



THE LONDON BOROUGH  
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DATE: 25 February 2019

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, Christine Harris,  
Josh King, Angela Page and Gary Stevens

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 Committee Room 1 - Bromley Civic Centre on  
**WEDNESDAY 6 MARCH 2019 AT 7.00 PM**

MARK BOWEN  
Director of Corporate Services

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

## **PART 1 AGENDA**

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

### **STANDARD ITEMS**

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

In accordance with the Council's Constitution, questions to this Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5pm on Thursday 28 January 2019.

- 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 22 JANUARY 2019** (Pages 5 - 14)

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

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

6 **PRE-DECISION SCRUTINY OF RENEWAL, RECREATION AND HOUSING PORTFOLIO REPORTS--PART 1 REPORTS**

Portfolio Holder decisions for pre-decision scrutiny.

a **BUSINESS IMPROVEMENT DISTRICTS, (BIDS)--2019-2020** (Pages 19 - 30)

b **CAPITAL PROGRAMME MONITORING - 3RD QUARTER 2018/19 AND CAPITAL STRATEGY 2019 TO 2023** (Pages 31 - 42)

c **BUDGET MONITORING--2018/2019** (Pages 43 - 52)

d **COMMISSIONING STRATEGY AND PROCEEDING TO PROCUREMENT (GATEWAY ): GREAT HALL CAFETERIA (2)** (Pages 53 - 58)

7 **PRE-DECISION SCRUTINY OF REPORTS GOING TO THE EXECUTIVE**

a **CONTINGENCY DRAWDOWN: HOMELESSNESS AND TEMPORARY ACCOMMODATION PRESSURE** (Pages 59 - 66)

**POLICY DEVELOPMENT AND OTHER ITEMS**

8 **RENEWAL AND RECREATION AND HOUSING PORTFOLIO PLAN** (Pages 67 - 98)

9 **ORCHARD AND SHIPMAN--CONTRACT PERFORMANCE REPORT** (Pages 99 - 106)

10 **PRESENTATION - PENGE AND BECKENHAM BID**

11 **PRESENTATION - BIGGIN HILL MEMORIAL MUSEUM TRUST**

- 12 EXPENDITURE ON CONSULTANTS 2017/18 AND 2018/19 (Pages 107 - 136)
- 13 RENEWAL, RECREATION AND HOUSING PART 1 CONTRACTS REGISTER EXTRACT (Pages 137 - 146)
- 14 PROVISION OF LIBRARY SERVICES - CONTRACT PERFORMANCE REPORT (Pages 147 - 170)
- 15 TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE (Pages 171 - 178)
- 16 RENEWAL, RECREATION AND HOUSING PDS COMMITTEE WORK PROGRAMME (MAY 2019-APRIL 2020) (Pages 179 - 186)
- 17 CHAIRMAN'S ANNUAL REPORT (Pages 187 - 190)

**PART 2 (CLOSED) AGENDA**

- 18 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.

	<b><u>Items of Business</u></b>	<b><u>Schedule 12A Description</u></b>
19	<b>PRE-DECISION SCRUTINY OF RENEWAL, RECREATION AND HOUSING PORTFOLIO REPORTS--PART 2 REPORTS</b>	Information which is likely to reveal the identity of an individual.
20	<b>RENEWAL , RECREATION AND HOUSING CONTRACTS DATABASE EXTRACT--PART 2</b> (Pages 191 - 192)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
21	<b>PRIVATE SECTOR TALL BUILDINGS UPDATE'</b>  This report is 'To Follow'.	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

**22 HOUSING INFORMATION SYSTEMS:  
CONTRACT EXTENSIONS (Pages 193 - 200)**

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

**23 EXEMPT MINUTES OF THE RENEWAL,  
RECREATION AND HOUSING PDS  
COMMITTEE HELD ON 22 JANUARY 2019  
(Pages 201 - 202)**

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

Minutes of the meeting held at 7.00 pm on 22 January 2019

### **Present:**

Councillor Michael Rutherford (Chairman)  
Councillor Suraj Sharma (Vice-Chairman)  
Councillors Yvonne Bear, Julian Benington,  
Aisha Cuthbert, Christine Harris, Josh King and  
Gary Stevens

### **Also Present:**

Councillor Peter Morgan, Portfolio Holder for Renewal,  
Recreation and Housing  
Councillor Hannah Gray, Executive Support Assistant to  
the Portfolio Holder for Renewal, Recreation and Housing  
Councillor Marina Ahmad, Councillor Gareth Allatt,  
Councillor Will Harmer, Councillor Alexa Michael,  
Councillor Michael Tickner and Councillor Angela Wilkins

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

Apologies for absence were received from Councillor Angela Page.

The Chairman led Members in thanking Councillor Michael Tickner for his excellent work as Chairman of the Beckenham Town Centre Working Group which had played a key role in supporting the design and delivery of improvement works in Beckenham town centre. The final meeting of Beckenham Town Centre Working Group would be held on 18<sup>th</sup> April 2019.

### **58 DECLARATIONS OF INTEREST**

There were no declarations of interest.

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

No questions had been received.

### **60 MINUTES OF THE RENEWAL, RECREATION AND HOUSING PDS COMMITTEE MEETING HELD ON 13 NOVEMBER 2018**

**RESOLVED** that the minutes of the Renewal, Recreation and Housing PDS Committee meeting held on 13<sup>th</sup> November 2018 be agreed.

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

**Report CSD19019**

The Committee considered matters arising from previous meetings.

In respect of Minute 44a: Budget Monitoring 2018/19, Councillor Yvonne Bear reported that she had met with the Head of Finance to review the format of the budget monitoring report and that it was anticipated that the new format would be in place by the next meeting of Renewal, Recreation and Housing PDS Committee.

**RESOLVED that progress on matters arising from previous meetings be noted.**

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

**63 CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2018/19**

**Report FSD19013**

On 28<sup>th</sup> November 2018, the Council's Executive received the 2<sup>rd</sup> quarterly capital monitoring report for 2018/19 and agreed a revised Capital Programme for the four year period 2018/19 to 2021/22.

The Committee considered the changes to the Capital Programme for the Renewal, Recreation and Housing Portfolio which included the rephrasing a total of £2,876k from 2018/19 into 2019/20 to reflect revised estimates of when expenditure was likely to be incurred. This was primarily due to a number of schemes going through design and development that were expected to be delivered in 2019/20.

**RESOLVED that the Portfolio Holder be recommended to confirm the revised Capital Programme agreed by the Council's Executive on 28<sup>th</sup> November 2018.**

**64 PRESENTATION BY COUNTRYSIDE PROPERTIES (UK) LIMITED - SITE G: BROMLEY TOWN CENTRE**

The Committee considered a presentation by Mahbub Khandoker, Associate Director: Development, Countryside Properties (UK) Limited, Will Edmonds, Partner: Planner and Development, Montagu Evans and Sally Lewis, Director, Stitch Architects giving an update on the development of the West of Bromley High Street, identified as Opportunity Site G in the Bromley Town Centre Area Action Plan (AAP). The Committee was advised that the purpose of the presentation was to assist in its consideration of Item 12: Opportunity Site G - Approval for in Principle Use of Compulsory Purchase Powers later in the

meeting. Any planning aspects relating to this item would be considered at future meetings of Development Control Committee.

Countryside Properties (UK) Limited had been undertaking a wide-ranging process of consultation with the Local Authority, key partners and local residents and community groups as part of the pre-application process for this development. This had led to a significant redesign of the mixed-use scheme which had reduced the scheme's footprint and placed increased emphasis on public space, as well as introducing ground-floor office space. The scheme, which ranged from 4 to 14 storeys in height, was expected to offer 407 new homes, including 142 (35%) affordable homes as well as a new Community Church. Total planning contributions of over £3.64M had been identified for the development and it was expected that construction works would begin in September 2020 and be completed in January 2025.

In response to a question from a Member, the Partner: Planner and Development, Montagu Evans advised that it was planned to deliver a mix of shared ownership and socially rented properties, of which 10%-15% would be family-sized units with three or more bedrooms. Private and shared ownership units would be co-located across the development; however it was planned to group the socially rented units together within a single building to enable effective property management. The new building for the Community Church would be designed as a flexible space to support community use.

The Chairman led the Committee in thanking Mahbub Khandoker, Will Edmonds and Sally Lewis for their excellent presentation.

**RESOLVED that the presentation be noted.**

**65 PRESENTATION BY CRYSTAL PALACE COMMUNITY  
DEVELOPMENT TRUST: ANERLEY TOWN HALL**

The Committee considered a presentation by Elaine Harrison, Development Manager: Crystal Palace Community Trust that provided an update on the work of the Crystal Palace Community Trust.

The Crystal Palace Community Trust had been awarded the management of Anerley Town Hall with a 40 year lease in April 2017. Since this time, the Trust had worked to deliver a thriving community space with more than 11,000 individuals making over 42,000 visits to Anerley Town Hall in 2018. The building hosted a business centre which had a 100% occupancy rate, and offered hall hire for events which was very popular and had generated sufficient income to enable the Trust to invest £258K into improvements. A range of community activities were delivered including a youth offer and two elders clubs, and the Trust also worked to coordinate community groups within the Anerley area and help to build community capacity by supporting smaller groups to access resources and work together. The Trust's vision was to deliver a thriving community where every individual had the opportunity to achieve their potential, and forthcoming projects to support this vision

*22 January 2019*

included the launch of the Old Library as a safe neutral space and the development of the Trust's Strategic Plan for 2019-24.

In considering the presentation, the Chairman asked whether there were any plans to deliver additional services in the Old Library. The Development Manager: Crystal Palace Community Trust confirmed that the Trust would be offering hall hire of the Old Library to accommodate local events, and was also working with an autism charity to develop a community café provision on site.

The Chairman led the Committee in thanking Elaine Harrison for her excellent presentation and underlined the potential to duplicate this successful community model in other parts of the Borough.

**RESOLVED that the presentation be noted.**

## **66 PRESENTATION - PENGE AND BECKENHAM BID**

This item was withdrawn from the agenda and would be rescheduled for consideration at a future meeting.

## **67 BECKENHAM AND PENGE BUSINESS IMPROVEMENT DISTRICT (BID) UPDATE**

### **Report DRR19/002**

The Committee considered a report outlining the progress in establishing a Business Improvement Districts (BIDs) in Beckenham and Penge town centres following the successful outcome of the BID Ballot in March 2018.

Business Improvement Districts provided a model through which sustainable investment could be delivered in defined areas via a levy of rateable business properties which was typically based on 1-2% of rateable values. Within Bromley the Orpington 1<sup>st</sup> BID had been established in 2013 followed by the Your Bromley BID which served Bromley town centre in 2016. Following initial feasibility work in Beckenham and Penge town centres in June 2016, Central Management Solutions were appointed to undertake the work involved in developing and establishing BIDs in these town centres. This work was supported by the Beckenham and Penge BID Steering Groups which developed a Business Plan voted on by businesses in February 2018, with both BIDs being announced as successful on 1<sup>st</sup> March 2018. Over the five year term of the BIDs, Beckenham was expected to benefit from the investment of over £904k and Penge by over £600k. Since March 2018, a Board of Directors had been formed for each BID which represented businesses from various sectors and geographic areas. Each BID had set up a company limited by guarantee and agreed a Year 1 Delivery Plan and Budget. A BID Manager for Beckenham and Penge had been appointed in September 2018 and was working to deliver a range of projects.



The Director: Regeneration advised Members that a BID Levy for Year 1 had been charged to the Local Authority in respect of Yeoman House office in Croydon Road. The Local Authority had now withdrawn services from Yeoman House and would not be liable to pay a BID levy on this property in future years.

**RESOLVED that the progress to date of the BIDs in Beckenham and Penge Town Centres be noted.**

**68 OPPORTUNITY SITE G - APPROVAL FOR IN PRINCIPLE USE OF COMPULSORY PURCHASE POWERS**

**Report DRR19/006**

The Committee considered a report requesting the approval in principle of the Council's Executive for the use of compulsory purchase powers in order to assemble all land interests and rights required to facilitate delivery of the redevelopment scheme at Opportunity Site G in a timely manner.

On 17th July 2017, the Council's Executive approved the detailed terms of the development agreement and lease for the redevelopment scheme at Opportunity Site G. Full Council subsequently approved an allocation of £24.3m to the capital programme at its meeting on 11th December 2017 for the purpose of acquiring properties within the red line area of Phase 1 of Opportunity Site G, following which the Council's development team had been liaising with property owners within the development site to exercise the Council's Duty of Care to residents directly impacted by the proposed redevelopment. Progress continued to be made on site acquisitions and relocations with a total of six residential properties in Ethelbert Close purchased to date. In accordance with the terms of the development agreement, Countryside Properties submitted the planning application for the scheme, which was currently under consideration by the Council's Development Management team and it was envisaged that use of the Council's powers to acquire land by a Compulsory Purchase Order (CPO) might be required in order to assemble all of the land interests and rights needed to develop the Scheme in a timely manner. An 'In Principle' decision was therefore sought from the Council's Executive to begin preparatory and planning work to use the Council's compulsory purchase powers for all the land interests not yet in the ownership or control of the Council needed to facilitate the Scheme.

In considering the report, the Chairman asked how residents affected by the Compulsory Purchase Order had been kept informed, and the Head of Renewal confirmed that all landowners had been provided with a guide to the process and were receiving regular progress reports. In response to a question from a Member, the Head of Renewal confirmed that work was underway to negotiate with property owners within the development site, where it had been estimated that there were approximately 77 property interests (both freehold and leasehold). As the area had been identified by

*22 January 2019*

the Local Authority as a development site since 2010, it was not anticipated that there would be any major issues in acquiring the necessary land interests and rights. A full risk assessment process had been undertaken as part of the project planning process, and an Equality Impact Assessment was underway to ensure that this process did not discriminate or disadvantage property owners within the development site. A Member queried whether challenges to the Local Plan could impact the Local Authority's progress in assembling the necessary land interests and rights. The Chief Planner advised that the Local Plan had been adopted following a stringent examination process; it was not uncommon for judicial reviews to be brought by developers in respect of a Local Plan and if this was the case, the Local Authority would seek legal advice.

Further progress reports in acquiring the necessary land interests and rights would be provided to the Renewal, Recreation and Housing PDS Committee when available and this would include any plans to use compulsory purchase powers.

**RESOLVED that Members' comments be provided to the Council's Executive.**

## **69 TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE**

### **Report DRR19/005**

The Committee considered an update on progress achieved in delivering the Town Centres Development and Growth Programme.

With regard to Bromley town centre, work on Site G: West of the High Street continued to progress. Countryside Properties had submitted the planning application in respect of their scheme and this was currently under consideration by the Council's Development Management Team with the expectation that the application would be ready for consideration by the Development Control Committee in early February 2019. Phase 2 of the Public Realm Improvements in the High Street had now commenced with new lighting columns, granite paving and two raised planters being installed, and the market had relocated to the northern end of the High Street. Following approval by the Council's Executive on 17<sup>th</sup> October 2018, Officers were progressing the procurement of two commercial units/shops and two pairs of market kiosks on Market Square with planning applications submitted in January 2019.

The Town Centres Development Programme continued to be progressed in other town centres across the Borough. The improvement works in Beckenham High Street had been substantially completed. A series of additional works involving the installation of granite planters at Kelsey Square and Village Way and a feature Odeon bench would be undertaken in early 2019. On 1<sup>st</sup> December 2018, a formal celebration of the improvement works had been held on Beckenham Green. Improvement works to Penge High

Street were now completed and a Shopfront improvement project was underway and would be completed in March 2019. A bid to the GLA Good Growth Fund submitted in September 2018 to deliver a programme of events and further shopfront improvements in Penge town centre had been unsuccessful and Officers were seeking feedback from the Greater London Authority regarding this outcome.

In considering the report, a Member noted that carriageway works at High Street/Elmfield Road would require a full road closure for 6-8 weeks and queried how this would affect local bus routes. The Head of Renewal reported that the Local Authority continued to negotiate with Transport for London around how bus services would be maintained during this period. The Director: Regeneration confirmed that the Design Team continued to examine the design and delivery options for the mirrored canopies in Bromley town centre and details of any revisions would be brought to the Renewal, Recreation and Housing PDS Committee.

Councillor Julian Benington expressed his personal thanks to the Head of Renewal who would shortly be leaving the Local Authority. The Chairman also led the Committee in offering their thanks to the Head of Renewal for his excellent work for the Local Authority over a number of years.

**RESOLVED that the progress achieved in delivering the Town Centres Development and Growth Programme be noted.**

## **70 DRAFT BUDGET 2019/20**

### **Report FSD19005**

The Committee considered a report setting out the draft Renewal, Recreation and Housing Portfolio Budget for 2019/20, which incorporated future cost pressures and initial draft saving options reported to the Council's Executive on 16<sup>th</sup> January 2019. Members were requested to provide their comments on the proposed savings and identify any further action to be taken to reduce cost pressures facing the Local Authority over the next four years.

The Director: Regeneration advised Members that a number of pressures would continue to impact the Renewal and Recreation Portfolio budget for 2019/20, including the challenges of variations in the income received from the Planning Service. There were significant pressures associated with the increasing demands and costs of temporary accommodation which were projected to rise to in excess of £9M by 2023, and could not be met through contingency funds set aside for homelessness and welfare reform pressures, although actions were in place to slow the rate of increase and mitigate overall cost pressures. A transformation programme would be undertaken across the Local Authority during the first half of 2019, which would include a root-and-branch analysis of every service. The transformation programme was expected to be completed by the end of August 2019, following which a range of service proposals would be presented to Members.

In considering the draft Renewal, Recreation and Housing Portfolio Budget for 2019/20, the Chairman underlined the financial challenges facing the Local Authority with a projected budget gap of £32.2M per annum by 2022/23, and requested that further information be provided to explain how this figure had been estimated. The Chairman also requested clarification regarding a variation of Cr £3,111k in the Other Changes column for Non-Controllable budgets for the draft Renewal, Recreation and Housing Portfolio Budget for 2019/20, as well as the reasons for a proposed increase in the Renewal budget within the Planning Service for 2019/20.

In response to a question from a Member, the Chief Planner confirmed that Section 106 contributions from developers were used to mitigate the impact of developments on public services. There were a number of restrictions on how and when Section 106 contributions could be used, and there was a general move to replace Section 106 agreements with the Community Infrastructure Levy scheme which was currently being developed by the Local Authority. The Community Infrastructure Levy offered a more flexible way to invest contributions from developers, but would need to be planned in advance with intended spend published on an annual basis.

**RESOLVED that:**

- 1) The financial forecast for 2019/20 to 2022/23 be noted;**
- 2) Members' comments on the initial draft Renewal, Recreation and Housing Portfolio budget 2019/20 as a basis for setting the 2019/20 budget be noted; and,**
- 3) Members' comments on the initial draft Renewal, Recreation and Housing Portfolio budget 2019/20 be provided to the meeting of the Council's Executive on 13<sup>th</sup> February 2019.**

**71 RENEWAL, RECREATION AND HOUSING PORTFOLIO PLAN -  
QUARTER TWO UPDATE**

**Report DRR19/01**

The Committee considered a Quarter 2 update on the Renewal, Recreation and Housing Portfolio Plan 2018/19 and the Housing Risk Register.

The Renewal, Recreation and Housing Portfolio Plan 2018/19 supported delivery of high quality housing, leisure, culture and recreation services across the Borough, and was based around four outcomes which comprised:

- Economic development;
- Protection, conservation and enhancement of the natural and built environment;

- Enhanced opportunities for leisure, cultural activities and community-led services; and,
- Affordable, decent and secure homes.

Progress had been made across the four outcomes within the Renewal, Recreation and Housing Portfolio Plan 2018/19, and work would continue to ensure that actions were successfully delivered.

The Director: Renewal confirmed that the Local Authority's Legal Service was working to finalise the development agreement for Chislehurst Library and it was anticipated that a development agreement would be in place shortly.

**RESOLVED that the update be noted and Members' comments be provided to the Portfolio Holder for Renewal, Recreation and Housing.**

## **72 RENEWAL, RECREATION AND HOUSING PDS COMMITTEE WORK PROGRAMME (MARCH 2019)**

### **Report CSD19018**

The Committee considered the forward work programme for the Renewal, Recreation and Housing PDS Committee.

Following discussion, the following reports were added to the work programme for future meetings:

- Presentation: Penge and Beckenham Bid (March 2019)
- Presentation: Biggin Hill Memorial Museum Trust (March 2019)
- Private Sector Tall Buildings Cladding and Safety Update (March 2019)
- Scrutiny of Housing Providers (including Orchard and Shipman) (March 2019 and subsequent meetings)
- Section 106 Contributions (to be reported quarterly)

The Executive Support Assistant to the Portfolio Holder for Renewal and Recreation gave an update to the Committee on work to improved broadband provision across the Borough. An initial report had been provided to the Local Authority on broadband provision in the Borough and more in-depth information had been requested.

**RESOLVED that the forward work programme be noted.**

## **73 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.**

**74 EXEMPT MINUTES OF THE RENEWAL, RECREATION AND  
HOUSING PDS COMMITTEE HELD ON 13 NOVEMBER 2018**

**RESOLVED** that the exempt minutes of the Renewal, Recreation and Housing PDS Committee meeting held on 21<sup>st</sup> November 2018 be agreed.

**75 PRIVATE SECTOR TALL BUILDINGS UPDATE**

The Committee considered the report and supported the recommendations.

The meeting ended at 8.48 pm

Chairman

Report No.  
CSD19035

## London Borough of Bromley

### PART 1 - PUBLIC

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

**Date:** 6 March 2019

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

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

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

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

**Ward:** N/A

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1. Reason for report

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

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## 2. RECOMMENDATION

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

<b>Non-Applicable Sections:</b>	Policy, Financial, Legal and Personnel Implications
Background Documents: (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.
- 

### 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>										
<b>Minute 44A – 13.11.18 Budget Monitoring 2018/19</b>	The Head of Finance to discuss the required format of the budget monitoring document with Councillor Bear.	Claire Martin	Discussion with Councillor Bear undertaken. Action completed.										
<u>Minute Number/Title</u>	<u>Updates/Feedback Requested</u>	<u>Action By</u>	<u>Current Status</u>										
<b>Minute 70 – 22.01.19 Draft Budget 2019/20</b>	Clarification requested in regard to a variation of Cr £3,111k in the 'Other Changes' column for Non-Controllable budgets for the draft Renewal, Recreation and Housing Portfolio Budget for 2019/20	Claire Martin	Completed. Information below sent via e-mail on 11 January 2019.										
<p>The variation is made up of the following:-</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 70%;">Variation in Capital Charges (Note 19)</td> <td style="text-align: right;">Cr £2,375k</td> </tr> <tr> <td>Variation in Building Maintenance (Note 21)</td> <td style="text-align: right;">Dr £9k</td> </tr> <tr> <td>Variation in Insurances (Note 22)</td> <td style="text-align: right;">Dr £5k</td> </tr> <tr> <td>£750k of the saving for the Leisure Services Lease proposal is for rental income (Note 18)</td> <td style="text-align: right;">Cr £750k</td> </tr> <tr> <td><b>Total Variation</b></td> <td style="text-align: right;"><b><u>Cr £3,111k</u></b></td> </tr> </table>				Variation in Capital Charges (Note 19)	Cr £2,375k	Variation in Building Maintenance (Note 21)	Dr £9k	Variation in Insurances (Note 22)	Dr £5k	£750k of the saving for the Leisure Services Lease proposal is for rental income (Note 18)	Cr £750k	<b>Total Variation</b>	<b><u>Cr £3,111k</u></b>
Variation in Capital Charges (Note 19)	Cr £2,375k												
Variation in Building Maintenance (Note 21)	Dr £9k												
Variation in Insurances (Note 22)	Dr £5k												
£750k of the saving for the Leisure Services Lease proposal is for rental income (Note 18)	Cr £750k												
<b>Total Variation</b>	<b><u>Cr £3,111k</u></b>												

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Report No.  
DRR19/015

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** **RENEWAL, RECREATION AND HOUSING PORTFOLIO HOLDER**

**FOR PRE-DECISION SCRUTINY AT RENEWAL, RECREATION AND HOUSING POLICY DEVELOPMENT AND SCRUTINY COMMITTEE ON**

**Date:** **Wednesday 6 March 2019**

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

**Title:** **BUSINESS IMPROVEMENT DISTRICTS (BIDS) 2019-2020**

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

**Chief Officer:** Colin Brand, Director of Regeneration

**Ward:** West Wickham, Chislehurst

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1. Reason for report

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

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2. **RECOMMENDATION(S)**

**That the Portfolio Holder:**

- 2.1 **Note the outcome of the initial feasibility study on the potential for a BID in West Wickham town centre and Chislehurst town centre.**
- 2.2 **Supports in principal the formation of a BID in West Wickham at the earliest opportunity, bearing in mind the constraints and risks outlined in paragraph 3.12.**
- 2.3 **Recommends that the Executive approves the allocation of up to £75k from the Growth Fund to cover the costs of the proposed West Wickham BID project (as set out in more detail in paragraph 5.2).**

- 2.4** Notes the projected timescales for the establishment of a BID in West Wickham Town Centre as outlined in paragraph 3.14, and the potential financial implications of establishing a BID in this town.

**That members of the Renewal, Recreation and Housing PDS Committee:**

- 2.5** Note and provide comments on the outcome of the BID feasibility study in Chislehurst Town Centre. Note and provide comments on the outcome of the BID feasibility study in West Wickham Town Centre including the suggested strategy for the introduction of a BID in this area.

### Corporate Policy

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

### Financial

1. Cost of proposal: Estimated Cost £75k
  2. Ongoing costs: £2.2k per annum
  3. Budget head/performance centre: Town Centre Management & Growth Fund
  4. Total current budget for this head: £164k and £10.177m
  5. Source of funding: Existing revenue budget for 2018/19 and the Growth Fund
- 

### Staff

1. Number of staff (current and additional): 1
  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): West Wickham occupiers of up to 255 rateable properties
- 

### Ward Councillor Views

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

Councillor Bennett fully supports the proposal for a BID in West Wickham. Councillor Bennett also reported that various Ward colleagues over the past ten years have supported a BID for West Wickham.

Councillor Brock fully supports the proposal and looks forward to the BID in West Wickham progressing.

### 3. COMMENTARY

3.1 The following paragraphs outline the feasibility for the Council to work with the business communities in West Wickham and Chislehurst town centres to explore the establishment of Business Improvement District (BID). Background is provided on BIDs generally and how BIDs were established in Orpington, Bromley, Beckenham and Penge. Following the initial feasibility research into the potential for a BID in West Wickham and Chislehurst town centres, the recommendations are that a BID in Chislehurst should not be pursued however a BID in West Wickham should be implemented subject to the results of in-depth consultation with businesses. The remainder of the report explores a draft plan for the implementation of a BID in West Wickham, including possible risks, a draft project plan and also provides information on the costs and potential budgetary implications of the initiative.

#### Background

3.2 A Business Improvement District (BID) is now a tried and tested model to deliver sustainable investment in a defined area, through a levy of rateable business properties - based on typically 1-2% of rateable values. There are now over 300 formal BIDs in operation in the UK and Republic of Ireland – the majority of which are retail-led and focussed on town centres and over 60 of which are into a second, or even third term. Legislation which became law in 2004 provides the regulatory underpinning for BIDs which means that they can only be established or renewed after a majority of ratepayers vote in favour in an official postal ballot (operated under conditions similar to a political election). Once a BID is established or renewed the occupiers of any eligible property must by law pay the levy annually for the term of the BID (usually 5 years) – providing a level of financial sustainability and certainty not usually present with less formal partnership arrangements. BIDs can deliver any projects or services that are agreed by the relevant businesses and are in addition to services the Public Sector already provides. BIDs deliver the following business benefits:

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

3.3 Locally within the London Borough of Bromley the Orpington 1<sup>st</sup> BID was established in 2013, Your Bromley BID was established in 2016, and most recently Beckenham Together BID and Penge SE20 BID both established in 2018. Orpington 1<sup>st</sup> BID's initial term of five years was successfully renewed in 2018 and is now in their second term delivering the Business Plan covering 2018-2023. Over the five year term of the BID Orpington is expected to benefit from the investment of over £1m, Bromley over £3m, Beckenham over £940k and Penge over £600k. The themes for all the BIDs are based solidly on the expressed needs of the local businesses. Further information can be found on the BID websites [www.orpington1st.co.uk](http://www.orpington1st.co.uk), [www.bromleybid.com](http://www.bromleybid.com), [www.beckenhamtogether.co.uk](http://www.beckenhamtogether.co.uk) and [www.pengese20.co.uk](http://www.pengese20.co.uk).

#### Feasibility Study Methodology and Outcomes

3.4 Given the successful establishment of the other BIDs, Members have asked Officers to explore the business case for establishment of BIDs in West Wickham and Chislehurst town centres. Encouraging the formation of BIDs fits well with the Council's aspirations for vibrant and thriving town centres, whilst also providing the business community with a sustainable model to remain as a competitive town centre and the

potential to deliver additional investment to the area.

- 3.5 The scale of a BID is based on the number and rateable value of commercial premises within a defined area. This means that it is difficult to justify the establishment of BIDs in most small town centres, as these are invariably too small to deliver a level of income justifying the expense and effort involved in establishing and operating a BID, bearing in mind that there are also ongoing costs involved in collecting the levy and in managing a BID. The focus of our feasibility study has therefore been on West Wickham, as the next largest town centre after Penge, and on Chislehurst who had previously shown an interest in becoming a BID. West Wickham has 255 rateable properties and Chislehurst 228 rateable properties.
- 3.6 Specialist BID Consultants, Central Management Solutions (CMS) Ltd, were commissioned in October 2018 to undertake feasibility studies in West Wickham and Chislehurst town centres. Specifically they were asked to provide a report containing evidence of engagement with the target client group, recommendations on key themes that could be delivered by a Business Improvement District, and the financial potential and geographic limits of potential Business Improvement Districts in each of the two town centres. The following elements were required as part of the feasibility studies:
- Engagement with at least 10% of the business occupiers (including both local managers and, where appropriate, head office representatives) in each town centre using a variety of communication methods.
  - Evidence of engagement across all sectors of the business community existing in those locations (i.e. retail, leisure, office)
  - Results of the business engagement showing the key themes identified by the various sectors and geographical areas of the business community
  - Potential Business Improvement District income based on a levy of 1%, 1.25%, 1.5%, 1.75% and 2%
  - Recommendations for the optimum geographic extent of each potential BID indicating zones and their potential BID yield.
  - Recommendations on any thresholds, caps and exemptions and their impact on the potential BID yield.
  - Recommendations for BID development potential and follow up actions for each town, based on the results of business engagement as to whether there is a business interest, demonstrable need and projects that a Business Improvement District could deliver.

