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DATE: 17 March 2020

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

Councillor Michael Rutherford (Chairman)
Councillor Suraj Sharma (Vice-Chairman)
Councillors Gareth Allatt, Yvonne Bear, Julian Benington, Kim Botting FRSA,
Josh King, Alexa Michael and Gary Stevens

Non-Voting Co-opted Members
Tajana Reeves, Bromley Youth Council

A meeting of the Renewal, Recreation and Housing Policy Development and Scrutiny
Committee will be held at Bromley Civic Centre on **WEDNESDAY 25 MARCH 2020**
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 that are not specific to reports on the agenda must have been received in writing 10 working days before the date of the meeting.

Questions specifically relating to reports on the agenda should be received within two working days of the normal publication date of the agenda. Please ensure that questions specifically relating to reports on the agenda are received by the Democratic Services Team by **5 pm on Thursday 19 March 2020**.

- 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 MEETINGS HELD ON 21 JANUARY 2020 AND 11 FEBRUARY 2020 (Pages 5 - 24)**
- 5 **MATTERS OUTSTANDING FROM PREVIOUS PART 1 (PUBLIC) MINUTES OF MEETINGS (Pages 25 - 28)**

HOLDING THE RENEWAL, RECREATION AND HOUSING PORTFOLIO HOLDER TO ACCOUNT

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

Portfolio Holder decisions for pre-decision scrutiny.

- a **BUDGET MONITORING 2019/20 (Pages 29 - 38)**
 - b **CAPITAL PROGRAMME MONITORING - 3RD QUARTER 2019/20 AND CAPITAL STRATEGY 2020 TO 2024 (Pages 39 - 48)**
- 7 **PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS**
- a **ORCHARD AND SHIPMAN: PROVISION OF HOUSING SERVICES (Pages 49 - 54)**
 - b **APPROACH TO DIGITAL INFRASTRUCTURE (Pages 55 - 66)**
 - c **BROMLEY TOWN CENTRE IMPROVEMENT SCHEME: A NEW APPROACH (Pages 67 - 76)**
 - d **TOWN CENTRE PLANNING POLICY STRATEGY: BROMLEY AND ORPINGTON (Pages 77 - 86)**

POLICY DEVELOPMENT AND OTHER ITEMS

- 8 UPDATE ON MORE HOMES BROMLEY SPV PROPERTY ACQUISITION PROGRAMME (Pages 87 - 96)**
- 9 PROVISION OF LIBRARY SERVICES - CONTRACT PERFORMANCE REPORT (Pages 97 - 136)**
- 10 EXPENDITURE ON CONSULTANTS 2018/19 AND 2019/20 (Pages 137 - 158)**
- 11 RENEWAL, RECREATION AND HOUSING PDS COMMITTEE WORK PROGRAMME (JUNE 2020-MARCH 2021) (Pages 159 - 166)**
- 12 CHAIRMAN'S ANNUAL REPORT (Pages 167 - 170)**

PART 2 (CLOSED) AGENDA

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

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

	<u>Items of Business</u>	<u>Schedule 12A Description</u>
14	EXEMPT MINUTES OF THE RENEWAL, RECREATION AND HOUSING PDS COMMITTEE HELD ON 11 FEBRUARY 2020 (Pages 171 - 172)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
15	MATTERS OUTSTANDING FROM PREVIOUS PART 2 (EXEMPT) MINUTES OF MEETINGS (Pages 173 - 176)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
16	PRE-DECISION SCRUTINY OF PART 2 (EXEMPT) EXECUTIVE REPORTS	
a	ORCHARD AND SHIPMAN: PROVISION OF HOUSING SERVICES - PART 2 (CONFIDENTIAL) (Pages 177 - 186)	

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RENEWAL, RECREATION AND HOUSING POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 21 January 2020

Present:

Councillor Michael Rutherford (Chairman)

Councillors Gareth Allatt, Yvonne Bear, Julian Benington, Josh King, Alexa Michael, Keith Onslow and Gary Stevens

Also Present:

Councillor Nicholas Bennett J.P.,
Councillor Hannah Gray, Executive Assistant to the
Renewal Recreation and Housing Portfolio
Councillor Peter Morgan, Portfolio Holder for Renewal,
Recreation and Housing

43 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

An apology for absence was received from Councillor Suraj Sharma; Councillor Keith Onslow attended as substitute.

44 DECLARATIONS OF INTEREST

In respect of Minute 53 (Portfolio Plan Update), Councillor Rutherford declared an interest as an interested party concerning the covenant issues for the Y Block.

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

A QUESTIONS FOR THE RENEWAL, RECREATION AND HOUSING PORTFOLIO HOLDER

Eight questions for oral reply were received at the meeting. A copy of those questions, together with the Portfolio Holder's responses can be viewed as Annex A to these Minutes.

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

No questions were received.

46 MINUTES OF THE RENEWAL, RECREATION AND HOUSING PDS COMMITTEE MEETING HELD ON 5 NOVEMBER 2019 AND MINUTES OF THE SPECIAL MEETING HELD ON 20 DECEMBER 2019

In respect of the minutes of the meeting held on 20 December, the following amendments were agreed

Minute 40 – “Councillor Michael declared a non-pecuniary interest as she was a librarian by profession but did not currently work in *the public sector*.”

Minute 42 – “The *Equality* impact Assessment...”

RESOLVED that the Minutes of the meeting held on 5 November 2019 and the special meeting held on 20 December 2019 be confirmed and signed as a correct record subject to the amendments outlined above.

**47 MATTERS OUTSTANDING FROM PREVIOUS MINUTES
Report CSD20011**

The Committee noted that all outstanding actions had been completed.

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

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

The Committee considered the following reports where the Renewal, Recreation and Housing Portfolio Holder was recommended to take a decision:

**A CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2019/20
Report FSD20009**

On 27 November 2019, the Executive received the 2rd quarterly capital monitoring report for 2019/20 and agreed a revised Capital Programme for the four year period 2019/20 to 2022/23.

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

In opening the discussion the Chairman noted a correction to the table in paragraph 3.1 of the report – the 8th line should read “Schemes rephased”. Changed from “schemes rephased from 2019/20 into 2020/21” which was not correct

In response to a question, the Director of Housing, Planning and Regeneration confirmed that work on the Star Lane traveller site was progressing slowly but it was hoped that there would be a further update by the end of the week.

RESOLVED that the Portfolio Holder be recommended to confirm the changes agreed by the Executive on 27 November 2019.

49 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

The Committee considered the following reports on the Part 1 agenda for the meeting of the Executive on 12 February 2020:

A HOUSING STRATEGY 2019-2029 Report DRR20/008

Members reviewed responses to the Council's six-week public consultation on the new draft housing strategy which took place following Executive approval.

Once adopted, an action plan would be developed for delivery of the priorities set out in the Housing Strategy.

In response to a question, the Head of Compliance and Strategy confirmed that the consultation documents did not set out options for key priorities instead the key priorities were identified from the consultation responses.

Members noted that some of the data reflected in the draft strategy, particularly data concerning building and development would need to be reviewed and updated prior to publication of the final strategy. It was also suggested that further research should be undertaken into the estimated increase in the population in the next 20 years.

A Member also noted that there was nothing within the Strategy concerning utilising vacant units above shops in the High Street.

Responding to a question about the impact of responses to the consultation, the Head of Compliance and Strategy explained that the low response rate to the consultation had been disappointing. However, it was clear from the responses that had been received that people were keen for more houses to be built but the building had to be done in the right way (e.g. respecting the Green Belt etc.). A number of responders suggested that Bromley should be stockholding and should manage a small proportion of its own housing. The Director of Housing, Planning and Regeneration confirmed that a number of options arising from the consultation would be given consideration.

Noting that Bromley was the 8th most populated borough in London, a Member asked to be provided with details of the other 7 boroughs following the meeting. The Member also asked to be provided with details of the borough which had the lowest out of work benefit claimant count in London.

Referring to the "Setting the scene" box on the first page of the draft Housing Strategy, a Member suggested the following amendments, noting that the housing pressures in Bromley were associated with affordable housing:-

- Bromley is experiencing severe *affordable* housing pressures.
- Although the Borough had managed to deliver slightly above its current target for new homes in recent years, demand for *affordable* housing dramatically outstrips supply...

In response to a question, the Director of Housing, Planning and Regeneration confirmed that there were approximately 18,000 people living in the socially rented sector.

In response to a question concerning whether the Council held any data in relation to the number of genuine parental evictions per annum, the Assistant Director of Housing explained that whilst the Department did not hold that data there was a lot of preventative and mediation work. If Officers felt that any application was fraudulent appropriate action would be taken however, many families receiving support were genuinely experiencing issues as a result of struggling to live in overcrowded accommodation.

RESOLVED that

1. The findings from the housing strategy consultation be noted and that thereafter an action plan be prepared to deliver agreed outcomes.

2. The Executive be recommended to

(a) approve, subject to final formatting, the final draft of the Housing Strategy and findings from the Housing Strategy Consultation; and

(b) Delegate authority to the Director of Housing, Planning and Regeneration to finalise the action plan to implement and deliver the Strategy.

B TENANCY SUPPORT SERVICE FOR HOMELESS PEOPLE
Report DRR20-001

Members considered a request for authorisation to extend the contracts for Evolve and Hestia via an exemption to competitive tendering for a period of up to six months to allow their services to be amalgamated and retendered as one contract.

Evolve currently provided accommodation based support whilst Hestia provided floating support and specialist accommodation based support for ex-offenders.

The report sought an exemption from competitive tendering requirements as set out in the Council's Contract Procedure Rules. Further legal implications were set out in the accompanying Part 2 confidential report (agenda Item 16a).

In response to a question concerning the length of time support was provided under the Hestia contract, the Assistant Director of Housing explained that this varied from individual to individual depending on levels of need. Support packages were subject to 6 monthly reviews although it was rare that support lasted for more than two years. Under the contract ex-offenders were provided with support to help them engage in training and employment initiatives. Members noted that it

was a holistic support package which took into account all the needs of the individual.

In response to a question, the Assistant Director also confirmed that a Service Level Agreement had been developed to ensure that nightly paid accommodation met minimum standards for all service users and spot checks were undertaken to ensure that needs were being met and, in particular, that the needs of vulnerable single people were being met.

Noting the importance of getting the contract right, the Chairman proposed that Option 3 – Award a new contract, via an exemption to competitive tendering, for up to 6 months in order to go out to tender for an amalgamated service – should be recommended to the Executive. The Committee unanimously agreed.

RESOLVED that the Executive be recommended to agree Option 3 – to award a new contract, via an exemption to competitive tendering, for up to 6 months in order to go out to tender for an amalgamated service.

POLICY DEVELOPMENT AND OTHER ITEMS

50 RENEWAL, RECREATION AND HOUSING PORTFOLIO DRAFT BUDGET 2020/21 Report FSD20016

The Committee considered a report setting out the draft Renewal, Recreation and Housing Portfolio Draft Budget for 2020/21, which incorporated future cost pressures and initial draft saving options reported to the Council's Executive on 15 January 2020. Members were requested to provide their comments on the proposed savings and identify any further action that might be taken to reduce cost pressures facing the Local Authority over the next four years.

In response to a question from the Chairman concerning the significant credit in the non-controllable budget, the Head of Adults Health and Housing Finance explained that the vast majority related to capital charges, with a credit in respect of the Disabled Facilities Grant which was then partly offset by depreciation charges. The Head of Finance emphasised that these capital charges had no impact on Council Tax.

In response to a question concerning reduced social housing stock turnover silting up temporary accommodation, the Director of Housing, Planning and Regeneration explained that this related to the disposal of older units that did not meet the decent homes standards and cost a lot to maintain. It was something over which the Local Authority had little control as Housing Associations were not required to consult with the Local Authority prior to disposing of the units. As a result, Officers were reviewing a number of options around disposals and the issue had been raised with Central Government.

In considering the draft budget Members requested that more granular detail on the costs be reviewed with the Portfolio Holder and made available to the Committee.

The Chairman noted that the draft budget demonstrated that across the Portfolio a number of measures to reduce the pressures around temporary accommodation had been taken.

RESOLVED that:-

- 1) the update on the financial forecast for 2020/21 to 2023/24 be noted;**
- 2) the initial draft 2020/21 budget as a basis for setting the 2020/21 budget be noted; and**
- 3) Members' comments on the initial draft 2020/21 budget be provided to the meeting of the Council's Executive on 12 February 2020.**

**51 HOUSING, REGENERATION AND PLANNING PORTFOLIO PLAN
2019-2020 UPDATE - QUARTER 3
Report DRR19/036**

Members considered a Quarter 3 update which outlined the aims and objectives of the Housing, Regeneration and Planning Portfolio Plan 2019-2020. The report also included a summary of the key achievements of the Portfolio Plan in 2019/2020 so far.

In response to a question, the Director of Housing, Planning and Regeneration confirmed that the sale of the Y blocks was in its final stages and a number of issues had been resolved. The Council was awaiting counsel's opinion before proceeding with the sale.

In relation to the Housing Forum, the Assistant Director of Housing reported that the Forum had reviewed areas of focus for the Homelessness Strategy and had agreed to a matrix approach. The focus would now be on developing a directory and communications group amongst partners to facilitate information sharing.

The Chairman noted that it would be helpful for future reports to have an additional appendix detailing a breakdown of progress concerning some of the Opportunity Sites.

In response to a question from the Chairman concerning the proposed homeless development in York Rise, the Director of Housing, Planning and Regeneration confirmed that the project was still at contract mobilisation phase and a further meeting would be taking place on 22 January 2020. The Chairman noted that Councillor Joel had sent an email highlighting that following a meeting with the Director in the summer of 2019, both the Councillors of Farnborough and Crofton Ward had a number of reservations about the project which had been confirmed in writing. In response the Director of Housing, Planning and Regeneration explained that it was a complex site and Officers were seeking progress on the project as soon as possible. It was agreed that an update would be provided at the next meeting.

The Committee noted that in respect of the modular housing for Bushell Way, tenders had now closed and a complaint number of tenders had been received. The award of contract would be considered at the special meeting on 11th February 2020.

RESOLVED that progress on the actions associated with the Housing, Regeneration and Planning Portfolio Plan for Quarter 3 of 2019/2020 be noted.

**52 CONTRACT REGISTER
Report DRR20/004**

Members considered an extract from January 2020's Contracts Register which provided key information relating to contracts within the Renewal, Recreation and Housing Portfolio with a total value greater than £50k.

Members also considered additional confidential information set out in the accompanying Part 2 (Exempt) report noting that no contracts had been flagged for attention.

RESOLVED that:-

- 1) the report be noted; and**
- 2) the additional confidential information set out in the accompanying Part 2 (Exempt) report be noted.**

**53 HOUSING, PLANNING AND REGENERATION RISK REGISTER
Report DRR20/010**

The Housing, Planning and Regeneration Risk Register covered those risks which had an impact on the Service's ability to deliver its priorities and objectives. Members were requested to scrutinise those risks and the actions taken to control them in line with Audit Sub-Committee recommendations.

The Chairman noted that good progress was being made on the "Grow your own" initiative for Building Control.

RESOLVED that the revised Housing, Planning and Regeneration Risk Register and the existing control in place to mitigate the risks be noted.

**54 HOUSING PERFORMANCE REPORT
Report DRR20-002**

Members considered an update of key performance indicators in respect of housing. In opening the discussion, the Chairman noted that the report demonstrated steady performance.

A Member suggested that it may be helpful to have comments under graphs drawing out any emerging trends. It was agreed that Councillor Bear would work

with the Assistant Director of Housing to identify further information that would be of interest for the Committee and the best way to present the information.

RESOLVED that the report be noted.

**55 RENEWAL, RECREATION AND HOUSING PDS COMMITTEE
WORK PROGRAMME - MARCH 2020
Report CSD20010**

Members considered the Renewal, Recreation and Housing PDS Committee Work Programme for the special PDS meeting in February and the final scheduled meeting of the Municipal Year in March 2020.

The Chairman noted that an update on further work undertaken on the abolition of Section 21 of the Housing Act 1988 would be provided at the next meeting.

The Committee would also receive an update on the homeless development at York Rise at the next meeting.

RESOLVED that the Renewal, Recreation and Housing PDS Committee Work Programme for the period February-March 2020 be noted.

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

The Chairman moved that the Press and public be excluded during consideration of the items of business listed below as it 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.

**57 EXEMPT MINUTES OF THE RENEWAL, RECREATION AND
HOUSING PDS COMMITTEE MEETING HELD ON 5 NOVEMBER
2019**

RESOLVED that the exempt Minutes of the Renewal, Recreation and Housing PDS Committee held on 5 November 2019, be confirmed and signed as a correct record.

**58 PRE-DECISION SCRUTINY OF PART 2 (EXEMPT) EXECUTIVE
REPORTS**

The Committee considered the following reports on the Part 2 agenda for the meeting of the Executive on 12 February 2020:-

**59 TENANCY SUPPORT SERVICE FOR HOMELESS PEOPLE
Report DRR20-001**

Members considered further legal implications in relation to the accompanying Part 1 Report (agenda Item 7b).

RESOLVED that the report be noted and the Committee's comments be provided to members of the Executive for consideration.

60 CONTRACT REGISTER - PART 2

Members considered the Part 2 (Exempt) report containing commercially sensitive information in relation to the accompanying Part 1 report (DRR20/004).

RESOLVED that the report be noted.

The meeting ended at 8.07 pm

Chairman

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QUESTIONS TO THE PORTFOLIO HOLDER FOR ORAL RESPONSE

FROM COUNCILLOR NICHOLAS BENNETT JP

Question 1

Following the closure of the swimming pool at The Beckenham Spa on both January 5th and 12th without prior warning to the public, how many times in the past 12 months has the pool been closed and what was the reason given on each occasion?

Portfolio Holder's Response

The Council no longer holds the information you have requested because our relationship with My Time Active has changed. They are now leaseholders rather than contractors. However, on this occasion we have asked My Time to provide the information so that it can be reported to you this evening.

The following chart has been provided by My Time Active and distributed to the committee.

Month	Date	Reason	Duration of closure
January	nil	nil	nil
February	09/02/2019	child sick in TP	30 min
February	23/02/2019	child defecate in TP	1 hr
March	05/03/2019	child defecate in MP	90 mins
March	27/03/2019	child defecate in TP	50 mins
April	14/04/2019	High PH Main Pool	70 mins
April	16/04/2019	High PH Main Pool	2 hrs
April	18/04/2019	High PH Main Pool	6 hrs
April	18/04/2019	child sick in TP	45 mins
April	19/04/2019	Main Pool high PH & CHL	ALL DAY
April	20/04/2019	Main Pool high PH & CHL	ALL DAY
April	21/04/2019	Main Pool high PH & CHL	ALL DAY
April	22/04/2019	Main Pool high PH & CHL	ALL DAY
April	23/04/2019	Main Pool high PH & CHL	ALL DAY
April	24/04/2019	Main Pool high PH	9.5 hrs
April	26/04/2019	Main Pool high PH	10.5 hrs
April	27/04/2019	Main pool high PH	4 hrs
April	29/04/2019	Main pool high PH	7.5 hrs
May	03/05/2019	Teaching pool high CHL	5.5 hrs
May	21/05/2019	child defecated in TP	1 hr
June	04/06/2019	Main Pool high PH	3.5 hrs
June	29/06/2019	child sick in TP	30 mins
July	01/07/2019	Teaching pool high CHL	ALL DAY
July	02/07/2019	Teaching pool high CHL	12.5 hrs

July	23/07/2019	Teaching pool high CHL	10hrs
July	24/07/2019	Teaching pool high CHL	9.5 hrs
July	25/07/2019	Power Cut MP & TP Closed	ALL DAY
July	27/07/2019	Teaching pool high CHL	ALL DAY
July	28/07/2019	Teaching pool high CHL	ALL DAY
July	31/07/2019	Teaching pool floor broken	ALL DAY
August	01/08/2019	Teaching pool floor broken	ALL DAY
August	12/08/2019	teaching pool high CHL	2hrs
August	22/08/2019	child sick in TP	30mins
September	01/09/2019	Child sick in MP	30 mins
September	09/09/2019	MP high water temp	ALL DAY
September	16/09/2019	High PH Main Pool	ALL DAY
September	16/09/2019	Teaching Pool high CHL	ALL DAY
September	17/09/2019	Teaching Pool high CHL	ALL DAY
September	22/09/2019	Teaching pool low CHL high PH	1hr
September	22/09/2019	Child sick in MP	45min
October	08/10/2019	High PH Main Pool	4 hrs
October	13/10/2019	High PH Main Pool	ALL DAY
November	12/11/2019	Customer sick in MP	30 mins
November	25/11/2019	child defecated in TP	1 hr
December	10/12/2019	Customer defecated in MP	4 hrs
December	16/12/2019	Insufficient Lighting	4 hrs
December	31/12/2019	High PH Main Pool	4 hrs
January	12/01/2020	Low chlorine readings	ALL DAY
January	13/01/2020	Low chlorine readings	ALL DAY
January	14/01/2020	Low chlorine readings	6hrs

Supplementary Question

This is not a complete list as in addition to the closures noted above the swimming pool was closed all day on 11/01/2020 for a gala. Does the Portfolio Holder agreed that this is unsatisfactory?

Portfolio Holder's Response

I cannot but agree. Officers are in consultation with Mytime Active about this issue and a fuller answer will be provided to Councillor Bennett in due course.

Question 2

What steps has Mytime Active made to create an electronic system by email, website, messaging or other means to alert members when the pool is closed?

Portfolio Holder's Response

According to My Time - Staff members at all sites have been trained, and have access to website and social media platforms, in order to communicate live service updates and other relevant messages to customers directly. These channels are managed at a local level, to ensure communications can be reactive and timely to customers. Additionally, email and text messages can be used by the Central Marketing team for the purposes of communicating planned works/events or in an emergency situation.

Supplementary Question

Is the Portfolio Holder aware that as a member of MyTime Active I have never received any electronic communication about planned closure? The last Tweet is dated 14/08/2019 and there has been no attempt to keep the website up-to-date. Will the Portfolio Holder take up these issues with MyTime?

Portfolio Holder's Response

The Portfolio Holder confirmed that he has not been aware and would certainly take up the issues with MyTime.

Question 3

What steps has Mytime Active taken to ensure that the small pool at the Spa can be used by the public in the event of the main pool being unavailable for any reason?

Portfolio Holder's Response

According to My Time - Subject to programming and sufficient staffing resource the learner pool should be made available to users should the main pool be unavailable. This will also be taken up with MyTime.

Supplementary Question

Is the Portfolio Holder aware that when there was a swimming gala no attempt was made to provide alternative swimming provision? Councillor Bennett also drew to the Portfolio Holder's attention concerns around safety at the swimming pool as noting that he had needed to speak to the Duty Manager about lifeguards not paying proper care and attention whilst on duty.

Portfolio Holder's Response

Councillor Morgan shared Councillor Bennett's concerns around the safety implications of lifeguards not paying due care and attention and provided reassurances that all the issues raised would be taken up with MyTime.

FROM COUNCILLOR JOSH KING

Please provide a timetable for the RIBA Stage 2 study on the relocation of Beckenham Library, including an estimate of the date when this study will be available to this PDS?

Portfolio Holder's Response

The viability study is expected to be undertaken between February and May. The dates for next financial year's committees have not yet been published however it is expected that a report will be taken to a June meeting.

FROM ALISA IGOE

Question 1

In light of the Renewal Committee Minutes 6 March 2019 stating Bromley libraries have the third highest issuing service in London, could the Portfolio Holder please explain why (as is similarly being considered for Beckenham Library) Chislehurst Library is again being marketed for sale, with the possibility of demolition?

Portfolio Holder's Response

If a new Library is built on the current Chislehurst Library site it may be necessary to move the library to an interim site as was the case when the new Biggin Hill Library was built. The specification for this project states that a temporary modular facility or shop will be provided of sufficient size to accommodate a minimum of half of the existing library stock, with a request service is available for Customers requiring access to wider stock during this period. The minimum size for the interim library should be at least 200m².

Supplementary Question

If the library is indeed demolished would it be subject to the Supplementary Planning Guidance for the conservation area?

Portfolio Holder's Response

The Portfolio Holder confirmed that the relevant planning committee would take into account all planning considerations including supplementary planning guidance.

Question 2

Chislehurst Library redevelopment: Could you please explain how the interim library, this redevelopment will necessitate, can fulfil the current and ongoing Council obligations for library services in Chislehurst, since it will be a third of

current size, hold only half the 17,000 books and have no space for the annual 336 community events.

Portfolio Holder's Response

We accept that the library offer will be diminished for a temporary period however this will enable the long term goal of delivering a new and better library for Chislehurst to be achieved.

Supplementary Question

336 community events are held at the library each year. The proposed number of square meters for the interim library is less than half the current floor space. Does the Portfolio Holder consider there is sufficient space and for how long would the interim arrangements be in place?

Portfolio Holder's Response

If the demolition happens, it will only happen once contracts have been exchanged and planning permission granted. The interim library would be there for the length of time it takes to build the new library, which the Portfolio Holder estimated to be around 1½ to 2 years.

FROM PAMELA HICKS

Question 1

At page 103, it sets out that the estimated the part-year savings for the York Rise Modular Units will be £196,000. What is the estimated net saving per annum for the Burnt Ash Lane car park development taking account of the estimated £3,786,000.000 cost of developing the site and any other costs that may be incurred such as fees to any housing management provider?

Portfolio Holder's Response

As set out in the Contract Award Report (Part 1, DR19/044a 2 August 2019, Executive), the expected annual savings for the Burnt Ash Lane development, are £214k per annum.

Supplementary Question

Is it possible to have a copy of the report?

Portfolio Holder's Response

Yes, it is a part 1 report and I will ask Officers to forward a copy to you following the meeting.

Question 2

Is the pre-planning application, referred to at page 133, in respect of the Burnt Ash Lane development available to the public? When will the planning application be submitted?

Portfolio Holder's Response

The planning application is expected to be submitted by the end of January 2020, when it will be available for the public to view. As to the report from the pre-ap meeting, the Portfolio Holder was unsure whether this was a public document but if not, then it could certainly be made available. Ms Bowrey confirmed that any issues raised in the pre-ap discussion had been incorporated in the plans submitted with the planning application

RENEWAL, RECREATION AND HOUSING POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 6.30 pm on 11 February 2020

Present:

Councillor Michael Rutherford (Chairman)
Councillor Suraj Sharma (Vice-Chairman)
Councillors Gareth Allatt, Yvonne Bear, Julian Benington,
Kim Botting FRSA, Alexa Michael, Gary Stevens and Angela Wilkins

Also Present:

Councillors Katy Boughey, Hannah Gray and Peter Morgan

43 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

An apology for absence was received from Councillor Josh King; Councillor Angela Wilkins attended as substitute.

44 DECLARATIONS OF INTEREST

No declarations of interest were received.

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

45a QUESTIONS FOR THE RENEWEAL, RECREATION AND HOUSING PORTFOLIO HOLDER

No questions were received.

45b QUESTION FOR THE CHAIRMAN OF RENEWAL, RECREATION AND HOUSING PDS COMMITTEE

No questions were received.

46 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

The Committee considered the following reports on the Part 1 agenda for the meeting of the Executive on 12 February 2020:-

46A CONTRACT AWARD: PROVISION OF HOUSING SUPPLY IN ANERLEY AND CHISLEHURST

Report DRR20/019a

Members considered recommendations for the award of contract, following a tender process through a compliant framework (LHC NH2), for the design and

build of off-site housing construction for the provision of temporary accommodation across two sites namely, Bushell Way, Chislehurst and Anerley Town Hall Overflow Car Park.

The outcome of the tender process was considered in the accompanying Part 2 confidential report (DRR20/019b).

The current proposal would provide no more than 25 units on the Bushell Way site and a maximum of 10 units at the Anerley site. The Council had requested two finishes of render and brick.

The developments at both sites would consist of a mix of 1 and 2-bed houses and apartments. It was likely that the Anerley site would contain more apartments than houses.

Councillor Wilkins referred to land near Anerley Town Hall which was used freely for parking and whilst Controlled Parking Zones had been established in the area, there was very little or no parking enforcement. She requested that the issue of parking enforcement be brought to the attention of the relevant Council department.

The Council anticipated that the use of the units as temporary accommodation was likely to be 3-5 years. However, the units themselves were regarded as permanent buildings which would in all likelihood be converted to social housing in the future.

Councillor Morgan welcomed the proposed schemes which would deliver 100% affordable homes/social rented housing.

Councillor Sharma thanked the Head of Regeneration for her engagement with residents and Councillors.

Members were informed that a public page with frequently asked questions would be published following consideration of the proposals by the Executive.

The Chairman requested that the pace of decision-making be speeded up.

RESOLVED that the report be noted and Member comments be provided to a meeting of the Executive on 12 February 2020.

46B CRYSTAL PALACE PARK

Report DRR20/018

Members received a progress report on the regeneration of Crystal Palace Park giving updates on the Regeneration Plan and the Crystal Palace Park Trust.

Authority was also sought to take forward the project to restore the Crystal Palace Subway.

Councillor Wilkins thanked the Assistant Director Culture and Regeneration for the work undertaken to secure the funding required to proceed with the Crystal Palace Subway restoration project.

