of existing infrastructure assets and commercial interest is currently being prepared and Information is currently being collated for analysis. Reports will be taken to RR&H PDS and Executive in the November cycle.

Priority 1:		Economic Development				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update
		B) Carry out a review of the Growth Fund and report findings and recommendations to the Executive.	Report taken to Executive	Oct-18	Kevin Munnelly	This will be reported to the Executive in October 2018.

PRIORITY 2 – PROTECTION , CONSERVATION AND ENHANCEMENT OF BOROUGH

To support a vision for economic investment and development to support the Council's Local Plan

Rationale

To provide local planning services that support, maintain and enhance the Borough

Key strategies/plans

Housing strategy
Bromley Area Action Plan
Community Infrastructure Levy

Aligns to Building a Better Bromley

Set vision for development in the Borough
Regeneration of Borough
Lobby GLA and other bodies to support local infrastructure development
Excellent Council
Quality Environment

Priority 2		Protection, conservation and enhancement of the natural and built environment				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update
1	Provide Local Planning Policy services.	<p>A) Develop the new Local Plan which will replace the Unitary Development Plan for Bromley.</p> <p>B) Maintain the Council's planning policy position. Respond to regional and national policy</p>	<p>Adoption of Local Plan</p> <p>Representing LBB policy position at London Plan Inquiry.</p>	<p>Winter 2018/19</p> <p>Winter 2018/19</p> <p>On going</p>	Katie Ryde, Gill Slater	<p>The Local Plan 'Modifications' consultation ended on the 10th of August 2018. Representations made to the consultation will be reported to DCC on the 11th of September.</p> <p>An update on The Draft London Plan will be reported to DCC on the 11th of September. LBB preparing response for The London Plan Inquiry (2019)</p>

Priority 2		Protection, conservation and enhancement of the natural and built environment				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update
		changes and to external consultations. Respond to internal and external requests for planning advice	Responses undertaken.			<p>The National Planning Policy Framework (2018) will be reported to DCC on the 11th of September.</p> <p>Recommended responses to neighbouring authorities draft local plans (Sevenoaks and Tandridge) will be reported to DCC on the 11th of September</p> <p>Recommended responses to Government consultations on Shale Gas (fracking) will be reported to DCC on the 11th of September</p>
2	Develop Local Community Infrastructure Levy (CIL) and maintain Mayoral CIL collection.	A) Consulted on the CIL Draft Charging Schedule.	Launching the 6 week consultation.	Jan/Feb 2019	Terri Holding	<p>Procurement of viability consultants in progress. An exemption from competitive tendering has been authorised and the consultancy has been sent a draft contract. A report with appendices will be taken to DCC then on to the Executive in prior to the consultation early Spring 2019.</p>
		B) Submit the CIL Draft Charging Schedule for Examination.	Submission for Examination	April/May 2019	Terri Holding	<p>Working towards a sound submission, through awarding a contract to viability consultants to refresh the evidence base. An exemption from competitive tendering has been authorised and the consultancy has been</p>

Priority 2		Protection, conservation and enhancement of the natural and built environment				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update
						sent a draft contract. This will be reported to DCC and Executive.
		C) Continue to collect Mayoral CIL in line with CIL Regulations	Serviced delivered and no appeals.	Ongoing service	Terri Holding	Q1 return to Transport for London submitted and 4% of monies retained as per Community Infrastructure Levy Regulation 61 (4a) 2010.
2i	Maintain Local Land Charges services.	Continue to maintain Local Land Charges and Common Land Registers and requests in accordance with national regulations.	Service delivered in line with Local Land Charges Act 1975 and rules 1977.	Ongoing service	Jim Kehoe	Over 95% of LBB searches are returned within 24 hours.
2ii	Maintain Street Naming and Numbering, Local Land and Property Gazetteer services	Continue to maintain-Street Naming and Numbering and Local Land and Property Gazetteer (LLPG) records and requests in accordance with national regulations	LBB address data service delivered.	Ongoing service		Addresses matched against Council Tax, Non-domestic rates, Royal Mail Address file and Ordnance Survey, statistical reports to GeoPlace completed each month.
3	Maintain Building Control services	Continue to respond to Building Control requests in accordance with national regulations.	Service delivered in line with national regulations.	Ongoing service	Jim Kehoe	Response levels temporarily not fully met, working towards restoration of full service. Officers currently working with London Borough of Bexley to

Priority 2		Protection, conservation and enhancement of the natural and built environment				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update
						assist with service limitations, as well as consider a Shared Service, subject to consultation for 2019/2020.
4	Ensure the ongoing effectiveness of planning regulatory functions	<p>Made considered determinations of planning applications within a reasonable period of time, acknowledging national targets whilst focussing on delivering a quality outcome for the borough.</p> <p>Protected trees, listed buildings and conservation areas in the borough by improving the effectiveness of planning functions by resolving cases more quickly and considering more cases of planning control.</p>	<ul style="list-style-type: none"> • Determine 65% of major applications within 13 weeks of receipt • Determine 70% of minor applications within 13 weeks of receipt • Determine 82% of other applications within 8 weeks of receipt 	Ongoing service	Tim Horsman	<p>100% of major applications determined in time</p> <p>78% of minor applications determined in time.</p> <p>85% of other applications determined in time.</p>
5	Planning Enforcement	A) Determined over 750 cases where a breach of planning	Number of cases determined	Ongoing service	John Stephenson	190 cases determined

Priority 2		Protection, conservation and enhancement of the natural and built environment				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update
		control may have taken place, using the Council's Planning Enforcement Policy to guide any actions to be taken.				

PRIORITY 3 – LEISURE, CULTURAL ACTIVITIES AND COMMUNITY SERVICES

To support a vision for enhancing leisure, cultural and community activities across the Borough

Rationale

To sustain services that promote residents health and wellbeing, including a diverse offer of leisure, cultural and community services.

Key strategies/plans

Bromley Area Action Plan
Renewal Strategy
Strategic Assessment
Management

Aligns to Building a Better Bromley

- ✓ Regeneration in the Borough through economic development and investment
- ✓ Supporting local infrastructure development
- ✓ Local plan and 15 year vision for town centre development
- ✓ Robust Asset Management
- ✓ Excellent Council

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update
1	To provide a comprehensive and efficient library service considering new ways of delivering library services in challenging financial circumstances	A) Commenced the second year of a 10 year contract with Greenwich Leisure Limited (GLL) our Service	Service Provider delivers on KPIs in line with the Contract and Specification.	March 2019	Tim Woolgar	Performance of Service Provider is as required and Customers are receiving the required level of service. A contract performance report

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update	
	<p>Provider to deliver Bromley Library Services under the supervision and direction of the Council. Produced ongoing evidence of performance and adherence by GLL to the contract and specification using a suite of KPIs to ensure that service levels are being maintained. Monitored the contract to encourage the Service Provider to think innovatively and continually look for ways to develop and improve the service whilst continuing to reduce operating costs and achieving value for money</p>				<p>will be taken to Renewal, Recreation and Housing PDS on the 18th of September and to Contracts and Commissioning Sub Committee on the 19th of September.</p>	

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update	
	B) Further explored and identified options for the upgrade and re-development of library facilities including progressing a mixed development proposal for Chislehurst Library to include retail and residential opportunities and new library facilities and a proposed shared Leisure and Library facility at the existing West Wickham Leisure Centre site. Developed Identified options for upgrading a range of libraries working alongside GLL our Service Provider	<p>Planning Application for Chislehurst site submitted by developer.</p> <p>Appoint design consultant following Executive Approval in March 2018</p> <p>Executive approval for planning application and scheme progression</p> <p>Planning Application for West Wickham site submitted by developer</p>	<p>Dec 2018</p> <p>September 2018</p> <p>April 2019</p> <p>May 2019</p>	Mike Watkins/ Alicia Munday	For West Wickham site specification for design consultant approved, and out for detailed fee proposal, on schedule for target date.	
2	Establish Bromley as a destination for culture	A) Work with AECOM to submit the Outline Planning	Dec 2018	Lydia Lee / Hannah Jackson	Dialogue with Historic England and the GLA around affordable housing and enabling works has led to the need to re look at the	

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update	
	Application for Crystal Palace Park and work with the Crystal Palace Park Trust to build their capacity to take on some management and maintenance responsibilities in the park.				options available to ensure that a viable scheme can be progressed. Dialogue with the Trust continues with regard to a phased handover of responsibility.	
	B) Compete the Crystal Palace Park Improvement scheme; finish construction of the café and open to the public and monitor the recipients of grants and support them to deliver their projects.	Café is open to the public. Community Grants fund Projects are successfully delivered.	Café Construction: January 2019 Community Grants: March 2019	Lydia Lee / Hannah Jackson	Cafe construction has been delayed due to some supply and design issues. These are now resolved and completion is expected in early January 2019 when the café will be handed over to the future operator for fitting out. Community grants fund progress has been good with successful projects ongoing in the park.	
	C) Take part in national heritage and cultural events.	Take part in Heritage Open Days.	March 2019 / Ongoing	Lydia Lee / Hannah Jackson	We are currently preparing to take part in Heritage Open Days in September with events planned across the borough and will be taking part in The Big Draw in October.	
	D) Finish construction and fit out of the Biggin Hill Memorial Museum and open	Biggin Hill Memorial Museum opens to the public	November 2018	Lydia Lee / Hannah Jackson	Construction of the museum is progressing well; a fit out contractor has been appointed and will start on site in October 2018 completion of facility is	

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update	
		to the public				expected late 2018.
3	Enhance the borough's leisure facilities	A) Continue to support the proposals by Blackheath and Bromley Harriers to take over the management of Norman Park Athletics Track and for them to develop a new pavilion and community facilities.	Planning applications by Blackheath and Bromley Harriers are submitted and approved, in respect to the Athletics Track and their clubhouse in Hayes. Implementation of the proposals for the redevelopment of the Athletics Track.	Planning applications for the 2 sites to be submitted by September 2018. Planning consents for the 2 sites agreed Jan 2019. Development proposals to be started by March 2019.	John Gledhill	Blackheath and Bromley Harriers have submitted a planning application in respect to the development at Norman Park Track and are working with Planners to provide planning the information that is being requested. They are also developing their planning application for the redevelopment of their clubhouse site in Hayes.
		B) Identified a suitable developer and awarded a contract for a mixed use development to include a community hub, housing and public realm work and a new gymnastics centre at Chipperfield Road, St Paul's Cray.	A suitable developer identified and contract awarded.	Report to Executive in October 2018.	John Gledhill	Proposals are being further refined by Officers.
		C) Secure for the long term arrangements for	An agreement on a long term arrangement is	Agreement reached with Mytime	John Gledhill/ Alicia Munday	Officers have been discussing future business proposals with Mytime Active who have

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 1 update	
	the Councils leisure centres, golf courses and community halls.	made between the Council and Mytime Active. If this is not attainable then proposals for a wider market testing process will be developed.	Active by October 2018. Wider marketing to commence in November 2019 if agreement is not reached.		submitted a proposal for consideration securing long term leisure facilities in the borough. It is anticipated, that subject to the outcome of the negotiations that a report will be presented to the RRH PDS and Executive in November 2018.	
	D) Explore the medium to long term options for future theatre provision in Bromley town centre, and develop an options appraisal.	The development of suitable options for the Theatre for consideration by the Executive.	Report to Executive in 2019 following completion of works.	John Gledhill	A Report was considered by the Executive on 11 July to undertake temporary works and health and safety works at the Theatre. The works being undertaken will also consider the replacement of mechanical, electrical and heating plant. The outcome of these investigations will help inform the discussions around the future of the Theatre, and a further Report will be brought back to the Executive to consider options.	

PRIORITY 4 – AFFORDABLE, DECENT AND SECURE HOMES

Enable residents to access and sustain a place to live that is affordable, decent and secure.

Rationale

By maximising the supply of accommodation, promoting good quality housing across all sectors and assisting those in housing need to resolve their own housing difficulties, we will reduce demands on our housing operation services and ensure that residents are safe, protected, well supported and living within strong communities.

Aligns to Building a Better Bromley

- ✓ Supporting independence
- ✓ Supporting children and young people
- ✓ Excellent Council

Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ Older People's Strategy
- ✓ Children and Young People's Plan
- ✓ The Roadmap to Excellence
- ✓ Housing Strategy
- ✓ Homelessness Strategy
- ✓ Corporate Parenting Strategy
- ✓ Children Looked After Strategy
- ✓ Care Leavers Strategy

	Action	Detail	Measure of success	Target date	DLT Lead	Quarter 1 update
1	Increase the supply of new homes, including affordable housing	<p>A) Develop a new Housing Strategy for Bromley</p> <p>B) Seek innovative ways to secure housing by working closely with colleagues across the Council to develop and exploit opportunities for joining up housing, employment,</p>	Housing Strategy launched	April 2019	Director Housing	<p>A) Housing Strategy in process of being drafted. Focus groups will be held in the autumn with stakeholders.</p> <p>B) A number of options have been developed to secure new housing in Bromley – these will be taken to RRH PDS in September 2018.</p>

	Action	Detail	Measure of success	Target date	DLT Lead	Quarter 1 update
		transport and other strategies				
		C) Deliver the Modular Home programme	Modular Homes filled	Summer 2019	Director Housing	<ul style="list-style-type: none"> • Executive agreed to the principle of inviting bids from potential suppliers for the development and management of a modular constructed site in York Rise, Orpington in May 2017 (report CS18006). • Executive agreed to the proposal to proceed to formal tender for provision of modular build accommodation together with a management contract for a period of 15 years in January 2018 (report CS18121). • A project team has been set up as part of the Procurement process that will involve

	Action	Detail	Measure of success	Target date	DLT Lead	Quarter 1 update
						<p>officers from Housing, Commissioning, Programmes and Projects, Finance, Legal, Procurement and Renewal and Recreation.</p> <ul style="list-style-type: none"> The first stage of tendering has been concluded and is now in the evaluation and negotiation stage. The Contract Award and Notification to Candidates will be completed in September 2018 with the contract starting in November.
2	Reduce homelessness	A) Embed a new approach to managing homelessness by focusing on early intervention and gaining a stronger understanding about why some families and individuals report as homeless	<p>Reduction in homelessness applications</p> <p>Reduction in use of Temporary Accommodation</p>	<p>April 2022 [AP]</p> <p>Sept 18 – implement the new Homelessness Reduction Act requirements</p> <p>April 19 – Implementa</p>	Director Housing	<ul style="list-style-type: none"> The Homelessness Strategy 2018-2023 was endorsed by the Adult Care and Health Policy Development and Scrutiny Committee in June 2018 (report CS18135). The strategy was developed in consultation with partners and agencies delivering services, customers and other stakeholders. A total of 232 individual responses were received

	Action	Detail	Measure of success	Target date	DLT Lead	Quarter 1 update
				<p>tion of new IT system</p> <p>April-June 19 – review of initiatives relating to the Act</p> <p>Oct 19 – Duty to refer implemented</p>		<p>during the consultation in addition to the feedback from the focus groups.</p> <ul style="list-style-type: none"> • Putting a new strategy in place will enable the Council to both respond to the risk of increased homelessness and meet the new statutory duties arising from the Homelessness Reduction Act 2017 which came into force in April 2018. • The Homelessness Strategy identifies 4 key priority areas designed to make the most difference and target those at greatest risk of homelessness: <ul style="list-style-type: none"> • Early identification and prevention of homelessness • Achieving positive outcomes for our young people • Increase access to and promote the supply of

	Action	Detail	Measure of success	Target date	DLT Lead	Quarter 1 update
						<p>accommodation</p> <ul style="list-style-type: none"> Achieving positive outcomes by improving health and wellbeing and supporting people to break the cycle of homelessness A new staffing structure and a range of resources are in place to ensure that services are compliant with the Homelessness Reduction Act. <p>Milestones:</p>
		<p>B) Review the placement policy</p> <p>C) Review procurement strategy for Temporary Accommodation</p>	<p>Reduction in use of Temporary Accommodation</p>	<p>July 2018</p> <p>May 2019</p>	<p>Director Housing</p>	<p>B) Placement policy reviewed and no changes made due to implementation of the Homelessness Reduction Act.</p> <p>C) A review of the Placement Policy and Procurement Strategy for Temporary Accommodation will take place in May 2019 to take into account any subsequent case</p>

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 1 update
					law.
	<p>D) Launch Personal Housing Plans to include housing support and preventative solutions</p> <p>E) Maintain a rolling programme of Personal Housing Plans</p>	<p>Reduced risk of homelessness</p> <p>Reduced repeat homelessness</p>	<p>May 2018</p> <p>April 2022 [AP]</p>	Director Housing	<p>D) Personal Housing Plans are being carried out from 1 April 2018.</p> <p>E) The impact of Personal Housing Plans on reducing repeat homelessness cannot be made until sufficient time has passed to be able to assess whether individuals and families have maintained their tenancies following the implementation of the PHP.</p>
Appropriate accommodation for older people	A) Develop a more strategic approach to the provision of accommodation for older people in the borough including supported accommodation, extra care housing and	<p>Older People's Strategy includes housing element</p> <p>Housing Strategy includes older people element</p>	<p>Jan 2019</p> <p>April 2019</p>	Director Programmes	A new integrated Older People's Strategy (Ageing Well in Bromley) is in development with Bromley CCG. One of the anticipated outcome statements to be delivered is: My home meets my aspirations and needs. The deadline has been extended to January 2019

	Action	Detail	Measure of success	Target date	DLT Lead	Quarter 1 update
		residential/nursing care				to allow sufficient time for engagement with older residents of the borough.
					Director Housing	A contractor to carry out the Older People Housing Needs Survey has been appointed and the survey is now commencing. Timescales for the final report with full analysis are now being agreed with the contractor to conclude this work by quarter 4 2018/19.
4	Appropriate accommodation for Children in Care and Care Leavers	A) Increase net in-house foster carers B) Increase Staying Put take-up	Children Looked After sufficiency of provision Effective in-house Fostering offer Increase in Care Leavers living within families	April 2022 [AP]	Director Children's Social Care	<ul style="list-style-type: none"> The recruitment of new foster carers continues with 25 new households being recruited since July. Accredited foster carer training opportunities are being rolled out to provide additional support to foster carers. Additional support includes a Fostering out of hours service is starting in July 2018 which will be accessible to carers weekday evenings and 9am to 10pm during Bank holidays and weekends as well as a

	Action	Detail	Measure of success	Target date	DLT Lead	Quarter 1 update
						psychologist from Coram therapeutic services who is now within the fostering service and accessible to carers.
		C) Develop a procurement framework for Care Leavers accommodation	Ensure good quality and suitable accommodation and support Reduction in the average cost of Care Leavers placements	April 2020	Director Children's Social Care/ Housing	The Gateway Review has been drafted and proposals for the framework will be going to Committee in October 18 for agreement.
5	Appropriate accommodation for children and adults with special educational needs and/or disabilities (SEND)	A) Review how the Disabled Facilities Grant (DFG) is used across the borough	Effective use of DFG	April 2020	Director Housing	<ul style="list-style-type: none"> The linked review of the Occupational Therapy Service has been completed and a dedicated Occupational Therapist remains within the Housing Service. Responsibility for the DFG is currently with the Director of Environmental Services.

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 1 update
	B) Increase Shared Lives take-up	Expanded Shared Lives programme Increase in number of vulnerable adults living with families	April 2022 [AP]	Director Adult Social Care	<ul style="list-style-type: none"> • At the end of May there were 37 carers, 32 long term placements, 8 respite placements and 2 day support placements which compares well with other Shared Lives schemes in neighbouring local authorities. • A programme of new and different ways of advertising including social media is being started to recruit more carers. • An inspection of this service by CQC is awaited.

	Action	2017/18	Target	2018/19 Qtr 1	2018/19 Qtr 2	2018/19 Qtr 3	2018/19 Qtr 4
4.1	Number and % of homeless prevention (as this indicator is being measured differently from previous years there are no figures for 17/18 or targets. Data will be available in Qtr 2)	N/A	N/A	N/A			
4.2	Proportion of households in Nightly Paid Accommodation as % of total in temporary accommodation	59.7%	60%	61%			
4.3	Number of families with dependent children in shared accommodation (including B&B and shared annex) over 6 weeks	0%	0%	0%			

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Report No.
CSD18142

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RENEWAL, RECREATION AND HOUSING POLICY
DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 18 September 2018

Decision Type: Non-Urgent Executive Key

Title: REFERENCE FROM EXECUTIVE, RESOURCES AND
CONTRACTS PDS COMMITTEE: BROMLEY PRIVATE SECTOR
LEASING SCHEME AND COUNCIL OWNED TEMPORARY
ACCOMMODATION MANAGEMENT SERVICES - CONTRACT
EXTENSION

Contact Officer: Philippa Gibbs, Democratic Services Officer
Tel: 020 8461 7638 E-mail: Philippa.Gibbs@bromley.gov.uk

Chief Officer: Director of Corporate Services

Ward: Borough wide

1. Reason for report

At its meeting on 5th September 2018, the Executive, Resources and Contracts PDS Committee recommended that the Council's Executive defer its decision in relation to the attached report to enable thorough pre-decision scrutiny by the Renewal, Recreation and Housing PDS Committee.

2. **RECOMMENDATION**

Pending a decision by the Council's Executive on 12th September 2018, to defer consideration of the attached report; that the Renewal, Recreation and Housing PDS Committee note and comment on the contents of this report and the current action being taken to reduce the overall costs and improve the supply of temporary accommodation and make recommendations to the Executive.

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable: As per existing contract
 2. Ongoing costs:
 3. Budget head/performance centre: Temporary Accommodation
 4. Total current budget for this head: £6.5m
 5. Source of funding: RSG
-

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: Statutory Requirement
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): More than 5,000 households approach with housing difficulties which could lead to homelessness each year. There are currently about 1,575 households in temporary accommodation to whom the Council owes a statutory duty, of which 958 are in costly forms of nightly let accommodation. Orchard and Shipman currently manage approximately 200 units as part of the Council's temporary accommodation portfolio
-

Ward Councillor Views

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

London Borough of Bromley

Part 1 - Public

Agenda
Item No.

Decision Maker: Executive

Date: Wednesday, 12 September 2018

Decision Type: Non-Urgent Executive Non-Key

Title: Bromley Private Sector leasing Scheme and Council owned temporary accommodation management services – contract extension

Contract Officer: Lynnette Chamielec, Head of Allocations and Accommodation
Tel: 0208 313 4009 E-mail: lynnette.chamielec@bromley.gov.uk

Chief Officer: Ade Adetosoye, Executive Director

Ward: Borough wide

1. REASON FOR REPORT

- 1.1 Bromley's formal contract for the procurement and management of private sector leased properties and management of council owned temporary accommodation which forms an important part of the Council temporary accommodation portfolio is due to expire on 31st March 2019.
 - 1.2 The contract allows for a two year extension. Permission is now sought to extend the contract by 2 years. This report outlines the proposed extension of the contract.
-

2. RECOMMENDATION(S)

Members of the Executive are asked to:

- 2.2 Note and comment on the contents of this report and the current action being taken to reduce the overall costs and improve the supply of TA.

The Executive are asked to agree to the following recommendations:

- 2.3 Agree to the proposal to utilise the extension option in the existing contract with Orchard and Shipman from 1st April 2019 to 31st March 2021 at an estimated gross value of £2.2m per annum. Of this sum approximately £1m relates to the management fees for

accommodation with the remainder passed directly to private landlords for the private rental charges.

- 2.4 Agree the Housing Division utilises the extension period to review the market in order to undertake a robust tendering process prior to the extension period expiring.**
- 2.5 Note the Housing Division will continue to pursue cost effective block contracts for TA both in private sector leasing and nightly paid accommodation (NPA).**
- 2.6 In consultation with Director of Commissioning, Director of Finance, Director of Corporate Services and the Portfolio Holder delegate authority to the Deputy Chief Executive and Executive Director Education, Care and Health Services to enter into block booking contracts and lease arrangements where offered to the Council where such arrangements provide a saving against current nightly paid rates.**

Corporate Policy

1. Policy Status: existing policy
 2. BBB Priority:
-

Financial

1. Cost of Proposal: N/A. As per existing contract.
 2. Ongoing Costs: Recurring Cost. £zero
 3. Budget Head / Performance Centre: Temporary Accommodation
 4. Total current budget for this head: £6.5m
 5. Source of funding: RSG
-

Staff

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

Legal

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

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): More than 5,000 households approach with housing difficulties which could lead to homelessness each year. There are currently about 1,575 households in temporary accommodation to whom the Council owes a statutory duty, of which 958 are in costly forms of nightly let accommodation. Orchard and Shipman currently manage approximately 200 units as part of the Council's temporary accommodation portfolio
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The number of people living in TA and the cost of providing this resource continues to rise. A continuing disparity between local housing allowance levels and the incomes of low to moderate wage earners in comparison to local market rents is continuing to widen and is putting an increased number of households at risk of homelessness. Without a significant increase in the development of genuinely affordable accommodation there is no prospect of any reduction in the requirement for TA over the next few years.
- 3.2 In order to ensure a sufficient supply of Temporary Accommodation (TA) to meet statutory housing responsibilities, TA is procured through a mixture of routes including property purchase, leased, block and spot contract arrangements.
- 3.3 The Council spends more than £6.5m (net) procuring temporary accommodation for homeless households every year and demand for this service is forecast to increase. Temporary accommodation (TA) is procured through a mixture of property purchase, leased, block and spot contract arrangements.
- 3.4 Orchard and Shipman currently operate the Councils private sector leasing scheme procuring and managing units from the private rented sector for use as temporary accommodation. They also manage the Bromley owned temporary accommodation stock. The Council originally entered into contractual arrangements with Orchard and Shipman by using a framework agreement set up via a competitive tendering process undertaken by Midlothian Council in 2011.
- 3.5 In January 2016 the Executive Committee agreed to enter into a new contract with Orchard and Shipman for the procurement and management of private sector leased properties and management of Council owned TA for a period of 3 years from 1st April 2016 with the option to extend for a further 2 year period.

4. SUMMARY OF YOUR BUSINESS CASE

The primary justification for extending the contract is to ensure retention of the existing PSL units, the majority of which are self-contained properties located within the borough boundaries and which are used primarily to house those in local employment and those with high support needs which must be met locally. These properties have been procured independently by Orchard and Shipman and subsequently made available to the Council to nominate to as temporary accommodation in order to allow us to meet our statutory duties in respect of homelessness. The Council has no direct relationship with these properties or property owners and in the event that the contract with Orchard and Shipman ceased they would retain access to these units and the Council would be forced to find alternative placements for its clients. Orchard and Shipman would be able to source alternative tenants for this accommodation either by way of private agreement or via another Local Authority.