## **Outcomes**

- 3.7 The main recommendation from the Central Management Solutions report, based on the financial analysis, research and consultation, is that a BID in West Wickham is feasible however there was not the desire from the business community in Chislehurst for a BID.
- 3.8 The key elements that informed these recommendations are:
- The market research and consultation which included a desktop analysis of the town, financial modelling and a consultation exercise with businesses and key stakeholders.
  - In Chislehurst there is already a strong Community Interest Company (CIC) established representing 140+ businesses. Research undertaken by the CIC showed that there was some knowledge of the BID concept and the services a BID in Chislehurst may deliver. The research also shows there is currently no appetite for a BID in Chislehurst. There were 53 responses to either an email or verbal communication from the CIC, 50 of which were against the BID and 3 businesses showed an interest in finding out more information. If a threshold of £5,000 was put in place within the Chislehurst area, 188

businesses would be eligible to vote. Currently 27% of businesses would vote no. CMS carried out telephone research with 18% of the 53 businesses contacted by the CIC and again, there was no appetite for a BID in Chislehurst. The businesses that were contacted feel the support in place in the town is excellent and that a BID would not enhance the High Street area. Businesses that do not pay the yearly subscription for the CIC are also likely to vote no in a BID ballot. CMS feels that without the support of the CIC and the associated businesses of the CIC a successful ballot result would not be achieved. Therefore CMS recommends that Chislehurst does not progress to the next stage of the BID consultation/development process.

- In West Wickham the consultation with businesses consisted of a survey, business meetings, engagement with the local authority, key stakeholders and national businesses. There was a 20% response in total to these approaches which is encouraging. At feasibility stage the objective of the market research and consultation is to establish a general understanding of the business needs and identify whether these could be funded through a BID proposal.
- The key points arising from the business survey were:
  - 70% retail, 11% office/banks, 6% food and drink, 13% other
  - 60% independent
  - Marketing, events and cleanliness are key areas of interest
  - Over 80% felt there was a lack of marketing in West Wickham
  - Over 60% wanted more events
  - There was concern raised about the availability and cost of parking
  - Only 22% knew about BIDs which, whilst not surprising, does suggest that more substantial work is needed to increase knowledge of the BID concept.
- The research and consultation process shows clear areas of consensus and concern that could be addressed by the BID process. The main themes are:

Marketing; Events; Cleanliness;

Increased marketing and an improved standard of cleaning are areas where BIDs have a strong track record of delivery.

- The availability and cost of parking was raised as an issue in West Wickham. Generally BIDs have limited influence over increasing parking availability and reducing parking charges. However some BIDs have been successful in providing improved marketing around car parking options, providing discount schemes or providing temporary free parking promotions as part of special events or in the run up to Christmas.
- Generally there is support for the BID concept in West Wickham with a core group of key businesses interested in developing the BID concept further.
- Opportunities to work with other BIDs locally should be explored further to reduce the operational and project costs associated with the BID.
- A BID levy of between 1.5% and 2% be introduced in the West Wickham BID area. The BID levy can range between 1% and 2% and due to the size of West Wickham town centre a higher BID levy has been recommended. This may change during the next stage of BID development. For the purposes of modelling the potential BID income a 2% BID levy has been applied.



- Many BIDs apply a threshold to exclude lower rateable value properties, as the cost to collect the levy from these properties can exceed the levy amount itself. For example, the Bromley BID has excluded any properties with a rateable value below £10k. As West Wickham is a smaller town the threshold modelling has been calculated on excluding properties below £5k. As the threshold level decision is not normally made until the next stage of BID development the potential BID income below has been calculated based on a 2% levy and exemptions on properties with a rateable value of below £5k. The potential income for a BID in West Wickham would be around £124k per annum. This would allow sufficient resources to develop and implement projects and improvements to make tangible differences to the town centre. The following gives an indicative income and expenditure profile based on the amount raised:

	Levy <£5k Exempt £
<b>Potential BID Income</b>	
Total BID Levy (2%) West Wickham	124,000
Additional Income (10% of BID Levy)	12,400
<b>Total Indicative Income</b>	<b>136,400</b>
<b>Potential BID Expenditure</b>	
Projects	109,120
Overheads	27,280
<b>Total estimated expenditure</b>	<b>136,400</b>

On average BIDs succeed in generating 10% from voluntary contributions/fee annually in addition to the BID levy.

- The proposed BID area for West Wickham is shown in **Appendix 1**. This can be further tested and changed if necessary during the next stage of BID development.
- An independent company should be set up as a single legal entity to manage the BID. The company would be not for profit and 'limited by guarantee'. The Board of this company would be elected from the BID levy payers and equally represent the levy payers from the BID.
- The development of a BID is likely to take at least 12 months following a formal decision to proceed.

3.9 The project implementation costs to complete the process to establish the BID are estimated to be £75k and are detailed in **Table 2** in paragraph 5.2. For comparison the budget for the Orpington BID (with 350 levy-paying properties) was in the region of £80k, Bromley (with 640 hereditaments) was £110k and for both Beckenham and Penge (860 hereditaments) £110k. There are approximately 255 potentially levy paying business properties in West Wickham.

3.10 The Council would be liable to pay BID levy of £2,180 per annum on certain properties (based on 2% BID levy and £5,000 threshold applied), as detailed below in **Table 1**.

**Table 1: Council-owned properties in proposed West Wickham BID area** on the basis that £5,000 threshold is applied and a 2% levy

Property	Rateable Value	BID levy year one	Estimated 5 year total
Ravenswood Avenue Car Park	£44,750	£895	£4,475
Station Road Car Park	£21,500	£430	£2,150

High Street Car Park	£42,750	£855	£4,275
<b>Total</b>	<b>£109,000</b>	<b>£2,180</b>	<b>£10,900</b>

## Risks and issues for implementation of a BID in West Wickham

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

The level of engagement with businesses from the start is vital – as although Councils do play a key role in encouraging and implementing BIDs, these are essentially business-led initiatives, and without both the involvement of business champions and broad support in the wider business community, any BID proposal is bound to fail. A core group of business people have shown an interest in taking forward the BID concept and it will be this group that will work with Officers to drive any proposed BID forward.

- 3.13 As a BID can only be established by a secret postal ballot, there is a risk that this will not result in approval of the BID proposal and in this worst case scenario most of the Council's investment in the project would already have been spent or committed. There are points earlier in the process where the Council and the businesses involved in steering the BID proposal could mutually agree to abandon the project if it was felt that there was insufficient support amongst business rate payers. If this occurred there would be a lower financial impact than if the project was to fail at the ballot stage.

### Outline Project Plan

- 3.14 It is recommended that a BID consultant be appointed by June 2019 following a procurement process. The BID consultant will assist the town centre steering group to progress through the developments phases of achieving a BID. The BID steering group will produce a formal BID proposal and will have the formal function of BID proposer, as defined in the BID regulations. The BID proposer must submit to the Council (who will act as the Billing Authority) a notice in writing, asking them to hold a ballot on the BID proposal. The notice must be accompanied by a:

- Summary of the consultation undertaken.
- Draft of the proposed BID business plan.
- Summary of the financial management arrangements for the BID body.

Unless the proposal conflicts with a formal policy document published by the Council the ballot will be authorised and the ballot holder specified. It is expected that the BID proposal for West Wickham Town Centre and the required supporting documentation will be brought to the Council's Executive Committee for formal authorisation on behalf of the Council in Spring 2020.

- 3.15 It is recommended that the proposed BID for West Wickham aims for a ballot date to take place by June 2020 at the latest. The expected operational dates for the BID will be November 2020. These timings are based on experience of the Orpington, Bromley, Beckenham and Penge BID development but will need to be flexible subject to satisfactory levels of support and leadership from the business community.

3.16 Assuming Members support the recommendations of this report, Officers will refine the project plan and provide further reports updating Members of progress on the project to be presented at future R, R &H PDS meetings.

#### 4. POLICY IMPLICATIONS

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

#### 5. FINANCIAL IMPLICATIONS

5.1 This report is seeking Members approval to begin implementing a project to establish a BID in West Wickham. Although there are no direct financial savings to the Council, should the BID be established following a successful secret ballot, it would provide a mechanism for West Wickham town centre to receive additional funds of around **£620k** from the levy, over a 5 year period.

5.2 The project implementation costs to complete the process to establish the BID are estimated to be £75k and are detailed in **Table 2** below.

**Table 2: Draft budget for implementation of West Wickham BID**

	<b>£'000</b>
BID development project costs - incl BID Project Manager, marketing, communication, legal & establishment costs	60
Ballot costs	4
Billing system software set up	4
Contingency	7
<b>Total</b>	<b><u>75</u></b>

5.3 If a BID was to be successfully implemented in West Wickham the Council would be liable to pay BID levy of £2,180 per annum on certain properties (based on 2% BID levy and £5,000 threshold applied), as detailed in **Table 1** in paragraph 3.10. This would be funded from within the overall Town Centre Management budget.

5.4 The Portfolio Holder is asked to recommend that the Executive approve an allocation of up to £75k from the Growth Fund to meet the estimated costs of the process involved in establishing the West Wickham BID. This sum may be reduced should officers be successful in securing external funding for the project at a future date. The current unallocated balance on the Growth Fund is £10.177m.

5.5 Members should note that paragraphs 3.12 – 3.13 highlight the risk that the BID will not be established. It is wholly dependent on a favourable outcome of the secret ballot. If the outcome is not favourable, almost all of the £75k would have been spent or committed.

#### 6. PROCUREMENT IMPLICATIONS

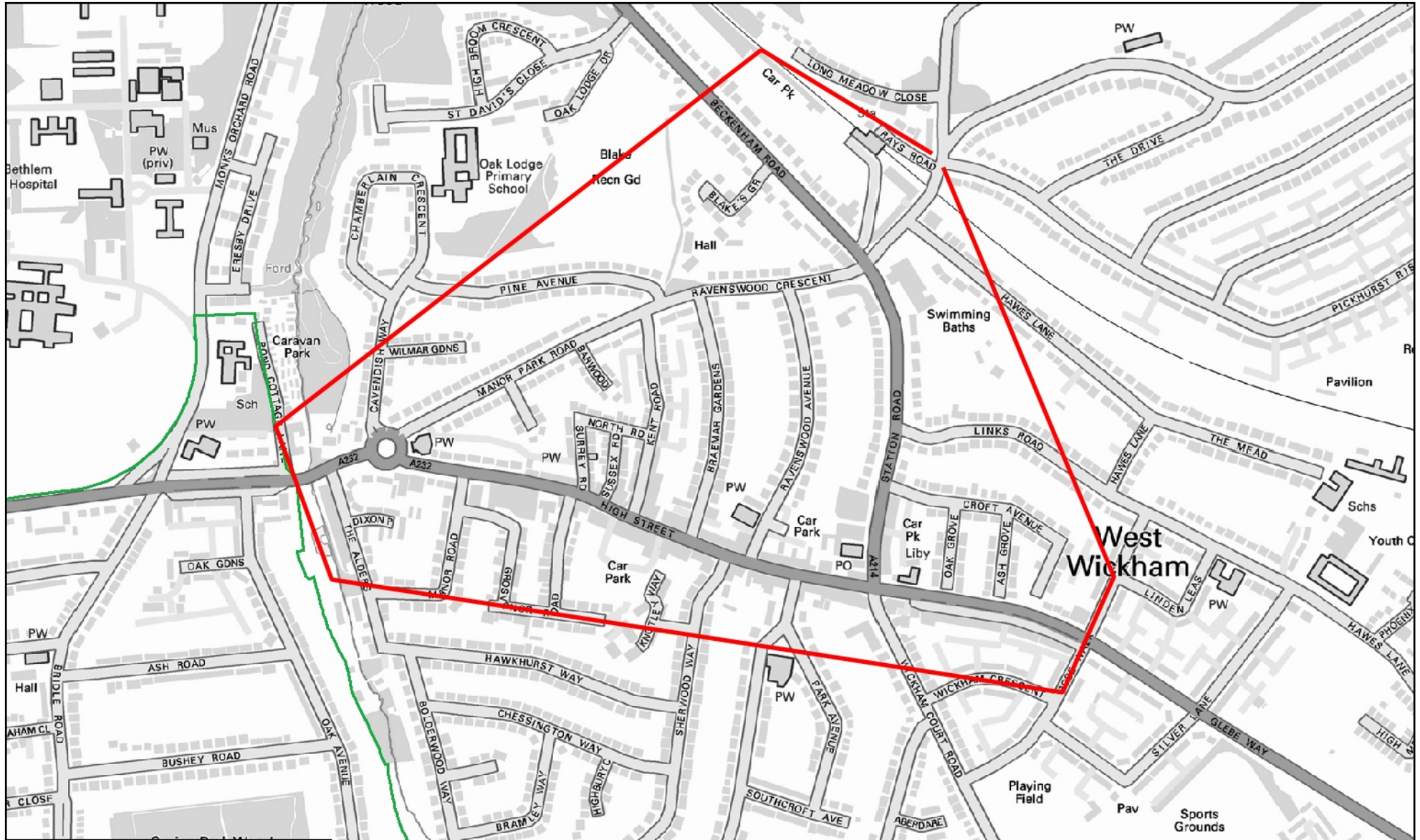
6.1 This report recommends the appointment of a BID consultant to assist the town centre steering group to progress through the developments phases of achieving a BID. The value of this work is likely to be £60k.

- 6.2 The value of this procurement falls below the thresholds set out in Part 2 of the Public Contracts Regulations 2015, so is only subject to Part 4 of the Regulations.
- 6.3 In line with the requirements of 8.2.1 of the Council's Contract Procedure Rules, this procurement will be conducted using a request for quotation process.
- 6.4 The procurement must comply with EU Treaty principles of transparency and equal treatment. Any time limits imposed, such as for responding to adverts and tenders, must be reasonable and proportionate.
- 6.5 In compliance with the Council's Contract Procedure Rules (Rule 3.6.1), this procurement must be carried out using the Council's e-procurement system.
- 6.6 The actions identified in this report are provided for within the Council's Contract Procedure Rules, and the proposed actions can be completed in compliance with their content.

**7. LEGAL IMPLICATIONS**

- 7.1 Business Improvement Districts (BIDs) were introduced by Part 4 of the Local Government Act 2003 (LGA 2003). Their establishment, enforcement and operation is regulated by the LGA 2003 and the Business Improvement Districts (England) Regulations 2004 (SI 2004/2443) (BID regulations) as amended by the Business Improvement Districts (England) (Amendment) Regulations 2013 (SI 2013/2265)
- 7.2 Legal Department concurs with and repeats paragraphs 6.2 to 6.6 above.
- 7.3 As the total contract value is above £25,000 it must be published via Contracts Finder.
- 7.4 Legal Department should be consulted on the form of contract and on any legal issues arising.

<b>Non-Applicable Sections:</b>	Personnel Implications
Background Documents: (Access via Contact Officer)	<p>R&amp;R PDS Report 'Proposed Business Improvement District for Orpington', 11 Oct 2011 (Report no. DRR11/096)</p> <p>R&amp;R PDS/Exec Committee Report 'Business Improvement District Strategy for Town Centres 2014-2015' 26 Nov 2013/15 Jan 2014 (Report no.DRR13/111)</p> <p>R&amp;R PDS/Exec Committee Report 'Bromley Business Improvement District Proposal' 5<sup>th</sup> July 2015 (Report no. DRR15/072)</p> <p>R&amp;R PDS/Exec Committee Report 'Business Improvement District (BID) Strategy for Town Centres' Tuesday 5<sup>th</sup> July 2016 (Report no. DRR16/050)</p> <p>R&amp;R PDS/Exec Committee Report 'Beckenham and Penge Business Improvement District (BID) Proposal for 2018-2023' Wednesday 1<sup>st</sup> November 2017 (Report no. DRR17/051)</p>



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**Appendix 1: West Wickham Town Centre proposed BID boundary**



Thursday, October 18, 2018 1:7500



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Report No.  
FSD19027

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** **For pre-decision scrutiny by the Renewal, Recreation & Housing PDS Committee on 6<sup>th</sup> March 2019**

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

**Title:** **CAPITAL PROGRAMME MONITORING - 3<sup>RD</sup> QUARTER 2018/19**

**Contact Officer:** Jo-Anne Chang-Rogers, Principal Accountant  
Tel: 020 8313 4292    E-mail: jo-anne.chang-rogers@bromley.gov.uk

**Chief Officer:** Director of Finance

**Ward:** All

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1. Reason for report

On 13<sup>th</sup> February 2019, the Executive reviewed a report summarising the current position on capital expenditure and receipts following the 3<sup>rd</sup> 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.

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2. **RECOMMENDATION(S)**

**The Portfolio Holder is asked to**

- 2.1 Note and confirm the changes agreed by the Executive on 13<sup>th</sup> February 2019.
- 2.2 Note that in the 2018/19 Capital Outturn report, Executive will be requested to agree the increases in the Housing Unallocated PIL (£1.321m) and the Mytime Capital Investment (£671k), as detailed in 3.4 and 3.5.





## 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 Increase of £0.2m over the four years 2018/19 to 2021/22, due to additional £233k funding provided for the Disabled Facilities Grant (DFG) scheme.
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: Capital Programme
  4. Total current budget for this head: £41.9m for the Renewal, Recreation & Housing Portfolio over the four years 2018/19 to 2021/22
  5. Source of funding: Capital grants, capital receipts, S106 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: 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 to be agreed by the Executive on 13<sup>th</sup> February 2019

3.1 A revised Capital Programme has been submitted for approval to the Executive on 13<sup>th</sup> February 2019, following a detailed monitoring exercise carried out after the 3<sup>rd</sup> quarter of 2018/19. The base position is the programme approved by the Executive on 28<sup>th</sup> November 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 Portfolio is attached as Appendix A, whilst Appendix B shows actual spend against budget in 2018/19, together with detailed comments on individual scheme progress.

	2018/19	2019/20	2020/21	2021/22	TOTAL
	£'000	£'000	£'000	£'000	2018/19 to 2021/22 £'000
Programme approved by Executive 28/11/18	16,066	11,457	14,104	10	41,637
Rephasing from 2018/19 to 2019/20 (Para 3.2)	Cr 6,185	6,185	0	0	0
Approved Programme prior to 3rd Quarter monitoring	9,881	17,642	14,104	10	41,637
<u>Variations to be approved by Executive 13/02/19</u>					
Disabled Facilities Grant - (Para 3.3)	233	0			233
Total amendments to the Capital Programme	233	0	0	0	233
<b>Total Revised Renewal, Recreation &amp; Housing Programme</b>	<b>10,114</b>	<b>17,642</b>	<b>14,104</b>	<b>10</b>	<b>41,870</b>

#### 3.2 Schemes re-phased from 2018/19 to 2019/20

As part of the 3<sup>rd</sup> quarter monitoring exercise, a total of £6,185k has been rephased from 2018/19 into 2019/20 to reflect revised estimates of when expenditure is likely to be incurred. This is primarily due to a number of schemes currently going through design and development before being delivered in 2019/20. Scheme rephasings are itemised in the table below and comments on scheme progress are provided in Appendix B.

Capital Expenditure - Rephasing in Q3 Monitoring		2018/19	2019/20	TOTAL
		£'000	£'000	£'000
Housing Payment in Lieu Fund (Unallocated)	Cr	1,885	1,885	0
Star Lane Traveller Site	Cr	132	132	0
Crystal Palace Park - Alternative Management Options	Cr	340	340	0
Biggin Hill Memorial Museum		150 Cr	150	0
London Private Sector Renewal Schemes	Cr	11	11	0
Renovation Grants (Disabled Facilities)	Cr	500	500	0
Site G	Cr	3,467	3,467	0
<b>Total Renewal, Recreation and Housing Portfolio rephasing</b>	<b>Cr</b>	<b>6,185</b>	<b>6,185</b>	<b>0</b>

#### 3.3 Disabled Facilities Grant (£233k increase in 2018/19)

An additional £233k was provided in 2018/19 to the Disabled Facilities Grant scheme. This was confirmed in a letter to LA Chief Executives in early December 2018 to help boost the delivery of more home adaptations for disabled people to live independently and safely within their homes.

### 3.4 S106 receipts from developers

An additional £1.321m S106 funding has been received for Housing. The Executive will be requested to agree an increase in the Housing Unallocated PIL within the Capital Programme to reflect this receipt, in the 2018/19 Capital Outturn report.

### 3.5 Mytime Investment Fund

There is an annual provision in the revenue budget for a contribution towards capital investment in the Council's leisure centres managed by Mytime. In the 2018/19 Capital Outturn report, Executive will be requested to approve an increase of £671k to this scheme, which will result in a total contribution of £4.439m.

### 3.6 **Post-Completion Reports**

Under approved Capital Programme procedures, capital schemes are 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. There are no post-completion reports currently due for the Renewal, Recreation & Housing Portfolio.

## 4. **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.

## 5. **FINANCIAL IMPLICATIONS**

- 5.1 These were to be reported in full to the Executive on 13<sup>th</sup> February 2019. Changes agreed by the Executive for the Renewal, Recreation & Housing Portfolio Capital Programme are set out in the table in paragraph 3.1.

<b>Non-Applicable Sections:</b>	Legal, Personnel and Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Capital Programme Monitoring Qtr 2 2018/19 (Executive 28/11/18) Capital Programme Monitoring Qtr 3 2018/19 (Executive 13/02/19)

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## APPENDIX A

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 13 FEBRUARY 2019										
Code	Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Responsible Officer	Remarks
		£'000	£'000	£'000	£'000	£'000	£'000	£'000		
<b>LIBRARIES &amp; MUSEUMS</b>										
941538	Relocation of Exhibitions - Bromley Musuem	395	374	21	0	0	0	0	Colin Brand	Approved by Executive 10/06/15
941542	Biggin Hill Memorial Museum	3,202	957	1,556	470	219	0	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		3,597	1,331	1,577	470	219	0	0		
<b>LEISURE TRUST CLIENT - RECREATION</b>										
941887	Bromley MyTime Investment Fund	3,768	2,143	1,625	0	0	0	0	Colin Brand	Revenue contribution to capital works
941897	Norman Park Athletics Track	300	0	0	300	0	0	0		Approved by Executive 28 March 2018. S106 funding.
941896	West Wickham Leisure Centre	993	0	93	900	0	0	0		Approved by Executive 28 March 2018.
TOTAL LEISURE TRUST CLIENT - RECREATION		5,061	2,143	1,718	1,200	0	0	0		
<b>HOUSING</b>										
950819	Gateway Review of Housing I.T System	659	406	193	60	0	0	0	Sara Bowrey	Approved by Executive 11/02/15
950821	Payment in Lieu Fund - Properties Acquisitions	1,326	1,022	219	85	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
950822	Payment in Lieu Fund - Site K	672	605	67	0	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
9xxxx1	Housing Feasibility Studies	100	0	50	50	0	0	0	Sara Bowrey	Growth Fund
950830	Affordable Housing	800	0	800	0	0	0	0		Funded from PIL (S106) receipts
950792	Payment in Lieu Fund - unallocated	1,885	0	0	1,885	0	0	0		Funded from PIL (S106) receipts
914110	London private sector renewal schemes	3,243	3,191	41	11	0	0	0	Steve Habgood	100% external funding
950501	Empty Homes Programme	620	443	27	150	0	0	0	Steve Habgood	100% external funding
916XXX	Renovation Grants - Disabled Facilities	13,586	9,837	1,254	2,495	0	0	0	Steve Habgood	Govt grant £1,681k in 2016/17; Gov't grant £1,838k in 2017/18 (additional £178k recvd); Govt grant £1,995k in 2018/19
TOTAL HOUSING		22,891	15,504	2,651	4,736	0	0	0		

## APPENDIX A

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 13 FEBRUARY 2019										
Code	Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Responsible Officer	Remarks
		£'000	£'000	£'000	£'000	£'000	£'000	£'000		
	<b>OTHER</b>									
917000	Feasibility Studies	50	0	10	10	10	10	10	Colin Brand	
941530	Bromley North Village Public Realm Improvements	6,652	6,579	73	0	0	0	0	Kevin Munnelly	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	111	500	0	0	0	Kevin Munnelly	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	0	Kevin Munnelly	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	3,875	442	1,441	1,992	0	0	0	Kevin Munnelly	Approved Executive 22/03/17 - funded from Growth Fund / S106
950823	Site G	24,292	1,433	827	8,157	13,875	0	0	Kevin Munnelly	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	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	93	340	0	0	0	Colin Brand	
941981	Chipperfield Road Development - St Paul's Cray	105	0	0	105	0	0	0	Michael Watkins	Approved by Executive 18/10/16
941529	Star Lane Traveller Site	250	58	60	132	0	0	0	Sara Bowrey	Urgent water and drainage works (statutory duty)
	TOTAL OTHER	40,467	11,158	4,168	11,236	13,885	10	10		
	<b>TOTAL RENEWAL, RECREATION &amp; HOUSING PORTFOLIO</b>	<b>72,016</b>	<b>30,136</b>	<b>10,114</b>	<b>17,642</b>	<b>14,104</b>	<b>10</b>	<b>10</b>		

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 2018/19 - 3RD QUARTER MONITORING				
Capital Scheme/Project	3RD QUARTER 2018/19			Responsible Officer Comments
	Revised Estimate Nov 2018	Actuals to 07.02.19	Revised Estimate Feb 2019	
	£'000	£'000	£'000	
<b>LIBRARIES &amp; MUSEUMS</b>				
Relocation of Exhibitions - Bromley Museum	21	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 and will be utilised this year.
Biggin Hill Memorial Museum	1,406	1,624	1,556	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 2017 which pushed costs into 2018/19. The scheme has now completed with official opening in late January 2019. Actuals are above 18/19 budget which will be rephased from 19/20 allocation at next monitoring update to Executive.
<b>TOTAL LIBRARIES &amp; MUSEUMS</b>	<b>1,427</b>	<b>1,643</b>	<b>1,577</b>	
<b>LEISURE TRUST CLIENT - RECREATION</b>				
Bromley MyTime Investment Fund	1,625	1,631	1,625	A report was submitted to the Executive on 28 November 2018 setting out a range of proposals for a 40 year lease between London Borough of Bromley and My Time. This will in effect will bring to an end all existing contractual and financial agreements between both parties from the 1st April 2019. Some miscoded costs for Biggin Hill Memorial Museum scheme will be transferred to correct code. Scheme will be within budget.
Norman Park Athletics Track	0	0	0	Scheme approved by Executive on 28 March 2018 for £300k S106 funding, provided by Kent County Cricket Club, to undertake improvement works. No spend anticipated this financial year as currently in design stage.
West Wickham Leisure Centre	93	240	93	Feasibilities underway with architects instructed. Once completed the scheme will come back to members in 2019/20 for planning approval and to take the scheme forward for delivery. Consultants have invoiced this financial year which is showing the actuals above 18/19 budget which will be rephased from 19/20 allocation at next monitoring update to Executive.
<b>TOTAL LEISURE TRUST CLIENT - RECREATION</b>	<b>1,718</b>	<b>1,871</b>	<b>1,718</b>	

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 2018/19 - 3RD QUARTER MONITORING				
Capital Scheme/Project	3RD QUARTER 2018/19			Responsible Officer Comments
	Revised Estimate Nov 2018	Actuals to 07.02.19	Revised Estimate Feb 2019	
<b>HOUSING</b>				
Gateway Review of Housing IT System	193	132	193	Exec 21/03/17 additional of £459k for purchase of Housing IT System. A new provider has been appointed and implementation works are ongoing. Phase one is due to be completed by the end of Jan 2019 with the final phase going live by May 2019.
Payment in Lieu Fund - Properties Acquisitions	219	187	219	£1m budget used to purchase 5 properties with remaining budget allocated for Capital refurb. The remaining funds are for any ad-hoc works (boiler replacement, roofing etc) that arise over the next few years. £85k has been rephased to 2019/20. Budget increased by £206k; for an affordable rented wheelchair accessible home by More Homes Bromley.
Payment in Lieu Fund - Site K	67	0	67	Further delays have been incurred with the build and final payment due to be made at nomination stage. The scheme is currently projected to complete by Feb 2019 once final invoice is paid.
Housing Feasibility Studies	50	0	50	New Scheme - approved by Executive in Nov 2018 and funded by Growth Fund. Works currently being commissioned for Feasibility and Design stage with consultant to be appointed.
Affordable Housing	800	0	800	S106 Funding to be used for the delivery of affordable housing. Awaiting Legal sign-off once grant agreement has been updated.
Payment in Lieu Fund - unallocated	1,885	0	0	S106 unallocated budget to be used for affordable homes. Scheme approved by Exec in July 2018. How the funds are allocated will be finalised through the Bromley Housing Development Group.
London Private Sector Renewal Schemes	52	30	41	All spend incurred this FY to be transferred to code 916389 at year end. Currently 1 case being processed. Any income received will be added to the budget subject to Exec approval.
Empty Homes Programme	27	0	27	Funding criteria changed in 2017 to improve take up - all long term empty property owners being targeted and made aware of assistance available. Received 3 application this FY of which 2 have been approved and delivered.
Renovation Grants - Disabled Facilities	1,521	1,010	1,254	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 50 cases for grant aid. New procurement system is being trialed to increase output. As a result, anticipate to spend £1.2m this financial year, with £500k being rephased to 19/20 budget.
<b>TOTAL HOUSING</b>	<b>4,814</b>	<b>1,359</b>	<b>2,651</b>	



RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 2018/19 - 3RD QUARTER MONITORING				
Capital Scheme/Project	3RD QUARTER 2018/19			Responsible Officer Comments
	Revised Estimate Nov 2018	Actuals to 07.02.19	Revised Estimate Feb 2019	
Feasibility Studies	10	0	10	
<b>OTHER</b>				
Bromley North Village Public Realm Improvements	73	1	73	Scheme has been completed - remaining budget was required for contingency however it is unlikely to now be required and will be released at year end.
Penge Town Centre	111	0	111	The New Homes Bonus funded project consisting of public realm improvements, Shopfront improvements, Business Support, and Wayfinding. The scheme was to implement planned TfL bus route and carriageway improvements. The scheme commenced implementation in November 2017 and completed September 2018. Final claim from contractor to be expected soon. NHB to be spent by March 2019.
Orpington Town Centre - Walnuts Centre & new market infrastructure	257	76	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. Full budget to be spent this FY once invoices have been processed and paid.
Bromley High Street Improvements	1,441	834	1,441	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. Additional £415k of funding for two modular commercial units, approved by Exec in Oct 2018, has been allocated to the scheme. Budget holder is now forecasting to spend £1.3m this FY. Delay has been largely due to supply chain issues.
Site G	4,294	734	827	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. Demolition & starting on site anticipated in 2020 with completion of 410 units in 2024. 2 properties purchased in 2018 for approx £800k.
Crystal Palace Park Improvements	1,296	1,090	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. Café works near completion; final account to be settled by 1st April 2019.
Crystal Palace Park - Alternative Management Options	433	92	93	Following report presented to Executive on 28 November 2018, the Crystal Palace Park Rockhill site has now been identified as an affordable housing scheme and will be subject to a further report to future Executive meeting. No further spend anticipated this financial year. Remaining budget to be rephased to 2019/20.
Chipperfield Road Development - St Paul's Cray	0	0	0	Approved by Executive 18/10/16 - £105k Budget. This is to be used for further feasibility works such as appointing architects, carrying out financial modelling as well as marketing.
Star Lane Traveller Site	192	62	60	The work is to replace much of the water supply to meet minimum regulatory standards. The final specification for works has been completed. Thames Water is now due to commence work with completion due in Feb 2019. Scheme anticipated to come in on budget.
<b>TOTAL OTHER</b>	<b>8,107</b>	<b>2,889</b>	<b>4,168</b>	
<b>TOTAL RENEWAL, RECREATION &amp; HOUSING PORTFOLIO</b>	<b>16,066</b>	<b>7,762</b>	<b>10,114</b>	

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Report No.  
FSD19035

London Borough of Bromley

PART ONE - PUBLIC

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

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

**Date:** 6<sup>th</sup> March 2019

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

**Title:** BUDGET MONITORING 2018/19

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

**Chief Officer:** Nigel Davies, Executive Director of Environment and Community Services  
Ade Adetosoye OBE, Deputy Chief Executive & Executive Director

**Ward:** Borough wide

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1. Reason for report

This report provides an update of the latest budget monitoring position for 2018/19 for the Renewal, Recreation and Housing Portfolio based on expenditure and activity levels up to 31 December 2018. This shows a projected over spend of £71k for the total portfolio budget.