In regard to the regeneration plan, Councillor Wilkins advised that there was some local opposition to Capel Manor's plans for a maintenance and training building to be located next to the museum and that the 0% affordable housing was a significant issue.

The Assistant Director Culture and Regeneration reported the following:-

- In regard to affordable housing, when the 2007 Masterplan received planning consent in 2010, the former Mayor of London and Secretary of State had stated that no element of affordable housing would be required due to the special needs of Crystal Palace Park and the importance of maximising the proceeds from the housing sites to regenerate the park. The 2010 planning permission was still extant and Legal officers were being consulted to throw weight behind it.
- There would be a planning requirement to deliver the Regeneration Plan using the capital receipts from the housing, so there was no risk that the enabling development would not be delivered appropriately.
- Historic England fully supported the Regeneration Plan and the enabling development case.
- Capel Manor would significantly contribute to the community by offering young people skills and training.
- Robust regeneration was proposed for the park, with restoration of historic landscape being full delivered. Regeneration would benefit the whole community. The park was visited by 1.4m people each year.
- It was anticipated that a decision on the planning application would be obtained in around six months' time however, due to the 0% affordable housing element, it was then likely to be called-in by the GLA. However, it was felt there were enough positive factors to mitigate this.
- It was expected that works to the park would begin in 2022 and be ongoing until 2026.
- Although the Subway restoration project was part of the regeneration plan, it would be managed separately. A multi-disciplinary team would be engaged within the next two months.

- Should the planning application be granted, there would be no requirement for payment to be made in lieu of affordable housing as the enabling case was that community benefit in relation to the restoration of the park outweighed the affordable housing benefit in this instance.

RESOLVED that the report be noted and Member comments be provided to the meeting of the Executive on 12 February 2020.

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

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

48 PRE-DECISION SCRUTINY OF PART 2 (EXEMPT) EXECUTIVE REPORTS

The Committee considered the following reports on the Part 2 agenda for the meeting of the Executive on 12 February 2020:-

48A CONTRACT AWARD: PROVISION OF HOUSING SUPPLY IN ANERLEY AND CHISLEHURST

Report DRR20/019b

In conjunction with the accompanying Part 1 public report (DRR20/019a), Members considered confidential information relating to the outcome of the tender evaluation for the design and build of off-site housing construction for the provision of temporary accommodation across two sites namely, Bushell Way, Chislehurst and Anerley Town Hall Overflow Car Park.

RESOLVED that the report be noted and Member comments be provided to a meeting of the Executive on 12 February 2020.

The meeting ended at 7.05 pm

Chairman

Report No.
CSD20044

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal, Recreation and Housing PDS Committee

Date: 25 March 2020

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

Title: **MATTERS OUTSTANDING FROM PREVIOUS PART 1
(PUBLIC) MINUTES**

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

1.1 For Members to monitor progress against actions outstanding from previous meetings.

2. RECOMMENDATION

2.1 **Members are requested to note that all matters outstanding from previous part 1 (public) meetings have been completed.**

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 outstanding from previous meetings.
 2. BBB Priority: Excellent Council.
-

Financial

1. Cost of proposal: No cost
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £358,740
 5. Source of funding: 2019/20 revenue budget
-

Personnel

1. Number of staff (current and additional): There are 8 posts (6.79 fte) in the Democratic Services Team.
 2. If from existing staff resources, number of staff hours: Monitoring the Committee's matters outstanding 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
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

This report provides updates on progress achieved in regard to requests made by the Committee at previous meetings. Following each meeting, required actions are listed and monitored to ensure that any outstanding issues are addressed in a timely fashion.

As outlined in Appendix A, the only matter outstanding from the previous meeting has been completed.

Non-Applicable Sections:	Impact on Vulnerable Adults and Children, Policy, Financial, Personnel, Legal and Procurement Implications.
Background Documents: (Access via Contact Officer)	-

PROGRESS ON MATTERS OUTSTANDING FROM PREVIOUS MEETINGS

APPENDIX A

<u>Minute Number/Title</u>	<u>Updates/Feedback Requested</u>	<u>Action By</u>	<u>Current Status</u>
<p>Minute 49a – 21 January 2020 Housing Strategy 2019-2029</p>	<p>Noting that Bromley was the 8th most populated borough in London, Members requested details on the other 7 boroughs together with details of the borough which had the lowest out-of-work benefit claimant count in London.</p>	<p>Tracey Wilson, Head of Housing Compliance</p>	<p>Response sent via e-mail on 4 February 2020. Action completed.</p>
<p><u>Response</u></p> <p><u>Most Populated Boroughs</u> (Bromley is now 6th, not 8th)</p> <ol style="list-style-type: none"> 1. Barnet 2. Croydon 3. Newham 4. Ealing 5. Enfield 6. Bromley <p><u>Joint 3rd lowest out of work benefit claimant count in London</u> (Bromley was previously 2nd)</p> <ol style="list-style-type: none"> 1. Richmond Upon Thames 2. Wandsworth 3. Kingston Upon Thames 3. Bromley 			

Report No.
FSD20038

London Borough of Bromley

PART ONE - PUBLIC

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

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

Date: 25th March 2020

Decision Type: Non-Urgent Executive Non-Key

Title: **BUDGET MONITORING 2019/20**

Contact Officer: Keith Lazarus, Head of Finance (ECS & Corporate)
Tel: 020 8313 4312 E-mail: Keith.Lazarus@bromley.gov.uk

Chief Officer: Director of Housing, Planning and Regeneration

Ward: All Wards

1. Reason for report

- 1.1 This report provides an update of the latest revenue budget monitoring position for 2019/20 for the Renewal, Recreation and Housing Portfolio based on activity up to the end of December 2019.
-

2. RECOMMENDATION(S)

2.1 The Portfolio Holder is requested to:

- i) Endorse the latest 2019/20 budget monitoring for the Renewal, Recreation & Housing Portfolio.

Impact on Vulnerable Adults and Children

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

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: RR&H Portfolio Budgets
 4. Total current budget for this head: £21.7m
 5. Source of funding: Existing revenue budget 2019/20
-

Personnel

1. Number of staff (current and additional): 196 Full time equivalent
 2. If from existing staff resources, number of staff hours: Not applicable
-

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: Not Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The 2019/20 budget reflects the financial impact of the Council's strategies, service plans etc. which impact on all of the Council's customers (including council tax payers) and users of the services.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 This report sets out the results of the latest quarterly revenue budget monitoring exercise for the 2019/20 financial year for the Renewal, Recreation and Housing Portfolio.
- 3.2 The projected outturn for is detailed in Appendix 1A, broken down over each division within the service. Appendix 1B gives explanatory notes on the movements in each service. The current position is a projected underspend of £182k on the controllable budget.

The following table summarises the variations over the key areas:

	£'000
Building Control staffing	Cr 42
Planning staffing	Cr 252
Planning income	157
Planning IT costs	51
Supporting People contracts	Cr 107
Temporary Accommodation	119
Housing Needs staffing	Cr 167
Other Housing Needs running costs	Cr 99
Travellers Sites	99
Housing Information System	46
Other variations	13
	Cr 182

- 3.3 Within Building Control, there is a net projected under spend of £42k within the staffing budget due to vacant posts.
- 3.4 There is a net underspend of £62k within the Planning Department. Staffing is projected to underspend by £252k due to part year vacancies. This is partly offset by a projected deficit of planning income of £157k, mainly from non-major planning applications. It is thought that developers have been delaying applications in order to improve their chances for approval against the anticipated increased housing targets of the revised London Plan which is due to be published in the near future. In addition, improvements in IT, including a project to enable more efficient mobile working, are expected to cost £51k this year.
- 3.5 The Supporting People budget is projected to underspend by £107k, mainly as a result of contract savings.
- 3.6 Although the growth in numbers of households in costly nightly paid accommodation has reduced from that seen in recent years as a result the preventative work and the supply of properties through the More Homes Bromley scheme, Temporary Accommodation budgets are projected to overspend by £119k. This is mainly due to a reduction in income from Bellegrave and Manorfields.
- 3.7 Housing Needs salary costs are projected to underspend by £167k mainly due to staffing vacancies. There is also a forecast underspend of £99k on other running cost budgets, including £80k on furniture storage.
- 3.8 There are also overspends relating to traveller site utility and maintenance costs plus some loss of income from rent arrears, as well as additional costs relating to the implementation of the new Housing IT System.

3.9 The following table provides a summary of the variations across the portfolio by type of spend:

	Latest approved budget		Projection		Variation		%
	£'000		£'000		£'000		
Staffing	8,670		8,199	Cr	471	Cr	5.4
Running expenses	5,144		5,291		147		2.9
Contracts	4,450		4,450		0		0.0
Temporary accommodation - costs	17,711		17,012	Cr	699	Cr	3.9
Housing Benefits - payments	105,965		105,965		0		0.0
Temporary accommodation - income	Cr 11,253	Cr	10,435		818	Cr	7.3
Housing Benefits - subsidy	Cr 108,401	Cr	108,401		0		0.0
Other income	Cr 6,717	Cr	6,681		36	Cr	0.5
Consultants	158		145	Cr	13	Cr	8.3
	15,726		15,544	Cr	182	Cr	1.2

3.10 The cost pressures identified above are projected to impact in 2020/21 by £27k. Further net growth of £465k for Housing has been assumed in the financial forecast; however, there is a total of £1,342k savings assumed from the mitigation and transformation work streams, mainly through the provision of modular housing for use as temporary accommodation.

4. POLICY IMPLICATIONS

4.1 The Resources Portfolio Plan includes the aim of effective monitoring and control of expenditure within budget and includes the target that each service department will spend within its own budget.

4.2 Bromley's Best Value Performance Plan "Making a Difference" refers to the Council's intention to remain amongst the lowest Council Tax levels in outer London and the importance of greater focus on priorities.

4.3 The four year financial forecast report highlights the financial pressures facing the Council. It remains imperative that strict budgetary control continues to be exercised in 2019/20 to minimise the risk of compounding financial pressures in future years.

4.4 Chief Officers and Departmental Heads of Finance are continuing to place emphasis on the need for strict compliance with the Council's budgetary control and monitoring arrangements.

5. FINANCIAL IMPLICATIONS

5.1 A detailed breakdown of the projected outturn by service area is shown in Appendix 1A with explanatory notes in Appendix 1B.

5.2 Overall the current projected position for 2019/20 is an underspend of £182k (£27k overspend full year effect) based on the financial information available as at 31st December 2019. This figure excludes the non-controllable variation of Cr £1k.

5.3 Costs attributable to individual services have been classified as "controllable" and "non-controllable" in Appendix 1A. 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.

5.4 As such, any variations arising are shown as “non-controllable” within services but “controllable” within the Resources, Commissioning and Contracts Management 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.

Non-Applicable Sections:	Legal, Personnel and Procurement Implications
Background Documents: (Access via Contact Officer)	2019/20 Budget Monitoring files in ECS and ECHS Finance Section

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Renewal, Recreation & Housing Budget Monitoring Summary

2018/19 Actuals £'000	Division Service Areas	2019/20 Original Budget £'000	2019/20 Latest Approved £'000	2019/20 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
	PLACE DEPARTMENT							
	Planning							
Cr 11	Building Control	88	88	46	Cr 42	1	Cr 28	0
Cr 127	Land Charges	Cr 125	Cr 125	Cr 125	0		0	0
1,577	Planning	1,707	1,653	1,591	Cr 62	2	Cr 48	0
1,439		1,670	1,616	1,512	Cr 104		Cr 76	0
	Recreation							
1,923	Culture	933	939	939	0		0	0
4,859	Libraries	4,921	4,940	4,940	0		0	0
132	Town Centre Management & Business Support	133	102	109	7	3	0	0
6,914		5,987	5,981	5,988	7		0	0
	Housing							
939	Supporting People	1,004	1,004	897	Cr 107	4	Cr 92	Cr 116
8,784	Housing Needs	9,059	8,827	8,849	22	5	228	143
0	Enabling Activities	Cr 1	Cr 1	Cr 1	0		0	0
Cr 1,149	Housing Benefits	Cr 1,913	Cr 1,913	Cr 1,913	0		0	0
188	Housing Improvement	209	212	212	0		0	0
8,762		8,358	8,129	8,044	Cr 85		136	27
17,115	TOTAL CONTROLLABLE	16,015	15,726	15,544	Cr 182		60	27
1,844	TOTAL NON CONTROLLABLE	Cr 274	Cr 274	Cr 275	Cr 1	6	8	0
5,655	TOTAL EXCLUDED RECHARGES	6,283	6,233	6,233	0		0	0
24,614	PORTFOLIO TOTAL	22,024	21,685	21,502	Cr 183		68	27

Reconciliation of Latest Approved Budget

£'000

Original budget 2019/20

22,024

Carry Forward Requests approved from 2018/19

Planning Strategy & Projects - Custom Build Grant - Income	Cr	60
Planning Strategy & Projects - Custom Build Grant - Expenditure		60
Asset Recovery Incentivisation Scheme - Income	Cr	85
Asset Recovery Incentivisation Scheme - Expenditure		85
New Homes Bonus		118
Fire Safety Grant - Expenditure		43
Fire Safety Grant - Income	Cr	43
Implementing Welfare Reform Changes - Expenditure		55
Implementing Welfare Reform Changes - Income	Cr	55
Flexible Homeless Grant - Expenditure		41
Flexible Homeless Grant - Income	Cr	41
Homelessness Reduction Act - Expenditure		89
Homelessness Reduction Act - Income	Cr	89

Central Contingency Adjustments

Savings - review of staffing	Cr	49
Housing Growth - variation to budget assumptions	Cr	331
Cross Portfolio movement relating to Review of Staffing	Cr	77

Latest Approved Budget for 2019/20

21,685

REASONS FOR VARIATIONS

1. Building Control Cr £42k

The chargeable service currently has a projected income deficit of £212k. This is offset by a projected underspend within salaries of £109k arising from reduced hours / vacancies. To address the income deficit, a price increase is planned to be implemented, as fees are currently deemed low compared to other authorities. In accordance with Building Account Regulations, the net deficit of around £103k will be drawn down from the earmarked reserve for the Building Control Charging Account. The net balance of earmarked reserve will therefore reduce from Cr £192k to Cr £89k.

Within the non-chargeable service there is a projected underspend of £42k relating to part year vacancies.

2. Planning Cr £62k

There is a projected £252k underspend on staffing due to part year vacancies. Posts have been recruited to over the past few months and recruitment is still progressing for the remaining vacant posts. A temporary ICT officer will also be recruited to oversee the implementation of the new IT projects within planning. This post will be appointed to in 2020/21 at a cost of £65k and, subject to the overall Portfolio financial position, a carry forward will be requested from the 2019/20 underspends in order to fund this requirement.

Income from non-major planning applications is currently below budget and a shortfall of around £150k is projected. The London Plan is due to come into effect in early 2020 and new housing targets will increase. It is anticipated that developers are currently delaying applications in order to increase their chances for approval against the raised targets. Major applications are expected to be on target, however income is received irregularly and it is therefore difficult to predict the outturn figure.

There is projected underachievement of income of £7k from pre-application meetings. Income has improved from earlier months but still results in a small shortfall.

Current projections for cost awards on major appeals this financial year is approximately £57k. This is offset by previous cost awards which were settled below estimations, resulting in a projected nil variance for the year.

There is an anticipated additional £7k cost relating to spend on legal fees for the Local Plan appeal. Consultancy costs relating to the London Plan are forecast to underspend by £20k with the bulk of the costs anticipated to be incurred in 2020/21.

IT project costs of £41k are forecast in order to enable mobile work through the IDOX system. This also includes the purchase of iPads to be used off site. Implementation of Plan X, a self-service digital planning guide, will commence in March 2020 with approximately £10k of costs being funded in 2019/20. A carry forward request of £30k will be required in order to fully fund the project, subject to the Portfolio's overall financial position.

Summary of variations within Planning:

	£'000
Underspend on Staffing	Cr 252
Shortfall income from non-major applications	150
Surplus on pre-application planning income	7
IT project costs	51
Cost on major appeal	0
Consultancy costs on Local and London plan	Cr 13
Other small variations	Cr 5
Total variation for Planning	Cr 62

3. Town Centre Management & Business Support Dr £7k

A £7k overspend is forecast based on the Local Data annual subscription exceeding budget.

4. Overall the Operational Housing Services is forecast to underspend of Cr 85k, as detailed below

5. Supporting People Cr £107k

A £107k underspend is currently forecast in the Supporting People area. A number of the contracts were renegotiated and extended recently with a start date in this financial year. This has resulted in the higher underspend than in the previous year. The extensions were only for a few years and the contracts will be starting their re-tendering process during this year.

6. Housing Needs Dr £22k

There is currently a projected over spend £119k on Temporary Accommodation budgets. This is mostly due to a forecasted under collection of income compared to the budget, mainly as a result of the household size requiring accommodation and use of interconnecting rooms for single households reducing the number of individual tenancies and thus gross rent that can be collected at the ex-residential care homes, Bellegrave and Manorfields.

At the start of the year the number of households in Nightly Paid Accommodation was 907, at an average cost of around £6,500 per property per annum. As at the end of February, this had only increased to 909, however this is mainly a result of the increase of 81 in More Homes Bromley properties rather than a stabilisation of homeless households.

These figures exclude other schemes like More Homes Bromley, Orchard & Shipman Private Sector Leasing, ex-residential care homes, and the Bromley Private Sector Leasing Scheme. Once these are included there are currently around 1,600 households in Temporary Accommodation, compared to 1,552 at the start of the year.

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.

The forecast underspend of Cr £167k on staff salaries budget mainly due to staff vacancies, and forecast underspend of cr £99k on other running expense budgets, including forecast underspend of cr £80k on furniture storage budget.

The Travellers budget is overspending by £99k and this is due to one of the sites experiencing high use of utilities and maintenance costs (overspend of £77k) due to the site not having meters and loss of income (£22k) due to rent arrears.

The support needed to introduce the new Housing Information System in this financial year is causing a £32k pressure on the budget.

There has been a reduction of income relating to the Choice Based Letting advertising (£26k) due to a reduced number of properties becoming available for letting from Housing Associations.

The remaining £13k net overspend relates to minor variations in staffing, recruitment and running costs.

Summary of variations within Housing Needs:	£'000
Temporary Accommodation	119
Staffing cost	Cr 167
Other running cost	Cr 99
Travellers Sites	99
Housing Information System	46
Choice Based Letting	26
Other Variations	Cr 2
Total variation for Housing Needs	<u>22</u>

7. Non-controllable Cr £1k

There is a projected £1k overachievement of income within the property rental income budget. Property division are accountable for these variations.

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 the following waiver has been actioned:

1) £308k for a 3 year contract for the Document Management System and Uniform management software with Idox, via the Data and Applications Solutions framework.

Virements Approved to date under Director's Delegated Powers

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

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Report No.
FSD20034

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RENEWAL, RECREATION & HOUSING PORTFOLIO HOLDER

Date: For pre-decision scrutiny by the Renewal, Recreation & Housing PDS Committee on 25th March 2020

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - 3RD QUARTER 2019/20 & CAPITAL STRATEGY 2020 TO 2024

Contact Officer: Katherine.Ball, Principal Accountant
Tel: 020 8313 4792 E-mail: Katherine.Ball@bromley.gov.uk

Chief Officer: Director of Finance

Ward: All

1. Reason for report

On 12th February 2020, the Executive received a report summarising the current position on capital expenditure and receipts following the 3rd quarter of 2019/20, and presenting for approval the new capital schemes in the annual capital review process. The Executive agreed a revised capital programme for the five year period 2019/20 to 2023/24. This report highlights changes agreed by the Executive in respect of the Capital Programme for the Renewal, Recreation & Housing Portfolio. The revised programme for this portfolio is set out in Appendix A and detailed comments on individual schemes are shown in Appendix B and the new schemes approved for this Portfolio are set out in paragraphs 3.5 & 3.6.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to

2.1 Note and confirm the changes agreed by the Executive on 12th February 2020.

Impact on Vulnerable Adults and Children

1. Summary of Impact: None arising from this report.

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". The capital review process requires Council Directors to ensure that bids for capital investment provide value for money and match Council plans and priorities.
2. BBB Priority: Excellent Council

Financial

1. Cost of proposal: Total Increase of £3.15m over the five years 2019/20 to 2023/24, mainly due to the new scheme added.
2. Ongoing costs: Not Applicable
3. Budget head/performance centre: Capital Programme
4. Total current budget for this head: £58.7m for the Renewal, Recreation & Housing Portfolio over the five years 2019/20 to 2023/24
5. Source of funding: Capital grants, capital receipts, S106 and earmarked revenue contributions

Personnel

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

Procurement:

1. Summary of Procurement Implications:

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Capital Monitoring – variations agreed by the Executive on 12th February 2020

3.1 A revised Capital Programme was agreed by the Executive on 12th February 2020, following a detailed monitoring exercise carried out after the 3rd quarter of 2019/20. The base position is the programme approved by the Executive on 27th November 2019, 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 paragraphs 3.2 to 3.6. The revised Programme for the Portfolio is attached as Appendix A, whilst Appendix B shows actual spend against budget in 2019/20, together with detailed comments on individual scheme progress.

	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL 2019/20 to 2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Programme approved by Executive 27/11/19	12,514	21,331	9,699	12,010	0	55,554
<u>Variations approved by Executive 12/02/20</u>						
Re-phasing from 2019/20 (see para 3.2)	Cr 5,353	5,102	251	0	0	0
New Schemes (see paras 3.5 & 3.6)	0	3,141	0	0	10	3,151
Total amendments to the Capital Programme	Cr 5,353	8,243	251	0	10	3,151
Total Revised Renewal, Recreation & Housing Programme	7,161	29,574	9,950	12,010	10	58,705

3.2 Schemes re-phased from 2019/20 into later years

As part of the 3rd quarter monitoring exercise, a total of £5,353k has been re-phased from 2019/20 into later years to reflect revised estimates of when expenditure is likely to be incurred. Scheme re-phasings are itemised in the table below and comments on scheme progress are provided in Appendix B.

Capital Expenditure - Rephasing in Q3 Monitoring	2019/20	2020/21	2021/22	TOTAL
	£'000	£'000	£'000	£'000
Housing Payment in Lieu Fund (Unallocated)	Cr 3,206	3,206	0	0
London Private Sector Renewal Schemes	Cr 411	206	206	0
Empty Homes Programme	Cr 91	46	46	0
Payment in Lieu Fund - Property Acquisitions	Cr 57	57	0	0
Provision of Housing supply in Anerley & Chislehurst	Cr 190	190	0	0
Star Lane Traveller Site	Cr 133	133	0	0
Crystal Palace Park - Alternative Management Options	Cr 50	50	0	0
Bromley High Street Improvements	Cr 1,000	1,000	0	0
Bromley North Village	Cr 65	65	0	0
Penge Town Centre	Cr 150	150	0	0
Total Renewal, Recreation and Housing Portfolio rephasing	Cr 5,353	5,102	251	0

Annual Capital Review – new scheme proposals

3.3 In recent years, the Council has steadily scaled down new capital expenditure plans and has transferred all of the rolling maintenance programmes to the revenue budget. General (un-earmarked) reserves, established from the disposal of housing stock and the Glades Site, have been gradually spent and have fallen from £131m in 1997 to £49.3m (including unapplied capital receipts) as at 31st March 2019. The Council's asset disposal programme has

diminished and any new capital spending will effectively have to be met from the Council's remaining revenue reserves

3.4 As part of the normal annual review of the Capital Programme, Chief Officers were invited to come forward with bids for new capital investment, including Invest to Save bids which were particularly encouraged. Apart from the regular annual capital bid for Feasibility Studies, one bid for a new scheme was received for the Renewal, Recreation & Housing Portfolio, and is outlined below in paragraph 3.5.

3.5 Crystal Palace subway (£3,141k addition to 2020/21 budget)

This capital estimate for £3,141k is for restoration works to Crystal Palace park subway on the basis that this will be fully funded by grants and contributions from the Strategic Investment Pot (£2,340k), Historic England grant (£500k), TfL Highway works (£296k) and the Friends of Crystal Palace Subway group (£5k).

3.6 The 2023/24 annual provision for feasibility studies (£10k) was approved and has been added to the Capital Programme.

Post-Completion Reports

3.7 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 reported in full to the Executive on 12th February 2020. Changes agreed by the Executive for the Renewal, Recreation & Housing Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal, Personnel and Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Capital Programme Monitoring Qtr 2 2019/20 (Executive 27/11/19) Capital Programme Monitoring Qtr 3 2019/20 (Executive 12/02/20)

APPENDIX A

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 12 FEBRUARY 2020										
Code	Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Responsible Officer	Remarks
		£'000	£'000	£'000	£'000	£'000	£'000	£'000		
LIBRARIES & MUSEUMS										
941538	Relocation of Exhibitions - Bromley Musuem	395	393	2	0	0	0	0	Lydia Lee	Approved by Executive 10/06/15
941542	Biggin Hill Memorial Museum	3,202	2,868	115	219	0	0	0	Lydia Lee	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	3,261	117	219	0	0	0		
LEISURE TRUST CLIENT - RECREATION										
941887	Bromley MyTime Investment Fund	4,439	4,309	130	0	0	0	0	Alicia Munday	Revenue contribution to capital works
941898	Replacement of District Heating System Boilers & Works to Walnut Leisure Centre	1,500	0	250	1,250	0	0	0	Cathy Pimm	Approved by Executive 10th July 2019
941897	Norman Park Athletics Track	300	3	297	0	0	0	0	Lydia Lee	Approved by Executive 28 March 2018. S106 funding.
941896	West Wickham Leisure Centre	993	311	682	0	0	0	0	Alicia Munday	Approved by Executive 28 March 2018.
	TOTAL LEISURE TRUST CLIENT - RECREATION	7,232	4,623	1,359	1,250	0	0	0		
HOUSING										
950819	Gateway Review of Housing I.T System	679	687	-8	0	0	0	0	Sara Bowrey	Approved by Executive 11/02/15
950821	Payment in Lieu Fund - Properties Acquisitions	1,326	1,209	0	117	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
950825	Housing Feasibility Studies	100	0	100	0	0	0	0	Sara Bowrey	Growth Fund
950830	Affordable Housing	800	800	0	0	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
950792	Payment in Lieu Fund - unallocated	3,206	0	0	3,206	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
950835	Provision of Housing Supply in Anerley & Chislehurst	8,400	0	10	3,390	1,000	4,000	0	Sara Bowrey	Approved by Executive 10/07/19
941545	Provision of Housing - Burnt Ash Lane	3,786	0	250	3,000	536	0	0	Alicia Munday	Approved Council 14/10/19
941546	Modular Build - York Rise	6,000	0	500	5,000	500	0	0	Alicia Munday	Approved Council 15/07/19
941110	London private sector renewal schemes	3,742	3,239	92	206	206	0	0	Steve Habgood	100% external funding
950501	Empty Homes Programme	620	443	26	106	46	0	0	Steve Habgood	100% external funding
916XXX	Renovation Grants - Disabled Facilities	15,856	11,084	1,619	2,000	1,153	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	45,187	18,067	2,656	17,024	3,440	4,000	0		

APPENDIX A

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 12 FEBRUARY 2020										
Code	Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Responsible Officer	Remarks
		£'000	£'000	£'000	£'000	£'000	£'000	£'000		
	OTHER									
917000	Feasibility Studies	60	0	20	10	10	10	10	Keith Lazarus	
941530	Bromley North Village Public Realm Improvements	6,652	6,580	7	65	0	0	0	Lydia Lee	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	544	52	150	0	0	0	Lydia Lee	Approved Executive 24/03/15 - funded by New Homes Bonus
941541	Orpington Town Centre - Walnuts Centre & New Market infrastructure	875	723	152	0	0	0	0	Lydia Lee	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	1,577	1,298	1,000	0	0	0	Hannah Jackson	Approved Executive 22/03/17 - funded from Growth Fund / S106
950823	Site G	24,292	2,190	1,070	6,532	6,500	8,000	0	Mike Watkins	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	2,490	93	0	0	0	0	Lydia Lee	£160k LBB £2m GLA funded (Executive 22/07/14) £116k Historic England grant
941895	Crystal Palace Park - Alternative Management Options	1,120	799	271	50	0	0	0	Lydia Lee	
950835	Crystal Palace Park Subway	3,141	0	0	3,141	0	0	0	Lydia Lee	Approved by Executive 12/02/20 - subject to approval by Full Council 24/02/20. Funded from the Strategic Investment Pot (£2,340k), Historic England grant (£500k), TfL Highway works (£296k) and the Friends of Crystal Palace Subway group (£5k).
941981	Chipperfield Road Development - St Paul's Cray	105	39	66	0	0	0	0	Mike Watkins	Approved by Executive 18/10/16
94529	Star Lane Traveller Site	250	117	0	133	0	0	0	Sara Bowrey	Urgent water and drainage works (statutory duty)
	TOTAL OTHER	43,699	15,059	3,029	11,081	6,510	8,010	10		
	TOTAL RENEWAL, RECREATION & HOUSING PORTFOLIO	99,715	41,010	7,161	29,574	9,950	12,010	10		

