



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 24 August 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, 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 2 SEPTEMBER
2020 AT 6.30 PM**

**PLEASE NOTE: This will be a 'virtual meeting', and a link will be available on
the Council website to enable members of the press and public to see and hear
the Committee. The link will be published before the start of the meeting.**

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 Wednesday 26 August 2020.**

a QUESTIONS FOR THE RENEWAL, RECREATION AND HOUSING PORTFOLIO HOLDER

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

4 NOTES ON ITEMS FROM THE CANCELLED RR&H MEETING ON 25 MARCH 2020 (Pages 5 - 10)

5 MATTERS OUTSTANDING FROM PREVIOUS MINUTES (There are no outstanding matters from previous meetings.)

HOLDING THE RENEWAL, RECREATION AND HOUSING PORTFOLIO HOLDER TO ACCOUNT

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

Portfolio Holder decisions for pre-decision scrutiny.

a CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2020/21 (Pages 11 - 20)

7 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

a PROVISION OF HOUSING IN YORK RISE, ORPINGTON (Report to follow)

b LAND APPROPRIATION (Report to follow)

c BROMLEY HIGH STREET IMPROVEMENTS (Pages 21 - 26)

d ADOPTION OF REGENERATION STRATEGY (Pages 27 - 62)

POLICY DEVELOPMENT AND OTHER ITEMS

- 8 **CONTRACT REGISTER** (Pages 63 - 70)
- 9 **PROVISION OF LIBRARY SERVICES - CONTRACT PERFORMANCE REPORT**
(Pages 71 - 148)
- 10 **BIDS TERMS OF REFERENCE** (Pages 149 - 194)
- 11 **RENEWAL, RECREATION AND HOUSING PDS COMMITTEE WORK
PROGRAMME (NOVEMBER 2020-MARCH 2021)** (Pages 195 - 200)

PART 2 (CLOSED) AGENDA

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

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

Items of Business

Schedule 12A Description

- 13 **PRE-DECISION SCRUTINY OF PART 2 (EXEMPT) EXECUTIVE REPORTS**
 - a **TRANSFORMING BROMLEY: APPROACH
TO BUILDING HOMES IN BROMLEY**
(Pages 201 - 220) Information relating to the financial or business affairs of any particular person (including the authority holding that information)
 - b **REDEVELOPMENT OF CHISLEHURST
LIBRARY AND DISPOSAL OF LAND AT 36
VINSON CLOSE, ORPINGTON**
(Pages 221 - 234) Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- 14 **PART 2 (EXEMPT) POLICY DEVELOPMENT AND OTHER ITEMS**
 - a **CONTRACT REGISTER** (Pages 235 - 236) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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RENEWAL, RECREATION AND HOUSING POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Notes following the submission of comments by PDS Members on the agenda for the cancelled meeting of 25 March 2020

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Not applicable.

2 DECLARATIONS OF INTEREST

None.

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

3a QUESTIONS FOR THE RENEWAL, RECREATION AND HOUSING PORTFOLIO HOLDER

3b 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

The Minutes from the meetings held on 21 January 2020 and 11 February 2020 were confirmed.

5 MATTERS OUTSTANDING FROM PREVIOUS PART 1 (PUBLIC) MINUTES OF MEETINGS

The report setting out matters outstanding from previous meetings was noted.

PRE-DECISION REVIEW OF RENEWAL, RECREATION AND HOUSING PORTFOLIO REPORTS

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

6a BUDGET MONITORING 2019/20

This report provided 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.

The report was prepared before the severity of the Covid-19 impact became apparent. The actual financial position as at 31 December 2019 and projected costs and income to the end of the financial year were based on information available at the time of compiling the report in February and therefore exclude the impact of Covid-19.

Clarification was sought on which vacancies in the Planning Department gave rise to the £252k underspend noted in paragraph 3.2. The Assistant Director, Planning and Building Control would be requested to circulate this information to Members.

It was agreed that the Portfolio Holder for Renewal, Recreation and Housing be requested to endorse the latest 2019/20 budget monitoring position for the Renewal, Recreation and Housing Portfolio.

6b CAPITAL PROGRAMME MONITORING - 3RD QUARTER 2019/20 AND CAPITAL STRATEGY 2020 TO 2024

The report summarised the current position on capital expenditure and receipts following the 3rd quarter of 2019/20 and presented the new capital schemes in the annual capital review process

Consideration was given to the changes agreed on 12 February 2020 by the Executive in respect of the Capital Programme for the Renewal, Recreation and Housing Portfolio.

The report was noted and it was agreed that the Portfolio Holder be requested to confirm the changes agreed by the Executive on 12 February 2020.

7 REVIEW OF EXECUTIVE REPORTS

Members submitted their views on the following reports seeking decision by the Leader of the Council under the revised decision making arrangements agreed by the Urgency Committee on Thursday 19th March 2020:

7a ORCHARD AND SHIPMAN: PROVISION OF HOUSING SERVICES

Bromley's formal contract for the procurement and management of private sector leased properties and management of Council owned temporary accommodation which formed an important part of the Council's temporary accommodation portfolio was due to expire on 31 March 2021.

Members were therefore requested to consider the commissioning options for the service which were set out in this report.

Further confidential information was also considered in the Part 2 (Exempt from Publication) report.

In regard to the Covid-19 pandemic, Councillor Botting referred to correspondence she had received from a gentleman who had offered to make his studio flats available to the Council for quarantine purposes. The Director of Housing, Planning and Regeneration was requested to consider this very kind and generous offer.

The report was noted and comments provided to Members of the Executive Committee.

7b APPROACH TO DIGITAL INFRASTRUCTURE

The report set out the current level of digital provision in the borough and suggested priority areas for investment. Whilst recognising that private sector investment would play a significant role in improving the borough's connectivity, the report also set out a range of intervention that the Council could explore to support the roll out of gigabit capable broadband through full-fibre connections and 5G networks.

The report advised that the Council agreed to a Digital Infrastructure Work Plan as the mechanism to deliver the most effective interventions that the Council could take to improve digital infrastructure and identified a programme for its delivery. It was recommended that the Council allocated up to £30k from the Growth Fund for the appointment of a consultant to provide specialist technical and legal advice.

As Ward Member, Councillor Bear fully supported the proposed investment in gigabit capability in the Crays.

The report was noted and comments provided to Members of the Executive Committee.

7c BROMLEY TOWN CENTRE IMPROVEMENT SCHEME: A NEW APPROACH

The report provided an update on the Bromley town centre improvement scheme, setting out the progress made to date and summarising the issues affecting the delivery of the reflective canopies and commercial units and recommended a new approach for the completion of the scheme.

In order to increase footfall in the town centre, Councillor Bear suggested a monthly themed fayre could be held e.g. antiques, local foods, crafts etc. She also suggested that consideration be given to provide some sort of seating (stone mushrooms perhaps) around the street theatre area to make it more of a feature.

Councillor Michael agreed with Ward Members in regard to the introduction of two commercial units on the High Street. After the COVID-19 pandemic had passed, it was likely there would be more empty retail units on the High Street, given the near-shutdown of the retail sector and the fact that some retailers had already collapsed e.g. Laura Ashley. She hoped this was not the

case and that retail would quickly bounce back but she was not convinced that two extra commercial units were required at this point.

Councillor Michael questioned the relevance and need for two “eye-catching” reflective canopies. While she had no problem with a sculptural “statement piece” for Bromley Town Centre in principle, she requested that consideration be given to the overall design to ensure that it was in keeping with the area.

The report was noted and comments provided to Members of the Executive Committee.

7d TOWN CENTRE PLANNING POLICY STRATEGY: BROMLEY AND ORPINGTON

The report provided an update on the planning strategy work for Orpington and Bromley town centres and suggested a proactive approach to guiding development in the town centres through the implementation of Supplementary Planning Documents (SPDs).

Several Members asked if there was any way of reducing the timescale for producing an SPD to less than 12 months.

The report was noted and comments provided to Members of the Executive Committee.

POLICY DEVELOPMENT AND OTHER ITEMS

8 UPDATE ON MORE HOMES BROMLEY SPV PROPERTY ACQUISITION PROGRAMME

This report updated Members on the acquisition of 400 properties for homeless households acquired through the SPV set up between Mears Group and the Council. It also reviewed the key performance areas in relation to the management contract provided by Plexus on behalf of the More Homes Bromley SPV.

Councillor Bear requested information on the current financial position of the SPV and asked if it was still solvent given the slower than anticipated roll out and hence income generation, but ongoing debt servicing. She also requested that the full year accounts for the SPV be forwarded to Members when available.

The report was noted.

9 PROVISION OF LIBRARY SERVICES - CONTRACT PERFORMANCE REPORT

Councillor Michael commended Greenwich Leisure Limited (GLL) for their handling of the Bromley Library Service during the eight-month strike action. GLL did an excellent job in ensuring that all the Borough’s libraries were kept

open during the dispute, given that 50 regular staff (out of 110) took part in the action.

She was disappointed to note that the number of new library members fell by 12.5% in the past six months and asked to what extent was this due to the industrial action. She also asked whether GLL would initiate a recruitment/marketing drive in order to boost the number of library members and users once the libraries had re-opened and things returned to normal.

Referring to Appendix 4 – Events and Activities, it was interesting to see that Orpington (119) had the largest number of events and activities in this period, closely followed by Petts Wood (116), while Central had only 40. In terms of attendees, it was interesting to see that West Wickham had the second largest number of attendees (1,498) after Orpington (1,704) despite holding only 46 events.

The report was noted.

10 EXPENDITURE ON CONSULTANTS 2018/19 AND 2019/20

Members were requested to consider a report in regard to expenditure on consultants across all Council departments for both revenue and capital budgets. This report was previously considered at a meeting of the Executive, Resources and Contracts PDS Committee on 9 October 2019.

Councillor Bear referred to the £131k spent on consultants to assist with planning appeals and requested that this be noted in the appeal reports so Members could appreciate the full costs of responding to appeals.

The report was noted.

11 RENEWAL, RECREATION AND HOUSING PDS COMMITTEE WORK PROGRAMME (JUNE 2020-MARCH 2021)

The report set out the Renewal, Recreation and Housing PDS Committee Work Programme for the period June 2020-March 2021.

The report was noted.

12 CHAIRMAN'S ANNUAL REPORT

The report outlined the work undertaken by the Committee during the current Municipal Year which had focused on issues relating to housing, town centres, leisure and culture, planning and scrutiny of the Portfolio Holder.

The Chairman had also thanked Members and officers for their continued dedication to this Committee and the Council.

The report was noted.

13 CONFIDENTIAL (EXEMPT FROM PUBLICATION) SECTION

14 EXEMPT MINUTES OF THE RENEWAL, RECREATION AND HOUSING PDS COMMITTEE HELD ON 11 FEBRUARY 2020

The Exempt Part 2 Minutes from the meeting held on 11 February 2020 were noted and no concerns were raised. These Minutes would be confirmed and signed at the next full scheduled meeting.

15 MATTERS OUTSTANDING FROM PREVIOUS PART 2 (EXEMPT) MINUTES OF MEETINGS

The report was noted.

16 REVIEW OF PART 2 (EXEMPT) EXECUTIVE REPORTS

Members submitted their views on the following Part 2 Exempt report seeking decision by the Leader of the Council under the revised decision making arrangements agreed by the Urgency Committee on Thursday 19th March 2020:

16a ORCHARD AND SHIPMAN: PROVISION OF HOUSING SERVICES - PART 2 (CONFIDENTIAL)

The confidential information was considered together with the Part 1 report.

The Part 2 report was noted.

Report No. London Borough of Bromley
FSD2063

PART ONE - PUBLIC

Decision Maker: RENEWAL, RECREATION & HOUSING PORTFOLIO HOLDER

Date: For pre-decision scrutiny by the Renewal, Recreation & Housing PDS Committee on 2nd September 2020

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2020/21

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 8th July 2020, the Leader received a report summarising the current position on capital expenditure and receipts following the 1st quarter of 2020/21 and agreed a revised Capital Programme for the four year period 2020/21 to 2023/24. This report highlights changes agreed by the Executive and the Leader in respect of the Capital Programme for the Renewal, Recreation & Housing Portfolio. The revised programme for this portfolio is set out in Appendix A, and detailed comments on individual schemes are shown in Appendix B, and details of the 2019/20 outturn position are included in Appendix C.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to note and confirm the changes agreed by the Leader on 8th July 2020.

Impact on Vulnerable Adults and Children:

1. Summary of Impact:
-

Corporate Policy

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

Financial

1. Ongoing costs: Not Applicable
 2. Budget head/performance centre: Capital Programme
 3. Total current budget for this head: £54.9m for the Renewal, Recreation & Housing Portfolio over the four years 2020/21 to 2023/24
 4. 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 Leader on 8th July 2020

3.1 A revised Capital Programme was approved by the Leader on 8th July, following a detailed monitoring exercise carried out after the 1st quarter of 2020/21. The base position is the programme approved by the Executive on February 12th 2020, as amended by variations approved at subsequent Executive meetings. All changes to schemes in the Renewal, Recreation & Housing Portfolio Programme are itemised in the table below and further details are included in paragraph 3.2 to 3.3. The revised Programme for the Renewal, Recreation & Housing Portfolio is attached as Appendix A whilst Appendix B shows actual spending against budget in the first quarter of 2020/21, together with detailed comments on individual scheme progress. Appendix C includes details of the final outturn in 2019/20.

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	TOTAL 2020/21 to 2023/24 £'000
Programme approved by Executive 12/02/20	29,574	9,950	12,010	10	51,544
Net underspend Re-phased into 2020/21 (para 3.2)	879				879
Bromley High Street (Leader 27/05/20)	800				800
Disabled Facilities Grant (Leader 27/05/20)	2,153				2,153
Approved Programme prior to 1st Quarter monitoring*	32,926	9,950	12,010	10	54,896
<u>Variations approved by Leader 08/07/20</u>					
Re-Phasings (Para 3.4)	Cr 12,195	12,195			0
Total amendments to the Capital Programme	Cr 12,195	12,195	0	0	0
Total Revised Renewal, Recreation & Housing Programme	20,731	22,145	12,010	10	54,896

* Revised 2020/21 budget includes a net adjustment to reduce the s106 unallocated housing receipts by £480k (£500k to reflect the part-funding of the Burnt Ash Lane housing scheme, and an increase of £20k to reflect

3.2 Net underspend in 2019/20 re-phased into 2020/21

The 2019/20 Capital Outturn was reported to the Executive on 27th May 2020. The final capital outturn for the year for the Renewal, Recreation & Housing Portfolio schemes was £6,282k against a budget of £7,161k. There was a net underspend of £879k on the capital schemes in the Renewal, Recreation & Housing Portfolio mainly due to slippage on the West Wickham Leisure Centre scheme, and slippage on the Modular Housing scheme due to programme changes, partly offset by accelerated expenditure on a few other schemes. Details of the 2019/20 outturn for this Portfolio are set out in Appendix C.

3.3 Schemes re-phased from 2020/21 to 2021/22

As part of the 1st quarter monitoring exercise, a total of £12,195k has been re-phased from 2020/21 into 2021/22 to reflect revised estimates of when expenditure is likely to be incurred. This is itemised in the table below and comments on scheme progress are provided in Appendix B. This has no overall impact on the total approved estimate for the capital programme.

Capital Expenditure - Rephasing in Q1 Monitoring		2020/21	2021/22
Bromley High Street Improvements- Growth Fund	Cr	800	800
Renovation Grants - Disabled Facilities	Cr	2,582	2,582
Site G	Cr	5,994	5,994
Walnut Leisure Centre	Cr	464	464
Crystal Palace Park Subway	Cr	2,355	2,355
Total Renewal, Recreation and Housing Portfolio rephasing	Cr	12,195	12,195

Post-Completion Reports

- 3.4 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 Leader on 8th July 2020. Changes agreed by the Executive and Leader 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.1 2020/21 (Leader 08/07/20) Capital Outturn report (Executive 27/05/20) Capital Programme Monitoring Qtr.3 2019/20 (Executive 12/02/20)

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 8th July 2020								
Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Responsible Officer	Remarks
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's		
LIBRARIES & MUSEUMS								
Relocation of Exhibitions - Bromley Musuem	395	393	2	0	0	0	Lydia Lee	Approved by Executive 10/06/15
Biggin Hill Memorial Museum	3,202	3,121	81	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	3,515	82	0	0	0		
LEISURE TRUST CLIENT - RECREATION								
Bromley MyTime Investment Fund	4,443	4,443	0	0	0	0	Alicia Munday	Revenue contribution to capital works
Replacement of District Heating System Boilers & Works to Walnut Leisure Centre	1,500	36	1,000	464	0	0	Cathy Pimm	Approved by Executive 10th July 2019
Norman Park Athletics Track	300	299	1	0	0	0	Lydia Lee	
West Wickham Leisure Centre	993	369	624	0	0	0	Alicia Munday	
TOTAL LEISURE TRUST CLIENT - RECREATION	7,236	5,147	1,625	464	0	0		
HOUSING								
Gateway Review of Housing I.T System	679	1,149	Cr 470	0	0	0	Sara Bowrey	Approved by Executive 11/02/15
Payment in Lieu Fund - Properties Acquisitions	1,326	1,224	102	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
Payment in Lieu Fund - Site K	672	672	0	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
Affordable Housing - Bromley Town Centre	2,726	0	2,726	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
Housing Feasibility Studies	100	0	100	0	0	0	Sara Bowrey	Funded from Growth Fund
Payment in Lieu Fund - unallocated		0	0	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
Provision of Housing supply in Anerley & Chislehurst	8,400	12	3,388	1,000	4,000	0	Sara Bowrey	Approved by Executive 21/05/19.
Provision of Housing - Burnt Ash Lane	3,786	30	3,220	536	0	0	Alicia Munday	Approved by Council 14/10/19
Modular Build - York Rise	6,000	0	5,500	500	0	0	Alicia Munday	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	3,742	3,278	258	206	0	0	Steve Habgood	100% external funding
Empty Homes Programme	620	476	98	45	0	0	Steve Habgood	100% external funding
Renovation Grants - Disabled Facilities	16,418	11,083	1,600	3,735	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	44,470	17,925	16,523	6,022	4,000	0		

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 8th July 2020								
Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Responsible Officer	Remarks
OTHER								
Feasibility Studies	60	11	19	10	10	10	Keith Lazarus	
Bromley North Village Public Realm Improvements	6,652	6,582	70	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.
Penge Town Centre	746	572	174	0	0	0	Lydia Lee	Approved Executive 24/03/15 - funded by New Homes bonus
Orpington Town Centre - Walnut Centre & New Market infrastructure	875	843	32	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, Exec 06/12/17 £163k from S106 Fund
Bromley High Street Improvements	4,599	2,676	1,123	800	0	0	Hannah Jackson	
Site G	24,292	3,798	0	12,494	8,000	0	Mike Watkins	Funded from PIL (S106) receipts, Growth Fund , Capital Financing, Contribution. Approved Executive 07/11/17 Council 11/12/17
Crystal Palace Park Improvements	2,583	2,565	18	0	0	0	Lydia Lee	£160k LBB £2m GLA funded (Executive 22/07/14) £116k Historic England grant
Crystal Palace Park - Alternative Management Options	1,120	1,038	82	0	0	0	Lydia Lee	
Crystal Palace Park Subway	3,141	0	785	2,356	0	0	Lydia Lee	Approved by Executive 12/02/20. Potentially to be funded from £2.340m Strategic Investment Pot, £0.5m Historic England grant, £0.296m TfL Highway works, £0.005m Friends of Crystal Palace Subway
Chipperfield Road Development - St Paul's Cray	105	39	66	0	0	0	Mike Watkins	Approved by Executive 18/10/16
Star Lane Traveller Site	250	119	131	0	0	0	Sara Bowrey	Urgent water and drainage works (statutory duty)
TOTAL OTHER	44,423	18,243	2,500	15,659	8,010	10		
TOTAL RENEWAL, RECREATION & HOUSING PORTFOLIO	99,725	44,829	20,731	22,145	12,010	10		