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2. **RECOMMENDATION(S)**

**That the Portfolio Holder is requested to:**

- 2.1 To endorse the latest 2018/19 budget projection for the Renewal, Recreation & Housing Portfolio.
- 2.2 Note that a report elsewhere on the agenda requests the drawdown of a total of £2.489m from the 2018/19 Central Contingency in relation to temporary accommodation pressures and the impact of the Homeless Reduction Act as detailed in paragraph 6.16.

### Impact on Vulnerable Adults and Children

1. Summary of Impact: None directly from this report.
- 

### Corporate Policy

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

### Financial

1. Cost of proposal: Not Applicable
  2. Ongoing costs: Non-Recurring Cost
  3. Budget head/performance centre: Renewal, Recreation & Housing Portfolio Budgets
  4. Total current budget for this head: £24.845m
  5. Source of funding: Existing revenue budgets 2018/19
- 

### Personnel

1. Number of staff (current and additional): 198.6ftes
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

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

### Procurement

1. Summary of Procurement Implications: None directly from this report.
- 

### Customer Impact

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

### Ward Councillor Views

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

### **3. COMMENTARY**

- 3.1 The 2018/19 projected outturn is detailed in Appendix 1, with a forecast of projected spend for each division compared to the latest approved budget and identifies in full the reason for any variances.
- 3.2 Costs attributable to individual services have been classified as “controllable” and “non-controllable” in Appendix 1. Budget holders have full responsibility for those budgets classified as “controllable” as any variations relate to those factors over which the budget holder has, in general, direct control. “Non-controllable” budgets are those which are managed outside of individual budget holder’s service and, as such, cannot be directly influenced by the budget holder in the shorter term. These include, for example, building maintenance costs and property rents which are managed by the Property Division but are allocated within individual departmental/portfolio budgets to reflect the full cost of the service. As such, any variations arising are shown as “non-controllable” within services but “controllable” within the Resources Portfolio. Other examples include cross departmental recharges and capital financing costs. This approach, which is reflected in financial monitoring reports to budget holders, should ensure clearer accountability by identifying variations within the service that controls financial performance. Members should specifically refer to the “controllable” budget variations relating to portfolios in considering financial performance. These variations will include the costs related to the recession.

### **4. IMPACT ON VULNERABLE ADULTS AND CHILDREN**

- 4.1 The 2018/19 budget reflects the financial impact of the Council’s strategies and service plans which impact on all of the Council’s customers and users of our services.

### **5. POLICY IMPLICATIONS**

- 5.1 “The “Building a Better Bromley” objective of being an Excellent Council refers to the Council’s intention to provide efficient services and to have a financial strategy that focuses on stewardship and sustainability. Delivering Value for Money is one of the Corporate Operating Principles supporting Building a Better Bromley.
- 5.2 The “2018/19 Council Tax” report highlighted the financial pressures facing the Council. It remains imperative that strict budgetary control continues to be exercised in 2018/19 to minimise the risk of compounding financial pressures in future years.
- 5.3 Chief Officers and Departmental Heads of Finance are continuing to place emphasis on the need for strict compliance with the Council’s budgetary control and monitoring arrangements.

### **6. FINANCIAL IMPLICATIONS**

- 6.1 The controllable budget for the Renewal, Recreation and Housing Portfolio is expected to over spend by £64k at the year-end, based on the financial information available as at 31 December 2018. This figure excludes the non-controllable variation of Dr £7k.
- 6.2 As requested at the June PDS meeting, the following table summarises the budget variations over the key areas: -

	<b>Latest Approved</b>	<b>Projection</b>	<b>Variation</b>	<b>%</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Staffing	8,400	7,776	-624	-7.43%
Running expenses	5,832	5,786	-46	-0.79%
Contracts	5,384	5,403	19	0.35%
Temporary accommodation - costs	18,462	18,411	-51	-0.28%
Housing Benefits - payments	107,976	108,257	281	0.26%
Temporary accommodation - income	-11,592	-11,540	52	-0.45%
Housing Benefits - subsidy	-109,960	-109,960	0	0.00%
Other Income	-7,751	-7,498	253	-3.26%
Consultants	126	306	180	142.86%
	<b>16,877</b>	<b>16,941</b>	<b>64</b>	<b>0.38%</b>

Further details of the variations are provided in Appendix 1

The following sums are included in the budgets above, which are requested for drawdown from the 2018/19 Central Contingency, as set out in paragraph 6.15:

	<b>£'000</b>
Staffing	196
Running Costs	822
Temporary accommodation - costs	883
Temporary accommodation - income	588
	<b>2,489</b>

### **Environment & Community Services Department (Cr £176k)**

- 6.3 For Building Control and Land Charges, there is a net projected under spend of £83k within the staffing budget due to vacant posts and reduced hours being worked.
- 6.4 There is an overall deficit of income of £90k expected for planning income. This is mainly from non-major planning applications and pre-application meetings. The deficit is partly offset by an under spend of £68k within staffing due to part year vacancies.
- 6.5 Additional costs of £137k have been incurred for the procurement of specialist advice required for planning appeals, where there is no in-house expertise.
- 6.6 Part year vacancies within Renewal have resulted in an under spend of £196k. This is offset by £50k for consultancy and legal fees for the public enquiries following submission of the London Plan.
- 6.7 Town Centre development work funded by the New Homes Bonus is likely to underspend by £80k and a carry forward request will be submitted to the Executive in June to enable the remaining work to be completed. This is subject to receiving formal approval from the GLA to re-profile the spend.

- 6.8 Within the Recreation division there is a net under spend of £11k projected, mainly as a result of part year vacancies.
- 6.9 There are part year vacancies within the Housing Improvement team totalling Cr £32k which is partly offset by a shortfall of renovation grant agency fee income of £10k.
- 6.10 Other minor variations across the department total Dr £7k.

**Education, Care & Health Services Department (Dr £240k)**

- 6.11 The supporting people budget is expected to underspend by £74k as a result of contact negotiations.
- 6.12 Temporary Accommodation costs are likely to exceed the budget by £1.472m. This is due to a higher than expected increase in clients going to nightly paid accommodation together with an increase in the provision for bad debts for rent income.
- 6.13 In addition, there are overspends of £676k as a result of additional homeless prevention work/initiatives, and £342k (mainly in staffing) relating to the implementation of the Homeless Reduction Act.
- 6.14 As a result of the increase in unrecoverable Housing Benefit overpayments, there is a projected overspend of £281k on the bad debt provision.
- 6.15 Other minor variations across the department total Dr £32k.
- 6.16 Previous reports to Members have highlighted the ongoing pressure on Operational Housing budgets from the increasing number of homeless households as a result of the current housing market situation and the impact of welfare reform, as well as the impact of the Homeless Reduction Act. Members are requested to note that a report elsewhere on the agenda requests the drawdown of a total of £2.489m from the 2018/19 Central Contingency sums set aside in respect of these pressures. The budgets included in Appendix 1 assume this drawdown is agreed.
- 6.17 The table below summarises the main variances within the divisions: -

**Summary of Major Variations****£'000**

Building Control/Land Charges staffing vacancies	Cr	83
Planning income		90
Vacancies within planning	Cr	68
Specialist advice for planning appeals		137
Vacancies within Renewal team	Cr	196
Potential costs of public enquiry		50
Town Centre works funded from New Homes Bonus (c/f request)	Cr	80
Net underspend within Recreation Division	Cr	11
Vacancies within Housing Improvement team	Cr	32
Renovation grant agency fee income		10
Other net variations across the ECS Department		7
Supporting People contracts	Cr	74
Temporary accommodation		940
Temporary accommodation bad debts		532
Homelessness prevention		676
Change in legislation		342
Housing Benefit bad debt provision		281
Other net variations in ECHS department		32
Contingency requested for drawdown	Cr	2,489
		<b>64</b>

<b>Non-Applicable Sections:</b>	Legal, Procurement and Personnel Implications
Background Documents: (Access via Contact Officer)	2018/19 budget monitoring files within ECS and ECHS Finance sections



## Renewal, Recreation &amp; Housing Budget Monitoring Summary

2017/18 Actuals £'000	Division Service Areas	2018/19 Original Budget £'000	2018/19 Latest Approved £'000	2018/19 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
	<b>ENVIRONMENT AND COMMUNITY SERVICES DEPARTMENT</b>							
	<b>Planning</b>							
Cr 7	Building Control	82	82	Cr 1	Cr 83	1	Cr 83	0
Cr 140	Land Charges	Cr 126	Cr 126	Cr 127	Cr 1	2	Cr 3	0
764	Planning	736	711	873	162	3	126	0
850	Renewal	801	956	730	Cr 226	4	Cr 56	0
<b>1,467</b>		<b>1,493</b>	<b>1,623</b>	<b>1,475</b>	<b>Cr 148</b>		<b>Cr 16</b>	<b>0</b>
	<b>Recreation</b>							
1,686	Culture	1,786	1,832	1,842	10	5	46	0
5,784	Libraries	5,030	4,916	4,903	Cr 13	6	Cr 10	0
219	Town Centre Management & Business Support	189	181	173	Cr 8	7	Cr 23	0
<b>7,689</b>		<b>7,005</b>	<b>6,929</b>	<b>6,918</b>	<b>Cr 11</b>		<b>13</b>	<b>0</b>
	<b>ECS - Housing</b>							
194	Housing Improvement	203	203	186	Cr 17	8	Cr 12	0
<b>194</b>		<b>203</b>	<b>203</b>	<b>186</b>	<b>Cr 17</b>		<b>Cr 12</b>	<b>0</b>
<b>9,350</b>	<b>Total Controllable ECS DEPT</b>	<b>8,701</b>	<b>8,755</b>	<b>8,579</b>	<b>Cr 176</b>		<b>Cr 15</b>	<b>0</b>
Cr 814	<b>TOTAL NON CONTROLLABLE</b>	2,542	2,521	2,528	7	9	2	0
2,466	<b>TOTAL EXCLUDED RECHARGES</b>	1,857	1,857	1,857	0		0	0
<b>11,002</b>	<b>Total ECS DEPARTMENT</b>	<b>13,100</b>	<b>13,133</b>	<b>12,964</b>	<b>Cr 169</b>		<b>Cr 13</b>	<b>0</b>
	<b>EDUCATION, CARE &amp; HEALTH SERVICES DEPARTMENT</b>							
	<b>Operational Housing</b>							
913	Supporting People	1,013	1,013	939	Cr 74	10	Cr 74	Cr 94
8,074	Housing Needs	6,241	8,725	8,758	33	11	38	521
0	Enabling Activities	Cr 1	Cr 1	Cr 1	0		0	0
Cr 1,838	Housing Benefits	Cr 1,984	Cr 1,984	Cr 1,703	281	12	0	0
<b>7,149</b>	<b>Total Controllable ECHS DEPT</b>	<b>5,269</b>	<b>7,753</b>	<b>7,993</b>	<b>240</b>		<b>Cr 36</b>	<b>427</b>
789	<b>TOTAL NON CONTROLLABLE</b>	286	286	286	0		0	0
3,209	<b>TOTAL EXCLUDED RECHARGES</b>	3,675	3,673	3,673	0		0	0
<b>11,147</b>	<b>Total ECHS DEPARTMENT</b>	<b>9,230</b>	<b>11,712</b>	<b>11,952</b>	<b>240</b>		<b>Cr 36</b>	<b>427</b>
<b>22,149</b>	<b>PORTFOLIO TOTAL</b>	<b>22,330</b>	<b>24,845</b>	<b>24,916</b>	<b>71</b>		<b>Cr 49</b>	<b>427</b>

## Reconciliation of Latest Approved Budget £'000

Original budget 2018/19	13,943
Transfer of Housing to Renewal, Recreation & Housing Portfolio	8,387
2018/19 Revised Original Budget	22,330

## Carry Forward Requests approved from 2017/18

Implementing Welfare Reform Changes - Grant Expenditure	55
Implementing Welfare Reform Changes - Grant Income	Cr 55
Flexible Homeless Grant - Expenditure	83
Flexible Homeless Grant - Income	Cr 83
Fire Safety Grant - Expenditure	44
Fire Safety Grant - Income	Cr 44
Planning Strategy & Projects - Custom Build Grant - Expenditure	30
Planning Strategy & Projects - Custom Build Grant - Income	Cr 30
Asset Recovery Incentivisation Scheme - Expenditure	85
Asset Recovery Incentivisation Scheme - Income	Cr 85
New Homes Bonus	208

## Central Contingency Adjustments

Beckenham and Penge BID	Cr 44
National Increase in Planning Fee - Expenditure	240
National Increase in Planning Fee - Income	Cr 240
Additional Income & Saving opportunity (AMEY)	Cr 110
Increase in Cost of Homelessness/Impact of Welfare Reforms	1,739
Homelessness Reduction Act	750

## Other

R&M - Fire Risk Assessments & Cyclical Maintenance	Cr 21
Customer Relations Officer post	Cr 4
Strategic and Business Support Services restructure	Cr 3

## Latest Approved Budget for 2018/19

24,845

**REASONS FOR VARIATIONS****1. Building Control Cr £83k**

For the chargeable service, an income deficit of £168k is projected based on actual income for April to December 2018. This is mostly offset by a projected underspend within the staffing budget of £150k mainly arising from reduced hours working / vacancies. Other minor net overspends total £16k. In accordance with Building Account Regulations, the net deficit of around £34k will be drawn down from the earmarked reserve for the Building Control Charging Account. The net balance will therefore reduce from Cr £203k to Cr £169k.

As a result of part vacant posts and reduced hours, a net underspend of £83k is projected for the non-chargeable service.

**2. Land Charges Cr £1k**

A deficit of £36k is expected for income within the Charging Account which is partly offset by an underspend of £12k on staffing and running expenses, resulting in a net deficit of £24k projected for 2018/19. If the income continues to drop, officers will have to consider increasing the charges. In accordance with current Regulations, any deficit or surplus will be drawn down from the earmarked reserve for the Land Charges Charging Account (the net balance will therefore increase from Dr £10k deficit to Dr £34k).

There is a projected underspend of £1k on the non-chargeable salary budget.

**3. Planning Dr £162k**

There is a net £68k underspend on staffing due to part year vacancies.

Income from non-major planning applications is below budget for the first nine months of the year, and a shortfall of around £152k is projected for 2018/19 against a budget of £1,225k. For information, actual income of £768k was received for April to December 2018 compared with £777k in 2017/18.

Additional income of £97k is projected from major planning applications. For information, £397k has been received as at December 17 against a budget of £300k, which is £172k higher than for the same period in 2017/18. As the timing of this income varies, at this stage no further income is projected for the remaining 3 months as planning officers are not expecting any further major applications to come in.

Currently there is a projected income deficit of £35k from pre-application meetings. This is due to a combination of reduced fees and a reduction in the number of schemes submitted. During the period April to December 2018, the number of major pre-application submitted has dropped from 38 to 31 compared with the previous year.

There is a net overspend of £137k for the cost of consultancy work required for planning appeals, mainly relating to developments at Westmoreland Road, St Hugh's Playing field, Bullers Wood School and Maybrey. This included advice from agricultural, ecological, minerals and waste consultants, where there was no in-house expertise with the necessary knowledge and qualifications. If the judgements are found in favour of the Council, then some of the costs incurred for these appeals may be recovered.

Other minor variations total Dr £3k.

**Summary of variations within Planning:**

	<b>£'000</b>
Underspend on Staffing	Cr 68
Shortfall income from non-major applications	152
Surplus income from major applications	Cr 97
Deficit of income from pre-application meetings	35
Consultancy cost on major appeals	137
Other minor variations	3
<b>Total variation for Planning</b>	<b><u>162</u></b>

**4. Renewal Cr £226k**

Overall there is a net variation of Cr £226k projected for Renewal. This is mainly due to an underspend of £196k on staffing as a result of part year vacancies, which is being used to offset a potential £50k cost expected for consultancy and legal fees for public enquires, following the submission of the London Plan.

Town Centre Development Works funded by the New Homes Bonus is likely to underspend by £80k and therefore a carry forward request is being made to the Executive, to enable the outstanding works to be completed in 2019/20. Formal GLA approval will also need to be obtained to agree the new profile of spend.

**Summary of variations within Renewal:**

	<b>£'000</b>
Staff vacancies	Cr 196
Consultancy and legal fees for public enquires	50
Underspend on projects funded by NHB (carry forward request)	Cr 80
<b>Total variation for Renewal</b>	<b><u>Cr 226</u></b>

**5.Culture Dr £10k**

Staffing is expected to underspend by £29k mainly due to part year vacancies. In line with the December 2017 RPIX, 4.2% inflation was applied to the MyTime contract price, 2.2% higher than the 2% inflation built into the 2018/19 budget. This has resulted in a projected overspend of £18k.

£18k has been spent on survey & valuation works relating to the Leisure service lease proposal with Mytime Active and there are other minor net overspends of £3k.

<b>Summary of variations within Culture:</b>	<b>£'000</b>
Staff vacancies	Cr 29
Inflation on Mytime contract	18
Survey & valuation works relating to Leisure service lease proposal	18
Other minor net overspends	3
<b>Total variation for Culture</b>	<b><u>10</u></b>

**6. Libraries Cr £13k**

There is a £45k underspend on staffing mainly due to flexible retirement / reduced hours. This is partly offset by £32k overspend across supplies and services budgets as a result of final payments made relating to serving the notice period on terminating the internet and phone lines.

**7.Town Centre Management & Business Support Cr £8k**

The underspend of £8k mainly relates to a part year staff vacancy within the Town Centre Management team.

**8.Housing Improvement Cr £17k**

Part year vacancies have resulted in an underspend of £32k. This is partly offset by £10k projected shortfall within renovation grant agency fee income and other minor variations totalling Dr £5k.

**9.Non-controllable Dr £7k**

There is a projected £7k deficit of income within the property rental income budget. Property division are accountable for these variations.

**10. Supporting People Cr £74k**

A £74k underspend is currently forecast in the Supporting People area due to contract negotiation savings.

**11. Housing Needs Dr £33k**

There is currently an overspend of £1,472k in the Temporary Accommodation area. This is due to higher than expected increase in clients going into nightly paid accommodation together with an increase in the provision for bad debts for rent account income that will not be collected.

In addition, by necessity there has been an increased use of non-self-contained accommodation outside of London. Although on the face of it this appears beneficial as the charges are lower, the Housing Benefit subsidy is capped at the January 2011 Local Housing Allowance (LHA) rates, thus often making these placements more costly than those in London, especially when moving and furniture costs are factored in.

At the start of the year the number of clients in Temporary Accommodation was 896. By the end of December that number had risen to 990 - an increase of 94 during the year. It is currently expected that this will increase to 1,015 by the end of the financial year, at an average cost of around £6,650 per property per annum. In addition the proportion of 2 bed Temporary Accommodation properties that are required has been increasing, from just under 32% in September to now just under 35%.

These client figures exclude other schemes like More Homes Bromley, Orchard & Shipman, ex-residential care homes, and the Bromley Private Sector Leasing Scheme. Once these client numbers have been included there are currently over 1,600 clients in Temporary Accommodation.

In addition to the increased costs of Temporary Accommodation area, there is additional overspends on staffing of £228k (due to change in legislation) and homelessness prevention work and other associated work of £676k that will also be included as part of the drawdown from the contingency, as highlighted in last years drawdown request.

The Travellers budget is overspending by £70k and this is due to one of the sites experiencing high use of utilities and maintenance costs (overspend of £57k) due to the site not having meters and loss of income (£23k) due to rent arrears. This is being offset by a £10k underspend on staffing due to vacancies earlier in the year.

There has been a reduction of income relating to the Choice Based Letting advertising (£24k) due to Housing Associations not requesting to advertise properties on this platform.

The remaining £11k underspend is various staffing and running costs variations. The staffing structure that is required to meet the new housing legislation is being finalised, and the budget for this is included in the contingency drawdown request.

The budgets shown in Appendix 1A assume the request for drawdown of £2,489k from Central Contingency is approved, but this is grossed up in the table below to illustrate where the pressures are.

	<b>£'000</b>
<b>Summary of overall variations within Housing:</b>	
Temporary Accommodation	940
Increase in Bad Debt Provision	532
Homelessness Prevention	676
Change in Legislation	342
Travellers Sites	70
Furniture Storage	Cr 73
Choice Based Lettings	24
Other Costs	11
Contingency requested for drawdown	Cr 2,489
<b>Total variation for Housing</b>	<b><u><u>33</u></u></b>

## **12. Housing Benefits Dr £281k**

Following a review of the bad debt provision, it has been identified that the provision (based on current figures) would need to be increased by an estimated £281k at year end to cover the increase in unrecoverable benefit overpayments.

### **Waiver of Financial Regulations:**

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

### **Virements Approved to date under Director's Delegated Powers**

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

Report No.  
DRR19/019

London Borough of Bromley

Agenda  
Item No.

**PART ONE**

**PUBLIC**

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**Decision Maker:** **RENEWAL RECREATION AND HOUSING PORTFOLIO HOLDER**

**Date:** **6<sup>th</sup> March 2019**

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

**Title:** **COMMISSIONING STRATEGY AND PROCEEDING TO PROCUREMENT (GATEWAY ): GREAT HALL CAFETERIA**

**Contact Officer:** John Gledhill. Head of Leisure  
E-mail: john.gledhill@bromley.gov.uk

**Chief Officer:** Colin Brand, Director of Regeneration

**Ward:** All

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**1. REASON FOR REPORT**

- 1.1 A contract is currently in place with Over the Moon for the Catering Service at the Great Hall, Civic Centre, Bromley. An exemption has been agreed for 6 months in order to give sufficient time to market test this service.

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**2. RECOMMENDATION(S)**

3. The Portfolio Holder for Renewal Recreation and Housing is recommended to approve to market test the provision for the Catering Concession Service at the Great Hall, Civic Centre, Bromley for a contract term of 3 years, with the option to extend by a further period or periods of up to 2 years. With a whole concession contract value of £605k

### Impact on Vulnerable Adults and Children

1. Summary of Impact: A number of users of the Great Hall cafeteria are people attending activities at the Great Hall. Some of these activities are for people with disabilities and for older people seeking to stay physically and mentally active and socialise. If the cafeteria were to close this service would be unavailable to those people.

### Corporate Policy

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

### Financial

1. Cost of proposal: Not applicable as this is a concession service contract
  2. Ongoing costs: Potential rental income of £6k per annum
  3. Budget head/performance centre: Leisure Trust Client – Rental income
  4. Total current budget for this head: Cr £6k
  5. Source of funding: Existing revenue budget 2018/19
- 

### 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: <please select>
  2. Call-in: <please select>
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Around 50,000 p.a.
- 

### 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 The current contract with Over the Moon to manage, deliver and develop a catering service at the Great Hall at the Bromley Civic Centre was awarded in April 2011. The service operates from Monday to Friday from 8.00 am until 3.00 pm.
- 3.2 The initial contract period was from April 2011 for 5 years with an option to extend the contract for a further 3 years until March 2019 which was done. There has been some uncertainty regarding timings for the development of the Civic Centre site however it is now clear that a catering operator is likely to be required for at least 3 years. A market tender exercise is therefore now proposed.
- 3.3 The demise for the operation of the Great hall cafeteria sits within the wider demise of the operation of the Great Hall by Mytime Active. The Mytime Active license is currently being updated in response to the new contractual arrangements agreed in November 2018 between Mytime Active and the Council. Consequently a similar update for the Great Hall cafeteria operation is required.

### **4. SUMMARY OF THE BUSINESS CASE**

- 4.1 Under the current arrangements between the Council and Over the Moon, Over the Moon pays the Council £6k p.a. to operate the staff cafeteria. This service is a concession contract, the value of a concession contract is based on the total turnover of the concessionaire generated over the duration of the contract, net of value added tax, this is estimated to be £605k over a 5 year contract term.

#### **4.1 SERVICE PROFILE/DATA ANALYSIS**

- 4.1.1 The service operates from Monday to Friday from 8.00 am until 3.00 pm providing hot and cold food, snacks, teas and coffees. There is a breakfast menu and a lunchtime menu. The operation principally serves Council staff but visitors to the Civic Centre and those attending activities at the Civic Centre site also use the café. The area also serves as a place for Council staff to have staff and business meetings. Over the Moon also provide one of catering services on request for functions taking place across the Civic Centre site.

#### **4.2 OPTIONS APPRAISAL**

- 4.2.1 The current providers contract had already used up it's extension options and is currently on a 6 month contract, which has been approved via an exemption in order to give sufficient time to test the market.

#### **4.3 PREFERRED OPTION**

- 4.3.1 To go out to the market via an open procedure.

#### **4.4 MARKET CONSIDERATIONS**

- 4.4.1 A full market tender exercise for the service will be undertaken during the extension period.

## 5. STAKEHOLDER ENGAGEMENT

- 5.1 The closure of the current operation would be inconvenient for staff that use the facility for purchasing food and refreshments and for business meetings, and to visitors to the Civic Centre that use the cafeteria.

## 6. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

### 6.1 Estimated Contract Value

The Council currently receives £6k p.a. income from Over the Moon. However, as this service is a concession contract, the value of a concession contract is based on the total turnover of the concessionaire generated over the duration of the contract, net of value added tax, this is estimated to be £605k over a 5 year contract term

### 6.2 Other Associated Costs

None

### 6.3 Proposed Contract Period

1<sup>st</sup> October 2019 to 30<sup>th</sup> September 2022 with a option to extend for a further period of up to 2 years.

### 6.4 Proposed Timetable:

Management Contract between OtM and LBB for exemption to be drafted	18th March 2019
Contract tender documents to be drafted	18th March 2019
Advertise contract and publish ITT	1st April 2019
Site visits to café for tenderers	w/c 15th April 2019
Closing date	30th April 2019
Evaluation of tenders	7th May 2019
Site visits to tenderers / clarification questions/interviews	w/c 13th May 2019
Consensus meeting	20th May 2019
Write award report	w/c 20th May 2019
PH meeting for agreement	2 July 2019
Contract start date	1 October 2019

## 7. SUSTAINABILITY AND IMPACT ASSESSMENTS

- 7.1 The new contractual arrangements will include requirements relating to sustainability including the use of plastic cups and cutlery. The current contractor is a small local business and it is anticipated the future contract may be awarded again to a local provider.



**8. POLICY CONSIDERATIONS**

8.1 In line with Building a Better Bromley priorities.

**9. IT AND GDPR CONSIDERATIONS**

9.1 Future contractors will be required to operate under GDPR

**10. PROCUREMENT RULES**

10.1 This procurement falls below the threshold noted in the Concession Contracts Regulations 2016 so this opportunity does not need to be advertised in the OJEU. As this contract will be advertised and is above £25k, it must be advertised in Contracts Finder

**11. FINANCIAL CONSIDERATIONS**

11.1 The estimated concessionary value of the contract is likely to be £605k over a five year term.

11.2 A rental income of £6k per annum is received from the current service provider.

**12. PERSONNEL CONSIDERATIONS**

12.1 TUPE will apply and the current contractor Over the Moon have provided the required TUPE information for the tender process.

**13. LEGAL CONSIDERATIONS**

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

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Report No.  
CS18209

London Borough of Bromley

PART 1 - PUBLIC

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**Decision Maker:** EXECUTIVE

**For Pre-Decision Scrutiny by the Renewal and Recreation PDS Committee on 6<sup>th</sup> March 2018**

**Date:**

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

**Title:** CONTINGENCY DRAWDOWN: HOMELESSNESS AND TEMPORARY ACCOMMODATION PRESSURES

**Contact Officer:** Sara Bowrey, Director, Housing  
Tel: 020 8313 4013 E-mail: sara.bowrey@bromley.gov.uk

**Chief Officer:** Gillian Palmer, Executive Director ECH&S

**Ward:** BOROUGHWIDE

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1. Reason for report

- 1.1 To update Members on homeless numbers during 2018/19, the range of initiatives undertaken to wherever possible reduce the associated rising budget pressures, and forthcoming challenges arising from both the introduction of the Homelessness Reduction Act 2017 and the commencement of universal credit roll-out in Bromley.
- 1.2 To request drawdown of £2,489k from the central contingency for homelessness and welfare reform pressures, and the impact of the Homeless Reduction Act.

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2. **RECOMMENDATION(S)**

- 2.1 The RR&H PDS Committee is asked to note and comment on the contents of this report prior to the Council's Executive being requested to:
  - i) Release a total of £2,489k from the 2018/19 Central Contingency; £1,739k set aside to offset the current homelessness and temporary accommodation budget pressures, and £750k for the impact of the Homeless Reduction Act.

## Impact on Vulnerable Adults and Children

1. **Summary of Impact:** The initiatives set out in this report seek to ensure the provision of affordable housing to support vulnerable adults and young people into settled accommodation suitable for their needs
- 

## Corporate Policy

1. **Policy Status:** Existing Policy:
  2. **BBB Priority:** Children and young people. Supporting independence
- 

## Financial

1. **Cost of proposal:** £2,489k
  2. **Ongoing costs:** Net growth of £3,634k included in the draft 2019/20 housing revenue budget
  3. **Budget head/performance centre:** Housing Needs
  4. **Total current budget for this head:** £6,241k (net controllable budget)
  5. **Source of funding:** Operational Housing approved 2018/19 revenue budget. Contingency budget set aside for homelessness and welfare reform pressures, and the Homeless Reduction Act.
- 

## 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:** There are no procurement implications arising from this report
- 

## Customer Impact

1. **Estimated number of users/beneficiaries (current and projected):** There is an increasing housing need in the borough for affordable housing with approximately 3,500 households on the housing register and in excess of 1,600 households accommodated in temporary accommodation. The current average annual net cost to the Council for households placed

into temporary accommodation is **£6,652** per household per annum.

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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**

3.1 Previous reports have detailed the increasing pressures relating to homelessness and the provision of temporary accommodation resulting from the current market situation, the impact of welfare reform and the new Homelessness Reduction Act duties. Bromley, as with many other councils, continues to experience an inexorable rise in the number of households in acute housing need and faced with homelessness. Alongside that we continue to experience shortages of affordable private rented accommodation and a reduction in the number of housing association properties available either through re-lets or new build development. The significant and growing deficit in temporary accommodation costs the council continues to face is the unavoidable consequence of the imbalance between rising homelessness and affordable supply shortages.

3.2 As set out above there are a number of underlying factors leading to the increases in housing need and homelessness. One of the most significant of these is the rise in rents against restricted housing benefit levels, together with the loss of payments direct to landlords - meaning that the private rented sector across London is now out of reach for an increasing number of households. The table below shows the gap between average private rents and the maximum that can be claimed in benefit to cover housing costs. This is having a significant impact upon the number presenting at risk of homelessness and the number of households that can be assisted into the private rented accommodation in discharge of the Council's housing duties. Overall eviction from the private rented sector now accounts for around 40% of homeless approaches. The reality is that affordable private rented accommodation is in very short supply. The vast majority of private rented accommodation locally is unaffordable for temporary accommodation or discharge of duty. Alongside this is the growing trend amongst landlords to change the use of single dwellings into costly nightly paid accommodation to maximise incomes.