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 2019/20 - 3rd QUARTER MONITORING				
Capital Scheme/Project	3RD QUARTER 2019/20			Responsible Officer Comments
	Revised Estimate Nov 2019 £'000	Actuals to 31.12.19 £'000	Revised Estimate Feb 2020 £'000	
LIBRARIES & MUSEUMS				
Relocation of Exhibitions - Bromley Museum	2	0	2	Scheme complete. Commitments to be deleted.
Biggin Hill Memorial Museum	115	54	115	Scheme completed. Final account yet to be agreed.
TOTAL LIBRARIES & MUSEUMS	117	54	117	
LEISURE TRUST CLIENT - RECREATION				
Bromley MyTime Investment Fund	130	125	130	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. All existing contractual and financial agreements between both parties came to an end as at 1st April 2019. Last balance payment now made. Budget holder to review remaining commitments. Scheme completed.
Replacement of District Heating System Boilers & Works to Walnut Leisure Centre	250	0	250	Consultant to be appointed. Programme likely to be for 6-12 months as long as design is fast tracked. Anticipate spend of £250k in 2019-20. Remaining budget re-phased to future years.
Norman Park Athletics Track	297	69	297	Scheme completed and now in defects period.
West Wickham Leisure Centre	682	58	682	Feasibilities underway - architects have been instructed. Committee approval given in May 2019.
TOTAL LEISURE TRUST CLIENT - RECREATION	1,359	252	1,359	

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 2019/20 - 3rd QUARTER MONITORING				
Capital Scheme/Project	3RD QUARTER 2019/20			Responsible Officer Comments
	Revised Estimate Nov 2019	Actuals to 31.12.19	Revised Estimate Feb 2020	
	£'000	£'000	£'000	
HOUSING				
Gateway Review of Housing IT System	Cr 8	252	Cr 8	Exec 21/03/17 additional £459k for purchase of Housing IT System. Phase one complete and final phase now live. Retention and final account costs higher than budgeted - £20k of H-CLIC grant used to finance this. The final position will be reported to Members following completion of the system implementation.
Payment in Lieu Fund - Properties Acquisitions	57	15	0	£1m budget used to purchase 9 properties with remaining budget allocated for Capital refurb. £57k of current budget to be used for replacement of boilers, roofing etc with remainder re-phased to 2020/21.
Payment in Lieu Fund - Site K	67	67	67	Scheme is complete with final payments made.
Housing Feasibility Studies	100	0	100	New Scheme - approved by Executive in Nov 2018 and funded by Growth Fund. Budget is in relation to Housing acquisitions. Work has been tendered and stage one completed. Awaiting invoice for payment.
Affordable Housing	0	0	0	
Payment in Lieu Fund - unallocated	3,206	0	0	Work is ongoing with housing association partners to identify suitable approved housing development schemes. Funding to be re-phased to 2020/21.
Provision of Housing supply in Anerley & Chislehurst	200	7	10	New scheme - approved at May 2019 Exec. Contract award report scheduled for Executive in February 2020. Budget of £190k has been re-phased into 2020/21. Expected completion August 2020.
Provision of Housing - Burnt Ash Lane	250	0	250	New Scheme - Approved by Exec on 2nd August 2019. For the design and construction of up to 25 residential units in a car park behind Burnt Ash Lane, off Brindley Way, Bromley.
Modular Build - York Rise	500	0	500	Approved Council 15/07/19. No spend on this site to date. This scheme is currently under review, and a further update will be provided in Q1 of 2020-21.
London Private Sector Renewal Schemes	503	16	92	Four refurbishments due to be completed by year end including 1x 5 bed property. Due to recycled funding having been added to this programme re-phasing of £411k from 2019/20 into 2020/21 and 2021/22 has been undertaken.
Empty Homes Programme	117	26	26	Funding criteria changed in 2017 to improve take up: all long-term empty property owners are being targeted and made aware of assistance available. Closer working relationship with Housing Improvement moved to Housing Division will generate additional leads and spend. The Empty Property Officer funded from this budget has left and a temporary appointment is being sought. Re-phasing of £91k from 2019/20 into 2020/21 and 2021/22 has been undertaken.
Renovation Grants - Disabled Facilities	1,619	1,208	1,619	18/19 starting budget, after roll-forward, was £1,521k. An additional £224k was added in December 2018. 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 has been employed to deal with a backlog of assessments and has referred an additional 50 cases for grant aid. New procurement system being used to increase output.
TOTAL HOUSING	6,611	1,591	2,656	

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 2019/20 - 3rd QUARTER MONITORING				
Capital Scheme/Project	3RD QUARTER 2019/20			Responsible Officer Comments
	Revised Estimate Nov 2019	Actuals to 31.12.19	Revised Estimate Feb 2020	
	£'000	£'000	£'000	
Feasibility Studies	20	11	20	
OTHER				
Bromley North Village Public Realm Improvements	72	2	7	Scheme has completed. The remaining budget required for remedial works is expected to be used in 2020/21, therefore £65k has been re-phased into 2020/21.
Penge Town Centre	202	15	52	The New Homes Bonus (NHB) funded project consists 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. Remaining works outstanding are Wayfinder / Heritage/ Shop Fronts - these are expected to be complete by the financial year end. Funds for a second round of shop front improvements will be used in the next financial year and therefore £150k has been re-phased into 2020/21.
Orpington Town Centre - Walnuts Centre & new market infrastructure	152	120	152	High Street Fund and New Homes Bonus funded project to enhance the pedestrian experience of the prime shopping areas to increase footfall. This includes paving, lighting, treatment for trees, new street furniture, and new market infrastructure. Berkeley Homes have made a further payment of £163k of Section 106 contributions towards the Walnuts Public Realm Improvement project. Scheme completed - currently final account being reviewed; any unused funds will be used to fund aspects of the scheme that were removed due to cost pressures (such as a new town clock).
Bromley High Street Improvements	2,298	1,059	1,298	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. A paper will be considered in the Spring setting out an approach for the use of the remaining funding which will include a statement piece. Re-phasing of £1m into 2020/21 has been undertaken due to a changing approach to the commercial units.
Site G	1,070	1,536	1,070	Executive 24.03.15 - Housing Zone bid and Site G report 24/03/15 - £360k PIL and £2.7m from Growth fund (Bromley Town Centre). 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. Total anticipated cost of £24,292k was noted. 2 properties purchased in 2018 for approx £800k. £3.16m rephasing approved by Nov 2019 Executive. Due to accelerated spend during 2019/20 the future year budgets will be re-profiled in the next monitoring report.
Crystal Palace Park Improvements	93	11	93	Scheme completed and now in defects period. Remaining budget for final account and retention payments and unspent contingency. Final accounts agreed.
Crystal Palace Park - Alternative Management Options	321	147	271	Consultancy work in completion stage for OPA submission in January 2020. Due to delays to the outline planning permission application being submitted, re-phasing of £50k from 2019/20 to 2020/21 has been undertaken.
Chipperfield Road Development - St Paul's Cray	66	0	0	Approved by Executive 18/10/16 - this is to be used for further feasibility works such as appointing architects, carrying out financial modelling as well as marketing. Awaiting Cushman & Wakefields final invoice - approx £60k. Budget to be utilised fully this financial year.
Star Lane Traveller Site	133	0	66	Stage one undertaken by Thames Water has been completed. The work on the site to complete the new supply has had to be re-tendered by Amey. Expected completion date will now be in 2020/21 requiring remaining budget of £133k to be re-phased.
TOTAL OTHER	4,427	2,901	3,029	
TOTAL RENEWAL, RECREATION & HOUSING PORTFOLIO	12,514	4,798	7,161	

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Report No.
DRR 20/025

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE WITH PRE-DECISION SCRUTINY BY RENEWAL, RECREATION AND HOUSING POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 25 March 2020

Decision Type: Non-Urgent Executive Non-Key

Title: ORCHARD AND SHIPMAN: PROVISION OF HOUSING SERVICES

Contact Officer: Lynnette Chamielec, Assistant Director of Housing
Tel: 020 8313 4009 E-mail: lynnette.chamielec@bromley.gov.uk

Chief Officer: Sara Bowrey, Director of Housing, Planning and Regeneration

Ward: (All Wards);

1. Reason for report

- 1.1 Bromley's formal contract for the procurement and management of private sector leased properties and management of council owned temporary accommodation which forms an important part of the Council temporary accommodation portfolio is due to expire on 31st March 2021.
- 1.2 This report considers the commissioning options for this service and should be read in conjunction with the accompanying Part 2 report.

2. **RECOMMENDATION(S)**

The Executive are asked to:

- 2.1 Note and comment on the contents of this report and the accompanying Part 2 report and the current action being taken to reduce the overall costs and improve the supply of Temporary Accommodation (TA).
- 2.2 Approve the recommendations as detailed in the accompanying Part 2 report.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The accommodation provided ensures that the Council is able to meet its statutory responsibilities in respect of housing.
-

Corporate Policy

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

Financial

1. Cost of Proposal: As per Part 2 report
 2. Ongoing Costs: Recurring Cost. As per Part 2 report
 3. Budget Head / Performance Centre: Temporary Accommodation
 4. Total current budget for this head: £17.7m (gross), £6.5m (net)
 5. Source of funding: Existing revenue budget, including Flexible Homelessness Support Grant, Housing Benefit subsidy and Universal Credit
-

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: Call-in is applicable.
-

Procurement

1. Summary of Procurement Implications: As per Part 2 report
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): There are approximately 1600 households in temporary accommodation to whom the Council owes a statutory duty, of which around 950 are in costly forms of nightly let accommodation.
-

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 Whilst the Council has continued to increase the range of early intervention, outreach and support services to tackle homelessness the number of people living in Temporary Accommodation (TA) and the cost of providing this resource continues to rise. The ongoing disparity between local housing allowance levels and the incomes of low to moderate wage earners in comparison to local market rents is continuing to widen and is putting an increased number of households at risk of homelessness. Without a significant increase in access to genuinely affordable accommodation there continues to be demand for TA.
- 3.2 In order to ensure a sufficient supply of TA to meet statutory housing responsibilities accommodation is procured through a mixture of routes including property purchase, leased, block booking and spot purchase arrangements. In addition to this the Council has also actively sought to free up its own land and, through the work of the Housing Transformation work stream is pursuing a number of regeneration and development opportunities in order to deliver high quality, local temporary and longer term accommodation.
- 3.3 In accordance with its statutory responsibilities the Council spends more than £17.7m (gross) / £6.5m (net) procuring temporary accommodation for homeless households every year and demand for this service is forecast to increase.

4. SUMMARY OF YOUR BUSINESS CASE

- 4.1 Through the approval of Members officers have been given permission to explore new and innovative ways to increase access to accommodation. This has included reviewing land owned by the Council in order to consider its potential for housing and other community uses. Officers have also been looking at both traditional and more innovative build models in order to expedite accommodation once a suitable site has been identified. Consultation is also underway to explore all of the routes to market available to the Council in further increasing development and accommodation opportunities.
- 4.2 The main requirement and focus continues to be the necessity to retain existing TA where it meets the needs of the service and source new accommodation locally and specifically within the borough boundaries in order to ensure that access to schooling, employment and support services can be maintained.
- 4.3 Whilst a number of sites have been identified and progress is being actively made at locations in Bromley, Anerley and Chislehurst and with a number of others under review it is the case that there will be a time lag in properties being built and being ready to let and therefore it is essential that we retain access to the private sector accommodation until such a time as we have alternative accommodation available to utilise.

5 SERVICE PROFILE / DATA ANALYSIS

- 5.1 In order to meet the continued demand for TA the Council secures units in several ways. The most advantageous and cost effective arrangements are Registered Provider temporary lets and housing association leasing arrangements as these operate on a nomination only basis with no requirement for additional funding or underwriting and the most costly are spot purchased nightly paid units which currently have an annual average net cost of around £6,500 per unit.
- 5.2 The Council's temporary accommodation procurement policy, which was scrutinised and approved by Members, seeks to secure a sufficient supply of accommodation, where possible utilising all forms of TA with spot purchased nightly paid units only being used when no other alternative supply can be sourced.

5.3 In addition to existing pressures the continued rise in the use and cost of TA is being impacted by the following:

- **Continuing property and rental price increases against frozen benefit and temporary accommodation subsidy levels:** this reduces access to the market, increases the number of households accommodated by the Council and increases the funding gap needing to be subsidised.
- **Introduction of the Homeless Reduction Act:** this increases pressure on Council's to provide intensive housing support and assistance to a wider range of people for an increased period of time.
- **Increased homeless approaches:** particularly from the lowering of the benefit cap and low-to-moderate income working households being priced out of the market.
- **Continued decrease in available social housing** combined with increased concern from housing associations regarding affordability and increased refusals for nominations and/or requests for rental guarantees or rent in advance to take statutory homeless households.
- **Increased rent arrears resulting from universal credit roll out:** this has increased the number of homeless approaches and made access to the private sector more difficult for those reliant on benefits.
- **Increasing legal challenges around temporary accommodation** including the type, location (particularly outside of London) and length of stay. Currently in excess of 60% of TA placements are outside of the borough's boundaries.

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

5.5 The table below provides a breakdown of the nightly paid TA costs

	Average Yearly Charge £	Average Yearly Income £	Average Yearly Net Cost £
1 Bed	12,809	7,426	5,383
2 Bed	15,537	8,728	6,809
3 Bed	19,155	10,874	8,281
4 Bed	23,445	15,915	7,530

6. STAKEHOLDER ENGAGEMENT

6.1 Regular feedback is sought from tenants to ensure the service performs.

6.2 We continue to liaise with all our partners with regards to the management and procurement of temporary accommodation and hold regular liaison and performance monitoring meetings.

6.3 We undertake planned and unannounced visits in order to ensure quality of accommodation.

6.4 We attend annual local residents association meetings, chaired by the Avalon Area Action group and which relate to the accommodation at Manorfields in Orington.

7. POLICY CONSIDERATIONS

7.1 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.

7.2 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.

7.3 The Council's temporary accommodation procurement and placement policy takes account of statutory guidance together with case law requirements to fulfil the Council statutory duty for the provision of temporary accommodation. This has been reviewed to reflect market.

8. PROCUREMENT CONSIDERATIONS

8.1 The procurement considerations are set out in Part 2 of this report.

9. FINANCIAL CONSIDERATIONS

9.1 The financial considerations are set out in Part 2 of this report.

10. LEGAL IMPLICATIONS

10.1 The Housing Act 1996, Part 7 (as amended) sets out the Council's statutory homelessness duties, including the duty to provide temporary accommodation for certain classes of people and in certain circumstances.

10.2 The Council can rely on Part 7 of the Housing Act 1996 to provide temporary accommodation together with the general power of competence in section 1 Localism Act 2011. Accommodation made available Part 7 of the Housing Act 1996 strictly as provided by Schedule 1 of the Housing Act 1985, will not be a secure tenancy or license.

10.3 The demand for homeless accommodation has continued to increase following the implementation of the Homeless Reduction Act 2018, as the duties towards homeless households are expanded. The Council must make decisions in accordance with the law and also in accordance with its fiduciary duty to its tax payers in using Council resources. The report explains the benefits including the financial benefits that must be properly weighed up and considered before taking the decisions set out in the recommendations.

10.4 Further information is detailed in Part 2 of this report.

Non-Applicable Sections:	Personnel, IT and GDPR, HR
Background Documents: (Access via Contact Officer)	

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Report No.
DRR20/017

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

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

Date: Wednesday 1 April 2020
Wednesday 25th March 2020

Decision Type: Non-Urgent Executive Non-Key

Title: APPROACH TO DIGITAL INFRASTRUCTURE

Contact Officer: Hannah Jackson, Head of Town Centre Renewal
Tel: 0208 313 4456 E-mail: Hannah.Jackson@bromley.gov.uk

Chief Officer: Sara Bowrey, Director of Housing, Planning and Regeneration

Ward: (All Wards);

1. Reason for report

- 1.1 Digital connectivity is linked to improving quality of life and supporting economic growth. If the borough is to continue to be a place that people choose to live, work, study and invest, the right digital infrastructure is essential.
- 1.2 This report sets out the current level of digital provision in the borough and suggests priority areas for investment. Whilst recognising that private sector investment will play a significant role in improving the borough's connectivity, this paper also sets out a range of interventions that the Council can explore to support the roll out of gigabit capable broadband through full-fibre connections and 5G networks.
- 1.3 This report advises that the Council agrees to a Digital Infrastructure Work Plan as the mechanism to deliver the most effective interventions that the Council can take to improve digital infrastructure, and identifies a programme for its delivery. In order to progress this work, it is recommended that the Council allocates up to £30k from the Growth Fund for the appointment of a consultant to provide specialist technical and legal advice.

2. RECOMMENDATION(S)

Members of the Renewal, Recreation and Housing Policy Development & Scrutiny Committee is asked to note the content of the report, prior to the Executive being asked to:

- 2.1 Agree to allocate up to £30k from the Growth Fund for the appointment of a consultant to provide technical advice on the Digital Infrastructure Work Plan.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Improved digital infrastructure will promote digital inclusion.
-

Corporate Policy

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

Financial

1. Cost of proposal: Estimated Cost: £30k
 2. Ongoing costs: Non-Recurring Cost:
 3. Budget head/performance centre: Regeneration Team
 4. Total current budget for this head: £128k
 5. Source of funding: Growth Fund
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: Procurement activities will be carried out in compliance with the Council's Contract Procedure Rules.
-

Customer Impact

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

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable

Summary of Ward Councillors comments:

Cllr Gray, Executive Assistant to the Portfolio Holder for Renewal, Recreation and Housing provided the following comment:

In my role as Executive Assistant to the Portfolio Holder, I have been advocating for a digital infrastructure upgrade in the borough. Securing infrastructure to enable full fibre broadband

connections and 5G networks is essential to support our businesses and residents. I agree with the recommendations in this report and welcome the Council formalising an approach to securing investment. I also welcome BT Openreach's announcement that they will be investing in some of our priority areas.

3. COMMENTARY

- 3.1 Digital connectivity is now considered a necessity for residents, local businesses and public services. Access to reliable, high speed broadband and mobile networks is directly linked to economic growth and prosperity, in addition to individual wellbeing and access to online services. In order to secure inward investment and to remain a place where people choose to live, work and study, the Council must engage with the need to work strategically with a range of partners to deliver gigabit capable digital infrastructure in the borough.
- 3.2 According to the House of Commons Briefing Paper on Full-Fibre Broadband in the UK (CBP 8392, 10 January 2020), gigabit capable broadband means ‘any technology that can deliver 1 gigabit per second ... [this] usually means full-fibre technology but could also include capable broadband and future 5G networks.’ Central government have a target to deliver gigabit capable broadband nationwide by 2025; this will be delivered primarily through private investment with some funding being made available to support areas which are not commercially viable.
- 3.3 However, the expectation is that local authorities will work proactively to secure investment in digital infrastructure within their area. In order to ensure that the borough remains competitive and attractive to business, this report recommends that the Council fully engages with the issues affecting the borough’s digital connectivity, and produces a work plan to support the roll out of gigabit capable broadband.

Existing digital connectivity

- 3.4 Digital connectivity in London has been a priority for the Mayor of London since 2017 when it was reported that the capital’s connectivity lagged behind other UK cities such as York, Coventry and Edinburgh, and that it also performed poorly when compared to other European capital cities.
- 3.5 The table below sets out digital connectivity rates in the borough. This data is provided by the Mayor of London; source data is collected by Ofcom.

Digital connectivity has been measured in relation to access to three different types of broadband:

- Superfast: with download speeds of at least 24 megabits per second
- Ultrafast: with download speeds of over 100 megabits per second
- Full-fibre: with download speeds of over 1 gigabit per second

Area	Availability of Broadband		
	Superfast	Ultrafast	Full Fibre
London Average	94.8%	72.1%	13.4%
Borough - Bromley	97.3%	81.2%	0.8%
Bickey	98.3%	78.3%	0.0%
Biggin Hill	94.1%	74.0%	0.4%
Bromley Common and Keston	97.6%	78.7%	0.0%
Bromley Town	90.9%	71.4%	1.0%
Chelsfield and Pratts Bottom	92.8%	68.7%	0.0%
Chislehurst	93.2%	68.4%	0.2%
Clock House	99.2%	88.3%	0.0%
Copers Cope	99.1%	75.5%	0.7%
Cray Valley East	92.0%	50.6%	0.0%
Cray Valley West	97.6%	63.2%	0.0%
Crystal Palace	94.1%	79.7%	2.2%
Darwin	54.0%	19.4%	0.5%
Farnborough and Crofton	96.2%	84.9%	1.7%
Hayes and Coney Hall	96.9%	71.4%	1.0%
Kelsey and Eden Park	96.5%	75.8%	0.0%
Mottingham and Chislehurst North	99.5%	94.1%	0.0%
Orpington	96.7%	85.3%	1.2%
Penge and Cator	96.1%	78.9%	0.7%
Petts Wood and Knoll	99.4%	96.1%	0.0%
Plaistow and Sundridge	99.1%	87.9%	0.0%
Shortlands	99.8%	65.4%	0.0%
West Wickham	98.3%	71.6%	0.0%

3.6 Generally, the borough has good coverage of superfast and ultrafast broadband, with a couple of exceptions, largely in more rural areas.

3.7 However, access to full-fibre is limited; most wards do not have any full-fibre connections.

3.8 Bromley's full-fibre connectivity is not dissimilar to other south outer-London boroughs; the connectivity rate for full-fibre in Kingston Upon Thames is 2.0% and for Sutton is 1.9%. However, some of our neighbouring boroughs who have actively pursued digital infrastructure are making greater progress; the full-fibre connectivity rate in Bexley is 11.8%, in Lewisham is 13.7% and in Croydon is 15.0%.

3.9 It is suggested that the following wards are prioritised for investment in digital infrastructure:

- It is suggested that gigabit capable connectivity is prioritised in Bromley Town, Biggin Hill, Cray Valley West and Cray Valley East wards. This would support Policy 80 of the Local Plan that identifies these areas as strategic priority areas for economic growth.
- It is suggested that improved broadband connectivity is sought for Chislehurst, Cray Valley West, Chelsfield and Pratts Bottom, and Darwin.

The case for gigabit capable broadband

3.10 There are a number of reasons why the Council should pursue gigabit capable broadband connections:

- To ensure that the borough is ready for future demand:

While super-fast broadband is currently fast enough for most current individual or household needs, the availability of and demand for data-intensive services is increasing and is set to continue to increase. Ofcom estimates that the number of connected devices will increase 12-fold by 2026, with mobile data usage growing by over 30% a year. Superfast and ultrafast broadband will be unlikely to deliver on this demand. The National Infrastructure Commission concluded in July 2018 that investment in full-fibre networks was important to ensure that infrastructure supports future needs.

- To support a healthy local economy:

Ofcom research has shown that broadband investment has contributed significantly to the UK economy over the past 15 years. Moreover, research has shown that access to affordable gigabit capable connections could see SME productivity increase by 7-10%. With house prices already affected by connections to higher broadband speeds, it is expected that demand for faster connections will affect where people choose to live. Equally, good quality digital infrastructure will become more important for businesses. For Bromley to continue to attract and enable successful business, the borough needs to ensure that the improvement of digital infrastructure is addressed.

- To ensure digital inclusion:

With services (including the Council's) increasingly moving online, access to reliable and fast connections is becoming a social issue as well as an economic one.

Approach to Investment

Private Sector Investment

3.11 Private sector investment in digital infrastructure is the main way in which access to gigabit capable broadband is being secured both in London and across the UK.

3.12 Some initial market research has been undertaken with the market leaders for broadband, and some investment in full-fibre planned in the borough. Openreach have announced investment in full-fibre in Orpington, Farnborough and Biggin Hill.

3.13 It is worth noting that:

- The biggest commercial returns are from high density, new residential development where the cost per premises for deployment of full-fibre is low. Retro-fitting and low density development is considerably less attractive. Therefore, it is likely to take time before the private sector considers providing gigabit capable connectivity to areas where there is little scope for new development or to existing premises where this is in areas of low density.
- The closer to existing digital infrastructure, the more interest there is from the private sector to invest. This is why it is less likely that the private sector will plan to invest in rural areas where the distances for running new ducting are greater. It is therefore unlikely that the private sector will independently choose to upgrade connectivity to the underserved wards in the borough.

- There are some Council controlled barriers to private sector investment including issues around permits and charges. A lack of flexibility in this area adds cost and makes the borough a less attractive place for the private sector to invest.
- There is market interest in making use of the capability and capacity of Council owned fibre and ducting.

3.14 The market research has shown that the Council has an enabling role to play in securing private sector investment. This could include:

- Review of Council assets and existing digital infrastructure to identify opportunities for commercialisation that supports gigabit capable broadband. This might include identifying street furniture that could host small cell transmitters, looking at options to deliver backhaul capacity through existing digital infrastructure to support 5G networks, or providing access to Council owned ducting for regeneration initiatives or the deployment of additional dark fibre. Commercial returns could be financial, or could be used to secure digital benefits such as free public wifi in selected town centres.
- Reviewing planning policy. The Local Plan includes a number of objectives to ensure Bromley is a prosperous, thriving and skilled borough where businesses choose to locate, including a specific objective to ‘support the digital economy and infrastructure required for it and the modern business, such as high speed fibre connections.’ Policy 125 includes a statement that requires ‘development to provide for the infrastructure...that [is] necessary to support and serve it.’ This will be achieved through planning obligations and, once adopted, the borough Community Infrastructure Levy (CIL). However the new draft London Plan goes further: Policy SI6 puts an explicit requirement on developers to consider requirements for digital connectivity infrastructure when delivering schemes, including requirements for sufficient ducting space as a minimum to ensure proposals are ‘futureproofed’; this requirement would apply to all development proposals once the London Plan is adopted. The London Plan also encourages Development Plans (such as borough Local Plans) to support the delivery of full-fibre or equivalent digital infrastructure, with particular focus on areas with gaps in connectivity and barriers to digital access. As noted above, the Bromley Local Plan does support delivery of infrastructure to develop the digital economy, but the Council could use the opportunity, in any future Local Plan review, to respond to the London Plan and consider a more robust policy requirement for gigabit capable broadband infrastructure, subject to compliance with relevant legislation, viability tests and avoiding overlap with any future CIL requirements.
- Agreeing a wayleave policy that promotes private sector investment: Industry operators have argued that, nationally, one of the key barriers affecting the deployment of digital infrastructure is difficulty negotiating wayleaves for access to land. As a consequence, DCMS have made available a model form wayleave that can be used by local authorities to grant non-exclusive access over Council owned land for installation of digital infrastructure. The Council could consider a policy approach that would make the application process more transparent and efficient and which would include adopting a standard wayleave agreement. A pricing structure could also be considered which promotes investment in priority areas. The Council could also make resources available for land owners in the borough in order to make it easier for them to get the support they need to enter into wayleave agreements for digital infrastructure.
- Offering market incentives to create a hospitable environment for investment: As outlined in paragraph 3.12, and acknowledged by central government, councils’ approaches to street works can also be a barrier for the deployment of digital infrastructure. DCMS has stated that road and street works account for 70% of the cost of fibre deployment. The Council could consider measures to make permissions in relation to digital infrastructure rollout more

efficient such as a flexible permitting arrangement, and could consider reviewing charges particularly in priority areas. Any lost income could potentially be off-set by income made through commercialisation of the Council's digital assets.

- Working with Registered Housing Providers including Clarion: Community Fibre have been awarded monies from the DCMS Digital Investment Fund to roll out full-fibre to social housing in London to support digital inclusion. Providing resource to proactively support discussions between Registered Providers and Community Fibre could ensure that the borough benefits from the government's investment. Roll out has already occurred in a number of London boroughs including Wandsworth, Hammersmith & Fulham, Southwark and Brent.
- Proactive market engagement: The Council could agree to work to raise Bromley's profile with the major telecom infrastructure providers and alternative network providers to ensure that the Council is considered and included in future investment programmes, and that investment is directed at priority areas. This could include a publishing a portfolio of development and regeneration projects in the borough, or setting up a notification system that highlights developments in the borough at the early planning stages.

Funding opportunities

- 3.15 In addition to private sector investment, there are a limited number of opportunities to secure government funding to support gigabit capable broadband in the borough.
- 3.16 The Mayor of London is currently coordinating investment of monies from the Strategic Investment Pot into London's digital infrastructure. For south London boroughs, including Bromley, this is being made available through the Connected London Fund. This fund will be allocated for spend with an industry partner, currently being procured by TfL, and will make use of existing TfL infrastructure to bring full-fibre connections to public services with the expectation that this leads to broadband providers creating additional connections to homes and businesses. The industry partner will be expected to liaise with the Council to determine how best to apply the fund in the borough. It is recommended that the Council direct this investment towards the priority areas suggested in paragraph 3.9.
- 3.17 There are additionally a number of initiatives being funded by Central Government that can be further explored to see if benefit can be secured for the borough including:
- Local Full Fibre Networks Programme: a fund designed to stimulate demand for full-fibre connections in order to secure private sector investment in full-fibre. This included a Gigabit Voucher Scheme which was available nationally to directly support SMEs and resident community groups by making a contribution towards gigabit broadband connections. The scheme was advertised by the Council to businesses in the borough, and £104k of the fund was awarded in the borough.
 - Digital Infrastructure Fund: a fund to support ultrafast and full-fibre connections and which is granted to the private sector to invest on a commercial basis (and therefore to generate a commercial return for the government).
- 3.18 The Council could consider securing investment in local digital infrastructure through developer contributions via either Section 106 agreements (on a case-by-case basis, subject to viability testing and addressing relevant legislative tests) or upon the implementation of a borough CIL. This is an approach supported by paragraph 34 of the National Planning Policy Framework which specifically identifies digital infrastructure as an appropriate use of developer contributions.