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 8th July 2020				
Capital Scheme/Project	Revised Estimate Feb 2020	Actual to June 20	Estimate July 2020	Remarks
	£'000's	£'000's	£'000's	
LIBRARIES & MUSEUMS				
Relocation of Exhibitions - Bromley Museum	0	8	2	Scheme complete.
Biggin Hill Memorial Museum	219	182	81	Scheme completed. Final account agreed. Defect rectification delayed due to Covid-19.
TOTAL LIBRARIES & MUSEUMS	219	190	82	
LEISURE TRUST CLIENT - RECREATION				
Bromley MyTime Investment Fund	0	12	0	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. Allocation of £671k added to budget at year end. Last balance payment now made.
Replacement of District Heating System Boilers & Works to Walnut Leisure Centre	1,250	101	1,000	Works to Walnuts Leisure centre have been completed. Consultant appointed for district heating plant. Programme has been delayed by Covid 19 restrictions. Main contract now anticipated to start in Q1 2021.
Norman Park Athletics Track	0	42	1	Scheme completed and now in defects period.
West Wickham Leisure Centre	0	632	624	Feasibilities underway - Architects have been instructed. Committee approval given in May 2019.
TOTAL LEISURE TRUST CLIENT - RECREATION	1,250	787	1,625	
HOUSING				
Gateway Review of Housing I.T System	0	75	-470	Exec 21/03/17 additional of £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 - remaining overspend
Payment in Lieu Fund - Properties Acquisitions	117	0	102	£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. Capital works are currently being commissioned, requesting £57k to be rephased to 2020/21.
Payment in Lieu Fund - Site K	0	0	0	Scheme is complete with final payments made.
Affordable Housing - Bromley Town Centre	0	0	2,726	Work is ongoing with housing association partners to identify suitable approved housing development schemes. Funding
Housing Feasibility Studies	0	0	100	Budget is in relation to Housing acquisitions. Work has been tendered and stage one completed. Awaiting invoice for payment.
Payment in Lieu Fund - unallocated	3,206	0	0	
Provision of Housing supply in Anerley & Chislehurst	3,390	177	3,388	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	3,000	27	3,220	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 of Brindley Way, Bromley.
Modular Build - York Rise	5,000	0	5,500	New Scheme - Sponsor to provide update
London private sector renewal schemes	206	1	258	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 reflected.
Empty Homes Programme	106	0	98	Funding criteria changed in 2017 to improve take up - all long term empty property owners 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 new temporary
Renovation Grants - Disabled Facilities	2,000	0	1,600	These are to be combined at year end to make monitoring and reporting easier. DFG work virtually stopped due to Covid 19 as most of clients are in the shielding group and contractor and supply restrictions. Although expenditure for the first quarter is down £200,000 major changes to work flow processes and policy are in hand to remedy, reduce client contact and reduce the client waiting times.
TOTAL HOUSING	17,024	280	16,523	

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 8th July 2020				
Capital Scheme/Project	Revised Estimate Feb 2020	Actual to June 20	Estimate July 2020	Remarks
OTHER				
Feasibility Studies	10	0	19	£10k budget per year for feasibility works.
Bromley North Village Public Realm Improvements	65	0	70	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	150	0	174	The New Homes Bonus (NHB) funded project consisting of public realm improvements, Shopfront improvements, Business Support, and Wayfinding. The scheme was to implement planned TfL bus route and carriageway improvements. The scheme commenced implementation in November 2017 and completed September 2018. Manufacture of new wayfinding infrastructure is due to commence in February, with installation expected in the Spring. Additional street furniture will also be installed, a plaques for a new heritage trail will be installed by the end of the financial year. 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 - Walnut Centre & New Market infrastructure	0	0	32	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 The scheme is now completed, although remedial works to the tree pits are currently being undertaken. The final account is 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	1,000	83	1,123	Approved Executive 22/03/17, £800k added EXEC 01/04/20. Funded from the Growth Fund, the programme of improvements to the public realm of Bromley High Street is a continuation of the Bromley North Village scheme which aims to enhance the pedestrian experience of the prime shopping areas to increase footfall in the town centre. Main scheme in final stages of completion; the public realm works will be completed once the works to the cladding on central library and the Churchill Theatre complete. 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	6,532	219	0	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. Approval for rephasing of £3.16m from 2019/20 and FY budget to be submitted to Nov 2019 Exec.
Crystal Palace Park Improvements	0	54	18	Remaining commitments relate to retention payments and unspent contingency. Final accounts agreed. Defect rectification delayed due to Covid-19 therefore final sums not paid.
Crystal Palace Park - Alternative Management Options	50	34	82	Outline Planning Application submitted in January 2020. Remaining spend relates to planning process costs.
Crystal Palace Park Subway	3,141	0	785	
Chipperfield Road Development - St Paul's Cray	0	105	66	This should remain as is – the balance of the budget will be utilised this financial year to get the site ready for market.
Star Lane Traveller Site	133	0	131	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	11,081	495	2,500	
TOTAL RENEWAL, RECREATION & HOUSING PORTFOLIO	29,574	1,752	20,731	

RENEWAL, RECREATION & HOUSING PORTFOLIO - APPROVED CAPITAL PROGRAMME 8th July 2020					
Capital Scheme/Project	Actual to 31.3.20	Approved Estimate Feb 2020	Final Outturn	Variation	Comments/Action Taken
	£'000's	£'000's	£'000's	£'000's	
LIBRARIES & MUSEUMS					
Relocation of Exhibitions - Bromley Musuem	393	2	0	Cr 2	2019/20 underspend re-phased into 2020/21
Biggin Hill Memorial Museum	3,121	115	254	139	
TOTAL LIBRARIES & MUSEUMS	3,515	117	254	137	
LEISURE TRUST CLIENT - RECREATION					
Bromley MyTime Investment Fund	4,443	130	135	5	
Replacement of District Heating System Boilers & Works to Walnut Leisure Centre	36	250	36	Cr 214	2019/20 underspend re-phased into 2020/21
Norman Park Athletics Track	299	297	296	Cr 1	2019/20 underspend re-phased into 2020/21
West Wickham Leisure Centre	369	682	58	Cr 624	2019/20 underspend re-phased into 2020/21
TOTAL LEISURE TRUST CLIENT - RECREATION	5,147	1,359	525	Cr 834	
HOUSING					
Gateway Review of Housing I.T System	1,149	Cr 8	462	470	
Payment in Lieu Fund - Properties Acquisitions	1,224	0	16	16	
Payment in Lieu Fund - Site K	672	67	67	0	
Affordable Housing - Bromley Town Centre	0	0	0	0	
Housing Feasibility Studies	0	100	0	Cr 100	2019/20 underspend re-phased into 2020/21
Payment in Lieu Fund - unallocated	0	0	0	0	
Provision of Housing supply in Anerley & Chislehurst	12	10	12	2	
Provision of Housing - Burnt Ash Lane	30	250	30	Cr 220	2019/20 underspend re-phased into 2020/21
Modular Build - York Rise	0	500	0	Cr 500	2019/20 underspend re-phased into 2020/21
London private sector renewal schemes	3,278	92	39	Cr 53	2019/20 underspend re-phased into 2020/21
Empty Homes Programme	476	26	33	7	
Renovation Grants - Disabled Facilities	11,083	1619	1590	Cr 29	
TOTAL HOUSING	17,925	2,656	2,248	Cr 408	
OTHER					
Feasibility Studies	11	20	12	Cr 8	2019/20 underspend re-phased into 2020/21
Bromley North Village Public Realm Improvements	6,582	7	2	Cr 5	2019/20 underspend re-phased into 2020/21
Penge Town Centre	572	52	27	Cr 25	2019/20 underspend re-phased into 2020/21
Orpington Town Centre - Walnut Centre & New Market infrastructure	843	152	120	Cr 32	2019/20 underspend re-phased into 2020/21
Bromley High Street Improvements	2,676	1298	1172	Cr 126	2019/20 underspend re-phased into 2020/21
Site G	3,798	1070	1607	537	2019/20 underspend re-phased into 2020/21
Crystal Palace Park Improvements	2,565	93	76	Cr 17	2019/20 underspend re-phased into 2020/21
Crystal Palace Park - Alternative Management Options	1,038	271	237	Cr 34	2019/20 underspend re-phased into 2020/21
Crystal Palace Park Subway	0	0	0	0	2019/20 underspend re-phased into 2020/21
Chipperfield Road Development - St Paul's Cray	39	66	0	Cr 66	2019/20 underspend re-phased into 2020/21
Star Lane Traveller Site	119	0	2	2	
TOTAL OTHER	18,243	3,029	3,255	226	
TOTAL RENEWAL, RECREATION & HOUSING PORTFOLIO	44,829	7,161	6,282	Cr 879	

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Decision Maker: EXECUTIVE

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

Date: Wednesday 2nd September 2020
Wednesday 16th September 2020

Decision Type: Non-Urgent Executive Key

Title: BROMLEY HIGH STREET IMPROVEMENTS

Contact Officer: Alicia Munday, Interim Assistant Director Culture and Regeneration
Tel: 020 8313 4559 E-mail: Alicia.munday@bromley.gov.uk

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

Ward: Bromley Town

1. Reason for report

Following Member agreement in April 2020 to proceed with a revised improvement scheme in Bromley Town Centre this work has been progressed and the design team appointed. To meet the programme aim of having the improvements in place before summer 2021, for the crucial benefit of the local economy following the negative impact of Covid-19, officers are requesting changes to the original approval to enable the delivery deadline to be met.

2. **RECOMMENDATION(S)**

That Members of the Renewal, Recreation and Housing Policy Development and Scrutiny Committee:

2.1 Review the content of this report and provide their comments to the Executive.

That Members of the Executive:

2.2 Agree that the Director of Housing, Planning, Property and Regeneration has authority to approve the design work at RIBA stages 2 and RIBA stages 4, in consultation with the Portfolio Holder for Renewal, Recreation and Housing, instead of the scheme returning to committee at these points in the programme, to enable speed of delivery.

2.3 Delegate the decision to proceed to procurement for the works contract at an estimated value of £1.055m to the Director of Housing, Planning, Property and Regeneration in consultation with the Portfolio Holder.

2.4 Delegate the decision to Award the contract for the works contract, referenced in 2.3 to the Director of Housing, Planning, Property and Regeneration in consultation with the Portfolio Holder.

Impact on Vulnerable Adults and Children

1. Summary of Impact: This scheme is a public realm improvement scheme for the benefit of all residents and the resulting activity programme will be free to access.
-

Corporate Policy

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

Financial

1. Cost of proposal: £1.215m
 2. Ongoing costs: Non-Recurring Cost
 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: Delegation of proceeding to procurement for works contract with estimated value of £1.055m.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This scheme has the potential a large proportion of borough residents.
-

Ward Councillor Views

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

Ward Councillors were generally supportive of the proposals, subject to making sure that the proposed designs enhance the High Street. Ward Councillors requested involvement in assessing the design proposals with particular attention paid to the proposed sculptural/design statement piece.

3. COMMENTARY

- 3.1 The background and detailed information for this scheme can be found in report DRR20/020. In summary this scheme is building on the previously completed Bromley Town Centre public realm improvements and is delivering:
- A covered seating area in the pedestrianised zone of the town centre, to support the introduction of more food outlets in the vacant shop units in this section of the high street by providing shared outdoor dining space, to improve the vitality of the High Street. This will also extend the season and hours that local businesses can offer outdoor dining supporting the resilience of the local economy.
 - A performance space to support enhanced cultural programming in the town centre to drive footfall into the town centre, bought forward in partnership with Your Bromley, the town's Business Improvement District. This will enable a range of events, including annual festivals in the style of Jazz at the Pantiles in Tunbridge Wells. This will also complement the outdoor dining experience and therefore support the resilience of the local economy.
 - A sculptural or other statement piece, as consulted with Ward Members, to help define the character of the town centre and contribute towards the sense of place and Bromley's unique identity. This will complete the considered design of the pedestrianised high street area.
- 3.2 The previously approved report required officers to come back to committee at RIBA stages 2 and 4 for Members to sign off the design development of the scheme. This approach is set out in paragraph 3.23 of that report. However, it is not possible for officers to complete this capital scheme in advance of next summer for the benefit of the recovery of the local economy if the scheme pauses twice to allow for this process.
- 3.3 Therefore, officers are requesting the committee instead agrees to the Director of Housing, Planning, Property and Regeneration holding the authority to approve the design work at RIBA stages 2 and RIBA stages 4, in consultation with the Portfolio Holder for Renewal, Recreation and Housing. Additionally, it is requested that officers are permitted to go out to tender for the works contract without further committee/Member approval in order to expediate the scheme for maximum town centre benefit.
- 3.4 It should be noted that there will still be Member oversight of the scheme prior to its delivery. Ward Members and the Portfolio Holder will be regularly engaged throughout the project's progress.
- 3.5 The impact of Covid-19 has accelerated the need to bring these improvements to the town centre forward quickly. The importance of the experience economy to town centres, to reduce the reliance on retail which is moving online, has become more apparent, and therefore this scheme which was developed pre Covid-19 is now even more relevant.
- 3.6 If these improvements are not delivered before the summer 2021 season Bromley Town centre will effectively miss out on a whole trading season of the economic benefits that this scheme will bring.

4. 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.

5. 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.'

6. FINANCIAL IMPLICATIONS

- 6.1 As approved by Executive decision on 17 April 2020, the capital budget for this element of the scheme was increased to £1.215m by the addition of £800k previously only agreed in principle.
- 6.2 To date, a specialist architect-led multi-disciplinary consultancy team to undertake RIBA stages 1-7 has been commissioned at a cost of £147k. The value of the works contract, to be delivered by June 2021, is £1.055m and therefore can be met from the approved capital programme.
- 6.3 Additional income is expected to be generated from the completion of these works, 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 reflected in the scheme design and kept under review as the project progresses, with maintenance costs and potential income informed by feasibility studies. A key aim of the project is to increase footfall and income generated through retail which will support any additional commitments. However, there is a risk that the use of the High Street may not fully recover post COVID-19 as the public may change their long-term shopping habits regardless of this project.

7. PERSONNEL IMPLICATIONS

N/A

8. LEGAL IMPLICATIONS

- 8.1 Contract Procedure Rules (CPRs) 5.4 (proceeding to procurement) and 16.7 (award of contract) read together with The Corporate Procurement Contract Authorisation Guidance sections 5 and 6). The CPRs require Executive approval where the value concerned is worth £1,000,000 or more, but it is within the Executive's authority to delegate these decisions to officers as set out in the recommendations in paragraph 2 above.

9. PROCUREMENT IMPLICATIONS

- 9.1 This report seeks to delegate the decision to proceed to procurement for the Bromley high street improvement works at an estimated value of £1.055m.
- 9.2 Should the decision be taken to progress, the procurement route to be used would be decided following the outcome of the work being undertaken with the multidisciplinary design team.
- 9.3 This will be a works contract and the value of this procurement will fall below the thresholds set out in Part 2 of the Public Contracts Regulations 2015, so would only be subject to Part 4 of the Regulations.
- 9.4 The Council's specific requirements for authorising proceeding to procurement are covered in the Contract Procedure Rules. This report seeks delegated authority for proceeding to procurement which would normally require the formal Approval of the Executive along with the

Agreement of the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance for a procurement of this value.

- 9.5 Further, this report seeks to delegate the subsequent award of the contract for the Bromley high street improvement works. The Council's requirements for authorising an award of contract are covered in CPR 16. Awarding a contract of this value would normally require the Approval of the Executive following Agreement by the Chief Officer, the Assistant Director Governance & Contracts, the Director of Corporate Services, the Director of Finance and the Portfolio Holder.
- 9.6 In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 9.7 The actions identified in this report are provided for within the Council's Contract Procedure Rules, and the proposed actions can be completed in compliance with their content.

Non-Applicable Sections:	7. Personnel Implications
Background Documents: (Access via Contact Officer)	[Title of document and date]

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Report No.
HPR2020/020

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 2 September 2020
Wednesday 16 September 2020

Decision Type: Non-Urgent Executive Key

Title: ADOPTION OF REGENERATION STRATEGY

Contact Officer: Lydia Lee, Assistant Director Culture and Regeneration
Tel: 020 8313 4456 E-mail: Lydia.Lee@bromley.gov.uk

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

Ward: All wards

1. Reason for report

Over the past year the Assistant Director, Culture and Regeneration, has prepared the borough's first ever Regeneration Strategy. This strategy has been reviewed and fed in to by the wider Council and external stakeholders. The strategy is now ready for formal scrutiny by Members in anticipation of its adoption.

2. **RECOMMENDATION(S)**

That Members of the Renewal, Recreation and Housing PDS:

2.1 Review the Regeneration Strategy and recommend the formal adoption of the Regeneration Strategy to the Executive.

That Members of the Executive:

2.2 Approve the formal adoption of the Regeneration Strategy to provide a framework for the regeneration of the borough from 2020 to 2030.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The Regeneration Strategy's priority areas ensure an inclusive approach to regeneration across the borough for the benefit of all residents.
-

Corporate Policy

1. Policy Status: Not Applicable
 2. BBB Priority: Excellent Council Quality Environment Vibrant, Thriving Town Centres Regeneration
-

Financial

1. Cost of proposal: The Regeneration Strategy itself does not have an associated cost, however delivery of the Regeneration Strategy will require capital investment over the long term.
 2. Ongoing costs: Any ongoing costs will be dependent on individual schemes that are delivered by the Strategy .
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: £N/A
 5. Source of funding: To deliver the Strategy, capital funding will be required, which can come from a variety of sources including capital receipts and use of earmarked reserves such as the Growth Fund. It is anticipated that the Council's funding will match fund grants and income from commercial partnerships.
-

Personnel

1. Number of staff (current and additional): 14 FTEs in the Culture and Regeneration division
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

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

Procurement

1. Summary of Procurement Implications: The Regeneration Strategy has no procurement implications in itself.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 330,000 Bromley residents
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The regeneration of the borough has historically been considered on a project by project basis. Whilst this has resulted in some good improvements to the borough's built environment and consequently service delivery this approach has lacked coherence and an approach to prioritisation of limited Council funding.
- 3.2 Therefore, the Regeneration Strategy has been developed to provide a new strategic approach to the regeneration of the borough over a ten-year period. This strategy should ensure that the borough's regeneration reflects the borough's wider priorities and addresses areas of need, whilst embracing innovative opportunities, for example in relation to facilitating better service delivery.
- 3.3 The Regeneration Strategy will provide direction for this area of the Council's work and enable the prioritisation of the Council's available capital funding. It will also support grant applications and the leveraging in of monies from commercial partnerships by demonstrating how projects are part of the Council's strategic vision for the borough.
- 3.4 The Regeneration Strategy is a high-level document that provides a framework for regeneration across the borough from 2020 to 2030. From this document action plans for specific areas of work will be produced to drive delivery forward, for example a Local Economy Development Plan.
- 3.5 The Regeneration Strategy is provided as an appendix to this report. The document sets out the rationale for the strategic approach identified and separates the delivery of the strategy in to five priority areas:
- Nurturing our green spaces
 - Activating high quality leisure and cultural provision
 - Supporting new and existing communities
 - Strengthening our town centres and local economy
 - Encouraging tourism
- 3.6 The Regeneration Strategy references other Council strategies in relation to the rationale for the priority areas but purposefully does not go into the detail of these other strategies which are separate full documents in their own right which are in the public domain for reference.
- 3.7 The Regeneration Strategy has been reviewed across the Council by officer representatives in all departments who have provided suggested edits and feedback which have been taken on board in the final draft version being presented to committee. It has also been reviewed by external stakeholders, from members of the business community, to local societies to key service delivery partners. This range of external stakeholders has provided a rounded response to the initial draft and their comments have been invaluable to strengthening the document.
- 3.8 Members of the Renewal Recreation and Housing Committee are now asked to review the Regeneration Strategy and provide any comments along with a recommendation for adoption to the Executive Committee. Members of the Executive Committee are asked to approve the Council's adoption of the Regeneration Strategy. It should be noted that this is not a statutory document.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The Regeneration Strategy's priority areas ensure an inclusive approach to regeneration across the borough for the benefit of all residents. This includes the improvement of buildings, that

support vulnerable adults and children such as the Family and Children Centres, and the opportunity for those services to develop new ways of working for the benefit of residents.

5. POLICY IMPLICATIONS

- 5.1 This is not a statutory document, however by adopting the Regeneration Strategy the Council is making a commitment to a direction of travel and it should directly inform decision making going forward in relation to the individual capital schemes. Specifically, capital schemes that respond to the Regeneration Strategy should be the ones prioritised in terms of funding and officer time and resource.

6. FINANCIAL IMPLICATIONS

- 6.1 The Regeneration Strategy was produced by officers and therefore there are no direct costs associated with its production.
- 6.2 Delivery of the Regeneration Strategy itself will require long term capital investment. Additional sources of funding will be required, including capital receipts from asset disposals, use of appropriate reserves set aside for investment, such as the Growth Fund, capital grants and contributions from commercial partners. It is anticipated that emphasis will be given to using council resources to match fund these last two sources of income.
- 6.3 Future approval of capital schemes will be subject to the Council's Capital Strategy process including investment business case appraisal.

Non-Applicable Sections:	Procurement implications; Personnel implications
Background Documents: (Access via Contact Officer)	Appendix - Regeneration Strategy 2020-2030

REGENERATION STRATEGY 2020 TO 2030



THE LONDON BOROUGH

www.bromley.gov.uk/regeneration

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FOREWORD

Regeneration supports wellbeing, through the development of improved community services such as libraries to better quality leisure centres. Regeneration ensures that the borough remains a place people choose to live, work and spend their time, supporting everyone in living happy and healthy lives.

Regeneration is crucial to the success of our high streets and town centres. It enables our shops and restaurants to thrive in a competitive market, welcoming places attracting shoppers from across the borough and further afield. Regeneration of and investment in our special historic places and green spaces attracts tourism and local spend. Regeneration is good for business and supports independence and employment.