In addition through combining the contract to incorporate the leased and LBB owned accommodation management with one provider efficiencies have already been achieved.

The Council also works closely with other London Authorities, recent tenders that have taken place for similar Schemes have not been successful as other Providers have largely withdrawn from the market which would suggest that there is insufficient interest in pursuing new schemes of this nature at this time. Should the extension be agreed would propose to review the undertakings and joint ventures being explored across London prior to the extension expiring.

4.1 SERVICE PROFILE / DATA ANALYSIS

- 4.1.1 In order to meet the continued demand for TA the Council secures units in several ways. The most advantageous and cost effective arrangements are Registered Provider temporary lets and housing association leasing arrangements as these operate on a nomination only basis with no requirement for additional funding or underwriting and the most costly are spot purchased nightly paid units which currently have an annual average net cost of £7,400 per unit.
- 4.1.2 The Council's approved temporary accommodation procurement policy seeks to secure a sufficient supply of accommodation, where possible utilising all forms of TA, with spot purchased nightly paid units only being used when no other alternative supply can be sourced.
- 4.1.3 The table below shows the numbers of properties used for general needs TA split by source. For the purpose of this report specialist supported accommodation which may be used as TA as part of a housing pathway is not included.

Scheme Type	# Placements
Oak/Theori (individual private sector leases – nominations only)	10
Hyde/NHHG (individual housing association private sector leases- nominations only)	4
Nightly Paid Accommodation (NPA)	958
Clarion (AST – nominations only)	208
Dabora Conway (individual private sector leases)	7
Orchard & Shipman(PSL)	106
Orchard & Shipman (LBB owned)	105
More Homes Bromley (Owned)	136
Mears (leased unit)	34
A2 Dominion (PSL- nominations only)	10
	1,575

- 4.1.4 In addition to existing pressures that have resulted in the current rise in the use and cost of temporary accommodation, the following trends appear likely to continue in the future:
- **Continuing property and rental price increases against frozen benefit and temporary accommodation subsidy levels reducing access/supply of private rented and temporary accommodation units:** this will reduce access to the market, increase the number of households accommodated by the Council and increase the funding gap needing to be subsidised.
 - **Increased homeless approaches,** particularly from the lowering of the benefit cap and low-to-moderate income working households being priced out of the market.

- **Continued decrease in available social housing** combined with increased concern from housing associations regarding affordability and increased refusals for nominations and/or requests for rental guarantees or rent in advance to take statutory homeless households.
- **Increased rent arrears resulting from universal credit roll out.**
- **Increasing legal challenges around temporary accommodation** including the type, location (particularly outside of London) and length of stay. Currently around 61% of TA placements are outside of the borough's boundaries.

4.1.5 In order to meet the demand for TA the Council will continue to seek the procurement and retention of accommodation that enables it to deliver its statutory responsibilities in respect of homelessness whilst ensuring that it delivers the best possible value for money achievable in this difficult market and ensuring that formal contractual arrangements will be agreed in accordance with Contract Procedure Rules.

4.1.6 The table below provides a simple demonstration of predicted increases based upon current supply and demand. This includes assumptions on the Mears property purchase units and pilot modular homes scheme, but does not factor in any risk around a further reduction in lettings or upsurge in numbers approaching following the rollout of universal credit this year.

	2018/19	2019/20	2020/19
TA at start of year	1,522	1,837	2,185
of which in NPA	909	1,168	1,412
New statutory acceptances	665	698	700
Total	2,187	2,535	2,885
Move-on from TA	350	350	350
Total In TA	1,837	2,185	2,535
Of which NPA	1,128	1,390	1,683

4.2 OPTIONS APPRAISAL

- 4.2.1 If the Council does not take any procurement action the costs of temporary accommodation will continue to increase and the risk of challenges because of the location and type of accommodation offered will increase. Therefore "no action" is not an option.
- 4.2.2 Given the current pressures in relation to homelessness and temporary accommodation and limited availability of supply, it is critical that the current temporary accommodation stock including those units procured and managed by Orchard and Shipman are maintained and that the focus on preventative measures is maximised wherever possible.
- 4.2.3 The Council will to continue to work with its existing Private Sector Leasehold (PSL) Providers and to develop relationships with emerging providers in order to reduce the ongoing cost of nightly paid TA. The Council needs to be able to make decisions very quickly to take up opportunities which are offered to it as offers from new providers are often made with very short notice. As such the report requests in consultation with Director of Commissioning,

Director of Finance, Director of Corporate Services and the Portfolio Holder delegated authority to the Deputy Chief Executive and Executive Director of Education, Care and Health Services to enter into such arrangements when opportunities to come forward offering a saving against the cost of nightly paid accommodation.

- 4.2.4 An extension of the current arrangements will not be sufficient to meet the level of demand for temporary accommodation. Additional housing supply is necessary to meet our statutory duty and start to reduce the level of costly temporary accommodation placements which have to be secured through the private rented sector on a nightly rate basis. There are a range of additional measures currently being considered with options papers being reported to Members for consideration as these options present themselves.

4.3 PREFERRED OPTION

- 4.3.1 As per 4.2 above the preferred option is to extend the current contract held with Orchard and Shipman for two years.
- 4.3.2 Orchard and Shipman are meeting key performance targets; these include those relating to arrears recovery; which is in excess of 98%, void turnaround; which averages 25 days and unit management, which includes targets relating to repairs and cyclical safety checks.

5. MARKET CONSIDERATIONS

- 5.1 There is high and increasing demand for the provision of temporary accommodation across London and the South East and as such competition for available accommodation is increasing.
- 5.2 Restrictive subsidy and welfare reform changes have meant that leasing schemes have become less economically viable and an increasing number of housing associations have withdrawn from the temporary accommodation market, leaving an increased reliance on providers such as Orchard and Shipman and those only willing to offer accommodation at an inflated nightly paid rate.
- 5.3 Despite active procurement activities from Providers such as Orchard and Shipman this has resulted in a loss of 85 PSL units between January 2016 and July 2018 as landlords are able to achieve a significantly higher rental yield via alternative routes such as utilising a nightly paid provider or renting their accommodation directly to the market.
- 5.4 Existing leases and those currently being negotiated remain within the temporary accommodation subsidy arrangements in that rental revenue covers the costs of the lease payments to the property owner and management services from Orchard and Shipman.
- 5.5 The audit report commissioned on temporary accommodation in October 2015 recommended that where arrangements were operating successfully that consideration should be given to maintaining those arrangements and associated contracts in order to cover and protect the current leases and ability to take on new properties in accordance with existing arrangements. As the leased arrangements are made directly with the private landlords any withdrawal from such a scheme would mean the loss of those units.

6. STAKEHOLDER ENGAGEMENT

Regular feedback is sought from tenants to ensure the service performs. We continue to liaise with all our partners with regards to the procurement of temporary accommodation.

7. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

- 7.1 The contract has a two year extension option built into the contract and it is proposed to utilise this extension option.

8. SUSTAINABILITY AND IMPACT ASSESSMENTS

- 8.1 The retention of these units and ability to enter into arrangements when PSL, HAL or block booking arrangements present themselves will allow the Council to continue to place the most vulnerable households close to specialist services and schooling and minimise the cost of providing essential support services such as SEN transport. The units also enable the Council to maintain close access to employment for those that work locally.

9. POLICY CONSIDERATIONS

- 9.1 The housing objectives are set out in the relevant business plans and Homelessness Strategy. These objectives are compliant with the statutory framework within which the Council's housing function must operate.
- 9.2 The Council has a temporary accommodation procurement and placement policy (elsewhere on this agenda) which seeks to ensure compliance with the statutory framework for the provision of temporary accommodation meeting the requirements for suitability whilst seeking value for money in all placements.
- 9.3 The Council's temporary accommodation procurement and placement policy takes account of statutory guidance together with case law requirements to fulfil the Council statutory duty for the provision of temporary accommodation. This has been reviewed to reflect market.

10. PROCUREMENT CONSIDERATIONS

- 10.1 The Executive Committee of the Council agreed the continued use of Orchard and Shipman to manage and overview various Tenancy Arrangements and Statutory responsibilities at its meeting in January 2016, which also included reference to the possible need to further extend the original contract to meet the Council's Housing responsibilities and the endorsement of this approach following an Audit Review in October 2015.
- 10.2 As the Contract in place has made provision for the extension identified, and given the need to also extend this arrangement to align with the Bellegrave and Manorfields leasing arrangements, there would seem little value in requiring the Contract to be subject to further competitive tendering at this time, although this will need to be actively considered and appropriate tender action commenced, in the near future."

11. FINANCIAL CONSIDERATIONS

- 11.1 The cost of the Private sector leasing scheme and Council owned temporary accommodation management services are cost neutral as the cost of management and payment of rents is recovered through the rental stream charged to tenants.

11.2 This scheme mitigates the need for further nightly paid accommodation. The increasing costs of this have been reported to Members previously and are contained within the main body of the report.

11.3 The table below provides a breakdown of the nightly paid bed and breakfast costs

	Average Yearly Charge	Average Yearly Income	Average Yearly Net Cost
1 Bed	£13,107	£7,264	£5,843
2 Bed	£16,178	£8,785	£7,393
3 Bed	£19,433	£10,475	£8,957
4 Bed	£23,668	£15,989	£7,678

11.4 The majority of families in nightly paid accommodation require two bedrooms with the next most needed type of accommodation being one and three bedroom accommodation.

11.5 The average cost per unit is around £7,400 p.a. although this is forecast to increase in the next few years. This is the amount mitigated by using this contract

11.6 The number of homelessness is currently 1,522 of which some are placed in temporary accommodation or private landlords. However it is the nightly paid which is the major cost pressure of which there are currently 1,128 households.

14. LEGAL CONSIDERATIONS

14.1 All local authorities have a statutory duty under the Housing Act part VII (as amended by the Homelessness Act 2002) to secure suitable temporary accommodation for priority homeless households.

14.2 Under section 193 of the Act local authorities are bound by statute to secure that suitable accommodation is available for those applicants who have been accepted as having a 'main' homelessness duty. This will usually initially be filled by continuing the temporary arrangements entered into for the interim duty.

14.3 The Council also uses temporary accommodation style arrangements to fulfil the statutory duty towards other client groups for example those with no recourse to public funds and some leaving care clients.

14.4 There is clear guidance within the homelessness legislation and case law regarding suitability of temporary accommodation. This includes details of standards of accommodation, nature, style, affordability and location. Recent case law has clearly set out the expectation that local authorities should as far as possible secure accommodation within the locality. Where this cannot be done there needs to be a clear audit trail which demonstrates how accommodation was procured in the nearest possible location. In addition, full risk assessments must be undertaken regarding out-of-borough placements. Lack of accommodation in itself is not sufficient to justify a placement which does not meet the suitability criteria. Failure to meet the above requirements brings the risk of legal challenge resulting in order with specific placement requirements and compensation orders.

14.5 The proposed extension to the contract terms is permitted within the terms of the current contract. The proposed extension can be approved under Rule 23.7 and 13.1 of the Council's Contract Procedure Rules

Non-Applicable Sections:	Personnel, IT and GDPR, HR
Background Documents: (Access via Contact Officer)	
	Version CP@5/16

Report No.
DRR18/043

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: **CONTRACTS AND COMMISSIONING SUB-COMMITTEE
RENEWAL, RECREATION AND HOUSING PDS COMMITTEE**

Date: **Tuesday 4th September 2018
Tuesday 18th September 2018**

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

Title: **PROVISION OF LIBRARY SERVICES - CONTRACT
PERFORMANCE REPORT**

Contact Officer: Tim Woolgar, Principal Client, Libraries
Tel: 020 8461 7232 E-mail: tim.woolgar@bromley.gov.uk

Chief Officer: Colin Brand, Director of Regeneration

Ward: All

1. Reason for report

1.1 This report provides Members with an update on the Provision of Library Services contract with Greenwich Leisure Ltd (GLL) over the first six months of operation. The value of the contract over a ten year period is £40,739,536.

1.2 This report provides Members with a review of the performance of the Contractor since the commencement of the contract on 1st November 2017. The services being managed by GLL include:

- The frontline/operational service.
- Specialist and Support functions including Strategic Management, Stock and Reader Development, Children and Families, Information and Learning, IT Support, Development, Improvement, Training, Marketing and Business Support.
- Bromley Historic Collections.
- Facilities management including cleaning and security.

1.3 The report demonstrates that the transfer of the Library Service proceeded well and the Contractor has delivered in line with the contract, specification and Key Performance Indicators.

2. **RECOMMENDATION(S)**

2.1 **Members of the Contracts and Commissioning Sub Committee and the Renewal, Recreation & Housing Policy, Development and Scrutiny Committee are asked to review the report and to note the the performance of the service provider in the first six months of the contract.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: An EIA conducted indicates that there were not expected to be any negative impacts from the performance of GLL on vulnerable adults or children in Bromley .This is because the contract documents ensure that existing service levels are protected.
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Excellent Council Supporting Independence Vibrant Thriving Town Centres
Healthy Bromley Regeneration
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Libraries Service Contract
 4. Total current budget for this head: £2.693m for 2017/18 (including one-off costs of £847k),
£4.376m for 2018/19
 5. Source of funding: Existing Revenue Budget for 2017/18 and 2018/19
-

Personnel

1. Number of staff (current and additional): 2.69 FTE (Client Team)
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Statutory Requirement: The Public Libraries and Museums Act 1964
 2. Call-in: Not Applicable
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The library service has a statutory duty to be available and accessible to all those who live, work and study in the borough. A 2014 estimate identified that 320,057 people live in the London Borough of Bromley
-

Ward Councillor Views

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

3. COMMENTARY

Background

- 3.1 The contract is for a term of 10 years with the option of a further 5 years by mutual agreement. The contract commenced on 1st November 2017. The transfer was a complex operation involving a TUPE transfer of over 130 staff, decommissioning and commissioning of major IT systems and hardware as well as changes to operational management of multiple satellite sites. This process was achieved with minimal effect on customers and maintenance of all essential services.
- 3.2 The contract is monitored by the Library Client Team ensuring adherence to the contract and specification using a suite of Key Performance Indicators (KPIs), see Appendix 1. Financial sanctions are attached to non-compliance with the KPIs.

SERVICE PERFORMANCE

- 3.3 The Specification sets out Bromley Council's requirements for the Library Service by identifying a series of outputs and minimum performance standards in relation to delivery of frontline and back office services, operational sustainability and facilities management. The approach used has ensured that the service is provided on a like-for-like basis with that previously in place.
- 3.4 The Contractor is delivering on the prescribed outputs (see Section 4 below).
- 3.5 Some complaints have been received about the service but these have not been about major issues and have been dealt with appropriately by the Contractor.
- 3.6 It was agreed in the contract that no financial penalties would apply during the first six months of the contract, although monitoring would take place. In practice there were no issues affecting the maintenance of the service during this period. The main difficulties experienced related to the transition of ICT systems and equipment that were reliant on other third parties. Mitigation in relation to non-availability of some IT equipment was supplied by the Contractor.
- 3.7 Good working relationships have been established between the Client Team and the GLL Partnership Manager both through the monthly performance review meetings and regular, ongoing communication on service matters.

RISK

- 3.8 The main operational service risk relates to GLL's ability to keep the libraries open during all published opening hours. GLL has demonstrated in practice that they have the capacity to do this when faced with a range of challenges including vacant posts, staff sickness and industrial action. During an extended period of industrial action in March and April all libraries remained open to the public.

BENEFITS

- 3.9 The commissioning of the Library Service was carried out with the goal of ensuring the maintenance of the statutory service whilst achieving lower ongoing revenue costs. This benefit has been delivered by the contract. An experienced operator of public libraries is now managing the service whilst driving down costs.
- 3.10 GLL are actively investigating proposals for enhanced use of facilities and income generation.

MANAGEMENT

- 3.11 The Client Team has been established in its role and has the capacity to manage and monitor the contract on an ongoing basis.
- 3.12 The Client Team has initiated a robust monitoring programme ensuring that the Contractor produces the specified statistics, KPIs and reports on a monthly and quarterly basis.
- 3.13 Regular spot checks are made by the Client Team by visiting all of the libraries to ensure that the required standards are being met.

REVIEW OF CONTRACT PURPOSE

- 3.14 There continues to be a statutory requirement for the Council to provide a comprehensive and efficient library service to all those who live, work or study within the Borough.

REVIEW OF CONTRACTOR'S LEARNING AND MATURITY TARGETS

- 3.15 The Contractor has demonstrated a willingness and ability to adapt its processes and approach to the specific needs of Bromley and has identified areas where the service can be developed and improved further.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The impact of the commissioned library service on children and young people was evaluated as part of an Equalities Impact Assessment at various stages during the commissioning process
- 4.2 A Children's PLUS Survey undertaken in 2017 identified the age profile of children who use the library service in Bromley. It also identified that 30% of children who use the library service are from ethnic minorities.

Age	% of children visiting the library
0-7 years (Key Stage 1)	60%
7-11 years (Key Stage 2)	30%
11-16 years (Key Stage 3)	10%

5. SERVICE PROFILE / DATA ANALYSIS

- 5.1 An important measure of success is the number of items borrowed. Since the contract commenced there has been an increase in the number of items borrowed in six of the eight months. Overall, this has resulted in an average increase of 1.2%, meaning that 10,000 more items were borrowed between November 2017 and June 2018, compared with the same period in the previous year.
- 5.2 In order to improve the range of the digital offer (electronic books and electronic audio books) in June Bromley Libraries joined a new consortium site with Wandsworth and Greenwich, the Better Libraries Digital Consortium. All stock from Bromley remains available on the site, but now Bromley residents can see and are able to borrow and request all the stock currently held by Wandsworth and Greenwich. Where all three authorities may have purchased the same title, residents will now have access to three copies instead of one. This change has contributed to a

53% increase in e Audio book downloads and a 33% increase in e Book downloads during June, compared with the same period last year.

- 5.3 The Contractor has organised promotional events and is undertaking outreach work in the community. The Contractor is linking up with the Council for a survey and strategy for the elderly in the borough - "Ageing well in Bromley". The strategy will look at current and future population trends and needs across the borough and consider how best to support people to live happily, healthily and independently. Evidence shows that the numbers of Bromley residents who are 65 and over are increasing and that people are living longer. The Contractor has therefore put a focus on supporting this demographic within the borough.
- 5.4 The Contractor offers a diverse program of events and activities throughout all fourteen branches, to ensure a broad cultural and inclusive offer for all residents. Some examples of these are demonstrated in Table 1 below:

Table 1 – Activities held in the April – June 2018 Quarter

Library	Activity	Description
Beckenham	Festival of Learning	Drawing for the terrified
Biggin Hill	Festival of Learning	Fabric Fun
Bromley Central	City Read	Art Exhibition
Bromley Central	Festival of Learning	Recognise your Potential
Bromley Central	Festival of Learning	Introduction to Mindfulness
Orpington	Dementia Action Week	Demonstration of interactive magic table
Orpington	Festival of Learning	Fun with Maths
Orpington	Festival of Learning	19th Century Fiction
Penge	City Read	Reminiscence Dementia Sessions
Penge	Dementia Action Week	Sing along session
Penge	Festival of Learning	ESOL Taster Session
Petts Wood	Mindfulness Week	Twitter engagement and Adult colouring sessions
St Paul's Cray	Year of the Woman	Reading events

- 5.5 The success of these programmes is demonstrated in the attendance figures for the April to June 2018 Quarter as seen in Appendix 2.
- 5.6 After an inspection visit by The National Archive and extensive preparation and provision of documents by the Archivist, the archive service achieved Archive Accreditation. The benefits of accreditation to the London Borough of Bromley and service are that it:
- Is a badge of external recognition which demonstrates quality services.
 - Raises the profile of archive services, by building confidence and credibility both within the parent organisations and externally, through increased awareness and understanding.
 - Helps archive services adapt and respond to user needs and interests, and enhances workforce development.
 - Encourages partnership working within and between organisations, by helping archive services to examine how best to deliver quality library and archives services within the borough.

- 5.7 The Contractor arranged Open Days at the Museum Store. Two sessions were provided for local societies to see the Store and for the Curator to talk about some of the objects. The Museum Curator has been working to see what objects and activities can be used in dementia friendly sessions. Several sessions at Penge Library have been very successful and this will be expanded to Mottingham and other libraries in the Autumn. The Contractor supported Apsari Arts in their successful HLF bid – there will be a sari exhibition and workshop in the Central Library early in 2019.
- 5.8 As part of the Contractor's partnership work aspirations within the borough they have set up an initiative with disability organisations. The Curator provided a talk at a Magpie Dance session held at the Churchill Theatre in May. The Contractor also provided a letter of support to them for their HLF bid which was successful and will be doing further activities with them later this year. Magpie Dance is the UK's leading dance charity for people with learning disabilities.

6. PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE

- 6.1 The contract is designed to encourage the Service Provider to think innovatively and continually look for ways to develop and improve the service.
- 6.2 The KPIs provide a clear evidence of the success of the contract. For example the count of items borrowed and of customer visits indicates where the usage of the service has increased.
- 6.3 Annual service plans are specified to ensure that performance is monitored at key milestones throughout the year.
- 6.4 A suite of over 20 KPIs covers all the relevant aspects of the service (see Appendix 1). These are baselined against the service in existence at the point of transfer as well as benchmarked on an ongoing basis against other library authorities using CIPFA data.

7. PLANS FOR ONGOING IMPROVEMENTS IN VALUE FOR MONEY

- 7.1 The majority of the specification does not prescribe how outputs are delivered to enable the Service Provider to think innovatively and creatively about how services could deliver better value for money.
- 7.2 The Contractor undertook a review of the ICT facilities within the library service on offer to residents. The Contractor established that two existing sorters (automatically handling returned items) are well beyond economical repair, and having constant breakdowns. As part of the ICT upgrade across the borough, the Contractor has ordered two new sorters for Orpington Library and Bromley Central. Orpington Library will have a three bin sorter, and Bromley Central a seven bin sorter. Automated returns sorters can identify items by collection, status or other defined categories and deliver them to a trolley, bin or shelf location as required. Using an automated sortation system to return and sort items significantly reduces time spent physically handling items allowing staff to spend time interacting with library users on a face to face basis. Library patrons also benefit from items being returned to the shelves quicker and no delays in waiting for their records to be updated before they can check-out new items.
- 7.3 As part of the TUPE transfer process 134 positions came over to the Contractor ranging from Assistant Operations Manager to Customer Service Assistants. Mobilisation in the first couple of months provided some challenges due to the number of vacant posts. The Contractor created a strategy of reviewing and evaluating the current staffing requirements, and then took a phased approach to recruitment to ensure that the most talented applicants were appointed. The Contractor critically analysed previous and current staffing structures to ensure that the

recruitment strategy could be delivered. As a result of that strategic review, the posts that have been recruited to are:

- Archivist
- Business Administration Assistant
- Facilities Maintenance Manager
- Home Service Manager
- Library Assistants
- Library Branch Manager
- Museum Curator
- Sector Librarian
- Senior Library Assistants

7.4 On the transfer of service, GLL decided to continue with 13 temporary contracts previously arranged by LBB until the end of March 2018. In April these 13 staff had their temporary hours made permanent in recognition of the excellent service they have provided to Bromley residents.

7.5 The Contractor has commenced with undertaking a root and branch review of contracts inherited from the London Borough of Bromley. The review includes waste collection at Bromley Central Library. Following a discussion with the local retail outlets who were incorrectly using the bins, the Library collection service has now been significantly reduced, which has helped to contribute to a reduction in the service costs for the libraries of over £22,000 per annum.

7.6 An application was made at the end of June for a Wellcome Research Resources Scoping Award to see what resources would be required to catalogue the Bromley Poor Law records. The Contractor is awaiting a decision and it is anticipated that they will hear by the end of this month.

8. USER / STAKEHOLDER SATISFACTION

8.1 The library service participates in electronic user surveys which enables the Contractor to gain knowledge about library customers, their usage and satisfaction levels. Bromley libraries are reviewed all year round through an online survey platform on the Better website. Table 2 below demonstrates the feedback from residents using the libraries under the new contractor.

Table 2 – Bromley Libraries Customer Survey Result (January-June 2018)

How would you rate the library overall?	97%
Library staff - well presented, efficient & professional	98%
Library staff - promptness of service	97%
Library Staff - giving a friendly welcome & being helpful	94%
Library staff - service & activity knowledge	97%
Cleanliness of toilets	74%
Cleanliness of computer / study areas	95%
Cleanliness of the activity areas	93%
Cleanliness of adult library	96%
Choice and quality of the activities for children on offer	92%
Cleanliness of children's library	93%
How would you rate the customer information?	100%
How would you rate the range of activities?	95%
How would you rate the opening hours?	92%

Rate the variety and choice of books	97%
Rate the availability of books	95%
Rate the physical condition of the books	100%
What do you think of the computer facilities available?	100%
Choice & quality of the audio visual items on offer	100%
Choice and quality of the activities for adults on offer	100%

8.2 In addition to quantitative data, the Contractor monitors qualitative customer feedback, to measure how it is performing against Council service standards, and to ensure continuous improvement. The Contractor's approach to customer feedback is that it should be:

- Easy to access
- Helpful and fair
- Confidential
- Recorded and timely

8.3 The Contractor uses a variety of techniques to obtain a rounded opinion on the libraries it operates, including:

- Customer Feedback Forms: Each library displays customer feedback forms. Library Managers review feedback on a monthly basis.
- Suggestion books: each library has a suggestion book and customers are encouraged to suggest new stock.
- Email: Emails are collected by the Library Administration Team and a reply is sent by a member of staff with relevant experience.
- Social media: Customer feedback and interaction through Facebook and Twitter.
- Letters: Customers may send feedback directly to the library manager or to GLL's Head of Libraries.
- Complaints received via the Council: The Contractor works with the Council in accordance with its complaints procedure in responding to and resolving a customer complaint.