Property size	Current Average rent in Bromley pcm**	Total Benefit able to be claimed through Housing Benefit or universal credit to cover housing costs pcm	Shortfall between total benefit that can be claimed and average rental prices
Room Only	£600.00	£365.17	-£234.83
1 bed	£1,069.00	£718.68	-£350.32
2 Bed	£1,347.00	£884.21	-£462.79
3 Bed	£1,648.00	£1,081.90	-£566.10
4 Bed	£2,057.00	£1,355.33	-£701.67

5 Bed	£2,141.00	£1,355.33	-£785.67
** taken from www.home.co.uk 10 <sup>th</sup> January 2018			

- 3.3 Housing associations have historically been the main source of affordable housing supply in Bromley. In recent years the level of re-lets and new supply has reduced significantly. Overall the level of supply annually has reduced by about 40% in the last five years.
- 3.4 The above factors mean the number of homeless households accommodated in temporary accommodation has continued to rise.
- 3.5 Market forces have seen a significant amount of temporary accommodation having to be procured on a costly nightly-rate basis. The average cost of nightly-rate accommodation is as follows:

	<b>Annual charge</b>	<b>Rent income</b>	<b>Net cost</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Single Room	9,371	9,138	233
Studio	12,608	8,142	4,467
Self Contained (1 Bed)	13,107	7,264	5,843
Self Contained (2 Bed)	16,178	8,785	7,393
Self Contained (3 Bed)	19,433	10,475	8,957
Self Contained (4 Bed)	23,668	15,989	7,678
<b>Weighted average</b>	<b>15,616</b>	<b>8,965</b>	<b>6,652</b>

- 3.6 A number of initiatives have been implemented to mitigate against these increasing cost pressures centred on the acquisition of more cost-effective temporary accommodation, homelessness prevention, increasing access to private rented accommodation through a renewed private sector offer to landlords, and working within housing association partners on the acquisition and supply of affordable housing - including purchasing 400 homes from the market and providing section 106 housing contributions towards an affordable homes programme of 128 units. Overall this range of activities assists in mitigating an increased pressure on temporary accommodation costs by more than £6m per annum.
- 3.7 In spite of the increase in severe housing need and tightening supply base, overall the initiatives undertaken have achieved significant results slowing the rate of growth in temporary accommodation placements from an average of 20 per month to 12 per month. Of these the average net increase in nightly rate placements has reduced from 15 to 6 per month. This work has also reduced the overall annual average net cost to the council for nightly-paid accommodation from £7,400 to £6,652 for 2018/19.
- 3.8 The above factors mean that the total number in temporary accommodation is now 1,601 (excluding those placed in supported accommodation as part of a rehousing pathway plan), with an anticipated net cost of £6,871k for 2018/19. This is a reduced pressure of £1,739k compared to the £2,415k previously anticipated, and Members are asked to approve the release of this sum from the central contingency for 2018/19.
- 3.9 It must be noted there are additional resource pressures for both the Council (housing and legal services) and Liberata (for accommodation charge collection). These arise from the Homelessness Reduction Act duties, increased casework and volumes of temporary accommodation use, and reduced benefit and temporary accommodation subsidy levels limiting access/supply of private rented and temporary accommodation (thus increasing the

number of households accommodated by the Council and the costs needed to be subsidised). In addition, there are significant extra costs required for homeless prevention work/initiatives.

3.10 Members are requested to also approve the release of £750k from the central contingency for 2018/19 in respect of the impact of the Homeless Reduction Act.

3.11 Based upon current trend analysis and both local and national research, the following trends appear set to continue into the foreseeable future:

- Continuing property and rental price increases against a restrictive benefit and temporary accommodation subsidy limiting access and supply to private rented sector accommodation and temporary accommodation units – thus increasing the number of households accommodated and average net costs to the Council for this provision
- Increased homeless approaches, particularly from the private rented sector
- Increased concern from housing associations regarding affordability and increased refusals for nominations and/or requests for rental guaranteed to accept statutory homeless households
- Increased rent arrears resulting from universal credit roll-out
- Increased pressure on out of London placements
- Increasing legal challenges around temporary accommodation, including type, location, length of stay and affordability.
- Insufficient supply of affordable housing to meet the level of acute housing need in Bromley.

3.12 Section 6 of this report sets out the predicted additional costs pressures being faced in future years to meet statutory homelessness and temporary accommodation requirements.

3.13 The acute pressures being faced means that Bromley is implementing new strategies to tackle growing demand and provide sustainable and suitable housing solutions. The Homelessness strategy and forthcoming Housing strategy set out a number of additional measures centred on maintaining and extending the focus on early intervention and prevention initiatives, ensuring the most effective use of existing supply and increasing the supply of affordable accommodation through a range of schemes. This work feeds directly into the Housing Transformation work plan, with reports on scheme specific appraisals and progress being reported regularly to Members in future updates.

#### **4. IMPACT ON VULNERABLE ADULTS AND CHILDREN**

4.1 There is no direct impact on vulnerable adults and children arising from the contents of this report. Current policy holds safeguarding as a core element within the Homelessness assessment process and ensures the specific needs of vulnerable adults and children are considered within the suitability assessment of all accommodation provided in discharge of the homelessness duty.

#### **5. POLICY IMPLICATIONS**

5.1 The housing objectives are set out in the relevant business plans. These objectives are compliant with the statutory framework within which the Council's housing function must operate and incorporate both national targets and local priorities identified from the next practice guidance, audits and stakeholder consultation.

5.2 The Council has an approved homelessness prevention strategy and temporary accommodation placement policies to ensure compliance with the statutory framework for the provision of housing advice, homelessness and temporary accommodation provision. This meets the requirements of the law whilst seeking best value for money in all placements and prevention initiatives.

## 6. FINANCIAL IMPLICATIONS

6.1 The table below provides a summary of the current projection of housing pressures and mitigating actions for 2018/19 and the next four years.

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Temporary Accommodation Pressure	824	824	824	824	824
Growth 18/19	766	1,532	1,532	1,532	1,532
Growth 19/20	0	304	608	608	608
Growth 20/21	0	0	944	1,888	1,888
Growth 21/22	0	0	0	500	1,000
Growth 22/23	0	0	0	0	944
Increase in Rents	0	0	200	204	208
Visiting and Fraud Prevention	106	310	310	310	310
Additional cost of Homelessness Reduction Act	793	750	971	971	971
Overhauling Statutory Homelessness Data Grant	0	9	9	9	9
Legal costs	0	40	40	40	40
<b>Total Growth</b>	<b>2,489</b>	<b>3,769</b>	<b>5,438</b>	<b>6,886</b>	<b>8,334</b>
York Rise Modular Units	0	-90	-216	-216	-216
Additional PRS lettings	0	-45	-75	-90	-90
400 New Builds	0	0	-93	-557	-1,485
Property Purchase Phase 2	0	0	-371	-1,113	-1,485
<b>Total Mitigation</b>	<b>0</b>	<b>-135</b>	<b>-755</b>	<b>-1,976</b>	<b>-3,276</b>
<b>Net Growth</b>	<b>2,489</b>	<b>3,634</b>	<b>4,683</b>	<b>4,910</b>	<b>5,058</b>

6.2 Members are requested to approve the drawdown of a total of £2,489k for 2018/19 from the 2018/19 Central Contingency; £1,739k set aside to offset the current homelessness and temporary accommodation budget pressures, and £750k for the impact of the Homeless Reduction Act.

6.3 The 2019/20 growth and mitigation items in the table above have been included in the 2019/20 draft budget, agreed by the Executive in January 2019.

6.4 These figures will be kept under review and updated to include any further mitigating activities identified by the Housing Transformation Board, and will be reported to Members in future updates.

## 7. LEGAL IMPLICATIONS

7.1 All local authorities as a statutory duty under part VII (as amended) to provide housing advice and preventative services, the assessment of homelessness duties and to secure suitable temporary accommodation for priority homeless households. The requirements on suitability are set out in the housing legislation.



<b>Non-Applicable Sections:</b>	Personnel Implications; Procurement implications
Background Documents: (Access via Contact Officer)	Homelessness Strategy Homelessness Contingency drawdown 17/18

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Report No.  
DRR19/017

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** Wednesday 6 March 2019

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

**Title:** RENEWAL RECREATION AND HOUSING PORTFOLIO PLAN -  
QUARTER THREE UPDATE

**Contact Officer:** John Gledhill. Head of Leisure  
E-mail: john.gledhill@bromley.gov.uk

**Chief Officer:** Executive Director of Environment & Community Services

**Ward:** (All Wards);

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1. Reason for report

- 1.1 The report provides a quarter three update on the Renewal, Recreation and Housing Portfolio Plan. (Appendix 1) and the Renewal, Recreation and Housing Risk Register (Appendix 2).

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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 the Renewal, Recreation and Housing Risk Register (Appendix 2) and provide their comments to the Portfolio Holder.

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### 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 :
- 

### 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: £67.45m 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
- 

### Personnel

1. Number of staff (current and additional): 198.6ftes
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

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

### Procurement

1. Summary of Procurement Implications: N/A
- 

### Customer Impact

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

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: 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 has 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 division's 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 for 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 3 update
- 3.6 The plan monitors our performance in relation to how our work impacts on the 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 quarter three update of 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 provide comments on the quarter three update of the Renewal, Recreation and Housing Portfolio Plan.

#### 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: -

	<b>R &amp; R</b>	<b>Hsg</b>	<b>Total</b>
<b>2018/19</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
RR&H Portfolio latest approved controllable budget	8,552.0	7,956.0	<b>16,508.0</b>
Earmarked Reserves	1,740.4	0.0	<b>1,740.4</b>
TfL LIP Funding (Bromley North & Beckenham)	1,432.0	0.0	<b>1,432.0</b>
S106 contributions	1,499.8	1,178.1	<b>2,677.9</b>
LBB capital receipts/revenue funding	3,696.5	502.9	<b>4,199.4</b>
Capital Financing	20,932.0	0.0	<b>20,932.0</b>
Private Developer contribution to Site G	100.0	0.0	<b>100.0</b>
Investment Fund/Growth Fund	12,754.7	100.0	<b>12,854.7</b>
External Funding (GLA, NHB, Treasury)	5,252.2	1,749.6	<b>7,001.8</b>
	<b>55,959.6</b>	<b>11,486.6</b>	<b>67,446.2</b>

- 5.2 It should be noted that the unallocated balance of the growth fund as at 31.01.19 is £10.177m.

<b>Non-Applicable Sections:</b>	Impact on vulnerable adults and children, Procurement implications, Personnel implications & Legal implications
Background Documents: (Access via Contact Officer)	<p><b>Renewal Recreation and Housing Portfolio Plan:</b> Renewal Recreation and Housing Policy Development and Scrutiny Committee. 18<sup>th</sup> September 2018.</p> <p>Renewal Recreation and Housing Policy Development and Scrutiny Committee. 22<sup>nd</sup> January 2019.</p>

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## Appendix 1

# 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 3 update
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	31-Mar-19	Kevin Munnelly	Provisional date set for consideration of the Countryside planning application 26 <sup>th</sup> March 2019.

Priority 1:		Economic Development				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 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	Bevan Brittan LLP commissioned to provide legal support in drafting the CPO authority, Order and supporting documentation. CPO timetable is dependent upon determination of planning application.
		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	Work is progressing on this review in discussion with the Portfolio Holder and Ward Councillors.
		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	Planning permission submitted for kiosks and shops. Review of the mirrored canopies is underway. Public realm works are being redesigned to incorporate Hostile Vehicle Mitigation Safety measures at Elmfield Road junction. All works to be completed before Easter 2019
	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 was appointed for Beckenham in September 2018. The BID manager will attend and provide a progress update to the Renewal and Recreation and Housing PDS on 6 March 2019.

Priority 1:		Economic Development				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update
		Beckenham.				
		B) Fully completed and snagged public realm improvement scheme.	The works being completed	30-Nov-18	Kevin Munnelly	The main scheme works were completed before the end of November and initial snagging commenced. A number of granite planter and wooden seats will be installed in January 2019 and the scheme will be complete.
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 strategy structure endorsed by the RRH PDS Committee and being consulted on with ward councillors
		B) Fully completed the public realm improvements	The works being completed	28-Feb-19	Kevin Munnelly	Due to ongoing supply chain delays the completion of the public realm scheme has been delayed until the end of February 2019 with snagging works to follow.
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 was appointed for Penge in September 2018. The BID manager will attend and provide a progress update to the Renewal and Recreation and Housing PDS on 6 <sup>th</sup> March 2019.
		B) Fully complete public realm improvements.	The works being completed	30-Apr-19	Kevin Munnelly	Public realm improvements completed by the end of November. Shop front improvement scheme is currently being rolled out with a targeted completion by May 2019.
5	Consider the establishment of a	Appoint consultants to undertake a	Feasibility study completed.	Dec 2018.	John Gledhill	Following a market testing

Priority 1:		Economic Development				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update
	Business Improvement District (BID) in Chislehurst.	<p>feasibility study for the establishment of a BID.</p> <p>Report the results of feasibility study to the RR and H PDS Committee.</p> <p>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.</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>	<p>Report to R R and H Committee.</p> <p>Subject to outcome of feasibility study and ballot, establish a BID team.</p>	<p>6 March 2019.</p> <p>June 2020</p>		<p>exercise CMS were appointed in October 2019 to undertake a feasibility study to consider setting up BID in Chislehurst. A report on the outcome of the feasibility work will be considered by the Renewal and Recreation and Housing PDS on 6th March 2019.</p>
6	Consider the establishment of a Business Improvement District (BID) in West Wickham.	<p>Appoint consultants to undertake a feasibility study for the establishment of a BID.</p> <p>Report the results of</p>	<p>Feasibility study completed.</p> <p>Report to R R and H</p>	<p>Dec 2018.</p> <p>6 March</p>	John Gledhill	<p>Following a market testing exercise CMS were appointed in October 2019 to undertake a feasibility study to consider setting up BID in West Wickham. A report on the outcome of the feasibility</p>

Priority 1:		Economic Development				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update
		<p>feasibility study to the RR and H PDS Committee.</p> <p>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.</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>	<p>Committee.</p> <p>Subject to outcome of feasibility study and ballot, establish a BID team.</p>	<p>2019.</p> <p>Aug 2020</p>		<p>work will be considered by the Renewal and Recreation and Housing PDS on 6<sup>th</sup> March 2019.</p>
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	Production of the review	28-Feb-19	Kevin Munnelly	Scoping report due to be completed by end of February 2019.

Priority 1:		Economic Development				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update
		connectivity for local businesses and residents				
		B) Carry out a review of the Growth Fund and report findings and recommendations to the Executive.	Report taken to Executive	April-19	Kevin Munnelly	Scoping report due to be completed in end of February 2019. This will then inform a review of the Growth programme report to the Executive in April.

## PRIORITY 2 – PROTECTION , CONSERVATION AND ENHANCEMENT OF BOROUGH

To support a vision for economic investment and development

### Rationale

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

### 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

### 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

Priority 2		Protection, conservation and enhancement of the natural and built environment				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 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</p>	<p>Adoption of Local Plan</p> <p>Representing LBB policy position at London Plan Inquiry.</p>	<p>Winter 2018/19</p> <p>Spring 2019 (hearings rescheduled).</p>	Katie Ryde, Gill Slater	<p>Inspectors report received.</p> <p>Preparation of hearing evidence.</p> <p>On-going.</p>

Priority 2		Protection, conservation and enhancement of the natural and built environment				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update
		national policy changes and to external consultations. Respond to internal and external requests for planning advice	Responses made to consultations	On going		
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.	June/July 2019	Terri Holding	Viability evidence being revised. IDP evidence being updated and Programme Officer being sought in preparation for consultation.
		B) Submit the CIL Draft Charging Schedule for Examination.	Submission for Examination	Sept 2019	Terri Holding	Submission date revised to account for consultation responses.
		C) Continue to collect Mayoral CIL in line with CIL Regulations	Serviced delivered and no appeals.	Ongoing service	Gill Slater	Q2 MCIL payment made to TfL. Q3 MCIL payments collected
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	Service has been delivered in line with regulations.
2ii	Maintain Street Naming and Numbering, Local Land and Property Gazetteer services	Continue to	LBB address data service delivered.	Ongoing service	Jim Kehoe	Service has been delivered in line with regulations.



Priority 2		Protection, conservation and enhancement of the natural and built environment				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update
		maintain-Street Naming and Numbering and Local Land and Property Gazetteer (LLPG) records and requests in accordance with national regulations				
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	Service has been delivered in line with regulations.
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</p>	<ul style="list-style-type: none"> <li>• Determine 60% of major applications within 13 weeks of receipt</li> <li>• Determine 70% of minor applications within 8 weeks of receipt</li> <li>• Determine 70% of other applications within 8 weeks of receipt</li> </ul>	Ongoing service	Tim Horsman	<p>67% of major applications determined in time</p> <p>69% of minor applications determined in time.</p> <p>80% of other applications determined in time.</p>

Priority 2		Protection, conservation and enhancement of the natural and built environment				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update
		planning functions by resolving cases more quickly and considering more cases of planning control.				
5	Planning Enforcement	A) Determined over 750 cases where a breach of planning control may have taken place, using the Council's Planning Enforcement Policy to guide any actions to be taken.	Number of cases determined	Ongoing service	John Stephenson	613 cases determined.

## 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 3 update

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 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 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	Service Provider delivers on KPIs in line with the Contract and Specification.	March 2019	Tim Woolgar	The first year of the contract completed successfully on 1 November 2018. The Contractor has continued delivering a quality library service in line with the contract, specification and Key Performance Indicators.

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update	
	money					
	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>October 2019</p> <p>Jan 2020</p>	Mike Watkins/ Alicia Munday	<p>Chislehurst Library - Development Agreement still to be concluded. All parties confirmed commitment and Agreement being finalised by Legal.</p> <p>A design consultant was appointed for the West Wickham development in October 2018. The consultants are producing initial design concepts and determining viability.</p>	

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update	
2	Establish Bromley as a destination for culture	A) Work with AECOM to submit the Outline Planning 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.	Outline Planning Application submitted.	Dec 2018	Lydia Lee	The team continues to work with the Trust to develop their capacity. The Outline Planning Application will be submitted following a decision on affordable housing provision. The Housing Options project board will consider how to proceed at their January meeting and a report is scheduled to the Executive in April
		B) Complete 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	The café handover to Brown and Green takes place this month.. Brown and Green have been awarded the lease to operate and will now commence the fit out  The Community Project Fund grants are all awarded and outstanding projects will be complete this financial year.
		C) Take part in	Take part in Heritage	March 2019 /	Lydia Lee	The team delivered Heritage

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update	
	national heritage and cultural events.	Open Days.	Ongoing		Open Day events and activities. This February half term the team has worked with Bromley Civic Society to deliver a family HG Wells themed trail as well as handling sessions and activities in Bromley Central Library.	
	D) Finish construction and fit out of the Biggin Hill Memorial Museum and open to the public	Biggin Hill Memorial Museum opens to the public	November 2018	Lydia Lee	The fit out is complete and the museum opened on the 30 <sup>th</sup> January 2019. There was extensive positive press in the national papers and BBC television news, and the museum received over 3000 visitors in its first two opening weeks.	
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	Planning is awaiting further information in respect to the application submitted by Blackheath and Bromley Harriers for the development at Norman Park Track. Blackheath and Bromley Harriers have yet to submit their planning application for the redevelopment of their clubhouse site in Hayes.

Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update	
	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 the Councils leisure centres, golf courses and community halls.	An agreement on a long term arrangement is made between the Council and Mytime Active. If this is not attainable then proposals for a wider market testing process will be developed.	Agreement reached with Mytime Active by October 2018. Wider marketing to commence in November 2019 if agreement is not reached.	John Gledhill/ Alicia Munday	The Executive on 28 November agreed to grant to Mytime Active 40 year full repair and insurance leases for Group 1 properties, and up to 40 year leases for Group 2 properties. Lease terms are now to be finalised and any material changes will be reported back to the Executive.	
	D) Explore the medium to long term options for future theatre provision in Bromley town centre, and develop an options	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 <sup>th</sup> July to undertake temporary works and health and safety works at the Theatre. The works being undertaken will also consider the replacement of mechanical,	



Priority 3		Enhance opportunities for leisure, cultural activities and community led services				
	Action	Detail	Measure of Success	Target Date	Lead Officer	Quarter 3 update
		appraisal.				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 3 update	PH Plan
<b>1. Increase the supply of new homes, including affordable housing</b>	<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, transport and other strategies</p>	Housing Strategy launched	April 2019	Director Housing	<p>A) Housing Strategy in process of being drafted. Focus groups will be held with stakeholders. The final draft will be consulted on in March 2019.</p> <p>B) A number of options have been developed to secure new housing in Bromley:</p> <ul style="list-style-type: none"> <li>• The Orchard and Shipman leasing contract was approved for renewal at RRH PDS in September 2018 securing existing supply.</li> <li>• The second phase of the property purchase programme, using Bromley land to develop new affordable housing, is in the soft market testing phase.</li> <li>• The full supply of 400 housing units is in the pipeline through the More Homes Bromley programme and should be in place or nearing completion by March 2019, ahead of schedule.</li> <li>• The Housing Transformation Board has been established to identify sites for new developments to include the supply of 400 additional units.</li> <li>• A development group with registered social landlords has been</li> </ul>	RRH

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 3 update	PH Plan
					<p>established to review and improve the relationship between Housing Associations, planners and developers to increase the supply of affordable housing.</p> <ul style="list-style-type: none"> <li>£800,000 from S106 housing contributions has been approved for grant funding for Clarion's additional affordable housing which should realise 186 units by 2021.</li> <li></li> </ul>	
	C) Deliver the Modular Home programme	Modular Homes filled	Summer 2019	Director Housing	<ul style="list-style-type: none"> <li>The tendering for the development and management of the modular constructed site in York Rise in Orpington is now at the evaluation and negotiation stage. The tenders are being assessed with recommendations to be made by the end of March 2019. Subject to planning consent units will be on site in November 2019.</li> </ul>	RRH
<b>2. Reduce homelessness</b>	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>	April 2022 [AP]	Director Housing	<ul style="list-style-type: none"> <li>The review of the first year of the Homelessness Strategy 2018-2023 is being prepared and priorities will be updated for 2019/20.</li> <li>The first Homelessness Forum was well attended by a range of agencies including representatives from various LBB departments, Housing Associations and 3rd sector partners. A number of working groups to take actions forward were implemented.</li> <li>The new staffing structure has been embedded. In January 2019 the Intake Team in Housing Options will take on a proactive visiting role for early intervention.</li> <li>The new private rented sector offer for homelessness prevention has been in place for 9 months and assisted over 100 families mitigating</li> </ul>	RRH

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 3 update	PH Plan
					<p>£1.6m of costs.</p> <ul style="list-style-type: none"> <li>Extracting data to meet the reporting requirements of the new legislation from the current IT system is proving problematic and meaningful data has yet to be provided. The new IT system is at the adoption and testing stage, which has raised some technical issues which are currently being resolved. Implementation is expected in Qtr1 2019/20.</li> </ul> <p>Milestones:            Qtr1 19/20 – Implementation of new IT system            April-June 19 – review of initiatives relating to the Act            Oct 19 – Duty to refer implemented already ahead of schedule.</p>	
	<p>B) Review the placement policy</p> <p>C) Review procurement strategy for Temporary Accommodation</p>	Reduction in use of Temporary Accommodation	<p>July 2018</p> <p>May 2019</p>	Director Housing	<p>B) Placement policy reviewed and no changes made due to implementation of the Homelessness Reduction Act.</p> <p>C) The Procurement Strategy was presented to RRH PDS in November 2018 for agreement and is being implemented. 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 law.</p>	RRH
	<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.</p> <p>E) The first full audit of Personal Housing Plans will take place in early 2019. The plans are now being migrated to the new IT system which will enable clients to provide updates themselves: the system will be launched on 1 April 2019.</p>	RRH

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 3 update	PH Plan
<b>3. Appropriate accommodation for older people</b>	A) Develop a more strategic approach to the provision of accommodation for older people in the borough including supported accommodation, extra care housing and residential/nursing care	Older People's Strategy includes housing element	Jan 2019	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.	ACH
		Housing Strategy includes older people element	April 2019	Director Housing	<ul style="list-style-type: none"> <li>The Older People Housing Needs Survey is now underway and on track to complete by quarter 4 2018/19. An interim report was provided and the full report of over 800 responses is being compiled.</li> <li>A working group is reviewing Extra Care Housing. The review covers the referral process, maximising the use of Extra Care Housing for vulnerable older people and future needs for specialist housing in Bromley. Work is being undertaken with key ECH providers to review processes.</li> </ul>	RRH
<b>4. Appropriate accommodation for Children in Care and Care Leavers</b>	A) Increase net in-house foster carers B) Increase Staying Put take-up	Children Looked After sufficiency of provision	April 2022 [AP]	Director Children's Social Care	<ul style="list-style-type: none"> <li>29 foster carers have been recruited and are in the approval process.</li> <li>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, which started in July 2018, that will be accessible to carers weekday evenings and 9am to 10pm during Bank holidays and weekends as well as a psychologist from Coram therapeutic services who is now within the fostering service and accessible to carers.</li> <li>At the end of December 2018, 20 care leavers were living with families under the Staying Put arrangements.</li> </ul>	CEF
		Effective in-house Fostering offer Increase in Care Leavers living within families				Director Children's Social Care/ Housing
	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		CEF

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 3 update	PH Plan
<b>5. Appropriate accommodation for children and adults with special educational needs and/or disabilities (SEND)</b>	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"> <li>Responsibility for the DFG is currently with the Director of Environmental Services. The Housing Occupational Therapist is working closely with colleagues to ensure the best use of the DFG grant.</li> </ul>	RRH
	B) Increase Shared Lives take-up	<p>Expanded Shared Lives programme</p> <p>Increase in number of vulnerable adults living with families</p>	April 2022 [AP]	Director Adult Social Care	<ul style="list-style-type: none"> <li>At December 2018 there were 36 carers providing 33 long term placements and one emergency placement, 8 carers providing 16 respite placements as well as 2 day support placements which compares well with other Shared Lives schemes in neighbouring local authorities.</li> <li>Adult Social Care is learning from the work undertaken by the Fostering Team to recruit carers to the service. A programme of new and different ways of advertising, including social media, is being carried out.</li> </ul>	ACH

	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	N/A	N/A	
4.2	Proportion of households in Nightly Paid Accommodation as % of total in temporary accommodation	59.7%	60%	61%	61%	61%	
4.3	Number of families with dependent children in shared accommodation (including B&B and shared annex) over 6 weeks	0%	0%	0%	0	0%	

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# Renewal, Recreation and Housing Risk Register

											DATE LAST REVIEWED:	18/02/2019	
REF	DIVISION	RISK TITLE & DESCRIPTION	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING			EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING			FURTHER ACTION REQUIRED	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING		
1	All R and R	<b>Town Centre Businesses</b> Loss of town centre businesses to competition	<b>Cause(s):</b> Failure to redevelop high streets coupled with competition from out-of-town developments and online shopping  <b>Effect(s):</b> Reduction in high street business and market stall occupancy Loss of income (Business rates and market stalls) Poor public perception and negative publicity	Financial	3	4	12	1. BID Teams organise town centres events 2. Investment in Orpington High Street and Bromley North (done) 3. Regular advertising / promotion of markets and availability of stalls 4. Review of Market operational costs to reduce costs where possible (a Commissioning exercise is underway as at October 2018 for the markets service) 5. Regular maintenance and renewal of market infrastructure - recent market relocation project has been undertaken.	2	3	6	1. Ongoing review of market provision linked to outsourcing service provision to Bromley Business Improvement District 2. Detailed annual action plan to be drawn up for each town centre	Jim Kehoe Colin Brand Dan Jones
2	Housing Needs	<b>Failure to deliver effective Housing Needs services</b> The Council is unable to deliver an effective Housing Needs service to fulfil its statutory obligations	<b>Cause(s):</b> - very demand led - lack of trained staff - homelessness is increasing number and complexity of cases  <b>Effect(s):</b> - Impact on life chances and outcomes for individuals and families in need of Housing Services - Reputational damage - Legal challenge	Legal	4	4	16	- Focus on preventing homelessness and diversion to alternative housing options through:- - Landlord and Tenancy advice support and sustainment - Assistance (including financial aid) to access the private rented sector - Access to employment and training - Debt, money, budgeting and welfare benefits advice, including assistance to resolve rent and mortgage arrears - Sanctuary scheme for the protection of victims of domestic violence - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Implementation of the More Homes Bromley initiative to ensure the supply reduces the reliance on nightly paid accommodation - Implementing the Homelessness Strategy - setting up the multi-agency Homelessness Forum and taking forward the priorities of the Strategy	3	4	12	- Number of options identified regarding housing supply. An options and appraisal study is being carried out to report back to Members early in 2019. - Continue to develop partnership working with private sector landlords to assist households to remain in private sector accommodation - New incentive campaign for private sector landlords launched - Work innovatively with a range of providers to increase access to a supply of affordable accommodation - Monitoring impact of implementation of Homelessness Reduction Act - Develop Housing Strategy	Director, Housing (Sara Bowrey)
2a	Housing Needs	<b>Temporary Accommodation</b> Inability to effectively manage the volume of people presenting themselves as homeless and the additional pressures placed on the homelessness budgets	<b>Causes:</b> - changes in government funding - rising number of placements (approx. 20 per month)  <b>Effect(s):</b> - Failure to fulfil statutory obligations - Impact on life chances and outcomes for individuals and families in temporary accommodation - Increased risk of legal challenge due to provision of unsuitable accommodation (including shared accommodation) - Pressure on other services	Social	5	4	20	- Focus on preventing homelessness and diversion to alternative housing options through:- - Landlord and Tenancy advice support and sustainment - Assistance (including financial aid) to access the private rented sector - Access to employment and training - Debt, money, budgeting and welfare benefits advice, including assistance to resolve rent and mortgage arrears - Sanctuary scheme for the protection of victims of domestic violence - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Implementation of the More Homes Bromley initiative to ensure the supply reduces the reliance on nightly paid accommodation - Implementing the Homelessness Strategy - setting up the multi-agency Homelessness Forum and taking forward the priorities of the Strategy	5	4	20	- Number of options identified regarding housing supply. An options and appraisal study is being carried out to report back to Members early in 2019. - Continue to develop partnership working with private sector landlords to assist households to remain in private sector accommodation - New incentive campaign for private sector landlords - Work innovatively with a range of providers to increase access to a supply of affordable accommodation - Monitoring impact of implementation of Homelessness Reduction Act - Complete tender process for modular homes supplier for temporary accommodation	Director, Housing (Sara Bowrey)
2b	Housing Needs (Housing Strategy)	<b>Capital Grant</b> Failure to deliver the Council's affordable housing strategy in support of statutory obligations Lack of infrastructure in place where growth is occurring (Section 106 monies)	<b>Cause(s):</b> - Lack of availability of external capital grant (Housing Associations) to deliver key housing schemes - Lack of available suitable sites within the borough on which to develop new affordable housing schemes over the short to medium term - Potential fluctuations in house prices and supply chains  <b>Effect(s):</b> - An inadequate supply of housing will lead to an inability to meet housing needs of a range of client groups in support of statutory housing and homelessness duties.	Social	4	4	16	- Lead negotiations on the affordable housing provision on section 106 applications, ensuring that the affordable housing obligation reflects local adopted planning policy and local statutory and high priority housing need - Determination at planning stage to ensure collection of obligations due - Conditions attached to funding received to ensure it is spent on preventing homelessness - Set up development group with Housing Associations to improve relationships with planners and developers to increase supply of affordable housing.	3	4	12	- Additional measures will be explored once the Housing Strategy is developed. - Seeking to increase capacity for housing development support to ensure Housing Associations are supported and encouraged to develop affordable homes and that planning is aligned to the Local Plan.	Director, Housing (Sara Bowrey)
3	All ECHS Divisions, All R and R Divisions	<b>Contracts and Service Level Agreements</b> Failure to effectively procure and/or manage key contractors or partners, leading to the department being unable to deliver key services, including attracting appropriate contractors or partners to deliver services	<b>Cause(s):</b> - Failure of provider - Provider withdrawing from the contract  <b>Effect(s):</b> - Failure to deliver required quality/quantity/value for money services	Contractual, Partnership	4	1	4	- Timely and effective procurement process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Business Continuity plans - Contracts Sub-Committee established (a sub-committee of the Executive and Resources PDS Committee which considers a range of contracts issues including legal requirements, contract clauses and contract management to ensure value for money). - Traffic light system in use to assess the current status of each procurement project, as part of the Corporate Contract Management System) and any projects with a red status are tracked and reported to fortnightly divisional management team meetings - Commissioners and Procurement and Contract Compliance staff implement recovery plans for projects with red status alerts in order to mitigate all risks and to ensure that the department operates within financial regulations	3	1	3	- Ensuring appropriate adjustment of prices following introduction of the National Living Wage	ECHS DLT, Colin Brand

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Report No.  
ECHS19026

London Borough of Bromley

Agenda  
Item No.