In line with the Building a Better Bromley ambitions, this strategy sets out the borough's priorities for regeneration over the next ten years. It is an ambitious plan that will challenge the way our community services are delivered, reimagining them for the 21st Century. It will ensure that on the one hand we nurture the borough's unique character, its green spaces and heritage, and on the other bring crucial digital infrastructure to our economic centres and residents' homes.

Whilst the Council will work hard to leverage in grant monies and create commercial opportunities to support each regeneration project, the Council cannot deliver this strategy alone. This strategy represents the Council's commitment to becoming a proactive partner and leader to facilitate transformational regeneration across the borough. We will work with residents, developers and landowners, investors and businesses, community groups and professional forums over the next ten years to bring this strategy to life and deliver high quality improvements for all our residents.



CLLR MORGAN

Portfolio Holder
Renewal, Recreation and Housing

OUR BOROUGH: AN OVERVIEW

1 BROMLEY TOWN

The borough's metropolitan centre with an important retail offer, including The Glades. Huge regeneration potential in relation to business provision as well as housing, with significant development sites already identified in the Local Plan, such as Bromley North. Further Planning guidance is required to ensure that the town is attractive to developers, development is sensitive and significant community benefit is achieved. The adjacent Bromley Common is identified in the Local Plan as a renewal area.

2 BIGGIN HILL

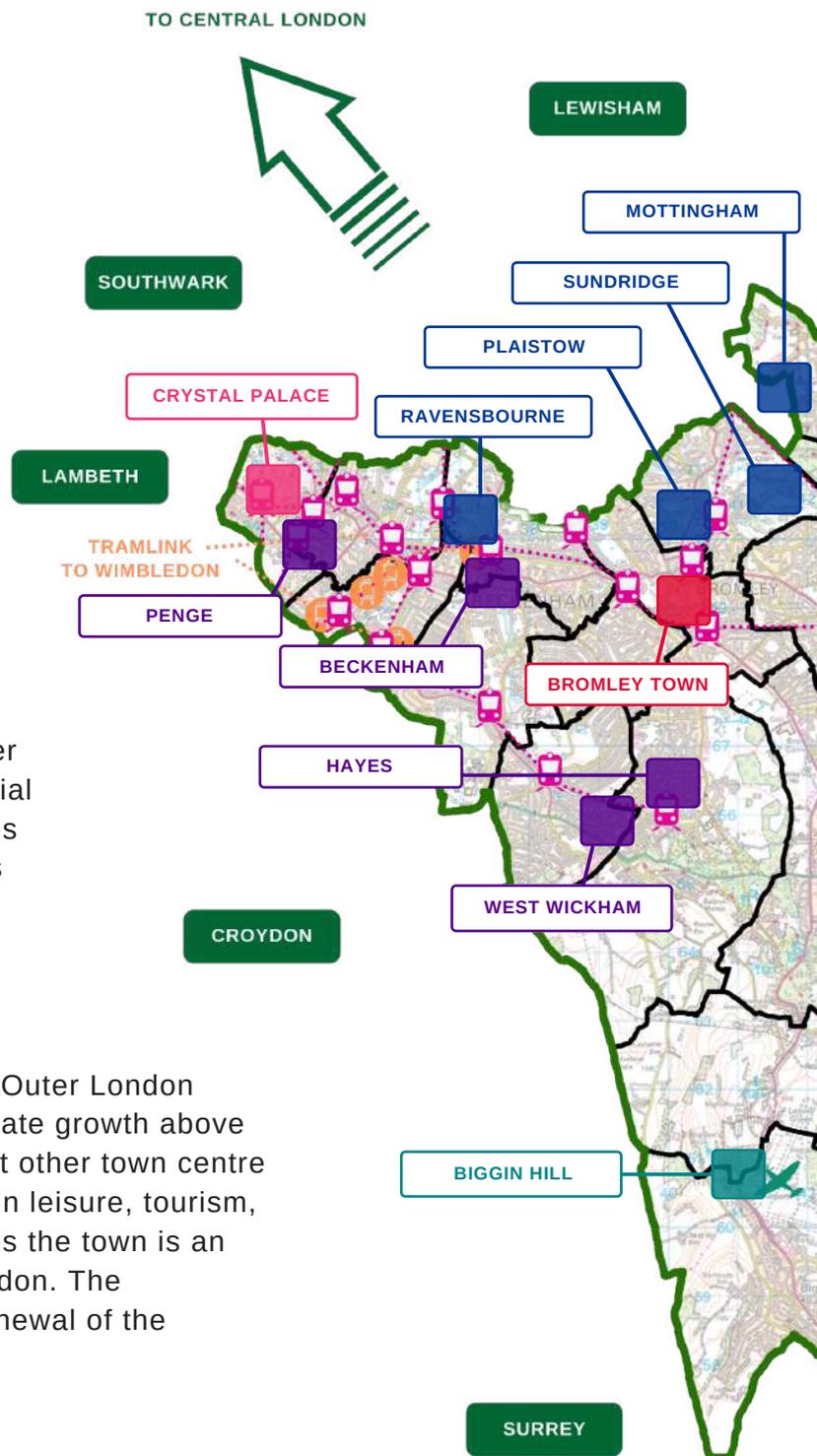
Biggin Hill has been identified as a Strategic Outer London Development Centre. It has strong potential for economic growth in aviation related businesses and high-tech industry. At the heart of this area is Biggin Hill Airport.

3 CRYSTAL PALACE

Crystal Palace has been identified as a Strategic Outer London Development Centre. It has the potential to generate growth above the Outer London trend without competing against other town centre or business locations. Its specialist potential lies in leisure, tourism, arts, culture and sports. The park which dominates the town is an important green space for the whole of south London. The regeneration of Crystal Palace will support the renewal of the neighbouring Anerley and Penge areas.

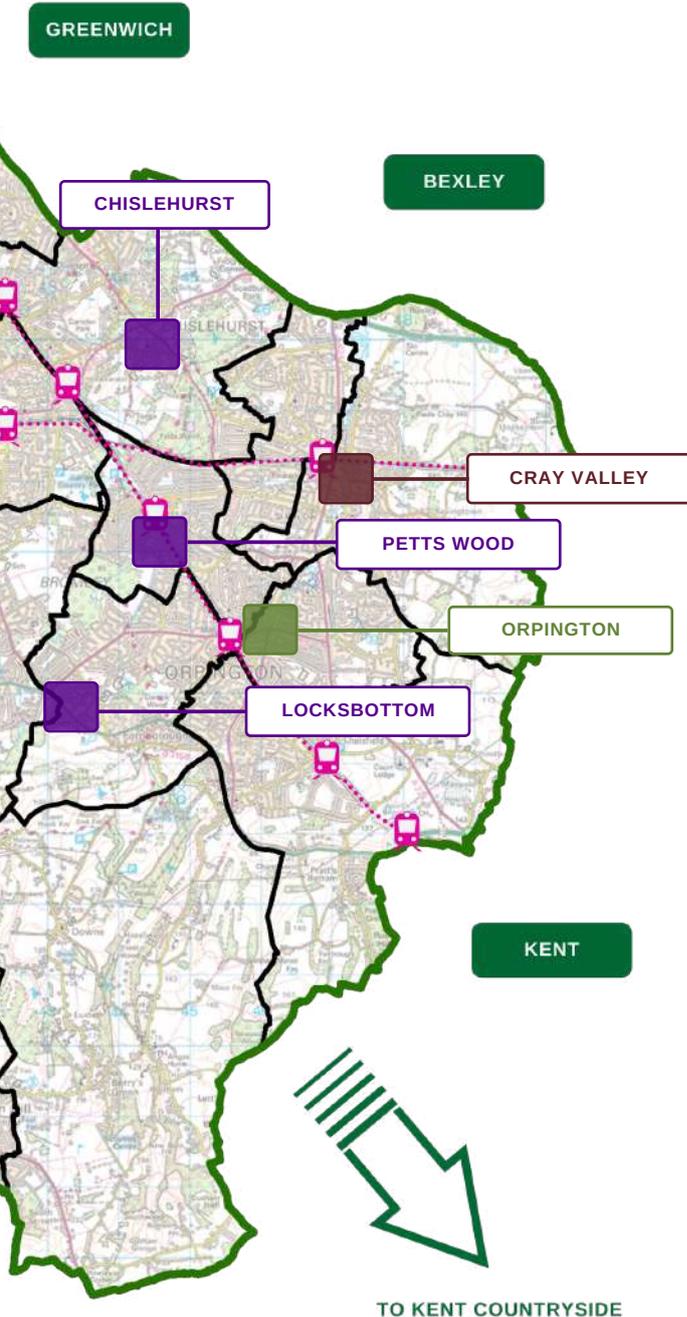
4 ORPINGTON

The large leisure centre complex, and the potential for the new owner of the shopping centre to develop the site, creates significant regeneration opportunities. There is strong potential to bring forward housing to support the development of new state of the art leisure provision and improve the public realm. This will stimulate the wider local economy. Orpington's wider area, including Goddington and Knoll, is identified in the Local Plan as a renewal area.



5 BECKENHAM, CHISLEHURST, HAYES, PETTS WOOD, LOCKSBOTTOM, PENGE AND WEST WICKHAM

Smaller town centres hosting clusters of businesses, as well as local conveniences, including shops and wellbeing services. These are within walking distance of their surrounding communities, alongside green space. All have potential for improved public realm or community facilities, through focused smaller scale development opportunities, as have already been completed in Beckenham and Penge. In West Wickham the leisure centre site is an opportunity for development, which could enable the building of a new modern leisure centre for the town.



6 MOTTINGHAM, RAVENSBOURNE, PLAISTOW AND SUNDRIDGE

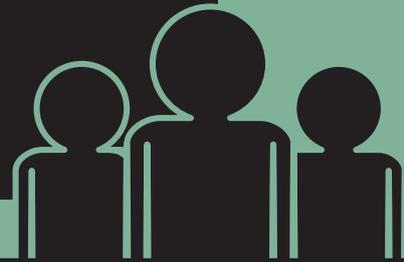
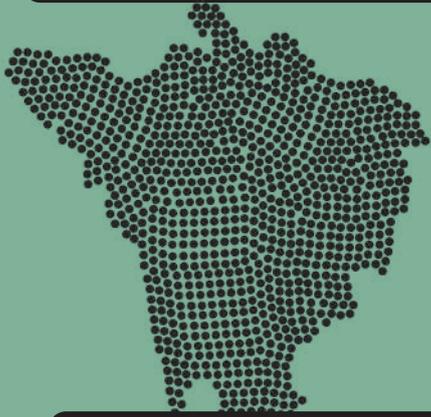
Additional renewal areas requiring focused regeneration. Opportunities to support the retail and employment function need to be identified. This may in part be through new small housing developments which result in improved public realm and create opportunities for positive placemaking.

7 CRAY VALLEY

The Cray business corridor has been identified as a Strategic Industrial Location. It is a priority area for economic growth to meet the needs of new and growing businesses. The corridor represents just under 40% of all designated industrial and employment land in the borough, and is required to support the forecasted growth in B1 based employment. The wider Cray Valley, including St Paul's Cray and St Mary Cray, has been identified as a renewal area with scope for regeneration.



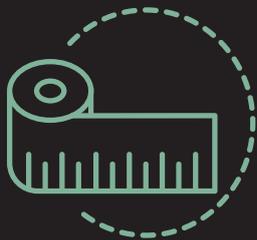
OUR BOROUGH IN NUMBERS



330,000

people live in the borough

59
square
miles



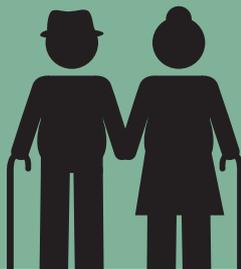
The largest
London borough



Bromley town -

25th

most potential of shopping
areas in England



58,000

people aged 65 and over

The largest older
population in London

26

railway stations



more than any other
London borough

Home to the

2nd

oldest football club
in the world



Cray Wanderers

128

parks and open spaces



1.4m

visits to Crystal Palace
Park every year

Down House - home of

Darwin



90%

of our schools are
rated 'Good' or better

In the top 10 in England for
our educational outcomes



16 mins

from Bromley South
to London Victoria

INTRODUCTION

The overarching vision is to regenerate the borough of Bromley, building on its heritage, so that it continues to represent the best of town and country.

Bromley is London's largest borough occupying 59 square miles, much of which is green space. Its enviable position in the South East makes it an attractive place for residents, workers and visitors alike. It has easy access into central London from many of its towns for work, as well as direct links into the surrounding Kent countryside for leisure.

Bromley has a strong cultural heritage which is often overlooked. It has been home to renowned writers and artists, as well as a place of discovery and invention. From Sir John Lubbock – pioneer of bank holidays and public libraries – to Charles Darwin and David Bowie to name but a few.

Historically the borough has tended to undertake regeneration projects in isolation, reacting to local issues and requirements. Whilst this has proved effective in some cases, by considering regeneration more holistically, the benefits are expected to be more far-reaching.

The regeneration of the borough has the opportunity to:

- build sensitively on our historic past
- ensure that the character of the borough is maintained
- bring forward housing, public realm and community facilities that are fit for the 21st Century
- give everyone the best life chances in an ever changing world

In particular, this new strategy has an important role to play in supporting the borough's economy by creating a roadmap for the next ten years. This gives confidence to developers, businesses and grant funders.

The vision “to regenerate the borough of Bromley, building on its heritage, so that it continues to represent the best of town and country” will be achieved by:

- **Strengthening our town centres and local economy** by supporting their unique selling points, and working in partnership with the Business Improvement Districts (BIDs) and Local Economy Task Force, industry bodies, local businesses and developers to enhance the user experience.
- **Nurturing our green spaces and encouraging their sustainability**, both environmental and financial, as places for everyone that support wellbeing and carbon reduction.
- **Supporting new and existing communities** by bringing forward housing across the borough in a considered manner ensuring that appropriate local amenities and facilities are enabled. Encouraging communities to engage positively in development opportunities and become actively involved in the improvements to their local area.
- **Encouraging tourism and becoming a place that people want to visit and stay** from across the UK and Europe, through a range of hotels and leisure opportunities, and promoting the easy access to central London and the Garden of England.
- **Activating a high quality leisure and culture provision**, in part through rationalising and modernising the Council’s approach to community facilities, demanding a higher standard of buildings which enable better quality services and enabling commercial uses to support their sustainability.

This approach to regeneration supports all five of the Council’s ambitions for Bromley:

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home	For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices
For people to make their homes in Bromley and for business, enterprise and the third sector to prosper	For residents to live responsibly in a safe, clean and green environment great for today and the future
To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley’s residents	

CONTEXT

We want Bromley to continue to be a great place to live. The borough is home to more than 330,000 people, a figure which is set to rise further under current projections.

The average age of people who live in the borough is 40 years old. This compares to 36 in London as a whole. Bromley has the largest older population in London.

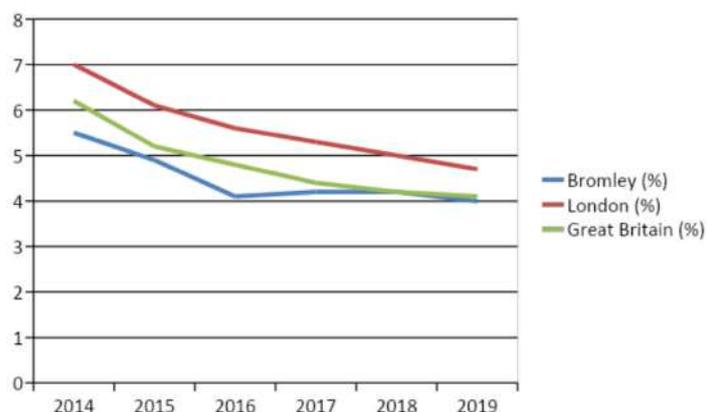
The proportion of older people (aged 65 and over) is expected to continue to increase, adding pressure to the borough's health and social care provision.

The borough is also home to a higher proportion of young people – 20% of the borough's population is under 16 years old compared to the London average of 14%.

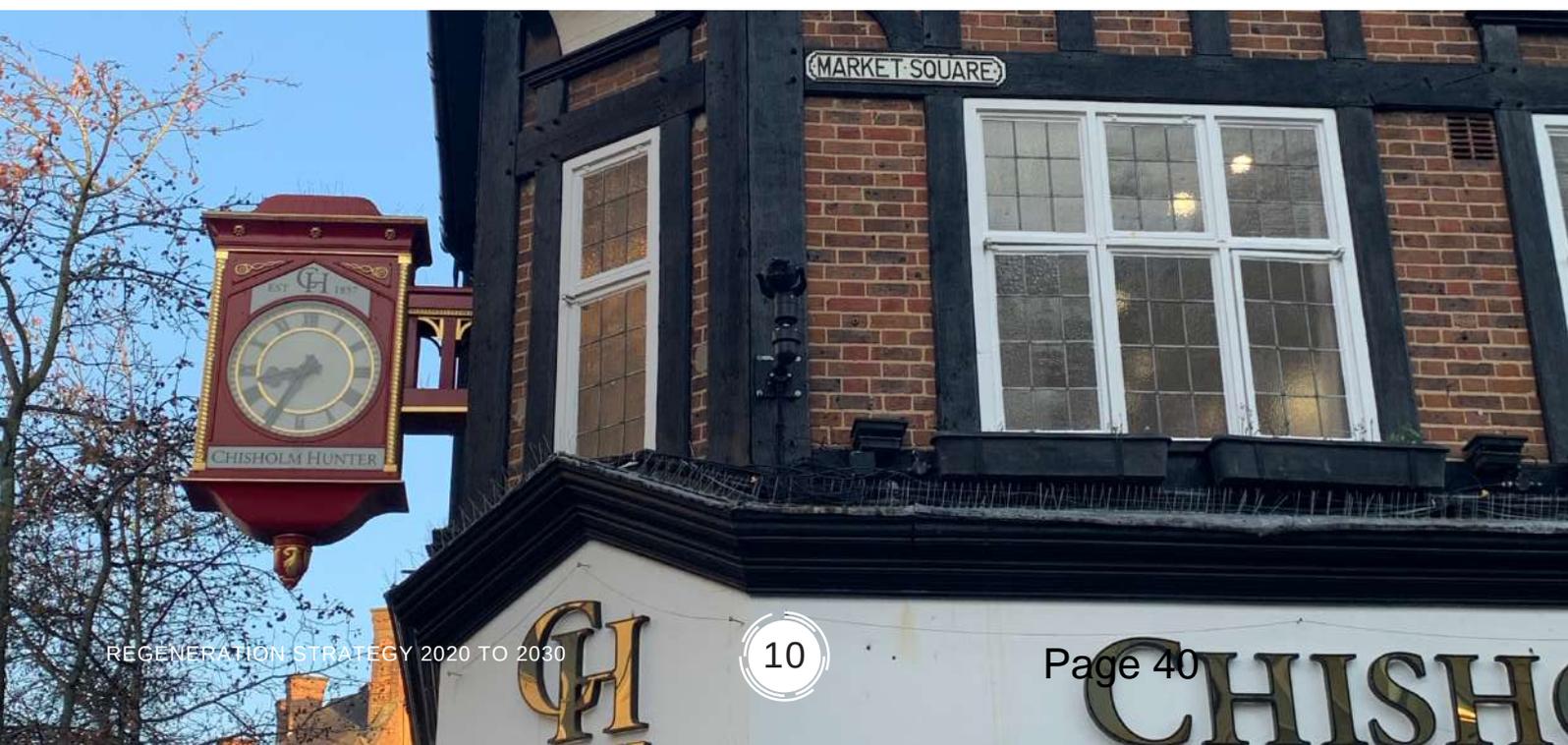
Therefore facilitating places that support the wellbeing of both older and younger residents is particularly important.

Bromley has the lowest density of people, in relation to the size of the borough, of all the London boroughs. However this statistic is warped due to the extent of green belt which limits development across large swathes of land.

Residents enjoy marginally better employment rates and lower crime rates than the London average. The borough is the 4th least deprived in London with unemployment levels lower than the national average. However there are pockets of deprivation which buck this trend. Unemployment is at its highest in the Crystal Palace, Penge and Cator, Mottingham and Chislehurst North, and Cray Valley West wards. Therefore investment needs to be enabled in these areas to improve the lives of those who live there.



Unemployment Data
2014-2019



THE LOCAL PLAN

The Local Plan is a statutory document that sets out the planning policies, site allocations and land designations borough-wide and is a key part of the borough's Development Plan, against which planning applications are assessed.

The Local Plan covers housing, employment, green infrastructure, sustainability, heritage and a number of other topic areas. It operates in conjunction with the London Plan, a document produced by the Mayor of London which is also part of the Development Plan.

Supplementary Planning Documents (SPDs) for specific geographical areas provide further guidance on the implementation of the Development Plan. Two new SPDs are currently in development for both Bromley and Orpington town centres and will provide a framework for implementing regeneration schemes.

THE HOUSING STRATEGY

The Council is aiming to directly build and purchase 1,000 homes over the next four years, in part by making better use of the Council's own land. These homes will contribute toward the borough's housing target and address the range of housing needs in the borough.