8.4 The number of complaints has declined in the last six months.

8.5 An example of compliments received is this one concerning Petts Wood Library.

"I have mainly taken groups of children in Years 5 and 6 to the library and we have been involved in a number of things. I usually bring 'reluctant' readers and their transformation in their attitudes towards reading has been quite phenomenal. I often start the library trips at the beginning of the year with children complaining about going to the library and then by May the same children then keep asking when the next visit is (and bugging me about it!) and that is wonderful. It is truly amazing to see children go from reading barely any books at all to reading recommendations made and seeing the delight on their faces at having read a book that has inspired them. Also, it has meant that children have returned to the library with their parents outside of school and that, for me, is a huge success."

Another involved the team at Orpington Library.

“I wanted to say a big thank you to the staff who run the Baby Bounce sessions. You provide a wonderful resource with enthusiasm and good humour.”

9. SUSTAINABILITY / IMPACT ASSESSMENTS

- 9.1 An equality impact assessment carried out as part of the commissioning exercise indicated that there would be no impact on particular vulnerable members of the community as a result of the transfer as the service specified was on a like-for-like basis.

10. POLICY IMPLICATIONS

- 10.1 The Executive Committee approved the commissioning of the Library Service on 19th July 2017 following pre-decision scrutiny by the Renewal & Recreation Policy Development & Scrutiny Committee on 5th July 2017.
- 10.2 This approach is consistent with the council’s stated ambitions around vibrant, thriving town centres, supporting independence, children & young people, and an excellent Council under its vision for Building a Better Bromley.
- 10.3 The Council’s Corporate Operating Principles include a commitment that services will be provided by whoever offers customers and council tax payers excellent value for money.

11. COMMISSIONING & PROCUREMENT IMPLICATIONS

- 11.1 This is the first year of a ten year contract with the option to extend for a further five years. The Contractor is performing well so there is no current need to consider alternative provision.

12. FINANCIAL IMPLICATIONS

- 12.1 For 2017/18, there was nil variation against the budget of £2.693m (which included one-off costs of £847k).
- 12.2 The cost of the contract for 2018/19 is expected to be within the budget of £4.376m.

13. LEGAL IMPLICATIONS

There is an ongoing requirement under the Council’s Contract Procedure Rule 23 to monitor contract performance, costs and user satisfaction and report annually to the Executive.

Non-Applicable Sections:	Customer Profile, Market Considerations
Background Documents: (Access via Contact Officer)	DRR17/034 and DRR17/035 Contract Award for the Provision of Library Services – PARTS 1 AND 2 Reports to Executive Committee on 19 th July 2017 (with pre-decision scrutiny by the Renewal & Recreation Policy Development & Scrutiny Committee on 5 th July 2017)
	Version CP@5/16

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London Borough of Bromley

Schedule 4

SERVICE LEVELS AND KPIs

1. Contract Monitoring Arrangements

- 1.1 The Service Provider's performance in relation to the delivery of their obligations as identified in the Specification (Schedule 1) will be monitored through a series of Service Levels and Key Performance Indicators (KPIs) which are set out in this document.
- 1.2 The Service Levels and KPIs will be monitored by the Council by their Client Unit.
- 1.3 NOT USED.
- 1.4 The Service Provider will report against Service Levels and KPIs according to the frequency identified in this document. This will either be:
 - Monthly
 - Quarterly
 - Annually
- 1.5 In accordance with the contract terms, the Service Provider's Contract Manager or nominated representative will meet with the Client Unit on a monthly basis to review performance and discuss any opportunities or challenges affecting the contract.

Scrutiny by elected members

- 1.6 In addition to reporting on the Service Levels and KPIs identified in this document, the Service Provider will also be required to report to the Council's relevant Committees on a biannual basis:
 - The Service Provider will be required to present a progress report and their Service Plans for the following year in Quarter 3 of the financial year.
 - The Service Provider will be required to present their annual report including a summary of their full year performance for the previous year in Quarter 1 of the financial year.
- 1.7 For the sake of clarity, the Service Provider will be expected to attend these meetings, (if requested), present their performance data and/or Service Plans and other associated documents and respond to questions from elected members. The Service Provider's Contract Manager, or if appropriate, Director, may be summoned to attend a member meeting and to report on their performance at any time.

2. Payment Mechanism

- 2.1 The Service Provider's annual price for the delivery of this contract is set out in the Pricing Document (Schedule 2). This annual price is fixed, except where it might be amended from time to time in accordance with the Change Control Procedure (Schedule 5) or as otherwise allowed for in the contract terms, and as it is adjusted annually to reflect inflationary increases in line with the Consumer Price Index.
- 2.2 The Council will pay the Service Provider the fixed price on a monthly basis in arrears. The fixed price will commence on the date on which the service is transferred (the contract Commencement Date).

2.3 The monthly payment of the fixed price will be calculated by dividing the annual contract price by 12. The Service Provider shall invoice the Council for payment in accordance with procedures established in the contract terms.

3. Performance Management System

3.1 The Service Provider's performance will be measured against the Service Levels and KPIs identified at paragraph 4 of this document, as varied from time to time in accordance with the contract terms.

3.2 Within ten (10) business days following the end of each month, the Service Provider shall submit to the Council a report containing, in respect of the month just ended, the following information:

- A summary assessment of all applicable Service Levels and KPIs
- The resultant financial consequence based on the points system expounded below
- A progress assessment of Service Levels and KPIs not monitored during that month where this is requested

3.3 The Council shall notify the Service Provider in writing within ten (10) Business Days of receipt by the Council of the relevant monthly report from the Service Provider if there is any part of that report which the Council (acting reasonably and without delay) dispute.

3.4 The Council and the Service Provider shall use all reasonable endeavours to resolve any dispute that arises in this respect. Should it not be possible to resolve the dispute before the end of the month following the month that the report relates to, they should make use of the dispute resolution procedures set out in the contract terms.

Performance Adjustment Points

3.5 The Council will monitor the Service Provider's performance in relation to the Service Levels and KPIs through a points based system. Performance Adjustment Points will be accrued by the Service Provider where they fail to meet the required Service Level or do not perform to the level identified by the KPI. The number of points accrued will depend on the level of and impact of the failure and is identified in the Service Level and KPIs set out at paragraph 4.

3.6 The Service Provider will not accrue Performance Adjustment Points where the performance failure is due to force majeure as defined in the contract terms, or where non-performance is reasonably defined as being caused by the actions or omissions of a third party and which are outside the control of the Service Provider and which are not the responsibility of the Service Provider under this contract. These circumstances should be appropriately evidenced to the Client Unit where a failure to perform results. The Council expect that when such circumstances apply, the Service Provider will use their reasonable endeavours to continue delivering the service through appropriate means.

3.7 The Service Provider will comply with the monitoring arrangements set out below. The Service Provider will provide monthly progress reports relating to all Service Levels and KPIs for each borough, and will report on their overall

performance relating to the service level of KPI on a monthly, quarterly or annual basis depending on the monitoring frequency identified.

3.8 The KPIs have been given a priority rating that applies as follows:

- Priority A
- Priority B
- Priority C

The number of Performance Adjustment Points accrued for non-performance relating to each Service Level or KPI reflects the priority assigned by the Council to these performance areas. For example, Priority A items accrue a greater number of points where non-performance occurs than Priority C items. This is because they are deemed to have a greater impact on service levels experienced by service users.

3.9 Some Service Levels and KPIs are identified as being self-monitoring; the Service Provider will be responsible for reporting any failure to perform to the required level to the Council's Client Unit during the month in which the non-performance occurred. Where the Service Provider fails to report non-performance, they will accrue double the number of Performance Adjustment Points assigned for failure to meet that service level of KPI for non-performance. The Council's Client Unit reserves the right to make announced and unannounced inspections and to assign points where non-performance of a Service Level or KPI is identified.

3.10 When the Council's Client Unit become aware of a failure to meet a Service Level or KPI, whether through self-monitoring reports from the Service Provider or via any other means, they will issue with Service Provider with a Monitoring Notice. The Monitoring Notice will set out incident of non-performance, the number of Performance Adjustment Points being assigned, and a timeframe for rectification if the Service Provider has not already rectified the issue of non-performance. Where the Service Provider is issued with a Monitoring Notice for their non-performance and fails to implement changes to effect improvement within the rectification period identified in the Monitoring Notice, the Service Provider will be issued with a second Monitoring Notice and a charge of 5 Performance Adjustment Points additionally. Where the Service Provider still does not rectify the issue with their performance within the period identified in the second Monitoring Notice, a third and final Monitoring Notice will be issued and a charge of 10 Performance Adjustment Points will be made. If the Service Provider fails to rectify the issue with their performance within the timeframe specified within the third Monitoring Notice the Council may, at its sole discretion, issue a default notice. In the event that there is a substantial issue of non-performance or under-performance by the Service Provider, the Council reserves the right to issue a default notice without instigating the Monitoring Notice procedure set out above.

3.11 The Service Provider will accrue points cumulatively on a monthly basis. There will be an initial bedding in period of six months from the date of contract commencement during which performance against Service Levels and KPIs will be monitored but non-performance will not accumulate Performance Adjustment Points. After the expiry of the six month bedding in period, the Service Provider will accrue points cumulatively on a monthly basis. For the sake of clarity, on the 1st calendar day of each month, the number of

points will revert to zero. Prior to the end of the bedding in period, and at the beginning of every Contract Year thereafter, the parties shall meet to review the Service Levels and KPIs and agree any changes reasonably required by either party.

- 3.12 The Service Provider will be issued with a financial sanction for every point that they accrue in a calendar month. 1 point is valued at 0.001% of the annual Contract Price (excluding, for the avoidance of doubt, any One-off Costs) (as inflated in accordance with the contract terms). For example, based on a £3m annual contract value, 1 point equates to £30. However, where a Monitoring Notice which identifies a rectification period is issued and additional points are issued for continued non-performance, as set out in 3.10, these points may continue across calendar months. The value of the points accrued over a contractual year will not exceed 10% of the annual Contract Price (excluding, for the avoidance of doubt, any One-off Costs) and the Council may terminate the contract if the Service Provider accrues 10,000 points in one year, as set out in the contract terms.
- 3.13 The financial consequence of incurring Performance Adjustment Points will be deducted from the monthly invoice for the relevant Council. A worked example is included at **Appendix A**.
- 3.14 Default Notices will be issued to the Service Provider in accordance with the contract terms when:
- The Service Provider fails to comply with the terms of the contract and this failure is not considered to be fundamental, and can be rectified.
 - The Council becomes aware that the Service Provider has failed to notify it of a failure to meet a Service Level or KPI identified in paragraph 4 (and accrues additional Performance Adjustment Points as established in 3.10)
 - The Service Provider's performance against the KPIs demonstrates significant or consistent underperformance or non-performance.
- 3.15 Where a Default Notice is issued, the Service Provider will acknowledge receipt within 1 working day. The Service Provider will provide the Client Unit with a full plan for rectification for approval by the Client Unit, within the timescale specified within the Default Notice. Once agreed by the Client Unit, the Service Provider will implement the rectification plan within the agreed timescale.

4. **Service Levels and Key Performance Indicators**

- 4.1 Service Levels and Key Performance Indicators for the contract for the provision of Library Services are set out below. These are linked to the requirements set out in the Specification through the Specification Reference and Service Area/Output. Monitoring arrangements, including monitoring frequency for each Service Level or KPI are established.
- 4.2 Where the Service Level or KPI refers to a full day or half day, these have the following meanings:
- Where the Service Level or KPI is monitored within opening hours:
 - Half day: up to 3 hours 29 minutes
 - Full day: 3 hours 30 minutes or more

- Where the Service Level or KPI is monitored over a 24 hour period:
 - Half day: up to 11 hours 59 minutes
 - Full day: 12 hours – 24 hours

SERVICE LEVEL/KPI: 1			
Specification Reference	1.1	Service Area / Output	Opening Hours
Service Levels/KPIs		Libraries are open for the Minimum Opening Hours, except where planned closures are agreed at least 28 days in advance with the Client Unit in writing.	
Monitoring Arrangements		<p>The Service Provider will maintain a daily record of the opening hours achieved and will report any unplanned closures to the Client Unit on a monthly basis. The Client Unit must be able to request the latest version of these records at any time and the Service Provider must provide it no later than the next working day.</p> <p>The Council's Client Unit should be notified immediately verbally (or by email), and then formally in writing within 24 hours, where any unplanned closures occur. This includes failure to open on time, early closure or any other kind of unplanned variation to opening hours. For the avoidance of doubt an unplanned closure is defined as failure to open the library fully, including incidents in which there are insufficient staff to deliver all library services as outlined in the Specification, regardless of whether public access is maintained.</p>	
Monitoring frequency		Monthly	
Priority Rating		A	
Sanction		<p>Where a library fails to open in accordance with the agreed Minimum Opening Hours, except where planned closures are agreed, the Service Provider will accept the following Performance Adjustment Points:</p> <p>10 minutes - 2 hours 59 minutes - 15 Performance Adjustment Points</p> <p>3 hours – 5 hours 59 minutes - 30 Performance Adjustment Points</p>	

SERVICE LEVEL/KPI: 2	
Specification Reference	Service Area / Output
1.2	Frontline Services
Service Levels/KPIs	<p>The Service Provider will collect and provide to the Client Unit the following statistical indicators, including total figures and breakdowns by library branch</p> <ul style="list-style-type: none"> Number of visits Number of issues Number of active users Number of new members Number of transactions through self-service technology Response time for requests <p>Benchmarking the Council's relative position in relation to other London boroughs in relation to the above statistics</p>
Monitoring Arrangements	<p>The Service Provider will submit a quarterly update on these statistics that have been collected for each of the areas, except where these statistics are collected less frequently in line with CIPFA best practice. The Client Unit will use this update to assess progress.</p> <p>The Council expect that the Service Provider will drive for continuous monthly improvement but accepts that this may be affected by regional or national trends that are outside the control of the Service Provider and therefore the Service Provider will not incur financial sanctions in relation to statistical improvement. The Client Unit and Council will however use this data to inform their overall assessment of the Service Provider's performance and to analyse how improvements may be made.</p> <p>In the event that the Service Provider is able to increase annual performance in either or both of the following indicators by a minimum of 1%, a <u>credit</u> will be made to the Service Provider to the value of 30 Performance Adjustment Points:</p> <ul style="list-style-type: none"> Number of visits Number of issues
Monitoring frequency	Quarterly
Priority Rating	C
Sanction	The Service Provider will accept 5 Performance Adjustment Points for each business day late that these statistics are provided after the specified deadline.

SERVICE LEVEL/KPI: 3			
Specification Reference	1.2	Service Area / Output	Frontline Services
Service Levels/KPIs	<p>The Service Provider will measure customer satisfaction through: participation in the CIPFA Plus and CIPFA Children's Plus surveys (or any equivalent or replacement surveys or schemes) An annual customer satisfaction survey to be carried out in all libraries and Local Studies Centres that will provide a clear indication of customer satisfaction by a wide range of customers from a variety of ages and backgrounds Evaluation of events and activities in libraries</p>		
Monitoring Arrangements	<p>The Service Provider will keep a record of the evaluation feedback and outcome of customer satisfaction surveys and will provide copies to the Client Unit on the working day following any request.</p> <p>The Service Provider will supply an annual report on customer satisfaction levels.</p> <p>The Client Unit and Council will use this data to inform their overall assessment of the Service Provider's performance and to analyse how improvements may be made.</p>		
Monitoring frequency	Annually		
Priority Rating	C		
Sanction	<p>The Service Provider will accept the following Performance Adjustment Points for non-performance:</p> <p>5 Performance Adjustment Points for each day late that the annual customer satisfaction report, based on the results of the annual customer satisfaction survey, is provided to the Client Unit</p> <p>30 Performance Adjustment Points for a decrease in customer satisfaction of more than 5% as an average of the total outcome of the annual customer satisfaction survey in each borough.</p> <p>30 Performance Adjustment Points for a decrease in customer satisfaction of more than 20% in any individual library (per library)</p> <p>50 Performance Adjustment Points for a decrease in customer satisfaction of more than 5% in any indicator recorded in the CIPFA Plus survey or CIPFA Children's Plus survey</p>		

SERVICE LEVEL/KPI: 4			
Specification Reference	1.3 and 2.1	Service Area / Output	Back Office and Strategic Management
Service Levels/KPIs	<p>The Service Provider will produce development plans that aim to increase use of libraries and in particular to achieve increases in the number of visitors to libraries and the number of stock issues.</p> <p>The actions identified in annual development, action and implementation plan for targeted services, including the number and range of activities, are to be delivered in accordance with the programme identified in the plan. There will be a plan for each of the following service areas: Children and Families IT Stock and Reader Development Information and Learning</p>		
Monitoring Arrangements	<p>All plans will be agreed annually with the Client Unit to the timetable specified. Quarterly progress reports against annual aims identified in these plans will be submitted to the Client Unit for review. Any proposed amendments to the aims/actions for the following quarters, including the programme of activities, should be submitted as part of this report and must be agreed by the Client Unit. Amendments should be based on clear evidence of a change in local need.</p> <p>The reports should demonstrate the percentage of activities identified in the service plans that were delivered in that quarter against the programme.</p>		
Monitoring frequency	Quarterly progress reports with an annual assessment		
Priority Rating	A		
Sanction	<p>90% of annual aims/actions identified for completion in each quarter in each plan should be delivered each quarter (unless the Client Unit agree in writing that an aim can be removed or transferred to another quarter). This must include 100% of priority 1 items as identified in the plans. The following number of Performance Adjustment Points will be received by the Service Provider for the percentage of actions performed in accordance with the table below</p> <p>90% - 100%: 0 Performance Adjustment Points</p> <p>76% - 90%: 45 Performance Adjustment Points</p> <p>51% - 75%: 60 Performance Adjustment Points</p> <p>26% - 50%: 100 Performance Adjustment Points</p> <p>0% - 25%: 200 Performance Adjustment Points</p> <p>For every incomplete Priority 1: 10 Performance Adjustment Points per item (additionally)</p>		

SERVICE LEVEL/KPI: 5			
Specification Reference	1.3	Service Area / Output	Back Office
Service Levels/KPIs		The Service Provider provides 24/7 access to web services, except where services are suspended for planned maintenance or as required and as agreed with the Client Unit in writing 24 hours prior to the event. Web services are deemed to include (but are not limited to) the public interfaces with the Library Management System and Archives Management System.	
Monitoring Arrangements		The Service Provider will maintain record of the availability of web services and will notify the Client Unit of any failure to meet the required service level. Any unplanned outage should be reported to the Council's Client Unit in writing and within 24 hours of the unplanned outage having occurred.	
Monitoring frequency		Monthly	
Priority Rating		A	
Sanction		<p>Where web services are not available 24/7, except where services are suspended as agreed with the Client Unit in writing and in advance, the Service Provider will accept the following Performance Adjustment Points for unavailability:</p> <p>1 hour – 2hours 59 minutes: 5 Performance Adjustment Points</p> <p>3 hours – 5 hours 59 minutes: 15 Performance Adjustment Points</p> <p>6 hours – 11 hours 59 minutes: 20 Performance Adjustment Points</p>	

SERVICE LEVEL/KPI: 6			
Specification Reference	1.3	Service Area / Output	Back Office
Service Levels/KPIs		Public IT facilities (such as People's Network terminals, public wifi and self-service kiosks) are working and available for use during Minimum Opening Hours except where planned maintenance is agreed at least 24 hours in advance with the Client Unit.	
Monitoring Arrangements		<p>The Service Provider will notify the Council of any failure to make public IT facilities available during library opening hours. The Service Provider will log all IT issues, including any loss of availability. The Client Unit may request the latest version of these logs at any time and the Service Provider must provide it no later than the next working day.</p> <p>When notifying the Client Unit of any loss of service availability, the Service Provider will provide information relating to:</p> <ul style="list-style-type: none"> The reason for the lack of availability The number of sites affected The quantity of time for which facilities are not available The number of People's Network or self-service terminals affected (if applicable) What action was taken to resolve the issue and what action the Service Provider will take to prevent a similar occurrence in the future. 	
Monitoring frequency		Monthly	
Priority Rating		A	
Sanction		<p>For each site affected, the following number of Performance Adjustment Points will apply:</p> <p>For every full business day (or 2 half business days within a one month period) that public wifi is consistently not available in one library, for any reason other than the reasons established in paragraph 3.6, the Service Provider will receive 10 points per library affected</p> <p>For every full business day that there is more than one Public Network terminal that is not available (per library), the Service Provider will receive 1 point for each terminal not available.</p> <p>Alternatively, for every full business day (or 2 half business days) where all Public Network terminals are unavailable for any reason other than the reasons established in paragraph 3.6, the Service Provider will receive 10 points for each library affected.</p>	

	<ul style="list-style-type: none">• or every full business day (or 2 half days) that self-service equipment is not available in one library (including community managed libraries with self-service kiosks), for any reason other than the reasons established in paragraph 3.6, the Service Provider will receive 10 points per library affected <p>Please note that the above penalties are not applied where the Service Provider is accrues points in conjunction with KPI 1 (library closures).</p>
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SERVICE LEVEL/KPI: 7			
Specification Reference	1.3	Service Area / Output	Back Office
Service Levels/KPIs		The Service Provider will develop a Marketing Plan for the Council's Library Service which is approved by the Client Unit in accordance with the Specification. Actions identified in the Marketing Plan are delivered in accordance with the submitted programme. The Marketing Plan will clarify the marketing channels to be used and will specify how quality marketing outputs will be achieved.	
Monitoring Arrangements		<p>Quarterly progress reports against actions identified in the marketing plans are submitted to the Client Unit for review. Any proposed amendments to the actions for the following quarters should be submitted as part of this report and must be agreed by the Client Unit. Amendments should be based on clear evidence of changing circumstances.</p> <p>The report should demonstrate the percentage of activities identified in the Marketing Plans that were delivered in that quarter against the programme.</p>	
Monitoring frequency		Quarterly	
Priority Rating		C	
Sanction		<p>At least 90% of actions identified should be delivered each quarter to the agreed quality output standard (unless the Client Unit agree in writing that an action can be removed or transferred to another quarter). Performance Adjustment Points will be accrued by the Service Provider for the percentage of actions delivered in accordance with the table below:</p> <p>90% - 100%: 0 Performance Adjustment Points 76% - 90%: 5 Performance Adjustment Points 51% - 75%: 10 Performance Adjustment Points 26% - 50%: 25 Performance Adjustment Points 0% - 25%: 50 Performance Adjustment Points</p>	

SERVICE LEVEL/KPI: 8			
Specification Reference	1.3	Service Area / Output	Back Office
Service Levels/KPIs	<p>The Service Provider will manage the hire of space in libraries according to the conditions of hire, which are to be agreed annually by the Client Unit as set out in the Specification. All events will be managed and booked according to the conditions of hire as agreed by the Client Unit. No space or venue hire arrangements shall impact on normal library operations or the availability of library space and facilities to all customers, unless agreed in writing with the Client Unit in advance. The granting of such permission will be solely at the discretion of the Client Unit.</p>		
Monitoring Arrangements	<p>The Service Provider will keep a record of all hire of library premises, including the reason for hire, date, duration, space occupied and a log of any issues arising. A log of complaints received shall also be maintained, including the times complaints were received, or issues were identified, action taken to manage those complaints/issues and the time at which the complaint/issue was resolved</p> <p>The Client Unit may request a copy of these records at any time and the Service Provider must provide these on the next working day.</p> <p>The Service Provider will notify the Client Unit of any failure to comply with this KPI within 24 hours, and must report the failure formally within that month.</p> <p>The Service Provider must rectify any breach of the conditions of hire, or any adverse impact caused by space or venue hire on normal library operations, during any event, within 15 minutes.</p>		
Monitoring frequency	Monthly		
Priority Rating	B		
Performance Adjustment Points	<p>The Service Provider will accept 10 Performance Adjustment Points for any of the following:</p> <p>If the Service Provider is found to have booked events that fall outside the scope of the conditions of hire</p> <p>If the Service Provider fails to rectify breaches of the conditions of hire during events within 15 minutes of any breach being identified</p> <p>The Service Provider allows space/room hire to have an adverse impact on library operations and fails to rectify this within 15 minutes of the impact being identified.</p>		

SERVICE LEVEL/KPI: 9			
Specification Reference	1.4	Service Area / Output	Local Studies and Archives
Service Levels/KPIs	<p>Local Studies and Archives services are available to the public during library opening hours, except where planned closures are agreed in writing and at least 28 days in advance with the Client Unit.</p> <p>Online Local Studies and Archives services are updated and available 24/7 except where they are suspended for planned maintenance or as required and is agreed at least 24 hours in advance by the Client Unit.</p>		
Monitoring Arrangements	<p>The Service Provider will maintain a record of the availability of Local Studies and Archives Services (both in Libraries and online) and will notify the Client Unit of any failure to meet the required service level within 24 hours.</p> <p>The Client Unit may request the latest version of these records at any time and the Service Provider must provide it on the next working day.</p>		
Monitoring frequency	Monthly		
Priority Rating	A		
Performance Adjustment Points	<p>Where online Local Studies and Archive services are not available, the Service Provider will receive the following Performance Adjustment Points:</p> <p>1 hour – 2hours 59 minutes: 5 Performance Adjustment Points</p> <p>3 hours – 5 hours 59 minutes: 15 Performance Adjustment Points</p> <p>6 hours – 11 hours 59 minutes: 20 Performance Adjustment Points</p> <p>12 hours – 24 hours: 30 Performance Adjustment Points</p> <p>Where Local Studies and Archive Centres are not available to the public during library opening hours, the Service Provider will receive the following Performance Adjustment Points:</p> <p>10 minutes - 2 hours 59 minutes : 5 Performance Adjustment Points</p> <p>3 hours – 5 hours 59 minutes: 15 Performance Adjustment Points</p> <p>6 hours – a full day for that library : 30 Performance Adjustment Points</p>		

SERVICE LEVEL/KPI: 10			
Specification Reference	1.4	Service Area / Output	Local Studies and Archives
Service Levels/KPIs		The Service Provider will have full Archive Service Accreditation standard as detailed in the Specification.	
Monitoring Arrangements		<p>The Service Provider will provide annual evidence of their accredited status.</p> <p>The Service Provider will notify the Council's Client Unit within 24 hours of a failure to meet this requirement and will provide the Client Unit with a written statement on their proposed action to achieve accreditation which will include their timescales for doing so. They will provide an update report monthly until they are awarded accreditation.</p>	
Monitoring frequency		Annually	
Priority Rating		B	
Performance Adjustment Points		Any failure to sustain accreditation as defined in the Specification will result in the Service Provider receiving 150 Performance Adjustment Points, and thereafter a further 5 Performance Adjustment Points for every month that it continues to be without accreditation, except where there is clear evidence that accreditation has been delayed solely due to the actions of the awarding body not observing its own timetable for the award of accreditation.	