Next steps

- 3.19 Whilst initial research has generated a number of ideas about how the Council could approach securing investment in digital infrastructure, it is recommended that this is formalised in a Digital Infrastructure Work Plan.
- 3.20 The Work Plan would set out the most effective interventions that the Council can take to deliver improved digital infrastructure through a detailed options appraisal. The Work Plan would include a programme for its delivery.
- 3.21 This will be beneficial because:
- It will ensure a whole Council approach toward digital infrastructure and prevent silo working
 - It will enable a holistic approach towards meeting of the digital infrastructure requirements across the borough
 - It will indicate to the private sector that the Council is taking a proactive approach towards digital infrastructure and that it is a hospitable place for investment
 - It will make officers accountable for the delivery of digital infrastructure in the borough
- 3.22 In order to produce the Work Plan, officers are requesting that members allocate up to £30k from the Growth Fund to be spent on consultancy services to provide specialist technical and legal advice which is not available from existing Council resources. The advice will directly lead to determining actions for delivery. Any monies not required would be returned to the Fund.
- 3.23 The Work Plan will also identify opportunities to support digital inclusion through training for residents who benefit from improved connections delivered at the Council's libraries and resource shops.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Improving digital infrastructure will support improved digital inclusion. Improving the reliability and speed of broadband connections, particularly in wards where there are indices of deprivation and to public services, will support better access to online services. This will be supported by ICT training for residents at the Council's libraries and resource shops.

5. POLICY IMPLICATIONS

- 5.1 A Digital Infrastructure Work Plan would support Building a Better Bromley's aims for the regeneration of the borough, specifically in relation to promoting economic development and investment in the borough and supporting local infrastructure development.
- 5.2 A Digital Infrastructure Work Plan also supports the Transforming Bromley priorities around promoting economic growth, and flexibility independence and choice in service delivery which sees investment in digital technology to improve service delivery and engagement.
- 5.3 It is envisaged that the Digital Infrastructure Work Plan will become part of the Council's future Digital Strategy which will be planned for drafting later this year. It is also part of the Council's draft Regeneration Strategy and is supported by policies in the adopted Local Plan.

6. FINANCIAL IMPLICATIONS

- 6.1 This report recommends that up to £30k is allocated from the Growth Fund to pay for consultancy for specialist technical and legal advice required for the production of a Digital Infrastructure Work Plan. Any monies not required would be returned to the Growth Fund.
- 6.2 Members should note that the Work Plan is likely to require some further funding to fully enable its delivery. It is envisaged that the cost of the actions identified within the work plan will be met from a combination of funding sources which may include income from the commercialisation of assets, grant funding (directly or indirectly received) and monies secured from section 106 agreements or CIL. A cost-benefit analysis of actions identified in the Future Work Plan will be undertaken. Exactly how the costs of delivery for the Work Plan are met will be subject to a future report upon completion of the Work Plan.

7. LEGAL IMPLICATIONS

- 7.1 The Council has wide ranging powers under the general power of competence pursuant to section 1 of the Localism Act 2011 to do anything an individual can do subject to existing prohibitions. The Council may, inter alia, rely on this power to develop the Digital Infrastructure Work Plan and take steps to implement an improved digital infrastructure for the benefit of residents and businesses in the borough.

8. PROCUREMENT IMPLICATIONS

- 8.1 Officers will consult with procurement before appointing consultants to support the production of a Digital Infrastructure Work Plan. The procurement will be conducted in accordance with the Contract Procedure Rules.

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

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Report No.
DRR20/020

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

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

Date: Wednesday 1 April 2020
Wednesday 25th March 2020

Decision Type: Non-Urgent Executive Non-Key

Title: BROMLEY TOWN CENTRE IMPROVEMENT SCHEME: A NEW
APPROACH

Contact Officer: Hannah Jackson, Head of Town Centre Renewal
Tel: 0208 313 4456 E-mail: Hannah.Jackson@bromley.gov.uk

Chief Officer: Sara Bowrey, Director of Housing, Planning and Regeneration

Ward: Bromley Town;

1. Reason for report

- 1.1 This report provides members with an update on the Bromley town centre improvement scheme. The report sets out the progress made to date, summarises the issues affecting the delivery of the reflective canopies and commercial units, and recommends a new approach for the completion of the scheme. Investment in the town centre is important to ensure that the town maintains and improves its market position and continues to thrive.

2. **RECOMMENDATION(S)**

Members of the Renewal, Recreation and Housing Policy Development & Scrutiny Committee are asked to note the content of the report and provide their comments, prior to the Executive being asked to:

- 2.1 Note the issues affecting the delivery of the planned commercial units and reflective canopies and agree not to proceed with these elements of the improvement scheme.
- 2.2 To agree to a new approach to the completion of the improvement of the town centre as set out in paragraph 3.18 which will help to ensure that the town remains vibrant and competitive.

- 2.3 To create a budget of £1.215m for the delivery of the new approach for the completion of the capital scheme by agreeing to:
- Reallocate the £415k originally approved within the capital programme for the commercial units; and
 - Now add £800k previously agreed in principal for the reflective canopies to the capital programme.
- 2.4 To note that spend will be controlled through member review and sign-off as set out in paragraph 3.23.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Improvements to the High Street will benefit vulnerable adults and children by creating opportunities for access, inclusion and independence.
-

Corporate Policy

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

Financial

1. Cost of proposal: £1.215m
 2. Ongoing costs: TBD with the aim of generating income to meet future maintenance costs
 3. Budget head/performance centre: Capital Programme - Bromley High Street Improvements
 4. Total current budget for this head: £3.875m
 5. Source of funding: Growth Fund
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: An open tender will be used to appoint an architect led multi-disciplinary design team with specialism in urban design and public realm. The procurement will be compliant with the Council's Contract Procedure Rules.
-

Customer Impact

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

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments: A draft of this report was circulated to ward councillors on 27th February 2020, and a meeting was arranged for 10th March 2020 to discuss the proposals.

Ward Councillors support the recommendations in this report, acknowledging that the circumstances had changed and it was therefore right that the approach did too:

“It feels like a bad idea to be creating new commercial units when we have others available. I am also sceptical of the business case for the canopies and would welcome other ideas on how to spend the money.” Ward Councillors agreed that further investment in the public realm was important and were generally supportive of the concept of covered outdoor seating and programming space but expressed uncertainty about the suitability of a town centre screen. Ward Councillors supported the idea of using Council owned vacant units to create space available on a flexible basis to attract new businesses.

3. COMMENTARY

- 3.1 At their meeting on 26th November 2014, members of the Executive agreed a development strategy for Bromley town centre and approved funding for a number of town centre initiatives including improvements to the public realm.
- 3.2 At their meeting on 22nd March 2017, the Executive approved a capital scheme to deliver public realm improvements in the pedestrianised area of Bromley High Street which would tackle the disjointed nature of the public realm in the town centre, improve the quality of the High Street experience and create distinctive spaces (**DRR17/005**). Following consultation with stakeholders, the agreed aims of the scheme were the:

- Introduction of a hierarchy of public spaces where people can dwell
- Creation of shelter within the High Street for year round enjoyment of the public realm
- Creation of better links to Bromley's green space
- Encouragement of street activity and enhancement of the pedestrian experience

- 3.3 The scheme envisioned a number of character areas for the pedestrianised zone of the High Street through the delivery of the following interventions:

- A relocated and improved street market between the Churchill Theatre and Market Square
- New high quality granite paving and improved street lighting
- Feature lighting of buildings
- A multi-purpose public space in the in front of the High Street, Churchill Theatre frontage
- The introduction of two eye catching reflective canopies
- The introduction of two commercial units on the High Street
- An urban garden of raised planters with trees and plants

To date, all elements of the scheme have been delivered, excluding the canopies and commercial units. (There is also some additional paving to be laid once the works to the cladding on Central Library and the Churchill Theatre is removed at the end of February 2020).

- 3.4 When the scheme was agreed in 2017, further work was needed to design and cost the canopies and commercial units. Therefore the budget allocated for the scheme from the Growth Fund excluded these elements. In October 2018, the Executive considered a report (**DRR18/053**) outlining the detailed design work completed by ECD Architecture for two mirrored canopies and two commercial units. They also considered the costs for these projects, estimated at £1.2m and £415k respectively. It was agreed that whilst the canopies would be ambitious transformational statements in the town centre, the £1.2m cost was not justified and that the budget for the canopies should be capped at £800k. As a result, only the cost for the construction of the two commercial units was added to the scheme budget in the capital programme, but members did also agree in principle to a provisional budget of £800k for the canopies but this was subject to approving a revised design before making a commitment.

Commercial Units

- 3.5 The two commercial units for the High Street were modular in design with elevational finishes and frontages in glass to minimise their visual impact and complement the sense of pedestrian permeability important in the public realm design. Both were to be located in the pedestrianised part of the High Street; one by Elmfield Road (near Metrobank) and one south of the Churchill Theatre.
- 3.6 The commercial units were expected to generate a yield of up to 14% at that time, making an annual income of between £48k and £58k per annum although these figures do not make any allowances for voids. The Executive previously agreed that yield of up to 8% would be used to fund the future maintenance of the canopies; any revenue raised above that percentage would be put towards an enhanced street cleansing programme for Bromley High Street.
- 3.7 With the Executive's agreement, planning consent was sought for the two commercial units. Permission was granted in June 2019 for retail class A1 use. Permission was not sought for restaurants and cafes class A3 use; this was because in order for the planning authority to have determined any application, information about the design of the ventilation was required, and this design element would have been adapted depending on the type of food or beverage offer, which at the time could not be known as tenants had not been identified.
- 3.8 Concurrently, and led by Amey's capital team, the construction of the commercial units went out to tender in accordance with the Council's Contract Procedure Rules. There were initially a good number of expressions of interest. However, only three tenders were returned with fourteen suppliers choosing to opt out of tendering. All of the tenders received had to be disqualified:
- One supplier only submitted a form of tender without any of the required additional documentation, and the tendered price was too low to be credible.
 - One supplier submitted a price within budget but went into administration following the submission of their tender
 - One supplier qualified their tender and was significantly over budget.

Research was undertaken to find out why so many suppliers chose to opt out of tendering; this was mainly because they felt they could not be competitive (as their price would not be within the Council's stated budget), or because they could not meet the Council's requirements around financial suitability.

- 3.9 On this basis, a straight re-tender is not recommended as the Council will incur costs and, based on market feedback, it is unlikely to yield a more successful outcome.
- 3.10 There are a number of options for the future of the commercial unit element of the scheme:
1. Agree to increase the budget for the commercial units and re-tender the construction of the original designs

Advantages: Retain the integrity scheme design, generate the maximum amount of income.

Disadvantages: Increase in scheme cost, further financial risk during construction phase, market risk affecting realisation of income and reduced yields.

2. Go out to tender for one commercial unit only, making use of the whole available budget on one unit

Advantages: Retain the integrity of unit design, no uplift in scheme budget required, reduction in financial risk.

Disadvantages: Income generation/yields potential significantly reduced, scheme design compromised, market risk may affect realisation of income, time and cost of tendering.

3. Value-engineer the commercial units in order to reduce the construction costs

Advantages: Ability to retain two units and generate income, scheme budget not impacted.

Disadvantages: Scheme design and design of units will be compromised, quality of rental space will be impacted which may reduce the level of income that could be expected, cost of re-design and re-tender, risk that units cannot be value engineered within budget, need to reapply for planning consents, market risk that tenants will not be found.

4. Consider alternative options for commercial units in the High Street, for example low cost temporary structures

Advantages: Ability to generate income, scheme budget not impacted.

Disadvantages: New planning consents required, reduction in quality of the unit will impact on income that can be generated, design of unit will undermine the aims of the capital scheme, market risk that tenants will not be found, although achievable within budget only insignificant cost savings due to groundworks required.

5. Decide not to proceed with the construction of commercial units and reconsider the approach to the completion of the capital scheme.

Advantages: Reallocation of scheme budget to support the vitality of the High Street by alternative means or return of scheme budget to the Growth Fund, avoid market risk, avoid financial risk.

Disadvantages: Loss of income generating potential, original scheme design not delivered, loss of consultant fees.

- 3.11 Soft market testing revealed that the canopies could not be delivered within the £800k budget and to value engineer the canopies would undermine the design intent. It would be possible to deliver one of the canopies within the existing scheme budget, however this is not an optimum solution; it would lack context and impact. Officers concluded that it would not be a good use of budget to spend money on further re-designs of this element of the scheme.

The case for a new approach

- 3.12 As a result of the issues raised by progressing the commercial units and canopies, officers have reflected on whether the two scheme elements make the best use of the available space in the town centre and the remaining scheme budget.

- 3.13 This report recommends that members take this opportunity to reconsider the best way to complete the capital scheme and achieve the aims set out in paragraph 3.2 without proceeding with the commercial units and the current design for the canopies, neither of which can be adequately achieved within the agreed budget.

- 3.14 Continued investment in Bromley town centre is crucial to ensure that the town remains in the top 50 towns for retail spend. If the town drops below the top 50, market flagship stores which

act a main draw for shoppers will no longer be attracted to maintaining a presence in the town. That said, Bromley town is identified as having the 25th most retail spend potential of shopping areas in England and is placed above Lakeside and Croydon. Increasing the town centres vitality is important to maintain the town's profile as a place to do business, for leisure and as a shopping destination.

- 3.15 Whilst vacancy rates in the town centre have improved since the public realm projects in Bromley North Village and the pedestrianised area of the High Street, and the introduction of the Business Improvement District, there are still a considerable number of vacant units in the town centre (the vacancy rate is 9.4%) with a considerable number in high profile positions. Consultation with a local agent has reported that the market for retail tenants is competitive and whilst they would be confident in securing a tenant for a high quality and prominent offer in the pedestrianised part of the High Street as would have been offered by the commercial units, this would create additional competition for the vacant properties already on the market.
- 3.16 The agent also reported that there was a demand for flexible tenancies offered on a short-term basis creating lower risk opportunities for business start-ups to explore having a High Street trading location. Creating space for new businesses in town centres is an approach endorsed for healthy town centres in the Mayor of London's 'High Streets - Adaptive Strategies'. However, stock in Bromley town centre is largely offered on the basis of a long-term lease, requires remedial work and at rents which were historically achievable but which are not cognisant of the current challenges in the retail sector.
- 3.17 Officers suggest that the Council should look at addressing the issues around vitality and vacant units more directly. The planned new commercial units would limit the flexibility of use of the pedestrianised area. Arguably, alternative interventions that drive footfall and support a longer linger time would be more beneficial. This is a view that was supported by The Glades who have expressed reservations about the addition of more permanent retail units in the High Street and who advocated 'creating the right environment and customer experience to complement the existing retail offer.'
- 3.18 It is recommended that a new approach is taken to deliver the final phase of the capital scheme which will enhance the vitality of the High Street. This investment would be transformative for the use of the pedestrianised part of the High Street, building on the public realm improvements delivered to date in a way that would activate the town for quality high street programming and making it known as a centre for recreation, leisure and culture as well as retail. This would include delivering infrastructure which would:
 - Provide covered seating in the pedestrianised zone of the town centre. This would support the introduction of more food outlets in the existing vacant shop units in this section of the high street by providing shared outdoor space for dining, which in turn would bring a new vitality to the High Street.
 - Create performance space to support enhanced cultural programming in the town centre to drive footfall, bought forward in partnership with Your Bromley, the town's Business Improvement District. This could enable a range of events, including annual festivals in the style of Jazz at the Pantiles in Tunbridge Wells.
 - Include a sculptural statement piece to help define the character of the town centre and contribute towards the sense of place and Bromley's unique identity.
 - Enable flexible use of the High Street that made the High Street work harder to support businesses, for example through the development of a controlled summer night time economy.

- Support a reduction in anti-social behaviour by creating better used public spaces over longer periods of time.

3.19 It is recommended that the new approach is funded through the reallocation of the £415k previously added to the capital programme for the commercial units and the addition to the capital programme of the £800k originally agreed in principal for the delivery of the reflective canopies, resulting in a budget of £1.215m for the new approach.

3.20 If members agree the new approach, officers will procure a multi-disciplinary design team with specialism in urban design and public realm to create a solution which meets the aims of the capital scheme and which manages the technical requirements of any new infrastructure in the town centre within the revised capital budget. These are resources and expertise that is not available in-house.

3.21 Officers suggest that a new design team is appointed to take this new phase of the capital scheme forward. This is because:

- There is an opportunity for a fresh approach to re-envision the High Street taking into account changes in good practice and market conditions
- To re-open design fees to competition and secure the best price.

3.22 It is recommended that these design services are procured via open tender with market engagement prior to tendering. The procurement will be in compliance with the Council's Contract Procedure Rules. It is recommended that the procurement is for a design team to deliver RIBA Stages 1-7, with break clauses at all RIBA stages. The estimated cost of design fees for all RIBA Stages is £160k.

3.23 Members will retain control over the delivery of the scheme and the budget through gateway reviews of the design work at RIBA Stages 2 (concept designs) and 4 (detailed designs), scrutinising the designs in terms of its value for money and ability to meet the scheme aims, and agreeing the procurement strategy for a subsequent works contract to deliver the design (at an estimated cost of £1.055m). The Portfolio Holder and ward members will be consulted more frequently and in accordance with a stakeholder engagement plan.

3.24 Whilst it is the case that deciding not to deliver the commercial units will mean that rental income is not generated by the scheme, one of the requirements for the new design will be to minimise ongoing maintenance responsibilities and ensure that they, in addition to further enhancements to the street cleansing programme, can be met from income generated from High Street activity as a result of the scheme. This could include:

- Income generated through the hire of performance/programming space
- A new town centre screen, which would both create the potential to generate revenue from advertising as well as supporting the aims of the scheme to culturally activate the space, for example by enabling public showings of sporting events.

Members should note that officers have already identified income from existing town centre activity to meet the costs of the maintenance of the new planters and enhancements to the street cleansing programme. This includes use of the Bromley town centre scrubber which provides a deep clean of the High Street for four hours each day, Monday-Friday.

3.25 Officers will complement this approach by working with the Strategic Property team to consider repurposing of Council-owned vacant units in the town centre to create space for new business through offering space on a flexible and short-term basis in order to support the borough's business start-ups.

IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Town centres have a role to play in promoting opportunities for community cohesion and inclusion. This proposal will support opportunities for vulnerable adults and children to participate in cultural programming and create spaces that support independence and inclusion.

4. POLICY IMPLICATIONS

- 5.1 The proposals support delivery of the Council's objective of Vibrant Thriving Town Centres under the Council's Building a Better Bromley document, which includes an action to 'promote specific opportunities in Bromley High Street to provide a unique shopping experience and serve a quality niche market.'

5. FINANCIAL IMPLICATIONS

- 5.1 The cost of the proposal set out in the report is £1.215m.
- 5.2 Currently there is £415k within the existing Capital Programme for Bromley Town Centre Improvements. Therefore a further £800k would need to be added to the Capital Programme to fully fund this new element of the scheme. This is the sum that the Executive originally had agreed in principal for provision of the canopies.
- 5.3 The originally planned commercial units were expected to generate rental income which was to provide for future maintenance costs and to fund enhanced street cleansing. This will not now be realised. Additional income is instead now expected to be generated from space hire and advertising, with the objective that any future maintenance and other ongoing commitments, such as from a town centre screen, are provided for and do not create ongoing financial liabilities. This will need to be investigated and confirmed as part of the design and feasibility work.

6. LEGAL IMPLICATIONS

- 6.1 The estimated value of the proposed design services contract is below the EU threshold level for services therefore not subject to the full application of the Public Contracts Regulation 2015. As an open tender procedure is proposed, this will satisfy the requirements of the Council's Contract Procedure Rules.

7. PROCUREMENT IMPLICATIONS

- 7.1 Should members agree to the recommendations in this report, the procurement of an architect-led multi-disciplinary team referred to in paragraphs 3.20 – 3.22 can be authorised by obtaining the formal approval of the budget holder, following agreement by the Assistant Director of Governance and Contracts, Director of Corporate Services and Director of Finance for a procurement of this value, as set out in 1.2 of the Council's Contract Procedure Rules. In accordance with CPR 2.1.2, officers must take all necessary professional advice.

Non-Applicable Sections:	Personnel Implications
Background Documents: (Access via Contact Officer)	DRR19/049 – Town Centres Development Programme Update DRR18/053 – Bromley Town Centre: Mirrored Canopies and Shops. DRR17/005 – Proposed Public Realm Project and Market Reorganisation for Bromley High Street DRR14/107 – Growth Fund Update

Report No.
DRR20/021

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

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

Date: RR&H: Wednesday 25th March 2020
DCC: Tuesday 18 March 2020

Decision Type: Non-Urgent Executive Non-Key

Title: TOWN CENTRE PLANNING POLICY STRATEGY: BROMLEY
AND ORPINGTON

Contact Officer: Hannah Jackson, Head of Town Centre Renewal
Tel: 0208 461 7960 E-mail: Hannah.Jackson@bromley.gov.uk
Ben Johnson, Head of Planning Policy and Strategy
Tel: 0208 461 7845 E-mail: Ben.Johnson@bromley.gov.uk

Chief Officer: Sara Bowrey: Director of Housing, Planning and Regeneration

Ward: Orpington; Bromley Town

1. Reason for report

- 1.1 This report provides an update on the planning strategy work for Orpington and Bromley town centres, and suggests a proactive approach to guiding development in the town centres through the implementation of Supplementary Planning Documents (SPDs).

2. **RECOMMENDATION(S)**

- 2.1 Members of the Renewal, Recreation and Housing Policy Development & Scrutiny Committee and of the Development Control Committee are asked to note the report and provide their comments to the Executive.

- 2.2 The Executive is asked to:

- Note the work undertaken to inform a Renewal Strategy for Orpington town centre and the reasons why this work was suspended

- Note the work previously undertaken on planning policy relating to Bromley town centre and the need for additional formal planning guidance.
- Agree that Supplementary Planning Documents be produced for Orpington and Bromley town centres, through a joint project between the Council's Planning Policy and Strategy and Renewal teams to guide future development in the town centres.
- Allocate up to £50k from the Growth Fund for consultancy services to provide advice on urban design, should it be required.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The Supplementary Planning Document approach will promote opportunities for inclusion in public spaces and enhanced wellbeing.
-

Corporate Policy

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

Financial

1. Cost of proposal: Estimated Cost: Up to £50k
 2. Ongoing costs: N/A -Non-Recurring Cost:
 3. Budget head/performance centre: Planning Policy & Strategy
 4. Total current budget for this head: £ £0.596m
 5. Source of funding: Growth Fund
-

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: Town and Country Planning (Local Planning) (England) Regulations 2012
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications: Proposals comply with the Council's Contract Procedure Rules.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): In 2017, the population of the Orpington ward was 15,607 and the population of the Bromley Town ward was 19,054. However, the vibrancy of these town centres affects the wider population of the borough, which is currently estimated at 330,908.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments:
A meeting was held with Orpington ward councillors on 26th February 2020. Ward councillors were generally supportive of the principle of producing supplementary planning guidance, and were keen that the guidance considered the following issues:

- Achieving the right balance between different uses in the town centre to enhance its vitality and protect its character
- Supporting the concept of a public square at the heart of the town
- Consideration of the accessibility of the High Street, including improving pedestrian access from the mainline train station
- Prioritising mechanisms for improving the daytime economy of the town and building on the success of the night time economy
- That the Council is ambitious about the town's future, recognising its designation as a Major Town Centre in the Local Plan.

Ward councillors were also keen that officers work with developers to ensure that the town does not decline during the course of any works. They also recognised the significant contribution of Orpington 1st towards the vibrancy of the town.

A meeting was held with the Bromley Town ward councillors on 10th March 2020. Ward councillors were generally supportive of the principle of producing supplementary planning guidance that considered the future of the town centre holistically. They emphasised that the requirement for residential development in the town centre should be carefully considered (particularly in relation to height) to ensure that the character of the town centre was protected, that businesses continued to thrive, and that neighbourhoods were created rather than development taking the form of isolated blocks of high density. Ward councillors were keen to promote good quality consultation as part of the process of producing the SPD.

3. COMMENTARY

Orpington Town Centre

- 3.1 Orpington town centre is the borough's only designated major town centre. The adopted Local Plan has a number of policies which cover Orpington. Policy 17 identifies the area within the Cray Valley Renewal Area and supports Orpington Town Centre in its role as a Major Town Centre, serving the east of the Borough in respect of retailing and community services and developing a thriving retail, office and leisure economy. In addition, policy 1 identifies Orpington town centre as a broad location for the development of housing to meet housing targets. There are also particular site allocations located within the town centre.
- 3.2 There is an active business community led by Orpington 1st, the town's Business Improvement District. In recent years, the Council has implemented improvements to the public realm and with the programming and business support offered by Orpington 1st, vacancy rates remain comparatively low and footfall is stable.
- 3.3 However, data shows that Orpington is not currently realising its potential for economic growth. Studies commissioned with Cushman & Wakefield and Holder Matthias found that the town's market position has fallen in recent years, with issues affecting the town including:
- A fall in retail and service floor space
 - Retail vacancies concentrated in the Walnuts Shopping Centre
 - Retail rents are static and below average
 - Competitor retail centres have matured and received investment
 - Reduction in workspace in the town centre
 - Challenges in the physical environment such as the condition of the shopping centre, the length of the High Street, poor connections between different areas, and poor pedestrian permeability and access on arrival.
 - A lack of suitable housing for young and low income households, restricting vibrancy and high street diversification
 - Employment opportunities lack in diversity and more people are leaving the area for work
- 3.4 In March 2019, the Renewal, Recreation and Housing Portfolio Holder agreed that officers should submit a funding application to the DCMS's Future High Street Fund to support the cost of producing a Renewal Strategy for Orpington, as a first step towards driving the changes needed in the town centre to secure a better market position.
- 3.5 At their meeting on 3rd September 2019, the Renewal, Recreation and Housing Policy Development and Scrutiny committee were updated that the funding application had been unsuccessful. However, officers confirmed that it was the intention of the Council to progress with the development of a Masterplan for Orpington town centre with the objective of providing a coherent vision for the future transformation of the town centre, although work was suspended while alternative delivery options were considered.
- 3.6 In the meantime, the Walnuts Shopping Centre has been purchased by the developer Areli who intend to make a significant investment in the town. Their plans are still at an early stage, with initial public consultation to ascertain the aspirations of the local community for their town planned for March 2020. Officers from the Council's Regeneration, Property and Planning

teams have had early discussions with Areli and agree that their planned investment has the potential to be the catalyst for the town's transformation.

- 3.7 Officers recommend working closely with Areli to support their bringing forward a scheme which addresses the wider issues affecting the vitality of the town and complements the Council's own aspirations for Orpington.
- 3.8 Areli's timetable for their investment creates urgency around the need for formal planning guidance on the Council's vision for the town centre which would have otherwise been delivered by the Renewal Strategy or masterplan. This is important to ensure that:
- A holistic approach to ensure a cohesive transformation of the town centre is achieved, considering parts of town centre development that might not be part of the Areli proposals
 - Broader community interests in the development of the town centre are protected and prioritised
 - The Council has greater control over development affecting Council-owned land and land owned by Registered Housing Providers.

Bromley Town Centre

- 3.9 Bromley Town Centre is the boroughs largest town centre, and the only Metropolitan grade centre (as identified in the London Plan).
- 3.10 Bromley town centre has the highest footfall of all town centres in the borough and offers a mix of independent and national retailers, civic and community spaces and services, good quality office accommodation, and a range of leisure opportunities including greenspace. With grant funding support, the Council has made significant investments in the public realm in Bromley town centre. This has resulted in the transformation of Bromley North Village, giving that area of the town a stronger identity and building the night time economy. Public realm works to the pedestrianised part of the High Street are ongoing to redefine its character, creating sociable spaces that people want to linger and use for recreation. The 700 businesses within the town are represented by Your Bromley (the Business Improvement District). It is recognised that there is still work to do to address other issues in the town, such as:
- The number of vacant units in prominent locations
 - Perceptions of safety
 - Supporting a more vibrant night time economy
 - Addressing future capacity issues around transport infrastructure
 - Improving connectivity between different character areas in the town centre
- 3.11 Bromley Town Centre is covered by a range of local and regional policy and guidance. The Local Plan (adopted January 2019) is the key local planning document – it identifies the area as a focus for sustainable growth of retail, office, homes, and leisure and cultural activities, as well as allocating a number of sites for future development. The Bromley Town Centre Area Action Plan (AAP) (adopted October 2010) is also an extant document which applies to planning applications, although significant elements have been superseded by the Local Plan.
- 3.12 In July 2018, a draft masterplan was produced for Bromley town centre. This masterplan was limited in scope, focussing on setting the vision for development at Site G (now Site 10) in readiness for a planning application from Countryside for a scheme within the boundary of the

Site. The masterplan centred on identifying the location, mix and amount of development that would be supported in that area. Consultation was completed on the masterplan but the masterplan was not adopted. It is not intended to take this forward as the proposals below would result in more holistic guidance for the centre.