This is just a small proportion of the new homes required in the borough. The London Plan's target is 7,740 new homes in Bromley over the next ten years. This is an ambitious target that can only be met by partners working together and through supporting developers.

It will be important to ensure that:

- the communities these households become part of benefit from the densification of housing
- new housing developments consider and support wider living requirements, such as transport, schools and access to shops and leisure provision

Regeneration schemes should directly support the provision of high quality housing which meets identified housing needs and enhances the borough's landscape, building on what makes Bromley a great place to live and delivering the Regeneration Strategy's vision.



DRIVERS AND OPPORTUNITIES

Whilst a clear business case will be required for each regeneration scheme, the wider economic and social drivers are important.

The financial, physical and mental health of the borough is determined by many factors and these need to be taken in to account as decisions are taken over the next decade as to the shape of individual regeneration projects.



THE RETAIL ECONOMY

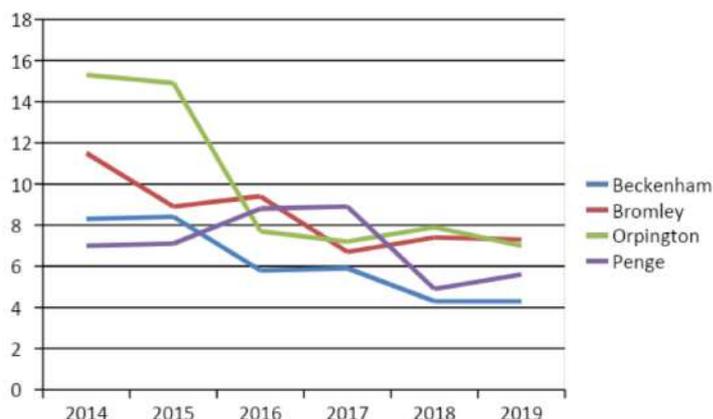
According to data from 2017, Bromley Town has the 25th most retail spend potential of shopping areas in England, and is placed above both Lakeside and Croydon. However, its Vitality Rank (retail health) places it in the 58th spot. Vitality is assessed by the mix of luxury, value and undesirable retail, as well as other factors such as the vacancy rate.

Increasing the town centre's vitality to within the top 50 is important to maintaining the town's profile as a place to do business, and as a retail destination that is attractive to both shoppers and flagship stores.

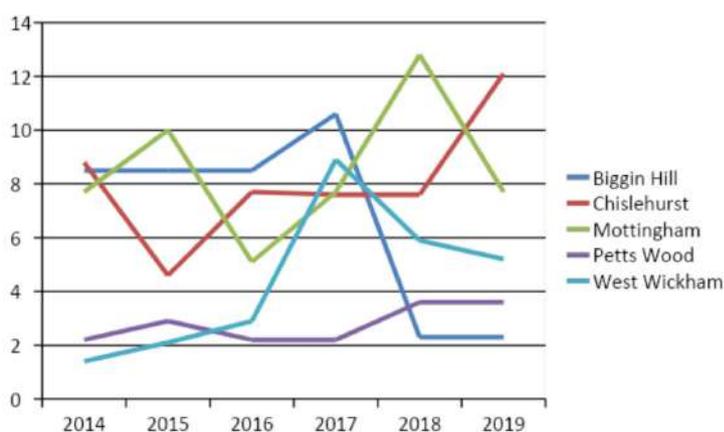
Alongside the metropolitan centre of Bromley, the borough is home to:

- Orpington (a major centre)
- Five district centres
- Five local centres
- 67 local parades

Each of these areas is unique and a bespoke approach to supporting retail is required. Accepting that we shop and live differently now is an important part of this process. The COVID-19 pandemic has accelerated the changing of town centres, with a mix of residential, culture, and leisure becoming increasingly important alongside retail, to create a user experience throughout the day and evening. Retail parades are shrinking and the regeneration of both town centres and local economic areas creates opportunities to provide more residential uses of buildings, which in turn supports the borough's need for more housing.



Vacancy rate data 2014-2019 for larger town centres



Vacancy rate data 2014-2019 for intermediate town centres

SUSTAINABLE GREEN SPACES

Bromley is known for its extensive green spaces which characterise the borough and where many residents enjoy their leisure time. Parts of the edge of the borough are akin to the Kent countryside. Easy access to this greenery makes Bromley an attractive place to live.

The Council is responsible for 128 parks and green spaces which are important to the wellbeing of the local communities and in protecting and shaping the character of neighbourhoods across Bromley. There is scope to regenerate many of these parks to support active lives and mental health.

Creating serviced areas within parks (electricity and water access) would enable better quality regional events to be hosted in the borough's parks.

Moreover, bringing commercial uses back to empty park buildings will reactivate the parks, increasing security, supporting the reintroduction of some public facilities, whilst enabling more vibrant park programming and potentially removing derelict historic buildings from Historic England's At Risk register.

SUPPORTING WELLBEING

Alongside our green spaces, the built environment has a significant role to play in improving people's health and wellbeing.

For example, through ensuring that new developments enable more sustainable modes of travel that encourage exercise, that there are local amenities throughout the borough, and that community facilities are renewed to reflect society's changing needs, regeneration schemes can contribute to people's wellbeing.

In particular, wellbeing needs to be considered in relation to housing, particularly to ensure that:

- homeless families have safe temporary accommodation near to their family, friends, schools and work
- older people have the option of supported living or extra care that enables them to move out of their family homes but to retain their independence

MAKING THE MOST OF OUR ASSETS

The Council owns some underutilised land across the borough, however most of these sites are small and development opportunities are limited. These sites are being reviewed as part of the Council's Housing and Property strategies with a view to building homes where appropriate.

PROTECTING OUR UNIQUE HISTORIC ENVIRONMENT

The borough is sometimes perceived as a suburban environment characterised by mock-Tudor architecture. However Bromley has an incredibly rich historic landscape with 45 conservation areas. The borough is home to more than 400 listed buildings, more than Croydon and Bexley combined. Of those, eight are Grade I listed – more than in Southwark and Lambeth respectively, boroughs known for their sense of history. The historic environment, and the borough's heritage, is attractive to residents, developers and tourists. However currently we do not capitalise on this asset. Regenerating our places to highlight the borough's unique heritage will create specially recognised towns, villages and landscapes that more people want to visit and spend time in.

SUPPORTING EDUCATION PROVISION

One of the big attractors to Bromley for families are the excellent private and state-funded (and mostly non-selective) schools. There is evidence to suggest that people move to Bromley to get their children into the borough's schools. There are opportunities for the borough's community facilities to better support both education, and working parents, by better enabling a range of opportunities for extra-curricular learning provision for everyone, primarily through our library service.

TRANSPORT

Good transport links need to be considered particularly in areas where large regeneration schemes are brought forward, to ensure that new communities have sufficient access to public transport and that evolving towns embrace new transport opportunities. The Council's focus has historically been on improving access to central London and this will continue to be the focus whilst also investigating new opportunities across the borough. This area of work is led through the borough's Transport Strategy.

LEISURE, CULTURE AND COMMUNITY FACILITIES

Leisure facilities across the borough require investment, and there are some key opportunities to bring community services together, from libraries to day care centres, to create an improved best practice offer for residents.

Reimagining the Council's estate and rethinking the locations of Council services creates opportunities to free up sites for other uses and potentially create revenue savings reducing budget pressures on key community services.

Additionally, investing in the localities of cultural venues and other visitor attractions supports the sustainability of the borough's cultural offer, which in turn supports the wider local economy, particularly in town centres.

ENVIRONMENTAL CHALLENGES

The Council has a commitment to reduce the borough's carbon footprint, as set out in the Local Plan and the Council's Carbon Strategy, and regeneration and the quality of sustainable new buildings and development is central to this. Resource efficiency - developments that use less energy, produce less carbon and conserve water - is a key driver.

STRATEGIC OUTER LONDON DEVELOPMENT CENTRES (SOLDACS)

The Local Plan identifies two SOLDACS – Biggin Hill and Crystal Palace. Both of these are recognised as having the potential to function above the sub-regional level. The concept of SOLDACS is to support the growth of business and employment opportunities beyond central London in specialist areas. Crystal Palace is identified as having greater than sub-regional importance for leisure, tourism, arts, culture and sports. Biggin Hill is identified as having greater than sub-regional importance for transport-related functions due to the airport.



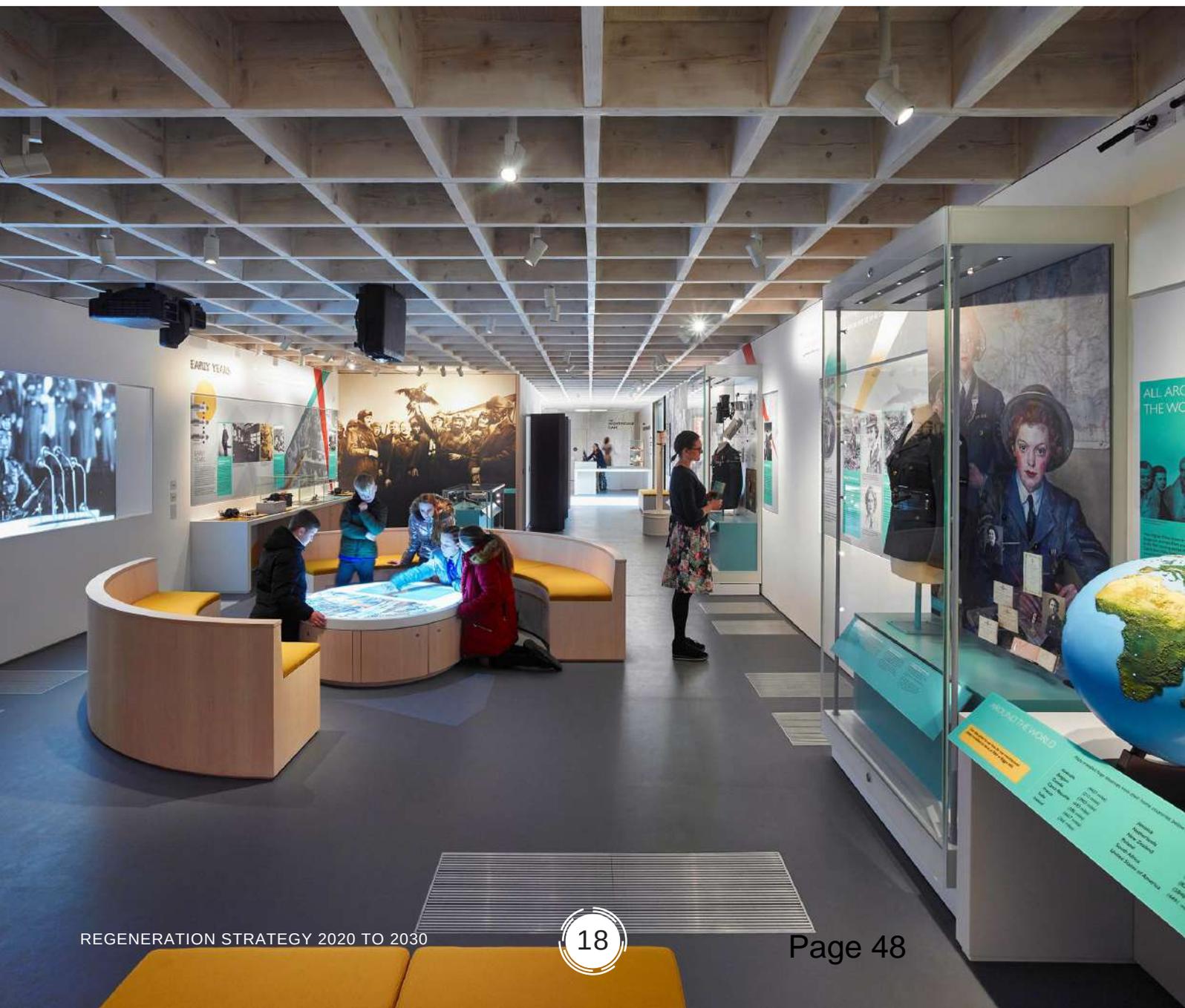
OUR APPROACH TO REGENERATION

The focus of the action plan over the next decade is to ensure that the borough continues to represent the best of town and country for the benefit of our residents.

The purpose of regeneration is to ensure that our borough remains competitive, embraces new ways of living, and improves the lives of the people who live and work across the borough by attracting investment and driving forward improvements.

The Council does not have the resources to deliver the action plan alone, therefore as well as actively pursuing grant funding, and ensuring the effective use of developer contributions secured through planning and Community Infrastructure Levy (CIL), the Council needs to demonstrate that Bromley is a place to do business and invest in, thereby attracting high quality developers. To this end, the Bromley brand and promoting this regeneration strategy is key, as well as ensuring officers across the Council adopt a positive approach to working in partnership, enabling others and driving improvements forward together.

The action plan is set out across the following five areas. Over the next decade investment and focused delivery across these areas will make a positive difference to the lives of all Bromley residents.



OUR PRIORITY AREAS

VISION

PRIORITIES

THE COUNCIL, WITH OUR PARTNERS, WILL:

REGENERATING OUR BOROUGH, BUILDING ON OUR HERITAGE,
CONTINUING TO REPRESENT THE BEST OF TOWN AND COUNTRY

NURTURING OUR GREEN SPACES

- Improve children's park play facilities to support health, learning and happiness.
- Bring disused park buildings back to life to provide opportunities for growth in the local economy, combat anti-social behaviour, and enhance local amenity.
- Bring forward the Regeneration Plan for Crystal Palace Park, a historic site of international importance.
- Conserve Scadbury Park Nature Reserve and its natural environment, ensuring the ancient monument within the park and its associated historical features are protected.

ACTIVATING HIGH QUALITY LEISURE AND CULTURAL PROVISION

- Enhance the library service ensuring it is fit for the 21st Century and responds to our changing lives and communities, for example the impact of digital advancements.
- Develop Bromley Town's contemporary cultural centre in the vicinity of the Churchill Theatre and Central Library.
- Promote the wellbeing of residents, and facilitation of the Council's wellbeing strategy through improved leisure facilities.
- Enable the development of the Walnut's site in Orpington and ensure the inclusion of high quality community facilities.

SUPPORTING NEW AND EXISTING COMMUNITIES

- Renew community facilities and explore business case-led opportunities to improve facilities by bringing them together.
- Take forward small housing sites and deliver more homes for Bromley that respond to market need.
- Ensure that the places our residents live in are vibrant and that vacant shops and disused buildings are minimised.
- Lobby for and support the implementation of improved transport infrastructure.

STRENGTHENING OUR TOWN CENTRES AND LOCAL ECONOMY

- Modernise Bromley's digital infrastructure.
- Create new Planning guidance for Bromley Town.
- Develop new town and local centre improvement programmes that attract grant funding, and enable all our towns to flourish.
- Enable the business potential of Biggin Hill and the Cray corridor.

ENCOURAGING TOURISM

- Develop partnerships with Visit Kent, hotels and attractions across the borough.
- Improve the borough's film friendliness.
- Create opportunities for attractions to promote their offer.
- Support the conservation and promotion of the borough's heritage assets and historic landscape.

1 NURTURING OUR GREEN SPACES

Our green spaces define the character of the borough and are places for everyone to enjoy. They are important to the wellbeing of our residents as well as the natural environment. Protecting and investing in our parks, recreation grounds and public gardens across the borough also supports the Council in tackling climate change.

Nurturing our green spaces supports the Council's ambitions:

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices

For people to make their homes in Bromley and for business, enterprise and the third sector to prosper

For residents to live responsibly in a safe, clean and green environment great for today and the future

To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents

The regeneration of our green spaces will focus on the following four areas:

1.1 Improve children's park play facilities to support health, learning and happiness.

WE WILL....

- Review the borough's play provision, and identify funding for new playgrounds and playable environments, with an initial focus on the renewal areas.
- Deliver playgrounds that respond to best practice and local culture, are places of adventure, and support families spending time together.
- Review the potential of wider green spaces, for example Hoblingwell Recreation Ground, to better support physical activity, namely grass roots sports, and develop and deliver a fundraising plan with our partners to drive improvements that support a diversification of active use.

1.2 Bring disused park buildings back to life to provide opportunities for growth in the local economy, combat anti-social behaviour, and enhance local amenity.

WE WILL....

- Undertake an audit of the approximately 30 disused park buildings.
- Develop a marketing strategy and go out to the market with an open mind for a range of commercial and community led uses.
- Investigate the potential of external serviced areas to support a wider range of activities and events in our parks and implement these where appropriate.
- Ensure that our park buildings are able to effectively support leisure and sport club activity.

1.3 Bring forward the Regeneration Plan for Crystal Palace Park, a historic site of international importance.

WE WILL....

- Secure planning permission for the regeneration of the park, and work with the Crystal Palace Park Trust to secure the funding required for the Regeneration Plan's delivery.
- Develop and deliver an associated activity plan which specifically benefits Anerley, Crystal Palace and Penge residents.
- Create opportunities for commercial activity in the park to support its ongoing sustainability including the community facilities, such as finding a new operator for the concert platform.
- Undertake the restoration of the Subway and secure all the external funding required for this project.
- Work with Historic England and the friends group on an innovative new approach to the conservation of the dinosaurs and their landscape.

1.4 Conserve Scadbury Park Nature Reserve and its natural environment, ensuring the ancient monument within the park and its associated historical features are protected.

WE WILL....

- Establish a new working group with cross-Council colleagues, and key stakeholders such as the Orpington and District Archaeological Society.
- Work to remove the historic manor site from Historic England's At Risk register.
- Develop and deliver a grant funded project to both conserve and create a stronger sustainable future for the park.
- Encourage the development of Scadbury as a place of learning, both informal family learning and formal school education.

2 ACTIVATING HIGH QUALITY LEISURE AND CULTURAL PROVISION

Alongside the leisure opportunities provided by our green spaces the borough is home to several significant leisure centres and many specialist clubs and groups, such as Bromley Valley Gymnastics Centre and Bromley Football Club. These sporting assets alongside Bromley’s unique culture and heritage support Bromley residents in enjoying a high quality standard of life.

Additionally the borough is home to museums, heritage sites, arts venues and theatres, including the Churchill Theatre, which provide cultural experiences for local people on their doorstep.

However, often the borough’s talented and creative past and present is overlooked. The borough has been home to many internationally important figures, from Charles Darwin to David Bowie, and nurtured talent including Dina Asher-Smith, the fastest British woman in recorded history. High quality leisure and cultural provision ensures that we continue to give residents excellent opportunities, making a positive difference to people’s lives.

Activating high quality leisure and cultural provision supports the Council’s ambitions:

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices

For people to make their homes in Bromley and for business, enterprise and the third sector to prosper

For residents to live responsibly in a safe, clean and green environment great for today and the future

To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley’s residents

The regeneration of our leisure and culture facilities will focus on the following four areas:

2.1 Enhance the library service ensuring it is 21st Century fit and responds to our changing lives and communities, for example the impact of digital advancements.

WE WILL....

- Review the potential of other buildings in the Council's estate to better accommodate our libraries as wider community facilities.
- Take opportunities as appropriate to create new library facilities as part of large scale developments in West Wickham, Orpington and the Cray Valley.
- Enter in to a development agreement at Chislehurst Library site that ensures a better library is at the heart of the scheme.
- Ensure that new library buildings enable the service to build upon its education and wellbeing role, supporting formal learning provision, and where appropriate include local workspace.

2.3 Facilitate the improvement of our leisure facilities.

WE WILL....

- Take opportunities to develop new leisure centres that respond to current and future need in West Wickham and Orpington, and create commercial opportunities that complement and support the community facilities, to ensure sustainable futures.
- Assess the potential of both the Beckenham Public Hall and Crofton Hall sites, including opportunities at Crofton Hall for the development and enhancement of the Roman Villa's facilities, and depending on the outcome drive forward redevelopment.
- Support a cross Borough partnership with leisure providers, health and wellbeing partners, schools and other key agencies maximising grant funding opportunities to create a sustainable leisure offer for residents.

2.2. Develop Bromley Town's contemporary cultural centre in the vicinity of the Churchill Theatre and Central Library.

WE WILL....

- Provide a platform to showcase the borough's creative talent, from Bromley's Youth Music Trust to Bromley Little Theatre.
- Encourage the growth of an experience driven High Street complemented by more food outlets and outdoor seating, and re-assess the role of the street market.
- Work with our partners to attract grant funding to develop a cultural events programme, including free at point of access activity.
- Reconsider options for the future of Bromley Central Library, its location and its connection to the theatre and the town's wider cultural and learning offer, and depending on the outcome drive forward a new offer.

2.4 Enable the development of the Walnut's site in Orpington and ensure the inclusion of high quality community facilities.

WE WILL....

- Develop Supplementary Planning Guidance for Orpington to pro-actively guide development.
- Work with key stakeholders to create a cohesive plan for the development of the Walnut's site that acts as a catalyst for the regeneration of the wider town centre.
- Ensure that the development of the Walnut's site contributes to the wider sustainability of the town, providing new opportunities and experiences for local residents, supporting job creation, and positively impacting on the wider town centre's business community.