SERVICE LEVEL/KPI: 11			
Specification Reference	1.4	Service Area / Output	Local Studies and Archives
Service Levels/KPIs	The Service Provider will develop Local Studies and Archives Plan which will be agreed with the Client Unit in accordance with the Specification. The Service Provider will deliver the actions identified in this plan.		
Monitoring Arrangements	<p>Quarterly progress reports against actions identified in the Local Studies and Archives Plan are submitted to the Client Unit for review. Any proposed amendments to the actions for the following quarters should be submitted as part of this report and must be agreed by the Client Unit. Amendments should be based on clear evidence of changing local need.</p> <p>The report should demonstrate the percentage of activities identified in the Plan that were delivered in that quarter against the programme.</p>		
Monitoring frequency	Quarterly		
Priority Rating	B		
Performance Adjustment Points	<p>At least 90% of actions identified should be delivered each quarter. This must include 100% of priority 1 items as identified in the plans. Performance Adjustment Points will be accrued by the Service Provider for the percentage of actions delivered in accordance with the table below:</p> <p>91% - 100%: 0 Performance Adjustment Points</p> <p>76% - 90%: 20 Performance Adjustment Points</p> <p>51% - 75%: 40 Performance Adjustment Points</p> <p>26% - 50%: 60 Performance Adjustment Points</p> <p>0% - 25%: 100 Performance Adjustment Points</p> <p>For each incomplete Priority 1: 5 Performance Adjustment Points item (additionally)</p>		

SERVICE LEVEL/KPI: 12			
Specification Reference	1.4	Service Area / Output	Local Studies and Archives – Bromley Museum Exhibitions and Collections
Service Levels/KPIs	The Service Provider will have Museum Accreditation as detailed in the Specification.		
Monitoring Arrangements	<p>The Service Provider will provide annual evidence of their accredited status.</p> <p>The Service Provider will notify the Council's Client Unit within 24 hours of a failure to meet this requirement and will provide the Client Unit with a written statement on their proposed action to achieve accreditation which will include their timescales for doing so. They will provide an update report monthly until they are awarded accreditation.</p>		
Monitoring frequency	Annually		
Priority Rating	A		
Performance Adjustment Points	Any failure to sustain Museum Accreditation as defined in the Specification will result in the Service Provider receiving 150 Performance Adjustment Points, and thereafter a further 5 Performance Adjustment Points for every month that it continues to be without accreditation, except where there is clear evidence that accreditation has been delayed solely due to the actions of the awarding body not observing its own timetable for the award of accreditation.		

SERVICE LEVEL/KPI: 13			
Specification Reference	1.5	Service Area / Output	Home Library Service
Service Levels/KPIs	<p>The Service Provider will deliver the Home Library Service to ensure that:</p> <p>A user should not wait more than one month from the date of their registration for an initial visit from the Home Library Service</p> <p>All beneficiaries of the service receive monthly visits.</p>		
Monitoring Arrangements	<p>The Service Provider will report monthly on:</p> <p>New registered users for the Home Library Service, including date of registration</p> <p>The date that newly registered users receive their first visit</p> <p>Total number of users of the Home Library Service</p> <p>Number of users who received a monthly visit from the Home Library Service.</p>		
Monitoring frequency	Monthly		
Priority Rating	A		
Performance Adjustment Points	<p>If the number of beneficiaries who receives a monthly visit falls below 95%, including new clients receiving their first visit within 1 month of registering, the following Performance Adjustment Points for the percentage of beneficiaries receiving a visit will apply:</p> <p>76% - 95%: 15 Performance Adjustment Points</p> <p>51% - 75%: 30 Performance Adjustment Points</p> <p>26% - 50%: 75 Performance Adjustment Points</p> <p>0% - 25%: 150 Performance Adjustment Points</p>		

SERVICE LEVEL/KPI: 14			
Specification Reference		Service Area / Output	NOT USED

SERVICE LEVEL/KPI: 15			
Specification Reference		Service Area / Output	NOT USED

SERVICE LEVEL/KPI: 16			
Specification Reference		Service Area / Output	NOT USED

SERVICE LEVEL/KPI: 17			
Specification Reference		Service Area / Output	NOT USED

SERVICE LEVEL/KPI: 18			
Specification Reference		Service Area / Output	NOT USED

SERVICE LEVEL/KPI: 19			
Specification Reference	2.1	Service Area / Output	Service Management
Service Levels/KPIs	<p>The Service Provider will produce: Library Strategies Medium Term Priorities Annual Service Plans</p> <p>in accordance with section 2.1 of the Specification. These documents should be produced to a good standard and submitted to the Council in accordance with the identified timescales.</p>		
Monitoring Arrangements	The Service Provider will submit the relevant documents to the Client Unit within the specified timeframe.		
Monitoring frequency	Quinquennially, annually, or as agreed between the Service Provider and the Client Unit depending on the document.		
Priority Rating	B		
Performance Adjustment Points	The Service Provider will accept 2 Performance Adjustment Points for every business day that the documents are submitted after the specified deadlines, including any deadlines set by the Client Unit for re-drafting of documents that do not meet the required quality standards.		

SERVICE LEVEL/KPI: 20			
Specification Reference	2.3	Service Area / Output	Customer Service and Complaints
Service Levels/KPIs	<p>Complaints are dealt with in accordance with timeframes identified in the Service Provider's tender submission.</p> <p>98% of complaints that are received are responded to and resolved to the Council's satisfaction within the specified timescales.</p>		
Monitoring Arrangements	<p>The Service Provider will maintain a log of all complaints received and a separate log of all comments received by the public. The Service Provider will log the stage at which each complaint in the Complaints Log is within their complaints resolution process.</p> <p>Where a complaint has been through all stages in the Service Provider's complaint's resolution process, but has not been resolved and has therefore been referred to the Council, these complaints will be treated as unresolved until the Client Unit advise the Service Provider that they have been resolved.</p> <p>The Service Provider will submit a monthly report which summarises feedback from customers and which includes the main complaints received. The Client Unit may request the latest version of the complaints log and comments log and the Service Provider must provide it on the next business day.</p>		
Monitoring frequency	Monthly		
Priority Rating	A		
Performance Adjustment Points	<p>At least 98% of complaints should be responded to within the specified timeframe. The Service Provider will receive the following number Performance Adjustment Points for the percentage of complaints responded to within the specified timeframes:</p> <p>98% - 100%: 0 Performance Adjustment Points 76% – 97%: 10 Performance Adjustment Points 51% - 75%: 20 Performance Adjustment Points 26% - 50%: 50 Performance Adjustment Points 0% - 25%: 75 Performance Adjustment Points</p>		

SERVICE LEVEL/KPI: 21			
Specification Reference	2.5	Service Area / Output	Library Management System and Archives Management System
Service Levels/KPIs	The Library Management System and Archive Management System are available for staff and back office transactions during the Minimum Opening Hours, except where there is planned outage which is agreed with the Client Unit at least 24 hours in advance.		
Monitoring Arrangements	<p>The Service Provider will maintain record of the availability of the systems and will notify the Client Unit of any failure to meet the required service level. The Client Unit must be able to request the latest version of these records at any time and the Service Provider must provide it no later than the next working day.</p> <p>Any unplanned outage should be reported to the Council's Client Unit immediately by telephone or by email and formally in writing and within 24 hours of the unplanned outage having occurred.</p>		
Monitoring frequency	Monthly		
Priority Rating	A		
Performance Adjustment Points	<p>Where the systems are not available within the Minimum Opening Hours except where services are suspended as agreed with the Client Unit in writing and in advance, the Service Provider will accept the following Performance Adjustment Points:</p> <p>1 hour – 3 hours 29 minutes: 5 Performance Adjustment Points</p> <p>3 hours 30 minutes – 6 hours 59 minutes: 10 Performance Adjustment Points</p> <p>Full day (7 hours or more): 20 Performance Adjustment Points</p>		

SERVICE LEVEL/KPI: 22			
Specification Reference	2.6	Service Area / Output	Stock Purchasing
Service Levels/KPIs	The Service Provider will produce an annual Stock Plan which demonstrates how they will deliver the Stock Policy for the relevant year. This plan should identify the budget for stock purchasing, the Service Provider's intended providers, the timeframe for the supply chain to get stock to libraries and make it shelf ready, and their specification for stock purchasing, based on clear evidence that identifies how the stock purchase will meet the needs of service users.		
Monitoring Arrangements	The Service Provider will provide a monthly update on annual Stock Plan, indicating how it is delivering the implementation of the Stock Policy including the amount that they have spent on stock, the quantity of items purchased, what they have purchased and how they have purchased it.		
Monitoring frequency	Monthly		
Priority Rating	B		
Performance Adjustment Points	Where the Service Provider deviates from the Stock Plan without the prior written consent of the Client Unit, the Service Provider will incur 10 Performance Adjustment Points for each deviation.		

SERVICE LEVEL/KPI: 23			
Specification Reference	2.8	Service Area / Output	Business Continuity
Service Levels/KPIs	The Service Provider shall update their Business Continuity Plan on an annual basis or when required by any significant change that impacts on operations, and supply a copy to the Client Unit.		
Monitoring Arrangements	The Service Provider will provide the Client Unit with an electronic copy of their Business Continuity Plan by the agreed submission date.		
Monitoring frequency	Annually		
Priority Rating	C		
Performance Adjustment Points	The Service Provider will receive 5 Performance Adjustment Points for every week that the plan is not submitted after the specified deadline.		

SERVICE LEVEL/KPI: 24			
Specification Reference	2.9	Service Area / Output	Mobilisation and Exit Planning
Service Levels/KPIs	The Service Provider shall update their Exit Plan on an annual basis and supply a copy to the Client Unit.		
Monitoring Arrangements	The Service Provider will provide the Client Unit with an electronic copy of their Exit Plan by the stated date.		
Monitoring frequency	Annually		
Priority Rating	C		
Performance Adjustment Points	The Service Provider will receive 5 Performance Adjustment Points for every week that the Exit Plan is not submitted after the specified deadline.		

SERVICE LEVEL/KPI: 25			
Specification Reference	3.3 and 3.10	Service Area / Output	Cleaning and Housekeeping
Service Levels/KPIs	<p>The level of cleanliness must be visibly acceptable: Floors should be litter and dust free, and free from spillages, spoilages, stains and scuff marks. Furniture, fixtures and fittings should be mark, stain, graffiti and smear free and should have a polished appearance. Walls should be kept mark and stain free Windows and glass partitions should be cleaned so that there are no marks or smears Chewing gum should be removed from floors, fixtures and fittings Toilets should be cleaned appropriately and with germicidal detergent solutions. Waste bins and containers should be regularly emptied and disposal should be hygienic. Kitchen areas should be cleaned so that all dirt, debris, spillages, grease and timescale is removed using appropriate agents.</p>		
Monitoring Arrangements	<p>The Client Unit reserve the right to inspect the libraries at any moment in time and without giving notice, but will undertake a quarterly check of cleanliness at each library via a planned monitoring tour. The Client Unit anticipate spot check libraries in response to complaints and reserve the right to undertake mystery shopper exercises in this respect.</p> <p>The Service Provider will keep a daily log of any issues with cleanliness and the cleaning undertaken, including the period within which issues were rectified which must be available to the Client Unit within 24 hours of their request.</p> <p>The Service Provider will maintain up to date risk assessments, including COSHH sheets relating to cleaning and make these available to the Client Unit(s) within 24 hours of their request</p>		

Monitoring frequency	Quarterly
Priority Rating	B
Performance Adjustment Points	<p>Where the level of cleanliness is deemed to be unsatisfactory at a library, the Service Provider will accept 30 Performance Adjustment Points in relation to any issue that is not resolved in the specified rectification period as detailed in the Monitoring Notice issued.</p> <p>The Service Provider will accept an additional sanction of 30 Performance Adjustment Points where any service area (including toilets, kitchen facilities, or significant public space) is not available due to the level of cleanliness.</p> <p>The Service Provider will accept a sanction of 30 Performance Adjustment Points if they do not maintain up to date risk assessments or COSHH sheets relating to cleaning.</p>

SERVICE LEVEL/KPI: 26			
Specification Reference	3.2 and 3.9	Service Area / Output	Health and Safety and Safeguarding
Service Levels/KPIs	The Service Provider will fulfil its duties in relation to health and safety, safeguarding and community safety, as defined in the Specification, contract terms and leases.		
Monitoring Arrangements	<p>The Service Provider will keep a record of all incidents</p> <p>The Service Provider will maintain a record of all procedures and processes relating to Health and Safety and will review these quarterly.</p> <p>The Service Provider will ensure that all staff are appropriately trained in all relevant matters relating to Health and Safety, safeguarding and community safety.</p> <p>The Client Team may request the above information at any time and it will be supplied no later than the next working day.</p>		
Monitoring frequency	Quarterly		
Priority Rating	A		
Performance Adjustment Points	The Service Provider will accept 100 Performance Adjustment Points for any breach of the contract terms or lease terms relating to Health and Safety. (Please note that this penalty does not replace the contract or lease terms in relation to the Council's right to take action in relation to Health and Safety, safeguarding and community safety issues)		

SERVICE LEVEL/KPI: 27			
Specification Reference	3.1 and 3.8	Service Area / Output	Building maintenance
Service Levels/KPIs	The Service Provider will maintain library properties and undertake reactive and planned maintenance in accordance with the leases on these properties		
Monitoring Arrangements	The Service Provider will keep a record of all planned and reactive maintenance, including servicing of equipment. The Client Unit(s) may request this information at any time and it will be supplied no later than the next working day.		
Monitoring frequency	Quarterly		
Priority Rating	B		
Performance Adjustment Points	<p>The Service Provider will receive 30 Performance Adjustment Points for each substantial incident of failure to maintain the properties in accordance with the terms of the leases. (Please note that this sanction does not replace the lease terms in relation to the Council's right to take action relating to maintenance)</p> <p>There will be a sanction where any service area (including toilets, kitchen facilities, or significant public space) is not available due to failure of the Service Provider to maintain the properties; the Service Provider will accrue an additional 30 Performance Adjustment Points in relation to any issue that is not resolved in the specified rectification period as detailed in the Monitoring Notice issued.</p>		

SERVICE LEVEL/KPI: 28			
Specification Reference	2.4	Service Area / Output	Staff management
Service Levels/KPIs	The Service Provider will train and manage staff, including the application of disciplinary procedures, in accordance with the Specification and the contract terms.		
Monitoring Arrangements	The Service Provider will maintain a record of all staff training and all disciplinary action taken against staff. The Client Unit(s) may request this information at any time and it is to be provided no later than the next working day.		
Monitoring frequency	Monthly		
Priority Rating	C		
Performance Adjustment Points	The Service Provider will accept 10 Performance Adjustment Points for each identified incident in which it has failed to properly train or manage staff, as set out in the contract terms (This KPI is in addition to the contract terms)		

SERVICE LEVEL/KPI: 29			
Specification Reference	2.7	Service Area / Output	Managing the Council's reputation
Service Levels/KPIs	The Service Provider will manage the Council's reputation in accordance with the Specification		
Monitoring Arrangements	<p>The Service Provider will liaise with the Client Unit regarding all external communications.</p> <p>The Service Provider will manage the display of materials in libraries.</p> <p>The Service Provider will manage staff use of social media in accordance with the duty to manage the Council's reputation and in accordance with its policy on social media use (which is to be agreed annually with the Client Unit)</p>		
Monitoring frequency	Monthly		
Priority Rating	A		
Performance Adjustment Points	<p>The Service Provider will accept 30 Performance Adjustment Points for each incident in which it engages in external communications (including entering into discussions with the press) without the prior consent of the Client Unit.</p> <p>The Service Provider will accept 15 Performance Adjustment Points for each incident of misuse of social media by staff or other representatives of the Service Provider, in accordance with its policy on social media.</p> <p>The Service Provider will accept 15 Performance Adjustment Points for each incident of the display of materials in a library that is outside of the agreed notice display policy and that is deemed to pose a reputational</p>		

SERVICE LEVEL/KPI: 30			
Specification Reference	N/A	Service Area / Output	Responding to information requests
Service Levels/KPIs	The Service Provider will respond to information requests by the Client Unit as set out in this document		
Monitoring Arrangements	<p>The Service Provider will maintain a log of information requests from the Client Unit, including response times.</p> <p>Where a deadline for responding to a request is not set out in the log document (i.e. ad-hoc requests for information not recorded as standard monitoring), the Client Unit and the Service Provider will agree a deadline for providing the requested information within 1 working day of the request being received.</p>		
Monitoring frequency	Monthly		
Priority Rating	C		
Performance Adjustment Points	The Service Provider will accept 5 Performance Adjustment Points for each day that it is late in providing information requested by the Client Unit.		

SERVICE LEVEL/KPI: 31			
Specification Reference	N/A	Service Area / Output	Quality Systems
Service Levels/KPIs		The Service Provider will implement the quality systems as set out in their submitted method statement(s).	
Monitoring Arrangements		<p>The Service Provider will provide evidence that it has implemented its quality systems including the provision of any certificates of accreditation.</p> <p>The Client Unit may audit the quality systems upon giving reasonable notice in writing.</p>	
Monitoring frequency		Annually	
Priority Rating		B	
Performance Adjustment Points		The Service Provider will accept 50 Performance Adjustment Points for each instance that they fail to follow the agreed processes and strategies in implementing their quality systems.	

Appendix 2

Bromley Library branch Activity attendance (April – June 2018)

[April]		BHI	BEC	BAS	CBN	CHI	HAY	MOT	ORP	PEN	PWO	SHO	SOU	SPC	WAM	Total
Childrens Events																
Regular (Chatterbooks, Craftsessions, Legodub, etc.)	No. of Events	12	13	12	11	12	9	20	9	12	14	10	12	16	16	178
	Total No. of Attendees	84	300	76	253	180	93	136	188	100	156	97	77	99	188	2,027
One-off or Seasonal (World Book Day, Halloween, etc.)	No. of Events	5		9	2	2	5	1			5		1		7	37
	Total No. of Attendees	36		51	42	10	55	15			21		4		112	346
Adults Events																
Regular (Readinggroups, Knit andKnatter, etc.)	No. of Events	8	16	2	7	3	2	5	5	4	7	4	2	3	3	71
	Total No. of Attendees	74	32	11	38	30	23	64	124	16	32	37	13	26	58	578
One-off or Seasonal	No. of Events	0			0		1	0							0	1
	Total No. of Attendees	0			0		1	0							0	1
Totals	No. of Events	25	29	23	20	17	17	26	14	16	26	14	15	19	26	287
	Total No. of Attendees	194	332	138	333	220	172	215	312	116	209	134	94	125	358	2,952
[May]																
Childrens Events																
Regular (Chatterbooks, Craftsessions, Legodub, etc.)	No. of Events	16	19	10	18	19	12	19	15	14	21	14	15	16	28	236
	Total No. of Attendees	83	316	54	467	457	129	140	389	114	239	132	92	117	328	3,057
One-off or Seasonal (World Book Day, Halloween, etc.)	No. of Events	2		2	1	1	1	3		1	13			2	4	30
	Total No. of Attendees	16		13	40	11	11	42		11	39			11	40	234
Adults Events																
Regular (Readinggroups, Knit andKnatter, etc.)	No. of Events	9	8	2	8	3	2	5	5	4	8	4	2	5	3	68
	Total No. of Attendees	75	27	14	37	37	23	53	134	21	51	47	10	44	61	634
One-off or Seasonal	No. of Events	0	1		0					1	2			1	0	5
	Total No. of Attendees	0	26		0					4	4			1	0	35
Totals	No. of Events	27	28	14	27	23	15	27	20	20	44	18	17	24	35	339
	Total No. of Attendees	174	369	81	544	505	163	235	523	150	333	179	102	173	429	3,960
[June]																
Childrens Events																
Regular (Chatterbooks, Craftsessions, Legodub, etc.)	No. of Events	17	21	14	18	27	14	27	15	4	17	19	16	20	26	255
	Total No. of Attendees	109	465	120	485	367	110	234	371	20	206	190	138	168	330	3,313
One-off or Seasonal (World Book Day, Halloween, etc.)	No. of Events	1	2	2	0	1	2	3	1		5			1	1	19
	Total No. of Attendees	6	20	32	0	30	16	24	12		69			2	15	226
Adults Events																
Regular (Readinggroups, Knit andKnatter, etc.)	No. of Events	7	7	3	8	3	2	6	5	4	8	6	1	3	3	66
	Total No. of Attendees	74	28	16	31	40	21	57	148	20	40	55	8	26	38	602
One-off or Seasonal	No. of Events	2	1		0	1					1				0	5
	Total No. of Attendees	11	7		0	13					4				0	35
Totals	No. of Events	27	31	19	26	32	18	36	21	8	31	25	17	24	30	345
	Total No. of Attendees	200	520	168	516	450	147	315	531	40	319	245	146	196	383	4,176

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Report No.
DRR18/053

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE
17 October 2018

Date: For Pre-Decision Scrutiny by the Renewal, Recreation and Housing Policy Development and Scrutiny Committee on 18 September 2018

Decision Type: Non-Urgent Executive Key

Title: BROMLEY TOWN CENTRE: MIRRORED CANOPIES AND SHOPS

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

Chief Officer: Executive Director of Environment & Community Services

Ward: Bromley Town;

1. Reason for report .

- 1.1 The Executive on 22 March 2017 approved the detailed designs and costings for the ground plain works of the next phase of the Bromley Town Centre improvements, and these works are currently being implemented. The Executive on 7 February 2018 approved the final budget for the revised market kiosks layout and pop up stalls to be located in Market Square. Officers were requested to bring back for Executive approval the detailed designs and costing for the remaining elements of the overall improvement scheme: the two commercial units/shops; and mirrored canopies, which forms the basis of this report.
-

2. RECOMMENDATIONS:-

- 2.1 That RR&H PDS Members note the report and make their comments available to the Executive.
- That Members of the Executive:
- 2.2 Approve the detailed design and implementation costs for the two Commercial units/shops and mirrored canopies.
- 2.3 Approve the addition of £1.615m to the Bromley High Street Improvement capital scheme funded from the Growth Fund, thereby increasing the overall budget for the scheme to £5.075m.
- 2.4 Delegate to the Director of Regeneration and the Portfolio Holder for Renewal & Recreation approval of any minor amendments to the design of the commercial units /shops and mirrored canopies.
- 2.5 Seek authority to submit a planning application/s for the commercial units/shops and the mirrored canopies.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The scheme design will take into account measures for the mobility and visually impaired.
-

Corporate Policy

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

Financial

1. Cost of proposal: Increase in capital costs of £1.615m
 2. Ongoing costs: Potential net additional income of between £32k and £42k depending on the level of voids
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £3.46m
 5. Source of funding: Growth Fund
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: It is proposed that the all the civil engineering and public realm improvement works, including all lighting will be completed by the Council's Highway Engineering Term Contract. It is proposed that Council's TFM term contractor AMEY will deliver the procurement of the shops and Mirrored canopies, which will be competitively tendered in line with the Council's procurement rules and financial standing orders.
-

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

Summary of Ward Councillor's comments: Ward Councillors were invited to take part in stakeholder consultations during the development of the scheme. Ward Councillors have been consulted on the design of the commercial units and canopies.

3. COMMENTARY

Background

- 3.1 The Executive on the 22nd March 2017 and Full Council on 10th April 2017 approved the detailed design, funding and programme for the ground plane works extending from Market Square to the Elmfield Road Junction, for the next phase of the Bromley town centre improvements. The Executive on 7 February 2018 also approved the budget for the revised market kiosks layout and pop up stalls to be located in Market Square. Officers were requested to bring back for Executive approval of the detailed designs and costing for the outstanding elements of the overall design, the commercial units/shops and mirrored canopies, which forms the basis of this report.
- 3.2 Phase 1 of the scheme, from Market Square to Marks and Spencer, is substantially completed and new wooden benches will be installed by the end of September 2018. Phase 2 of the improvement works is due to commence the week commencing 10th September 2018, with the removal of the stone planters and trees. As a consequence of this the remaining elements of the market will be relocated from this date into the northern section of the High Street. It is proposed that the installation of the new planters and granites setts will be substantially completed by 30th November 2018.

Commercial Units/Shops and Mirrored Canopy Design

- 3.3 One of the principal aims of the BTC Improvement scheme is to tackle the disjointed nature of the current High Street layout by improving the quality of the high street experience and creating distinctive spaces. The overall design 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.
- 3.4 A key feature of this 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 commercial kiosks/shops and mirrored canopies which would act as anchors to the new garden square. The design and procurement process for delivering the shops and the mirrored canopies is being managed on behalf of the Council by Total Facilities Management Contractor AMEY, who have appointed ECD Architects to produce the detailed design and costings for the commercial units/shops and the mirrored canopies. Detailed drawings for the mirrored canopies and commercial units/shops including layouts and elevations are attached as [Appendix 1](#).

Mirrored Canopies

- 3.5 The introduction of the mirrored canopies was seen as one of the more ambitious and transformational elements of the concept design. The canopies as well as providing a degree of shelter would comprise reflective mirrored roofs inspired by the petals of the broom flower, which is a reoccurring design feature throughout the whole of the scheme. The highly polished steel mirrored finish to the underside of the canopy, at a height of up to 6m, was one of key design features, creating a unique and inspiring space which anchors both end of the garden square. The concept design envisaged the canopies being delivered as series of petals. However, following feedback from the technical assessments and a review of costings the

design has been rationalised. It is now proposed that the scheme would consist of two stainless steel mirrored canopies measuring 15.7m by 10m and 11.5m by 9m. The overall form of the bloom petal motif has been retained, as has the articulation in roof heights envisaged in the concept design and the drainage is now contained within the supporting columns. This articulation will allow the mirrored underside of both canopies to be viewed by pedestrian as the walk up and down the sloping High Street creating additional visual interest. The location of the canopies has also been rationalised so they have a more sympathetic relationship with the proposed Commercial Units/ Shops and planters. The structures will be open on all sides up to 6.5m high to maintain the visual permeability and views along the High Street. The canopies will provide flexible sheltered space for formal events and informal activities.