## PART 1 - PUBLIC

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**Decision Maker:** Executive / Renewal, Recreation and Housing Committee

**Date:** March 6th 2019

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

**Title:** ORCHARD AND SHIPMAN - CONTRACT PERFORMANCE REPORT

**Contact Officer:** Lynnette Chamielec, Head of Allocations and Accommodation  
Tel: 020 8313 4009 E-mail: [lynnette.chamielec@bromley.gov.uk](mailto:lynnette.chamielec@bromley.gov.uk)

**Chief Officer:** Gillian Palmer, Executive Director ECHS  
E-mail: [gillian.palmer@bromley.gov.uk](mailto:gillian.palmer@bromley.gov.uk)

**Ward:** All

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### 1. Reason for report

1.1 This report provides information regarding Orchard and Shipman's performance in the provision of Housing Service for the period 1<sup>st</sup> April 2018 to 31<sup>st</sup> January 2019.

1.2 As of January 2019 Orchard and Shipman provide management services in respect of the following:

- Private Sector Leased accommodation (122 units)
- Council owned stock at Bellegrave (93 bedspaces, average 45 households)
- Council owned stock at Manorfields (102 bedspaces, average 55 households)
- Council owned stock (10 units)
- Total - 232 units

1.3 The total contract value is £7.8m over the five year period, which is mainly covered by rental income received from the tenants.

1.4 The Contractors performance in the administration of the contract is satisfactory.

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### 2. RECOMMENDATION(S)

2.1 The Committee is requested to note and comment on the information contained within the report.

### Corporate Policy

1. Policy Status: Existing policy. Existing Policy Context/Statements
  2. BBB Priority: Supporting Independence.
- 

### Financial

1. Cost of proposal: No cost
  2. Ongoing costs: Recurring cost. £2.2m (gross) projected cost for 2018/19
  3. Budget head/performance centre: Housing Needs
  4. Total current budget for this head: £6.2m (net)
  5. Source of funding: 2018/19 revenue budget
- 

### 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. discharging temporary accommodation duties
  2. Call-in: Call-in is applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approx 220 households at any one time.
- 

### Ward Councillor Views

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

### 3. COMMENTARY

- 3.1 The Council currently spends around £6.9m (net) procuring temporary accommodation for homeless households every year and demand for this service is forecast to continue to increase. As of the 30<sup>th</sup> of January 2019 there were 1601 households in temporary accommodation which is increasing by, on average, 12 net placements per month.
- 3.2 Temporary accommodation (TA) is procured through a mixture of property purchase, leased, block and spot contract arrangements.
- 3.3 In January 2016 the Executive 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 1<sup>st</sup> April 2016. Within this was the option to extend for a further 2 year period at the end of the term if performance was satisfactory and there was a business requirement to continue the service. In November 2018 the Executive agreed to utilise the 2 year extension option and therefore this contract will remain active until the 31<sup>st</sup> March 2021.
- 3.4 Orchard and Shipman (the Provider) procure and manage temporary accommodation for homeless households. This enables to Council to fulfil its statutory responsibilities in respect of homelessness.
- 3.5 The stock managed by the Provider is a blend of:
- Council owned multi-unit facilities at Bellegrove (which includes two emergency rooms) and Manorfields; both previous residential care homes and a number of individual street properties.
  - Private Sector Leased accommodation procured independently by the Provider and empty homes which have been brought back into use by the Council through the utilisation of empty homes grant and made available to the Council (normally for a period of 3-5 years).
- 3.6 The Council has 100% nomination rights to these units of accommodation.
- 3.7 88% of the stock managed by the Provider is located within the borough of Bromley. In comparison only 15% of nightly paid accommodation is located in borough. This allows local residents, particularly those with special needs or employment within the borough to be able to maintain links with vital support services.
- 3.8 The service is cost effective and delivers financial efficiencies when compared with accommodation that is procured on a nightly basis.
- 3.9 The Council currently pays an average of £6,652 per household per annum when placing into temporary accommodation. The cost of placement with The Provider is £2,080 (£2,340 for the 10 Bromley owned street properties) per annum . This covers their management fee and payments for landlords etc are offset against the rental income.
- 3.10 In terms of the overall contract value this equates to a management and maintenance fee of approximately £485,160.00 The remaining costs cover the:
- Direct costs incurred by Bromley for the owned properties (including repairs, utilities and so forth)
  - The costs of 24 hour staffing at Bellegrove and Manorfields
  - Private sector landlord rent for the PSL properties.

3.11 The table below provides a simple demonstration of predicted increases based upon current supply and demand. This includes assumptions on the property purchase scheme 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 implementation of universal credit.

	2018/19	2019/20	2020/21
<b>TA at start of year</b>	1,522	1,837	2,185
<b>of which in NPA</b>	909	1,128	1,390
<b>New statutory acceptances</b>	665	698	700
<b>Total</b>	2,187	2,535	2,885
<b>Move-on from TA</b>	350	350	350
<b>Total In TA</b>	<b>1,837</b>	<b>2,185</b>	<b>2,535</b>
<b>Of which NPA</b>	<b>1,128</b>	<b>1,390</b>	<b>1,683</b>

## **MANAGEMENT**

3.5 The Provider, representatives from Housing and meet on a monthly basis to monitor contract performance and review the service provision. The meetings follow a set agenda which covers:

- Performance monitoring in respect of KPI's.
- Review of the top 10 arrears cases at Bellegrave, Manorfields and all other units.
- Overview of any issues or concerns across the stock portfolio.
- Former tenant arrear reconciliation.
- Procurement.
- Any other business.

3.6 There are also regular liaison meetings between the Provider, Housing and Liberata in order to maximise rental recovery.

3.7 All parties work jointly and proactively to resolve any issues and officers from the Council and the Provider are in regular communication as need arises between liaison meetings.

## **4. SERVICE PROFILE / DATA ANALYSIS**

4.1 Performance against the contract:

Accommodation	Target	Actual	Difference
Bellegrave (rent collection)	97%	98.26%	Exceeding target
Manorfields (rent collection)	97%	97.73%	Exceeding target

PSL (rent collection)	97%	96.4%	-0.6%
Void turnaround	14 days	18 days	+ 4 days*
Emergency Repairs** (24 hours)	100%	100%	On target
Urgent Repairs** (5 days)	97%	100%	Exceeding target
Non Urgent Repairs** (21 days)	97%	92%	-5%
Complaint response times (**8 received)	100%	75%	-25%

\* This target relates to self-contained units. Bellegrove and Manorfields have a 48 hour turnaround with emergency access as required.

\*\*The Provider is not responsible for repairs at Bromley owned properties and this function is carried out by Amey on behalf of the Council. However the Provider does carry out day to day maintenance through the provision of a Caretaker who works across both sites.

\*\*\* The Council is working with the Provider in order to improve response times.

## 5 PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE

- 5.1 Rental Collection: This is performing well. The Provider already takes responsibility for ensuring that claims for benefit are submitted and that the clients are supported to make claims successfully and to manage their personal liabilities. There is regular and productive engagement with both Housing and Liberata in order to maximise collection and support tenants. The Council is currently in the process of implementing a new IT system which, when functional in summer 2019, will allow the Provider to access client rental accounts and provide an enhanced and more responsive service.
- 5.2 Increasing Supply: The Provider has a number of ongoing initiatives in order to secure new business: this includes "Refer a Friend", a voucher scheme incentive, leaflet drops and targeting new adverts listed on Right Move as they are posted.
- 5.3 The Provider and LBB Housing have engaged in joint advertising to promote the services offered by both parties and will have promotional material included in the annual Council Tax billing inserts to coincide with the new financial year.

## 6 PLANS FOR ONGOING IMPROVEMENTS IN VALUE FOR MONEY

- 6.1 Existing leases and those currently being negotiated remain largely 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.
- 6.2 However, increasingly the Provider is having to increase their offer in order to attract new business and retain existing landlords. In order to secure new business the Provider has enhanced its incentive deal to landlords and now offers up to 100% of current LHA plus a £500 incentive per year (up to a maximum of £1500) for an initial 3 year term. The total of which still produces savings against the cost of nightly paid accommodation as the maximum per annum (of a £40pw management fee, £2,080 plus £500) is still well below the £6,652 average currently spent.

## 7. USER / STAKEHOLDER SATISFACTION

- 7.1 Overall the Provider supplies good quality, well managed, local accommodation. In the period assessed they received just 8 complaints from a stock of over 200 units.
- 7.2 The Provider engages with local services and community groups in order to host events at Bellegrove and Manorfields and provide services for residents. To date this has included;
- Deliveries of fruit.
  - Easter egg hunts.
  - A Halloween party.
  - Christmas event which includes gifts for children.
  - Arts and crafts events throughout the year.
  - Mother and baby classes .
- 7.3 All residents are able to access:
- Tenant advice; social skills and engagement.
  - Support through local Family Centres and Libraries.
  - Rent account assistance and financial management.
- 7.4 The Provider actively participates with the local community and is sensitive to the requirements of local residents. In particular they have forged a positive relationship with the Avalon Area Action Group (the AAAG) who were set up in response to concerns regarding the change of use of a former care home at Manorfields for use as temporary accommodation for homeless households. In the minutes provided by the AAAG summarising the meeting held in April 2018 it stated:

*“Residents were still very keen to protect the local environment and their right to a peaceful and safe life. They will react to any material change. There was genuine appreciation for the work that Bromley Housing, Orchard and Shipman (and the Beacon Academy) were doing to help the residents achieve this.”*

- 7.5 The Provider has supplied copies of correspondence from clients, which included:

*“... you come here brought down by illness not knowing what to expect. But (being) treated with upmost respect lifts your spirit and helps you carry on”.*

*“ ...my son had a peaceful night sleep as if (we) were in our own house. Being at Manorfields never felt like I was in a hostel, it is well managed and one of the best Hostels a mother with a child can be placed”.*

## 8. SUSTAINABILITY / IMPACT ASSESSMENTS

- 8.1 There is no requirement within the contract for a minimum number of properties to be provided however, there is a high and increasing demand for the provision of temporary accommodation across London and the South East and as such competition to secure and retain good quality accommodation is increasing.
- 8.2 Restrictive subsidy and welfare reform changes have meant that leasing schemes have, on the whole, 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.

- 8.3 In the year to date the Provider has brought on board 10 new acquisitions, however despite active procurement activity they have seen 7 properties handed back to landlords, resulting in a net increase of just 3 units for the year so far. They have increased the offer to landlords and are actively marketing the change so this will need to be reviewed on an ongoing basis and adapted as required.

## **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 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.

## **10. COMMISSIONING & PROCUREMENT CONSIDERATIONS**

- 10.1 In January 2016 the Executive 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 1<sup>st</sup> April 2016 with the option to extend for a further 2 year period. The Executive agreed to utilise the option of the 2 year extension and therefore this contract will remain active until the 31<sup>st</sup> March 2021.

## **11. FINANCIAL CONSIDERATIONS**

- 11.1 The cost of the Private sector leasing scheme was originally designed to be cost neutral as the cost of management and payment of rents is recovered through the rental stream charged to tenants, which would generate savings equivalent to the net cost of nightly paid accommodation, which is currently around £6,652 per unit p.a.
- 11.2 The removal of the £40 per week management fee from the Housing Benefit subsidy for temporary accommodation in 2018/19 means that each unit now costs around £2,080 p.a. At present this cost is broadly covered by the Flexible Homelessness Support Grant that 'replaced' the management fee, however it is unknown at present whether this will continue past 2019/20, and if it does, whether it will reflect changes to the number of households in temporary accommodation.
- 11.3 There are 10 properties managed by Orchard and Shipman which the Council owns, purchased from Payment in Lieu funds and the Growth Fund (in the case of properties in Site G). These properties generate a much higher saving, as the Council receives the full rent amounts and only pays a management fee to the Provider; however they require a high initial capital outlay.
- 11.4 The refurbishment of the previous residential care homes, Bellegrove and Manorfields, also generate a higher level of savings, but this was also at the capital cost of refurbishment, as well as the forgone capital receipts that could have been achieved.

11.5 Compared to the average net cost of nightly paid accommodation, these schemes generate total savings of around £1.3m p.a. as set out in the table below.

<b>Scheme</b>	<b>No. of units</b>	<b>Average saving per unit</b>	<b>Total saving p.a.</b>
		<b>£</b>	<b>£</b>
Private sector leased accommodation	122	4,765	581,330
Bellegrove & Manorfields	100	5,828	582,800
PIL and other LBB properties	10	13,489	134,890
	<b>232</b>		<b>1,299,020</b>

## 12. LEGAL CONSIDERTAIONS

12.1 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.

<b>Non-Applicable Sections:</b>	Personnel
Background Documents: (Access via Contact Officer)	[Title of document and date]  (Appendices to be Included)
	Version CP@5/16

Report No.  
CSD19036

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** **Wednesday 6 March 2019**

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

**Title:** **EXPENDITURE ON CONSULTANTS 2017/18 & 2018/19**

**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:** (All Wards);

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1. Reason for report

At its meeting on 7<sup>th</sup> February 2019, the Executive, Resources and Contracts PDS Committee considered the attached report on expenditure on consultants across all Council departments for both revenue (appendix 2) and capital (appendix 3) budgets. The Committee requested that the report be considered by all PDS Committees.

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2. **RECOMMENDATION**

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

Impact on Vulnerable Adults and Children

1. Summary of Impact:
- 

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre:
  4. Total current budget for this head:
  5. Source of funding:
- 

Personnel

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

Legal

1. Legal Requirement:
  2. Call-in: Not Applicable:
- 

Procurement

1. Summary of Procurement Implications:
- 

Customer Impact

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

Ward Councillor Views

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

### 3. COMMENTARY

- 3.1 Revenue expenditure on consultants in the Renewal and Recreation Portfolio is set out in Appendix 2, and is focussed on (i) one-off specialist advice, no-one with specialist skills and (ii) insufficient in-house skills/resources. Expenditure amounted to £200,619 in 2017/18 and £152,453 in 2018/19 to date.
- 3.2 Capital expenditure on consultants in the Renewal and Recreation Portfolio is set out in Appendix 3. Appendix 3A covers expenditure in 2017/18 (£578,439), and Appendix 3B covers the first quarter of 2018/19 (£189,845).

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

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

**Date:** 7 February 2019

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

**Title:** Expenditure on Consultants 2017/18 and 2018/19

**Contact Officer:** David Bradshaw, Head of Finance  
Tel: 020 8313 4807 E-mail: [david.bradshaw@bromley.gov.uk](mailto:david.bradshaw@bromley.gov.uk)  
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Tel: 020 8313 4196 E-mail: [james.mullender@bromley.gov.uk](mailto:james.mullender@bromley.gov.uk)  
Tracey Pearson, Chief Accountant  
Tel: 020 8313 4323 E-mail: [tracey.pearson@bromley.gov.uk](mailto:tracey.pearson@bromley.gov.uk)

**Chief Officer:** Peter Turner, Director of Finance

**Ward:** N/A

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1. Reason for report

Members of ER PDS requested a full report on Consultant expenditure be submitted each year. Officers have therefore looked at total expenditure in 2017/18 and expenditure to date for 2018/19 for both Revenue and Capital Budgets.

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2. **RECOMMENDATION(S)**

Members to:-

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

2.2 Refer this report onto individual PDS Committees for further consideration

### Impact on Vulnerable Adults and Children

1. Summary of Impact: Any issues concerning vulnerable adults and children should be considered within each individual project brief.
- 

### Corporate Policy

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

### Financial

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

### Personnel

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

### Legal

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

### Procurement

1. Summary of Procurement Implications: Consultants should be appointed in accordance with CPRs 8.2 and 8.6. IR35 Tax implications also need to be considered.
- 

### Customer Impact

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

### Ward Councillor Views

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



### 3. COMMENTARY

- 3.1 ER PDS members requested information on the Councils expenditure on Consultants be reported each year. To do this officers have looked at the total expenditure in 2017/18 and also the expenditure for this financial year as at the end of October 2018. This work covered both Revenue and Capital expenditure.
- 3.2 The basic reason for the use of consultants is that at times the Council requires that specialised work is undertaken for specific projects. This is particularly valid when consultants are engaged to work on large scale projects. For completeness expenditure on Architects, Engineers, Surveyors and other consultants commissioned to work on Capital Projects have been included as these generally meet the definition of one-off projects. Proposed expenditure on Capital Projects will have been approved by Executive before being included in the Capital Programme.
- 3.3 The Councils Contract Procedure rules sets out the procurement process to be followed when appointing a consultant and there is also guidance available to staff about what needs to be included in the formal agreement when engaging a consultant, which as a minimum needs to confirm the overall cost, project deliverables, clear brief and reporting arrangements. Appendix 1 provides this in more detail.
- 3.4 There is an element of subjectivity as to what constitutes a “consultant” as a number of services could fall within this definition, however it is generally defined as “a person brought into the Council to carry out a specific job” which is not on-going. For the purposes of this report expenditure on medical fees, counsel and legal fees have been excluded as these are considered to be professional fees rather than consultants.
- 3.5 In looking at consultants, members need to be minded that officers will use them to carry out work on the Council’s behalf when:-
- There is no one internally with the relevant skills or experience
  - There is no capacity/resources available to undertake this work
  - Specialist skills are required
- 3.6 It is important when recruiting a consultant that the project brief sets out the reasons for the use of consultant, that officers have consider any alternative options and also to evaluate the effectiveness of the work undertaken by consultants within the authority.
- 3.7 The benefit of employing consultants is that the Council makes a saving in relation to employer National Insurance and pension contribution. Also in employing consultants the Council is under no obligation to pay consultants for days when they are not working for the Council e.g. sickness and holiday and they are only engaged for a specific period of time – however offsetting this is that these staff are often more expensive.
- 3.8 The risk in not using consultants is that the Council would have to recruit a more substantial and specialised workforce at a greater expense, and thus creating an employment relation or a “contract of service” with the associated diversity of employment rights including unfair dismissal and redundancy payment rights, etc.
- 3.9 This report provides a detailed breakdown of all costs officers believe are consultants, broken down over Portfolio’s and service areas. This is shown in Appendix 2 (revenue) and Appendix 3 (capital). It also examines the procurement arrangements associated with engaging the consultants as part of that process.

#### 4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Any issues concerning vulnerable adults and children should be considered within each individual project brief.

#### 5. FINANCIAL IMPLICATIONS

- 5.1 The financial implications are included in the body of the report and the appendices.
- 5.2 A summary of the expenditure is detailed in the table below

<b>Expenditure on consultants</b>		
	<b>2017/18</b>	<b>2018/19</b>
	<b>£'000</b>	<b>£'000</b>
		<b>Part Year</b>
Revenue	863	456
Capital	2,240	659
	<b>3,103</b>	<b>1,115</b>

#### 6. LEGAL IMPLICATIONS

- 6.1 There is a considerable amount of legislation affording specific employment rights such as paid holiday, maternity leave and pay, entitlement to redundancy payments, minimum notice periods and protection from unfair dismissal, to name but a few to employees. In general terms Self-employed individuals consultants, on the other hand, are not entitled to these enhanced statutory rights or protections, because, arguably, they are not employees in the strict legal sense. However, given the distinction between an employee and a worker, in light of the recent high profile cases including the Uber and the Pimlico Plumber cases some self-employed individuals may be classified as workers with legal entitlement to paid holiday, national minimum wage, etc.
- 6.2 In addition to statutory rights, an employer/employee relationship also implies a duty of trust and confidence between the parties concerned and suggests that neither should act in such a way as to undermine it. This notion introduces the idea of reasonableness into the way in which employers treat their employees. But the relationship between an organisation and a self-employed consultant does not have the same implied duties, with the consultant's protection relying largely on the contractual terms in place.
- 6.3 Describing a role as a consultant will not provide a definitive position and as a starting point, there are three key areas that should be evaluated:
- (i) a requirement for personal service
  - (ii) the existence of mutuality of obligation
  - (iii) the level of control that the council has over an individual.
- 6.3.1 **Personal service** - Is the individual personally required to perform services for the company? An employee is someone who is employed under a contract of service, that is, a contract that requires them to personally turn up for work and carry out the duties requested of them. A consultant, on the other hand, is engaged under a contract for services, that is, a contract under which they agree to provide the company with particular services. But, while they are

obliged to ensure that these services are provided, they are not necessarily required to carry out the work personally.

- 8.3.2 **Mutuality of obligation** - Are employers obliged to offer individuals work under their agreed contract? Equally, if an employer offers an individual work, are they obliged to accept it? If they are, it could indicate an employment relationship.
- 6.3.3 **Control** - How much control does the employer have over an individual? Who decides what work needs to be done, how it should be done and when?
- 6.4 HMRC uses different, albeit similar, criteria when determining individual's employment status or otherwise. This means that an individual could be considered an employee for tax purposes and yet remains a consultant from an employment perspective. As stated above, the processes relating to the engagement of consultants is being tightened with the appropriate checks and balances, taking in account the impact of IR35 regulations. These will reduce or eliminate the obvious employment law risks including the accrual of the statutory protection rights set out in para 5.1 above. HR advice should be sought to ensure that each assignment/engagement is not likely to give rise to employment or "contract of services. Ultimately, who is an employee or a worker, or self- employed individual for employment law purposes is a matter for the court to decide.

## 7. **PROCUREMENT IMPLICATIONS**

- 7.1 Consultants should be appointed in line with CPR 8.6 which requires a detailed project brief to be included with specific outcomes identified. Chief Officers are responsible for ensuring that project briefs are in place and that no payments are made until the specific outcomes have been achieved.

## 8. **POLICY IMPLICATIONS**

- 8.1 Consultants may be used to assist officers in meeting the Council's key priorities as set out in the updated "Building a Better Bromley 2016-18".

<b>Non-Applicable Sections:</b>	Personnel Implications
Background Documents: (Access via Contact Officer)	Held in Finance teams

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## CONSULTANT

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

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

➤ Agency staff – Revenue Funded (0104)\*

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

➤ Temporary Staff – Revenue Funded (0104)\*

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

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

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

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

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

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

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

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

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

### **Employing the Consultant**

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

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

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

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

### **Requirement for a Consultant**

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

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

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

## **8.2 Procurement – Competition Requirements**

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

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

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

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

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

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

## **8.6 The Appointment of Consultants to Provide Services**

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

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

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

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

It should be noted that Standard documents have now been amended to reflect IR35.



Category / Supplier Name	Division /Serv. Area	17-18 £	18-19 £	Description	Procurement procedure followed	No. of quotes obtained	Date Reported to Members
<b>One-off specialist advice, no one with relevant specialist skills</b>							
ATKINS LTD	Regeneration	0	20,746	Survey and modelling works for Bromley Town Centre	Waiver under CPR 13.1 - Authorised by Chief Officers	1	
CUSHMAN & WAKEFIELD	Recreation	14,500	0	Report on Orpington Town Centre opportunities for re-generation/development in order to retain Town ranking	Via TFM Contract	1	
LAND USE CONSULTANTS LTD	Recreation	439	0	Ecological appraisal of planning application.	Request For Quotations under CPR 8.2	4	
LJ ARCHITECTS LTD	Recreation	0	5,000	Department store capacity design work and retail analysis.	Single quote under CPR 8.2.1, and Chief Officer approval	1	
STUDIO EGRET WEST LTD	Regeneration	4,863	0	Architects for public realm improvements to Bromley High Street	Waiver under CPR13.1 - Authorised by Chief Officers/ Portfolio Holder	1	
THE BUILT HERITAGE CONSULTANCY LTD	Regeneration	2,564	0	To undertake a heritage assessment on West Camp	Single quote under CPR 8.2.1	1	
YOU & ME ARCHITECTURE LTD	Recreation	0	8,368	To deliver the Penge High Street Shop Front Improvements	Invitation to Tender, appointed under CPR 14.10 - Authorised by Chief Officer with consultation from Director of Corporate Services and Director of Finance	1	
<b>One-off specialist work total</b>		<b>22,366</b>	<b>34,114</b>				
<b>Insufficient in-house skills / resources</b>							
CENTRAL MANAGEMENT	Recreation	70,685	15,118	Specialist consultants to assist with the establishment of BIDs in Beckenham and Penge	Invitation to Tender, appointed under CPR 14.10 - Authorised by Chief Officer with consultation from Director of Corporate Services and Director of Finance	2	
ECD ARCHITECTS LTD	Regeneration	23,189	37,335	Design consultancy for canopies, commercial units and market stalls on Bromley High Street	Procurement managed on behalf of the Council by TFM Contractor AMEY via Kent County Council Consultancy Services Framework	2	

Category / Supplier Name	Division /Serv. Area	17-18 £	18-19 £	Description	Procurement procedure followed	No. of quotes obtained	Date Reported to Members
H B S LTD	Regeneration	15,551	0	Architects for the production of a Masterplan for Biggin Hill	Single quote under CPR 8.2.1	1	
JB MARKET RESEARCH SERVICES LTD	Regeneration	3,855	0	Conduct research on workspaces as part of the Growth Initiative	Single quote under CPR 8.2.1	1	
MONTAGU EVANS LLP	Regeneration	2,500	0	Specialist Development Consultancy Advice for Town centre site (including Site A and Orpington)	Waiver under CPR 13.1- Contract Extension- Authorised by Chief Officers/ Portfolio Holder	1	
TAGMARK LTD	Recreation	0	1,400	Consultancy advice for a café operational strategy	Single quote under CPR 8.2.1, and Chief Officer approval	1	
<b>Insufficient in-house skills total</b>		<b>115,780</b>	<b>53,853</b>				
<b>Planning</b>							
A R URBANISM LTD	Planning	3,750	0	Urban design and architecture advice on planning application	Single quote under CPR 8.2.1, and Chief Officer approval	1	
AECOM INFRASTRUCTURE & ENVIRONMENT UK LTD	Planning	13,231	0	Professional services for the development of Bromley Local Plan.	Single quote under CPR 8.2.1	1	
CARTER JONAS LLP	Planning	32,236	0	Planning consultancy work on planning appeals (Footsie Social Club, Kemnal Stables, South Eden Park Road)	Single quote under CPR13.1 - Authorised by Chief Officers	1	
GLYNVILLE CONSULTANTS LTD	Planning	7,216	14,050	Highway consultancy work on planning application / appeal	Single quote under CPR13.1 - Authorised by Chief Officers	1	
J M H PARTNERSHIP	Planning	0	525	Planning appeals works for Queen Mary House.	Single quote under CPR 8.2.1	1	
MATTHEWS & SON LLP	Planning	0	3,044	Mineral and waste advice on quarry site for planning application.	Waiver under CPR 13.1 - Authorised by Chief Planner	1	
PB ASSOCIATES LLP	Planning	0	26,816	Retail consultancy witness for planning appeal	Waiver under CPR13.1 - Authorised by Chief Officers	1	
READING AGRICULTURAL CONSULTANTS LTD	Planning	0	1,750	Agricultural consultancy advice for planning application & appeal of planning application Yonder Farm	Single quote under CPR 8.2.1	1	

Category / Supplier Name	Division /Serv. Area	17-18 £	18-19 £	Description	Procurement procedure followed	No. of quotes obtained	Date Reported to Members
RPS CONSULTING SERVICES LTD	Planning	0	3,720	Environmental consultancy advice on EIA applications	Three written quotations under CPR 8.2.1	3	
SCHOFIELD LOTHIAN LTD	Planning	0	831	Ecology consultant advice on planning application	Single quote under CPR 8.2.1	1	
THE POWER SERVICE	Planning	6,040	200	Consultants Electrical Works to ascertain compliance with Part P - Building Regulation.	Single quote under CPR 8.2.1	1	
TIBBALDS PLANNING & URBAN DESIGN LTD	Planning	0	13,550	Urban design and architectural advice on planning application	Three written quotations under CPR 8.2.1	3	
<b>Planning total</b>		<b>62,473</b>	<b>64,486</b>				
<b>GRAND TOTAL</b>		<b>200,619</b>	<b>152,453</b>				

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## Capital Consultants - 2017/18