3 SUPPORTING EXISTING AND NEW COMMUNITIES

The borough's new housing strategy, the Local Plan and the London Plan set out an aim to deliver thousands of new homes in Bromley over the next decade. The Council can support this process by driving forward the availability of some of its own land for housing, and ensuring that all types of housing need are considered, from extra care housing, to affordable homes for private sale, to temporary accommodation.

The Council recognises the importance of ensuring that the new communities these homes create have good access to local amenities, and that existing residents are not negatively impacted by housing density and increased demand on facilities. From enabling new transport infrastructure to providing good quality local green spaces, the range of facilities required to ensure a good standard of living is made available to everyone, will need to be enhanced in places where significant numbers of new homes are built.

Supporting existing and new communities supports the Council's ambitions:

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices

For people to make their homes in Bromley and for business, enterprise and the third sector to prosper

For residents to live responsibly in a safe, clean and green environment great for today and the future

To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents

The regeneration of areas of the borough where significant numbers of new homes are being built will focus on the following four areas:

3.1 Renew community facilities and explore business case-led opportunities to improve facilities by bringing them together.

WE WILL....

- Review the locations and scope of all the community resource shops, libraries, children and family centres, youth centres and day care centres.
- Assess opportunities to bring together Council, other public sector and third sector services on to co-located sites, where appropriate, to enable innovative ways of working potentially alongside specialist housing. In turn freeing up the resulting disused sites for disposal or general housing.
- Create opportunities for commercial uses that complement and support the community facilities.
- Identify requirements for S106 and CIL funding towards new community buildings and infrastructure.

3.2 Take forward small housing sites and deliver more homes for Bromley that respond to market need.

WE WILL....

- Identify the most appropriate housing use for freed up Council owned sites, e.g. extra care/supported living, and where sites are not suitable for housing or other Council services dispose of them on the open market.
- Directly deliver small site housing schemes across the borough for the purposes of temporary accommodation in the first instance. Initial focus on York Rise, Banbury, Anerley and Burnt Ash.
- Involve residents living in the target areas and encourage positive engagement in the development of schemes.
- Undertake the packaging together of small parcels of land across the borough and input in to the particulars in relation to the disposal for housing where sites are not suitable for direct delivery.

3.3. Ensure that the places our residents live are vibrant and that vacant shops and disused buildings are minimised.

WE WILL....

- Explore measures to improve the performance of local shopping parades, and investigate options for alternate uses, such as residential, where this could improve vitality and viability of these areas.
- Focus a new round of the local shopping parades Council funding on fewer larger schemes focused in areas where the Council is building homes, to ensure that these places benefit from the densification of housing.
- Undertake an audit of under-utilised Council Property, including shop units, and explore the potential to go to the market for a range of new commercial and community-led uses.

3.4 Lobby for and support the implementation of improved transport infrastructure.

WE WILL....

- Continue to lobby for better connections between the borough and the City of London and Canary Wharf so that all the main working areas within the capital can be easily accessed by our residents.
- Enable opportunities to improve cycle lane provision across the borough and associated facilities.
- Work with partners to reduce congestion in and around train stations, such as Bromley South.

4 STRENGTHENING OUR TOWN CENTRES AND LOCAL ECONOMY

Our town centres and local economy are crucial to the financial health of the borough, which in turn supports wellbeing through employment, volunteering opportunities, and the provision of local amenities. Town centres are changing, they need to provide more than access to goods which may be more easily purchased online, they need to be attractive places to visit with activities and a good food and beverage offer.

In addition to retail and experience, our town centres need to better support employment. Attracting big business is key by showcasing what Bromley has to offer and ensuring Bromley Town in particular has a clear business district with Grade A offices. Alongside this, the way we work is changing, flexible working is becoming the normal, and technology means that the potential for grass roots businesses to flourish is increasing. Providing spaces across the borough for small businesses, and individuals who do not want to travel to their work place every day, but similarly do not want to work in their homes, is important to ensuring that our town centres remain competitive and attractive to younger families and professionals.

Strengthening our town centres and local economy supports the Council's ambitions:

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices

For people to make their homes in Bromley and for business, enterprise and the third sector to prosper

For residents to live responsibly in a safe, clean and green environment great for today and the future

To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents

The regeneration of our town centres and business districts will focus on the following four areas:

4.1 Modernise Bromley's digital infrastructure.

WE WILL....

- Review Bromley's existing digital infrastructure and identify our priority areas for fibre and 5G, focussing on business and employment.
- Take forward a wayleave agreement with the most beneficial and suitable provider to commence fibre roll out.

4.2 Create new Planning guidance for Bromley Town.

WE WILL....

- Work across Council departments, with the Bromley BID and other stakeholders, to develop new planning guidance for Bromley Town which will help to implement policy set out in the Local Plan and identify parameters for development, giving confidence to potential developers while protecting the elements of these areas which are valued by local communities and businesses.
- Identify a clear business district and promote the town to big business.
- Identify infrastructure priorities to support cohesive development of the areas for the benefit of residents.
- Support housing developments and drive forward housing schemes at Bromley North, and other significant sites identified in the Local Plan.
- Consider improvements that support both the day and night time economies and review the scope of the market.

4.3 Develop new town and local centre improvement programmes that attract grant funding, and enable all our towns to flourish.

WE WILL....

- Develop and deliver improvement programmes of work for Orpington, West Wickham and all the renewal areas.
- Work with local partners to identify priorities and leverage in grant funding.
- Continue to enhance the strong working relationships with the BIDs at Beckenham, Bromley, Penge and Orpington ensuring that they are enabled to drive forward activity for the benefit of the businesses.
- Produce clear specifications for community facilities being delivered as part of larger developer-led schemes that require the best outcomes for our residents.
- Ensure workspace for individuals and small businesses is available across the borough.

4.4 Enable the business potential of Biggin Hill and the Cray corridor.

WE WILL....

- Engage with key partners to support a solution for West Camp at Biggin Hill Airport that provides a sustainable future for the historic landscape.
- Enable the development of Biggin Hill SOLDC including the growth of aviation business and the potential of the provision of sector training and skills through the relationship with London South East Colleges.
- Work with partners to develop and deliver on an Economic Development and Growth Plan that promotes and facilitates business development and local employment opportunities in the Cray Corridor.

5 ENCOURAGING TOURISM

Tourism has not previously been a focus for Bromley, however local, regional, national and international tourism has the potential to support our local economies and bring forward new income streams for the Council for the benefit of residents' services. In addition, encouraging tourism will encourage new attractions to the borough, improving local access to leisure provision.

The borough is home to many special buildings and places from Down House to the Crystal Palace Dinosaurs, both of which attract visitors from overseas. By adopting a more strategic approach and encouraging tourism the benefits of higher visitor numbers can be enjoyed by more of our attractions such as Bethlem Museum of the Mind and Biggin Hill Memorial Museum.

Encouraging tourism supports the Council's ambitions:

For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home

For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices

For people to make their homes in Bromley and for business, enterprise and the third sector to prosper

For residents to live responsibly in a safe, clean and green environment great for today and the future

To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents

Supporting and promoting tourism will focus on the following four areas:

5.1 Develop partnerships with Visit Kent, hotels and attractions across the borough.

WE WILL....

- Facilitate a working group bringing attractions across the borough together to identify joint projects for the benefit of all.
- Encourage new hotel developments in the borough.

5.2 Improve the borough's film friendliness.

WE WILL....

- Develop a new offer for a film partner, making a larger number of places and properties available, and go out to tender with a new contract that secures best value for the Council.
- Encourage filming across the borough and promote the filming to drive screen tourism.

5.3 Create opportunities for attractions to promote their offer.

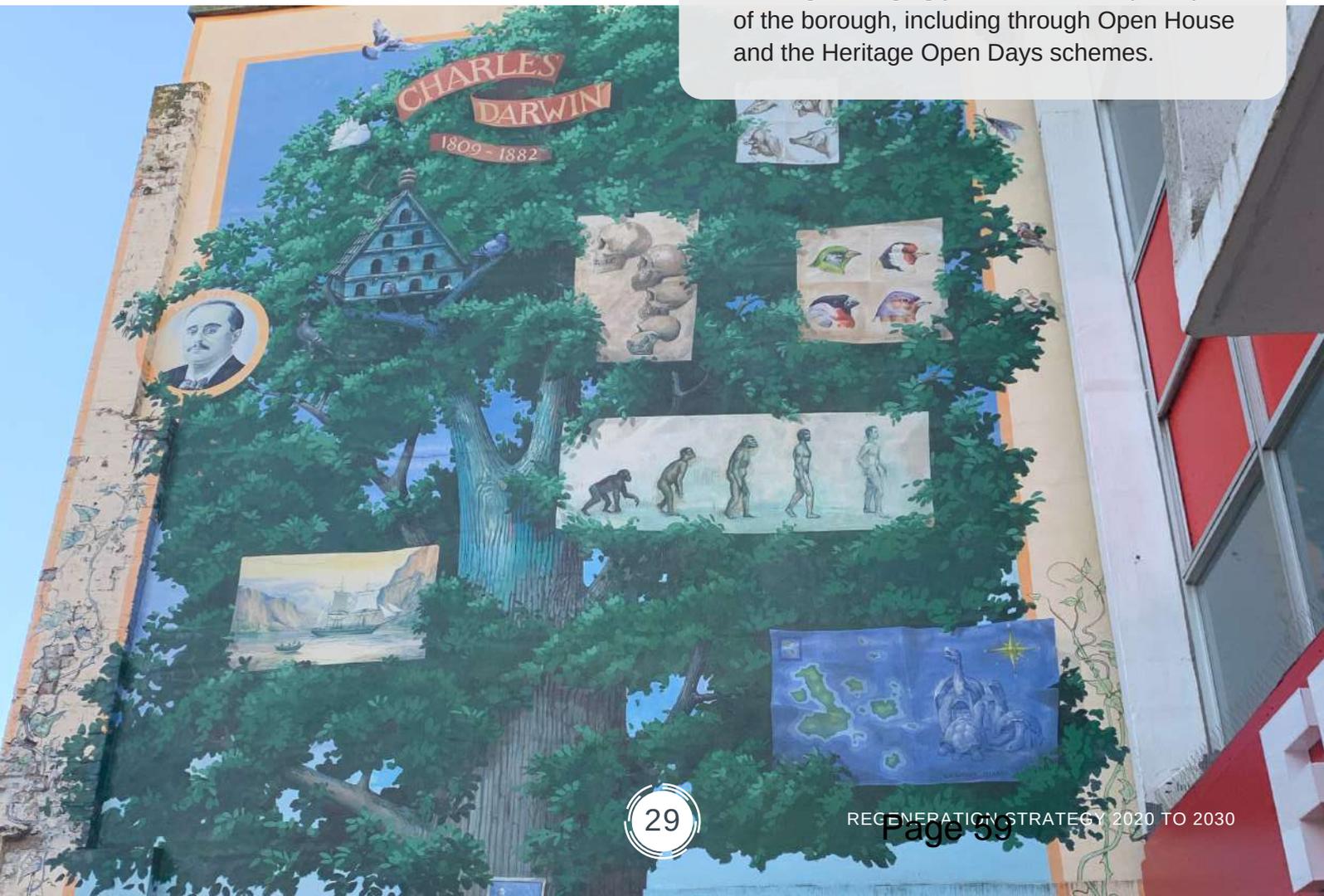
WE WILL....

- Work with attractions to promote their offer through appropriate and well-managed advertising.
- Bring forward a new outdoor performance space in Bromley Town that can showcase upcoming events at local attractions, from theatrical performances to craft making demonstrations.

5.4 Support the conservation and promotion of the borough's heritage assets and historic landscape.

WE WILL....

- Work with key partners, including Historic England, to prioritise the conservation of key historic sites.
- Actively pursue grant funding with partner organisations to restore our historic buildings and places.
- Promote the borough's historic landscape and buildings changing potential visitor's perception of the borough, including through Open House and the Heritage Open Days schemes.



DELIVERING THE STRATEGY

The Council is committed to working with our partners to deliver this strategy and achieve high quality outcomes across the action plan's five areas of focus.

The regeneration of the borough cannot be delivered by the Council alone and relies on positive collaboration with residents, other service providers, developers and landowners, investors and businesses, alongside established community groups and professional forums.

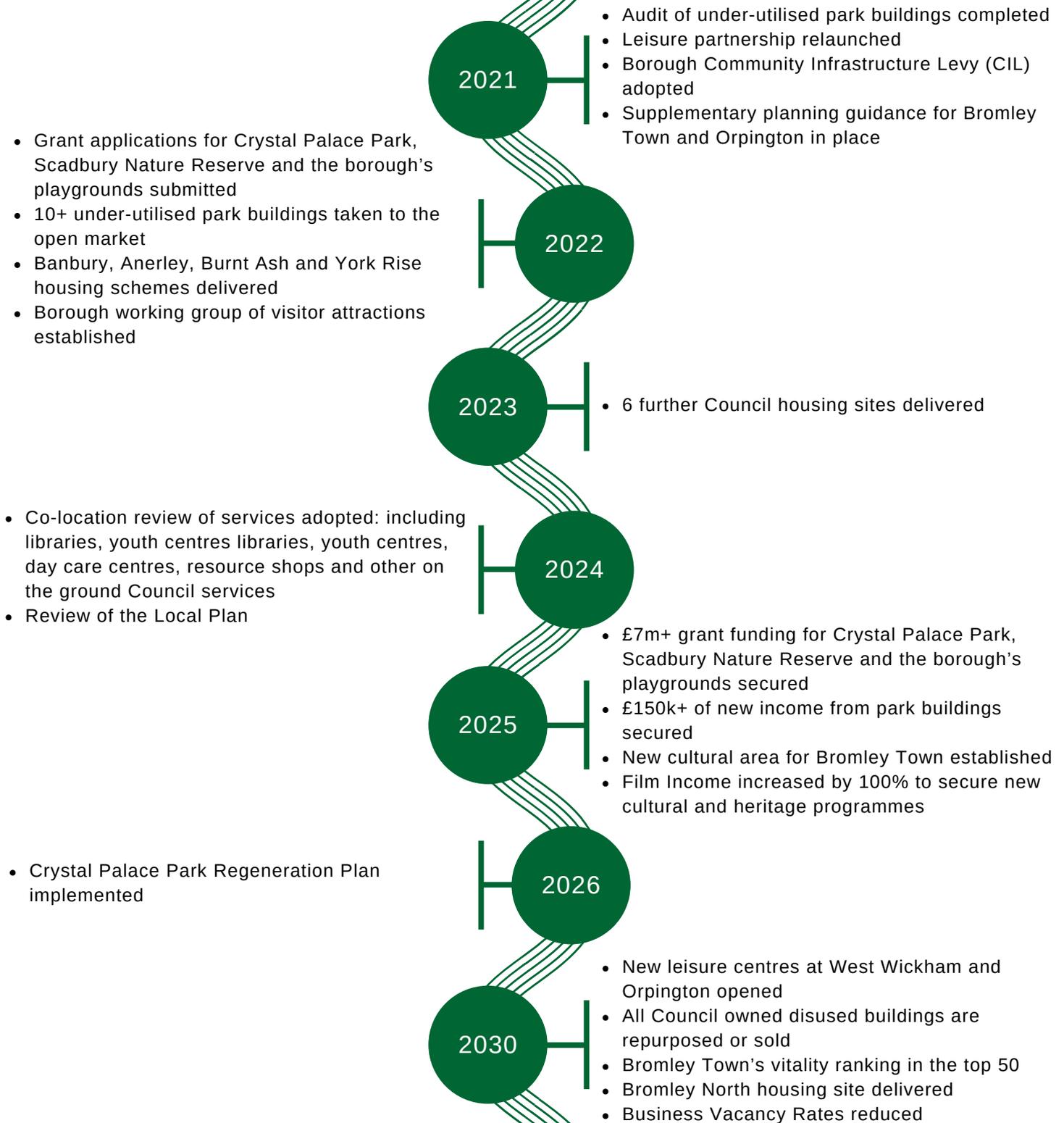
This strategy represents the Council's commitment to becoming a proactive partner and leader to facilitate transformational regeneration. The Council is committed to all its departments working together to enable the best possible outcomes for residents and businesses.

We will measure success through statistical analysis, for example the number of people accessing our libraries and leisure centres and broadband speed, and through general resident feedback including satisfaction surveys.



OUR KEY PROJECTS

Regeneration Strategy 2020 to 2030



A regenerated borough, built on its heritage, which represents the best of town and country



Produced by:

Housing, Planning and Regeneration
London Borough of Bromley
Civic Centre
Stockwell Close
Bromley BR1 3UH



Report No.
HPR2020/018

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: RENEWAL, RECREATION AND HOUSING PDS COMMITTEE

Date: 2nd September 2020

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

Title: Contract Register

Contact Officer: Lydia Lee, Assistant Director, Culture & Regeneration
Tel:020 8313 4456 Email:Lydia.lee@bromley.gov.uk

Chief Officer: Sara Bowrey, Director, Housing, Planning, Property and Regeneration
Tel:020 8313 4013 Email:sara.bowrey@bromley.gov.uk

Ward: All Wards

1. Reason for report

- 1.1 This report presents an extract from May 2020's Contracts Register for detailed scrutiny by PDS Committee – all PDS committees will receive a similar report each contract reporting cycle, based on data as at 4 May 2020 and presented to E & RC PDS on 18 May 2020.
- 1.2 The Contracts Register contained in 'Part 2' of this agenda includes a commentary on each contract to inform Members of any issues or developments (there is no covering report).

2. **RECOMMENDATIONS**

That the Renewal Regeneration and Housing PDS Committee :

- 2.1 Reviews and comments on the Contracts Register as at 4th May 2020.
- 2.2 Note that in Part 2 of this agenda the Contracts Register contains additional, potentially commercially sensitive, information in its commentary.

Impact on Vulnerable Adults and Children

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

Corporate Policy

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

Financial

1. Cost of proposal: - N/A
 2. Ongoing costs: - N/A
 3. Renewal, Recreation and Housing Portfolio 2020/21 approved revenue budget and capital programme
 4. Total current budget for this head: - - £66.4m
 5. [Revenue budget, S106 funding, Earmarked Reserves, Capital Receipts, Investment/Growth Fund, Town Centre Development Fund, External Grant Funding
-

Personnel

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

Legal

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

Procurement

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Contracts Register Background

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

Contract Register Summary

- 3.5 The Council has 145 active contracts covering all portfolios as of 4 May 2020 for the May 2020 reporting cycle as set out in Appendix 1.