The need for formal planning guidance in town centres

3.13 There is now a more urgent requirement for planning guidance in town centres. The draft new London Plan identifies housing as a suitable use in town centres, in conjunction with commercial uses, and advocates a positive approach to planning to deliver a broad range of uses to meet various strategic priorities, of which housing is a high priority. Without further guidance, there is a risk that the implementation of local policy will be undermined on an ad hoc basis by broader policy set out in the draft new London Plan. .

3.14 Guidance for Bromley and Orpington town centres should be considered a priority:

- Bromley Town Centre is identified as an Opportunity Area in the draft new London Plan, which is reflected in the Local Plan. Policy 90 commits to the Council preparing a planning framework to deliver a minimum of 2,500 homes in the town centre in a way that optimises opportunities for other town centre uses and infrastructure.
- Feedback from developers looking to invest in Bromley town centre is that it is a frustrating place to progress projects. The lack of formal planning guidance has led to a number of sub-optimal planning applications which have either been unsuccessful, successful on appeal or costly and / or complex for the applicant to revise.
- In addition to the reasons why guidance should be prioritised in Orpington set out in paragraph 3.8, the draft new London Plan also identifies Orpington Town Centre as an area which can accommodate a medium level of housing growth.

3.15 Formal planning guidance that proactively sets out a strategy for the town centres (and potentially surrounding areas), marrying local and regional objectives in a positive manner, would be beneficial as it would:

- articulate an updated vision for the town centres that identifies the type and scale of development that may be appropriate in these distinctive areas;
- ensure that the Council delivers on the Local Plan housing targets in a way that protects and enhances the heritage and character of Bromley town centre and maintains the diverse character and function of Orpington town centre;
- consider and plan for future infrastructure requirements for the town centre holistically.
- ensure that development takes place in accordance with the Council's vision for these centres

Supplementary Planning Document approach

3.16 Officers recommend that, given the change in circumstances in both town centres as noted above, a new approach is adopted. It is recommended that a joint project between the Head of Planning Policy and Strategy and the Head of Renewal is progressed to produce Supplementary Planning Documents (SPDs) to guide town centre development in each of the

centres. The SPDs would be formally adopted by the Local Planning Authority. The SPDs could provide guidance on:

- Investment in physical infrastructure;
- Process for ongoing engagement with key stakeholders;
- Land acquisition or land assembly where this is required for transformational change;
- The location, mix and amount of development, particularly for allocated sites;
- Broad guidance on suitable scale, height and massing of development;
- Improvements to the public realm;
- Improvements to transport access, traffic flows and circulation; and
- Areas where change of use would be supported.

3.17 The benefit of producing a SPD is that it could be produced, consulted on and adopted within a relatively short timescale (around 12 months) and it would have weight in any future planning applications in the centres. Informal documents could be produced in a shorter timescale but they would not attract the same weight when determining future planning applications. Alternatively, an AAP could be produced which would have Development Plan weight when determining future planning applications; however, the timescales for an AAP are considerably longer due to the requirement for an independent examination.

3.18 SPDs cannot create new planning policy and must be consistent with adopted Development Plan Documents (namely the Bromley Local Plan and the London Plan). However, officers consider that the SPD approach offers significant scope to provide detailed guidance to proactively shape the development of the town centres.

3.19 There are several statutory stages involved when producing an SPD. Initially, officers consider there is merit in undertaking preliminary consultation (for a minimum of four weeks), which, while technically not required, would allow for a range of views to be considered at an early stage. This preliminary consultation would be a short document which sets out what the Council's broad plans are for the area and seek opinions on what an SPD should focus on. This consultation could be launched in spring 2020. It may also be beneficial to hold specific consultation events early in the process, where interested parties and stakeholders can engage with Council officers directly.

3.20 The results of this preliminary consultation would inform the preparation of a draft SPD which would then be subject to further consultation (for six weeks). Specific consultation events could be held to provide opportunity for interested parties and stakeholders to give their views. Prior to public consultation on a draft document, it will be necessary to consult with key stakeholders to determine whether the document is likely to have any environmental impacts and would therefore require further assessment. Officers consider that draft SPDs could be consulted on in late 2020, although this is dependent on obtaining the necessary member approvals.

3.21 Following consultation on the draft document, the Council must consider all comments received before deciding whether to proceed with formal adoption. This would be a decision for the Council's Executive. Based on consultation on draft SPDs in late 2020, a likely adoption date would be spring 2021.

- 3.22 Project management arrangements will be put in place to bring the SPD forward; this will include appointing a Project Board who will review iterations of the document and track progress in accordance with the project programme.
- 3.23 Whilst this work will be primarily delivered by existing Council resources, it is possible that some consultancy will be required to provide specialist advice on urban design issues. This is not a specialism for which the Council currently has as an internal resource. It is therefore recommended that the Executive agree to allocate up to £50k from the Growth Fund for this purpose. Allocating a budget at the beginning of the project will prevent any further delay arising out of the need to request funding on a piecemeal basis as the project progresses. Taking consultancy advice on the supplementary planning guidance would also reduce the need for urban design advice on individual planning applications received in relation to the town centres. Any funding not used for this purpose will be returned to the Growth Fund. Any appointment of consultancy will be carried out and authorised in accordance with the Council's Contract Procedure Rules.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Town centres serve communities and inclusive design and planning is essential to support cohesion and access for all. The SPDs will be a tool for ensuring that town centres work for the communities that they serve, including provision of opportunities for children and vulnerable adults to participate in public spaces.
- 4.2 The consultative process will specifically seek views from a range of audiences including children and vulnerable adults.

5. POLICY IMPLICATIONS

- 5.1 The proposals support the delivery of the Council's Building a Better Bromley objectives for Vibrant Thriving Town Centres and Regeneration.
- 5.2 The Transforming Bromley Programme objectives are also supported by this project. The introduction of SPDs for town centres will support the delivery of regeneration activities to meet the needs of local residents, and will support improving public realm and promoting economic growth. They will also support the Transformation Programme objectives to explore all options to increase the supply of affordable housing in the borough.
- 5.3 The proposed SPDs would help deliver the aims and objectives of the Bromley Local Plan, particularly helping to realise housing delivery and the development of commercial floor space. The SPDs would also help to positively demonstrate how the Local Plan aligns with the draft new London Plan, which will apply to planning applications in the borough once it is adopted. Lastly, the SPDs will also further the delivery of national policy set out in the NPPF, particularly increasing housing supply and promoting a suitable mix of uses (including housing) in town centres reflecting their distinctive characters.

6. FINANCIAL IMPLICATIONS

- 6.1 Although the production of the SPD is a significant piece of work, at present it is anticipated that this will be delivered through existing resources and no additional staffing needs have been identified.
- 6.2 However, consultancy advice to provide specialist input on urban design issues may be needed once final requirements have been identified following consultation. Therefore funding from the Growth Fund for up to £50k is requested. If additional funding is not agreed, the work is still likely to go ahead, but the scope of the work would be impacted by a lack of urban design advice.

7. LEGAL IMPLICATIONS

- 7.1 While the recommendations of this report have no legal implications, any future SPDs which are progressed will be subject to the requirements of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) and would be subject to public consultation in line these regulations and the Council's Statement of Community Involvement.
- 7.2 Any policies contained in a supplementary planning document must not conflict with the adopted development plan (which includes the Bromley Local Plan and the London Plan). Following consultation and adoption, an SPD will be a material consideration in the determination of all relevant planning applications.

8. PROCUREMENT IMPLICATIONS

- 8.1 In line with paragraph 3.21 of this report, authorisation to proceed to procurement and award a contract of below £50k can be authorised by the Budget Holder in accordance with the Council's Contract Procedure Rules.

Non-Applicable Sections:	Personnel Implications
Background Documents: (Access via Contact Officer)	DRR19/020 – Town Centres Development Programme Update DRR19/049 – Town Centres Development Programme Update

Report No.
DRR 20/026

London Borough of Bromley

PART ONE - PUBLIC

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

Date: **Wednesday 25 March 2020**

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

Title: **UPDATE ON MORE HOMES BROMLEY SPV PROPERTY ACQUISITION PROGRAMME**

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

Chief Officer: Director of Housing, Planning, Property and Regeneration

Ward: (All Wards);

1. Reason for report

- 1.1 This report accompanies the presentation being provided by Mears on behalf of the More Homes Bromley SPV to update on the acquisition of 400 properties for homeless households acquired through the SPV set up between Mears Group and the Council and a review of the key performance areas in relation to the management contract provided by Plexus on behalf of the More Homes Bromley SPV.
-

2. **RECOMMENDATION(S)**

- 2.1 Members of the Renewal, Recreation & Housing PDS Committee are asked to review the report and note the acquisition and performance update.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The accommodation provided through this scheme helps to ensure that the Council is able to meet its statutory responsibilities in respect of housing.
-

Corporate Policy

1. Policy Status: Not Applicable:
 2. BBB Priority: Children and Young People Excellent Council Supporting Independence:
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Full year revenue savings of around £2.3m based on the 360 properties acquired to date
 3. Budget head/performance centre: Temporary Accommodation
 4. Total current budget for this head: £17.7m (gross), £6.5m (net)
 5. Source of funding: Existing revenue budget, including Flexible Homelessness Support Grant, Housing Benefit subsidy and Universal Credit
-

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: Not Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): There are currently just over 1600 households in temporary accommodation. The homes provided under this scheme provide suitable affordable temporary accommodation in discharge of the Councils statutory temporary accommodation duties
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The Executive on the 23rd March 2016 agreed to set up an SPV between the Mears Group and the Council to acquire stock to meet the Council's homeless statutory rehousing duties.
- 3.2 The More Homes Bromley SPV was therefore set up as a joint partnership between the Council and Mears Group to acquire up to 400 properties comprising of 70% 2 bedroom accommodation and 15% 1 & 3 bedroom properties both in and outside of the borough.
- 3.3 Neither party in the Joint Venture is an investor in the SPV. An investor was sought from the market to provide funding of £81m for the acquisition of the 400 properties for a 40 year period. At the end of the 40 year period when the loan from the investor has been fully repaid, the properties will be owned by the Council.
- 3.4 Plexus (a RP subsidiary of the Mears group) is contracted by the SPV to provide the property and tenancy management of the acquired units.
- 3.5 The SPV is managed by Mears and the Council jointly by means of a partnership agreement and accompanying suite of documents including the financial model and business plan, acquisitions plan, nominations and agreement and housing management services specification

SERVICE PERFORMANCE

Acquisition:

- 3.6 The SPV has an approved financial model and business plan for the acquisition of the properties, with property purchase being undertaken by Mears on behalf of the SPV.
- 3.7 The table below provides a breakdown of the number of properties purchased as at the end of February 2020, the bedroom sizes of the purchased properties and pipeline properties in the process of completion shown broken down by the size of the accommodation based on the financial model:

	1 bed	2 Bed	3 Bed	Total
Purchased	61	253	46	360
Pipeline	3	17	0	20
Total	64	270	46	380
Variance to financial model left to acquire	+4	-10	-14	-20
	0	10	10	20

- 3.8 Acquisitions have taken longer than initially predicted in the main due to the availability of properties on the housing market that meet the agreed financial envelope and business plan.
- 3.9 To achieve the current level of acquisition 549 offers have been made with 194 (35%) fall through: The main reason for fall through is as follows:

- Properties withdrawn from the market

- Legal or condition concerns arising from the searches, surveys etc
- Leaseholders not accepting the Plexus lease to allow for use under the More Homes programme
- Property does not meet financial model once due diligence has been completed for repairs, leasehold charges etc

3.10 As such, as previously reported, it has not been possible to secure all 400 properties within the two year timescale initially anticipated. Work continues to assess the housing market and actively pursue all opportunities to secure the required number of properties.

Property management and maintenance:

3.11 The management agreement between the SPV and Plexus clearly sets out the required standards for property and tenancy management by identifying a series of outputs and minimum performance standards. This approach has ensured that the properties are maintained to a suitable standard and that tenancies are effectively managed.

3.12 The performance in the specification continues to be monitored through the service levels and KPIs reported to the monthly operation meetings and formal SPV Director Management Board.

3.13 the latest KPI monitoring is set out in appendix 1 of this document which demonstrates that overall the performance is in line with the requirements of the contract between Plexus and the SPV. The accompanying Mears presentation will provide a more detailed analysis of the performance information on behalf of the More Homes Bromley SPV.

BENEFITS AND QUALITY

3.14 The homes provided through the More Homes Bromley SPV provide much needed good quality accommodation to assist the Council in discharging its statutory rehousing duties in relation to homeless households. The accommodation also assists in helping to reduce the reliance on costly forms of nightly paid accommodation as set out in section 6 of this report.

3.15 All properties acquired are assessed and approved by the Council before proceeding to purchase to ensure that they meet the required standards for suitable accommodation.

RISK

3.16 A risk log was established at the onset of this programme is reviewed through the SPV director management board. Risks fall into 2 key areas: firstly the ability to secure all 400 properties within the financial envelope available and secondly that any change in rental regimes or ability to ensure that properties are fully let.

3.17 The acquisition programme continues to be carefully monitored and any variation would be reported to members as required setting out the position and options that may be available.

3.18 The Council has entered into a nominations agreement whereby we guarantee tenants will be placed in these properties over the contract term of 40 years, so securing the rental stream that the investor requires each year to repay the debt and cover the management and maintenance costs..

3.19 Should the Council be unable to nominate tenants for all of these properties, we will be liable for voids until they are filled.

3.20 It is difficult to imagine that our homelessness numbers will ever fall below 400 at any time in the near future, however if they did, the vacant properties could be offered to other local authorities, or let to the private sector or other Housing Associations. There would also be the option to sell off any of the properties using the capital receipt to offset against the debt

outstanding or to alter the balance of the properties if there proved to be low demand for one particular size of dwelling and more for another.

- 3.21 This same level of flexibility could also be utilised to offset any changes in rental regimes in the future should they impact negatively reducing the level of income obtained.

MANAGEMENT

- 3.22 The governance structure in place to oversee the schemes comprises of an operational management and monitoring group which feeds into a monthly management group comprising of representatives from Mears and The Council (including the Portfolio Holder for Renewal, Recreation & Housing) and the overall Director's Management Board.

REVIEW OF PURPOSE

The properties provided under this scheme provide accommodation to assist the Council in meetings its statutory rehousing duties. There continues to be a high level of need for temporary and affordable accommodation which this scheme provides.

LESSONS LEARNT

- 3.23 The More Homes Bromley Scheme has now been operating for just under three and a half years. During this time there have been a number of lessons learnt in relation to the processes and challenges faced such as acquisition costs, timeline and projected costs, Whilst these assumptions were based on detailed market research, the actual reality did not entirely match, mainly due to changes in the housing market and then length of time therefore taken to complete purchases. Some of the key challenges faced are listed below:

- House prices had risen
- Service charge levels were higher than anticipated.
- Speed of purchase has been slower than anticipated. In the main this has been due to the volume of leasehold properties purchased and the time taken by the leaseholders to provide all of the information required to complete the purchase.
- Rent levels being lower than the financial model in the areas that the SPV has been purchasing in (in order to keep within the acquisition costs in the financial model)
- Lack of dedicated Council resources to oversee and manage the scheme, with this being absorbed into existing roles.

SERVICE PROFILE / DATA ANALYSIS

- 3.24 The suite of KPIs attached to the SPV arrangement includes a range of monthly, quarterly and annual indicators. These are set out in appendix 1 of this report.
- 3.25 Any failures of performance are identified and their mitigation are discussed at monthly monitoring meetings and reviewed through the SPV Director Management Board.
- 3.26 It must be noted that this is an SPV arrangement as opposed to a contracted service. In the event of sustained performance failure on the part of the housing management provider contracted through the SPV, the SPV has the right to terminate this contract and appoint an alternative housing provider. To date there have not been any such performance failures.

PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE

3.27 The overriding focus in the early stages was the acquisition of the properties required. However as numbers have increased this has moved to an increased focus on 'business as usual' ensuring that properties and tenancies are well managed.

3.28 Work continues to monitor the lettings process closely to ensure that as properties become available they are re-let quickly. However it must be noted that the turnover of tenancies is considerably higher than anticipated in the original model. This is being reviewed through the operational and management board to gain a greater understanding of the underlying reasons to reduce the current level of turnover. A key factor in this is to review options to be able to offer a discharge of the full housing duty into these properties to offer greater stability for families to resettle.

USER / STAKEHOLDER SATISFACTION

3.29 Monthly monitoring takes place on satisfaction levels. The table below shows the feedback received on satisfaction levels. This demonstrates that satisfaction levels have remained consistently high. There have been some small variations however upon review this has been isolated and not a reflection of any sustained reduction in service levels or overall satisfaction.

Customer Sat		August	September	October	November	December	January
		2019	2019	2019	2019	2019	2020
Customers	Mears MHM						
	Overall satisfaction of mhm	77.92%	66.66%	79.69%	90.91%	84.62%	71.00%
	I am happy with repair service	69.23%	66.66%	71.07%	63.94%	76.92%	79.00%
	My call was answered quickly	76.92%	33.33%	79.49%	63.64%	92.31%	78.80%
	The person I spoke to resolved my query	61.54%	66.66%	85.96%	90.91%	84.62%	71.00%
	% of calls answered	88.60%	73.10%	85.65%	63.75%	92.01%	90.06%
	% of calls answered within 20 secs	61.90%	95.20%	57.10%	92.01%	63.75%	69.05%

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

More Homes Bromley provides cost effective suitable and safe accommodation to meet housing need enabling the Council to meet its statutory housing obligations and to safeguard and protect those who are most vulnerable.

5. POLICY IMPLICATIONS

The Council has a published homelessness strategy which sets out the approved strategic policy in terms of homelessness. This includes temporary accommodation provision and reducing the reliance on nightly paid accommodation. The properties provided through More Homes Bromley support the Council in delivery the priorities set out in the Homelessness Strategy.

6. FINANCIAL IMPLICATIONS

- 6.1 The More Homes Bromley scheme was designed to be cost neutral to the Council, so that the rental income from tenants covers the debt repayment to the lender and the tenancy and housing management fee to Plexus. This would generate savings equivalent to the net cost of nightly paid accommodation, which is currently around £6,500 per unit per annum. Based on the 360 properties that have been acquired to date, the scheme will deliver full year savings to the Council of around £2.3m, which would increase to around £2.5m including the 20 properties in the purchase pipeline.
- 6.2 The removal of the £40 per week management fee from the Housing Benefit subsidy for temporary accommodation in 2017/18 means that there is now a net cost to the Council of around £2,080 per annum per property. At present this cost is broadly covered by the Flexible Homelessness Support Grant that 'replaced' the management fee, however it is unknown at present how long this will continue, and if it does, whether it will reflect changes to the number of households in temporary accommodation. If the grant were to cease then the savings in paragraph 6.1 above will be reduced by around £790k per annum.
- 6.3 Rental income due to the SPV is inflated every year from year 5 onwards as set out in previous reports. Any shortfall between the rent due in the model and TA subsidy levels is met by the Council through the rent guarantee, so the Council will be liable to top up the rent levels in future if the subsidy levels do not increase to the same extent.
- 6.4 To mitigate this risk, as highlighted in reports to Members when the scheme was originally proposed, the scheme could be adapted to discharge the Council's homelessness duty, which would increase rents to current LHA levels (compared to 90% of 2011 LHA levels for the current temporary accommodation rents), or to charge market rents, although this would impact on the savings the scheme is delivering.
- 6.5 Another option would be to rephase the financial model, however this would increase the net debt at the end of the 40 year term, which the Council would have to pay to the SPV or cover by disposing of a number of the properties.
- 6.6 Officers are currently exploring options to address the shortfall in rent collected to date as a result of the slower than anticipated acquisitions. Any change to the scheme would require the formal agreement of the Council and Mears (and potentially the lender), so any proposal would be reported to Members in due course.

7. LEGAL IMPLICATIONS

The Council has a statutory responsibility to provide temporary accommodation for homeless households under part VII of the Housing Act 1996 (as amended). The duties have been

extended through the Homelessness Reduction Act 2017. Failure to meet these statutory duties due to lack of, or inappropriate accommodation presents significant risk in terms of legal challenges which carried significant cost risk.

Non-Applicable Sections:	Personnel Procurement
Background Documents: (Access via Contact Officer)	

Performance Summary

1. Current Property Status of Purchased Properties:

Current property Status			
	New	Re-lets	Total
Let	-	-	313
In lettings process	10	3	13
In works	15	19	34
TOTAL	25	22	360

	Units in MGT	Vacations	Churn rate
2016	10	0	0%
2017	112	10	8.9%
2018	184	43	23.4%
2019	289	61	21.1%
Jan-Feb 2020	313	15	4.8%
TOTAL		129	

2. Arrears Collection:

		Target	Status
Arrears as % of total rent roll	3.23%	<2-5>%	
% of arrears over 12 weeks	0.93%	N/A	

3. Lettings:

Total Letting times Summary				
	YTD	Feb-20	Target	Status
Void to available	27	24	<10 - 30>	
Available to let	17	12	<14-30>	

New Property Lettings				
	No. new lets	Avg. days to nom	Avg. days to SOT	Avg. days void
2016	10	-1	8	7
2017	102	7	1	8
2018	72	7	17	24
2019	134	8	8	6
Jan-Feb 2020	14	16	14	30
TOTAL	332	9	6	15

Re-lettings					
	No. re-lets	Avg. day in works	Avg. days to nom	Avg. days to SOT	Avg. total void
2017	5	14	6	4	24
2018	35	27	14	9	50
2019	55	24	10	6	40
Jan-Feb 2020	9	28	10	8	46
Total	104	25	11	7	43

3. Repairs & Compliance:

Repairs				
	2019	Jan-feb 2020	Target	Status
Emergency	93%	95%	<75-99>	
Urgent	88%	90%	<75-95>	
Routine	100%	100%	<75-95>	

Compliance checks				
	2019	Jan-feb 2020	Target	Status
Gas	92%	93%	100%	
Electricity	99%	99%	95%	

4. Rolling Programme of Visits:

	Contract visit due	Booked	Completed	% access rate
2016	40	51	47	92%
2017	448	227	138	61%
2018	736	850	745	88%
2019	1156	1660	1329	80%
Jan - Feb 2020	220	198	149	75%
TOTAL	2600	2986	2408	81%

Report No.
DRR20/022

London Borough of Bromley

PART ONE - PUBLIC

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

Date: **March 25th 2020**

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

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

Contact Officer: Paula Young, Contracts and Development Manager, Libraries
Tel: 020 8461 7202 E-mail: paula.young@bromley.gov.uk

Chief Officer: Sara Bowrey, Director of Housing, Planning and Regeneration

Ward: All

1. Reason for report

- 1.1 In line with Contract Procedure Rules 23.2-6 this report provides 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 £40,908,465.
 - 1.2 This report updates Members on the performance of the Contractor since the last report in September 2019.
 - 1.3 The report demonstrates how the Contractor has delivered in line with the contract, specification and Key Performance Indicators.
-

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 last six months of the contract.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The findings of the full Equality Impact Assessment which was conducted upon contract award showed that there were not expected to be any negative impacts from the performance of GLL on children or vulnerable adults in Bromley. The contract has been designed to ensure that the previously existing levels of service are protected.
-

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Libraries
 4. Total current budget for this head: £4.940m
 5. Source of funding: Existing 2019/20 revenue budget
-

Personnel

1. Number of staff (current and additional): 2.19 fte (Client team)
 2. If from existing staff resources, number of staff hours:
-

Legal

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

Procurement

1. Summary of Procurement Implications: Not applicable
-

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 2017 estimate identified that 330,909 people live in the London Borough of Bromley. 39,903 registered users used their library card to borrow an item in 2019, representing 12.1% of the population of Bromley. This does not, however, include additional users who used the library solely for other purposes such as studying, attending activities, or using public PCs.
-

Ward Councillor Views

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

3 COMMENTARY

Award and contract background

- 3.1 The contract is for a term of 10 years with the option of a further 5 years by mutual agreement. The contract commenced on 1st November 2017 and is now in its third year.
- 3.2 The service areas being managed by GLL include:
- The Frontline/Operational Library service.
 - Specialist and Support functions including Strategic Management, Stock and Reader Development, Children and Families, Information and Learning, IT Support and Development, Improvement, Training and Marketing, Business Support.
 - Bromley Historic Collections
 - Facilities management including cleaning and security.
- 3.3 During the Commissioning process a suite of 26 bespoke Key Performance Indicators (KPIs) with significant financial penalties for KPI breaches not mitigated were developed to ensure compliance with the method statements and the outputs of the specification and submission of data. The Client Team continues to apply and monitor this robust monitoring programme.

SERVICE PERFORMANCE

- 3.4 As outlined above the Contract specification clearly sets out Bromley Council's requirements for the delivery of 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. This approach has ensured that the service is currently provided on a like-for-like basis with what was previously in place with no reduction to services.
- 3.5 The performance of the Service Provider in relation to the delivery of their obligations as identified in the specification continues to be monitored rigorously through the Service Levels and KPIs. During the unprecedented 8 month period of industrial action which began on 6th June 2019 and ended on Monday 3rd February 2020, GLL ensured that all libraries were kept open despite 50 regular staff (of a team of 110) taking part in the action. Due to the industrial action, between July 2019 and December 2019 (the period covered by this report) there were 9 separate instances where the KPIs were not met relating to KPI 1 - Opening Hours which resulted specifically in late opening of some libraries during industrial action. No failures for any of the other 25 KPIs were reported.
- 3.6 On all 9 occasions mitigation was accepted (see Appendix 2) as GLL provided full evidence to show that they had provided replacement staff as quickly as possible. The mitigation provided included evidence which showed that all the gaps were due to unforeseen circumstance including sickness, family

emergencies and occasions where timetabled staff did not arrive. This resulted in some libraries opening late. Of these 9 exceptions, only 1 resulted in a closure of more than one hour. This was due to scheduled staff not wanting to cross a picket line. Managers were re-directed as soon as possible to open the library. With these 9 exceptions detailed below we were satisfied that the service provider managed to keep all 14 Libraries open during this period when 61 regular staff had initially taken industrial action.

- 1st July 2019 – Petts Wood library closed for 1 hour for lunch due to staff shortage
- 1st July 2019 – West Wickham Library closed 30 minutes early due to staff emergency
- 23rd July 2019 – Penge Library opened 2 hours 45 minutes late as staff would not cross the picket line
- 30th July 2019 – Southborough Library opened 30 minutes late due to scheduled staff not arriving
- 19th August 2019 – Beckenham Library opened 15 minutes late due to staff shortage
- 14th October 2019 – Burnt Ash library opened 10 minutes late due to staff sickness
- 15th October 2019 – Chislehurst Library opened 29 minutes late due to staff sickness
- 1st November 2019 – Hayes Library closed 30 minutes early due to a staff family emergency
- 19th November 2019 – Southborough Library opened 1 hour late due to limited staffing availability

3.7 The period of continuous industrial action taken by some Unite members which commenced on 6th June 2019 ended formally on 30th January 2020 after GLL agreed terms with Unite the Union to end this 8 month long strike in Bromley Libraries. Following this agreement GLL have begun the process of restructuring to change longstanding working practices and to modernise the library offer across all libraries as set out during strike negotiations. Those involved in industrial action returned to work on 3rd February 2020.

BENEFITS AND QUALITY

3.8 GLL is in the main successfully managing the service whilst driving down the Council's costs. The commissioning of the Library Service was carried out with the goal of maintaining and ensuring the delivery of this statutory service whilst achieving lower ongoing revenue costs, this benefit has been delivered by the contract which has now entered its third year. Taking this approach has enabled the Council to avoid more extreme measures.

3.9 Two years ago GLL, a not-for-profit charitable social enterprise added London's largest Borough to its suite of contracts in Dudley, Greenwich, Lincolnshire and Wandsworth, making them the UK's largest public libraries provider. GLL has a specialist team of 5 librarians (including the National Director of Libraries) who work across all of its libraries to assist in developing services and bench

marking against other libraries. All members of the specialist team supported Bromley Libraries during the industrial action, working on the frontline to keep libraries open, providing training, changing programming, organising and buying in activities, all to ensure that the highest quality of services could be provided for Bromley residents during this period.

3.10 The Chartered Institute of Public Finance and Accountancy (CIPFA) produces annual Public Libraries comparison profiles known as Public Library Statistics-Actuals which provide Library Services with the most recent data in key areas of Library provision and enables comparison with peers. Published in December 2019 the results of CIPFA's latest annual audit, which uses 2018-19 data, confirms that GLL runs some of the best used libraries in the UK including Bromley Libraries, serving a wide range of customers of all ages. The profiles for the previous service year look at the following key aspects of Service provision for libraries:

- numbers of libraries and service users
- costs of running library services
- levels of staffing and volunteers
- annual book and audio-visual issues
- stock and acquisition levels
- performance in relation to speed of requests

The 2019-20 Actuals, which will be published in December 2020, are not expected to show the sustained increased in performance shown in the 2018-19 Actuals due to the decrease in issues and visits as detailed in section 6 of this report. This is related to the industrial action.