- 3.6 It was reported to the R&R PDS Committee on 22 November 2015 that the estimated total cost of developing and fully implementing the concept design would be £5m. To date, including the costs of the Market Kiosks which were not costed in this early estimate, the Council has allocated £3.46m for Phase 2 of the Bromley town centre improvements works. AMEY working with ECD Architects have produced a Stage 2 cost plan to accompany the detail design drawings for both the mirrored canopies and commercial units/shops. The cost plan estimate for the delivery of the mirrored canopies is £1.2m and a summary of the stage 2 costing is set out in Table 1 below.

Table 1 Stage 2 Canopy Costings

Estimated Costs	£
Construction	1,022,000
Consultant Fees	58,573
Survey Fees	17,983
Building Control Fees	2,574
Planning Fees	1,544
Contingency	102,200
Total	<u>1,204,874</u>

- 3.7 The procurement of the mirrored canopies will be via competitive tender and it is anticipated that further costs reduction will be driven via this process. The estimate above represents the worse case provision. The annual maintenance costs of the canopies have been estimated at £15- £20k per annum. Whilst sited in the Public Highway they will not form part of the current maintenance contract. It is therefore proposed that the ongoing maintenance costs for the planter is recovered as a first call from the rental income generated from the commercial units/shops. The actual annual maintenance costs will be confirmed during the tendering of the capital works contract and will be reported back to Members within the Contract Award report.

Commercial Units/Shops

- 3.8 The designs of the Commercial units/shops have been based on a modular design and this has been tested with a manufacturer to ensure that it meets the necessary building specifications and demands of potential operators. The two units will be the same size 9m by 5m and provision has been made for toilet facilities and utility connections. To maximise the opportunity to utilise open space, particularly the adjacent space under the mirrored canopies, the units will have folding doors onto these elevations. Also to minimise any potential visual impact on views into High Street shop frontages the majority of the elevational finishes will be in glass. The resultant design consists of a contemporary structure clad in either a treated cedar or stainless steel finish which can be adapted to meet the requirements for general retail and the sale of hot and cold food.

3.9 The commercial units/shops have been costed on the basis of basic fit out that enables the occupiers the flexibility of customising the unit for their own commercial needs. The cost plan estimate for the delivery of the two commercial units is £401k (cedar finish) or £415 (Stainless Steel finish) and a summary of the stage 2 costing is set out in Table 2 below.

Table 2 Stage 2 Commercial Unit/Shop costings

Estimated Costs	Cedar	Stainless
	Finish	Steel
	£	£
Construction	332,000	345000
Consultants Fees	28,926	28,926
Survey Fees	5,652	5,652
Building Control Fees	809	809
Planning Fees	485	485
Contingency	33,200	34500
Total	401,072	415,372

3.10 The Council's external property consultants Cushman and Wakefield (C&W) have been approached to assess the likely demand for the commercial units/shops and the income they are likely to generate. C&W report that this type of offering would be new to the local market but they are confident there would be interest from local independents and new businesses. In terms of income generated they report that between £50-£60 per sq.ft could be achieved and it could be higher given their prominent position but this would need to be market tested. Based on the current size of unit this could generate an income between £48,400 - £58,000 pa. This would represent a maximum commercial yield of 14%, before any allowance is made for voids or any potential rental discounts. This income offers the Council the opportunity to reimburse the Growth Fund or potentially allocate the income to enhanced maintenance cleaning of the High Street including the mirrored canopies. The ongoing maintenance of the commercial units/shops will be the responsibility of the tenants and set out in any leasing agreement. The cost of any maintenance in any void period will be covered from income generated previously.

3.11 It is proposed that a tender package for the mirrored canopy and the commercial units will be produced using a design and build procurement route/form of contract – this will be tendered to the open market in line with CPR's and public contract regulations. The current advised procurement route anticipates appointing a main contractor who will undertake the procurement and management of the installation of both elements of the scheme and manage any groundworks and connections with the manufacturer of the units and the mirrored canopies subcontracted by them to the specialist suppliers.

Indicative implementation programme

3.12 AMEY have produced a detailed implementation programme for the delivery of the 2 elements. The critical date is the approval of the Executive and Full Council to allocate funding and grant approval to submit the necessary planning application. The selection of the main contractor stage of the procurement process will offer the Council the opportunity to further test the budget estimates and potentially drive out further costs savings which would be reported back to the Executive. Subject to Executive approval it is proposed to run the procurement of the main contractor in parallel with the submission of the planning application to ensure that scheme can be fully implemented by October 2019.

Phase	Timescale
Planning Permission	January 2019
Selected Main Contractor	February 2019
Manufacturing	June 2019
Construction & Installation	October 2019

4. POLICY IMPLICATIONS

- 4.1 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.

5. FINANCIAL IMPLICATIONS

- 5.1 On 2 December 2015 Executive agreed to allocate £287k from the Investment Fund to meet the cost of the detailed design work and additional survey work for the commercial kiosks and mirrored canopies. To date £238k has been spent/committed, leaving a balance of £46k.
- 5.2 The Executive on February 7th 2018 revised the allocation in the Capital Programme for Phase 2 of the Bromley town centre improvements works to £3.46m. This included £464k for the cost of the Market Kiosks.
- 5.3 The detailed designs and scheme costs for the Mirrored Canopies and Commercial Units/Shops have now been completed up to Stage 2 and the total costs are estimated at £1.615m. Approval is sought to allocate a further £1.615m to the capital scheme, funded from the Growth Fund, which currently has an uncommitted balance of £10.692m.
- 5.4 Overall the capital scheme will increase by £1.615m and the revised total cost for the High Street Improvement scheme will be £5.075m.
- 5.5 If fully let, the 2 commercial units/shops could generate an annual income of between £48k - £58k pa. These figures exclude any allowance for voids or any potential rental discounts. The Council would become liable for the Business Rates and utility standing charges whilst the commercial units/shops were not occupied.
- 5.6 As highlighted in paragraph 3.7, there are potential annual maintenance and cleaning costs of up to £15-20k for the canopy and commercial units which will be funded from the additional income generated.
- 5.7 It should be noted that the actual on-going maintenance and cleaning costs will be confirmed during the tendering process for the capital works. This will be reported back to Members in the contract award report.

6. PERSONNEL IMPLICATIONS

- 6.1 None for this report.

7. LEGAL CONSIDERATIONS

7.1 None for this report.

8. PROCUREMENT IMPLICATIONS

8.1 The procurement process will be managed by the Total Facilities Management Term Contractor, AMEY.

Non-Applicable Sections:	N/A
Background Documents: (Access via Contact Officer)	

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Appendix 1



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- NOTES
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A	AV	UT	17.05.18	Minor Corrections
	AV	UT	15.05.18	Stage 2 Final Issue

REVISION	DRAWN BY	CHECKED BY	DATE	DESCRIPTION

DRAWING ISSUE

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LONDON BOROUGH OF BROMLEY

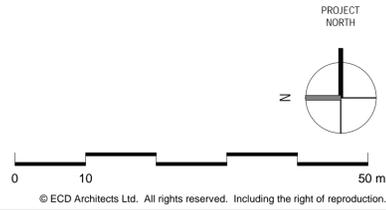
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PROJECT TITLE
BROMLEY HIGH STREET

DRAWING TITLE
Stage 2
PROPOSED SITE LAYOUT

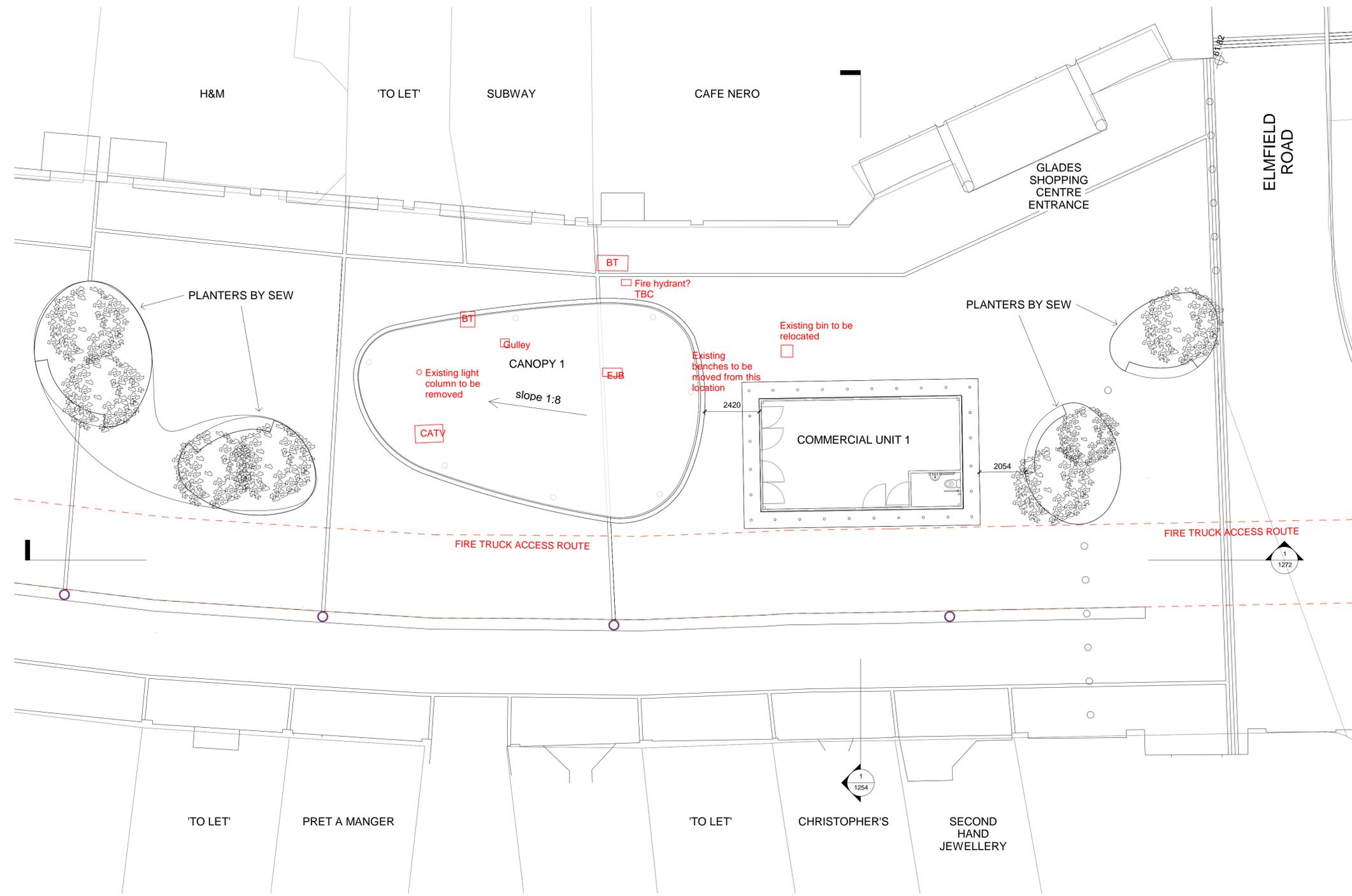
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NOTE:
 These locations of canopy and commercial unit are shown subject to LBB confirmation that the new proposed gullies will be in the same place as existing ones and that existing cycle racks, benches and bins are removed/ relocated.
 LBB to confirm that these locations do not clash with SEW/ Conways proposed locations of lamp posts, traffic signs, telephone boxes, cycle racks, bollards, new proposed services, etc.



D	UT	DJ	22.06.18	Stage 2 Costing Issue
C	UT	DJ	19.06.18	Draft for Costing
B	UT	DJ	22.05.18	Changes requested by LBB
A	AV	UT	17.05.18	Minor Corrections
C	AV	UT	15.05.18	Stage 2 Final Issue

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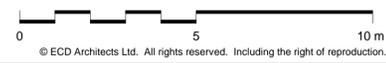
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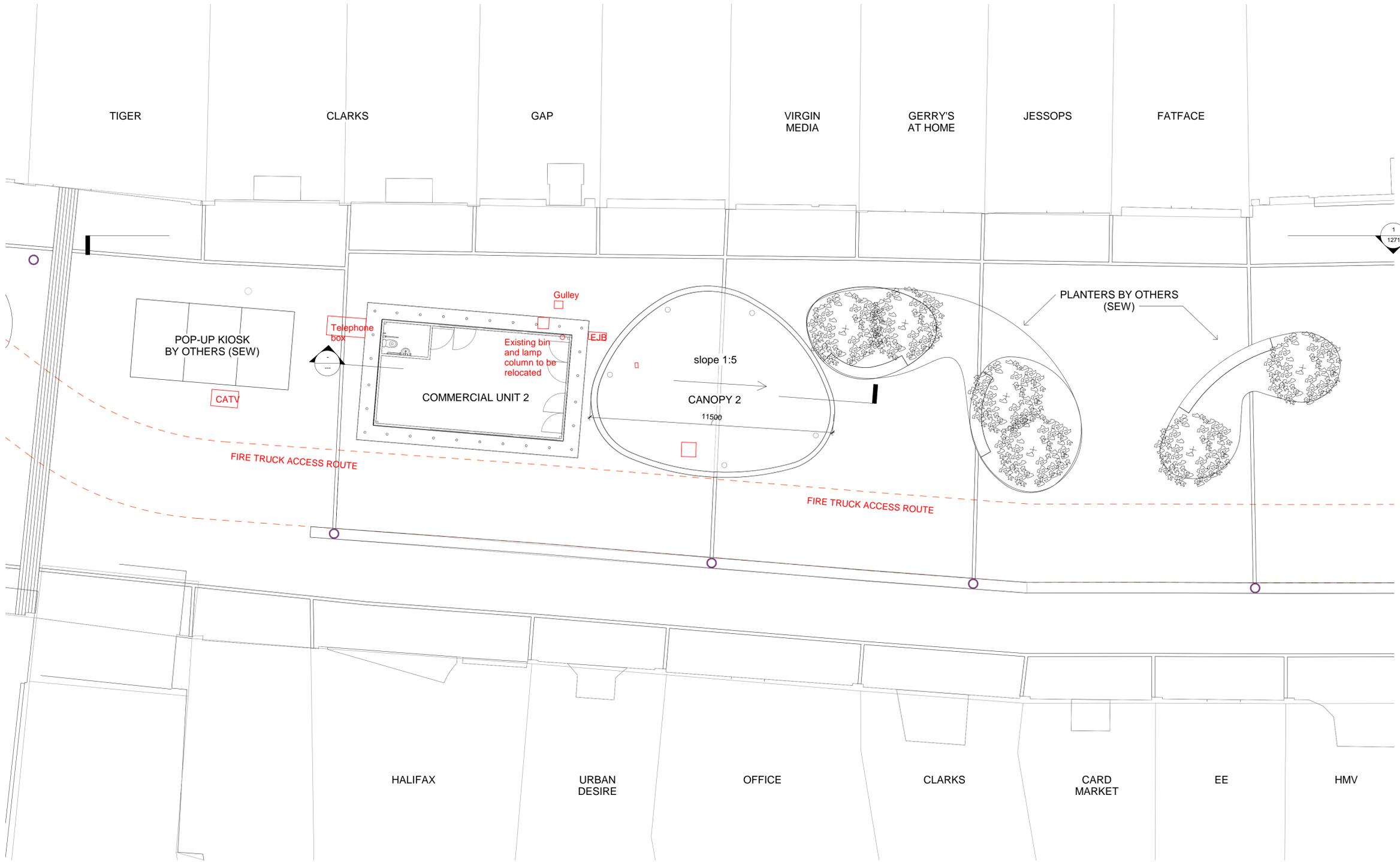
PROJECT TITLE
 BROMLEY HIGH STREET

DRAWING TITLE
 Stage 2
 PROPOSED LAYOUT - SITE C -
 CANOPY 1 & COMMERCIAL UNIT 1

SCALE	1 : 100@A1	DRAWN	AV/ UT
DATE	14/05/2018	CHECKED	DJ/ UT
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B	UT	DJ	22.05.18	Changes requested by LBB
A	AV	UT	17.05.18	Minor Corrections
C	AV	UT	15.05.18	Stage 2 Final Issue

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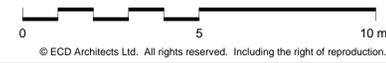
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PROJECT TITLE
 BROMLEY HIGH STREET

DRAWING TITLE
 Stage 2
 PROPOSED LAYOUT - SITE B -
 CANOPY 2 & COMMERCIAL UNIT 2

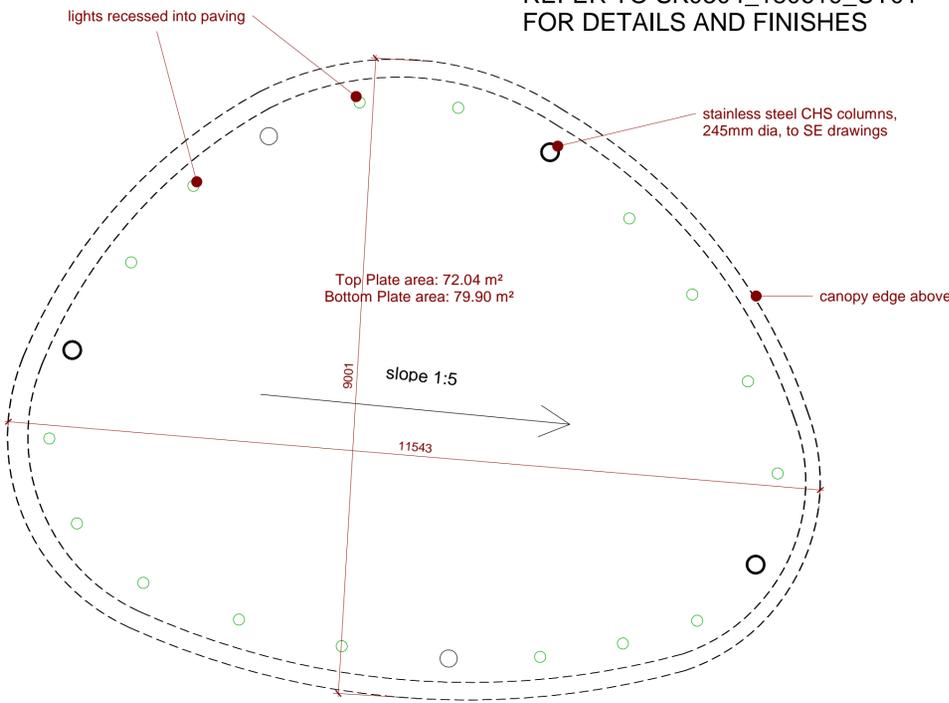
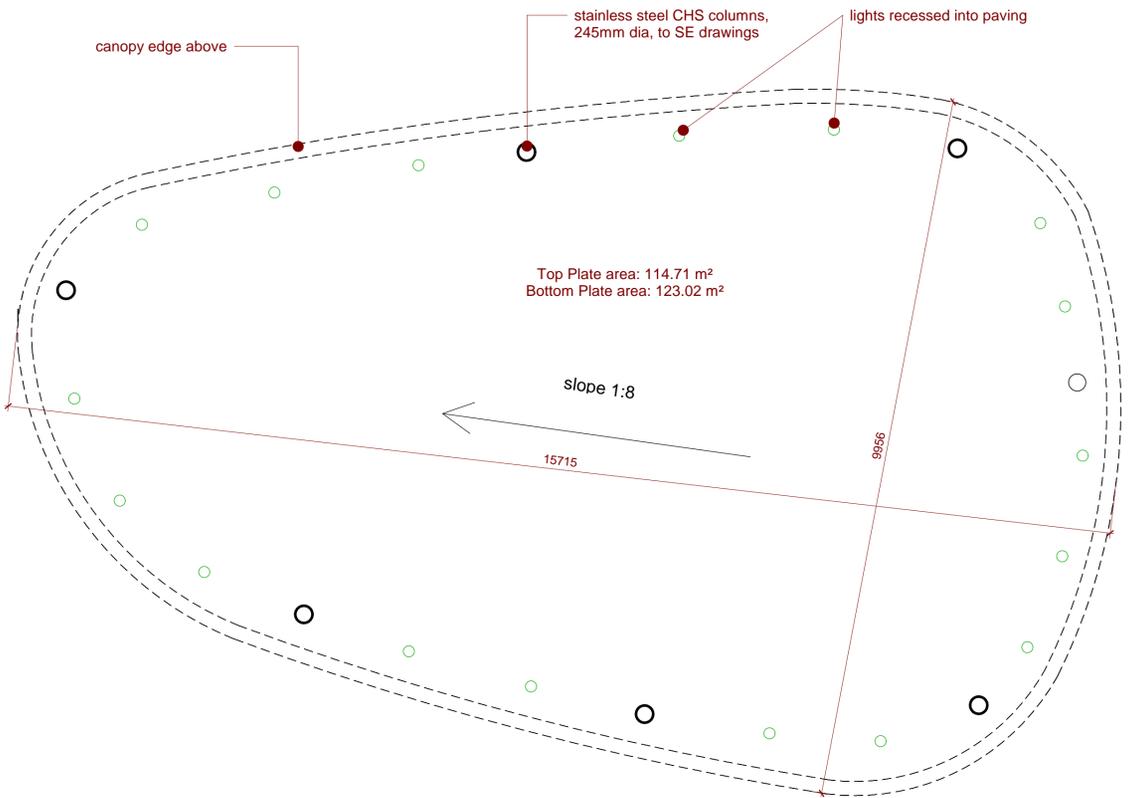
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DATE	14/05/2018	CHECKED	UT/ DJ
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Please refer to SE drawings.

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REFER TO SK0304_180619_UT01
FOR DETAILS AND FINISHES

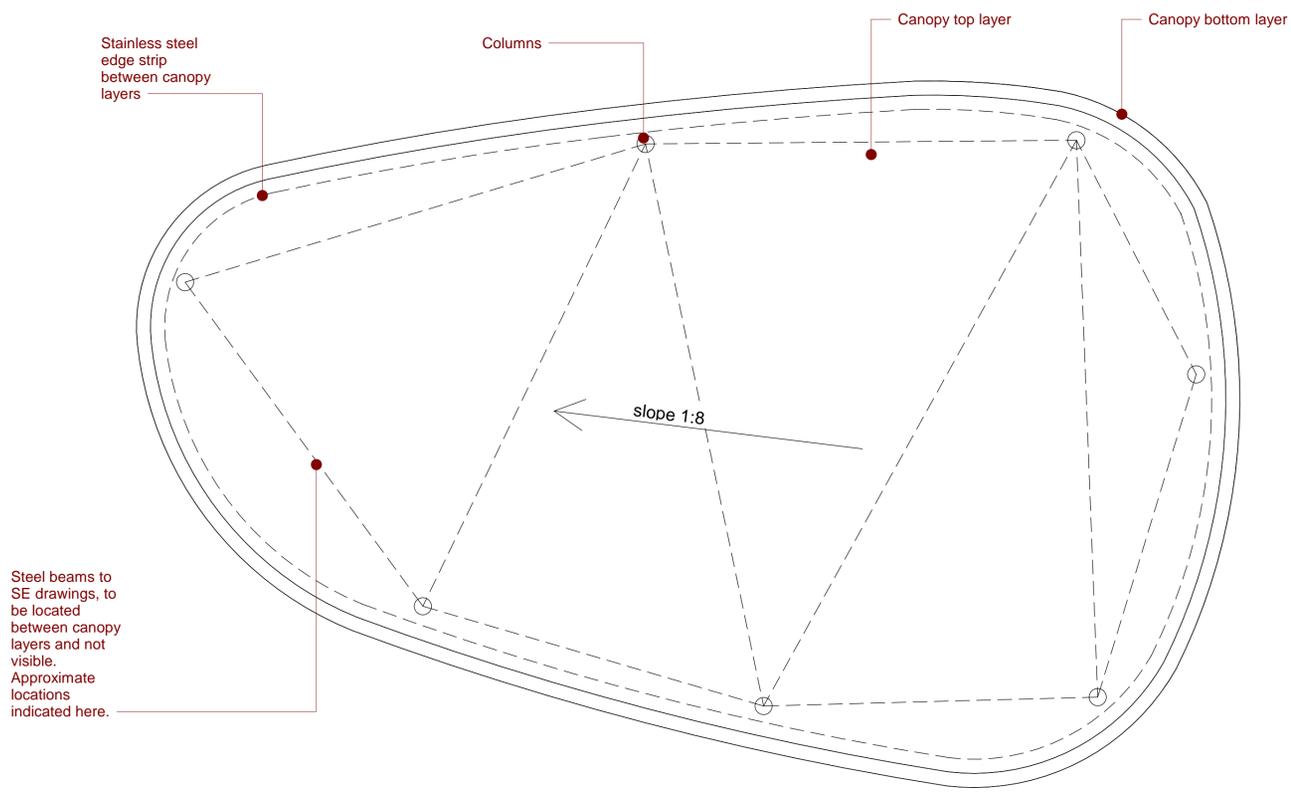


Proposed Ground Floor Plan - Large Canopy

1 : 50

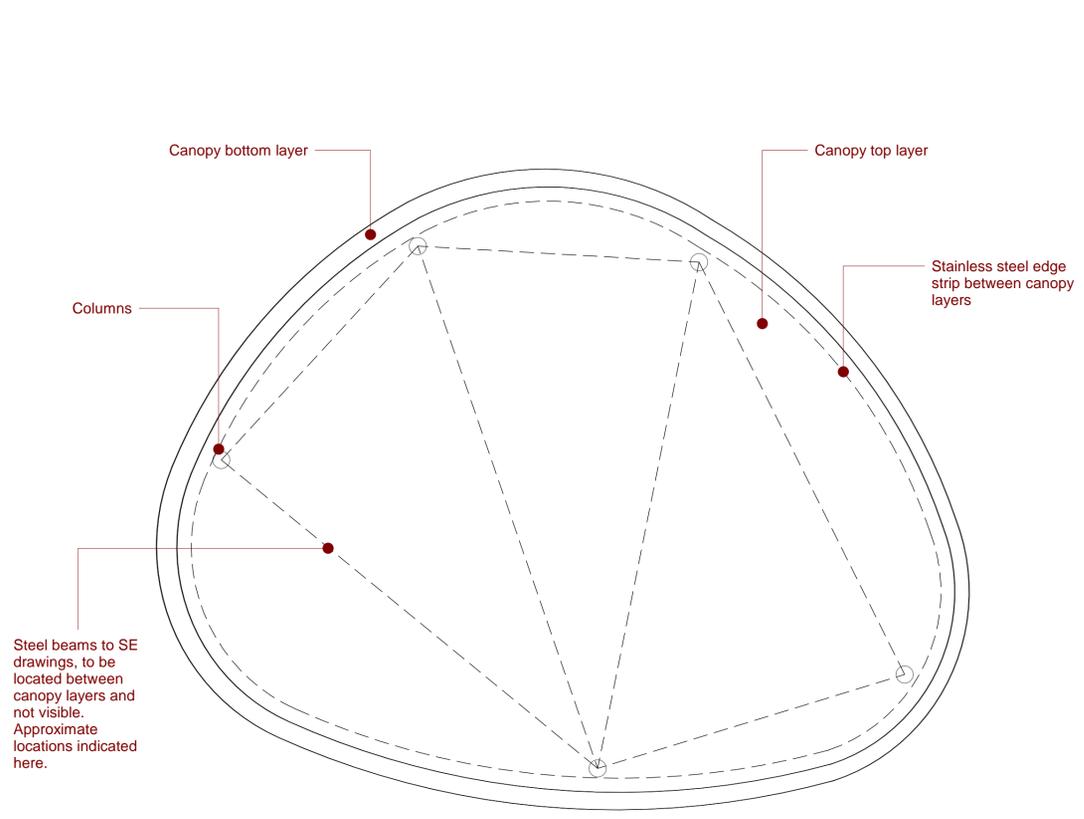
Proposed Ground Floor Plan - Small Canopy

1 : 50



Proposed Roof Plan - Large Canopy

1 : 50



Proposed Roof Plan - Small Canopy

1 : 50

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- NOTES
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 8. This drawing is to be read in conjunction with the NBS Specifications.
 9. CCTV Cameras to be incorporated as necessary.
 10. Downlights to be attached to canopy columns and uplights to be recessed in pavement.
 11. Pile foundations and pile caps as per SE drawings.
 12. Connection between columns and foundations to be designed to avoid bi-metallic corrosion.