3.6

Renewal, Recreation and Housing

Item	Category	October 2019	January 2020	May 2020
Total Contracts	£50k+	25	27	25
Concern Flag	Concern Flag	0	0	0
Risk Index				
Risk Index	Red	1	1	0
	Amber	12	11	10
	Yellow	11	12	12
	Green	1	3	3
Total		25	27	25
Procurement Status				
Procurement Status	Red	11	12	8
	Amber	3	1	3
	Yellow	1	2	1
	Green	10	12	13
Total		25	27	25

4. IMPACT ON VULNERABLE ADULTS & CHILDREN

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

5. POLICY IMPLICATIONS

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

6. PROCUREMENT IMPLICATIONS

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

7. FINANCIAL IMPLICATIONS

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

8. PERSONNEL IMPLICATIONS

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

9. LEGAL IMPLICATIONS

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

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

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

Appendix 1 Key Data (All Portfolios)

Item	Category	October 2019	January 2020	May 2020
Contracts (>£200k TCV)	All Portfolios	149	151	145
Flagged as a concern	All Portfolios	1	0	0
Capital Contracts	All Portfolios	5	3	1
Portfolio	Adult Care and Health	62	61	58
	Children, Education and Families	15	18	16
	Environment and Community Services	11	12	12
	Executive, Resources and Contracts	36	36	36
	Public Protection and Enforcement	5	5	5
	Renewal and Recreation and Housing	20	19	18
Total		149	151	145
Risk Index	Red	12	13	12
	Amber	69	71	66
	Yellow	62	59	59
	Green	6	8	8
Total		149	151	145
Procurement Status	Red	40	47	63
	Amber	39	34	10
	Yellow	18	16	17
	Green	52	54	55
	Imminent	3	2	0
Total		152	153	145

Appendix 2 - Contracts Register Key and Background Information

Contract Register Key

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

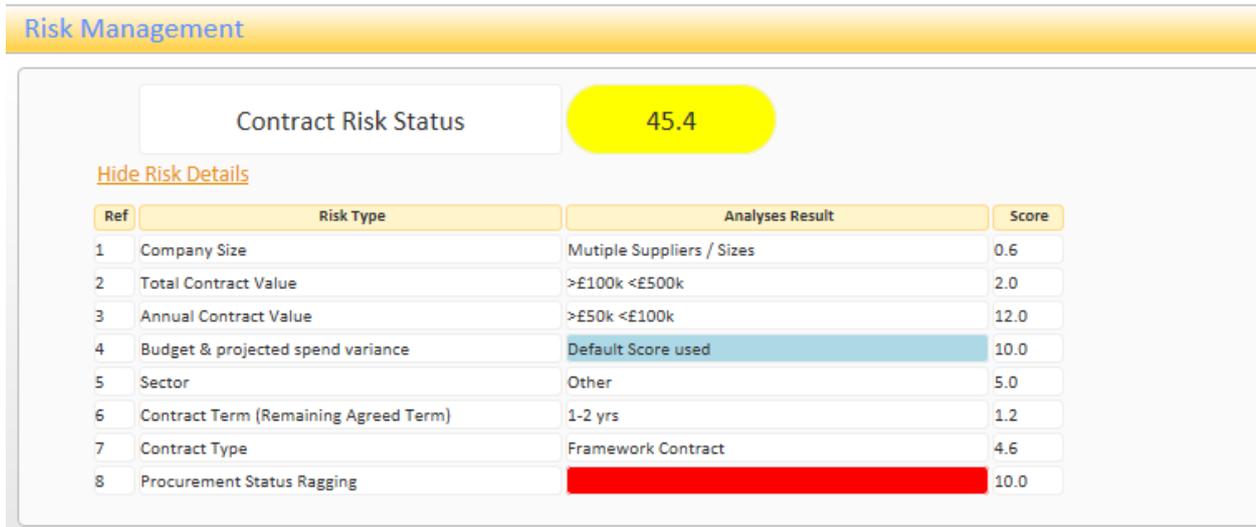
Register Category	Explanation
Risk Index	Colour-ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) / colour reflecting the contract's intrinsic risk
Contract ID	Unique reference used in contract authorisations
Owner	Manager/commissioner with day-to-day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

Contract Register Order

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

Risk Index

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



Procurement Status

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

		Procurement / Commissioning Status				
		£5k - £50k	£50k - £100k	£100k - £173k	£173k - £500k	>£500k
Period	3 months					
	6 months					
	9 months					
	12 months					
	18 months					
		Total Contract Value				



	Requires an agreed plan
	Develop / test options
	Consider options
	No action required

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Report No.
HPR2020/022

London Borough of Bromley

PART ONE - PUBLIC

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

Date: September 2nd 2020

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

Title: PROVISION OF LIBRARY SERVICES - CONTRACT
PERFORMANCE REPORT

Contact Officer: Paula Young, Principal Client, 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 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 March 2020.
 - 1.3 The report demonstrates how the Contractor has delivered the service 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 no 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. Online library services were provided for children and vulnerable adults during the closure of libraries due to COVID-19
-

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 Services contract
 4. Total current budget for this head: £4.79m
 5. Source of funding: Existing 2020/21 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. 34,962 registered users used their library card to borrow an item in 2019, representing 10.6% of the population of Bromley. This does not 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

- 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 over halfway through its third year. The contract makes specific provision for scrutiny by elected Members twice a year.
- 3.2 This report on the performance of GLL covers the six-month period from January-June 2020, this spans Quarter 4 19/20 January-March and Quarter 1 20/21 April-June. The last six months has been a period of great change and unprecedented challenges as well as new opportunities to develop Libraries and Historic Collections in Bromley.
- 3.3 In Quarter 4 service performance was monitored in the usual way as set out in 3.4 below, however performance monitoring systems were disrupted on 23rd March when the temporary closure of libraries was mandated due to COVID-19. This report covers both the performance of the first quarter when libraries were open and the performance of an entirely online library service during closure in the second quarter. Whilst it has been difficult to benchmark and compare them, the consistent factor has been the way each quarter has been strictly measured as set out below.

PERFORMANCE: JANUARY-MARCH 2020

- 3.4 During the Commissioning process a suite of 26 bespoke Key Performance Indicators (KPIs) with significant financial penalties for KPI breaches not mitigated were developed. The KPIs 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. In Quarter 4 January - March performance was monitored in the usual way in relation to delivery of the following services and no KPI breaches occurred.
- 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
- 3.5 It was detailed in the March 2020 Committee report that there was a strong indication that GLL could breach KPI 12 if they did not achieve Museum Accreditation. However, this KPI was not breached as temporary accreditation was awarded, therefore no performance adjustment points were applied. See section 6.5.
- 3.6 The eight-month period of industrial action which was fully detailed in the March Committee report ended on Monday 3rd February 2020 and staff returned to work. This was a continuing challenge which was resolved during month two of this review period when an agreement was reached between GLL and Unite. All libraries opened as normal during this period and ran their usual programme of events see 3.27
- 3.7 The March 2020 Committee report gave a full update on the project to refurbish the Central Library. Work continued in Quarter 4 to install public toilets and a picket fence to

the Children's Play area which was completed in March 2020. The refurbishment has transformed the Central Library into a flagship facility which brings together Bromley Historic Collections and an excellent Central Library facility as an integrated offer for residents of the Borough as well as visitors to the area.

MEASURING PERFORMANCE: COVID 19

- 3.8 Due to government advice in response to COVID 19 Library buildings were closed for the entire 2020-21 Quarter 1 period, April to June 2020. This impacted on the monthly and quarterly KPIs with 6 being temporarily or partially suspended during this time see section 5. To allow the Council to measure and monitor performance of the services available, a temporary reporting system was put in place which measured social media activity and usage by users, issues from the range of e-items offered online, and numbers attending or watching online activities. GLL provided a full monthly report including statistical breakdowns of the service - See Appendix 1. The existing suite of KPIs will be re-instated when all libraries are fully re-opened.
- 3.9 Libraries in Bromley were closed to the public on Monday 23rd March 2020 due to the coronavirus. Following closure GLL reacted quickly and launched a full online activity programme which went live ahead of branch closures and has expanded and gone from strength to strength during closure, see section 5. During the closed period GLL kept library phone lines and email accounts open in order to answer queries, support customers to access online services and chat to isolated customers. Staff also referred members of the public to the Council's Operation Shielding programme.
- 3.10 During lockdown GLL has created and developed the online 'Library Without Walls' offer, taking advantage of the altered staff work streams and stock fund priorities following branch closures. They have been able to develop the new timetable of online activities and videos and making use of modern technology to reach their audiences, adding additional services to their digital reading and listening offer including PressReader and uLibrary, and improving the wellbeing of users through virtualising reading groups and offering workout and exercise videos. Due to its success, at the request of the Council, after libraries re-open this will be retained and marketed as the 15th Bromley Library offering 24/7 access to Library services.
- 3.11 Library staff worked on a varied and extensive programme directed by the Client following the closure of the library buildings, which included developing and supporting Libraries Without Walls by providing online events and activities and digital content such as videos and podcasts. Other tasks included wellness calls to customers, digitising and updating event calendars and developing programmes for reopening. Staff undertook online training for professional development, which was provided by Libraries connected, Cisco and Open University literary courses, plus GLL online training for professional development. Staff also updated risk assessments policies and procedures ahead of re-opening. Other staff worked with the stock team and online team to enhance the catalogue by creating book lists and reviews on topics/interests based on customer choices, running virtual reading groups, and designing educational activities-see Appendix 1.

SERVICE RECOVERY- COVID 19

- 3.12 From the point of closure the Client Team worked with GLL on their service recovery plans - see Appendix 2. Extensive work took place behind the scenes to make library buildings COVID secure. Preparations included the development of risk assessments, carefully assessing requirements of each building and the subsequent adaptations to buildings including the installation of protective acrylic screens, the installation of hand sanitiser stations, the creation of separate entrance and exit lanes, the removal of relaxed seating, the distancing of public PCs to allow for social distancing and the installation of a range of signage encouraging customers to stay safe during the pandemic, featuring the recovery branding slogan "Better, Safer, Stronger". PPE was purchased for members of staff, so they have the option of wearing visors, face masks and gloves in the workplace. A stringent cleaning regime has been adopted in the libraries, with a 'housekeeper' in each library throughout the day.
- 3.13 A phased approach was agreed in consultation with the Portfolio Holder for service recovery with six libraries opening as part of phase one on Monday 6th July with reduced opening hours from 10.00am-2.00pm. A decision was taken not to open all libraries immediately based on the advice from key agencies including Libraries Connected who produced a valuable Toolkit to aid service recovery. Local decisions were made based on a variety of factors with size being a main driver to ensure that there was enough space to adapt buildings for the new ways of working e.g. separate entrance and exit routes for customers. Of the libraries opening as part of this phase Beckenham, Chislehurst, Orpington and West Wickham were chosen because of size, Penge due to the high demand from residents to make cash payments using the Council Tax kiosk. St Paul's Cray Library was chosen due to the higher levels of deprivation in the area and the need to make free IT and Wi-Fi available as quickly as possible. Track and trace systems are in place at the libraries that are now open. It had been hoped to re-open the Central Library as part of phase one, but due to the complex facilities management procedures for re-opening the building this was not possible.
- 3.14 As part of phase one, the following services were made available to the public:
- Access to public computers and printing (limited to 30 min slots – appointments are to be booked daily on a first come first served basis, secondary school aged children (11+) and adults only at this stage)
 - Library Take Away (Pre-prepared bags of 5 books for adults or children in a genre or category of their choice e.g. crime, romance, picture books)
 - Reservations for open libraries (using our online catalogue – fees suspended)
 - Browse and Borrow – Face-on selection of popular titles
 - Sale of Food Waste Bags & Garden Waste stickers
 - Home Delivery Service – delivered by RVS volunteers
 - Digital activity programmes and online offers continue
- 3.15 Service recovery has started well, statistics show that 1,234 visits were made on the first day of re-opening with a total 758 items borrowed by customers that day. Chislehurst was the busiest Library followed by Orpington as shown in the table below.

Service Recovery - Bromley Libraries Visits Day 1 -Monday 6th July 2020 - 10.00am-14.00pm	
Beckenham	200 (estimate-people counter not operational)
Chislehurst	248
Orpington	234
Penge	145
St Paul's Cray	196
West Wickham	211
TOTAL	1,234

Feedback showed that customers have been patient with the limited services GLL are currently able to offer and were pleased with the organisation and cleanliness and are clearly pleased that some libraries are now open again. Lessons learned from phase one was that more staff were needed including experienced Managers to lead on queue management and the safe flow of customers and to reassure staff some of whom were apprehensive about returning to frontline duties

- 3.16 Biggin Hill Library - As the pool remains closed, a decision was made by the Council to re-open the Library only. Changes were needed to grant key holding access to GLL. The risk assessments were more complex due to the shared facility. Extra cleaning usually provided by the Leisure Provider was put in place in line with the other GLL Libraries.
- 3.17 During recovery planning, it was envisaged that recovery would be a phased approach dependent on the success of phase one and the staff and sufficient resources to keep both staff and customers safe. At the time of writing this report phase two of the re-opening of Libraries is anticipated to commence on 27th July when Biggin Hill, Central, Mottingham and Petts Wood will re-open. If safe to do so it is envisaged that phase two may also include an increase to services available to customers in the phase one group of Libraries.
- 3.18 Bromley Historic Collections (BHC) will also offer a limited service as part of phase two. Staff areas including the archives store, the museum store and reserve book stack are well controlled. The main focus for service recovery has been around safety and security within the public search room. Using the flow of advice available from specialists such as The National Archives, National Conservation Service, London Archives Project, Museums Association and Libraries Connected), procedures have been drawn up and will be implemented for BHC users when the Central Library reopens fully.
- 3.19 The final phase of service recovery will take place one week later on 3rd August when Burnt Ash, Hayes, Shortlands and Southborough will re-open to the public. This final phase has been included to ensure that all libraries have enough staff available to safely re-open and manage the safety of customers. The complexity of the re-opening of Bromley Central and Biggin Hill and the staff and resources needed to re-open them impacted on this decision. The implications of Track and Trace on staff numbers were also a consideration of this approach.

BENEFITS AND QUALITY

- 3.20 GLL is in the main successfully managing the service whilst continuing to drive down the Council's costs. The commissioning of the Library Service was carried out with the goal of maintaining high quality delivery of this statutory service whilst achieving lower ongoing revenue costs, this benefit has been delivered by the contract which is now mid-way through its third year. Taking this approach has enabled the Council to avoid more extreme measures that other authorities have taken.
- 3.21 GLL are the UK's largest public libraries provider which has ongoing benefits for Bromley including the input and expertise of the GLL specialist team led by the National Director of Libraries who work across all partnerships to assist in developing services and bench marking performance against other libraries.
- 3.22 The National Director of Libraries led on service programming and service recovery during the COVID-19 crisis and was invited to join working groups by key Library agencies to lead service recovery. All five partnerships collaborated to share best practice, activity programming including, organising and buying in activities, all to ensure that the highest quality of services could be provided for Bromley residents during this period. GLL were the first library authority to contact publishers and ask for copyright removal for digital story times and joined a working group with colleagues across the UK to create a list of publishers that agreed to the removal of copyright. They were amongst the first authorities to contact Ancestry to make this product available for customers at home due to the lockdown.
- 3.23 The shift to producing a more extensive online offer from the end of March has afforded a new suite of measurable performance statistics including user reach and engagement, video activities created and views, and page followers for the Bromley Libraries Facebook page. Prior to the closures, regularly monitored statistics included visits and item issues per branch, usage of public PCs and the Home Library Service.
- 3.24 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 a continued 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 maintained this year. The COVID-related closures in March have naturally made a dramatic decrease to the number of items issued physically at library branches, with all issued items having their return date extended to 1st August initially. All library authorities will be similarly affected.
- 3.25 Digital Items – The expansion of the digital offer and increased spend in this area - see section 7.4 - has seen an increase in eBook and eAudiobook titles offered. New services were introduced between April and June, including PressReader – giving free access to over 2,700 English-language newspapers and periodicals plus 4,700 in other languages, plus a new audiobook provider uLibrary. In combination with the addition of the pre-established services that offer eBooks & eComics, eAudiobooks, eMagazines and music, issues of items from the digital offers almost tripled in June in comparison to the previous year. Bromley Library users were also given free access to the Better Leisure full catalogue of workout and wellbeing video-on-demand service.

RISK

- 3.26 The current main operational service risk within the Library Service contract currently relates to Force Majeure. The sudden lockdown enforced to control the spread of COVID-19 meant the sudden closure of all Bromley libraries in line with government advice. At the time of writing libraries have just commenced the first phase of recovery from lockdown following their recovery plan. Following the closure of physical library buildings, GLL reacted quickly and moved the Library service online demonstrating their ability to adapt and provide a different type of library service resulting in the launch of the Library without walls – see section 3.7. GLL were also pro-active in recovering physical Library services and implemented phase one as soon as government advice changed, and specified Libraries could re-open from July 4th 2020 - only 28 out of the 150 English library services announced their reopening plans from this date.
- 3.27 A further operational risk relates to keeping libraries open during industrial action. In the period covered by this report GLL demonstrated that they could fully withstand the risk of library closures during industrial action. All libraries remained open throughout the 8-month Unite dispute which was ended with staff returning to work on 3rd February. See section 7.1 for further information.

MANAGEMENT

- 3.28 The Libraries Client Team continues to demonstrate how it can successfully manage and monitor the contract on an ongoing basis which has been reinforced by the findings of the recent audit which demonstrated substantial assurance. The team still consists of 2.19 FTE staff though changes have taken place within the team due to the retirement of the Principal Client Tim Woolgar. A new Principal Client and Contracts and Development Manager are now in post following an external recruitment process.
- 3.29 The Client team work closely with the GLL Bromley contract leads including the GLL National Director of Libraries and interim Head of Libraries to ensure the development and successful delivery of the library service. Good working relationships have been maintained through regular ongoing communication relating to day to day running of the service. The established reporting system requires that any issues affecting performance are reported to the Client immediately when they occur. During the COVID-19 period the Client Team had daily contact with GLL and was involved in directing the focus of the Library without walls offer and for prioritising which libraries re-opened first.
- 3.30 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 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 from the last round of visits which took place in quarter 4 from January-March. Any major issues identified are then raised with GLL management for rectification. Since the libraries closed due to COVID-19 the Client Team have been monitoring the quality of the online services instead by testing the range of services available and their quality and have visited the libraries who re-opened in phase one. Spot check visits will commence when all sites re-open.

REVIEW OF CONTRACT PURPOSE

- 3.31 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. The provision during COVID-19 fulfilled this requirement as online library services were made available for all in line with the 1964 Act and libraries re-opened as soon as government guidelines allowed.

REVIEW OF CONTRACTOR'S LEARNING AND MATURITY TARGETS

- 3.32 The contract requires that the learning and maturity targets of the Contractor are constantly reviewed. The successful recovery and development of the Library service by GLL outlined in 6.2 is the top priority for the service going forward. The Client Team has identified several areas where the service can be improved further which relate to the renewal of accreditation of Bromley Historic Collections outlined in section 6.5 and the completion of the backlog of cataloguing of Bromley Historic collections see 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 continues to be reviewed and considered. No negative impacts were identified during the transfer to GLL as delivery of the service is like-for-like.
- 4.2 GLL continues to offer a diverse programme of services and activities for vulnerable people including the growing elderly population by offering a programme of activities which support their health pressures. Activities in Quarter 4 before lockdown included Social Saturdays at Chislehurst Library where adults meet for puzzles, board games and quizzes. Other events ranged from Dementia cafes to Reading friends groups.
- 4.3 GLL regularly review services for vulnerable adults and children which has been more important than ever in lockdown when services quickly moved online. The popular sing and sign initiative initially piloted at Mottingham Library moved online. The staff member leading the session uses Makaton signs along with songs and visual support to help build understanding and knowledge of vocabulary. As a measure of success this activity was featured on the regional BBC news. Weekly sessions have taken place online including a special session for Empathy Day. The session leader recorded an online training session to teach parents and carers how to do this.
- 4.3 Activities, posts and videos were created in support of awareness weeks including VE Day (8th May), National Numeracy Day (13th May), Mental Health Awareness Week (18th – 24th May), Empathy Day (9th June), High-Vis Week (1st – 14th June) for blindness and visual impairment, Carers Week (8th – 14th June), and Refugee Week (15th – 21st June).

5. SERVICE PROFILE / DATA ANALYSIS

JANUARY-MARCH 2020

- 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 which are awarded if GLL do not meet a standard identified by a KPI.

- 5.2 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. Following analysis, if applicable, a monitoring notice will be issued for non-performance of each KPI not met. In response GLL are required to supply mitigation which is used by the Client Team to decide as to whether a financial penalty will be applied. GLL is fully compliant with this system
- 5.3 KPI failures and their mitigation are discussed at monthly contract monitoring meetings with GLL and dealt with on a case by case basis, meetings moved online during the closure period. See Appendix 4 for a summary of the reports covering the last six months. No KPI failures occurred in Quarter 4 in the period from January to March when libraries were open as usual before closing on 23rd March due to the pandemic.
- 5.4 Pre-COVID-19 data was collected on a monthly basis by GLL and provided to the Client on key areas such as visits to library branches, item issues per branch, public PC usage, activities and the number of attendees to these events to enable trend analysis. As a result of the closures in Quarter 1, it is impossible to collect useful data for these metrics. In February 2020 before closure, there was a brief increase in issues in branches between the end of the industrial action and COVID concerns in March.
- 5.5 In comparison to the previous year, issues of digital items such as eBooks, eAudiobooks and eNewspapers have increased dramatically. In the Jan-Mar period prior to lockdown, digital issues rose by 64% and increased their share of all items issued in Bromley from 5.5% to 7.7%, making it the 4th biggest 'library' under Beckenham.
- 5.6 New Library Members – Compared to the same period in the previous year, registration of new members to the library service in Quarter 4 fell due to a combination of factors. Industrial action continued throughout January into early February, while concerns about COVID-19 leading into the closure of library branches in March onwards prevented many new users from joining. See section 5.11 for the full 6-month breakdown.

APRIL-JUNE 2020 (COVID-19 CLOSURE PERIOD)

- 5.7 As mentioned in section 3.8 library closures in response to COVID-19 resulted in some changes to the KPI monitoring. Six KPIs could not be monitored-see table below. A temporary reporting system was applied, reducing the number of KPIs monitored but expanding reporting of areas relating to the range and scope of the online offer. GLL were required to submit a monthly COVID-19 report detailing online activities including videos and posts produced for their social media, a higher-detail breakdown of digital items issued, and the work streams of library and BHC staff as shown in Appendix 1.