3.11 Number of items issued - A key aim of Bromley Libraries is to promote enjoyment of reading and sharing of books and to increase the number of items issued. Since the GLL contract commenced there has been an increase in items borrowed annually resulting in Bromley Library Service moving to become the third highest issuing outer London authority per 1,000 population last year which has been sustained this year.

3.12 Busiest Central Library – The 2018-19 Actuals Comparative benchmarking data on issue statistics at each London Borough shows Bromley Central Library was ranked first out of 19 Outer London boroughs for total number of issues per annum at their busiest library.

3.13 Total annual issues – Bromley Libraries ranked first out of 19 for adult fiction and non-fiction issues, and second out of 19 for Children's fiction and non-fiction issues in 2018-19.

3.14 In terms of the average cost per book purchased, Bromley pays the least per book within outer London authorities, maximising the value of the stock fund.

- 3.15 Digital Items - Bromley Libraries issued the fifth most eBooks and second most eAudiobooks in London this year, based on analysis of 2018-19 Actuals data, as part of its expanding digital offer.

RISK

- 3.16 The main operational service risk within the Library Service contract relates to GLL's ability to keep all libraries open and full services running during all published opening hours. During the last year, GLL faced a period of 8 months continuous industrial action. Despite this unprecedented industrial action, GLL have demonstrated in practice that they have the capacity to do this. In this 8 month period, there were only 9 occasions during that period when libraries opened late: paragraph 3.6 gives further clarification.
- 3.17 As part of its ongoing risk management processes the Council requires internal audits to be carried out on the governance and management of contracts. As agreed by the Audit Sub Committee at their meeting on 26 February 2019, a post implementation review of the libraries contract commenced on 29th July 2019 and resulted in a report which was presented to the Audit Sub Committee on 17th October 2019. The report awarded a rating of Substantial Assurance (the highest possible) having assessed the key risk areas of management of the contract. This demonstrates that the library contract is being management effectively.

MANAGEMENT

- 3.18 Now in its third year of operation, the Libraries Client Team which consists of 2.19 FTE staff is well established in its role and demonstrates that it can successfully manage and monitor the contract on an ongoing basis which has been reinforced by the findings of the audit which demonstrated substantial assurance as stated above.
- 3.19 In August 2019 following the procedure outlined in the contract, a new management arrangement was implemented for the Bromley partnership. An interim Head of Libraries was appointed initially for a twelve month period working in Bromley alongside the GLL National Director of Libraries. Good working relationships were quickly established through regular ongoing communication relating to day to day running of the service. The reporting system in place ensures that any issues affecting performance are reported to the Client immediately on the day they occur.
- 3.20 As part of quality control processes, regular spot checks on all libraries are made by the Client Team. This involves members of the team visiting all of the libraries in turn without prior arrangement to ensure that the required standards are being met. As part of this process a checklist of assessment criteria is completed at each visit which is used to inform a summary of findings produced after each round of visits. See Appendix 3 for the summary of the findings of the latest round of Library visits. Any major issues identified are then raised with GLL management for rectification.

3.21 The contract makes specific provision for scrutiny by elected members twice a year. In addition GLL is required to present to the Client Team a progress report and their Service Plans for the following year in Quarter 3 of the financial year. They are also required to present their annual report including a summary of their full year performance for the previous year in Quarter 1 of each financial year. The contractor is fully compliant with this process.

REVIEW OF CONTRACT PURPOSE

3.22 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 as outlined in the 1964 Public Libraries Act.

REVIEW OF CONTRACTOR'S LEARNING AND MATURITY TARGETS

3.23 The contract ensures that the learning and maturity targets of the Contractor are reviewed. The Client Team has identified some areas where the service can be improved further which relate to the accreditation of Bromley Historic Collections outlined in section 6.11 and the improvement in issues and visits as detailed in section 6.6.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 The impact of the commissioned library service on vulnerable adults, children and young people was initially evaluated as part of an EIA at various stages during the commissioning progress and continues to be reviewed and considered. No negative impacts were identified as delivery of the service is like-for-like. The service continues to offer a diverse programme of services and activities for children and adults. GLL review and introduce new services which improve outcomes for vulnerable adults. Recent examples include a scheme to enable the small registered number of homeless people in the Borough to borrow books, with the Council acting as guarantor as part of the registration process. Initiatives aimed at improving outcomes for children include singing and signing for Toddlers, a pilot programme which ran at Mottingham Library during January & February, using signs and visual support to help build understanding and knowledge of vocabulary. Bromley Libraries continue to provide a wide range of stock for both Children and Adults in a variety of Community languages based on the demographic profiles of each library.

5. SERVICE PROFILE / DATA ANALYSIS

5.1 The suite of KPIs attached to this contract includes a range of monthly, quarterly and annual indicators. Failures of performance in the service are identified and managed through a points based system described as Performance Adjustment (PA) points.

5.2 Performance Adjustment (PA) points are accrued if GLL are unable to perform to the level identified by a KPI. The number of PA points incurred is dependent

on each 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, e.g Failure to open a library is category A. As part of this process GLL must submit to the Client within ten business days following the end of the month, a report outlining achievement against all applicable service levels, reports and KPIs.

- 5.3 The Client team analyses each KPI report and if applicable will issue GLL with a Monitoring Notice for non-performance for each KPI not met. Upon receipt of each notice GLL must then notify the Client Team in writing of any mitigation for consideration concerning KPI non-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 also accrue double the number of points for that KPI. There have been no instances since the contract commenced where this has been applied as reporting procedures have been followed correctly.
- 5.4 KPI failures and their mitigation are discussed at monthly contract monitoring meetings with GLL and dealt with on a case by case basis - see Appendix 1 & 2 for a summary of the reports covering the last six months. No financial penalties have been applied during this period as mitigation was fully accepted on all nine occasions as detailed in 3.6 above and Appendix 2.

DATA ANALYSIS

- 5.5 New Library Members - The number of new members fell by 12.3% in the last 6 months. In line with GDPR requirements, membership is updated annually to ensure that current information on individuals is retained; GLL are aware that a number of residents find this renewal process onerous, and are currently investigating whether other options could be available to minimise customer impact.

Bromley Libraries - New Members			
Month	2018-19	2019-20	% Difference
6-Month Total	9,950	8,723	-12.3%
July	2,151	1,838	-14.6%
August	2,122	1,829	-13.8%
September	1,618	1,575	-2.7%
Q2 Total	5,891	5,242	-11.1%
October	1,712	1,614	-5.7%
November	1,380	1,129	-18.2%
December	967	738	-23.7%
Q3 Total	4,059	3,481	-14.2%

- 5.6 Despite industrial action, and temporary closure of Central Library for refurbishment during the 6-month period covered in this report, 2,041 events and activities were successfully run across Bromley Libraries with 22,152 attendees in total. This represents only a 4.6% decrease in the number of

events run compared to the same period in 2018. The expanded list of activities taking place is included in Appendix 4. Monitoring in this area has been increased to include more detailed information since the beginning of Q3 on the range of activities taking place including any cancellations.

- 5.7 Children's events attracted 18,720 children and carers across 1,594 activities. Children's activities during these quarters included regular Baby Bounce and Rhyme, Lego Clubs and Storytimes plus additional bought-in events.
- 5.8 3,432 adults attended a total of 447 adult events ranging from Reading Groups to Knit and Natter and one-off Author Events.
- 5.9 In Quarter 3, of the 1,103 events scheduled to take place, 1,075 ran successfully and 28 were cancelled which equates to 2.5% of total events. Reasons for cancellation were primarily due to the pre-planned temporary closure of Central Library for refurbishment. At other libraries cancellations were due to altered staffing at some branches initially after the strike began which impacted slightly on activities programmes. In response to this staffing was increased during the industrial action in order to prevent further cancellations occurring. This was effective as there were no cancellations in the month of December due to staffing issues. Some scheduled activities at Central Library did not run during December due to the refurbishment of the Library.
- 5.10 The Summer Reading Challenge (SRC) encourages children aged 4 to 11 to read at least six library books during the long summer holiday. The theme of the 2019 SRC was Space Chase and was delivered by a mixture of Bromley Library staff, 82 SRC Volunteers and a team of GLL library specialists and sessional staff covering during the industrial action. The number of children taking part was confirmed as 5,724 ranking Bromley 4th of all the London boroughs participating. The number of children participating was 3.0% less than last year. 137,486 children's items were issued across the service in Bromley during the SRC.
- 5.11 Bromley Historic Collections: To promote the museum collections 11 loan boxes went out to schools between September 2019 and February 2020. The following two exhibitions took place - George Allen's Orpington Connections and Pakiki Theatre: Local Heroes. Other exhibitions were postponed due to library refurbishment. Two external talks took place to increase the reach of collections which consisted of Treasures from the Collections a lunchtime talk at St Marks Church and Orpington Short Bites: Textile Troves. An Archives event for WEA local History Group took place in February to raise awareness of the service. Displays over the last six months included - Bromley Camera Club and Local Ghost Stories/tales (to coincide with the Halloween period) followed by a display on the 1939 Register and how customers can access it from the library via Ancestry.com.

6. PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE

- 6.1 The Libraries contract was designed to encourage the Service provider to think innovatively and continually look for ways to develop and improve the performance of the service as described in section 5 above. Plans for ongoing improvements in performance are detailed in paragraphs 6.2- 6.11.
- 6.2 Events and activities - GLL is introducing a programme of STEM (Science, Technology, Engineering and Maths) activities. In January, GLL ran sessions with Lego robots for coding. GLL have trained key staff and are rolling out events this year. GLL have also diversified the current offer to make it more inclusive through providing Chinese New Year Events (in partnership with Snowflake Publishers) and Pantomime Dame story times which have been particularly well received.
- 6.3 Improving issues – There is a need to redress a decline which has occurred for two main reasons.
- Usage figures show that the industrial action does seem to be the major factor in the recent drop in issues in Bromley. There was some misleading information distributed indicating incorrectly that libraries were closed and all activities had been cancelled. Also, members of the public were encouraged to support the industrial action by boycotting libraries. In the 5 months prior to the strike (January – May 2019) issues in Bromley rose by 6.8% when compared to the previous year. Issues declined from the point that the strike began, and the rate of decline grew in the later months of the strike. Issues fell by 0.2% in June 2019 when the strike started, with the drop increasing to 7.2% in November.
 - The other factor was the temporary closure of the busiest library, Central, for refurbishment in December when issues declined by 10.4%. The decline reduced to 4.1% in January 2020 when the Central Library reopened.
 - See Appendix 5 for overall issue figures and trends. Across the other GLL partnerships issues have either been level or increasing in 2019-20. It is anticipated that from February onwards issues will return to the pattern of growth before the strike.
 - Early indications show that the decline is already reversing as newly released figures for February 2020 show that Issues are up by 3% on the previous year (the first increase since the beginning of the strike in June 2019). Issues had consistently increased in early 2019 prior to the dispute. Visits for February 2020 are up 1%, again the first increase since the start of the industrial action. Further trend analysis will be fully reported in the next performance review report.
- 6.4 E-Product issues (e-books, e-magazines, e-audio, music downloads) increased significantly in Bromley (before and during the strike). During the strike the increase in monthly e-issues was up by 85% on the previous year. It is possible that uncertainties about the strike encouraged borrowers to use the online e-book collection instead of visiting their local library.

- 6.5 Although the borough wide trend indicates a decline in issues as explained in paragraph 6.2, looking at branches on an individual basis gives a more detailed picture. The temporary closure and reduced provision at Central Library, the borough's busiest library, had a notable negative impact on the borough's total issues. However some smaller community libraries, such as Shortlands and St Paul's Cray, enjoyed increased issues compared to their performance in the previous year.
- 6.6 GLL are working to increase issues and visits by improving library buildings (see section 7.6) and by ensuring that stock reaches customers quicker (as described in 7.4) and by modernising staffing structures to free up staff from back office to frontline to directly assist customers more efficiently.
- 6.7 Other service improvements aimed at driving up usage include the Hublets which were introduced at Central and Orpington in August 2019. Hublets are free loanable tablets that Library visitors can use within libraries and are a simple way to provide access to the internet and digital services for all. Early feedback indicates that they are proving popular with children, particularly those who do not have a tablet of their own. Another popular new service recently introduced is the Freegal music streaming and download service, this is promoted on the GLL Bromley Libraries website. The CIPFA statistics show that very few authorities offer this service and out of the three authorities that do Bromley is the highest lender by a significant margin.
- 6.8 There are several new library schemes under consideration at the moment at Beckenham, Chislehurst, West Wickham and St Pauls Cray, either as mixed schemes or more prominent high street positioning. Due to the previous success of relocating other Libraries to High Street locations e.g. Orpington and Penge Libraries, it is anticipated that the delivery of services from new or remodelled buildings will have a positive impact on usage. When the former Anerley and Penge Libraries were replaced by the current Penge Library in August 2014, issues at the new site increased by 19.1% compared to the previous year at both former sites combined.
- 6.9 In keeping with the demographic profile of the borough GLL has continued to prioritise the growing elderly population and offers a programme of activities which support the health pressures that accompany it. In addition to the successful dementia cafes now running in some libraries and Social Saturdays (a new popular activity at Chislehurst Library where adults meet fortnightly for puzzles, board games quizzes and refreshments), new events are taking place including a hard of hearing club and Newspapers and Chat at Biggin Hill, Orpington and Petts Wood. GLL are currently working with LBB Adult and Social Care Services to promote the free Home Library Service and increase membership. As part of this valuable service RVS volunteers visit housebound customers in their homes to deliver books which combats social isolation and loneliness.
- 6.10 Since the contract began GLL has produced strategic plans which deliver the agreed objectives for the Library Service for the year ahead aimed at improving

performance. Annual Service Plans are an essential requirement to ensure that performance can be measured at key milestones throughout the contract. The final approval for all Service plans rests with the Client Team. All service plans identify quarterly and annual actions which are monitored regularly by the Client Team and discussed at the monthly Client review meetings.

- 6.11 Museum Accreditation - GLL is working with Arts Council England (ACE) and an independent advisor to gain full Museum Accreditation. Temporary accreditation can be awarded by ACE for three periods only and as this has already been awarded to GLL it is unlikely to be extended. Of the 6 action points previously identified by the Assessor for Museum Accreditation at ACE, GLL have completed 5 and are now working on the final action point which is to develop a new Forward Plan. The final version will be written in line with the service changes such as the addition of an education officer to enhance the services provided for Bromley residents. Accreditation cannot be awarded until this has been provided. The expectation is that this may not be achieved as the date has now passed for reasonable time to be given for this to be reviewed by Council Officers. Should this not be achieved there will be a breach of KPI 12 Museum Accreditation which states that the Service Provider will have Museum Accreditation as detailed in the specification. 150 Performance Adjustment points will be awarded to GLL if this is not awarded by 28th April and a further 5 PA points for every month that the service continues to be without accreditation.

7. PLANS FOR ONGOING IMPROVEMENTS IN VALUE FOR MONEY

- 7.1 As part of its tender position GLL proposed a 3 year strategy to review the staffing model it inherited. Now the contract has entered its third year, GLL carried out consultation on their proposals for a new structure that will provide an appropriate staffing model to deliver the best service possible to library users and are working on an implementation timetable.
- 7.2 The contract price for Year 3 shows a further decrease as set out in the pricing document for this 10 year contract demonstrating ongoing value for money.

Stock Purchasing

- 7.3 As detailed in KPI 22 relating to stock purchasing , the stock fund for the current financial year stood at £450k per annum which was confirmed in the Stock Policy submitted by GLL for 2019/20. Spend is monitored by the Client Team who analyse monthly stock purchasing reports supplied by GLL to ensure that this ring-fenced stock purchasing fund was used specifically for the purpose intended. Please refer to Appendix 6 for a summary of annual spend up to January 2020.
- 7.4 In December 2019, in order to make efficiencies to the stock supply chain processes, GLL implemented the direct-to-branch delivery of stock at all libraries. Instead of the suppliers delivering stock centrally to the Stock Services Unit for central processing sorting and dispatch to all libraries via the

library transport system, the delivery system has been simplified with stock now delivered directly to each branch by the supplier. Upon delivery branch staff receipt and check-in the stock making it ready for borrowing straightaway. Advantages of this new system include value for money and better use of staff time and resources. Staff reported that it has improved customer service as new books including reserved items reach customers much quicker than when stock was centrally processed.

- 7.5 Online resources - Issues of digital items online have risen significantly and now represent 6.1% of total issues in the borough and are ranked sixth in the table of borrowing statistics equivalent to a branch the size of Petts Wood Library.

Building Improvements

- 7.6 GLL are driving change to ensure library facilities change with the times making sure that customers can access the services they want and need in a 21st Century library. Their focus for 2020 is enhancing and improving the customer experience, freeing up staff to spend more time helping library users get the most out of their visit.
- 7.7 A £320k investment from Bromley Council resulted in the refurbishment of the Central Library (see 7.9 below). Additionally savings from the staffing budget during industrial action, not required for backfilling staff, were invested in the facilities resulting in new furniture and building improvements at several libraries including Mottingham, Southborough, Shortlands and West Wickham.
- 7.8 Shortlands Library has benefited from additional signage to make the library more visible and external decoration in order to protect the fabric of the building and to create a more attractive look for the exterior. Internal redecoration has taken place at Burnt Ash, in order to create a fresher and more welcoming interior. The entrance areas of several libraries have also been improved, with new carpeting and upholstery at Chislehurst Library and new carpeting and noticeboards at West Wickham Library. Almost all libraries have received new seating including adjustable seating for use for PCs and significant quantities of chairs for use at desks and for relaxing. Orpington Library has a new and expanded children's library, and additional work is ongoing in order to accommodate large print and audio material in the more easily accessible ground floor areas. Biggin Hill also has an improved children's area, including an aeroplane kinder box.
- 7.9 The refurbishment of Bromley Central Library commenced on 25th November 2019 and, with the exception of the toilets and the children's play area, were available to the public by 31st December. The work was completed in stages as detailed in the table below to minimise disruption. A marketing campaign kept customers informed as to the project timescales. The client team was fairly satisfied with the management of the refurbishment period.

25 th -30 th November	Library closed for initial building work to take place as agreed and publicised
2 nd -7 th December	Pop up library available on 4 th floor offering a selection of books from all areas, a small amount of IT resources and Wi-Fi available during normal library opening hours. Floors 1 and 2 remain closed
9 th -21 st December	Pop up library available on 1 st Floor which partially re-opened. Some areas on Level 1 and Level 2 (excluding local studies) remained closed to allow the refurbishment work to continue
21 st -31 st December	Floor 1 is fully open to the public . Floor 2 remains closed for snagging work to continue with staff providing access to stock requested by the public before opening on the 31 st December <i>Library closed for Christmas 24th-26th December for Christmas</i>
1 st January–mid March	Installation of toilets, the inclusion of a picket fence to the Children’s themed play area and snagging taking place .

The refurbishment has transformed the Central Library into a flagship facility which brings together Bromley Historic Collections together with an excellent Central Library facility as an integrated offer for residents of the Borough as well as visitors to the area. The library has been redesigned to allow books and other library materials to be displayed clearly and effectively, along with an improved IT offer with more PCs, tablets and improved printers. Re-modelled staff service points which are cost efficient and maximise staff resources have been introduced.

7.10 Children have their own safe space within the library, complete with a creative play area which is about to open to the public. A picket fence has been erected to keep the soft play area separate from the children’s library and to control this new facility. The manufacturers recommended age range for supervised use of this facility is 3-8 years of age and is insured for this age group. Although it is primarily expected to be used by school groups visiting the library, the Client Team has asked GLL to quickly develop a workable approach to managing this new facility so that it is available to more children other than just school groups. GLL are currently running some testing sessions with children from a variety of age groups from age three upwards to establish the suitability of this area for their needs and will evaluate their feedback which will determine the length of time for the play slots and what further considerations GLL need to take into account when fully programming this space. Once this is complete the Client team are expecting GLL to produce and publicise a timetable of use for the different age groups. GLL are planning to offer two sessions for 3-5 year olds each day, one in the morning and another in the afternoon along with one session for 5-8 year olds after school from 3.30-5.pm. On Saturdays they are planning to offer morning and afternoon sessions for both age groups. Parental supervision will be required for all sessions.

- 7.11 Teenagers have their own area, with soundproofed 'houses'. Across the library, there are improved study facilities which are proving extremely popular. Bromley Historic Collections have been upgraded too, with new furniture in the archives area and a new book scanner for public use. The refurbishment has been undertaken with a green agenda in mind and care has been taken to select lighting, paint, carpets and furniture which have clear sustainable credentials. Furniture no longer required in the Central Library is now being moved to other libraries within the Borough, and is improving the visual aesthetic in local libraries.
- 7.12 Bromley Historic Collections - The Archive Service held an audit of their records during the two week closure of Bromley Central Library for the refurbishment. They have begun a digitisation process to make more information accessible online. The Museum is currently undergoing a period of change with an education officer being appointed to develop school programmes. GLL's current offer is to provide loan boxes to schools. Additionally, they are developing activities for school classes on site. In addition, GLL have entered into a partnership with Earth Museum which will allow Bromley residents to have access to more resources and will highlight the John Lubbock Collection.

8. USER / STAKEHOLDER SATISFACTION

- 8.1 In order to gather up to date opinions of Bromley Libraries, GLL carry out their own Annual User Satisfaction Survey. Revised for 2019, the annual survey now features 30 questions relating to all areas of Library use chosen to be equivalent to the questions in the CIPFA Public Libraries Users Survey used previously by Bromley Libraries. Results from the 21 quantitative questions are summarised in Appendix 7. The Client Team were consulted about the questions included in the new questionnaire and were able to make suggestions relating to content.
- 8.2 The 2019 Annual Survey ran from 4th June to 30th December 2019 online. To increase participation electronic devices were also placed in all libraries, widening the cross-section of users surveyed. A total of 357 responses were collected through the use of both survey methods. Unfortunately many libraries collected few to none responses. The GLL Libraries Division took advice from in-house specialists in relation to undertaking surveys by using staff to distribute paper copies of surveys. It was advised that a change in methodology could skew the results, and so it was felt better to maintain the standard approach across all library locations even if response rates remained low.
- 8.3 The survey results show improvements in a number of areas including satisfaction with computer facilities and cleanliness of the Children's areas. Satisfaction with opening hours had decreased since the last survey which could be attributed to the temporary closure of the Central Library for refurbishment. Similarly, the decline in satisfaction related to information and ICT availability is attributed mainly to Central Library. Any concerns relating to customer satisfaction are raised by the Client Team and discussed in meetings

with the contractor and addressed. Key headlines of the satisfaction survey are detailed in the table below with full findings in Appendix 7.

Key Headlines from 2019 Annual User Satisfaction Survey		
Metric	% 'Satisfied' or better	Difference from 2018
Library Staff - giving a friendly welcome & being helpful	96	+2
Cleanliness of children's library	100	+6
How would you rate the opening hours?	90	-2
What do you think of the computer facilities available?	97	+8
Choice and quality of the activities for children on offer	97	+6
How would you rate the library overall?	96	+1

8.4 Participation rates of surveys at the GLL Library partnerships are detailed in the table below and, with the exception of Lincolnshire which has a higher participation rate due to the size of the County, do not exceed 1,000 participants.

Partnership	Number of completed surveys
Bromley	357
Dudley	461
Greenwich	314
Lincolnshire	1,499
Wandsworth	574

8.5 Social Value - Due to low take up rates in the survey, GLL are looking to explore other ways of measuring the value of Library services. GLL use the concept of social value in order to give additional information on the evaluation of services which they provide. This is a new area for library services and GLL is working with Sheffield Hallam University to develop and test a methodology relating to the social impact of libraries. Initially, the methodology has been applied only to the regular borrowing of books. Appendix 8 identifies areas in Bromley where social impact of libraries are greater.

8.6 The number of complaints directly received by GLL is reported to the Client on a monthly basis as part of the KPIs. The number of complaints received and answered by GLL directly are recorded in the table below. A full summary is included in Appendix 9.

GLL Complaints Summary		
Month	No. of Complaints	Complaints Category
July	17	Activities and Events - strike
August	5	Customer Service
September	4	ICT
October	3	Activities and Events, Customer Service, Digital Services
November	4	Activities and Events, Customer Service, Environment/Premises, Stock
December	3	Stock
Total	36	-

- 8.7 The Contractor works with the Council in accordance with its complaints procedure to respond to and resolve customer complaints. 30 complaints had been received by the Council in the July-December period, the majority shortly after the start of the industrial action, and responded to by the Client Team as detailed below.

Council Complaints Summary		
Month	No of Complaints	Complaints Category
July	27	Industrial Action/Contract
August	0	N/A
September	0	N/A
October	1	Industrial Action/Contract
November	2	ICT & Stock
December	0	N/A
Total	30	Industrial Action/Contract

- 8.8 In addition to complaints, compliments and comments are also received about Bromley Libraries proving what a positive difference the Library service continues to make in the lives of customers. Subjects include satisfaction with the range of stock and activities available, suggestions for improvement to borrowing services, and the friendliness and helpfulness of staff. Eight written compliments and comments were received by the Contractor over the last 6 months.

9. SUSTAINABILITY / IMPACT ASSESSMENTS

- 9.1 The Client Team continue to monitor impact on an ongoing basis and to ensure that any risks are recorded within the contract risk register and are fully considered and addressed.

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 and 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. PROCUREMENT CONSIDERATIONS

11.1 This is the third year of a ten year contract with the option to extend for a further five years. This report demonstrates that the contractor is performing well, and provides evidence of how GLL continue to improve key outcomes for borough residents. This report demonstrates that there is no current need to consider alternative provision.

12. FINANCIAL CONSIDERATIONS

12.1 The annual cost of the library services contract is met from the Library Service revenue budget of £4.980m. No variations are projected this financial year.

13. LEGAL CONSIDERATIONS

The report demonstrates the Council's compliance with Contract Procedure Rule 23, to monitor contract performance, costs, user satisfaction and risk management and report annually to the Executive.