REVISION	DRAWN BY	CHECKED BY	DATE	DESCRIPTION
C	UT	DJ	22.06.18	Stage 2 Costing Issue
B	UT	DJ	19.06.18	Draft for Costing
A	UT	DJ	18.06.18	Draft for Design Development
-	AV	UT	14.06.18	Draft Issue for S.E. comment

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PROJECT TITLE
BROMLEY HIGH STREET

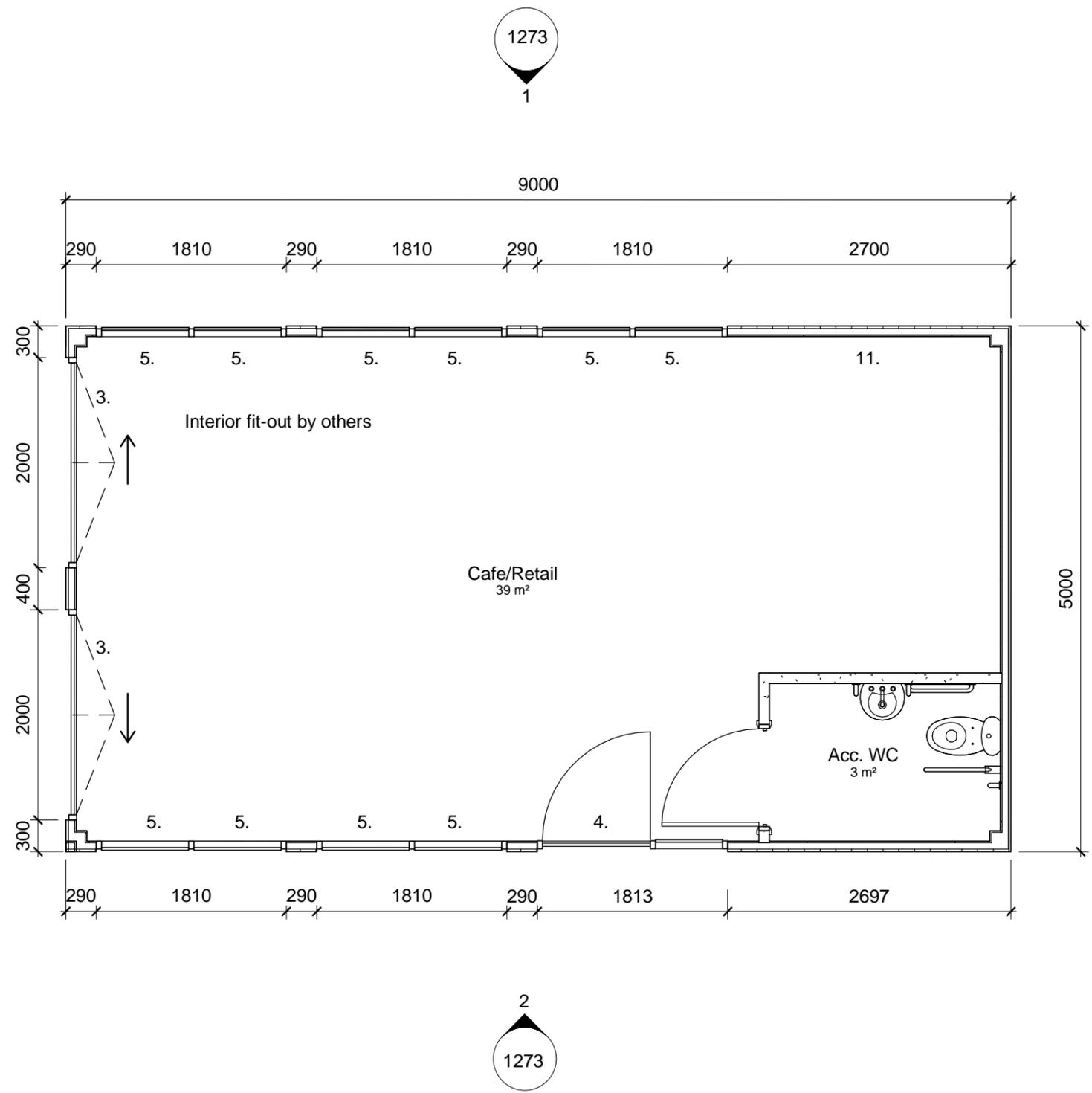
DRAWING TITLE
Stage 3 (TBC)
PROPOSED LAYOUT - CANOPIES

SCALE	DRAWN
1 : 50@A1	AV
DATE	CHECKED
14/05/2018	UT
DWG REF	REVISION
P-17-AB0304- 1210	C

Prefabricated Unit

1. Primary structure: steel frame.
2. Exterior wall finish - stainless steel & timber - refer to 3D view. Stainless steel trims.
3. Bi-folding doors, double-glazed with PPC aluminium frame.
4. Entrance door, double-glazed with PPC aluminium frame, DDA accessible level access.
5. Fixed, full-height glazed panels with PPC aluminium frame.
6. Interior wall finish: White, washable, PVC flame retardant material.
7. Ceiling: Square panels, white (TBC). Electric infrared heaters mounted to the ceiling.
8. Floor finish: Non-slip porcelain tiles.
9. Downpipes concealed within columns.
10. DDA accessible unisex WC.
11. Location of electrical board.
12. Fire alarm smoke detector and sounder.
13. Concrete spreader-type foundations - refer to Ground Survey report dated June 2018.
14. Please refer to M&E drawings for services & their connections. Existing paving to be taken up for service run installations as necessary and made good afterwards.

DESIGN INTENT ONLY -
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1273

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- NOTES
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E	UT	DJ	22.06.18	Stage 2 Costing Issue
D	UT	DJ	18.06.18	Draft for Design Development
C	UT	DJ	22.05.18	Changes requested by LBB
B	AV	UT	17.05.18	Minor Corrections
A	UT	DJ	12.02.18	STAGE 2 DRAFT
-	SK	UT	19.12.17	FIRST ISSUE

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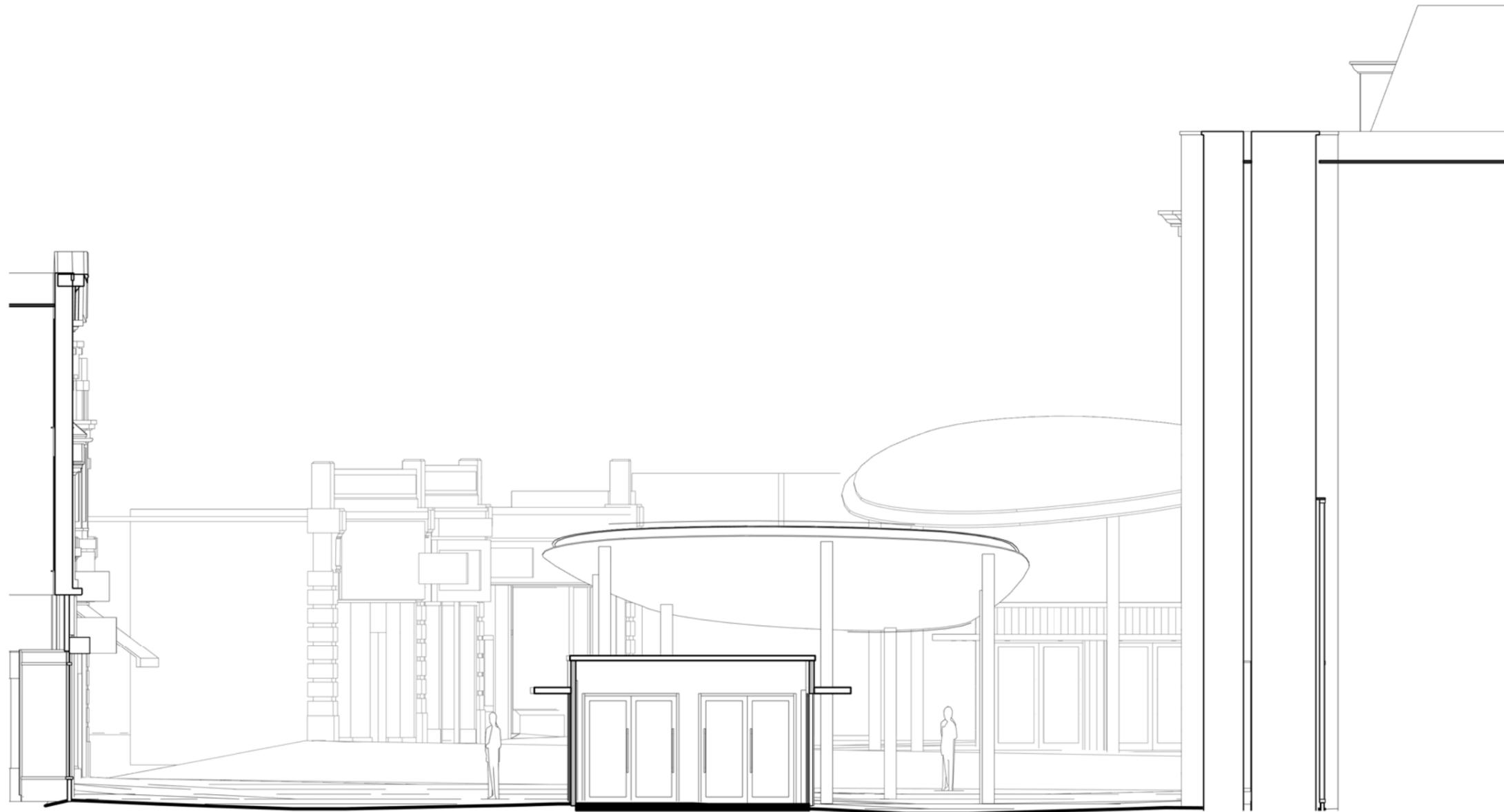
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PROJECT TITLE
BROMLEY HIGH STREET

DRAWING TITLE
Stage 2
PROPOSED LAYOUT -
COMMERCIAL UNITS

SCALE 1 : 50 @ A3	DRAWN SK/UT
DATE 15/05/18	CHECKED UT
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-	AV	UT	15.05.18	Stage 2 Final Issue

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PROJECT TITLE
BROMLEY HIGH STREET

DRAWING TITLE
Stage 2
PROPOSED SITE C SECTION
CANOPY 1 & COMMERCIAL UNIT 1

SCALE	DRAWN
1 : 100 @ A3	AV
DATE	CHECKED
15/05/18	UT
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P-17-AB0304- 1254	C

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Canopy 2

Commercial Unit 2

REVISION	DRAWN BY	CHECKED	DATE	DESCRIPTION
D	UT	DJ	22.06.18	Stage 2 Costing Issue
C	UT	DJ	19.06.18	Draft for Costing
B	UT	DJ	18.06.18	Draft for Design Development
A	AV	UT	17.05.18	Minor Corrections
-	AV	UT	15.05.18	Stage 2 Final Issue

DRAWING ISSUE

CONCEPT

CLIENT

LONDON BOROUGH OF BROMLEY



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PROJECT TITLE

BROMLEY HIGH STREET

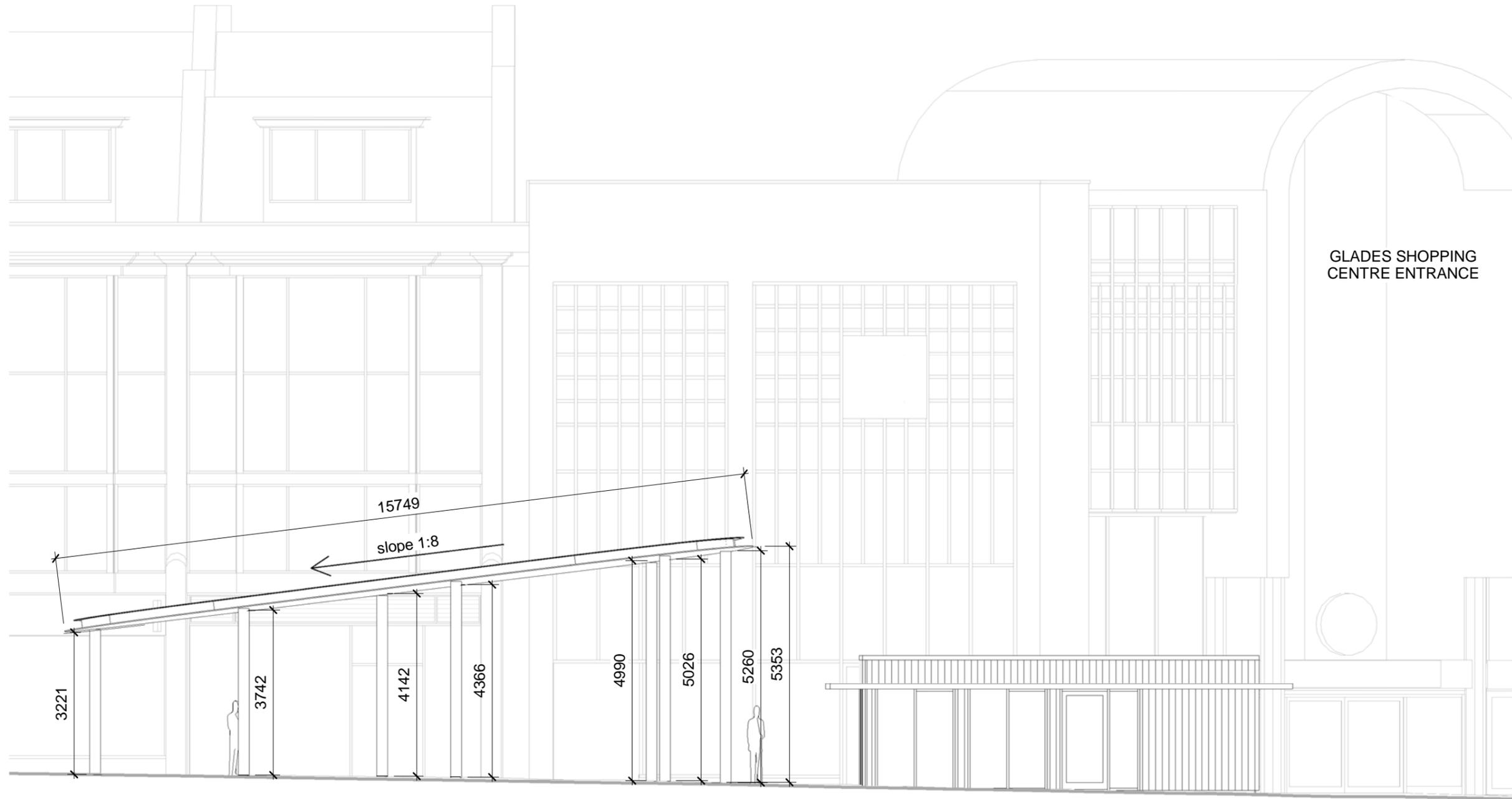
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Stage 2
PROPOSED SITE B ELEVATION
CANOPY 2 & COMMERCIAL UNIT 2

SCALE	DRAWN
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DATE	CHECKED
15/05/18	UT
DWG REF	REVISION
P-17-AB0304- 1271	D

NOTES

1. All dimensions to be checked by the Contractor before construction proceeds and prior to the fabrication of any component.
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GLADES SHOPPING CENTRE ENTRANCE

Canopy 1

Commercial Unit 1

D	UT	DJ	22.06.18	Stage 2 Costing Issue
C	UT	DJ	19.06.18	Draft for Costing
B	UT	DJ	18.06.18	Draft for Design Development
A	AV	UT	15.05.18	Stage 2 Final Issue
-	UT	DJ	12.02.18	STAGE 2 DRAFT

REVISION	DRAWN BY	CHECKED	DATE	DESCRIPTION

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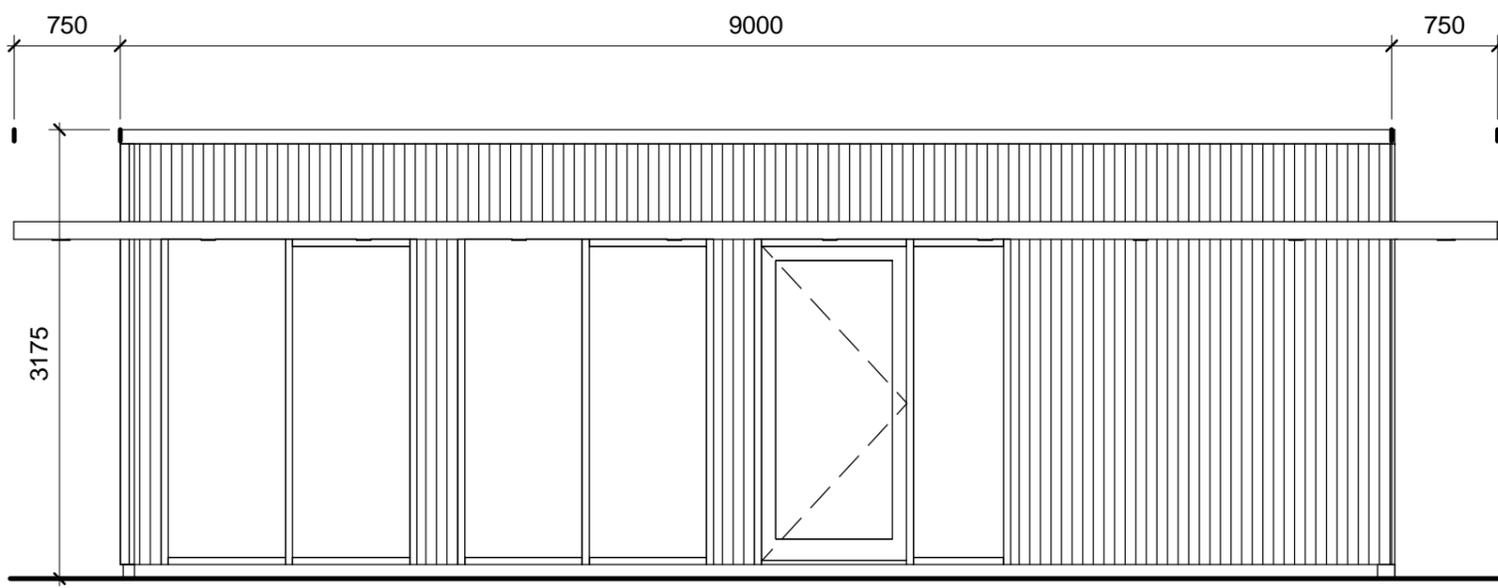
PROJECT TITLE
 BROMLEY HIGH STREET

DRAWING TITLE
 Stage 2
 PROPOSED SITE C ELEVATION
 Canopy 1 & Commercial Unit 1

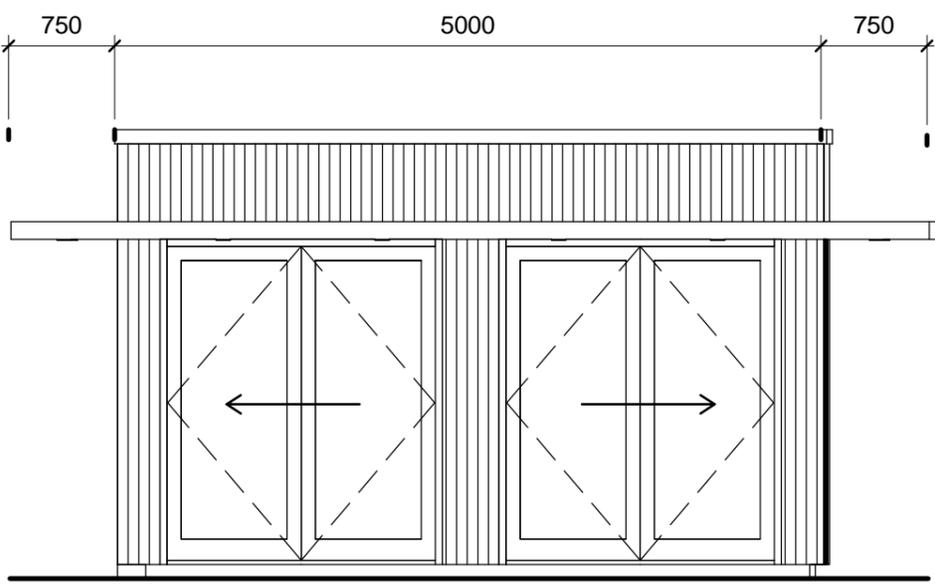
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P-17-AB0304- 1272	D

DESIGN INTENT ONLY -
NOT FOR CONSTRUCTION

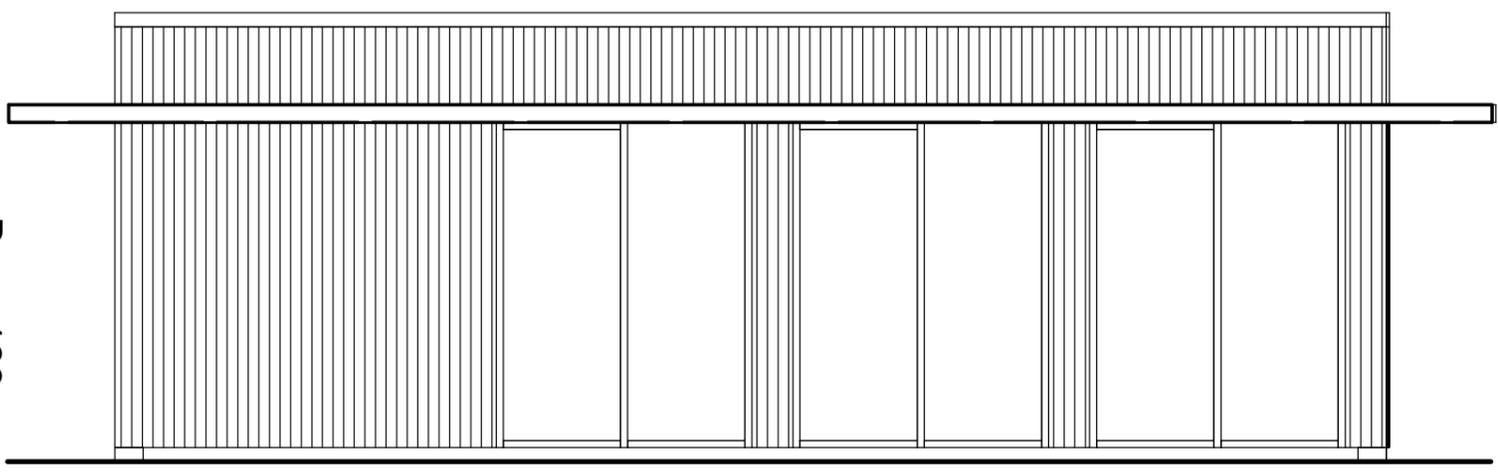
- ECD COMPUTER FILE
- NOTES
1. All dimensions to be checked by the Contractor before construction proceeds and prior to the fabrication of any component.
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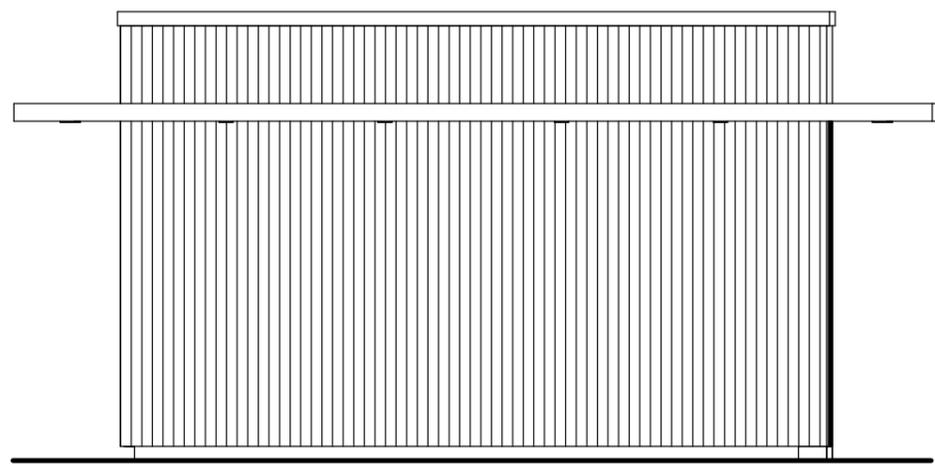
Commercial Unit - Long Elevation A
1 : 50