KPIs SUSPENDED DURING COVID 19		
Summary		
The following KPIs: 1, 6, 8, 9, 21 related to services which were suspended due to the closure of libraries due to COVID-19 on 23 rd March 2020. KPI 13 relates to the Home Library Service which was adapted due to COVID-19 and could not be monitored against the KPI.		
KPI ID	Title	Description
1	Opening Hours	Failure to open a library during minimum opening hours
6	Public IT Facilities	Unavailability of public ICT facilities (public PCs, self-service kiosks and sorters, MFDs)
8	Hire of Spaces	Management of booking of hired spaces (halls, meeting rooms) within library buildings

9	Local Studies and Archives Availability <i>Online access availability not suspended</i>	Local Studies and Archives/Search Room at Central Library available during minimum opening hours
13	Home Library Service	Percentage of Home Library Service users who received an in-person visit monthly
21	Library Management System and Archive Management System Availability	Systems not being available for a duration within the Minimum Opening Hours

DATA ANALYSIS-DURING COVID 19

- 5.8 The closure of Libraries has impacted on data collection and analysis methods. Please see section 7.5 for commentary on issues of items via online services during Quarter 1.
- 5.9 Observing trends over time has allowed the Client to measure the effectiveness of the contract by comparing the trends to previous years, however given the enormous impact of COVID-19 on library services, service recovery will be gradual and it will be some time before statistical trends and data comparison can be made in the current way. Adaptations will need to be made which will include comparing between months rather than with the same point last year to benchmark performance.
- 5.10 Existing statistical trends alone are unlikely to be able to effectively measure the performance of the GLL post service recovery. In future this will be analysed using both qualitative and quantitative data from a range of sources including the service plans which specify key actions for the service and measure their outcomes. All other library authorities will be similarly affected which will have an impact on CIPFA benchmarking, however comparison with other authorities will still be possible. The key data that has been used to measure performance of online services will be continue to be measured o enable us to evaluate the impact of the reach of online services.
- 5.11 Registration of new members to the library service fell due to a combination of factors. Industrial action continued throughout January into early February, while concerns about COVID-19 leading into the closure of library branches in March onwards prevented many new users from joining. The number of customers joining online during lockdown, in April-June although lower than during normal service, was encouraging. A total of 429 customers joined online during lockdown.

Bromley Libraries - New Members			
Month	2019	2020	% Difference
6-Month Total	8,205	3,470	-52.4%
January	1,573	1,365	-13.2%
February	1,399	1,281	-8.4%
March	1,459	824	-43.5%
Q4 Total	4,431	3,470	-21.6%
April	1,280	167	-87.0%
May	1,332	135	-90.0%
June	1,162	137	-88.2%
Q1 Total	3,774	439	-88.4%
Libraries were closed from March 23rd and for the entire Quarter 1 period			

EVENTS AND ACTIVITIES-PRE COVID 19 CLOSURE: JANUARY-MARCH 2020

- 5.12 A wide range of children's events took place in Libraries from January to March. Activities delivered during this period included regular Baby Bounce and Rhyme, Lego Clubs and Storytimes plus additional bought-in events. The number of events run or cancelled, along with the numbers attending, is usually detailed in this report. However, as libraries closed suddenly before the end of the quarter branch managers were not able to safely access the records of events which are recorded physically at each branch and, as a result, the quarterly report could not be compiled. A full statistical report of the range of events and activities within this period will be provided within the next Committee report.
- 5.13 As with the children's events, Library Managers are currently unable to access statistical data relating to the numbers of events for adults in January to March, This included a wide range of activities ranging from Reading Groups to Knit and Natter and one-off Author Events. This data will also be provided in the next Committee report.

EVENTS AND ACTIVITIES DURING COVID-19 CLOSURE

- 5.14 All events and activities in Bromley Libraries including the re-launch of the refurbished Central Library were suspended on 17th March due to the growing pandemic and the need for social distancing.
- 5.15 Online events and activities – beginning 18th March an online programme of live and pre-recorded video events were posted online on the Bromley Libraries Facebook page. A regular timetable of events was produced including Bounce and Rhyme, Great Reads for Older Children, Singing and Signing, Armchair Talks, StoryTime, and Poetry Reading for adults. Since the programme was launched, the average video is viewed 445 times (123,399 views over 277 videos). Bounce and Rhyme videos have proven to be exceptionally popular, averaging 1,004 views each. In the first 4 weeks of the launch of the social media programme, over 64,000 unique users viewed content on the page, retaining 24,00 users through May and June. Appendix 1 gives details of the full programme.
- 5.16 To help combat loneliness and isolation in lockdown, popular activities for the elderly as part of the online offer included reading groups via Zoom, the weekly Library Podcast, poetry reading sessions and a series of armchair walks which will continue to develop as part of service recovery. Staff were available by phone to assist customers to get online
- 5.17 The Summer Reading Challenge (SRC) encourages children aged 4 to 11 to read at least six library books during the long summer holiday. In 2019 Bromley Libraries were ranked 4th overall in the London Statistics for the Annual Summer Reading Challenge. Due to COVID-19 this launched initially online on 6th June, the theme of the 2020 SRC is the Silly Squad. Unlike some authorities who are running the SRC online only, GLL have also bought the promotional packs and resources. GLL have worked with schools to promote the challenge. Materials will be distributed via the Library Take Away service. The exciting programme of summer holiday events and activities which usually takes place is being delivered in an exciting new way via a You Tube channel. The programme includes:

- A promotional video from a Magical Quests Theatre Company
- 6 Dance Classes – Street and modern dance for children with Fiction Dance Company
- 6 Mamma G Story Times – Pantomime Dame stories
- 3 Jams Owls sessions – Live Owls, discussion, talk and information
- 1 Roald Dahl’s Twits – Performance by John Kirk
- 6 Additional staff run events

5.18 On behalf of the Council GLL delivered a full programme of events and activities for Children’s Art Week, a national initiative which spans for three weeks between June 29th and July 19th. The three themes for 2020 were Natural World, Connecting Across the Generations, and Literature and Creative Writing. The Bromley events programme ran entirely on-line which was a new approach, though lockdown has given GLL a better insight into managing online activities which proved to be a benefit. Library staff delivered an exciting programme of 8 online events to engage children and in art activities at home which included Live streaming of activities by staff with children participating at home and posting pre-recorded videos of staff delivering the advertised events. Facebook Statistics for the first week show a positive response with a wide reach - see table below. Other activities took place on the Libraries Twitter page.

Week 1 Children’s Art week 29thJune- 5th July 2020			
Children’s Art Week 29th June - 5th July 2020	Videos	Quotes/book reviews/ recommendations/ Information posts	Total
Number of posts on FB	8	14	22
Views on FB	1863	6854	8717

BROMLEY HISTORIC COLLECTIONS

5.19 As set out in their Annual Service Plan, during Quarter 4 Bromley Historic Collections delivered a programme of exhibitions, talks and events As is the case with the Adults and Children’s Quarter 4 events outlined above in section 5.12 and 5.13 events data could not be retrieved before lockdown and will be provided in full in the next Committee report. Highlights included the development of the school loan box scheme to include a photography box and displaying two temporary exhibitions

5.20 GLL have entered a partnership with Earth Museum which will allow Bromley residents to have access to more resources and will highlight the John Lubbock Collection. This project supports six volunteers. Work involves correcting and amending content and creating training notes for each volunteer that will develop their skills in undertaking their tasks.

5.21 Work on the Preservica (Digital Preservation System) Project is also progressing well, preparations are underway for the final stages of launching Preservica for BHC which will integrate the CALM catalogue database with the Preservica systems.

5.22 Bromley Historic Collections (BHC) provided a full service via phone and mailbox which was monitored daily. They have also developed the ‘Lockdown Stories’ programme, encouraging Bromley residents to write stories, diaries and take photographs to add to a

COVID-19 collection to the Archives. The BHC team supported the Social media activities including VE Day posts each day in the week approaching 8th May, a picture of the week, and promoting online resources to help people with historical research and general information enquiries. Work on the Community Directory continued during lockdown and a new category for Foodbanks was created. The directory has been rigorously kept up to date

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- 6.7.
- 6.2 Recovering and developing Library Services is now a key focus for the Library service. GLL are working with the Client Team to develop a new Library Strategy which will incorporate recovery plans and new services. The virtual library service has been so successful that GLL will retain it and include it as our 15th Library. User needs will be different following COVID-19 and GLL will work to understand and develop services to meet this need e.g. provision for job seekers will need to be part of new service planning. Together the Client Team and GLL are undertaking a full review of services to ensure that these meet the changing needs of Bromley residents going forward.
- 6.3 As detailed in the March 2020 report there are currently several new library schemes under consideration at Beckenham, Chislehurst, West Wickham and St Paul's Cray, either as mixed schemes or more prominent high street positioning in order to increase membership. When other libraries within the borough moved to prominent high street locations at Penge and Orpington their membership, issue and visit statistics increased. It is anticipated that the delivery of services from new, re-modelled or co-located buildings will have a positive impact on usage.
- 6.4 It is a contractual requirement for GLL to produce strategic plans which deliver the agreed objectives for the Library Service for the year ahead aimed at improving performance. The Annual Service Plans have measurable outcomes which ensure that performance can be measured at key milestones throughout the contract which is more important than ever due to the impact of COVID-19 on benchmarking. The 2020 service plans which took effect on 1st April 2020 Appendix 6 were approved by the Client Team. The first quarterly update will be provided in July 2020.
- 6.5 Museum Accreditation – As described in the March report GLL is currently working with Arts Council England (ACE) and an independent advisor to gain full Museum Accreditation. It was uncertain as to whether GLL would obtain this due to the delay in their submission. However the accreditation process was suspended also due to COVID-19 and despite having already been awarded by temporary accreditation by ACE for a maximum three periods due to the pandemic, this has now been extended for another year. Of the 6 action points previously identified by the Assessor for Museum Accreditation at ACE, GLL have completed 5 and are now finalising the last action point which is to develop a new Forward Plan which has been agreed by Council Officers. The final version includes agreed service changes including the addition of an education officer to enhance the services provided for Bromley residents. GLL will submit their application for accreditation when this resumes.

- 6.6 CALM Catalogue data cleansing project –This requires updating individual museum catalogue records continues and is being worked through year by year. The Council had asked for this to have higher priority. Work has escalated during lockdown and approximately 2,700 records have now been cleansed during this period. As part of the process, entries are being updated with new information including those in the Lubbock Collection which require careful updating. The lessons learned from the initial stages of this project have resulted in drafting a procedures manual for use by a documentation assistant. Recruitment for this post is about to commence in order to complete this project and improve the accessibility of records for Bromley Historic Collections.
- 6.7 In Quarter 4 GLL engaged with LBB Adult and Social Care Services to promote the free Home Library Service in order to increase membership, this will continue when services are recovered. This valuable service which is delivered by RVS volunteers was modified during the COVID-19 crisis as home visits were suspended, instead staff made wellness phone calls to combat social isolation and loneliness, the Home Library service has now resumed with books available again.

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 is in its third year, following consultation with Library staff the restructure which consists of 4 phases is now underway and will result in an appropriate staffing model to deliver the best service possible to library users. GLL have completed phases 1-3. Phase 4 which involves changes to work patterns to fit with customer need will be implemented when all libraries are fully re-open. Unite have indicated in consultation meetings relating to the restructure that they will ballot their Members to test the appetite for further industrial action in opposition to the final phase.
- 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 remained at £450k per annum which was confirmed in the Stock Policy submitted by GLL for 2020/21. GLL submit monthly stock purchasing reports which demonstrate that this ring-fenced stock purchasing fund is used specifically for the purpose intended. Please refer to Appendix 7 for a summary of annual spend up to June 2020.
- 7.4 Due to COVID-19 stock budget allocations were adjusted to rapidly expand the range and availability of e-resources-see section 7.4. There was an underspend at the end of the 2019-20 financial year due to COVID-19. GLL transferred this £10k to Overdrive which would normally have been spent with Askews on physical books. Additionally, as shown in the is the budget plan for this year in Appendix 7, GLL have moved £25,400 from physical stock funding to eBook funding, just over £5,000 of which has already been spent. This is over and above our normal annual funding of eBooks of £14k which covers the annual support and an element of content credit. Additionally, Bromley Libraries received a grant from Arts Council Grant for £1,000 to spend on eBooks, which was given to all UK Library services due to COVID-19.

7.5 Online resources - In the period prior to lockdown, digital issues rose by 64%, Following lockdown in the period April to June, digital issues rose by 159% and represented 87.0% of all issues (up from 5.6%). The remaining issues primarily represent physical items whose loans were renewed online or by phone. The great performance of the digital library and uptake of services by library users has shown why reallocation of the stock budget to enhance its availability and range of items would be a boon to customers.

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 experience. 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. The planned re-launch of the Central Library scheduled for 17th March was cancelled due to the growing pandemic. This will be rescheduled at a future date when services are fully operational.

7.8 Refurbishments have taken place at other libraries including at Orpington and Chislehurst Libraries. The children's library at Orpington has been renovated to have a more playful and imaginative theme to be more appealing for children and young people. Chislehurst Library has been repainted to ensure that the Library is appealing to Bromley residents. It previously had a worn appearance, but now looks fresh.

7.9 Bromley Historic Collections - The exhibition areas were repainted as part of the Central renovation. The BHC museum displays have been reviewed and as part of the accreditation requirements, GLL have installed a glass case to secure the 'Squirt' and ensure that it remains in good condition as part of the collection.

8. USER / STAKEHOLDER SATISFACTION

8.1 In order to obtain current opinions of Bromley Libraries, GLL carry out their own Annual User Satisfaction Survey. The 2019 Annual survey which featured new questions ran from 4th June - 30th December online, the full results of which were included in the March Committee report.

8.2 Plans are in place to schedule the 2020 annual survey later in the year as it is not normally run in the first quarter of the calendar year. This reason for this is to give GLL time to assess the results of the previous year, review the questions and decide on any changes before launching the next year's survey.

8.3 From their extensive experience of surveying customers GLL have found that a short break in the survey avoids 'survey fatigue' which can result from the survey being run continuously and have found having a few months break at beginning of the year helps in generating responses to the new survey. The take up rate of the Bromley 2019 survey was lower than anticipated which could have been as a result of industrial action.

8.4 The 2020 survey which will take place after libraries are fully re-open and will be revised to include questions which ask customers about their experiences of using online library

services during lockdown including what they would like to retain. This invaluable feedback will enable GLL to review and modernise the services they offer.

COMPLAINTS

- 8.5 The number of complaints directly received by GLL is reported to the Client on a monthly basis as part of KPI reporting. The number of complaints received and answered by GLL directly is recorded in the table below. The majority of complaints showed concern about the refurbishment of Central Library and the inclusion of the new soft play area's effect on noise. A full summary is included in Appendix 8. During the closed period customers were able to complain using the library branches' usual email addresses and phone numbers, or via the feedback form on the Better website; however no customers chose to submit any feedback between April and June.

GLL Complaints Summary		
Month	No. of Complaints	Complaints Categories
January	5	Central Refurbishment Customer Service ICT
February	17	Central Refurbishment Stock Environment/Premises, ICT, Other Customers, Prices and Fees
March	4	Stock Environment/Premises ICT
April	0	None received
May	0	None received
June	0	None received
Total	26	

- 8.6 The Contractor works with the Council in accordance with its complaints procedure to respond to and resolve customer complaints. Zero complaints were passed to the Client Team for response between January and June. Two queries were received in June requesting information about services that would be open following the re-opening of branches in July.
- 8.7 In addition to complaints, comments and compliments are also received about Bromley Libraries proving what a positive difference the Library service continues to make in the lives of customers see Appendix 1 for further information. Users submitted 9 comments, ranging from queries about the refurbishment of Central, requesting information about events and groups and recommending additions to the stock offer. GLL also received 2 compliments, praising staff at Chislehurst for their professionalism and a Librarian in Local Studies for their assistance.

9. SUSTAINABILITY / IMPACT ASSESSMENTS

- 9.1 The Client Team continue to monitor impact on an ongoing basis and to ensure that any new risks are recorded within the contract risk register and are fully considered and addressed as has been the case with COVID-19.

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 the commitment that services will be provided by whoever offers customers and council tax payers excellent value for money.

11. PROCUREMENT CONSIDERATIONS

- 11.1 This is the third year of a ten-year contract with the option for both parties 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 Library Services contract is expected to be within the 2020/21 budget of £4.79m.

13. LEGAL CONSIDERATIONS

- 13.1 The contract with Greenwich Leisure Limited for the provision of library services is in the third year of its ten year term. The contract has an option to extend for five years and has an estimated total value of £40,908,465.
- 13.2 The report author requests Members to review the contents of the report and to note the service provider's performance in the last six months of the contract.
- 13.3 The Council's specific requirements relating to contract monitoring, evaluation and review for a contract this value are covered in the Contract Procedure Rules (Rule 23) and must be complied with.

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)

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Appendix 1.1: April 2020

GLL Monthly Workstreams Report during COVID-19

Overview:

Libraries in Bromley were closed to the public on Monday 23rd March 2020 due to the coronavirus following Government instructions. In addition, all public activities and events were halted from the 17th March in order to ensure libraries remained safe places. Library staff in Bromley have risen to the challenge in ensuring that all of our customers are able to access our services despite the physical buildings being closed.

Phone Lines: and Email Accounts

All library mailboxes are monitored daily and staff are responding to all online queries. All library phone lines are operating as normal (Chislehurst is the only library with a temporary phone number – all other libraries have their usual phone numbers and staff are on hand to:

- answer queries
- refer members of the public to the operation shielding programme
- support customers to access our online services
- have a chat with isolated customers

The phone line has been a particularly important service at this time; please see the account from a staff member at Orpington below:

One of our regular customers has been very poorly, and has also been self isolating, and she was just so grateful that we were on the other end of the phone. During the conversation I was able to provide her with information about one of the local garden centres, shops open in Orpington etc. I also said she was welcome to ring for any other information - but I think what she appreciated most was the chat! She asked after everyone, and told me all about her road's VE day celebrations. She kept saying `thank you so much for being on the end of the phone'."

Event Programme

Our events programme moved online immediately and in April , our events were virtually attended by 52,960 people. Staff are using different mediums to allow customers to connect, for example, the visually impaired reading group is using a combination of Zoom, Facebook and telephone. Following the success of our other reading groups being delivered virtually, we have re-introduced Chatterbooks and Teenage reading groups online following guidance for online safety for children.

Bromley staff have been the pioneers in offering online services, having had early discussions with publishers to waive copyright rules for story times in advance of shared agreements and sharing best practise with other library services across the UK.

Our activities and schedule have been carefully developed, looking at most popular times for different age groups and ensuring that we are offering events that cater to all members of community. Our marketing team have developed new assets to advertise the events programme to increase awareness and attract new users. Our user group continues to grow and we currently have 2731 followers on our Facebook page.

In addition to our regular weekly programme, we are offering events that support key dates, programmes and national initiatives. Some recent examples include Booktrust’s Pyjamarama Day, VE Day and National Numeracy Day.

Please see the tables below which include the number of events that took place in April.

Regular Facebook events programme:

VIDEO VIEWS BREAKDOWN 18/03/2020 To 30/04/2020	No. of videos	Video views
Bounce and rhyme	16	19896
Singing and singing	8	9891
Crafts and stories	17	13633
Poetry reading	4	1930
Talks-Armchair walks	3	3348
Other	5	4262
TOTALS	53	52,960

Podcast:

5 x podcast – 100 downloads

Reading Groups:

13 x Reading groups established and running

- 10 Adult Reading Groups
- 1 Chatterbooks Group
- 1 Teenage Group
- 1 Visually Impaired Reading Group

Recent special events:

Pyjamarama 1st May 2020

Pyjamarama 1st May 2020	Videos	Craft/quiz other posts	Total
Number of posts on FB	4	10	14
Views on FB	2667	5582	8249

VE Day 8th May 2020

VE Day 8th May 2020	Videos	Craft posts	Information posts	Total
Number of posts on FB	5	6	8	19
Views on FB	2,840	2,418	2,957	8,215

Online Materials/Issues

Issue statistics for online materials and downloads have dramatically increased following the lock down. We have introduced a new product for accessing online magazines which has been very popular.

April Issue statistics:

	2020	Jan-20	Feb-20	Mar-20	Apr-20
Overdrive eBooks		2,817	2,881	3,314	5000
Overdrive eaudiobooks		1963	1,932	1968	2569
RBDig eaudiobooks (Jan 2020)		38	36	51	124
Ulibrary eaudiobooks (16th April 2020)				0	26
RBDig emagazines		2,108	2,447	2,501	3724
Pressreader (April 2020)				0	1343
Music streams/downloads		1,310	751	847	1837

RBDigital consortia began Jan 2020

Library Work streams

Library staff have adapted well to new ways of working and providing services. Outlined below are just some of the tasks that staff are now working on:

Social Media Team – (Staff have been deployed to manage our social media account. CV is the lead officer)

- Promotions for national initiatives, eg, Pyjamarama, Deafness awareness week etc.
- Moderating posts, Scheduling events, and Creating posts on Facebook
- Curating Facebook posts to appear on twitter and Instagram in a way that is suitable for each medium.
- Managing notifications on all three platforms.
- Providing vital information to customers regarding updates from the council and other public services
- Creating news stories for Better website
- Monitoring changes on Prism and CMS
- Updating alerts on CMS
- Changing banners on all social media platforms
- Submitting social media statistics - activities and events programme

Stock team:

The stock team have modified their stock plans and spending and are investing more of the stock fund into online resources. This has been very popular, and we have seen excellent issue figures for online resources during this period. In addition, outlined below are some of their other work streams:

- Moderating and publishing staff/public book reviews on catalogue website
- Investigating use of ""Lists"" on catalogue website to promote stock and engage staff/customers - officially reported as faulty to Capita"
- Liaising with suppliers to improve database, and EDI processes
- Providing staff with stock lists to improve online catalogue accuracy and identify replacement stock required
- Providing info on magazine holdings for staff.
- Sourcing stats in preparation for CIPFA
- Providing reports to and advising staff on other database tidying up processes (eg dates of birth not matching ticket types, Large Print format incorrect)
- Bestseller service - planning- new item type and fund code required for stats monitoring"
- NF advance ordering from Askews
- Purchasing physical stock replacements for titles currently on reserve but overdue/missing etc
- Purchasing eBook and eAudiobook stock for customer reservations lists and suggestions
- Organising ANF Bestseller service with Askews including Chart research
- Matchfunding offer from WFHowes -List checking prior to digital stock purchase
- Matchfunding stock Selection for RB Digital
- Curating collection for Overdrive
- Ordering from Stock Suggestions

Stock Services Manager

Advising and answering queries from staff

Curated collections on RBDig to promote 1000 new titles

Reviewing periodical renewals

Ongoing invoice payments/raising requisitions/chasing overdue payments

Selection of eaudiobook stock for Overdrive

Monitor multiple group email lists for SSU daily.