Supplier Name	Portfolio					Grand Total	Cost Centre	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	EDUCATION PORTFOLIO	ENVIRONMENT PORTFOLIO	PPS PORTFOLIO	RENEWAL & RECREATION PORTFOLIO	RESOURCES PORTFOLIO							
<b>Architects</b>												
PICK EVERARD	6,405.00	0.00	0.00	0.00	0.00	6,405.00						
	2,900.00					2,900.00	907976~C004	Glebe Expansion Works Feasibility	The framework requires all suppliers within the relevant Lot to be invited to quote.	Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	2,900.00					2,900.00	907976~C004	Glebe Expansion Works Feasibility				Rob Bollen
	605.00					605.00	907976~C004	Glebe Expansion Works Feasibility				Rob Bollen
AECOM INFRASTRUCTURE & ENVIRONMENT UK	0.00	0.00	0.00	261,519.00	0.00	261,519.00						
				261,519.00		261,519.00	941895~C001~00000	Crystal Palace park - Alternative Management Options	5	The Homes and Community Agency multi-disciplinary technical panel framework was used for this procurement.	13th January 2016	Colin Brand
ARKON ASSOCIATES LTD	0.00	0.00	0.00	23,123.00	0.00	23,123.00						
				23,123.00		23,123.00	941887~C001	Bromley MyTime Investment Fund	Procurement undertaken by MyTime	Procurement undertaken by MyTime	N/A	Colin Brand
INTELLIGENT DATA COLLECTION LTD	0.00	0.00	0.00	2,800.00	0.00	2,800.00						
				2,800.00		2,800.00	941895~C001	Crystal Palace park - Alternative Management Options	1	CPR 8.2.1	N/A	Colin Brand
ROBIN LEE ARCHITECTURE	0.00	0.00	0.00	144,928.00	0.00	144,928.00						
				144,928.00		144,928.00	941542~C001	Biggin Hill Memorial Museum - RIBA stages 5 - 7 fee	3	ADUP Procurement Framwork	2nd December 2015	Colin Brand
PHILIP MEADOWCROFT ARCHITECTS LTD	0.00	0.00	0.00	25,000.00	0.00	25,000.00						
				25,000.00		25,000.00	941895~C001	Crystal Palace park - Alternative Management Options	1	CPR 8.2.1	N/A	Colin Brand
<b>Sub total - Architects</b>	<b>6,405.00</b>	<b>0.00</b>	<b>0.00</b>	<b>457,370.00</b>	<b>0.00</b>	<b>463,775.00</b>						
<b>Surveyors</b>												
RPS HEALTH SAFETY & ENVIRONMENT	0.00	0.00	0.00	0.00	1,300.00	1,300.00						
					650.00	650.00	936407~C009	Investment Fund - Property Acquisition	1	Due Diligence by C&W as Investment purchase costs - agreed via Exec report into acquisition	N/A	Mike Watkins
					650.00	650.00	936407~C009	Investment Fund - Property Acquisition	1	Due Diligence by C&W as Investment purchase costs - agreed via Exec report into acquisition	N/A	Mike Watkins
NATIONWIDE DATA COLLECTION	0.00	2,250.00	0.00	0.00	0.00	2,250.00						
		300.00				300.00	922672~C004	LIP Formula Funding - Speed Surveys - 2x 1 week ATC	3	TFL Framework	n/a (note: should be C009)	Angus Culverwell
		300.00				300.00	922672~C004	LIP Formula Funding - Speed Surveys - 2x 1 week ATC	3	TFL Framework	n/a (note: should be C009)	Angus Culverwell
		1,650.00				1,650.00	922672~C004	LIP Formula Funding - Traffic turning count and ANPR for Shortlands	3	TFL Framework	n/a (note: should be C009)	Angus Culverwell
CAD MAP LTD	0.00	2,700.00	0.00	0.00	0.00	2,700.00						
		600.00				600.00	922672~C004~FA954	LIP Formula Funding - Cluster sites: analysis, selection & implementation	3	Mini-competition	n/a	Angus Culverwell

Supplier Name	Portfolio					Grand Total	Cost Centre	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	EDUCATION PORTFOLIO	ENVIRONMENT PORTFOLIO	PPS PORTFOLIO	RENEWAL & RECREATION PORTFOLIO	RESOURCES PORTFOLIO							
		1,450.00				1,450.00	922672~C029~FA956	LIP Formula Funding - Topo Survey - Bromley Rd junction with Scotts Lane - CAD Map	3	Mini-competition	n/a (note: should be C009)	Angus Culverwell
		650.00				650.00	922672~C029~FA956	LIP Formula Funding - Topo Survey - Bromley Rd junction with Scotts Lane - CAD Map	3	Mini-competition	n/a (note: should be C009)	Angus Culverwell
TRACIS TRAFFIC DATA LIMITED	0.00	4,015.00	0.00	0.00	0.00	4,015.00						
		175.00				175.00	922672~C009	LIP Formula - Traffic Survey	3	Mini-competition	n/a	Angus Culverwell
		425.00				425.00	922672~C009	LIP Formula - Traffic Surveys in Copers Cope Rd John Joyce	3	Mini-competition	n/a	Angus Culverwell
		1,945.00				1,945.00	922672~C001	LIP Formula Funding - two weeks speed surveys outside property number 35 Park Avenue, Bromley, BR1 on lamp column number P 36 12 and outside property number 34 Oaklands Land Biggin Hill TN16 3DN (Oaklands Primary School)	3	Mini-competition	n/a (note: should be C009)	Angus Culverwell
		1,470.00				1,470.00	922672~C029	LIP Formula Funding - Two weeks speed surveys at 5 locations in Bromley, BR1 Lusted Hall Lane 1, Lusted Hall Lane 2, Court Farm Road and Village Way	3	Mini-competition	n/a (note: should be C009)	Angus Culverwell
WARNER LAND SURVEYS LTD	0.00	3,710.00	0.00	0.00	0.00	3,710.00						
		1,370.00				1,370.00	922672~C004~FA945	LIP Formula - Topo Survey of footway between Shortlands Station and St Marks School	3	Request for Quotes	n/a (note: should be C009)	Angus Culverwell
		2,340.00				2,340.00	922672~C001	LIP Formula Funding - Payment for Topo Survey, to Warner	3	Request for Quotes	n/a (note: should be C009)	Angus Culverwell
	0.00	12,675.00	0.00	0.00	1,300.00	13,975.00						
Sub total - Surveyors	0.00	12,675.00	0.00	0.00	1,300.00	13,975.00						
Multi disciplinary consultant / Other Consultants												
AECOM LTD	0.00	116,327.00	0.00	0.00	0.00	116,327.00						
		107,088.00				107,088.00	922661~C001	Maintenance	TfL Framework	Term Consultant (TfL Framework)	E&RC PDS	Garry Warner
		9,239.00				9,239.00	922672~C001	LIP Formula Funding	1	Framework		Angus Culverwell
ARCADIS CONSULTING UK LTD	0.00	20,095.00	0.00	0.00	0.00	20,095.00						
		20,095.00				20,095.00	922672~C001	LIP Formula Funding	2	Request for 3 Quotes via eProcurement	n/a (note: should be C009)	Angus Culverwell
BAILY PARTNERSHIP	1,050,828.00	0.00	0.00	0.00	0.00	1,050,828.00						
	622,923.00					622,923.00	907974~C004	Basic Needs - Various Consultant Services	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	427,905.00					427,905.00	907974~C001	Basic Needs	Move to C004			Rob Bollen
BAILY GARNER LLP	85,826.00	0.00	0.00	0.00	0.00	85,826.00						

Supplier Name	Portfolio					Grand Total	Cost Centre	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	EDUCATION PORTFOLIO	ENVIRONMENT PORTFOLIO	PPS PORTFOLIO	RENEWAL & RECREATION PORTFOLIO	RESOURCES PORTFOLIO							
	50,451.00					50,451.00	907974~C004	Basic Needs - Undertake PM/EA role at Poverest Primary School under Lot 2 Framework to RIBA Stage 2 under LOI	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	35,375.00					35,375.00	907974~C001	Basic Needs - Undertake PM/EA role at St Mary Cray Primary School under Lot 2 Framework to RIBA Stage 2 under LOI	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
<b>CAPITA BUSINESS SERVICES LTD</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>30,888.00</b>	<b>30,888.00</b>						
					30,888.00	30,888.00	936459~C004	Review of Corporate Customer Services I.T Systems - Advantage Digital Trustmarque Replacement Services			These costs are for works for IT System upgrade	Duncan Bridgewater
<b>FOURTH STREET PLACE CONSULTANTS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,750.00</b>	<b>0.00</b>	<b>3,750.00</b>						
				3,750.00		3,750.00	941895~C001	Crystal Palace park - Alternative Management Options	1	CPR 8.2.1	n/a	Colin Brand
<b>IG9 LTD</b>	<b>30,017.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>30,017.00</b>						
	30,017.00					30,017.00	907974~C004~E1162	Basic Needs	5	LCP Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
<b>IN-FORM CONSULT LTD</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>811.00</b>	<b>811.00</b>						
					775.00	775.00	936457~C001	SharePoint Productivity Platform upgrade/replacement			officers commissioned Jadu Ltd to upgrade the Web content management system as a negotiated single tender at an estimated cost of £53k;	
					36.00	36.00	936457~C001	SharePoint Productivity Platform upgrade/replacement	Single Tender		14-Sep-16	Duncan Bridgewater

Supplier Name	Portfolio					Grand Total	Cost Centre	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	EDUCATION PORTFOLIO	ENVIRONMENT PORTFOLIO	PPS PORTFOLIO	RENEWAL & RECREATION PORTFOLIO	RESOURCES PORTFOLIO							
J K KARLSSON	0.00	0.00	0.00	400.00	0.00	400.00						
				400.00		400.00	941540~C004	Penge Town Centre		Term Contract	23-Mar-15	Kevin Munnelly
KEEGANS LTD	95,414.00	0.00	0.00	0.00	0.00	95,414.00						
									All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to call-off/mini tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	58,017.00					58,017.00	907974~C004~E1086	Basic Needs				
									All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to call-off/mini tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	2,271.00					2,271.00	907974~C004~E1112	Basic Needs				
									All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to call-off/mini tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	2,389.00					2,389.00	911211~C004~E1148	Basic Needs - Sensory Support (Vision) - Access Initiative				
									All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to call-off/mini tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	26,401.00					26,401.00	907976~C004~E1344	Glebe expansion works feasibility				
									All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to call-off/mini tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	6,336.00					6,336.00	907979~C004~00000	Beacon House Refurb	5			
KINSEAR LANDSCAPE ARCHITECTS LTD	0.00	0.00	0.00	39,622.00	0.00	39,622.00						
				39,622.00		39,622.00	941894~C001	Crystal Palace Park Improvements - RIBA stages 3 - 6	3	ADUP procurement framework	22nd July 2014	Colin Brand
M&S TRAFFIC LTD	0.00	1,600.00	0.00	0.00	0.00	1,600.00						
								LIP Formula Funding - x4 Road Safety Audits (QW Greenwich to Kent House Station; Crofton Road, Farnborough; Brook Lane, Bromley; Warren Road jnt Windsor Drive, Chelsfield)	3	Request for Quotes	n/a (note: should be C009)	Angus Culverwell
		600.00				600.00	922672~C004~FA944					
								LIP Formula Funding - x4 Road Safety Audits (QW Greenwich to Kent House Station; Crofton Road, Farnborough; Brook Lane, Bromley; Warren Road jnt Windsor Drive, Chelsfield)	3	Request for Quotes	n/a (note: should be C009)	Angus Culverwell
		200.00				200.00	922672~C004~FA948					



Supplier Name	Portfolio					Grand Total	Cost Centre	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	EDUCATION PORTFOLIO	ENVIRONMENT PORTFOLIO	PPS PORTFOLIO	RENEWAL & RECREATION PORTFOLIO	RESOURCES PORTFOLIO							
		800.00				800.00	922672~C004~FA958	LIP Formula Funding - x4 Road Safety Audits (QW Greenwich to Kent House Station; Crofton Road, Farnborough; Brook Lane, Bromley; Warren Road jnt Windsor Drive, Chelsfield)	3	Request for Quotes	n/a (note: should be C009)	Angus Culverwell
MONTAGU EVANS LLP	0.00	0.00	0.00	38,805.00	0.00	38,805.00						
				38,805.00		38,805.00	950823~C004~FO996	PIL - Housing Zone Bid and Site G - Site Procurement		Waiver under CPR 13.1	05-Jul-17	Kevin Munnally
NUMBER 10 INTERIM LTD	0.00	0.00	0.00	0.00	63,125.00	63,125.00						
					63,125.00	63,125.00	936452~C004~00000	Performance management/CYP systems	4	Specialist Project Management Agency. Unable to source through Adecco	Portfolio Holder Briefings - Eclipse Project updates	Naheed Chaudhry
PELLINGS LLP	94,903.00	0.00	0.00	0.00	0.00	94,903.00						
						6,277.00	907974~C004~E1020	Basic Needs - Undertake PM/EA role at Castlecoombe Primary School under Lot 2 Framework to RIBA Stage 2 under LOI	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
						5,946.00	907974~C004~E1026	Basic Needs - S/Cr Supplier Pellings, Invoice SI18455	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
						1,829.00	907974~C004~E1035	Basic Needs - Undertake PM/EA role at Dorset Road Infant School under Lot 2 Framework to RIBA Stage 2 under LOI	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
						31,326.00	907974~C004~E1049	Basic Needs - Undertake PM/EA role at Farnborough Primary School under Lot 2 Framework to RIBA Stage 2 under LOI	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
						15,000.00	911211~C004~E1010	Sensory Support (Vision) - Access Initiative - Undertake PM / EA role to facilitate the installation of access requirements ( Hygiene Room) and associated works at Balgowan School under Lot2 Lewisham Framework tender	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen

Supplier Name	Portfolio					Grand Total	Cost Centre	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	EDUCATION PORTFOLIO	ENVIRONMENT PORTFOLIO	PPS PORTFOLIO	RENEWAL & RECREATION PORTFOLIO	RESOURCES PORTFOLIO							
	20,619.00					20,619.00	911211~C004~E1104	Sensory Support (Vision) - Access Initiative - Undertake PM/EA role at Crofton Junior School for provision of Hygiene Room under Lot 2 Framework to RIBA Stage 2 under LOI	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	8,737.00					8,737.00	907974~C001-E1010	Basic Needs - Undertake PM / EA role to facilitate the installation of access requirements ( Hygiene Room) and associated works at Balgowan School under Lot2 Lewisham Framework tender (2nd PO)	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	5,169.00					5,169.00	907974~C001-E1062	Basic Needs - Undertake PM/EA role at Crofton Junior School for provision of Hygiene Room under Lot 2 Framework to RIBA Stage 2 under LOI (2nd PO)	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
<b>PINNACLE ESP LTD</b>	<b>30,319.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>30,319.00</b>						
	23,769.00					23,769.00	907974~C004~E1042	Basic Needs - Undertake Project Management & Architectural Services at Edgebury Primary School to RIBA stage 7 and Employers agent Duties to RIBA stage 7: Under the NEC PSC Contract London Borough of Lewisham Framework for Consultants.	Appt made via Lewisham Consultants Framework	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	6,550.00					6,550.00	907977~C004~00000	Universal Free School Meals - Appointment of Pinnacle ESP to undertake M&E Compliance Project management as per the tendered sum of £128,440.00 and under a LOI in the sum of £46,660.00	Appt made via Lewisham Consultants Framework	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
<b>PLAYLE &amp; PARTNERS LLP</b>	<b>18,717.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>18,717.00</b>						
	13,564.00					13,564.00	907974~C004~E1086	Basic Needs	All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
	5,153.00					5,153.00	907979~C004~00000	Beacon House Refurbishment	All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
<b>REDMAN PARTNERSHIP LLP</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>38,492.00</b>	<b>0.00</b>	<b>38,492.00</b>						

Supplier Name	Portfolio					Grand Total	Cost Centre	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	EDUCATION PORTFOLIO	ENVIRONMENT PORTFOLIO	PPS PORTFOLIO	RENEWAL & RECREATION PORTFOLIO	RESOURCES PORTFOLIO							
				2,214.00		2,214.00	941538~C001	Relocation of Exhibitions - Bromley Musuem	2	CPR 8.2.1 - open tender process and only two quotes received.	n/a	Colin Brand
				36,278.00		36,278.00	941542~C001	Biggin Hill Memorial Museum	3	CPR 8.2.1	2nd December 2016	Colin Brand
WSP UK LTD	0.00	0.00	0.00	0.00	1,972.00	1,972.00						
					1,972.00	1,972.00	936407~C009~00000	Investment Fund - Property Acquisition - Environmental Review for Medway London, Kingsnorth	1	Due Diligence by C&W as Investment purchase costs - agreed via Exec report into acquisition	N/A	Mike Watkins
Sub total - Multi disciplinary consultant	1,406,024.00	138,022.00	0.00	121,069.00	96,796.00	1,761,911.00						
Grand total Consultants	1,412,429.00	150,697.00	0.00	578,439.00	98,096.00	2,239,661.00						

Capital Consultants - 2018/19 to October 2018

Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	ADULT CARE & HEALTH	CHILDREN, EDUCATION & FAMILIES	ENVIRONMENT & COMMUNITY	RENEWAL, RECREATION & HOUSING	RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT						
<b>Architects</b>											
PICK EVERARD	0.00	6,948.00	0.00	0.00	0.00	6,948.00					
		6,948.00				6,948.00	907976~C004- Glebe expansion works feasibility	The framework requires all suppliers within the relevant Lot to be invited to quote.	Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
ROBIN LEE ARCHITECTURE	0.00	0.00	0.00	31,252.00	0.00	31,252.00					
				31,252.00		31,252.00	941542~C001 - Biggin Hill Memorial Museum	3	ADUP Procurement Framework	2nd December 2015	Lydia Lee
KINNEAR LANDSCAPE ARCHITECTS LTD	0.00	0.00	0.00	31,450.00	0.00	31,450.00					
				31,450.00		31,450.00	941894~C001 - Crystal Palace Park Improvements	3	ADUP Procurement Framework	22nd July 2014	Colin Brand
AECOM INFRASTRUCTURE & ENVIRONMENT	0.00	0.00	0.00	78,397.00	0.00	78,397.00					
				78,397.00		78,397.00	941895~C001 - Crystal Palace park - Alternative Management Options	5	The Homes and Community Agency multi-disciplinary technical panel framework was used for this procurement.	13th January 2016	Colin Brand
<b>Sub total - Architects</b>	<b>0.00</b>	<b>6,948.00</b>	<b>0.00</b>	<b>141,099.00</b>	<b>0.00</b>	<b>148,047.00</b>					
<b>Surveyors</b>											
COLIN TOM & PARTNERS	0.00	0.00	0.00	0.00	13,525.00	13,525.00					
					12,875.00	12,875.00	941887~C001~0000 - Bromley MyTime Investment Fund	MyTime undertook this procurement	MyTime undertook this procurement	MyTime undertook this procurement	Colin Brand
					650.00	650.00	941887~C001~0000 - Bromley MyTime Investment Fund	MyTime undertook this procurement	MyTime undertook this procurement	MyTime undertook this procurement	Colin Brand
NATIONWIDE DATA COLLECTION	0.00	0.00	1,200.00	0.00	0.00	1,200.00					
			400.00			400.00	922672~C001~FB040	1	TfL Framework - Request for Quotes	n/a	Angus Culverwell
			400.00			400.00	922672~C001~FB040	1	TfL Framework - Request for Quotes	n/a	Angus Culverwell
			400.00			400.00	922672~C001~FB040	1	TfL Framework - Request for Quotes	n/a	Angus Culverwell

Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	ADULT CARE & HEALTH	CHILDREN, EDUCATION & FAMILIES	ENVIRONMENT & COMMUNITY	RENEWAL, RECREATION & HOUSING	RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT						
Sub total - Surveyors	0.00	0.00	1,200.00	0.00	13,525.00	14,725.00					
<b>Multi disciplinary consultant</b>											
AECOM LTD	0.00	0.00	1,216.00	0.00	0.00	1,216.00					
			1,216.00			1,216.00	922661~C001 - Maintenance	All Costs are construction costs rather than consultancy and should be on C004			Garry Warner
ARCADIS CONSULTING (UK) LTD	0.00	0.00	5,096.00	0.00	0.00	5,096.00					
			5,096.00			5,096.00	922672~C004-LIP Formula Funding	3	TfL Framework - Request for Quotes	n/a (note: should be C009)	Angus Culverwell
BAILEY PARTNERSHIP	0.00	236,819.00	0.00	0.00	0.00	236,819.00					
		8,665.00				8,665.00	907974~C004-Basic Needs	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
		228,154.00				228,154.00	907974~C001-Basic Needs	Move to C004			Rob Bollen

Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	ADULT CARE & HEALTH	CHILDREN, EDUCATION & FAMILIES	ENVIRONMENT & COMMUNITY	RENEWAL, RECREATION & HOUSING	RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT						
BAILY GARNER LLP	0.00	19,318.00	0.00	0.00	0.00	19,318.00					
		9,659.00				9,659.00	907974~C004-Basic Needs	Appt made via LB Lewisham Consultants Framework - All suppliers within the relevant Lot to be invited to quote.	Tender	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
		9,659.00				9,659.00	907974~C001 - Basic Needs		Move to C004		Rob Bollen
CAPITA BUSINESS SERVICES LTD	0.00	0.00	0.00	0.00	13,238.00	13,238.00					
						13,238.00	936459~C004- Review of Corporate Customer Services I.T Systems			These costs are for works for IT System upgrade	Duncan Bridgwater
FOURTH STREET PLACE CONSULTANTS	0.00	0.00	0.00	3,750.00	0.00	3,750.00					
				3,750.00		3,750.00	941895~C001 - Crystal Palace park - Alternative Management Options	1	CPR 8.2.1		Colin Brand
INGLETON WOOD LLP	0.00	599.00	0.00	0.00	0.00	599.00					
		599.00				599.00	907974~C004-Basic Needs	5 consultants were asked to tender, 4 returned a tender	Tender from Exor list	Contract <£100k agreed by officers in 2012. The Riverside scheme including capital spend has been reported as part of the Gateway Reviews to the Executive.	Rob Bollen
KEEGANS LTD	0.00	25,378.00	0.00	0.00	0.00	25,378.00					
		22,934.00				22,934.00	907974~C004-Basic Needs	All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to call-off/mini tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
		2,444.00				2,444.00	907979~C004- Beacon House Refurbishment	5	LCP Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to call-off/mini tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
M&S TRAFFIC LTD	0.00	0.00	715.00	0.00	0.00	715.00					
			715.00			715.00	922672~C004-LIP Formula Funding	3	Request for Quotes	n/a (note: should be C009)	Angus Culverwell
MONTAGU EVANS LLP	0.00	0.00	0.00	12,675.00	0.00	12,675.00					
				12,675.00		12,675.00	950823~C004-PIL - Housing Zone Bid and Site G		Waiver under CPR 13.1	05-Jul-17	Kevin Munnelly
NUMBER 10 INTERIM LTD	22,500.00	0.00	0.00	0.00	0.00	16,250.00	38,750.00				

Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	ADULT CARE & HEALTH	CHILDREN, EDUCATION & FAMILIES	ENVIRONMENT & COMMUNITY	RENEWAL, RECREATION & HOUSING	RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT						
					16,250.00	16,250.00	936452~C004- Performance management/CYP systems	4	Specialist Project Management Agency. Unable to source through Adecco	Portfolio Holder Briefings - Eclipse Project updates	Janet Bailey
	22,500.00					22,500.00	950806~C004- Social Care Grant (Department of Health)	4	Specialist Project Management Agency. Unable to source through Adecco	Portfolio Holder Briefings - Eclipse Project updates	Paul Feven
<b>PELLINGS LLP</b>	<b>0.00</b>	<b>30,120.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>30,120.00</b>					
		17,721.00				17,721.00	907974~C004-Basic Needs	All suppliers within the relevant Lot to be invited to quote.	Procured for different projects through both the LB Lewisham and LB Bromley frameworks.	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to call-off/mini tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
		12,399.00				12,399.00	907974~C001-Basic Needs				Move to C004
<b>PINNACLE ESP LTD</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>19,905.00</b>	<b>0.00</b>	<b>19,905.00</b>					
				19,905.00		19,905.00	941887 C001 - Bromley MyTime Investment Fund	MyTime undertook this procurement	MyTime undertook this procurement	MyTime undertook this procurement	Colin Brand

Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members	Responsible Officer
	ADULT CARE & HEALTH	CHILDREN, EDUCATION & FAMILIES	ENVIRONMENT & COMMUNITY	RENEWAL, RECREATION & HOUSING	RESOURCES, COMMISSIONING & CONTRACTS MANAGEMENT						
PLAYLE & PARTNERS LLP	0.00	15,141.00	0.00	0.00	0.00	15,141.00					
		15,141.00				15,141.00	907974~C004-Basic Needs	All suppliers within the relevant Lot to be invited to quote.	Tender - LB Haringey (LCP) Construction Related Consultancy Services 2012 Framework	24.10.12 - Use of LB Lewisham & LB Haringey (LCP) Frameworks agreed by Executive. Individual projects subject to call-off/mini tender. Consultancy spend reported through scheme gateway reports	Rob Bollen
REDMAN PARTNERSHIP LLP	0.00	0.00	38,489.00	0.00	0.00	38,489.00					
			20,000.00			20,000.00	941538~C001 - Relocation of Exhibitions - Bromley Musuem	2	CPR 8.2.1	n/a	Lydia Lee
			18,489.00			18,489.00	941542~C001 - Biggin Hill Memorial Museum	3	CPR 8.2.1	2nd December 2016	Lydia Lee
SEC-1 TD	0.00	0.00	0.00	0.00	6,400.00	6,400.00					
					6,400.00	6,400.00	936459~C001~0000 - Review of Corporate Customer Services			These costs are for works for IT System upgrade	Duncan Bridgewater
SOUTH EASTERN TRAINS	0.00	0.00	16,212.00	0.00	0.00	16,212.00					
			16,212.00			16,212.00	922672~C004~FA963 - LIP Formula Funding	3	TfL Framework - Request for Quotes	n/a	Angus Culverwell
TYCO FIRE & INTEGRATED SOLUTIONS	0.00	0.00	0.00	12,416.00	0.00	12,416.00					
				12,416.00		12,416.00	939446~C004-CCTV Control Room - refurbishment		Framework		John Bosley
Sub total - Multi disciplinary consultant	22,500.00	327,375.00	61,728.00	48,746.00	35,888.00	496,237.00					
Grand total consultants	22,500.00	334,323.00	62,928.00	189,845.00	49,413.00	659,009.00					



Report No.  
DRR19/018

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** **6<sup>th</sup> March 2019**

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

**Title:** **Contract Register**

**Contact Officer:** John Gledhill, Head of Leisure, Leisure and Culture  
Email: [John.gledhill@bromley.gov.uk](mailto:John.gledhill@bromley.gov.uk)

**Chief Officer:** Colin Brand, Director of Regeneration  
Email: [Colin.Brand@Bromley.gov.uk](mailto:Colin.Brand@Bromley.gov.uk)

**Ward:** All Wards

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1. Reason for report

- 1.1 This report presents an extract from November 2018's Contracts Register for detailed scrutiny by PDS Committee – all PDS committees will receive a similar report each contract reporting cycle, based on data as at 28<sup>th</sup> November 2018 and presented to Contracts Sub-Committee on 11<sup>th</sup> December 2018.
- 1.3 The Contracts Register contained in 'Part 2' of this agenda includes a commentary on each contract to inform Members of any issues or developments (there is no covering report).

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2. **RECOMMENDATIONS**

**That the Renewal Recreation and Housing PDS Committee:**

- 2.1 **Reviews the appended £50k Contracts Register as at 28<sup>th</sup> November 2018.**
- 2.2 **Notes that the Contracts Register in Part 2 contains additional, potentially commercially sensitive, information in its commentary.**

## Impact on Vulnerable Adults and Children

1. Summary of Impact: The appended Contracts Register covers services which may be universal or targeted. Addressing the impact of service provision on vulnerable adults and children is a matter for the relevant procurement strategies, contracts award and monitoring reports, and service delivery rather than this report.
- 

## Corporate Policy

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

## Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A
  3. Budget head/performance centre: Renewal, Recreation and Housing Portfolio
  4. Total current budget for this head: - £16.572m
  5. Source of funding: - Existing controllable revenue budget for 2018/19
- 

## 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: Not Applicable:
- 

## Procurement

1. Summary of Procurement Implications: Improves the Council's approach to contract management
- 

## 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

#### Contracts Register Background

- 3.1 The Contracts Database is fully utilised by all Contract Managers across the Council as part of their Contract Management responsibilities, which includes the updating the information recorded on the database. The Register is generated from the Contracts Database which is administered by Commissioning & Procurement Directorate and populated by the relevant service managers (Contract Owners) and approved by their managers (Contract Approvers).
- 3.2 As a Commissioning Council, this information is vital to facilitate a full understanding of the Council's procurement activity and the Contracts Registers is a key tool used by Contract Managers as part of their daily contract responsibilities. The Contract Registers are reviewed by the Commissioning Board, Chief Officers, Corporate Leadership Team, and Contracts Sub-Committee as appropriate
- 3.3 The Contracts Register is produced four times a year for members– though the CDB itself is always 'live'.
- 3.4 Each PDS committee is expected to undertake detailed scrutiny of its contracts – including scrutinising suppliers – and hold the Portfolio Holder to account on service quality and procurement arrangements.

#### Contract Register Summary

- 3.5 The Council has 216 active contracts covering all portfolios as of 28<sup>th</sup> November 2018 for the November reporting cycle as set out in Appendix 1.
- 3.6 The Key information, for this Portfolio, is shown in the table below. This provides the key information for the preceding 2 months in addition to the November cycle information take on the 28<sup>th</sup> November 2018.

Renewal and Recreation and Housing				
Item	Category	July 2018	September 2018	December 2018
<b>Total Contracts</b>	<b>£50k+</b>	<b>8</b>	<b>13</b>	<b>12</b>
<b>Concern Flag</b>	Concern Flag	0	0	0
Risk Index	Red	1	1	0
	Amber	3	8	8
	Yellow	3	4	4
	Green	1	0	0
<b>Total</b>		<b>8</b>	<b>13</b>	<b>12</b>
Procurement Status	Red	4	8	8
	Amber	0	1	0
	Yellow	0	0	0
	Green	4	4	4
<b>Total</b>		<b>8</b>	<b>13</b>	<b>12</b>

#### 4. IMPACT ON VULNERABLE ADULTS & CHILDREN

4.1 The Corporate Contracts Register covers all Council services: both those used universally by residents and those specifically directed towards vulnerable adults and children. Addressing the impact of service provision on the vulnerable is a matter for the relevant procurement strategies, contracts, and delivery of specific services rather than this summary register.

#### 5. POLICY IMPLICATIONS

5.1 The Council's renewed ambition is set out in the 2016-18 update to [Building a Better Bromley](#) and the Contracts Database (and Contract Registers) help in delivering the aims (especially in delivering the 'Excellent Council' aim). For an 'Excellent Council', this activity specifically helps by 'ensuring good contract management to ensure value-for-money and quality services'.

#### 6. PROCUREMENT IMPLICATIONS

6.1 Most of the Council's (£50k plus) procurement spend is now captured by the Contracts Database. The database will help in ensuring that procurement activity is undertaken in a timely manner, that Contract Procedure Rules are followed and that Members are able to scrutinise procurement activity in a regular and systematic manner.

#### 7. FINANCIAL IMPLICATIONS

7.1 The Contracts Database and Contract Registers are not primarily financial tools – the Council has other systems and reports for this purpose such as the Budget Monitoring reports. However, the CDB and Registers do contain financial information both in terms of contract dates and values and also budgets and spend for the current year.

#### 8. PERSONNEL IMPLICATIONS

8.1 There are no direct personnel implications but the Contracts Database is useful in identifying those officers directly involved in managing the Council's contracts.

#### 9. LEGAL IMPLICATIONS

9.1 There are no direct legal implications but the Contracts Database does identify those contracts which have a statutory basis and also those laws which should be complied with in delivering the contracted services.

9.2 A list of the Council's active contracts may be found on [Bromley.gov.uk](#) to aid transparency (this data is updated after each Contracts Sub-Committee meeting).