Commercial Unit - Short Elevation A
1 : 50



Commercial Unit - Long Elevation B
1 : 50



Commercial Unit - Short Elevation B
1 : 50

Page 133

C	UT	DJ	22.06.18	Stage 2 Costing Issue
B	UT	DJ	18.06.18	Draft for Design Development
A	UT	DJ	22.05.18	Changes requested by LBB
-	AV	UT	17.05.18	Stage 2 Final Issue

REVISION	DRAWN BY	CHECKED	DATE	DESCRIPTION
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ECD Architects
ENERGY CONSCIOUS DESIGN

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PROJECT TITLE
BROMLEY HIGH STREET

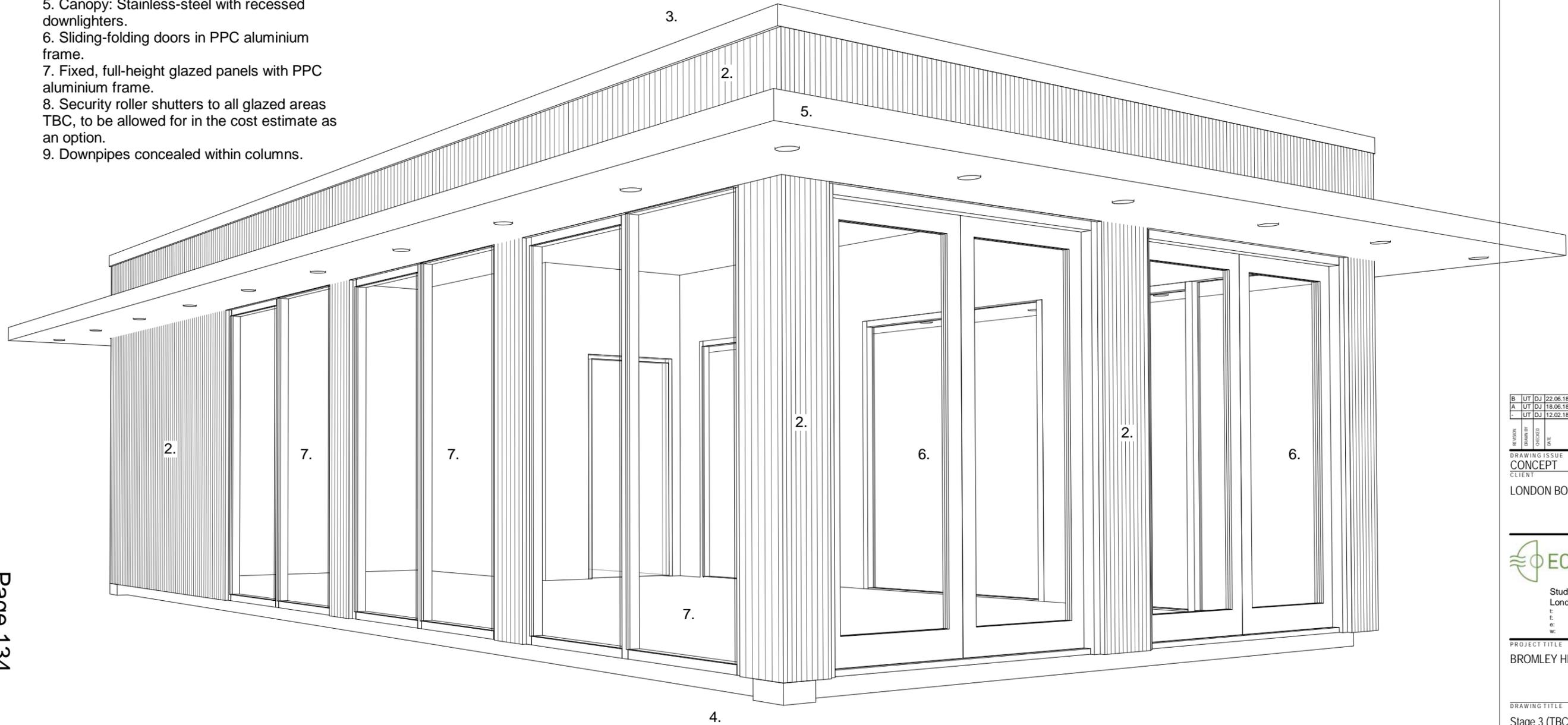
DRAWING TITLE
PROPOSED ELEVATIONS -
COMMERCIAL UNITS

SCALE	DRAWN
1 : 50 @ A3	SK/UT
DATE	CHECKED
16/05/18	DJ
DWG REF	REVISION
P-17-AB0304- 1273	C

Prefabricated Unit

1. Primary structure: steel frame.
2. Exterior wall finish - two options costed:
 - Option 1: Western red cedar, stained, and treated with fire retardant to Euroclass B level. Stainless steel trims as shown on the plans, elevations and this 3D drawing.
 - Option 2: As above but the timber finish is replaced by stainless steel finished panelling, satin-polished.
3. Roof: Bituminous polyester sheath finish, stainless steel edge trims, satin-polished.
4. Concrete spreader-type foundations - refer to Ground Survey report dated June 2018 and SE drawings. Unit set into the paving to allow for level access at entrance.
5. Canopy: Stainless-steel with recessed downlighters.
6. Sliding-folding doors in PPC aluminium frame.
7. Fixed, full-height glazed panels with PPC aluminium frame.
8. Security roller shutters to all glazed areas TBC, to be allowed for in the cost estimate as an option.
9. Downpipes concealed within columns.

DESIGN INTENT ONLY -
NOT FOR CONSTRUCTION



ECD COMPUTER FILE

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-	UT	DJ	12.02.18	STAGE 2 DRAFT

REVISION	DRAWN BY	CHECKED	DATE	DESCRIPTION

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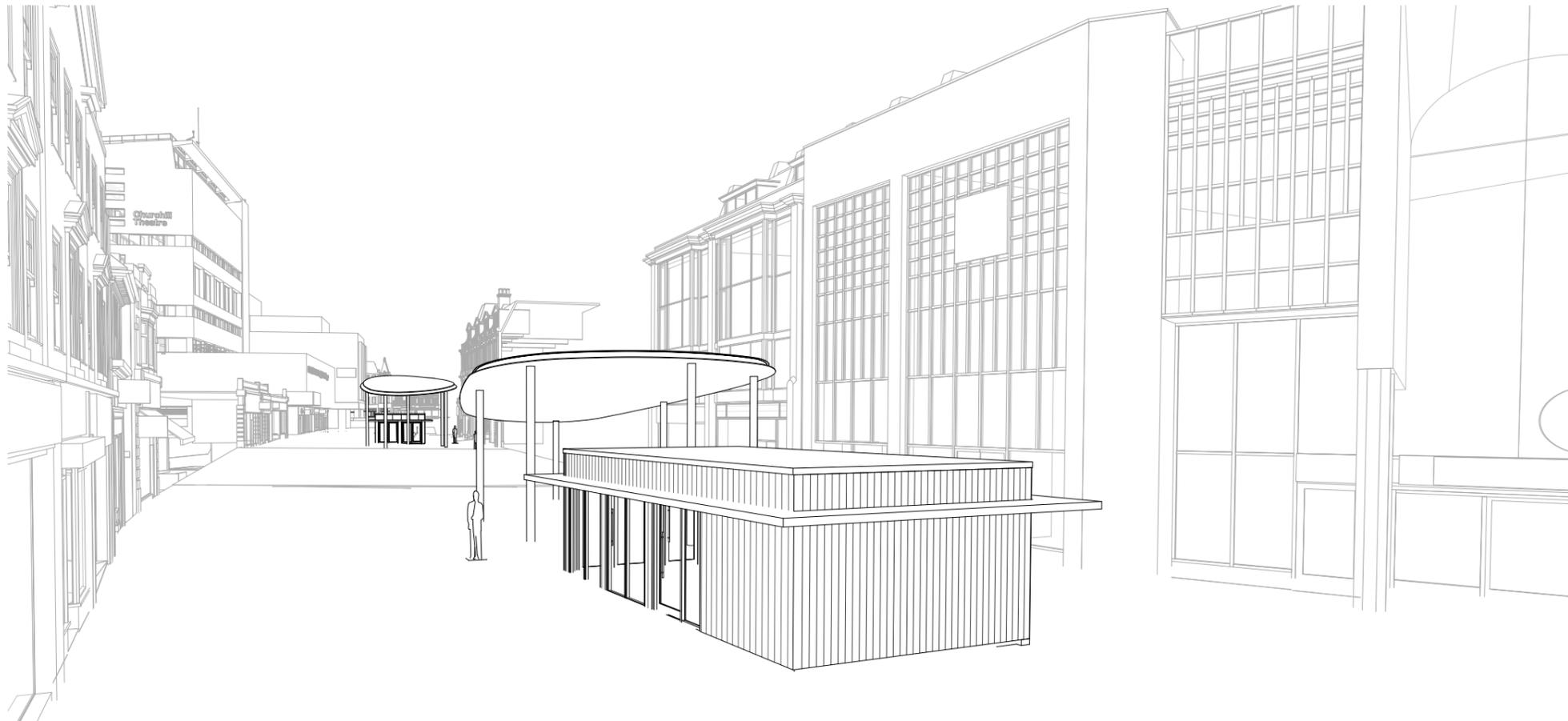
PROJECT TITLE
BROMLEY HIGH STREET

DRAWING TITLE
Stage 3 (TBC)
PROPOSED 3D VIEW
COMMERCIAL UNIT

SCALE	DRAWN
@ A3	SK/UT
DATE	CHECKED
15/05/18	DJ
DWG REF	REVISION
P-17-AB0304- 1275	B



Proposed Site B - 3D View



Proposed Site C - 3D View

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REVISION	DRAWN BY	CHECKED	DATE	DESCRIPTION
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PROJECT TITLE

BROMLEY HIGH STREET

DRAWING TITLE

Stage 2
PROPOSED 3D VIEW
SITES B & C

SCALE	DRAWN
@ A3	AV
DATE	CHECKED
15/05/18	UT
DWG REF	REVISION
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Report No.
DRR18/052

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RENEWAL, RECREATION AND HOUSING PDS COMMITTEE

Date: 18 September 2018

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.
- 2.2 That Members note the findings of the Orpington Town Centre Stage 1 Report and endorse the recommendations arising from this report to form the initial work programme for the emerging Framework Plan.

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: £34.847m
 5. Source of funding: Town Centre Development Fund, Growth Fund, Investment Fund, S106 resources, NHB/GLA High Street funding, Capital Financing and TfL funding
-

Staff

1. Number of staff (current and additional): 4
 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 Executive on 17th July 2017 approved the detailed terms of the development agreement and lease for the development and on 11th December 2017, Full Council approved an allocation to the capital programme for the purpose of acquiring properties within the red line area. The Council development team continue to liaise directly with property owners within the development site to exercise the Council's Duty of Care to residents directly impacted by the proposed redevelopment. Progress continues to be made on site acquisitions and relocations.
- 3.3 In accordance with the terms of the development agreement Countryside Properties have submitted the planning application for their scheme in May 2018. This application has been subject to public consultation and is currently under consideration by the Council's Development Management team.
- 3.4 Following a review of the policy of Opportunity of Site G during the Local Plan examination and as required by the AAP Inspector, the Council produced a Masterplan for Opportunity Site G/Site 10. This has been published and was subject to an eight week public consultation which concluded on the 14th of September. The results of this consultation are currently being reviewed and the formal responses and recommendations will be reported back to the relevant committees in the autumn cycle for consideration.

Bromley Town Centre High Street Public Realm Improvements

- 3.5 Phase 1 of the scheme, from Market Square to Marks and Spencer, is substantially completed and the new wooden benches will be installed by the end of September 2018. Funding for the remedial works to the Churchill Theatre has been agreed by the Executive and work has commenced on selecting a building contractor to carry out this work. The temporary scaffolding on the High Street frontage will not be removed until the remedial works are undertaken in the New Year, after which the ground plain works underneath the scaffolding will be completed.
- 3.6 As reported in the June 2018 update work on Phase 2 of the improvement works have been delayed due to supply chain issues with material delivery from China. The contractor has secured materials to complete the improvement works to the southern pedestrian area and work on this section is due to commence the week commencing 10th September 2018, with the removal of the stone planters and trees. As a consequence of this the remaining elements of the market will be relocated from this date into the northern section of the High Street. The design team are finalising the integration of Hostile Vehicle Mitigation measures into the current design. It is proposed that the installation of the new planters and granites setts will be substantially completed by 30th November 2018. Materials to complete the Elmfield Road junction will not be available from the supplier to fully complete the works by 30th November 2018. As a result the Engineering team have advised that work will now take place in early 2019 after the seasonal Highway works embargo has finished.

Beckenham Town Centre Public Realm Improvements

- 3.7 The Council's former Highway term contractor FM Conway is currently completing the final phases of the improvement plan in the area around the War Memorial roundabout. This is

one of the more difficult elements to build as it will involve rebuilding all four pedestrian islands on the approaches to the roundabout and involve introducing complicated temporary traffic management to achieve this. Following the road resurfacing it is proposed that the whole of the High Street will be reopened to two-way traffic on the 24th September 2018. Transport for London has confirmed that diverted bus services will also revert back to normal routes on this date.

- 3.8 There are a number of additional works that will be completed after 24th September such as the Odeon and Sainsbury forecourts works. Additional design features such as street furniture and snagging work will also be completed by the Council's Highway term contractor By November.

Orpington Town Centre

- 3.9 There have been further delays to the implementation of the Walnuts public realm scheme due to issues regarding staffing and quality of finish. The former Term contractors FM Conway (FMC) have now addressed these issues and will have fully completed the improvement works by 3rd December 2018. As part of the stakeholder communication strategy, Council officers and FMC contractors continue to hold monthly progress meeting with stakeholders and regular newsletters will continue to be disseminated until the end of the scheme.

Framework Plan

- 3.10 As part of the New Homes Bonus allocation, funding was set aside to produce a Framework Plan for Orpington town centre to inform decisions about future investment and development. As part of this work consultants Cushman & Wakefield have been appointed to produce a series of technical papers and evidence base to inform the development of the Framework Plan. An Executive Summary of this work (attached as Appendix 1) focuses on providing the foundations for the Council and its partners to consider the future direction and delivery strategy for development in the centre. This includes an initial review of potential town centre development opportunities and contains an:

- a) Overview of the key market trends affecting town centres and the implications for Orpington
- b) Evidence on the current health and performance of Orpington
- c) Benchmarking analysis to compare Orpington with other centres in London and across the UK

The key findings and conclusions are presented in the form of a SWOT analysis, and identify 8 potential development opportunities in the town centre.

- 3.11 The report recommends that for the next stage in the development of the Framework Plan the Council will need to work with its partners to develop a comprehensive forward strategy for the town centre, comprising a shared vision, SMART objectives and a prioritised and costed action plan to achieve the objectives, with responsibilities allocated to parties to deliver.

Penge Town Centre Improvements

- 3.12 The improvements to Arpley and Empire Squares and the Penge Triangle area are completed and the contractors will be undertaking snagging work for the squares and the High Street after the improvements to the Croydon Road/Green Lane junction have been completed in October 2018.

- 3.13 Officers from the Council along with architects You & Me Architecture have selected 7 businesses on Penge high street for the shopfront improvement project. The next stage of the programme would involve working with these selected businesses to determine the most appropriate proposals for improvements and the signing off of the designs prior to the submission of any required planning applications and any of the improvement works progressed. The businesses will be required to pay at least 10% of the total cost of the improvements before any of the work is undertaken. It is anticipated that the construction programme will likely begin in November 2018 subject to planning consents and take approximately 3 months to complete.

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 2017/18. 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 On 11th of December 2017, Full Council approved a net increase of £18.4m resulting in a revised capital estimate of £24.292m for the Site G development programme. To date £1.468m has been spent/committed on the acquisition of properties in Ethelbert Close leaving a balance of £22.823m.
- 5.2 Within the £24.292m was a sum of £1.1m allocated for specialist development consultancy for CPO related costs inclusive of all professional fees, legal and development consultancy and internal management costs. This sum includes the £200k previously allocated from the growth fund. To date £112k has been spent/committed, leaving a balance of £988k.
- 5.3 On 7th November the Executive approved the further appointment of Montagu Evans to provide development advice on the site acquisition and compulsory purchase order making process.
- 5.5 It should be noted that there is £45k of S106 funding for street furniture refurbishments within Bromley Town Centre, (From the Ringers Rd and St Marks Square Developments), comprising of £20k from Agreement 284 which has to be spent by 15 October 2018 and £25k from Agreement 331 which has to be committed by 24 December 2018.
- 5.6 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	Spend	Com'tmts	Total	Balance
	£'000	£'000	£'000	£'000	£'000
<u>Site G</u>					
Properties w ithin red line development site - capital financing	20,932.0	0.0	0.0	0.0	20,932.0
Grow th Fund - Specialist legal & development advice	1,100.0	78.8	34.1	112.9	987.1
Grow th Fund	1,800.0	995.9	0.0	995.9	804.1
Private Developer contribution	100.0	0.0	0.0	0.0	100.0
S106 PIL	359.6	359.6	0.0	359.6	0.0
	24,291.6	1,434.3	34.1	1,468.4	22,823.2
<u>Beckenham Improvement Scheme *</u>					
TfL Funding	2,896.0	2,614.0	15.6	2,629.6	266.4
TfL Funding - LIP allocation re Southend Rd/Rectory Rd	200.0	200.0	0.0	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 TFL allocation (Subject to approval)	200.0	0.0	0.0	0.0	200.0
	4,441.0	2,814.0	15.6	2,829.6	1,611.4
<u>New Homes Bonus and High Street Funded Projects</u>					
Penge Tow n Centre Improvements	746.0	135.1	0.0	135.1	610.9
Orpington Tow n Centre	525.0	422.8	0.0	422.8	102.2
	1,271.0	557.9	0.0	557.9	713.1
<u>Orpington Tow n Centre</u>					
S106 funding tow ards Walnuts Shopping Centre area	269.0	189.9	0.0	189.9	79.1
	269.0	189.9	0.0	189.9	79.1
<u>Bromley Tow n Centre Public Realm Scheme</u>					
S106 funding - Tow n Centre contributions*	152.0	0.0	0.0	0.0	152.0
Grow th Fund (may be replaced by S106 from Langley Court funding w hen available)	3,308.0	777.5	50.2	827.7	2,480.3
	3,460.0	777.5	50.2	827.7	2,632.3
Total Capital	33,732.6	5,773.6	99.9	5,873.5	27,859.1
Revenue					
<u>New Homes Bonus and High Street Funded Projects</u>					
Penge Tow n Centre Improvements	200.0	104.2	19.3	123.5	76.5
Orpington Tow n Centre	100.0	81.4	14.5	95.9	4.1
Biggin Hill Aviation Technology & Enterprise Centre	150.0	128.6	12.2	140.8	9.2
Cray Business Corridor	150.0	111.8	12.9	124.7	25.3
	600.0	426.0	58.9	484.9	115.1
<u>Bromley Tow n Centre High Street redevelopment programme</u>					
Investment Fund - Initial feasibilty cost of development program	118.0	80.8	0.0	80.8	37.2
Investment Fund - Detailed design cost & survey work	287.0	204.7	33.7	238.4	48.6
Broadband Infrastructure Investment project	64.7	64.7	0.0	64.7	0.0
S106 Funding for street furniture refurbishments	45.0	0.0	45.0	45.0	0.0
Sub-total High Street Redevelopment	514.7	350.2	78.7	428.9	85.8
Total Revenue	1,114.7	776.2	137.6	913.8	200.9
Total Funding - Capital and Revenue	34,847.3	6,549.8	237.5	6,787.3	28,060.0

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

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Appendix 1

Orpington Town Centre: Stage 1 (Evidence Base)

PREPARED FOR
LONDON BOROUGH OF BROMLEY

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Appendices:

Technical Paper 1 – National Market Context

Technical Paper 2 – Town Centre Healthcheck

Technical Paper 3 – Benchmarking Analysis

Technical Paper 4 – Town Centre Opportunity Sites

Disclaimer

In light of the 2016 Referendum concerning the UK's membership of the EU, we are now in a period of uncertainty in relation to many factors that impact the property investment and letting markets. At this time organisations involved in the industry are reflecting on the potential implications of the UK leaving the EU. Since the Referendum date it has not been possible to gauge the effect of the impact on rental and capital values, along with other elements affecting property appraisal.

Cushman & Wakefield continues to closely monitor market developments and trends in order that we can provide clients with the most up to date advice. The views contained in this document are provided in the context of this market uncertainty and as such our estimates and opinions are susceptible to change. Accordingly we advise that clients have regard to this risk and may need to commission further advice before acting on the opinions expressed.

1. Introduction

Purpose & Objectives

This report assesses the current performance of Orpington town centre to provide the London Borough of Bromley (“the Council”) and other stakeholders with a comprehensive evidence base from which to inform decisions about future investment and development.

Like all town centres across the UK, Orpington operates in a dynamic market context presenting both challenges and opportunities. To plot a successful course for the future, the Council and stakeholders in the town centre should be proactive and work together to influence, rather than react to, future drivers of change.

Now is the right time to build a coherent strategy for Orpington town centre. Rockspring (long leaseholder of the Walnuts shopping centre) is considering options for the redevelopment of the centre and/or adjacent land owned by the Council, while the Orpington 1st BID has established a strong membership with a re-ballot taking place in Autumn 2017.

In response to this position our work will consider, in stages, three simple questions:

1. Where is Orpington town centre now?
2. Where do we want Orpington town centre to be?
3. How do we get there?

This report focuses on Stage 1 – the first of the above three questions – providing a foundation for the Council and its partners to consider future direction and delivery strategy during the next stages of the process. This includes an initial review of potential town centre development opportunities, as identified and agreed with the Council, to help identify priorities for future action.

Report Structure

This report is styled as a concise Executive Report. It is accompanied by a series of Technical Papers as appendices, setting out further detail on the analysis informing the conclusions and recommendations reached.

To answer the question “*where is Orpington town centre now?*” it comprises the following tasks:

- a) Overview of the key market trends affecting town centres and the implications for Orpington
- b) Evidence on the current health and performance of Orpington
- c) Benchmarking analysis to compare Orpington with other centres in London and across the UK

Our key findings and conclusions are presented in the form of a SWOT analysis, and inform our assessment of 8 potential development opportunities in the town centre.

Finally, our Stage 1 report outlines recommendations for workstreams to follow (i.e. Stages 2 and 3).

2. Market Trends

In this section we provide an overview of the national market context, where we highlight trends within specific market sectors. Such trends will be a driver of change in the town centre and are therefore an important factor in determining a coherent strategy for the future.

A brief overview of the national occupier markets, focusing on the retail and leisure sectors in particular, is provided in **Technical Paper 1**. It highlights trends within specific market sectors and helps to identify some of the main factors that are influencing the scale and type of future space in town centres. We summarise the key points below.

The importance of the retail sector to town centres should not be understated. It is the key driver of activity and is vital in creating the environment for other main town centre uses (and residential uses) to be successful. In recent years, retail development in general has been relatively limited, as in other commercial property sectors, but the market overall still has an excess of space.

A driver behind this situation has been changing patterns of consumer and retailer demand. The key implications of trends in the retail and leisure sectors for future town centre development in Orpington can be summarised as follows:

- The continued growth of internet shopping, as well as other channels such as mobile and tablet, is likely to impact on footfall and squeeze retailers' profitability (this is a UK-wide issue). The town centre will need to embrace such technologies and **offer a high quality, all round experience** to consumers.
- Orpington town centre will continue to be affected by the polarisation and downsizing of national multiple retailers, so the challenge will be retaining and attracting new such retailers. Relocations to Nugent Shopping Park, amongst other factors, have left the town centre with **very few high street fashion retailers and void of any major variety stores** (e.g. Marks & Spencer).
- The importance of providing a range of store sizes, particularly larger and more flexible space, in order to respond to the needs of major retailers. However **there is a limit to which smaller centres such as Orpington can (re)attract major retailers** as they focus their activity in prime locations and/or on strengthening their online presence.
- Key to attracting new modern retailers will be creating the right conditions for investment, such as **high quality public realm**. The improvement of the shopping circuit including the square to the south of Walnuts shopping centre (and its connectivity with High Street) should therefore be prioritised.
- The increasing **importance of good quality leisure (including F&B) uses** in order to maximise the consumer's experience and dwell time in the town centre. Retail space is no longer enough to attract consumers to a centre. The new Odeon and F&B at Walnuts shopping centre provides a platform to enhance the family-friendly and/or evening F&B offer.
- New representation in the grocery sector is likely to be focused on smaller formats, with growing requirements from the **hard discounters** (e.g. Aldi and Lidl), in response to changing shopping habits.

Other factors affecting future space in town centres, of significance to Orpington, include:

- Strong **housing growth** in well connected, outer London boroughs such as Bromley. Orpington town centre has a good pipeline, including the Berkeley Homes' Brunswick Square scheme (83 one and two bedroom apartments¹ plus a health and well-being centre) and Pure Lake's

¹ For sale at £404,000-£419,000.

redevelopment of the Former Dairy Crest Depot site to the north of Walnuts shopping centre (20 flats and 8 family townhouses).

- The role of the **Private Rental Sector (PRS)** in the light of high house prices, curtailed access to mortgage finance and strong rental growth.
- The increasing use of **permitted development rights** to convert offices into residential use (e.g. Berwick House in Orpington town centre), following the Government's decision in April 2016 to make these rights permanent. Whilst clearly intended to contribute towards much-needed housing supply – which in town centre locations has the benefit of supporting mixed and more vibrant high streets – the conversions threaten the supply of office stock, often in under-supplied locations.
- **New forms of workspace** have been fuelled by flexible working strategies such as homeworking, shared space 'co-working' and serviced offices. Flexible space requirements amount to a small proportion of overall office stock but are spreading from Central London to the outer/ regional markets.
- **Further education** and their space requirements, including non-FE space (e.g. Orpington's London South East College has retail/ hospitality functions).
- The **public sector's space requirements** including the rationalisation and consolidation of their estate.

3. Orpington Healthcheck

This section provides an overview of the current health and performance of Orpington. Our more detailed analysis based closely on the healthcheck indicators set out in the national Planning Practice Guidance (PPG)² is provided in **Technical Paper 2**.