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

Appendix 1: Key Performance Indicator Monitoring: 2019-20

Part a) Monthly Performance Monitoring

KPI	Description	Monitored Criteria	Stage	Incident Description	Penalty Points per Failure	Penalty per Failure	Number of Failures to Meet Service Level						Total
							Jul	Aug	Sep	Oct	Nov	Dec	
Total							4	1	0	2	2	0	9
1	Opening Hours	Failure to open a library	1	10mins - 2hrs 59mins	15	£648.17	4	1	0	2	2	0	9
			2	3hrs - 5hrs 59mins	30	£1,296.34	0	0	0	0	0	0	0
			3	6hrs - a full library day	60	£2,592.68	0	0	0	0	0	0	0
5	Public Web Access	Unavailability of web services	1	1hr - 2hrs 59mins	5	£216.06	0	0	0	0	0	0	0
			2	3hrs - 5hrs 59mins	15	£648.17	0	0	0	0	0	0	0
			3	6hrs - 11hrs 59mins	20	£864.23	0	0	0	0	0	0	0
			4	12hrs - 24hrs	30	£1,296.34	0	0	0	0	0	0	0
6	Public IT Facilities	For each library site affected	1	For every full day (or two half-days monthly) Wi-Fi is not available	10	£432.11	0	0	0	0	0	0	0
			2	For every full day more than one Public Network terminal is not available, per terminal	1	£43.21	0	0	0	0	0	0	0
			3	OR for every full day (or two half-days monthly) where ALL Public Network terminals are unavailable, per library	10	£432.11	0	0	0	0	0	0	0
			4	For every full day (or 2 half days) that self-service is not available in one library , per library affected	10	£432.11	0	0	0	0	0	0	0

8	Hire of Spaces	For any of the following:	1	Events booked outside the scope of conditions of hire	10	£432.11	0	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	£432.11	0	0	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	£432.11	0	0	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	£216.06	0	0	0	0	0	0	0	
			2	[Online] 3hrs - 5hrs 59mins	15	£648.17	0	0	0	0	0	0	0	0
			3	[Online] 6hrs - 11hrs 59mins	20	£864.23	0	0	0	0	0	0	0	0
			4	[Online] 12hrs - 24hr	30	£1,296.34	0	0	0	0	0	0	0	0
			5	[Search Room unavailable during Library Hours] 10mins - 2hrs 59mins	5	£216.06	0	0	0	0	0	0	0	0
			6	[Search Room unavailable during Library Hours] 3hrs - 5hrs 59mins	15	£648.17	0	0	0	0	0	0	0	0
			7	[Search Room unavailable during Library Hours] 6hrs - full day for that library	30	£1,296.34	0	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	0	
			2	95% - 76%	15	£648.17	0	0	0	0	0	0	0	0
			3	75% - 51%	30	£1,296.34	0	0	0	0	0	0	0	0
			4	50% - 26%	75	£3,240.84	0	0	0	0	0	0	0	0
			5	25% - 0%	150	£6,481.69	0	0	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	0	
			2	97% - 76%	10	£432.11	0	0	0	0	0	0	0	0
			3	75% - 51%	20	£864.23	0	0	0	0	0	0	0	0
			4	50% - 26%	50	£2,160.56	0	0	0	0	0	0	0	0
			5	25% - 0%	75	£3,240.84	0	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	£216.06	0	0	0	0	0	0	0	
			2	3hrs 30mins - 6hrs 59mins	10	£432.11	0	0	0	0	0	0	0	0
			3	Full day (7hrs or more)	20	£864.23	0	0	0	0	0	0	0	0
22	Annual Stock Plan	Deviation from the annual Stock Plan without written consent	1	Per deviation	10	£432.11	0	0	0	0	0	0	0	
28	Staff Management	Failure to properly train or manage staff	1	Per identified incident	10	£432.11	0	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	£1,296.34	0	0	0	0	0	0	0	
			2	Per incident of misuse of social media by staff or other representatives	15	£648.17	0	0	0	0	0	0	0	0
			3	Per incident of materials displayed outside of the agreed notice display policy	15	£648.17	0	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	£216.06	0	0	0	0	0	0	0	

Part b) Quarterly Performance Monitoring

KPI	Description	Monitored Criteria	Stage	Incident Description	Penalty Points per Failure	Penalty per Failure	Q2	Q3	Total
Total							0	0	0
2	Meeting CIPFA Benchmarks	Per-day that statistics are submitted late to Client Team (See Issues, Visits and Users & Members sheets in this spreadsheet)	1	Day(s) submitted past deadline	5	£216.06	0	0	0
4	Service Plan Implementation	Annual aims/actions identified for completion each quarter completed	1	100% - 91%	0	£0.00	0	0	0
			2	90% - 76%	45	£1,944.51	0	0	0
			3	75% - 51%	60	£2,592.68	0	0	0
			4	50% - 26%	100	£4,321.13	0	0	0
			5	25% - 0%	200	£8,642.25	0	0	0
			6	Per incomplete Priority 1 item	10	£432.11	0	0	0
7	Marketing Plan Implementation	Percentage of actions identified delivered each quarter to agreed quality output standard	1	100% - 91%	0	£0.00	•	•	0
			2	90% - 76%	5	£216.06			0
			3	75% - 51%	10	£432.11			0
			4	50% - 26%	25	£1,080.28			0
			5	25% - 0%	50	£2,160.56			0
11	Local Studies and Archive Plan Implementation	Percentage of actions identified in the Local Studies and Archives Plan delivered	1	100% - 91%	0	£0.00	•	•	0
			2	90% - 76%	20	£864.23			0
			3	75% - 51%	40	£1,728.45			0
			4	50% - 26%	60	£2,592.68			0
			5	25% - 0%	100	£4,321.13			0
			6	Per incomplete Priority 1 item	5	£216.06			0

25	Cleaning and Housekeeping	Failure to maintain satisfactory cleanliness and safety	1	Unsatisfactory cleanliness at a library that is not resolved in a specified rectification period	30	£1,296.34	0	0	0
			2	Any service area is not available due to the level of cleanliness	30	£1,296.34	0	0	0
			3	Risk assessments or COSHH sheet relating to cleaning are not up-to-date	30	£1,296.34	0	0	0
26	Health and Safety and Safeguarding	Breach of the contract terms or lease terms relating to Health and Safety	1	Breach of terms	100	£4,321.13	0	0	0
27	Building Maintenance	Failure to maintain library properties and undertake maintenance	1	Per substantial incident of failure to maintain the properties	30	£1,296.34	0	0	0
			2	Per issue not resolved in a specified rectification period	30	£1,296.34	0	0	0

**Appendix 2
Libraries Contract Monitoring - GLL**

Performance Adjustment Points Mitigation

July 2019 to December 2019

Monthly-Monitored KPIs:

Month	Performance Adjustment Points Summary
July 2019	See detail below
August 2019	See detail below
September 2019	None reported
October 2019	See detail below
November 2019	See detail below
December 2019	None reported

Quarterly-Monitored KPIs:

Quarter	Performance Adjustment Points Summary
Q2	None reported
Q3	None reported

Summary of Failures:

1st July 2019

Key Performance Indicator	KPI 1 – Failure to open a library
No. of Failures	1 failure (1 hour)
Performance Adjustment Points per Failure	15 Performance Adjustment Points
Financial Penalty per Failure	£648.17 Financial Penalty
Failure Summary	Occurred during industrial action. Petts Wood was closed for 1 hour at lunch time to allow the 2 working staff their lunch break, and lone working was not permitted for safety reasons. A third member of staff had been scheduled but due to personal circumstances did not arrive.
Mitigation Status	Mitigation accepted by Client Team

1st July 2019

Key Performance Indicator	KPI 1 – Failure to open a library
No. of Failures	1 failure (30 minutes)
Performance Adjustment Points per Failure	15 Performance Adjustment Points
Financial Penalty per Failure	£648.17 Financial Penalty
Failure Summary	Occurred during industrial action. West Wickham was closed 30 minutes early as one of the two working staff had to leave for family reasons. Lone working was not permitted for safety reasons.
Mitigation Status	Mitigation accepted by Client Team

23rd July 2019

Key Performance Indicator	KPI 1 – Failure to open a library
No. of Failures	1 failure (2 hours 45 minutes)
Performance Adjustment Points per Failure	15 Performance Adjustment Points
Financial Penalty per Failure	£648.17 Financial Penalty
Failure Summary	Occurred during industrial action. Regular permanent staff working at Penge refused to cross the picket line outside the library. Sessional staff were not able to access the building. The library could not open until a Manager arrived.
Mitigation Status	Mitigation accepted by Client Team

30th July 2019

Key Performance Indicator	KPI 1 – Failure to open a library
No. of Failures	1 failure (30 minutes)
Performance Adjustment Points per Failure	15 Performance Adjustment Points
Financial Penalty per Failure	£648.17 Financial Penalty
Failure Summary	Occurred during industrial action. Southborough opened 30 minutes late due to a staff scheduling error.
Mitigation Status	Mitigation accepted by Client Team

19th August 2019

Key Performance Indicator	KPI 1 – Failure to open a library
No. of Failures	1 failure (15 minutes)
Performance Adjustment Points per Failure	15 Performance Adjustment Points
Financial Penalty per Failure	£648.17 Financial Penalty
Failure Summary	Occurred during industrial action. Beckenham opened 15 minutes late due to late changes made to the staff timetable, which resulted on there being too few staff to open the branch. This was resolved following transferring staff from Central as soon as possible.
Mitigation Status	Mitigation accepted by Client Team

14th October 2019

Key Performance Indicator	KPI 1 – Failure to open a library
No. of Failures	1 failure (10 minutes)
Performance Adjustment Points per Failure	15 Performance Adjustment Points
Financial Penalty per Failure	£648.17 Financial Penalty
Failure Summary	Occurred during industrial action. Burnt Ash opened 10 minutes late due to staff sickness.
Mitigation Status	Mitigation accepted by Client Team

15th October 2019

Key Performance Indicator	KPI 1 – Failure to open a library
No. of Failures	1 failure (29 minutes)
Performance Adjustment Points per Failure	15 Performance Adjustment Points
Financial Penalty per Failure	£648.17 Financial Penalty
Failure Summary	Occurred during industrial action. Chislehurst opened 29 minutes late due to staff sickness.
Mitigation Status	Mitigation accepted by Client Team

1st November 2019

Key Performance Indicator	KPI 1 – Failure to open a library
Performance Adjustment Points per Failure	1 failure (30 minutes)
Financial Penalty per Failure	15 Performance Adjustment Points
Failure Summary	£648.17 Financial Penalty
Incident Summary	Occurred during industrial action. Hayes was closed 30 minutes early due to a family emergency relating to one of the staff.
Mitigation Status	Mitigation accepted by Client Team

19th November 2019

Key Performance Indicator	KPI 1 – Failure to open a library
No. of Failures	1 failure (1 hour)
Performance Adjustment Points per Failure	15 Performance Adjustment Points
Financial Penalty per Failure	£648.17 Financial Penalty
Failure Summary	Occurred during industrial action. Southborough opened 1 hour late due to limited staffing availability.
Mitigation Status	Mitigation accepted by Client Team

Appendix 3

Libraries Contract Monitoring – GLL

Summary of Client Visits to Libraries – July to December 2019

Summary

The Client Team have visited all 14 libraries between 2 - 3 times over the last six months. The visits are not pre-arranged and the client team work through a checklist which covers all areas ranging from environment and appearance of libraries to quality of stock, IT and staffing. The aim of the exercise is for the Client to view each Library through the eyes of the customer.

Environment and Appearance of Library Buildings

- All Libraries are maintaining a tidy and clean environment, with some new furniture giving a fresher appearance
 - New furniture (reading chairs, sofas, and computer chairs) noticed by Client at BAS, BHI, CHI, MOT, PWO, SHO and WWI, as well as new kinder boxes noticed at SOU.
 - Events during visits appear to be well-attended with a 'buzzing atmosphere'
- Mixture of busy and quiet times noted during visits
- Updated signage inside and outside of branches
- Branch specific comments:
 - BHI – Some customer litter from café (used coffee cups) in library area. One torn chair.
 - CEN – The refurbishment of the library took place between the end of November and throughout December, so the library was not fully available to customers. During refurbishment small pop-up libraries were set up either on Floor 1 or Floor 4 with a small selection of books, ICT facilities, self-service and a customer help desk. On the first floor some noise from refurbishment efforts affected the customer area.
 - ORP – The children's library has been renovated and looks more attractive and the updated layout is much better suited for library needs.
 - SHO – New external signage and external woodwork have been painted, however new cracks have begun forming in plaster walls.
 - WWI – Children's/Teen area has been re-presented and has opened up the area, appearing more accessible

Stock & Resources

- Plenty of new books are available and obvious at all libraries
- Stock is well presented, in good condition, and tidy at all libraries showing that shelf tidying programmes and stock maintenance programmes are being followed offering the following to customers
 - Plenty of new books available in all categories
 - Summer reading challenge displays to encourage participation and good range of new children's stock
 - Innovative stock displays, such as the Polish book displays at MOT promoting stock for children and adults
- Staff in multiple libraries expressed excitement and approval at the newly introduced 'direct delivery' system which allows branches to receive new books quicker which are then available to the public.

IT and Equipment

- No particular IT issues noticed by Client during visits
- New service noted – 'Hublet' tablets have been made available for customers at CEN and ORP for use within the library and self-issued via library card.
- Wi-Fi and internet speeds generally favourable when tested.
- At least one form of self-service was available at all libraries.
- ORP has had a slow/unsteady line for a long time, which causes some issues with customers' PN sessions timing out.
 - The line upgrade work is about to progress. It had been delayed by the changes to the Walnuts management.

Staffing

- Some branches did not have any regular branch staff at all on the day of visit as a result of strike action.
- It was noted that sessional staff and senior managers are filling gaps in frontline staffing as needed to maintain appropriate staffing levels
- All libraries had appropriate numbers of staff during visits
- Good levels of customer care observed from all staff

Appendix 4

Events and Activities

Note: Monitoring arrangements and reporting for events and activities were changed between Quarters 2 and 3 to increase detail including individual events and event cancellations. This is reflected in the additional tables produced for Quarter 3 in this Appendix.

Q2 Totals		BAS	BEC	BHC	BHI	CEN	CHI	HAY	MOT	ORP	PEN	PWO	SHO	SOU	SPC	WWI	Total
Children's Events																	
Regular (Chatterbooks, Craft sessions, Lego club, etc.)	No. of Events	48	21	0	33	42	90	28	85	26	27	31	50	43	57	35	616
	Total No. of Attendees	234	203	0	316	985	816	159	978	403	275	401	402	387	478	543	6580
One-off or Seasonal (World Book Day, Halloween, etc)	No. of Events	3	4	0	40	5	6	19	2	5	10	4	6	1	1	22	128
	Total No. of Attendees	18	98	0	396	165	142	244	49	110	62	61	75	37	16	543	2016
Adults Events																	
Regular (Reading groups, Knit and Knatter, etc.)	No. of Events	1	14	0	37	9	12	6	15	42	8	30	10	1	9	8	202
	Total No. of Attendees	4	78	0	285	99	97	60	150	373	25	124	105	6	80	149	1635
One-off or Seasonal	No. of Events	0	0	0	0	0	0	0	0	0	0	0	1	0	19	0	20
	Total No. of Attendees	0	0	0	0	0	0	0	0	0	0	0	43	0	120	0	163
Totals:																	
Totals:	No. of Events	52	39	0	110	56	108	53	102	73	45	65	67	45	86	65	966
	Total No. of Attendees	256	379	0	997	1249	1055	463	1177	886	362	586	625	430	694	1235	10394

Q3 Totals		Number of events run as scheduled														
		BAS	BEC	BHI	CEN	CHI	HAY	MOT	ORP	PEN	PWO	SHO	SOU	SPC	WWI	Total
Children's Events	Bounce & Rhyme	9	10	12	13	21	6	15	26	11	22	21	14	15	6	201
	Story Time	1	4	12	8	21	1	15	26				13	15		116
	Lego Club	8		6			9	15	5	6	6	9	12	15	10	101
	Books Aloud			12	6	9	5				10					42
	Chatterbooks			3	1	7	2	3		3	6	3			6	34
	Stay and Play	13	11			10	6	15		12	11	11	14	15	7	125
	Crafty Kids Club/Craft Saturdays	11	11				10			7					6	45
	Teenage Reading Group			3						5					2	10
	Science club			6					6		4					16
	School visits									2	18					20
	Other Children's activities	5	5	3	6	42	2	12	15	9	7	12		15	7	140
Adult's Events	Adult Reading Groups	2	13	5	4	6	4	3	30	6	3	2	3		1	82
	Knit and Natter	2	1	6				3	3		11					26
	Computer Club/IT Training			13					3	2						18
	Tea/Coffee Morning	2		3		5				3	3				1	17
	Hard of Hearing Club			6					3	3	3					15
	Newspapers & Chat			6					2		12					20
	Other Adult activities		3	1	2	6		12				11		12		47
Total		53	58	97	40	127	45	93	119	69	116	69	56	87	46	1,075

Q3 Totals		Number of attendees at scheduled events														
		BAS	BEC	BHI	CEN	CHI	HAY	MOT	ORP	PEN	PWO	SHO	SOU	SPC	WWI	Total
Children's Events	Bounce & Rhyme	22	300	153	701	72	76	219	955	163	434	267	60	193	693	4,308
	Story Time	2	10	46	30	63		86	122				30	107		496
	Lego Club	45		52			46	67	17	56	43	41	30	64	168	629
	Books Aloud			123	17	39					88					267
	Chatterbooks			8	7	18	22	16		13	35	37			30	186
	Stay and Play	54	184			72	68	131		68	76	102	32	103	160	1,050
	Crafty Kids Club/Craft Saturdays	49	118				204			46					181	598
	Teenage Reading Group			13						13					17	43
	Science Club			78					186		20					284
	School visits									60	464					524
Other Children's events	31	124	29	103	606		123	88	230	42	25		100	238	1,739	
Adult's Events	Adult Reading Groups	17	89	52	40	42	46	34	250	26	13	14	24			647
	Knit and Natter	8	4	62				25	22		39					160
	Computer Club/IT Training			14					18	2						34
	Tea/Coffee Morning	45		43		18				13	79				11	209
	Hard of Hearing club			82					26		25					133
	Newspapers & chat			6					20		37					63
	Other Adult activities		22	2	40	52		74				126		72		388
Total		273	851	763	938	982	462	775	1,704	690	1,395	612	176	639	1,498	11,758

Q3 Totals		Number of events cancelled														Total	% Cancelled
		BAS	BEC	BHI	CEN	CHI	HAY	MOT	ORP	PEN	PWO	SHO	SOU	SPC	WWI		
Children's Events	Bounce & Rhyme				3											3	1%
	Story Time				3											3	3%
	Lego Club															0	0%
	Books Aloud				3											3	7%
	Chatterbooks				3				2	1						6	15%
	Stay and Play															0	0%
	Crafty Kids Club/Craft Saturdays															0	0%
	Teenage Reading Group															0	0%
	Science Club								2							2	11%
	School visits															0	0%
	Other Children's activities				3											3	2%
Adult's Events	Adult Reading Groups				3											3	4%
	Knit and Natter	1														1	4%
	Computer Club/IT Training															0	0%
	Tea/Coffee Morning															0	0%
	Hard of Hearing club															0	0%
	Newspapers & chat								1							1	5%
	Other Adult activities				3											3	6%
Total		1	0	0	21	0	0	0	5	1	0	0	0	0	0	28	
% Cancelled		2%	0%	0%	34%	0%	0%	0%	4%	1%	0%	0%	0%	0%	0%		2.5%

Reasons for cancellations			
	Oct	Nov	Dec
BAS	1 x No attendees	-	-
CEN	-	7 x Closed for refurbishment	14 x Closed for refurbishment
ORP	2 x Industrial Action/Staffing Issues	3 x Industrial Action/Staffing Issues	-
PEN	1 x Industrial Action/Staffing Issues	-	-

Appendix 5 Bromley Libraries Issues

July 2019 to December 2019

Year-to-Year Comparison:

Month	2018	2019	% Difference
6-Month Total	768,829	725,170	-5.1%
July	134,540	131,386	-2.3%
August	145,411	141,974	-2.4%
September	126,130	119,417	-5.3%
Q2 Total	406,081	392,777	-3.3%
October	129,041	123,646	-4.2%
November	120,520	111,820	-7.2%
December	108,187	96,927	-10.4%
Q3 Total	357,748	332,393	-7.1%

Issues: 12 month Moving Average

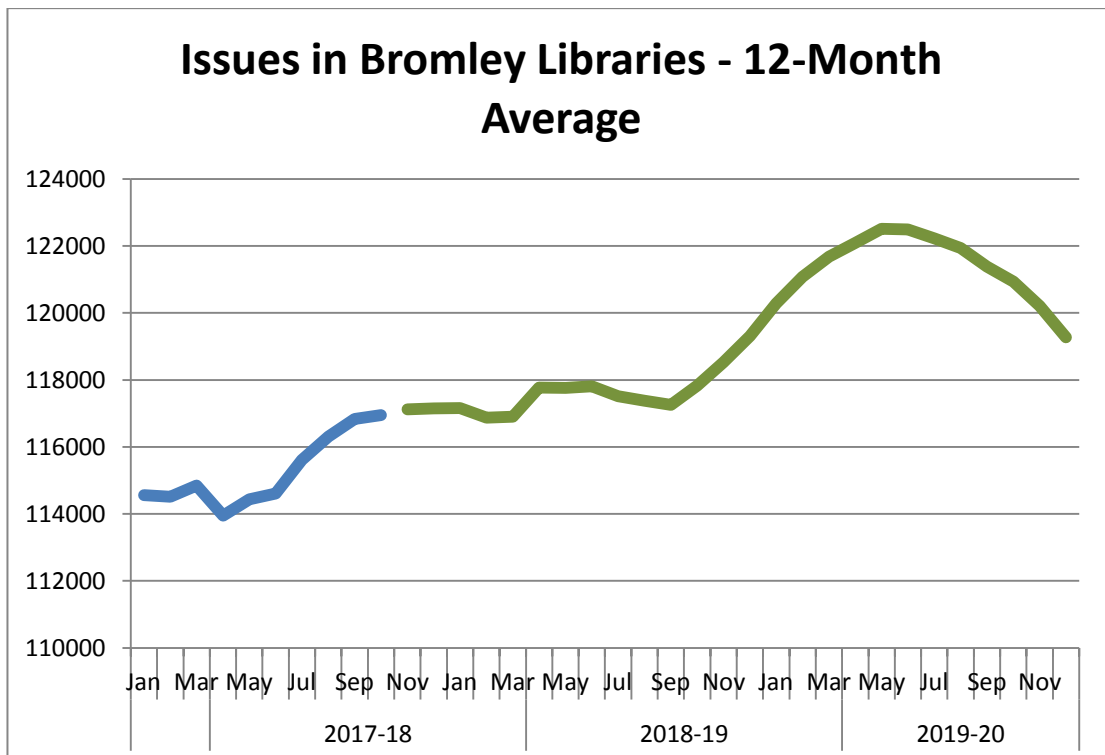


Figure 1: 12-month average (each data point representing average issues over the previous 12 months) of item issues in Bromley Libraries since January 2017. Issues under LBB management is shown in blue, and under GLL management (in green).

**Appendix 6
Libraries Contract Monitoring – GLL**

2019/20 Stock Budget Update – 20th January 2020

Budget	Budget name	Current Allocation £	Committed orders on Soprano	Invoices paid to date (ex VAT)	Available funds
AF	Adult Fiction	£19,350.00	£4,161.72	£15,008.42	£179.86
AFS	Adult Fiction (Supplier)	£60,000.00	£33,591.35	£47,689.23	£21,280.58
ALP	Adult Large Print	£6,650.00	£1,256.65	£5,171.89	£221.46
ANF	Adult Non-Fiction	£75,000.00	£22,375.85	£43,038.40	£9,585.75
AUB	Audio Books	£20,000.00	£3,315.52	£15,794.54	£889.94
BIB	Bibliographic Resources	£13,125.00	£0.00	£7,038.99	£6,086.01
CD	Music CDs	£2,000.00	£34.27	£1,406.02	£559.71
CYAUB	Children's Audiobook	£1,000.00	£450.00	£875.45	£325.45
CYEBO	Children's Ebooks	£0.00	£0.00	£0.00	£0.00
CYF	Children's Fiction	£30,000.00	£1,136.49	£16,001.18	£12,862.33
CYFS	Children's Fiction (supplier)	£30,000.00	£12,013.21	£23,024.48	£5,037.69
CYLP	Children's Large Print	£1,000.00	£0.00	£0.00	£1,000.00
CYNF	Children's Non-Fiction	£6,000.00	£35.96	£3,807.64	£2,156.40
CYNFS	Children's NF (Supplier)	£15,000.00	£6,545.91	£11,117.72	£2,663.63
DEBT	Debt Recovery	£9,000.00	£0.00	£0.00	£9,000.00
DEVT	Development	£7,000.00	£0.00	£6,883.52	£116.48
DVD	DVDs	£0.00	£6.87	£78.04	£84.91
DVDS	DVDs (Supplier)	£7,000.00	£1,226.51	£5,137.40	£636.09
EAUD	E-Audio	£0.00	£0.00	£0.00	£0.00
EBOO	E-Books	£0.00	£0.00	£0.00	£0.00
ELIB	E-Library Contract (Overdrive)	£14,000.00	£0.00	£14,000.00	£0.00

EMAG	E-Magazines	£8,000.00	£0.01	£3,327.14	£4,672.85
GRA	Grants & Subscriptions	£2,900.00	£150.00	£3,348.60	£598.60
INONL	Online Resources	£43,000.00	£0.00	£17,722.33	£25,277.67
INPER	Newspapers and Periodicals	£45,000.00	£0.00	£34,360.42	£10,639.58
INREF	Reference Books	£500.00	£245.00	£134.02	£120.98
INSUB	Subscriptions & Sos	£2,000.00	£744.97	£3,654.49	£2,399.46
LSCON	Local Studies Conservation	£2,325.00	£0.00	£465.63	£1,859.37
LSLOA	Local Studies Loan Collection	£0.00	£0.00	£0.00	£0.00
LSOVL	Local Studies Online	£7,900.00	£0.00	£8,010.00	£110.00
LSREF	Local Studies Reference	£500.00	£0.00	£648.34	£148.34
REQ	Requests	£7,750.00	£473.28	£6,352.07	£924.65
SEC	Stock Security	£8,000.00	£0.00	£5,648.31	£2,351.69
SUP	Supplier Selection Fees	£6,000.00	£0.00	£6,000.00	£0.00
TOTAL Acquisitions budget		£450,000.00	£87,763.57	£305,744.27	£56,492.16

Notes:

Soprano is the Library Management System used by GLL on which orders are placed

The Library Bookfund runs April to March to be consistent with the Council's financial year and year end processes.

Some budgets are over committed because orders are placed three months in advance once publication dates are received. There are orders on the system for books which are not due to be published until the next financial year. Towards the end of the financial year the supplier cancels anything ordered more than six months ago which has slipped in publication date. The stock fund aims to be 10% over committed on physical stock funds.

Appendix 7 Libraries Contract Monitoring - GLL

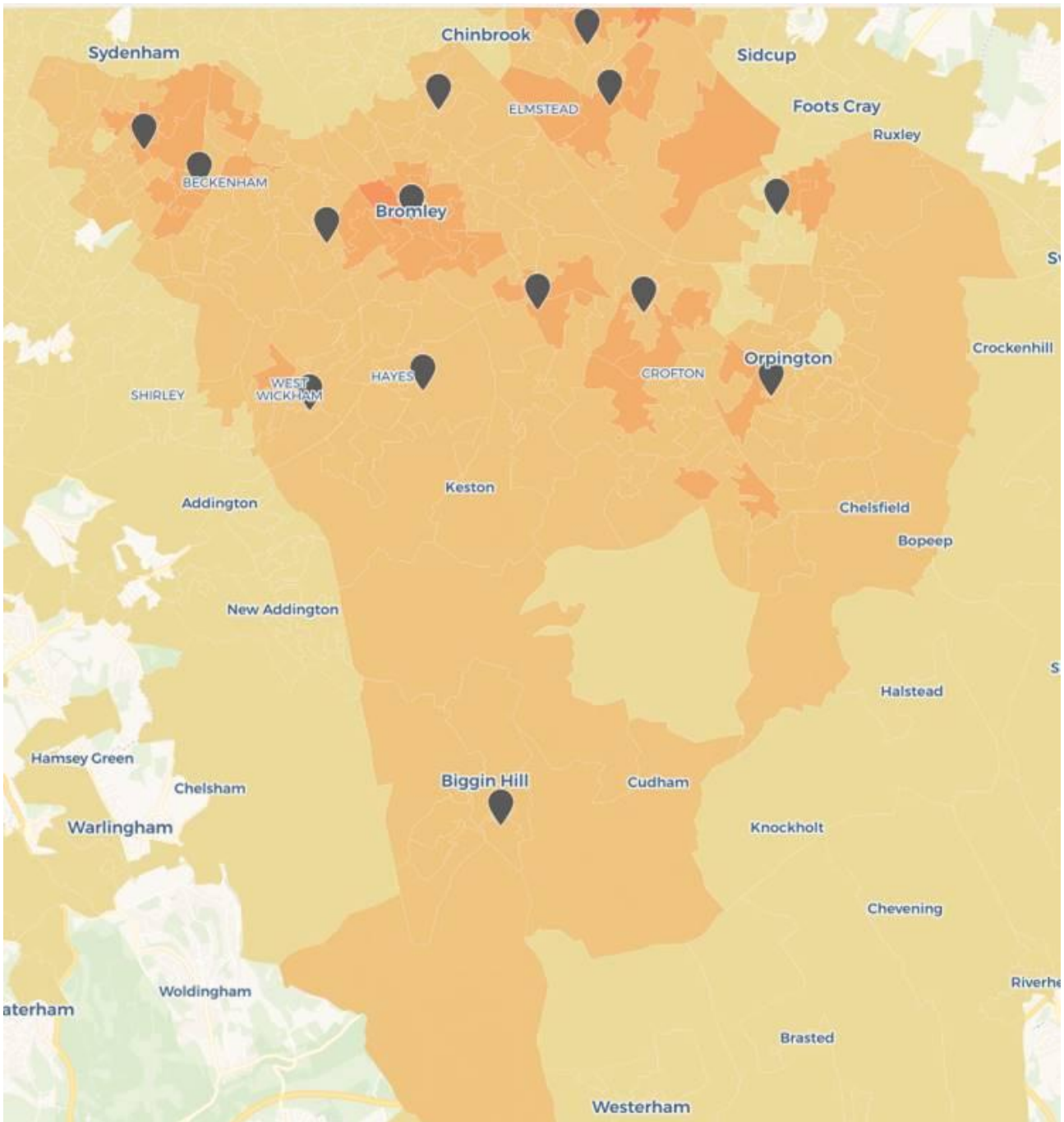
GLL Annual User Survey 2019

Figures given below indicate the percentage of 'Satisfactory or better' responses given to each question. Response options available were: Excellent, Good, Satisfactory, Poor, Very Poor, and Not Applicable.