<b>Non-Applicable Sections:</b>	None
Background Documents: (Access via Contact Officer)	<ul style="list-style-type: none"><li>• Appendix 1 – Key Data (All Portfolios)</li><li>• Appendix 2 - Contracts Database Background information</li><li>• Appendix 3 – Contracts Database Extract PART 1 (November 2018)</li></ul>

## Appendix 1 Key Data (All Portfolios)


Item	Category	July 2018	September 2018	December 2018
<b>Contracts (&gt;£50k TCV)</b>	<b>All Portfolios</b>	<b>216</b>	<b>224</b>	<b>216</b>
Flagged as a concern	All Portfolios	4	9	5
Capital Contracts	All Portfolios	17	17	12
Portfolio	Adult Care and Health	86	91	86
	Environment and Community Services	20	21	21
	Environment	0	0	0
	Education, Children and Families	39	36	33
	Care Services	0	0	0
	Resources Commissioning and Contract Management	58	58	58
	Resources	0	0	0
	Renewal and Recreation and Housing	8	13	12
	Renewal and Recreation	0	0	0
	Public Protection and Safety	5	5	5
<b>Total</b>		<b>216</b>	<b>224</b>	<b>215*</b>
Risk Index	Red	18	14	13
	Amber	80	89	87
	Yellow	82	83	81
	Green	36	38	35
<b>Total</b>		<b>216</b>	<b>224</b>	<b>216</b>
Procurement Status	Red	98	85	86
	Amber	24	17	20
	Yellow	32	31	45
	Green	62	91	65
<b>Total</b>		<b>216</b>	<b>224</b>	<b>216</b>
Contracts Due to Go Live	Imminent	2	3	4
<b>Total</b>		<b>2</b>	<b>3</b>	<b>4</b>

\* There is an error in the database relating to 1 contract which is being investigated

## Appendix 2 - Contracts Register Key and Background Information

### Contract Register Key

1.1 A key to understanding the Corporate Contracts Register is set out in the table below.

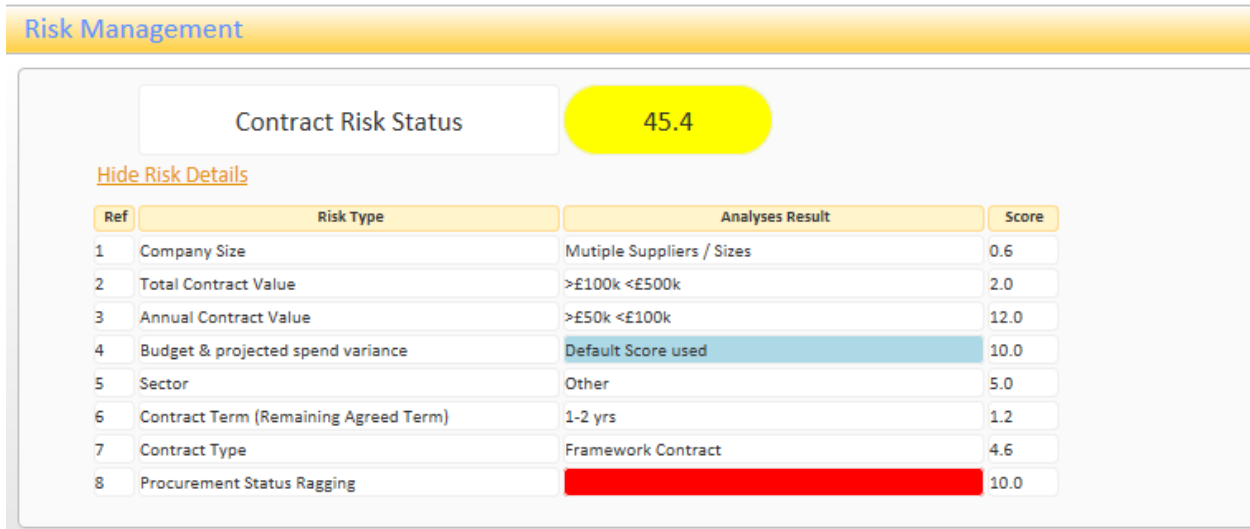
Register Category	Explanation
<b>Risk Index</b>	Colour-ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) / colour reflecting the contract's intrinsic risk
<b>Contract ID</b>	Unique reference used in contract authorisations
<b>Owner</b>	Manager/commissioner with day-to-day budgetary / service provision responsibility
<b>Approver</b>	Contract Owner's manager, responsible for approving data quality
<b>Contract Title</b>	Commonly used or formal title of service / contract
<b>Supplier</b>	Main contractor or supplier responsible for service provision
<b>Portfolio</b>	Relevant Portfolio for receiving procurement strategy, contract award, contract monitoring and budget monitoring reports
<b>Total Contract Value</b>	The contract's value from commencement to expiry of formally approved period (excludes any extensions yet to be formally approved)
<b>Original Annual Value</b>	Value of the contract its first year (which may be difference from the annual value in subsequent years, due to start-up costs etc.)
<b>Budget</b>	Approved budget for the current financial year. May be blank due to: finances being reported against another contract; costs being grant-funded, complexity in the finance records e.g. capital (also applies to Projection)
<b>Projection</b>	Expected contract spend by the end of the current financial year
<b>Procurement Status</b>	Automatic ranking system based on contract value and proximity to expiry. This is designed to alert Contract Owners to take procurement action in a timely manner. Red ragging simply means the contract is nearing expiry and is not an implied criticism (indeed, all contracts will ultimately be ragged 'red').
<b>Start &amp; End Dates</b>	Approved contract start date and end date (excluding any extension which has yet to be authorised)
<b>Months duration</b>	Contract term in months
<b>Attention </b>	Red flag denotes Commissioning & Procurement Directorate's concern regarding procurement arrangements (also see C&P Commentary in Part 2)
<b>Commentary</b>	Contract Owners provide a comment – especially where the Risk Index or Procurement Status is ragged red or amber. Commissioning & Procurement Directorate may add an additional comment for Members' consideration <i>The Commentary only appears in the 'Part 2' Contracts Register</i>
<b>Capital</b>	Most of the Council's contracts are revenue-funded. Capital-funded contracts are separately identified (and listed at the foot of the Contracts Register) because different reporting / accounting rules apply

### Contract Register Order

1.2 The Contracts Register is output in Risk Index order. It is then ordered by Procurement Status, Portfolio, and finally Contract Value. Capital contracts appear at the foot of the Register and 'contracts of concern' (to Commissioning & Procurement Directorate) are flagged at the top.

## Risk Index

- 1.3 The Risk Index is designed to focus attention on contracts presenting the most significant risks to the Council. Risk needs to be controlled to an acceptable level (our risk appetite) rather than entirely eliminated and so the issue is how best to assess and mitigate contract risk. Contract risk is assessed (in the CDB) according to eight separate factors and scored and weighted to produce a Risk Index figure (out of 100). These scores are ragged to provide a visual reference.



## Procurement Status

- 1.4 A contract's Procurement Status is a combination of the Total Contract Value (X axis) and number of months to expiry (Y axis). The table below is used to assign a ragging colour. Contracts ragged red, amber or yellow require action – which should be set out in the Commentary. Red ragging simply means the contract is nearing expiry and it is not an implied criticism (indeed, all contracts will ultimately be ragged 'red').

		Procurement / Commissioning Status					
Period	3 months						<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: red; margin-right: 5px;"></div> Requires an agreed plan  <div style="width: 20px; height: 20px; background-color: yellow; margin-right: 5px;"></div> Develop / test options  <div style="width: 20px; height: 20px; background-color: orange; margin-right: 5px;"></div> Consider options  <div style="width: 20px; height: 20px; background-color: green; margin-right: 5px;"></div> No action required                 </div>
	6 months						
	9 months						
	12 months						
	18 months						
		£5k - £50k	£50k - £100k	£100k - £173k	£173k - £500k	>£500k	
		Total Contract Value					

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Contract Register Report - £50k Portfolio Filtered - Renewal and Recreation and Housing

December 2018

Risk Index	Main Contract Data						Finance Data				Contract Terms			Attention	Capital
	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Budget	Projection	Proc. Status	Start Date	End Date		
●	3815	Lydia Lee	Colin Brand	<a href="#">Crystal Palace Park Cafe Build</a>	Lengard Ltd	Renewal and Recreation and Housing	1,332,575	2,422,864	1,332,575	1,332,575	■	30/01/2018	16/11/2019	21	
●	3818	Lydia Lee	Colin Brand	<a href="#">Crystal Palace Park Regeneration plan</a>	AECOM new	Renewal and Recreation and Housing	747,824	497,648	283,473	283,473	■	09/02/2016	01/01/2020	46	
●	3820	Lydia Lee	Colin Brand	<a href="#">Biggin Hill Memorial Museum Exhibition Fit Out</a>	Marcon Fit-Out Ltd	Renewal and Recreation and Housing	429,851	781,548	429,851	397,774	■	18/04/2018	03/12/2018	7	
●	3819	Lydia Lee	Colin Brand	<a href="#">CPP Skatepark design and build</a>	Canvas Spaces Ltd	Renewal and Recreation and Housing	332,457	332,457	20,558	14,982	■	20/03/2017	16/10/2019	30	
●	3699	Tim Woolgar	Colin Brand	<a href="#">Provision of Library Services</a>	Greenwich Leisure Ltd	Renewal and Recreation and Housing	40,739,536	4,724,066	4,375,900	4,375,900	■	01/11/2017	31/10/2027	120	
●	30	John Gledhill	Colin Brand	<a href="#">Leisure Trust - Provision of Leisure Services</a>	MyTime Active	Renewal and Recreation and Housing	25,131,740	1,471,590			■	01/04/2004	31/03/2024	240	
●	3817	Lydia Lee	Colin Brand	<a href="#">Biggin Hill Memorial Museum Digital Tablet Guide</a>	Surface Impression	Renewal and Recreation and Housing	82,773	244,174	83,128	82,773	■	11/06/2018	03/12/2018	5	
●	32	John Gledhill	Colin Brand	<a href="#">Biggin Hill Leisure Centre &amp; Library Management</a>	MyTime Active	Renewal and Recreation and Housing	2,012,159	123,349			■	30/04/2010	31/03/2024	167	
●	33	John Gledhill	Colin Brand	<a href="#">Norman Park Athletics Track</a>	Norman Park Track Management Ltd	Renewal and Recreation and Housing	375,000	37,680			■	01/04/2014	31/03/2024	120	
●	41	Lydia Lee	Colin Brand	<a href="#">Crystal Palace Park Improvement Scheme</a>	Kinnear Landscape Architects Ltd	Renewal and Recreation and Housing	399,601	124,804	70,696	70,696	■	02/11/2014	31/03/2019	53	Capital
●	1366	Lydia Lee	Colin Brand	<a href="#">Biggin Hill Memorial Museum</a>	Robin Lee Architecture LLP	Renewal and Recreation and Housing	318,143	235,823	41,160	41,160	■	15/03/2016	30/11/2018	32	Capital
●	1367	Lydia Lee	Colin Brand	<a href="#">Biggin Hill Memorial Museum Exhibition Design</a>	Redman Partnership LLP	Renewal and Recreation and Housing	137,776	292,643	49,913	49,913	■	28/04/2016	25/01/2019	32	Capital

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Report No.  
DRR19/010

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** RENEWAL, RECREATION AND HOUSING POLICY  
DEVELOPMENT AND SCRUTINY SUB-COMMITTEE.

**Date:** Wednesday 6 March 2019

**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

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## 1. Reason for report

- 1.1 In line with Contract Procedure Rules 23.2-6 this report provides the Portfolio Holder with an update on the Provision of Library Services contract with Greenwich Leisure Ltd (GLL) over the last six months of operation. The value of the contract over a ten year period is £40,833,536.
- 1.2 This report provides Members with a review of the performance of the Contractor since the last report to Members in September 2018. 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 Contractor has delivered in line with the contract, specification and Key Performance Indicators.

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## 2. RECOMMENDATION(S)

- 2.1 **Members of the Renewal , Recreation & Housing Policy, Development and Scrutiny Committee are asked to review the report and to note the performance of the service provider in the past 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 .That is because the contract documents ensure that existing service levels are protected.

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### Corporate Policy

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

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### 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: £4,376k
5. Source of funding: Existing Revenue Budget for 2018/19

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### Personnel

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

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### Legal

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

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### Procurement

1. Summary of Procurement Implications: Not applicable

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### 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

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### Ward Councillor Views

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

### **3. COMMENTARY**

- 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.
- 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). 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, are in line with what would be expected for a customer facing service of this nature, and have been dealt with appropriately by the Contractor. The number of complaints has decreased over the past six months
- 3.6 In the past 6 months there were 3 instances where the KPIs were not met. In each instance this was under KPI 1 where a branch library did not open on time. Mitigation was accepted in each case as the library branch had the usual staff complement of two but only one staff member arrived due to unexpected illness. GLL demonstrated that they had sent relief staff quickly from a nearby library to open within one hour.
- 3.7 Good working relationships have been maintained 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, with some minor exceptions, they have the capacity to do this when faced with a range of challenges including vacant posts, staff sickness and industrial action.

### **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 managing the service whilst driving down costs.

## **MANAGEMENT**

- 3.10 The Client Team is established in its role and has the capacity to manage and monitor the contract on an ongoing basis.
- 3.11 The Client Team maintains a robust monitoring programme ensuring that the Contractor produces the specified statistics, KPIs and reports on a monthly and quarterly basis.
- 3.12 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**

- 3.13 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**

- 3.14 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 vulnerable adults, children and young people was evaluated as part of an Equalities Impact Assessment at various stages during the commissioning progress. No negative impacts were identified as delivery of the service is like for like. The service delivers a full programme of activities for children and adults.

## **5. SERVICE PROFILE / DATA ANALYSIS**

- 5.1 The contract is continuously monitored using a suite of monthly, quarterly and annual KPIs. Failures of performance in the service are described through a points based system. Performance Adjustment (PA) points are accrued should GLL be unable to perform to the level identified by a KPI. The number of PA points incurred is dependent on the individual KPI and the severity of the failure. KPIs are assigned a priority (A, B or C) based on the impact experienced by service users.

Each month GLL are required to submit to the Client Team, within ten business days of the end of the month, a written summary assessment of all applicable service levels and KPIs which are scrutinised by the Client Team and discussed at monthly contract monitoring meetings with GLL- see Appendix 1 for a summary of the reports covering the last six months.

Upon receipt, the Client team analyses the KPI report and if applicable will issue GLL with a Monitoring Notice for non-performance for each KPI not met. Following this GLL must then notify the Client in writing of any mitigation which impacted on KPI Performance so that a decision can be made as to whether a financial penalty

will be applied. In instances where GLL fail to report non-performance, they may accrue double the number of points for that KPI. No financial penalties have been applied in the last 6 month period - see Appendix 2

- 5.2 A key measure of performance is the number of items borrowed by customers. Since the contract commenced there has been an increase in items borrowed. According to statistics released by the Chartered Institute of Public Finance and Accountancy (CIPFA), in 2018 Bromley Library Service became the third highest issuing authority in London, with over 1,350,514 items issued, just 6% lower than the highest issuing authority. Issues increased in October to December 2018 compared to the same period in the previous year, with a total increase of 7.91%. See Appendix 3 for more detailed comparison.
- 5.3 New Library Users - In order to increase usage and attract new members, the Contractor continues to develop the activities and events programme and currently delivers a diverse range of events and activities at all fourteen branch libraries to ensure a broad cultural and inclusive offer for all. Along with improved ICT facilities, this has led to a sustained increase in new library members over the last six months.

<b>Bromley Libraries- New Members</b>			
<b>Month</b>	<b>2016-17</b>	<b>2018 - 19</b>	<b>% Difference</b>
<b>6-Month Total</b>	<b>8,883</b>	<b>9,950</b>	<b>+12.01%</b>
July	1,855	2,151	+15.96%
August	1,856	2,122	+14.33%
September	1,583	1,618	+2.21%
<b>Q2 Total</b>	<b>5,294</b>	<b>5,891</b>	<b>+11.28%</b>
October	1,564	1,712	+9.46%
November	1,226	1,380	+12.56%
December	799	967	+21.03%
<b>Q3 Total</b>	<b>3,589</b>	<b>4,059</b>	<b>+13.10%</b>
<i>Comparison using 2016–17 and 2018–19 data due to gaps in 17/18 data</i>			

- 5.4 Attendance at events and activities in Bromley Libraries continues to grow. In August 2018 the average number of attendees per event was 10.6. This has risen each month, reaching 12.8 in November 2018. In October-December 2018 a total of 14,922 people attended 1,176 events in Libraries. Data analysis shows 12,196 children/parents/carers attended 922 Children’s activities during this quarter including Baby Bounce and Rhyme, Lego Clubs and Storytimes. Additionally 2,726 adults attended a total of 254 adult events ranging from Reading Groups to Knit and Natter and one off Author Events. The programme of events delivered during the last sixth months and analysis of their attendance is detailed in Appendix 4.

5.5 The Summer Reading Challenge encourages children aged 4 to 11 to read six library books during the long summer holiday. The 2018 Summer Reading Challenge was a great success. Staff promotion and a publicity campaign to encourage participation resulted in 5,900 children across the borough registering and 2,585 completing the programme. To celebrate this great achievement a presentation of certificates took place on 22<sup>nd</sup> September 2018, attended by the Mayor of Bromley.

## 6. PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE

6.1 The contract has been designed to encourage the Service provider to think innovatively and continually look for ways to develop and improve the service as described in section 5.

6.2 The Contactor has reviewed the demographic profile of the borough and prioritised the growing elderly population and the health pressures that accompany it. The Library Service has focused on developing and expanding its Dementia Friendly clubs. Dementia cafes meet once a month at Penge Library and at Mottingham Library. The hour long sessions are supported by staff who are Dementia Friends. Bromley currently has around 30 frontline staff who are Dementia Friends with a long term aim to encourage all frontline staff to become Dementia Friends to enable Bromley Libraries to attain Dementia Friendly Community status. Reminiscence sessions are supported by Bromley Historic Collections and feature art and crafts activities, quizzes and singing sessions.

6.3 To encourage further Library use among the 8-11 age group, the second quarter of 2018 saw Bromley Libraries launch its pilot of CREST science clubs at Central and Mottingham. The children are required to complete 8 x 1hr activities, collect stickers for their passports and receive a CREST badge and certificate when they complete. This has proved a successful pilot and consideration is being given to extending to other locations.

6.4 From April 2019 the Department for Work and Pensions (DWP) is funding the Citizens Advice Bureau (CAB) to provide Universal Credit support. The Contractor has met with Bromley CAB offering the libraries ICT facilities, meeting space and staff expertise to work collaboratively to support this project. This partnership commenced with a CAB session at Orpington Library in January.

6.5 The Client Team have worked with the Contactor to develop strategic plans that deliver the agreed objectives for the Library Service to increase usage. Additionally, Annual Service Plans are required to ensure that performance is measured at key milestones throughout the contract. Approval of the service plans rests with the Client Team. The following have been approved and are in place for key service areas for 2019/20.

The *Strategic Service plan (see Appendix 4) underpinned by detailed*

- *Stock & Reader Development Plan*
- *Information & Learning Plan*
- *Children & Families Plan*
- *Marketing Plan*



- *ICT Plan*
- *Bromley Historic Collections Plan*

The Annual Service Plans identify priorities for each key service area and include quarterly actions which are monitored and reported to the Client Team.

6.6 An example of a key service plan achievement in 2018 was Museum Accreditation. After an inspection by the Arts Council the Contractor was awarded provisional accreditation for the Bromley Historic Collections at Bromley Central Library. GLL have a number of tasks to complete over the next twelve months before full accreditation is achieved. The benefits of accreditation to the Council and service are that it:

- Is a badge of external recognition which demonstrates quality services.
- Raises the profile of museum services, by building confidence and credibility both within the parent organisations and externally, through increased awareness and understanding.
- Encourages partnership working within and between organisations, by helping Museum collections to examine their services and to encourage joint working within and between organisations
- Helps Museum Collections to improve their focus on meeting users' needs and interests and developing their workforce.

## **7. PLANS FOR ONGOING IMPROVEMENTS IN VALUE FOR MONEY**

7.1 The end of 2018 saw the introduction of contactless card payment machines in all fourteen libraries. This is part of GLL's programme of improving their ICT and Finance systems. Card payment allows library users flexibility in how they pay, especially if they do not carry cash. This improves efficiency as staff handle less cash which also improves financial security. Providing card payment facilities is proven to encourage spending which will aid income generation. The adoption of card payments has enabled a reduction in frequency of cash collections, resulting in savings having been made to reinvest into the service.

7.2 The contractor had previously reviewed ICT facilities within the library service and identified improvements. During the last 6 months several improvements have been made which increase efficiency. The Contractor has replaced two automated returns sorters at Orpington and Central libraries which identify items by defined categories and deliver them to a trolley, bin or shelf location as required. This system significantly reduces staff time handling items, allowing staff to spend time interacting with library users.

7.3 As part of on-going plans to upgrade library ICT facilities the Contractor is in the process of improving the People's Network self-service booking which will enable customers to extend their computer sessions without staff intervention. This will increase efficiency by freeing up staff time, making staff available to assist customers with enquiries and to promote library services. Additionally GLL are

planning Cloud based printing which will allow customers to print from their own hand held devices such as mobile phones which will generate income.

- 7.4 The final quarter of 2018 saw GLL form a close partnership with the Churchill Theatre who hired space in Bromley Central Library. Apart from the income generated from the hall hire, the performers held a number of free children's events at Bromley Central Library. It is anticipated this is the start of a productive and mutually beneficial partnership.
- 7.5 In 2018 GLL have undertaken market testing on both security and transport contracts to ensure long term value for money.

## 8. USER / STAKEHOLDER SATISFACTION

- 8.1 The Library Service participates in regular electronic user surveys which enable the Contractor to gain knowledge about library customers, their usage patterns and also their satisfaction levels with various aspects of the service. Bromley libraries are reviewed continuously through an online survey platform on the GLL library website. There are plans in place to update the survey to incorporate a wider range of questions including the reasons for visiting libraries. The summary of the customer satisfaction surveys conducted over the past six months is shown below.

Customer Satisfaction Survey (Jul-Dec 2018)	% respondents rating service excellent
How would you rate the library overall?	95%
Library staff - well presented, efficient & professional	96%
Library staff - promptness of service	96%
Library Staff - giving a friendly welcome & being helpful	94%
Library staff - service & activity knowledge	92%
Cleanliness of computer / study areas	95%
Cleanliness of adult library	98%
Cleanliness of children's library	95%
How would you rate the customer information?	94%
How would you rate the range of activities?	93%
How would you rate the opening hours?	92%
Rate the variety and choice of books	96%
Rate the availability of books	96%
Rate the physical condition of the books	97%
What do you think of the computer facilities available?	85%
How do you rate the Wi-Fi access available?	86%
Choice and quality of the activities for adults on offer	89%
Choice and quality of the activities for children on offer	91%

8.2 The Contactor 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. Completed forms are reviewed by managers on a monthly basis
- Suggestion books- Each Bromley library has a suggestions book which customers are encouraged to use in order to make suggestions for new stock to be purchased. This is regularly reviewed
- E mail - A generic e mail account is monitored 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 GLLs Head of Libraries if they wish to do so.
- Complaints received via the Council: The Contractor works with the Council in accordance with its complaints procedure in responding to and resolving a customer complaints

8.3 The number of complaints received has continued to decline see table below. In addition to complaints, compliments and general comments are also received

Month	Complaints	Compliments	Suggestions
July	4	3	4
August	4	3	4
September	9	1	1
October	6	3	4
November	6	0	2
December	5	1	2

8.4 Below are two examples from the selection of compliments received by the Contractor over the last 6 months relating to all Service areas (from excellent customer service at individual libraries to events for children and at Bromley Historic Collections). They are from customers who are long term users of the Library Service who have seen many changes to the service over the years but continue to be satisfied with the services available to them.

This comment relates to Biggin Hill Library

“ The staff are extremely helpful here. I remember coming to this library as a child and so my feedback spans a generation practically. It’s great it is open on a Sunday. Today I did some printing via the librarians which was very useful to my current studies”

Another involved the Central Library

“ This Library has enriched my life for 40 years. I enjoy the special exhibitions and art shows. I have just read my ninetieth biography. When I learnt ceramics, batik and embroidery, I could obtain all the relevant books. It is a peaceful oasis for self-improvement. Thank You”

## **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
- 9.2 The Client Team monitor impact on an ongoing basis.

## **10. POLICY CONSIDERATIONS**

- 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 payer’s excellent value for money.

## **11. COMMISSIONING & PROCUREMENT CONSIDERATIONS**

- 11.1 This is the second 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 CONSIDERATIONS**

- 12.1 The 2018/19 forecast for the Library Services contract is £4,470k against a budget of £4,376k. The additional £94k relates to a CCN passing over the remaining balance of the book fund for 2017/18, following the finalisation of all outstanding commitments for the period prior to the start of the contract. This has been met from the release of a provision no longer required.

## **13. LEGAL CONSIDERATIONS**

- 13.1 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.

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

## Appendix 1: Key Performance Indicator Monitoring: 2018-19

### Part a) Monthly Performance Monitoring

KPI	Description	Monitored Criteria	Stage	Incident Description	Penalty Points per Incident	Financial Penalty per Incident	Number of Incidents					
							August	September	October	November	December	January
<b>Total</b>							<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>1</b>	Opening Hours	Failure to open a library	<b>1</b>	10mins - 2hrs 59mins	15	£653.93	<b>1</b>	0	0	<b>1</b>	<b>1</b>	0
			<b>2</b>	3hrs - 5hrs 59mins	30	£1,307.87	0	0	0	0	0	0
			<b>3</b>	6hrs - a full library day	60	£2,615.74	0	0	0	0	0	0
<b>5</b>	Public Web Access	Unavailability of web services	<b>1</b>	1hr - 2hrs 59mins	5	£217.98	0	0	0	0	0	0
			<b>2</b>	3hrs - 5hrs 59mins	15	£653.93	0	0	0	0	0	0
			<b>3</b>	6hrs - 11hrs 59mins	20	£871.91	0	0	0	0	0	0
			<b>4</b>	12hrs - 24hrs	30	£1,307.87	0	0	0	0	0	0
<b>6</b>	Public IT Facilities	For each library site affected	<b>1</b>	For every full day (or two half-days monthly) Wi-Fi is not available	10	£435.96	0	0	0	0	0	0
			<b>2</b>	For every full day more than one Public Network terminal is not available, per terminal	1	£43.60	0	0	0	0	0	0
			<b>3</b>	OR for every full day (or two half-days monthly) where ALL Public Network terminals are unavailable, per library	10	£435.96	0	0	0	0	0	0
			<b>4</b>	For every full day (or 2 half days) that self-service is not available in one library , per library affected	10	£435.96	0	0	0	0	0	0
<b>8</b>	Hire of Spaces	For any of the following:	<b>1</b>	Events booked outside the scope of conditions of hire	10	£435.96	0	0	0	0	0	0

			2	Failure to rectify breaches of the conditions of hire within 15 minutes of a breach being identified	10	£435.96	0	0	0	0	0	0	
			3	Failure to rectify a space/room hire that has an adverse impact on library operations within 15 minute of impact being identified	10	£435.96	0	0	0	0	0	0	
9	Local Studies and Archives Availability	Online and physical Local Studies and Archive services are not available (Applied in conjunction with KPI 1)	1	[Online] 1hr - 2hrs 59mins	5	£217.98	0	0	0	0	0	0	
			2	[Online] 3hrs - 5hrs 59mins	15	£653.93	0	0	0	0	0	0	0
			3	[Online] 6hrs - 11hrs 59mins	20	£871.91	0	0	0	0	0	0	0
			4	[Online] 12hrs - 24hr	30	£1,307.87	0	0	0	0	0	0	0
			5	[Search Room unavailable during Library Hours] 10mins - 2hrs 59mins	5	£217.98	0	0	0	0	0	0	0
			6	[Search Room unavailable during Library Hours] 3hrs - 5hrs 59mins	15	£653.93	0	0	0	0	0	0	0
			7	[Search Room unavailable during Library Hours] 6hrs - full day for that library	30	£1,307.87	0	0	0	0	0	0	0
13	Home Library Service	Number of beneficiaries who receive a month visit, including new clients receiving their first visit falling below 95%	1	100% - 96%	0	£0.00	0	0	0	0	0	0	
			2	95% - 76%	15	£653.93	0	0	0	0	0	0	
			3	75% - 51%	30	£1,307.87	0	0	0	0	0	0	
			4	50% - 26%	75	£3,269.67	0	0	0	0	0	0	
			5	25% - 0%	150	£6,539.35	0	0	0	0	0	0	

20	Complaints	Percentage of complaints responded to within specified timeframe (see Appendix 21)	1	100% - 98%	0	£0.00	0	0	0	0	0	0	
			2	97% - 76%	10	£435.96	0	0	0	0	0	0	0
			3	75% - 51%	20	£871.91	0	0	0	0	0	0	0
			4	50% - 26%	50	£2,179.78	0	0	0	0	0	0	0
			5	25% - 0%	75	£3,269.67	0	0	0	0	0	0	0
21	Library Management System and Archive Management System Availability	Systems are not available for a duration within the Minimum Opening Hours	1	1hr - 3hrs 29mins	5	£217.98	0	0	0	0	0	0	
			2	3hrs 30mins - 6hrs 59mins	10	£435.96	0	0	0	0	0	0	0
			3	Full day (7hrs or more)	20	£871.91	0	0	0	0	0	0	0
22	Annual Stock Plan	Deviation from the annual Stock Plan without written consent	1	Per deviation	10	£435.96	0	0	0	0	0	0	
28	Staff Management	Failure to properly train or manage staff	1	Per identified incident	10	£435.96	0	0	0	0	0	0	
29	Managing the Council's reputation	Per incident related to the management of the Council's reputation	1	Per incident of external communication without consent	30	£1,307.87	0	0	0	0	0	0	
			2	Per incident of misuse of social media by staff or other representatives	15	£653.93	0	0	0	0	0	0	0
			3	Per incident of materials displayed outside of the agreed notice display policy	15	£653.93	0	0	0	0	0	0	0
30	Responding to Information Requests	Failure to provide information requested by the Client Unit	1	Per day information is provided late	5	£217.98	0	0	0	0	0	0	



**Part b) Quarterly Performance Monitoring**

KPI	Description	Monitored Criteria	Stage	Incident Description	Penalty Points per Incident	Financial Penalty per Incident	Number of Incidents	
							Q2	Q3
<b>Total</b>							0	0
2	Meeting CIPFA Benchmarks	Per-day that statistics are submitted late to Client Team	1	Day(s) submitted past deadline	5	£217.98	0	0
4	Service Plan Implementation	Annual aims/actions identified for completion each quarter completed	1	100% - 91%	0	£0.00	•	•
			2	90% - 76%	45	£1,961.80		
			3	75% - 51%	60	£2,615.74		
			4	50% - 26%	100	£4,359.57		
			5	25% - 0%	200	£8,719.13		
			6	Per incomplete Priority 1 item	10	£435.96	0	0
7	Marketing Plan Implementation	Percentage of actions identified delivered each quarter to agreed quality output standard	1	100% - 91%	0	£0.00	•	•
			2	90% - 76%	5	£217.98		
			3	75% - 51%	10	£435.96		
			4	50% - 26%	25	£1,089.89		
			5	25% - 0%	50	£2,179.78		

**Appendix 2**  
**Libraries Contract Monitoring - GLL**  
**Performance Adjustment Points Mitigation**  
**August 2018 to January 2019**

**Monthly-Monitored KPIs:**

<b>Month</b>	<b>Performance Penalty Summary</b>
August 2018	1 reported incident – see below
September 2018	No reported incidents
October 2018	No reported incidents
November 2018	1 reported incident – see below
December 2018	1 reported incident – see below
January 2019	No reported incidents

**Quarterly-Monitored KPIs:**

<b>Quarter</b>	<b>Performance Penalty Summary</b>
Q2	No reported incidents
Q3	No reported incidents

**Summary of Incidents**

30<sup>th</sup> August 2018

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Incidents</b>	1 incident
<b>Performance Adjustment Points per Incident</b>	15 Performance Adjustment Points
<b>Financial Penalty per Incident</b>	£653.93 Financial Penalty
<b>Incident Summary</b>	St Paul's Cray library opened 30 minutes late in the afternoon as a sessional member of staff failed to turn up, meaning the library could not be opened with just the remaining one staff member. GLL informed the Client promptly and sent over a member of staff from another branch in order to re-open the library.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