To support our analysis, we have liaised with Orpington 1st and taken into account the research they have commissioned and shared with us³. The implications of this research (insofar as it relates to the town centre's current health) include:

- Orpington has declining vacancy rates;
- The town has a strong service-based retail offer but an under-supply of clothing and footwear retailers in particular;
- Leisure provision is improved but the F&B offer currently lacks choice; and
- Pedestrian flows have been broadly constant in recent months and are highest near Walnuts shopping centre.

Overall, it is our view that Orpington is a relatively healthy town centre and performs an important role serving largely the convenience-based needs of the local community. The town centre also has some leisure attractions. However, it has some weaknesses and areas for improvement (i.e. qualitative needs) as determined in our analysis below.

Market Position

A key indicator of the status and performance of a centre is its retail ranking over time. *Figure 1* below shows the current position of Orpington town centre relative to surrounding/ competing centres. Each centre is assessed (by CACI Retail Footprint) having regard for all factors affecting performance, including the quality and quantity of retail provision, centre function and level of competition. This methodology allows each centre to be scored relative to one another and provides a useful barometer of a centre's status and performance.

Figure 1 – Retail rankings

Centre	2015 Rank	2012 Rank	Change (2012-2015)
Orpington	735	605	-130
Nugent Shopping Park	426	517	+91
Bromley	45	38	-7
Croydon	33	30	-3
Sidcup	1,685	1,395	-290
Sevenoaks	776	654	-122
Bluewater	9	10	+1
Dartford	389	289	-100

Source: CACI Retail Footprint (2012 and 2015)

The retail rankings show a substantial decline in Orpington town centre's status and performance since 2012 – from 605 to 735. This reflects both a lack of inward investment (i.e. new retail development and/or retailer representation) over this period and the relative improvement of similarly-ranked centres across the UK and, importantly, centres that compete with Orpington for retailers and shoppers. To this end, Nugent Shopping Park has risen in the retail ranking since 2012 – from 517 to

² 'Ensuring the vitality of town centres' section.

³ Namely the LDC Gap Analysis (January 2017) and Footfall Counts.

426. Most other surrounding/ competing centres, including Bromley, have seen a fall in their relative status and performance.

Characteristic of Orpington town centre's market position is its value (64% of total floorspace) and mainstream (32%) retail offer, the former underlined by recent openings in the town (e.g. B&M, Poundland) as identified by LDC. There are little or no premium/ higher end retailers. This, however, is perhaps unsurprising for a centre of its size and nature; and given the extent of competition from nearby Bluewater and Bromley for example.

Retail Composition

Orpington town centre has 276 units. Over half of these are occupied by services. Leisure Services (i.e. cafes, restaurants) are particularly dominant, while the high proportion of other services reflects the centre's role serving the day-to-day needs of local residents and passers-by.

Just over a third of retailers in Orpington town centre are national multiples, with some 65% being independents. The national multiples include just 9 of the 29 'major' retailers defined by Experian Goad, as shown in *Figure 2* below, which are key attractors and therefore most likely to improve the attraction of a centre for consumers. These are predominantly focused within Walnuts shopping centre, or along High Street close to the Walnuts – in larger units – while Tesco Extra is located at the southern end of the town centre.

Figure 2 – Major retailers

Mixed goods retailers	Food retailers	Clothing retailers	Other retailers
Argos Boots WH Smith Wilkinson	Tesco (Extra) Sainsbury's	New Look	O2 Superdrug

Source: Experian Goad Category Report (March 2016)

There is a notable lack of major comparison goods retailers and no real 'anchor' in this regard. Furthermore, several comparison retail categories (including menswear, womenswear, footwear, sports goods and florists) are currently under-represented.

The town centre has two main foodstores. Beyond these, the convenience retail offer is relatively modest for a centre of its size and nature.

Despite a high number of units being occupied by F&B uses, and the introduction of new such uses alongside the Odeon cinema (e.g. Bella Italia), there is a lack of choice; especially in terms of good quality, family-friendly and evening F&B provision.

Office Market

Orpington town centre has limited office stock (under 400,000 sq ft). This is a consequence of no new developments for a number of years, in addition to the loss of space under the office to residential permitted development rights (e.g. Berwick House). Despite supply-side pressures, rental levels are low at between £17.50 and £22.50 psf.

Supply is generally restricted to small office space above retail premises. Although there is some availability (including just 10,743 sq ft in Central Court) there have been very few letting transactions in Orpington, indicating that there is low demand.

Given the above, investor demand would likely be for conversion or redevelopment into residential use. The speculative development of substantial office space in Orpington town centre would be

reasonably high risk. It is likely that pre-lettings would be required before schemes are brought forward, and these are likely to be difficult to secure.

The most likely prospects for the delivery of new office space in Orpington would be where such space is ancillary to a principal (e.g. residential) use. As well as boosting supply, this would have the potential to create more vibrant, attractive town centre schemes.

Accessibility

Orpington has good transport connections, including bus and rail services (PTAL 4) into Central London and surrounding towns. The town centre appears to have ample car parking including on-street (short stay) provision. The main car parks include the Walnuts, Homefield Rise and Tesco Extra.

High Street is very long and linear, and there is currently a lack of clear integration with Walnuts shopping centre. The foregoing results in a weak shopping circuit.

Qualitative Needs

Based on the healthcheck assessment and our site inspections, and having regard for the market trends highlighted previously, we identify Orpington town centre's main qualitative needs for improvement as follows:

- It generally has a reasonable quality pedestrian environment; however, we consider that the shopping circuit is somewhat incoherent and could be improved in and around the Walnuts.
- There is room for improvement in the town centre's F&B offer; this being increasingly important in terms of enhancing a centre's attractiveness to consumers. We consider that good quality family-friendly and evening F&B provision would help to increase dwell time and support retail within the town centre. There is an opportunity to focus these improvements in and around the square, close to the Odeon cinema.
- There is a qualitative need for modern, larger units to provide attractive space for retailers looking to locate to or re-locate within the town centre.
- There is clear evidence that Orpington town centre is under-represented by certain comparison retail categories. Providing the right conditions for investment – such as high quality public realm, a strong F&B offer and modern, flexible space – will help to address these deficiencies.
- There is scope for a better choice of convenience goods retailers. The strong competition for major comparison goods retailers (as considered below), together with retailers' increasingly selective demand for space, underlines the importance of improving this element of the retail offer.
- The achievement of a distinct, good quality retail and leisure offer is important to help retain and attract as many consumers as possible.

4. Benchmarking Orpington

Having provided an overview of the town centre’s offer, and its current health and performance, in this section we look to better understand its relative strengths and weaknesses. This is informed by benchmarking Orpington against other centres having regard to Key Performance Indicators (KPIs). These focus on measures that are most relevant in terms of understanding Orpington’s competitive position.

The benchmark centres selected can be categorised as shown in *Figure 3* below.

Figure 3 – Benchmark centres

Surrounding/ competing centres	Comparable centres
Nugent Shopping Park Bromley Croydon Sidcup Sevenoaks Bluewater Dartford	Eltham, London Altrincham, Greater Manchester

The surrounding/ competing centres, to varying degrees, operate in the same market as Orpington and compete for the same retailers and thus shoppers.

The comparable centres share similar characteristics in terms of their size, demographic, public transport accessibility and competition; and will assist when identifying realistic opportunities for Orpington town centre. These are:

- Eltham – is classified as a ‘Major’ centre in the London Plan (like Orpington). It also has similar locational characteristics southeast of Central London and therefore shares many of Orpington’s main competitors including Bluewater, Bromley and Nugent Shopping Park.
- Altrincham – has an affluent population, a similar scale of retail floorspace and declining vacancy rates (from 30% in 2010 to just 11.6%) following substantial investment in the town centre’s public realm. Like Orpington, Altrincham faces significant competition from nearby centres (e.g. intu Trafford Centre, Manchester city centre).

Our proforma-based analysis of Orpington and the benchmark centres is provided in **Technical Paper 3**. Given that retail is the main driver of town centre activity, we focus particularly on this sector but also consider other socio-economic factors where relevant.

Our key findings can be summarised as follows:

- Orpington’s zero Anchor Store Score corresponds with and contributes to its declining retail ranking. Given that ‘anchor stores’ help to drive footfall and sustain smaller stores, this is likely to have implications for the town centre’s vacancy rate (12%), which is broadly in line with the UK average and higher than many of the benchmark centres.
- Orpington is currently ranked lower than the comparable centres of Eltham and Altrincham, despite the former having substantially less retail floorspace and fewer commercial leisure attractions. Both centres have a stronger comparison retail offer and higher Anchor Store Scores.

- The principal surrounding/ competing centres with a relatively strong and diverse comparison retail offer, together with an attractive commercial leisure offer, include Bluewater and Bromley.
- Orpington benefits from a high proportion of relatively affluent, AB and C1 social grades. However, this population has substantial and growing choice in terms of where to shop. The challenge will be retaining their retail expenditure within the town centre.
- Orpington has a high proportion of home owners (74%). On the face of it, this is a positive. However the town has a particularly high proportion of the retired aged 65 and over, while young adults (aged 15-24) and adults (aged 25-44) are under-represented, pointing to an aging population.

5. Orpington SWOT

This section concludes our Stage 1 report with a summary of Orpington town centre's strengths, weaknesses, opportunities and threats in a SWOT framework. This draws on previous analysis and considers the aspects which promote and limit Orpington as a successful centre, along with how it can be more prosperous and competitive in the future.

<p>Strengths</p> <ul style="list-style-type: none"> • The current retail offer meets the day-to-day, convenience-based needs of local residents • The town benefits from the presence of facilities such as the College and the leisure centre that can support retail and other commercial uses • Beneficial recent investment (Odeon, Premier Inn, Berkeley) which has expanded the range of leisure and F&B uses in the town and improved the quality of the environment • A proactive BID with strong membership • Good accessibility and car parking • Improving public realm, helping to set the right conditions for further investment • Affluent and growing catchment population (high proportion of AB and C1 social grades) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Fall in the retail rankings a sign of under-investment while other centres have improved • Value driven retail offer fails to 'tap into' the affluent population • Lack of larger floorplates to suit modern retailer requirements • Few major retailers to 'anchor' the retail and other commercial uses • Under-represented comparison retail categories with poor choice in (for example) shops selling clothing and footwear • Limited evening economy to the detriment of town centre activity and safety 'after dark' • The long retail pitch (i.e. High Street) contributes towards a weak shopping circuit • The public square is somewhat hidden from and poorly integrated with High Street • Multiple land ownerships in parts of the town centre making development sites challenging to assemble • Weak linkages between the main retail pitch and the leisure centre • Relatively low office rents and demand limiting the prospects for new space
<p>Opportunities</p> <ul style="list-style-type: none"> • Potential development sites (leisure centre & day centre) under public sector ownership • Increase the residential population (PRS?) to generate activity and support local businesses • Improve the quality of retail / F&B to help enhance the consumer experience and the town's overall attractiveness • Environmental improvements between public square and High Street to promote a more coherent shopping circuit • BID rebalot (if successful) • Improved prospects for office space as part of mixed use developments 	<p>Threats</p> <ul style="list-style-type: none"> • Market uncertainty and the effect on investment decisions • Continued trend of retailer downsizing making it difficult to attract / retain major retailers • The relative improvement of Nugent Shopping Park and other competing centres • BID rebalot (if unsuccessful) • Aging population and under-representation of high spending young adults / adults • Office to residential permitted development rights further limiting supply

6. Opportunity Sites

We have identified and agreed with the Council a total of 8 potential development opportunities in Orpington town centre. These are considered in **Technical Paper 4** and include:

- Day Centre
- Leisure Centre
- College
- Land rear of Bancroft House
- Royal Mail site and adjacent units
- Units between The Walnuts entrances
- Walnuts Shopping Centre (indoor)
- Library

We have undertaken a proforma-based assessment of each of these sites, considering (inter alia) ownership, planning policy, constraints, potential opportunities and Council action. In summary, the headlines from our research on the opportunity sites are as follows:

Day Centre

<p>Potential Use(s) / Improvement Opportunities</p> <p>The site is situated close to the town centre's main attractions including Walnuts shopping centre. We consider that the site is most suitable for medium to high density residential uses with associated car parking, a use that would help to increase the catchment population and spend in the town centre. Future redevelopment of the site should not just be considered in isolation but should also take into account Rockspring's emerging thinking for the wider area including the Walnuts Centre and the leisure centre.</p>
<p>Council Action</p> <p>Assess relocation options for existing use. Engage with Rockspring regarding potential broader development envelope. Test viability of development options and confirm delivery plan and timing.</p>

Leisure Centre



Potential Use(s) / Improvement Opportunities

The site represents an opportunity to re-provide the leisure centre (unless an off-site location is preferred) and/or introduce new retail/ F&B uses as part of a comprehensive residential-based scheme (as currently being considered by Rockspring). The additional resident population would serve to increase expenditure and activity in the town centre. It is considered that the site has the potential to accommodate high density development.

Council Action

Conclude assessment of options for leisure centre reprovision on or off-site. Whilst this will need to test alternative options against a wide range of criteria, these should include consideration of the potential benefits that a re-provided and improved leisure centre on-site could bring to the regeneration of the town centre as an activity generator and the consequential impact of reproviding the leisure centre off-site.

Test viability of different development options for the site, including as part of a broader redevelopment of this part of the town centre.

Engage with Rockspring regarding the potential development options.

Confirm delivery strategy and timing.

College



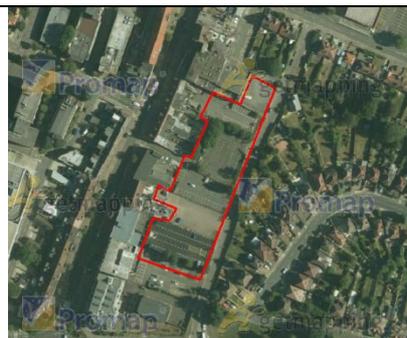
Potential Use(s) / Improvement Opportunities

It is understood that the College has an appetite for expansion and there is scope to extend the College into the adjacent car park, creating opportunities for a larger campus and/or complementary uses. These could include flexible enterprise-type office premises or ground floor F&B uses (fronting the public square). The issue of car parking would need to be addressed as part of any redevelopment.

Council Action

It is understood that the College's lease expires in March 2018 (on the basis that they signed a 25-year lease on 1 April 1993 according to Land Registry). The Council should engage with the College to understand their position and future space requirements in the town centre.

Land rear of Bancroft House



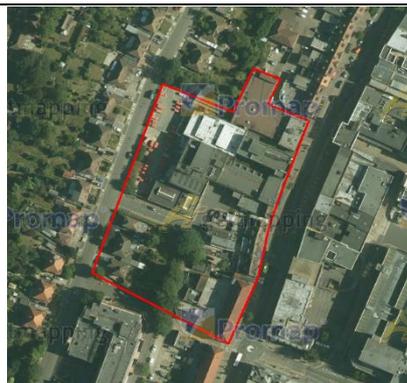
Potential Use(s) / Improvement Opportunities

A residential-led scheme would be most appropriate, if the site becomes a feasible development opportunity.

Council Action

Whilst the Council could consider proactive land assembly to deliver a scheme on this site, this could be a time consuming and expensive process. To encourage more effective use of the site the Council could consider developing a planning brief.

Royal Mail site and adjacent units



Potential Use(s) / Improvement Opportunities

The site is suitable for retail (and/or F&B) uses fronting High Street, either as existing or as part of a redevelopment scheme.

If retained as existing, the upper floors could be better utilised for residential and/or office uses.

Residential-based mixed use development, with shop units fronting High Street at ground floor level, would be most appropriate. Given the size of the existing Royal Mail service yard, there is potentially scope to increase the density of development.

A more substantial retail scheme could potentially be achieved (most likely) following redevelopment in and around Walnuts.

Council Action

Monitor the situation with the Post Office lease.

Support in principle any change of use (to A3) application at the former Post Office to help strengthen the town centre's F&B offer, whilst also recognising that the premises lack suitability for modern retailer requirements (owing to its 'hard' frontage and internal levels/ configuration).

Engage with Royal Mail subject to the outcome of C&W investigations regarding their appetite/ future options for relocation.

The redevelopment of the site is considered a longer term option but if sooner, the Council should support in principle a residential-based mixed use scheme (retaining the ground floor for retail purposes).

Units between The Walnuts entrances



Potential Use(s) / Improvement Opportunities

The optimum use of this site at ground floor level is clearly for retail purposes; however, there is potentially scope for residential uses at upper floors (if redeveloped) assuming a three storey scheme.

If retained as existing, there is scope to improve the frontage in terms of its appearance/ general maintenance (not least to strengthen pedestrian linkages between the north and south entrances to Walnuts shopping centre).

Council Action

The redevelopment of the site is considered a longer term option but if sooner, the Council should support in principle a retail-led scheme.

Walnuts Shopping Centre (indoor)



Potential Use(s) / Improvement Opportunities

Asset management options could include general refurbishment and the diversification of the shopping centre's offer, in order to improve occupancy and activity, whilst maintaining its main shopping function. There may also be scope to amalgamate shop units to provide larger floorplates suitable for modern retailers.

If the site does become a feasible development option, it is considered that the site represents an opportunity to re-provide and strengthen the shopping circuit (and its linkages with High Street) as part of a residential-led scheme. This could potentially form part of a more comprehensive redevelopment including the Day Centre and/or Leisure Centre sites.

Council Action

Engage with Rockspring regarding the comprehensive redevelopment of the site (plus adjacent sites owned by the Council).

Identify and test potential development options and financial implications for the Council.

Confirm delivery strategy and programme.

Library



Potential Use(s) / Improvement Opportunities

The library building appears in good condition. It provides an important civic service and is a destination in its own right, close to the College and the town centre's main retail/ commercial leisure attractions.

If the site does become a feasible conversion and/or redevelopment opportunity, it is considered most suitable for ground floor F&B (A3) uses with residential uses above to complement the existing and emerging mix of uses in this part of the town centre.

Council Action

No action considered necessary, at least until the library use of the building becomes unviable and/or a suitable alternative building is identified elsewhere within the town centre.

7. Next Steps

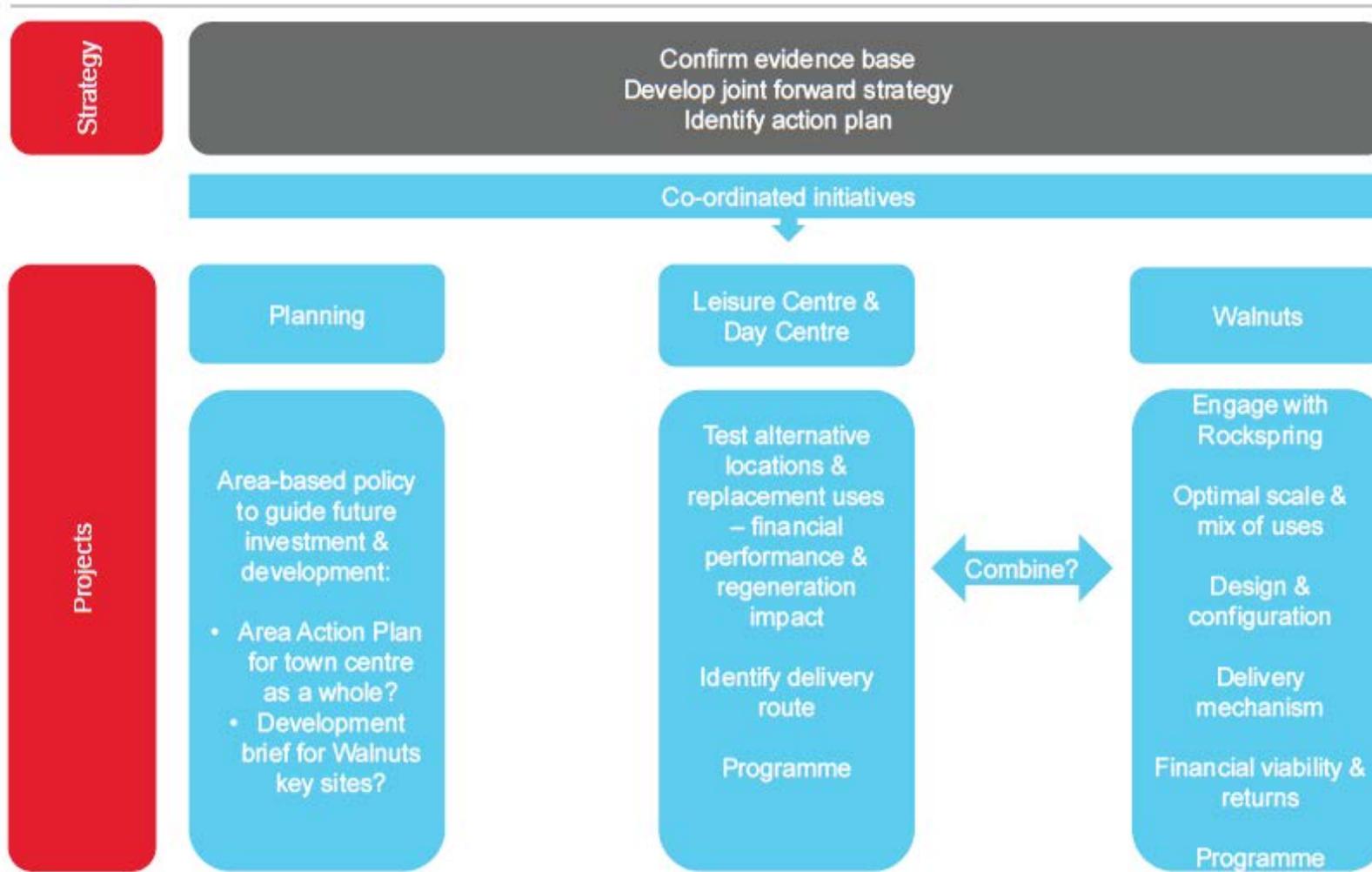
This report and the supporting Technical Papers provide a baseline position statement of Orpington's current performance and future prospects. To proactively influence future drives of change, we recommend that the Council should work with its partners to develop a comprehensive forward strategy for the town centre, comprising a shared vision, SMART objectives and a prioritised and costed action plan to achieve the objectives, with responsibilities allocated to parties to deliver.

Whilst it will be for the strategy to identify the full range of activities that need to take place, we consider that there are likely to be three key areas within the strategy for the Council to take a lead on. These comprise:

- **Planning strategy** – the Council should develop a clear area-based policy framework to guide future investment and development. For example, this could take the form of an Area Action Plan for the town centre as a whole or development briefs for key opportunity sites (such as those we have considered as part of this report).
- **Development opportunities** – the Council has a major influence as landowner on two areas that could make significant contributions to improving Orpington's future performance and should take a proactive approach to implementing change:
 - **Leisure Centre and Day Centre sites** – the Council should test alternative locations for the existing uses on these sites and identify potential replacement uses for the sites in terms of their financial viability, return to the Council as landowner and regeneration impact on the town centre. Once a preferred development option has been identified, a preferred delivery route and programme can be designed and implemented.
 - **Walnuts shopping centre** – the Council should continue to liaise with Rockspring regarding the future of the centre and use the findings of this report to inform the optimal future scale and mix of uses. Design options should be tested in terms of financial viability and returns as well as regeneration impact, to inform a future delivery strategy and programme.
 - As part of the further consideration of the above development opportunities, it should be assessed whether it would be practical and beneficial to bring forward the two sites as a single scheme or as separate opportunities.

Next steps

Priority actions



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Report No.
CSD18139

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal, Recreation and Housing PDS Committee

Date: 18 September 2018

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

Title: RENEWAL, RECREATION AND HOUSING PDS COMMITTEE
WORK PROGRAMME (NOVEMBER 2018-MARCH 2019)

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 This report updates the Committee's work programme.

2. **RECOMMENDATION**

2.1 The Committee is invited to review its work programme for the period November 2018-March 2019.

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: £350,650
 5. Source of funding: Existing 2018/19 revenue budget
-

Staff

1. Number of staff (current and additional): There are 8 posts (6.87 fte) in the Democratic Services Team.
 2. If from existing staff resources, number of staff hours: Preparation of the Work Programme report can normally be expected to take 2-3 hours
-

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Each PDS Committee has a responsibility to develop and review its work programme balancing the key roles of:
- Holding the Executive to account;
 - Policy development and review; and
 - External scrutiny.
- 3.2 The Committee is invited to consider its work programme having regard to guidance at Section 8 of the Scrutiny Toolkit and in consultation with the Renewal, Recreation and Housing Portfolio Holder and Chief/Senior Officers.
- 3.3 The Committee's Work Programme for the period November 2018-March 2019 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)
Renewal, Recreation and Housing Policy Development and Scrutiny Committee - 13 November 2018		
Matters Arising from Previous Meetings	LT	No
MyTime Active Annual Report 2017/18	JG	Yes
Budget Monitoring 2018/19	CM	Yes
Capital Programme Monitoring – 1 st Quarter 2018/19	JM/AL	Yes
Contract Register and Contract Database Update	CB	No
Expenditure on Consultants 2017/18 and 2018/19	PG	No
Private Sector Tall Buildings Update	JK	No
Town Centres Development Programme Update Report	KM	No
Housing Related Support/Supported Accommodation	?	Yes/No
Work Programme	LT	No
<u>Exempt Reports</u>		
Contract Register and Contracts Database Update	CB	No
Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 22 January 2019		
Matters Arising from Previous Meetings	LT	No
Work Programme	LT	No
Draft Budget 2019/20	CM	No
Capital Programme Monitoring - 2 nd Quarter 2018/19	JM	Yes
Contract Register	M S-C	No
Town Centres Development Programme Update	KM	No
<u>Exempt Reports</u>		
Contracts Register – Part 2	M S-C	No

Report Title	Report Author	PH Decision (Yes/No)
Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 6 March 2019		
Matters Arising from Previous Meetings	LT	No
Work Programme	LT	No
Budget Monitoring	CM	Yes
Contracts Register	??	Yes/No
Annual Renewal, Recreation and Housing Portfolio Plan	M S-C	No
Review of Libraries and GLL (including fact-based KPIs)	TW	No
Town Centres Development Programme Update	KM	No
Planning Performance and Planning Enforcement	JK/JS	No
Chairman's Annual Report	Chairman	No

To be arranged

Member Visit to Crystal Palace Park – Summer 2018

Penge High Street Report

Chipperfield Road

Report on Orpington Regeneration Strategy

Banbury House Report - SB

Traveller Sites - SB

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