<u>Survey Period</u>	<u>2018</u> <u>(Jan to Dec)</u>	<u>2019</u> <u>(Jun to Dec)</u>
Library staff - well presented, efficient & professional	96	97
Library staff - promptness of service	96	95
Library Staff - giving a friendly welcome & being helpful	94	96
Library staff - service & activity knowledge	94	95
Cleanliness of toilets	72	78
Cleanliness of computer / study areas	95	87
Cleanliness of adult library	97	98
Cleanliness of children's library	94	100
How would you rate the customer information?	96	91
How would you rate the range of activities?	94	83
How would you rate the opening hours?	92	90
How would you rate the study facilities? (New for 2019)	Not Available	88
What do you think of the computer facilities available?	89	97
How do you rate the Wi-Fi access available?	80	96
Choice & quality of the audio visual items on offer	100	98
Choice and quality of the activities for adults on offer	89	91
Choice and quality of the activities for children on offer	91	97
Rate the variety and choice of books	96	94
Rate the availability of books <i>This question was removed from the new set of questions so no comparable figures.</i>	95	Question no longer in survey
Books for loan - Stock Condition	98	98
How would you rate the library overall?	95	96
*How likely are you to recommend this library to a friend?	+52	+59
<u>No. of survey responses</u>	<u>288</u>	<u>357</u>

*This question is rated between -100% and +100% in line with the Net Promoter Score measurement

Appendix 8
Libraries Contract Monitoring - GLL
Bromley Social Value Map



Darker Super Output Areas indicate greater social value impact

**Appendix 9
Libraries Contract Monitoring - GLL**

Complaints Made to GLL – July to December 2019

Complaints by Month:

Month	Activities and Events	Customer Service	Digital Services	Environment /Premises	Furniture	ICT	Industrial Action/ Contract	Other Customers	Prices and Fees	Stock	Total
Jul-19	15	1				1					17
Aug-19		2					1	1		1	5
Sep-19		1		1		2					4
Oct-19	1	1	1								3
Nov-19	1	1		1						1	4
Dec-19				1						2	3
Total	17	6	1	3	0	3	1	1	0	4	36

Complaints by Branch:

Branch	Activities and Events	Customer Service	Digital Services	Environment /Premises	Furniture	ICT	Industrial Action /Contract	Other Customers	Prices and Fees	Stock	Total
Beckenham											
Biggin Hill											
Bromley Historic Collections		2									2
Burnt Ash	5										5
Central	10	2		3		3		1		3	22
Chislehurst											
Hayes											
Mottingham											
Orpington			1				1			1	3
Penge	1										1
Petts Wood	1	1									2
Shortlands											
Southborough		1									1
St Paul's Cray											
West Wickham											
N/A											
Total	17	6	1	3		3	1	1		4	36

Report No.
CSD20037

London Borough of Bromley

PART ONE - PUBLIC

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

Date: **Wednesday 25 March 2020**

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

Title: **Expenditure on Consultants 2018/19 and 2019/20**

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

Chief Officer: Director of Corporate Services

Ward: (All Wards);

1. Reason for report

At its meeting on 9th October 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.

2. **RECOMMENDATION(S)**

That the Committee considers the information about expenditure on consultants relating to the Renewal, Recreation & Housing 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, Recreation & Housing 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 £395,227 in 2018/19 and £148,699 in 2019/20 to September 2019.
- 3.2 Capital expenditure on consultants in the Renewal, Recreation & Housing Portfolio is set out in Appendix 3. Expenditure in 2018/19 was £431,922.54 and in the first quarter of 2019 was £68,332.04.

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

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Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 9 October 2019

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

Title: Expenditure on Consultants 2018/19 and 2019/20

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

Chief Officer: Peter Turner, Director of Finance

Ward: N/A

1. Reason for report

Members of ER PDS requested a full report on Consultant expenditure be submitted each year. Officers have therefore looked at total expenditure in 2018/19 and expenditure to June 2019 for both Revenue and Capital Budgets.

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 2018/19 and also the expenditure for this financial year as at the end of June 2019. 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

Expenditure on consultants

	<u>2018/19</u>	<u>2019/20</u>
	<u>£'000</u>	<u>£'000</u>
	<u>Part Year</u>	
Revenue	937	284
Capital	998	231
	<u>1,935</u>	<u>515</u>

6. LEGAL IMPLICATIONS

- 6.1 Legislation affords employees employment rights e.g. paid holiday, maternity leave and pay, entitlement to redundancy payments, minimum notice periods and protection from unfair dismissal. In general terms self-employed individuals and consultants are not entitled to these enhanced statutory rights or protections, because, arguably, they are not employees in the strict legal sense. However, the law around who is an employee/not an employee is constantly evolving and has resulted in a number of high profile cases e.g. Uber, Pimlico Plumbers and Deliveroo.
- 6.2 In addition HMRC also uses criteria e.g. IR35 when determining an individual's employment status. This means that an individual could be considered an employee for tax purposes and yet remains a consultant from an employment perspective. Ultimately, who is an employee or a worker, or self-employed individual for employment law purposes is a matter for the court to decide.
- 6.3 To manage and minimise the risk to the Council, the Council procedures should be followed as referred to in para 3.3 and 7.1, which also reference IR35 together with using the Councils consultant contract documentation or other suitable contracts e.g. Jct. In addition the Councils HR and legal departments can be consulted.

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, and in line with guidance from the Corporate Procurement Team. 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.

Non-Applicable Sections:	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)*

Agency staff are generally engaged under a 'contract for services' via an employment agency to cover vacant posts or additional workloads – and paid either by LBB or via comensera. Anyone that we engage, 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)*

Temporary staff unlike agency staff are employed by the Council usually for short assignments. 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.

Consultant – Exceptionally, the Council may engage a specialist personnel 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).

-Engaging 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 t be better completed at a later date via a temporary contract of employment. The arrangement must also have regard to the Council's Pay Policy Statement.

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

The Appointment of Consultants (contract procedure rule 8.5)

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

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

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

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

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

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

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Category / Supplier Name	Division /Serv. Area	18-19 £	19-20 Q1 £	Description	Procurement procedure followed	No. of quotes obtained	Date Reported to Members
One-off specialist advice, no one with relevant specialist skills							
APPLEYARD & TREW	Regeneration	4,998	0	Quantity Surveyor for Biggin Hill Memorial Museum project	Procured through ADUP framework as part of multidisciplinary team	3	N/A
ATKINS LTD	Regeneration	12,816	0	Survey and modelling works for Bromley Town Centre	Waiver under CPR 13.1 - Authorised by Chief Officers	1	N/A
COURTNEY CONSULTING LTD	Regeneration	14,775	0	Marketing and communications consultancy to launch the Biggin Hill Memorial Museum. Paid for through Heritage Fund grant	Single quote under CPR 8.2.1	1	N/A
FRANKHAM CONSULTANCY GROUP LTD	Regeneration	650	0	Structural inspection of pergoda due to health and safety concerns	Single quote under CPR 8.2.1	1	N/A
GERALD EVE	Regeneration	12,000	0	Rental value assessments for MyTime Active Group One Portfolio	Single quote under CPR 8.2.1	1	N/A
K J RONCORONI	Regeneration	1,000	0	Crystal Palace Park Trust advice	Single quote under CPR 8.2.1	1	N/A
LESLIE JONES ARCHITECTS LTD	Regeneration	5,000	0	Department store capacity design work for Market Square	Single quote under CPR 8.2.1	1	N/A
ROBIN LEE ARCHITECTURE	Regeneration	3,420	545	Biggin Hill Memorial Museum architect	ADUP Framework	3	N/A
REGIONAL NETWORK SOLUTIONS LTD	Regeneration	0	16,100	Feasibility report on full fibre rollout for the borough	Single quote under CPR 8.2.1, and Chief Officer approval	1	N/A
SAVILLS PLACE-SHAPING & MARKETING LTD	Regeneration	0	6,750	Specialist consultants to undertake feasibility study for a BID in West Wickham Town Centre	Three written quotations under CPR 8.2.1	3	N/A
WOODSCAPE LIMITED	Regeneration	21,768	13,218	Design and construction of benches/planters for Bromley Town Centre	Single quote under CPR 8.2.1	1	N/A
YOU & ME ARCHITECTURE LTD	Recreation	32,320	23,028	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	N/A
CALFORDSEADEN	TFM (Strategic Property)	775	0	The provision of consultancy services in connection with the delivery of lift replacement works as part of the planned maintenance programme and CDM regulations	Single quote under CPR 8.2.1	1	N/A

Category / Supplier Name	Division /Serv. Area	18-19 £	19-20 Q1 £	Description	Procurement procedure followed	No. of quotes obtained	Date Reported to Members
JOHNSON AUSTIN PARTNERSHIP LTD	TFM (Strategic Property)	750	0	For services in relation to recovery aspect following subsidence damage.	Single quote under CPR 8.2.1	1	N/A
One-off specialist work total		110,272	59,641				
Insufficient in-house skills / resources							
CENTRAL MANAGEMENT	Recreation	15,118	0	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	N/A
ECD ARCHITECTS LTD	Regeneration	49,925	9,569	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	N/A
HOLDER MATHIAS LLP	Regeneration	13,300	5,750	Capacity study for Walnuts Shopping Centre	Single quote under CPR 8.2.1	1	N/A
TAGMARK LTD	Recreation	2,800	0	Consultancy advice for a café operational strategy	Single quote under CPR 8.2.1, and Chief Officer approval	1	N/A
BELL PHILLIPS ARCHITECTS LTD	TFM (Strategic Property)		14,880	Car Park Capacity Study	Single quote under CPR 8.2.1	1	N/A
PELLINGS LTD	TFM (Strategic Property)	1,670		Feasibility report options to renew/replace Walnuts District Heating System	Pellings were appointed in June 2015 via mini competition through LCP framework. This	1	N/A
Insufficient in-house skills total		82,813	30,199				
Planning							
ADAMS INTERGRA LTD	Planning	2,000	0	Financial viability advice in relation to planning appeal	Single quote under CPR 8.2.1	1	N/A
AMANDA REYNOLDS URBANISM LTD	Planning	18,987	7,290	Urban design / architecture advice on planning application	Single quote under CPR 8.2.1, and Chief Officer approval	1	N/A
BOYER PLANNING LTD	Planning	0	5,000	Financial viability advice in relation to planning appeal	Single quote under CPR 8.2.1	1	N/A

Category / Supplier Name	Division /Serv. Area	18-19 £	19-20 Q1 £	Description	Procurement procedure followed	No. of quotes obtained	Date Reported to Members
CARTER JONAS SERVICE CO	Planning	10,000	26,611	Planning consultancy work on Bullers Wood planning appeal	Single quote under CPR13.1 - Authorised by Chief Officers	1	N/A
GLANVILLE CONSULTANTS LTD	Planning	82,375	0	Highway consultancy work on planning application / appeal	Single quote under CPR13.1 - Authorised by Chief Officers	1	N/A
J M H PARTNERSHIP	Planning	525	45	Planning appeals works for Queen Mary House.	Single quote under CPR 8.2.1	1	N/A
LABC	Planning	10,423	5,063	Structural Calculation Checking with recovery from Fees	Waiver under CPR13.1 -	1	N/A
LAND USE CONSULTANTS LTD	Planning	1,349	0	Ecological advice to review planning application	Single quote under CPR 8.2.1	1	N/A
LANDMARK CHAMBERS	Planning	1,000	0	Legal advice on planning application	Single quote under CPR 8.2.1	1	N/A
MATTHEWS & SON LLP	Planning	6,088	0	Mineral and waste advice on quarry site for planning application.	Single quote under CPR 8.2.1	1	N/A
PB ASSOCIATES LLP	Planning	28,819	0	Retail consultancy for planning appeal and Retail viability advice	Waiver under CPR13.1 - Authorised by Chief Officers	1	N/A
READING AGRICULTURAL CONSULTANTS LTD	Planning	1,275	0	Agricultural consultancy advice for planning application & appeal of planning application Yonder Farm	Single quote under CPR 8.2.1	1	N/A
RPS CONSULTING SERVICES LTD	Planning	3,720	0	Environmental consultancy advice on EIA applications	Single quote under CPR 8.2.1	1	N/A
SCHOFIELD LOTHIAN LTD	Planning	831	0	Ecology consultant advice on planning application	Single quote under CPR 8.2.1	1	N/A
THE POWER SERVICE	Planning	9,190	1,300	Consultants Electrical Works to ascertain compliance with Part P - Building Regulation.	Single quote under CPR 8.2.1	1	N/A
THE ENVIRONMENTAL CONSULTANCY LTD (RPS)	Planning	12,010	0	Review of Environmental Impact Assessment	Two quotes under CPR 8.2.1	2	N/A
TIBBALDS PLANNING & URBAN DESIGN LTD	Planning	13,550	13,550	Urban design and architectural advice on planning application	Three written quotations under CPR 8.2.1	3	N/A
Planning total		202,142	58,859				
GRAND TOTAL		395,227	148,699				

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Supplier Name	Portfolio					Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members
	Adult Care & Health	Children, Education & Families	Environment & Community Services	Recreation & Housing	Commissioning & Contracts Management					
Architects										
AECOM INFRASTRUCTURE & ENVIRONMENT UK LTD					78,397.17	78,397.17	Crystal Palace park - Alternative Management Options	3	The Homes and Community Agency multi-disciplinary technical panel framework	Executive 13th January 2016
ECD ARCHITECTS LTD					78,397.17	78,397.17				
					23,794.00	23,794.00				
WINNEAR LANDSCAPE ARCHITECTS LTD					23,794.00	23,794.00	Bromley High Street Improvements	2	Procurement managed on behalf of the Council by TFM Contractor AMEY via Kent County Council Consultancy Services Framework	N/A
					37,276.35	37,276.35				
PICK EVERARD		6,948.46			37,276.35	37,276.35	Crystal Palace Park improvement scheme	3	ADUP (Architecture Design Urbanism Panel) framework	N/A
					6,948.46	6,948.46				
ROBIN LEE ARCHITECTURE		6,948.46			38,366.00	38,366.00	Glebe School expansion	All suppliers within the relevant Lot to be invited to quote.	Construction Related Consultancy Services 2012 Framework	N/A
					34,516.00	34,516.00	Biggin Hill Memorial Museum	3	ADUP (Architecture Design Urbanism Panel) framework	Executive 2nd December 2015
					3,850.00	3,850.00	Crystal Palace Park Improvements	3	ADUP (Architecture Design Urbanism Panel) framework	N/A
YOU & ME ARCHITECTURE LTD					31,350.00	31,350.00				
					31,350.00	31,350.00	Penge Town Centre	1	Invitation to Tender, appointed by Chief Officer Authorisation under CPR 14.10	N/A
Sub total - Architects	0.00	6,948.46	0.00	0.00	209,183.52	216,131.98				
Surveyors										
CAD MAP LTD			1,450.00			1,450.00				
			1,450.00			1,450.00	LIP Formula Funding	3	Request for quotes - CPR 8.2.1	N/A
COLLIN TOM & PARTNERS					13,525.00	13,525.00				
					13,525.00	13,525.00	Bromley MyTime Investment Fund		Procurement undertaken by MyTime	N/A
Sub total - Surveyors	0.00	0.00	1,450.00	0.00	13,525.00	14,975.00				
Multi disciplinary consultant / Other Consultants										
AECOM LTD			85,743.46			86,743.46				
			62,675.96			62,675.96	Maintenance	TfL Framework	Term Consultant (TfL Framework)	N/A
			24,067.50			24,067.50	LIP Formula Funding	TfL Framework	Term Consultant (TfL Framework)	N/A
ARCADIS CONSULTING (UK) LTD			5,096.00			5,096.00				
			5,096.00			5,096.00	LIP Formula Funding	3	Request for quotes - CPR 8.2.1	N/A

BAILEY PARTNERSHIP							228,658.24	228,658.24	Basic Needs	All suppliers within the relevant Lot to be invited to quote.	Tender via LB Lewisham Consultants Framework	N/A
BAILY GARNER LLP							228,658.24	228,658.24	Basic Needs	All suppliers within the relevant Lot to be invited to quote.	Tender via LB Lewisham Consultants Framework	N/A
FOURTH STREET PLACE CONSULTANTS							38,635.04	38,635.04	Basic Needs	All suppliers within the relevant Lot to be invited to quote.	Tender via LB Lewisham Consultants Framework	N/A
IG9 LTD							38,635.04	38,635.04	Crystal Palace park - Alternative Management Options	1	Request for quotes - CPR 8.2.1	N/A
INGLETON WOOD LLP							3,750.00	3,750.00	Basic Needs	3	Tender via LB Lewisham Consultants	N/A
KEEGANS LTD							6,665.71	6,665.71	Basic Needs	4	Exor list competition	N/A
MONTAGU EVANS LLP							598.50	598.50	Basic Needs	4	Exor list competition	N/A
NUMBER 30 INTERIM LTD							45,595.89	45,595.89	Basic Needs	All suppliers within the relevant Lot were invited to quote	Construction Related Consultancy Services 2012 Framework	N/A
PELLINGS LLP							43,152.14	43,152.14	Beacon House Refurbishment	5	LB Lewisham & LB Haringey (LCP) Construction Related Consultancy Services 2012 Framework.	N/A
PERFECT CIRCLE JV LTD							2,443.75	2,443.75	PL - Housing Zone Bid and Site G	1	Contract Extension Waiver as agreed by Chief Officers	Executive 7th November 2017
PLAYLE & PARTNERS LLP							41,600.00	41,600.00	Social Care Grant Performance	4	Request for quotes - CPR 8.2.1	N/A
PINNACLE ESP LTD							55,000.00	55,000.00	Basic Needs	4	Request for quotes - CPR 8.2.1	N/A
REDMAN PARTNERSHIP LLP							44,161.78	44,161.78	West Wickham Leisure	1	Scape framework	N/A
SOUTH EASTERN TRAINS							308,061.04	308,061.04	Basic Needs	All suppliers within the relevant Lot to be invited to quote.	LCP Construction Related Consultancy Services 2012 Framework	N/A
							308,061.04	308,061.04	Bromley MyTime Investment Fund	2	Procurement undertaken by MyTime	N/A
							19,040.92	19,040.92	Relocation of Exhibitions - Blegin Hill Memorial Museum	2	CPR 8.2.1 - open tender process	N/A
							19,905.00	19,905.00		2	CPR 8.2.1 - open tender process	N/A
							58,606.50	58,606.50				
							20,000.00	20,000.00				
							38,606.50	38,606.50				
							16,212.00	16,212.00				

					16,212.00					16,212.00	LIP Formula Funding	3	Tfl framework	N/A
					3,665.00					3,665.00				
					3,665.00					3,665.00	LIP Formula Funding	2	London tenders	N/A
					113,716.46	383,356.08	55,000.00	431,922.54	16,250.00	998,245.08				
Sub total - Multi disciplinary consultant / Other Consultants														
TRACSIS TRAFFIC DATA LIMITED														

Supplier Name	Children, Education & Families			Environment & Community Services		Renewal, Recreation & Housing		Grand Total	Scheme	No. of quotes obtained	Procurement procedure followed	Date reported to Members
Architects												
ECD ARCHITECTS LTD						12,538.75		12,538.75				
PICK EVERARD		7,098.75				12,538.75		12,538.75	Bromley High Street Improvements	2	Procurement managed on behalf of the Council by TFM Contractor AMEY via Kent County Council Consultancy Services	N/A
REDMAN PARTNERSHIP LLP		7,098.75					107.00	7,098.75	Glebe expansion works feasibility	All suppliers within the relevant Lot to be invited to quote.	Construction Related Consultancy Services 2012 Framework	N/A
YOU & ME ARCHITECTURE LTD							107.00	107.00	Biggin Hill Memorial Museum	2	CPR 8.2.1 - open tender process and only two quotes received.	N/A
							8,933.00	8,933.00	Penge Town Centre	1	Invitation to Tender, appointed by Chief Officer Authorisation under CPR 14.10	N/A
Sub total - Architects		7,098.75		0.00		21,578.75		28,677.50				
Multi disciplinary consultant / Other Consultants												
AECOM LTD				27,720.36				27,720.36	Maintenance	TfL Framework	Term Consultant (TfL Framework)	N/A
BAILEY PARTNERSHIP		66,815.09						66,815.09	Basic Needs	All suppliers within the relevant Lot to be invited to quote.	Tender via LB Lewisham Consultants Framework	N/A
KEEGANS LTD		7,722.53						7,722.53	Basic Needs	All suppliers within the relevant Lot were invited to quote	Construction Related Consultancy Services 2012 Framework	N/A
MONTAGU EVANS LLP		7,000.00						7,000.00	Glebe expansion works feasibility	All suppliers within the relevant Lot were invited to quote	Construction Related Consultancy Services 2012 Framework	N/A
PELLINGS LLP		12,259.06						12,259.06	PIL - Housing Zone Bid and Site G	1	Contract Extension Waiver as agreed by Chief Officers	Executive 7th November 2017
PERFECT CIRCLE IV LTD		12,259.06						12,259.06	Basic Needs	All suppliers within the relevant Lot were invited to quote	Tender via LB Lewisham Consultants Framework	N/A
SUSTRANS LTD								56,632.04	West Wickham Leisure Centre and Library Redevelopment	1	Scope framework	N/A
				48,173.00				48,173.00	LIP Formula Funding	1	Waiver under CPR13.1 - Authorised by Chief Officers	N/A
Sub total - Multi disciplinary consultant / Other Consultants		86,796.68		75,893.36		68,332.04		231,022.08				

Report No.
CSD20046

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal, Recreation and Housing PDS Committee

Date: 25 March 2020

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

Title: **RENEWAL, RECREATION AND HOUSING PDS COMMITTEE
WORK PROGRAMME: JUNE 2020-MARCH 2021**

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

Chief Officer: Mark Bowen, Director of Corporate Services

Ward: N/A

1. Reason for report

1.1 This report updates the Committee's work programme.

2. RECOMMENDATION

2.1 The Committee is invited to review the work programme for the period June 2020-March 2021.

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: £358,740
 5. Source of funding: Existing 2019/20 revenue budget
-

Staff

1. Number of staff (current and additional): There are 8 posts (6.79 fte) in the Democratic Services Team.
 2. If from existing staff resources, number of staff hours: Preparation of the Work Programme report can normally be expected to take 2-3 hours
-

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Each PDS Committee has a responsibility to develop and review its work programme balancing the key roles of:
- Holding the Executive to account;
 - Policy development and review; and
 - External scrutiny.
- 3.2 The Committee is invited to consider its work programme having regard to guidance at Section 8 of the Scrutiny Toolkit and in consultation with the Renewal, Recreation and Housing Portfolio Holder and Chief/Senior Officers.
- 3.3 The Committee's Work Programme for the period June 2020 to March 2021 is attached at **Appendix A**.

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

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Report Title	Report Author	PH Decision (Yes/No)
Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 24 June 2020		
Appointment of Co-Opted Member	LT	No
Matters Outstanding from Previous Meetings	LT	No
Budget Monitoring 2020/21	KL	Yes
Provisional Outturn 2019/20	KL ?	Yes
Contract Register – Part 1	LDownes	No
Annual Housing, Regeneration and Planning Portfolio Plan (report every 4 months)	NT	No
Approach to Building Homes in Bromley	LL	No
Housing Performance Report (report to all meetings as requested by Members in Minute 36 – 03/09/19)	LC	No
Risk Register (report bi-annually)	DM/SB	No
Essential Household Goods Framework	TW	Yes/No
Provision of Library Services – Contract Performance Report (report to all meetings as indicated by Tim W in Minute 33 – 03/09/19)	Paula Young	No
Planning Appeals – Costs	JS	No
Planning Appeals Monitoring Report -	JS	No
Planning Enforcement Progress and Monitoring Report	JS	No
Work Programme 2020/2021	LT	No
<u>Exempt Reports</u>		
Contract Register – Part 2	LD	No

Report Title	Report Author	PH Decision (Yes/No)
Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 2 September 2020		
Matters Outstanding from Previous Meetings	LT	No
Capital Programme Monitoring	TP	Yes
Contract Register – Part 1	LDownes	No
Housing Performance Report (report to all meetings as requested by Members in Minute 36 – 03/09/19)	TW	No
Provision of Library Services – Contract Performance Report (report to all meetings as indicated by Tim W in Minute 33 – 03/09/19)	Paula Young	No
Work Programme - November 2020-March 2021	LT	No
<u>Exempt Reports</u>		
Contract Register – Part 2	LD	No
Renewal, Recreation and Housing Policy Development and Scrutiny Committee - 4 November 2020		
Matters Outstanding from Previous Meetings	LT	No
Budget Monitoring 2020/2021	KL	Yes
Housing, Regeneration and Planning Portfolio Plan (report every 4 months)	NT	No
Provision of Library Services – Contract Performance Report (report to all meetings as indicated by Tim W in Minute 33 – 03/09/19)	Paula Young	No
Housing Performance Report (report to all meetings as requested by Members in Minute 36 – 03/09/19)	TW	No
Work Programme: February-March 2021	LT	No
<u>Exempt Reports</u>		
Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 2 February 2021		
Matters Outstanding from Previous Meetings	LT	No
Capital Programme Monitoring	Katherine Ball	Yes
Draft Budget 2021/2022	KL	No

Report Title	Report Author	PH Decision (Yes/No)
Risk Register (report bi-annually)	DM/SB	No
Contracts Register – Part 1	LDownes	No
Tenancy Support Services for the Homeless	LC	Yes/No
Housing Strategy	TW	Yes
Provision of Library Services – Contract Performance Report (report to all meetings as indicated by TW in Minute 33 – 03/09/19)	Paula Young	No
Housing Performance Report (report to all meetings as requested by Members in Minute 36 – 03/09/19)	LC	No
Work Programme	LT	No
<u>Exempt Reports</u>		
Contracts Register – Part 2	LD	No
Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 30 March 2021		
Matters Outstanding from Previous Meetings	LT	No
Budget Monitoring	KL/KB	Yes
Housing, Regeneration and Planning Portfolio Plan (report every 4 months)	NT	No
Contracts Register – Part 1	LDownes	No
Mears Ltd Contract Performance Report (annually?)	SB	No
Orchard and Shipman – Provision of Housing Services (annually?)	LC	No
Housing Performance Report (report to all meetings as requested by Members in Minute 36 – 03/09/19)	LC	No
Expenditure on Consultants (annually)	P Gibbs	No
Provision of Library Services – Contract Performance Report (report to all meetings as indicated by TW in Minute 33 – 03/09/19)	Paula Young	No
Contract Monitoring Report: Library Service (bi-annually)	Paula Young	No
Chairman’s Annual Report (annually)	Chairman	No

Report Title	Report Author	PH Decision (Yes/No)
Work Programme	LT	No
<u>Exempt Reports</u>		
Contracts Register – Part 2	L Downes	No

FUTURE REPORTS FOR RENEWAL, RECREATION AND HOUSING

Report Title	Timescale	Report Author
More Homes Bromley Annual Update	Possibly April 2020	SB
Presentation by new Contractor for York Rise Modular Units	TBC	AM

Report from Renewal and Recreation PDS Committee

Chairman: Cllr. Michael Rutherford

Vice-Chairman: Cllr. Suraj Sharma

1 The committee met eight times this municipal year, including three special meetings. 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. Through this past year, the RR&H PDS Committee has scrutinised a range of proposals and performance metrics and focused on facilitating faster delivery of affordable housing.

2 Topics the PDS Committee have focused on include:

Housing

3 Temporary Housing: the PDS has challenged the Executive to meet the shortage of temporary accommodation places. It enabled this in two special meetings, in which it supported proposals for Banbury House and Anerley Town Hall Car Park. It has supported proposals within the Housing Transformation plan to increase temporary housing supply. However it has asked for a forward plan of how additional temporary housing places will be delivered in the longer term to ensure there is a constant supply of good quality and cost effective housing.

4 Housing Strategy: the committee analysed the 2019-29 housing strategy before and after public consultation. It was pleased to see broad support for the plan and looks forward to assessing future department performance against it.

5 Housing Supply: support was given to a range of means for delivering affordable housing. It has analysed Mears contract performance, assessed demand on the housing waiting list and considered the approach to homeless tenancy support. It is supportive the various means the council has taken to deliver housing, avoiding being too dependent on individual schemes.

Town Centres

6 Beckenham: PDS support was given to Beckenham's continued Purple Flag status, awarded for its continued excellence in managing its evening and night time economy. It twice scrutinised proposals to move Beckenham Library to Beckenham Halls in the town centre. The committee gave its tentative support, subject to detailed proposals and business case. The scheme has the potential to improve footfall in the town centre, provide a better library service and give more efficient use to council assets.

7 Bromley: the committee was pleased to support proposals for upgrades to Bromley Central Library, including improved facilities for families, such as a dedicated children's library as well as toilets. It was pleased to validate that the council was holding contractors to account for works to the pedestrianised High Street, with replacement trees provided.

8 Orpington: support was offered for the Future High Street Fund application and was disappointed this was not received. The committee supported Orpington ward members' campaigning for investment to ensure that Orpington town centre does not decline, as well as supporting quality new homes.

9 West Wickham: strong support was given to proposals for building a modern replacement library and leisure centre, along with quality new homes. In the spirit of enabling faster delivery of housing, it held a special meeting to accelerate delivery of this proposal.

Leisure and Culture

10 The committee continues to be supportive of the council's programme of upgrading and modernising the borough's libraries. It has analysed the performance of the library contract, and successfully challenged the contractor to give visibility of complaints received.

11 In November, the committee it assessed three options for the Bromley Valley Gymnastics Centre. It gave its support to developing a new, modern gymnastics centre on Chipperfield Road along with up to 200 new homes.

Planning

12 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.

13 I would like to thank officers and Cllr Yvonne Bear for their work and analysis on planning enforcement, appeals and call-ins, which are enabling greater scrutiny and may enable the council to learn lessons, improve service performance and reduce costs.

Scrutiny of the Portfolio Holder

14 The committee scrutinised the portfolio budget, requesting that officers and the portfolio holder explained areas where spending was increasing. It encouraged officers and the Portfolio Holder to include ambitious future phases of the Transformation programme, to deliver more temporary homes with better living standards and lower costs. It was pleased to see various housing schemes starting to generate significant savings for the council.

15 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.

Thanks

16 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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