24<sup>th</sup> November 2018

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Incidents</b>	1 incident
<b>Performance Adjustment Points per Incident</b>	15 Performance Adjustment Points
<b>Financial Penalty per Incident</b>	£653.93 Financial Penalty
<b>Incident Summary</b>	Mottingham opened 1 hour late due to a member of staff taking emergency leave, meaning the branch could not be opened with only the one remaining staff member. GLL notified the Client promptly of the incident and sent replacement staff from another library to open the branch.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

24<sup>th</sup> December 2018

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Incidents</b>	1 incident
<b>Performance Adjustment Points per Incident</b>	15 Performance Adjustment Points
<b>Financial Penalty per Incident</b>	£653.93 Financial Penalty
<b>Incident Summary</b>	Shortlands Library opened 10 minutes late on Christmas Eve due to a casual staff member not showing up as expected. GLL informed Client promptly.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

### Appendix 3

## Bromley Libraries Issues

### July 2018 to December 2018

#### Year-to-Year Comparison:

Month	2017 - 18	2018 - 19	% Difference
<b>6-Month Total</b>	<b>745,791</b>	<b>758,427</b>	<b>+1.69%</b>
July	138,042	134,540	-2.54%
August	147,072	145,192	-1.28%
September	127,650	125,092	-2.00%
<b>Q2 Total</b>	<b>412,764</b>	<b>404,824</b>	<b>-1.92%</b>
October	122,170	127,491	+4.36%
November	112,077	119,519	+6.64%
December	98,780	106,593	+7.91%
<b>Q3 Total</b>	<b>333,027</b>	<b>353,603</b>	<b>+6.17%</b>

#### Issues: 12 month Moving Average

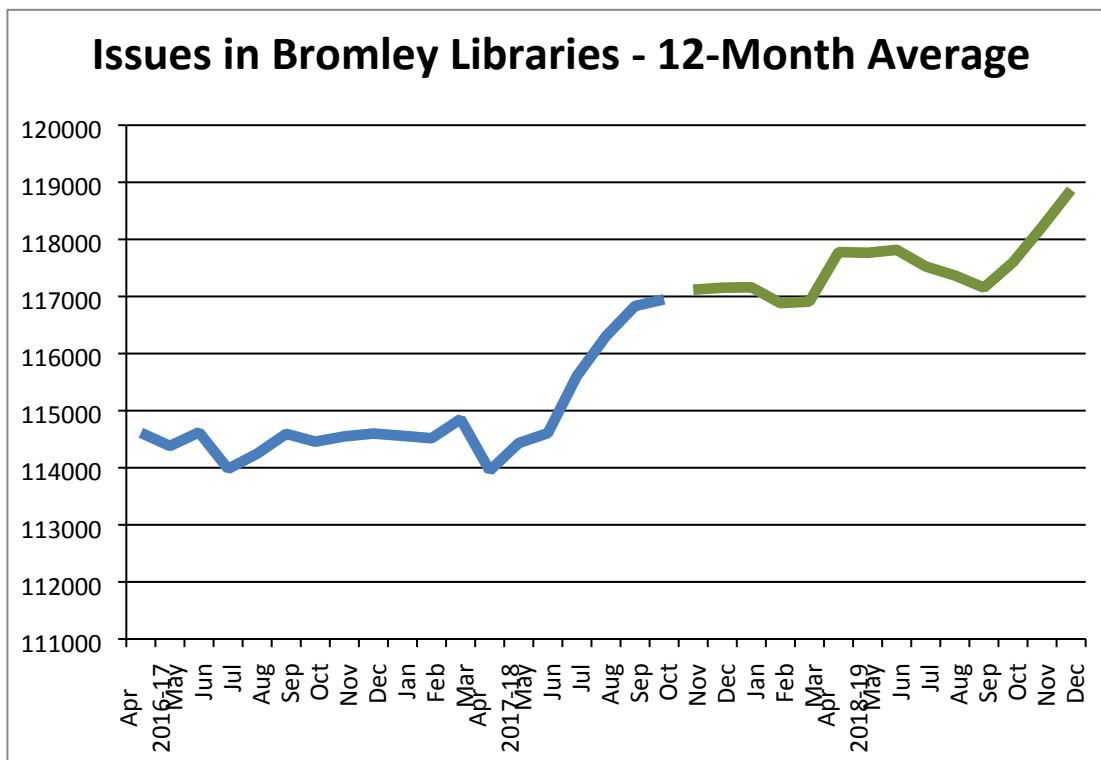


Figure 1: 12-month average (each data point representing average issues over the previous 12 months) of item issues in Bromley Libraries since April 2016 (in blue). There is a slight upward trend of item issues over time, which is continued under GLL management (in green).

## Appendix 4

### Bromley Libraries Events- Quarter 3 October-December 2018

Bromley Libraries Events- Quarter 3 October-December 2018																
<u>Q3 Totals</u>		BHI	BEC	BAS	CEN	CHI	HAY	MOT	ORP	PEN	PWO	SHO	SOU	SPC	WWI	Total
<b>Children's Events</b>																
<b>Regular</b> (Chatterbooks, Craft sessions, Lego club, etc.)	No. of Events	52	61	47	70	75	40	76	68	43	61	47	52	56	75	<b>823</b>
	Total No. of Attendees	491	1,406	332	1,404	894	333	735	1,065	414	775	401	403	589	997	<b>10,239</b>
<b>One-off or Seasonal</b> (World Book Day, Halloween, etc.)	No. of Events	11	7	5	3	8	3	8	4	4	15	0	4	15	12	<b>99</b>
	Total No. of Attendees	163	121	46	88	800	25	168	48	37	98	0	54	116	193	<b>1,957</b>
<b>Adults Events</b>																
<b>Regular</b> (Reading groups, Knit and Natter, etc.)	No. of Events	21	21	9	31	8	12	18	39	9	29	13	5	9	6	<b>230</b>
	Total No. of Attendees	237	95	109	132	161	117	237	366	44	135	147	66	70	118	<b>2,034</b>
<b>One-off or Seasonal</b>	No. of Events	3	4	0	2	1	2	2	3	1	2	0	0	2	2	<b>24</b>
	Total No. of Attendees	123	53	0	96	60	7	36	49	40	3	0	165	18	42	<b>692</b>
<b>Totals:</b>	No. of Events	87	93	61	106	92	57	104	114	57	107	60	61	82	95	<b>1,176</b>
	Total No. of Attendees	1,014	1,675	487	1,720	1,915	482	1,176	1,528	535	1,011	548	688	793	1,350	<b>14,922</b>

## Summary: Event Analysis

Month	No. of Events Held	No. of Attendees	Avg. Attendees per Event
<b>6-Month Total</b>	<b>2,140</b>	<b>24,575</b>	<b>11.5</b>
July	342	3,393	9.9
August	246	2,597	10.6
September	376	4,233	11.3
<b>Q2 Total</b>	<b>964</b>	<b>10,223</b>	<b>10.6</b>
October	431	5,118	11.9
November	410	5,261	12.8
December	335	3,973	11.9
<b>Q3 Total</b>	<b>1,176</b>	<b>14,352</b>	<b>12.2</b>

Note: Attendees are counted by the event held, not by the attendee's age. The Summer Reading Challenge ran from 14<sup>th</sup> July until 15<sup>th</sup> September using the Beano "Mischief Makers" theme. In Bromley **5,900** children participated in the Summer Reading Challenge



# **Bromley Libraries**

## **Strategic Objectives Service Plan**

### **April 2019 – March 2020**



## Strategic Objectives Service Plan : April 2019-March 2020

### Reading Offer: Stock Development (adults & children)

- Promote enjoyment of reading and use of the library by providing attractive and relevant stock.
- Adhere to the conditions of the current Stock Management Policy
- Ensure the resources budget fully spent and value for money obtained
- Adhere to recommendations from recent library audits.
- Promote enjoyment of reading and sharing of books

### Reader Development (adults & children)

- To help create a more literate and confident society by developing, delivering and promoting reading activities in libraries
- Deliver calendar of special events responding to national initiatives e.g. National Libraries Week, Black History Month, etc.
- To encourage the sharing of books by families with young children and improve the delivery of Book Trust Bookstart offer for Bromley, working through partnership with health services and pre-school settings
- Aim to establish a partnership with Bromley Children's Project to promote family learning and library membership through Children's Centres
- To increase Young Adult usage of library services
- Provide opportunities for young people to develop skills and confidence and to contribute to their local communities
- To provide fully inclusive services and events in libraries provided for targeted groups including people with additional needs
- Work in partnership with the Royal Voluntary Service (RVS) to provide a high-quality home library delivery service to those who by reason of disability, illness, age or 'carer' status cannot access the library to select their own materials

### Digital Offer

- Deliver an effective E-Library service
- To maintain provision of IT services and promote new and existing initiatives

### ICT Offer



<ul style="list-style-type: none"> <li>▪ To implement People’s Network self-service extension booking at all sites.</li> <li>▪ To implement Cloud-based printing, which will allow customers to print from hand held devices such as mobile phones and tablets.</li> </ul>
<b>Health Offer</b>
<ul style="list-style-type: none"> <li>▪ Develop and deliver additional services and programmes for targeted groups, e.g. dementia sufferers, visually impaired readers.</li> <li>▪ Improve access to library services for members of targeted groups</li> <li>▪ Work in partnership with local health organisations</li> </ul>
<b>Information Offer</b>
<ul style="list-style-type: none"> <li>▪ Provide a range of high-quality print and electronic reference and information resources for customers including the provision of Bromley Community information</li> </ul>
<b>Learning Offer</b>
<ul style="list-style-type: none"> <li>▪ Encourage local communities to make greater use of the Library Service through establishing programmes and activities to promote and encourage learning opportunities and encourage increased use of library facilities by all members of the community.</li> </ul>
<b>Bromley Historic Collections</b>
<ul style="list-style-type: none"> <li>▪ To promote and raise awareness of the Museum and Archive services for all by Community engagement and participation</li> <li>▪ To develop the identity of the Museum collections to reflect the population of the borough</li> <li>▪ To investigate and identify options to improve the development care and conservation of the Museum Collections</li> <li>▪ To continue to review Museum Collection documentation and management methods e.g accessioned objects</li> <li>▪ Increase and maximise Income and external funding opportunities</li> <li>▪ To achieve Museum accreditation</li> </ul>
<b>Communications, Marketing and Brand</b>
<ul style="list-style-type: none"> <li>▪ To raise awareness of the service</li> <li>▪ Run outreach and promotion activities to raise awareness of the library service in the community, extending out to non-users and hard-to-reach communities</li> <li>▪ Improve our online presence and better promote the library service online</li> </ul>

<b>Our Staff</b>
<ul style="list-style-type: none"><li>▪ To ensure that all frontline staff are highly trained in order to give an excellent service to library customers</li></ul>
<b>Our Buildings</b>
<ul style="list-style-type: none"><li>▪ Ensure our libraries are a safe and welcoming environment for customers and staff</li><li>▪ Maximise income generation from the letting of library halls and rooms</li></ul>
<b>Our Customers</b>
<ul style="list-style-type: none"><li>▪ Listen to our customers and investigate new ways of engaging with them</li><li>▪ Undertake Customer Satisfaction surveys in line with CIPFA in frequency and question type</li></ul>

Report No.  
DRR19/020

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** 6 March 2019

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

**Title:** TOWN CENTRES DEVELOPMENT PROGRAMME UPDATE

**Contact Officer:** Virgil Rappa, Senior Regeneration Officer  
Tel: 020 8313 4519 E-mail: virgil.rappa@bromley.gov.uk

**Chief Officer:** Colin Brand, Director of Regeneration

**Ward:** All Wards

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**1. Reason for report**

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

**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 Council's intention to submit an Expression of Interest Bid for the Ministry of Housing, Communities and Local Government's Future High Streets Fund to secure funding for a new Orpington Masterplan.

### 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: £35.343m
  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): 3
  2. If from existing staff resources, number of staff hours:
- 

### Legal

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

### Customer Impact

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

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? 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 On 17<sup>th</sup> July 2017, the Executive approved the detailed terms of the development agreement and lease for the development and on 11<sup>th</sup> December 2017, Full Council approved an allocation to the capital programme for the purpose of acquiring properties within the red line area. On 13<sup>th</sup> February 2019 the Executive further approved the “in principle” use of the Council’s Compulsory Purchase Order (CPO) powers to secure vacant possession of the development site to provide certainty and allow the preliminary processes required for the making of a CPO to be carried out at the same time as ongoing negotiations with landowners both saving time and supporting the negotiating process. The Council’s 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. Officers are also currently preparing an Equalities Impact Assessment to support the acquisition process. Progress continues to be made on site acquisitions and relocations, including the ongoing discussion with the Bromley Town Church on temporary relocation options.
- 3.3 In accordance with the terms of the development agreement Countryside Properties’ planning application for their scheme is currently still under consideration by the Council’s Development Control team with a targeted consideration by the Development Control Committee in March 2019.

#### **Bromley Town Centre High Street Public Realm Improvements**

- 3.4 Phase 2 works have continued south towards the Elmfield Road junction. All the new lighting and the emergency vehicle path has been completed. Five new corten steel planters have been installed and planted with trees and shrubs. Feedback from the public has been very positive. It is anticipated that the paving works in the pedestrian areas works will be completed by Easter 2019. The timescale for the remaining Hostile Vehicle Measures at the southern end is still to be finalised with the manufacturers. Delivery of the rising bollards will take 12 – 14 weeks.
- 3.5 The carriageway works at High Street / Elmfield Road junction will require a full road closure for 6 – 8 weeks and a diversion of bus routes with London buses agreeing to provide temporary bus stops in Kentish way during this period.
- 3.6 Architectural feature lighting will be installed on Primark, the adjoining HG Wells building, 145-155 High Street, the adjoining Offspring Shoes building and Marks and Spencer. It is anticipated that the works will be completed by Easter 2019.
- 3.7 Following the Executive approval on 17<sup>th</sup> October 2018 officers are progressing the procurement of the two Commercial units/shops and the two pairs of market kiosks on Market Square. Members agreed additional funded of £415k. The planning applications for both were submitted in January 2019. The design team are also examining design and delivery options for the mirrored canopies given the revised overall scheme budget of £3.875m, agreed by the Executive. Details of any revisions will be brought back to the R, R & H PDS for consideration.

## **Beckenham Town Centre Public Realm Improvements**

- 3.8 The final improvement works to Beckenham High Street are due for completion in March 2019. Any outstanding snagging works will be agreed with the Term Contractor after the last design elements are completed

## **Orpington Public Realm Improvements**

- 3.9 The final improvement works in Orpington have been completed and snagging works have commenced. The suppliers of the damaged three prong granite bench will be replacing it and this is anticipated to be the last snagging element for the scheme. The replacement bench is anticipated to be installed in March 2019.

## **Future High Streets Fund Bid – Orpington Masterplan**

- 3.10 Following on from the report produced by Cushman and Wakefield, the Council is intending to bid for the Ministry of Housing, Communities and Local Government's Future High Streets Fund to fund the production of a new masterplan for Orpington Town Centre. The Future High Streets Fund is a £675m fund set up by the Government with the objective of renewing and reshaping town centres and high streets to improve experience, drive growth and ensure future sustainability. To secure funding, local authorities will be required to define the specific challenges faced by their high streets, setting out their overarching strategic ambition for what the high street or town centre should become and undertake what needs to be done to make this possible.
- 3.11 There will be two rounds of the Fund, both with a two-phase application process. Phase 1 is an Expression of Interest stage where places will be assessed on the need for funding, the nature of the challenge and the vision for the future of the town centre. For bids that pass on to Phase 2, there will be an amount of revenue funding available to work up project proposals to develop full business cases. Funding decisions will be based on project plans and business cases. In the first round of the Fund, projects which are 'shovel ready' may be fast-tracked for funding. The announcement on the second round of the Fund will be made in due course and assessment criteria will be published, but it will not open before 2020.
- 3.12 The timescales for the Fund are as follows:
- December 2018: Phase 1 opens and Expressions of Interest invited
  - 22 March 2019: Deadline for Expressions of Interest
  - Summer 2019: Announcement on places moving to Phase 2
  - Late 2019: First round of final business cases to be submitted
  - Spring 2020: All remaining final business cases to be submitted
  - Not before 2020: Second round of applications opens

It is expected that any identified need for investment will fall under the following themes:

- Investment in physical infrastructure
  - Acquisition and assembly of land including making improvements to the public realm
  - Improvements to transport access, traffic flow and circulation in the area
  - Supporting change of use including (where appropriate) housing delivery and densification
  - Supporting adaptation of the high street in response to changing technology
- 3.13 In keeping with these themes, the Council will be putting forward a submission identifying Orpington town centre as the place in its Phase 1 Expression of Interest bid, with the aim of securing revenue funding in Phase 2 for the production of a masterplan as part of the development of a full business case. This work will build upon the technical studies

previously produced by Cushman and Wakefield, preliminary feasibility work undertaken by Holder Matthias and the Local Plan policies for Orpington Town Centre. The masterplan will serve to provide a coherent vision for the future transformation of Orpington Town Centre through an analysis of the town centre and current and predictive trends in retail, leisure and housing opportunities. One of the key outputs from the masterplan will be to determine the location, mix and amount of development and provide sufficient detail and robust overall guidance for viable and achievable schemes to come forward, whilst ensuring developers, land owners, residents and stakeholders are fully aware of what is proposed and how it could be implemented.

### **Penge Town Centre Improvements**

- 3.14 You & Me architecture and their sub-contractors are currently implementing the construction phase of improvements to the selected shops under the Shop Front Improvement Scheme with a view to completing the project by the end of March 2019. To date, 5 shops, the equivalent of 7 units, have been completed and improvements have been well received by the local community.

## **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 11<sup>th</sup> 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 £2.220m has been spent/committed on the acquisition of properties in Ethelbert Close leaving a balance of £22.072m.
- 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 £164k has been spent/committed, leaving a balance of £935k.
- 5.3 On 17<sup>th</sup> October 2018, the Executive approved an addition of £415k to the Bromley High Street Improvement Capital Scheme, thereby increasing the overall budget for the scheme to £3.875m.
- 5.4 On the 13<sup>th</sup> February the Executive approval the addition of £81k to the Orpington scheme in the Capital Programme. It should be noted that the revenue maintenance costs of the Orpington Public Realm Scheme will be borne by the Head Leaseholder.
- 5.5 The 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: -

<b>Capital</b>	<b>Budget £'000</b>	<b>Spend Com'tmts £'000</b>	<b>Total £'000</b>	<b>Balance £'000</b>
<u>Site G</u>				
Properties within red line development site - capital financing	20,932.0	0.0	0.0	20,932.0
Growth Fund - Specialist legal & development advice	1,100.0	111.9	164.6	935.4
Growth Fund	1,800.0	1,695.6	1,695.6	104.4
Private Developer contribution	100.0	0.0	0.0	100.0
S106 PIL	359.6	359.6	359.6	0.0
	<b>24,291.6</b>	<b>2,167.1</b>	<b>2,219.8</b>	<b>22,071.8</b>
<u>Beckenham Improvement Scheme</u>				
TfL Funding	2,896.0	2,896.0	2,896.0	0.0
TfL Funding - LIP allocation re Southend Rd/Rectory Rd	200.0	200.0	200.0	0.0
Capital receipts	995.0	609.8	617.7	377.3
Earmarked Reserve balance for Beckenham Improvements	150.0	150.0	150.0	0.0
Principal Road Maintenance TFL allocation (Subject to approval)	200.0	0.0	0.0	200.0
	<b>4,441.0</b>	<b>3,855.8</b>	<b>3,863.7</b>	<b>577.3</b>
<u>New Homes Bonus and High Street Funded Projects</u>				
Penge Town Centre Improvements	746.0	150.1	163.4	582.6
Orpington Town Centre	525.0	498.8	498.8	26.2
	<b>1,271.0</b>	<b>648.9</b>	<b>662.2</b>	<b>608.8</b>
<u>Orpington Town Centre</u>				
S106 funding towards Walnuts Shopping Centre area	350.0	299.9	299.9	50.1
	<b>350.0</b>	<b>299.9</b>	<b>299.9</b>	<b>50.1</b>
<u>Bromley Town Centre Public Realm Scheme</u>				
S106 funding - Town Centre contributions	152.0	0.0	0.0	152.0
Growth Fund (may be replaced by S106 from Langley Court funding when available)	3,723.0	1,455.5	1,565.9	2,157.1
	<b>3,875.0</b>	<b>1,455.5</b>	<b>1,565.9</b>	<b>2,309.1</b>
<b>Total Capital</b>	<b>34,228.6</b>	<b>8,427.2</b>	<b>8,611.5</b>	<b>25,617.1</b>
<b>Revenue</b>				
<u>New Homes Bonus and High Street Funded Projects</u>				
Penge Town Centre Improvements	200.0	129.4	158.0	42.0
Orpington Town Centre	100.0	81.4	95.9	4.1
Biggin Hill Aviation Technology & Enterprise Centre	150.0	137.4	140.9	9.1
Cray Business Corridor	150.0	120.6	124.7	25.3
	<b>600.0</b>	<b>468.8</b>	<b>519.5</b>	<b>80.5</b>
<u>Bromley Town Centre High Street redevelopment programme</u>				
Investment Fund - Initial feasibility cost of development programme	118.0	80.8	80.8	37.2
Investment Fund - Detailed design cost & survey work	287.0	204.7	238.4	48.6
Broadband Infrastructure Investment project	64.7	64.7	64.7	0.0
S106 Funding for street furniture refurbishments	45.0	21.8	45.0	0.0
Sub-total High Street Redevelopment	<b>514.7</b>	<b>372.0</b>	<b>428.9</b>	<b>85.8</b>
<b>Total Revenue</b>	<b>1,114.7</b>	<b>840.8</b>	<b>948.4</b>	<b>166.3</b>
<b>Total Funding - Capital and Revenue</b>	<b>35,343.3</b>	<b>9,268.0</b>	<b>9,559.9</b>	<b>25,783.4</b>



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

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Report No.  
CSD19034

London Borough of Bromley

PART 1 - PUBLIC

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

**Date:** 6 March 2019

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

**Title:** RENEWAL, RECREATION AND HOUSING PDS COMMITTEE  
WORK PROGRAMME MAY 2019 TO APRIL 2020

**Contact Officer:** Lisa Thornley, Democratic Services Officer  
Tel: 020 8461 7566 E-mail: [lisa.thornley@bromley.gov.uk](mailto:lisa.thornley@bromley.gov.uk)

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

**Ward:** N/A

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1. Reason for report

1.1 This report updates the Committee's work programme.

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2. **RECOMMENDATION**

2.1 The Committee is invited to review its work programme for the Municipal Year May 2019 to April 2020.

### 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 Municipal Year May 2019 to April 2020 is attached at **Appendix A**. Meetings will take place on 2 July 2019, 3 September 2019, 5 November 2019, 21 January 2020 and 25 March 2020. These dates were confirmed at a meeting of the General Purposes and Licensing Committee held on 12 February 2019.

<b>Non-Applicable Sections:</b>	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)
<b>Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 2 July 2019</b>		
Appointment of Co-Opted Member	LT	No
Matters Arising from Previous Meetings	LT	No
Budget Monitoring 2019/20	CM	Yes
Provisional Outturn 2018/19	CM	Yes
Homelessness Strategy	SB	No
Housing Supply/Housing Transformation Board	SB	No
Town Centres Development Programme Update	KM	Yes
Renewal, Recreation and Housing Portfolio Plan	M S-C	No
Growth Fund Update	KM	No
Contract Register – Part 1	M S-C	No
Planning Appeals – Costs 2018-2019	JS	No
Planning Appeals Monitoring Report April 2018 to March 2019	JS	No
Planning Enforcement Progress and Monitoring Report	JS	No
Enforcement Monitoring Report (April 2018 to March 2019)	JS	No
Work Programme 2019/2020	LT	No
<b><u>Exempt Report</u></b>		
Contract Register – Part 2	M S-C	No
Planning Enforcement Progress and Monitoring Report	JS	No

Report Title	Report Author	PH Decision (Yes/No)
<b>Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 3 September 2019</b>		
Matters Arising from Previous Meetings	LT	No
Capital Programme Monitoring – 1 <sup>st</sup> Quarter 2019/20	JM	Yes
Renewal, Recreation and Housing Portfolio Plan	MS-C	No
Town Centres Development Programme Update Report	KM	No
Work Programme 2019/20	LT	No
<b><u>Exempt Reports</u></b>		
<b>Renewal, Recreation and Housing Policy Development and Scrutiny Committee - 5 November 2019</b>		
Matters Arising from Previous Meetings	LT	No
Budget Monitoring 2019/20	CM	Yes
Town Centres Development Programme Update Report	KM	No
Work Programme	LT	No
<b><u>Exempt Reports</u></b>		
<b>Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 21 January 2020</b>		
Matters Arising from Previous Meetings	LT	No
Capital Programme Monitoring - 2 <sup>nd</sup> Quarter 2019/20	JM	Yes
Town Centres Development Programme Update	KM	No
Draft Budget 2020/21	CM	No
Renewal, Recreation and Housing Portfolio Plan – Quarter Two Update	JG	No
Work Programme	LT	No
<b><u>Exempt Reports</u></b>		



Report Title	Report Author	PH Decision (Yes/No)
<b>Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 25 March 2020</b>		
Matters Arising from Previous Meetings	LT	No
Budget Monitoring	CM	Yes
Contracts Register	M S-C	Yes/No
Annual Renewal, Recreation and Housing Portfolio Plan	M S-C	No
Expenditure on Consultants	P Gibbs	No
Town Centres Development Programme Update	KM	No
Planning Performance and Planning Enforcement	JK/JS	No
Chairman's Annual Report	Chairman	No
Work Programme	LT	No
<b><u>Exempt Reports</u></b>		
Contracts Register – Part 2	M S-C	Yes/No

**To be arranged**

Penge High Street Report  
 Report on Orpington Regeneration Strategy  
 Post-completion report for Beckenham Improvement Scheme  
 (May/June 2019)  
 Crystal Palace Masterplan

Chipperfield Road  
 Banbury House Report – SB  
 BIDS for Chislehurst and West Wickham

Provision of Full Fibre Broadband - Update  
 Traveller Sites – SB

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## Report from Renewal and Recreation PDS Committee

**Chairman: Cllr. Michael Rutherford**

**Vice-Chairman: Cllr. Suraj Sharma**

The Committee met five times this municipal year. Each meeting has scrutinised the reports for decision by the Renewal, Recreation and Housing Portfolio Holder and considered policy development for key areas across the portfolio. Alongside the elected Members on the PDS Committee, we were also pleased to welcome a co-opted member from the Bromley Youth Council, Mr. Sheldon Thomas. Through this past year, the RR&H PDS Committee has scrutinised a range of proposals and performance metrics and added further scrutiny to the planning service.

The Committee have monitored performance against the Renewal, Recreation and Housing strategic outcomes for the municipal year. In its June 2018 meeting considered the housing part of the portfolio plan to be insufficiently detailed, and targets insufficiently ambitious and sent it back for revision. It was therefore pleased to support an updated plan and key performance indicators at the September 2018 meeting.

Topics the PDS Committee have focused on include:

### **Town Centres**

**Bromley:** The RR&H PDS Committee remained supportive of improvements to the public realm in Bromley to encourage footfall and the vibrancy of our town centre. However it scrutinised proposals to ensure value for money. As part of this, it rejected a recommendation to build canopies at the current cost, which it was pleased the portfolio holder upheld. It also recommended that excess profit from new commercial units was used to support the maintenance and enhanced cleaning of the pedestrianised High Street, a recommendation that was also upheld.

**Beckenham:** The Committee was grateful for the successful completion of the work of its sub-committee, the Beckenham Town Centre Working Group. Throughout the duration of the Beckenham High Street improvements, it has successfully engaged businesses and residents in the process. The works have been completed successfully.

**Orpington:** Scrutiny was given to an opportunity paper on how various sites in Orpington could increase housing stock and improve the town centre. The committee supported the proposals but expressed concern about the lack of pace. It also asked that a working party was set up for the Framework Plan, including representatives of Orpington 1st BID, Orpington College and traders. The recommendation was approved.

**Penge:** The committee remained supportive of the council's improvements to Penge town centre, including to the High Street and shopfronts.

## **Housing**

Affordable housing: The Committee scrutinised a number of schemes to increase the supply of affordable housing in the borough including More Homes Bromley and the use of Section 106 funds through housing associations. It successfully requested that the Portfolio Holder take responsibility for achieving more affordable housing by being a member of the Housing Transformation Board.

Temporary housing: The Committee also analysed performance and proposals for temporary accommodation and was concerned about the decrease in available housing with demand increasing. It requested further involvement in scrutinising such schemes and ensuring performance levels of all schemes were high.

## **Leisure and Culture**

Leisure: The Committee is supportive of the council's work to reduce the costs of services without impacting quality. It was therefore pleased with the value for money provided by the new leisure contract which saves council taxpayers' money without affecting service quality.

Libraries: The Committee is also supportive of improving services at the borough's libraries. It was therefore pleased that the new Penge library was delivered under budget and is providing a popular service. It has also supported the proposed West Wickham Leisure Centre and Library, which will also deliver new homes.

## **Planning**

The performance of the planning service was assessed, with a particular focus on the performance of planning enforcement. The committee also scrutinised planning appeals, considering those appeals received and decided and the costs incurred by the council. As a result of ongoing concerns about planning enforcement, it called additional scrutiny at the committee and was pleased that surgeries had been set up to highlight problematic cases.

Scrutiny was applied to the Building Control service and options for its future. It was supportive of plans to undertake a full review of the service in order to achieve an improved service. However it considered it too soon to agree a shared service approach and that commissioning should be considered as part of that review.

The Committee has been tenacious in ensuring that the council takes a proactive approach to private sector buildings with flammable cladding. It has successfully lobbied for officers to speak to ministers to clarify the legal position and take appropriate steps to make the surrounding area of one building more safe.

## **Scrutiny of the Portfolio Holder**

The Committee scrutinised the portfolio budget, requesting that officers and the portfolio holder explained areas where spending was increasing. Particular attention was given to ensure that where third parties run council services, the quality remains unchanged or better and that cost reduces throughout the contract.

The Committee also analysed the contract register twice throughout the year, challenging on specific contracts to ensure that contracts avoid being managed effectively and there is suitable foresight of where new contracts are required.

### **Presentations**

The Committee is grateful to Crystal Palace Community Trust and Countryside for visiting and presenting to it.

### **Proposals for the forthcoming year**

The Committee considers the Transformation Programme to be a great opportunity to cut the costs of homelessness and temporary accommodation while providing our residents with better and more certain housing. It encourages the council to take more steps to increase the affordable housing stock. In particular it encourages further use of Section 106 payments to build affordable homes with housing associations, as outlined at its November 2018 meeting.

### **Thanks**

I would like to thank all the members of the committee for their diligence and hard work throughout the year. A lot of work has been carried out, which has covered a very broad range of subjects. I would also like to thank the officers in the RR&H department and Mrs. Lisa Thornley for their tireless work at the committee meetings and the ongoing day to day running of the department.

**Councillor Michael Rutherford**  
**Chairman, Renewal, Recreation and Housing PDS Committee**

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