Update fees and charges leaflets and charges with Capita/Soprano (eg stamps)

Providing stats as required, to management and other staff (eg Gill) for stock analysis

Logging fault calls

Updating catalogue with new ebook titles via MARC record loads from Overdrive and RBDigital.

Investigating ebook MARC records from Ulverscroft with Daniel in Wandsworth

Monthly stats

Assist with eaudio matchfunding order for RBDig

Participate in monthly Teams meeting with Capita support and progress matters arising

Children's Team:

- Managing Bookstart and Reading Agency programmes
- Developing the children's events programmes
- Liaising with schools and early years settings
- Liaising with publishers and authors
- Compiling lists of resources suitable for key stage learning
- Reviewing guidance for online safety and updating procedures
- Reviewing the online stock for children and placing orders

Facilities Manager:

- Managing compliance and health safety checks
- Weekly building checks
- Working with contractors to ensure
- Supporting with the plans for reopening libraries

Library Staff

Interim Head of Libraries:

- Supporting staff through period of change
- Communicating changes and planning reopening of libraries
- Reviewing national and local guidance
- Taking part in London Libraries meetings to share best practise and learn from others
- Reviewing finances and supporting changes to spending plans in light of the coronavirus
- Reviewing and adapting service to be delivered digitally
- Managing the restructure with support from HR. Phase 1 of the restructure is now complete
- Regular meetings with Sector Librarians, Central GLL team, suppliers and Facility Manager
- Reporting and recording statistics for new programmes
- All staff drop in's
- Assigning tasks and checking in with local teams to ensure that work is monitored and recorded
- Wellbeing checks
- Updating annual calendars
- Planning revised Summer reading challenge with children's team

Sector Librarians:

- Regular meetings with Library Managers

- Supporting staff through period of change
- Monitoring wellbeing and performance from staff
- Supporting in plans for reopening of libraries
- Supporting with restructure planning
- Wellbeing checks
- Collating information for reporting

Library Managers:

- Weekly meetings with team members
- Wellbeing calls
- Updating policies and procedures for branches including;
 - Finance
 - Health and Safety
 - Fire evacuation plans
 - Risk assessments
 - Building checks
 - Compliance checks
- Library development plans
- Individual branch plans to support the annual events calendars
- Supporting/ delivery of digital events programmes
- Managing the phone lines/ schedule for staff running this
- Managing the library mail boxes and responding to customers

Library Teams:

- Delivery of digital events programme
- Managing phone lines
- Devising book lists to improve the online catalogue like the Amazon suggestion lists for different categories:, below is sample of the work being delivered last week:
 - *Burnt Ash* : Working on book lists to increase / fill gaps - Classics section for adults
 - *Beckenham*: Book research – Richard & Judy, reading online reviews.
 - *BH* : Moderating and publishing staff/public book reviews on catalogue website
 - Investigating use of ""Lists"" on catalogue website to promote stock and engage staff/customers
 - *Bromley Central* - Multiple book reviews and book lists submitted for publishing on Facebook and Online Catalogue by 9 team members
 - *Orpington*: Producing reviews of children’s books to go on our website and recommended reading lists.
 - *Penge*: Two reviews prepared for online posting. Stock checked against list of recommendations for children up to Year 2 from Schoolreadinglist.co.uk – with the possibility of asking for stock to be added.
 - *Mottingham & St Pauls Cray*: Working on ‘who writes like’ lists, so that there will be a set available if customers want to spend least possible time browsing on reopening.

- *Petts Wood*: Books on Prescription List (ongoing) ; Diversity List (ongoing).
 - *Southborough* : Working on book reviews for Mental Health Week
 - *West Wickham*: Two book reviews posted on their Facebook page (The Woman in Black & The Hundred Year Old Man). List of children's books themed on refugees completed, and work has begun on a list of children's books themed on animals. A stock list of long overdue teenage books has been compiled; and work has begun to identify books from this list, with a view to re-ordering the most popular titles.
- Creating online content
 - Reviewing external sources such as author readings/ live events
 - Collating information sheets on topics such as home schooling, wellbeing
 - Podcasts
 - Planning for future events
 - Wellbeing calls
 - Regular team meetings
 - Virtual reading groups

Staff Training and development:

All staff have been asked to complete the following online courses

- Children's Library Workforce
- Six steps
- Coronavirus toolkit
- Digital Divide
- Touch Typing Course
- Signposting & referral
- Delivering digital skills
- Coping with Uncertainty Programme

Mobile and Housebound Service:

The Mobile and Housebound Service has been adapted to support customers during this period. A large number of volunteers were in the vulnerable category so the service had to be re developed. As the situation continues to change, RVS keeps us updated. There were 118 interactions during the month of April. This consists of wellbeing calls, emails and support for accessing online resources.

Bromley Historic Collections

Bromley Historic Collection are offering a full service via phone and mailbox which is monitored daily. Staff have also developed the 'Lockdown Stories' programme, encouraging Bromley residents to write stories, diaries and take photographs to add to our archives a COVID-19 collection.

BHC workstreams – delivered by all BHC team			
1	<p>Enquiry service</p> <p>Historic Collection mailbox enquiries</p> <p>BHC telephone enquiries we continue to answer all remote inquiries in to the BHC inbox, to the best of our abilities</p> <p>Letters received averages one a month - any staff in Central Library asked to scan and send on letters</p>	<p>BHC inbox regularly checked throughout the day</p> <p>Mobile phone answered remotely</p>	<p>Telephone and email enquiries c.2 per week. Mostly wanting to look at records – so talked through situation and able to provide information/advice depending on available resources</p>
2	<p>Family history enquiries</p> <p>Ancestry access extended to all remote customers with a valid library card –</p> <p>Researching your family history online tutorials and guide:</p> <p>Outcome: periodical set of instructions and tips for using free, online tools to trace your family history</p>	<p>Customers can receive help by ringing BHC number or emailing</p>	
3	<p>Social media posts</p> <p>Any BHC posts will be coordinated with Bromley Libraries accounts via RF</p> <p>Outcome: regular posts to:</p> <ul style="list-style-type: none"> • Clarify online services that are available • Promote new projects • Provide news stories • Highlight particular historic events of general interest 	<p>At least one post per week from each of the 3 collections</p>	<p>Staff now has access to Facebook, Instagram and Twitter – all posts sent to Libraries web champion and hashtagged, etc.</p>

Archives workstreams – led by RF			
4	<p>Digital archive service</p> <p>Working towards a comprehensive online service using the Preservica platform. Equipment purchased prior to lockdown for digitising records currently inaccessible and Rob will work with the few records currently digitised on the shared drives</p> <p>Outcome: customers able to access archive specific elements of the service online, thereby taking current online provision to another level</p>	<p>Most of initial set up completed by end of April and will have to wait until back on site before substantial work begins</p>	<p>Rob participated in several e-conferences with Preservica's onboarding team. Now investigating how CALM will be integrated into Preservica system + how customers will be able to make online payments</p>
5	<p>Intellectual control</p> <p>Inputting the data from the shelf level audit and comparing the results to catalogue.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • correct erroneous data and get a more accurate sense of our intellectual control of the archives • purging or updating incorrect or duplicate catalogue entries • marking records to check when return to site 	<p>Dependant on how many errors are found during the initial checks and how confident we can be without checking against physical records on site – will have clearer idea of timescale in two weeks</p>	<p>Shelf audit coming to an end – now checking against catalogue</p>
6	<p>Creation of finding aids</p> <p>Quick guides for the most popular parts of the collections, by subject area - short, simple and easy to use indexes of collections like the parish registers, maps, magistrates court records, schools records which will be on the open shelves in the search room</p> <p>Outcome: enable customers to quickly look over areas of interest and find the information needed to fill out a production slip, without staff help.</p>	<p>Estimate 2 weeks</p>	

7	<p>Bookbinding</p> <p>RF is taking online courses to learn bookbinding</p> <p>Outcome: enable BHC to repair and rebind individual volumes and small collections in-house, without taking the time or expense to send them externally.</p>	<p>Will learn basics during April and start to acquire materials that will be needed going forward</p>	
8	<p>Storage issues</p> <p>Beginning tasks of assessing which records are least used and how to transfer them to external storage</p>	<p>A week or two</p>	
Museum Collection- led by JC			
9	<p>Cleanse of Museum CALM catalogue - resolving issues with 19,500 records cleansing the following primary fields: Object/Object Number/Brief Description/Date (if available)/Donor (if available) There are various other fields that will need to either be populated or resolved but this should be done in a second round of work involving reconciling information contained in Object History Files with what has been recorded in CALM.</p> <p>Outcome: uniformity across the Museum Catalogue within Calmview, providing a 'cleaner' more accessible database for the public.</p>	<p>Timeline: This will depend on problems encountered and what hours/staff are available to complete the task. One can aim to do 100 records in a day but may only manage 50 due to the nature of the problems encountered and having to deal with other requests etc.</p>	<p>02/04/2020 - 117 records now cleansed with updated locations – datewise reached 1965</p> <p>Annual leave slowed process and heavy involvement in setting up volunteer team on Earth Project</p>

10	<p>Maintain Museum collection</p>	<p>Whenever possible to gain access to Central Library and to the store at Priory Gardens</p>	<p>Visit to Central Library 16/04/2020:</p> <p>Archive tinytag data downloaded Archive material removed from office table into archive store Textiles removed from museum case and int archive store Museum case pest traps checked (one woolly bear in with Bowie's jacket... will need to freeze the textiles when possible) Museum cases tinytag data downloaded Museum case fade cards checked HG Wells catalogue collected for SF Museum store materials collected for store visit on Mon 27th. Little room in Archive store checked for flooding (all quite dry in there)</p>
11	<p>Image reconciliation:</p> <p>[This work was being carried out by a volunteer but due to recent issues work has stalled] All object images are contained on an external storage drive and require their file names checked and changed, if applicable – so that Axial can link each image with the correct object record.</p> <p>Outcome: Each object record will have the correct corresponding object image in Calmview</p>	<p>Requires for storage device containing the images to be obtained so that work can continue</p>	
12	<p>The Earth Museum: Supporting and monitoring the work being carried out by</p>	<p>End of May for basic</p>	<p>Project has taken up considerable</p>

	<p>6 volunteers on The Earth Museum project. This involves answering queries, resolving any issues volunteers are having, sharing additional resources and liaising with The Earth Museum re progress and next steps.</p> <p>Outcome: c.300 objects from the Lubbock collections mapped and researched and ready for the next step in the project, which will involve photographing objects and preparing for upload to The Earth Museum site.</p>	mapping and data field reconciliation	amount of time being in its initial stage, setting up the 6 volunteers, creating spreadsheets and answering queries
Local Studies and information services – led by SF			
13	<p>Expanding biography index</p> <p>Adding in biographical information to CALM</p> <p>Outcome: providing ready information on significant Bromley residents</p>	From work done so far I estimate 5-10 new or expanded entries per week.	Completing 12 per week – varies enormously especially if a family. Some problems with fields in Calmview which is being fixed
14	<p>Promoting photographic collections tasters</p> <p>Identifying pictures for social media posts from the digital collection to highlight parts of the borough and link into ‘People and Places’ PowerPoint talks. On occasions posts will be tied into biography work if we have a picture of the person or their Bromley home</p>	One or two a week	completed weekly-good responses
15	Maintaining the Bromley Community Directory database	Half a day a week is usually adequate	All updating completed to date
16	Providing updates for businesses	Relevant posts on social media	Cobra updates scheduled every 2 weeks

Appendix 1.2 : May 2020

GLL Monthly Workstreams Report during COVID-19

Summary

Libraries in Bromley were closed to the public on Monday 23rd March 2020 due to the coronavirus following Government instructions. In addition, all public activities and events were halted from the 17th March in order to ensure libraries remained safe places.

Library staff in Bromley have risen to the challenge in ensuring that all of our customers are able to access our services despite the physical buildings being closed.

Outlined below are the May highlights.

E-Resources issue figures

2020	Jan-20	Feb-20	Mar-20	Apr-20	May-20
Overdrive ebooks	2,817	2,881	3,314	5000	6,458
Overdrive eaudiobooks	1963	1,932	1968	2569	2714
RBDig eaudiobooks (Jan 2020)	38	36	51	124	288
Ulibrary eaudiobooks (16th April 2020)				26	28
RBDig emagazines	2,108	2,447	2,501	3724	3,133
Pressreader (April 2020)				1343	2681
Music streams/downloads	1,310	751	847	1837	1927

RBDigital consortia began Jan 2020

May Digital Activity Programmes:

Category	Number of engagements
Page views	3421
Page Likes	71
Post Reach	24,191
Post engagement	14,678
Videos	22,135
Page Followers	90

Current page followers: 2,751

VIDEO VIEWS BREAKDOWN	No. of videos	Video views
May 2020		
Bounce and rhyme	5	4451
Singing and signing	4	2148
Crafts and stories	19	7568
Poetry reading	4	806
Talks-Armchair walks	2	635
Other	13	1950
TOTAL	47	17558

Special Events in May:

- **Mental health awareness week 18 -24th May 2020:**
 - Total Number of posts including videos: 41
 - Total number of views: 23,135
- **Elmer Day 23rd May 2020**
 - Total Number of posts including videos: 7
 - Total number of views:2,923
- **National Nurses and Midwives Day:12th May 2020:**
 - Total Number of posts :3
 - Total number of views:1,604
- **National Numeracy day : 13th May 2020:**
 - Total Number of posts including videos:4
 - Total number of views: 1,216
- **VE Day 8th May 2020**
 - Total Number of posts including videos:19
 - Total number of views: 8,215
- **Pyjamarama 1st May 2020**
 - Total Number of posts including videos:14
 - Total number of views: 8,249

Virtual Reading Groups

- This month we delivered 22 virtual adult reading groups, with at least 118 people attending
- This month we delivered 12 virtual teenage reading groups with 40 young people taking part.

Library phone and email monitoring

Approximately 400 phone calls and 182 emails from customers were answered with this month. There was a surge in enquiries about library reopening. Other enquiries included:

- Renewals
- Fines
- PIN resets
- E-book apps
- Libby
- Information requests
- photocopying
- Council Tax
- Food waste bags
- Library virtual reading groups
- Operation Shielding

Other May updates:

Following on from our report in April, staff are continuing to follow the COVID-19 work streams plan.

Other work streams:

- Preparing for libraries reopening safely
- Reviewing all guidance and best practice related to reopening
- Craft activities online/ physical preparation
- Summer Reading Challenge preparation and delivery planning
- Bromley Children’s Art Week preparation
- Preparation for Empathy Day 9th June
- “Where’s Ziggy” online posts to keep library users engaged.
- Promotions for national initiatives, e.g., Deafness Awareness Week etc.
- Managing social media accounts, engagement and responses
- Website management
- Liaising with Bookstart and the Reading Agency
- Updating Library Procedures
- Stock Processes
- Wellbeing checks
- Regular team meetings
- Catalogue updates
- Book lists and reviews for catalogue updates
- Stock ordering and management
- Staff training courses now including Library Specific courses in partnership with the Open University
- Restructure – separate update to be provided

Bromley Historic Collections

Museum Collections

- Regular gallery display and store environmental monitoring and pest control tasks (in accordance with museum standards). Two site visits have been made to check on the condition of the collections, one at Central and one at the Museum Store.
- Review and updating of Museum Emergency Plans
- Provided educators, due to borrow loan boxes, with collated list of digital resources
- Updating loan agreements with Museum of London for objects on display in BCL
- 3 museum enquiries
- Notification of a new publication on women sculptors featuring Elsie March – contributed to with information and images from collection.
 - ROSE, Pauline. Working against the grain: women sculptors in Britain c.1885-1950. [Liverpool University Press](#) (Published 31/05/2020)
- The Earth Museum volunteer project ongoing (supporting six volunteers and data cleansing object spreadsheets for upload). Work involves correcting and amending content and now creating training notes for each volunteer that will develop their skills in undertaking their tasks. Meetings with each of the volunteers will be taking place over the coming weeks. The curator has been assisting the Director of The Earth Museum with two funding applications to support the project.
- Facilitating contractor visits to store
- CALM museum catalogue data cleanse - updating individual museum catalogue records continues and is being worked through year by year (records updated with object name/description/locations/donor information – currently in 1966). The number of records updated each week varies depending the time it takes to update each record and ‘problem’ records encountered. To date 1,542 records have been updated.

Archives

- Main and continuing task is Preservica set up, which has reached the stage of receiving technical training and discussion around CALM integration.
- Data cleansing for CALM integration as part of Preservica set-up. Rob met last week with the external company that will manage the CALM integration and now in process of providing all the details of our version of CALM and its set up on our systems
- Working now on early stages of procedural documents for digital preservation workflows – including one for ingesting our pre-existing digital material, one for newly acquired born-digital records, and one for ingesting internally produced digital surrogates.
- Created archive for entries to Lockdown Writing Competition for children
- Negotiated extra storage for Lockdown projects on Preservica
- Strongroom shelf audit – 60% complete
- Photo project – up and running
- Drafted post lockdown plan for BHC – currently being reviewed
- Bookbinding training – ongoing, as and when can be fitted in
- Writing searchroom finding aids – underway but early stages
- Social media posts ongoing including promotion of Lockdown diaries and photos project and VE Day posts each day in week approaching 8th May
- Contributed to BHC email enquiries
- Revised fees and charges to present to client

Local Studies

- Email enquiries, c.6 per week - all partially answered and/or marked for follow up when we have access to the collections. Big upturn in enquiries this week (as always happens after a bank holiday. 7 in total including 1 from New Zealand (2nd in a month) and Germany. 2 were regarding rights clearance.
Recent subjects included:
 - 163 Kingsway Petts Wood - house history
 - Sawyer family of Keston - photo identification
 - Kent Road West Wickham boundaries and land ownership (3 hours on the phone with this one).
 - Kingsdale Road, Penge – house history – Rob is dealing with this as it requires archives resources
 - Waterman's Alms houses, Penge – family history
 - Three Tuns, Beckenham photo permissions re PHD thesis
- Social media posts – include picture of the week and promoting online resources to help people with historical research and general information enquiries. Currently posted two pictures this week - Agnes Wood painting and photo of Mayfield Manor as we wanted an Orpington one to help promote the Orpington Video and Filmmakers new films <https://www.ovfm.org.uk/ve-day-celebrations-looking-back-with-ovfm/>.
 - Agnes Wood (Coney Hall Farm) - 193 reached, 33 engagements, 2 shares and 10 likes
 - Mayfield Manor - 219 reached, 27 engagements, 15 likes
- Biography index work - 10 new entries in last week plus amendments to many more; new photos related to subjects added to Central Archives drive.
- Community Directory updates – new category for Foodbanks created. Several requests for updates and additions came in over the Bank Holiday. The directory has been rigorously kept up to date.

Appendix 1.3: June 2020 GLL Monthly Workstreams Report during COVID-19

Summary

Libraries in Bromley were closed to the public on Monday 23rd March 2020 due to the coronavirus following Government instructions. In addition, all public activities and events were halted from the 17th March in order to ensure libraries remained safe places.

Library staff in Bromley have risen to the challenge in ensuring that all of our customers are able to access our services despite the physical buildings being closed.

Outlined below are the June highlights.

E-Resources issue figures

	2020	Feb-20	Mar-20	Apr-20	May-20	Jun-20
Overdrive ebooks		2,881	3,314	5000	6,458	6,433
Overdrive eaudiobooks		1,932	1968	2569	2714	2524
RBDig eaudiobooks (Jan 2020)		36	51	124	288	266
Ulibrary eaudiobooks (16th April 2020)			0	26	28	60
RBDig emagazines		2,447	2,501	3724	3,133	3,488
Pressreader (April 2020)			0	1343	2681	3715
Music streams/downloads*		751	847	1837	1927	2604

*Unlimited Music streaming offer April-September 2020

June Digital Activity Programmes:

June 2020 on Bromley Libraries Facebook page.

Facebook Insights: June 2020

Category	Number of engagements
Page views	2,776
Page Likes	44
Post Reach	19,412
Post engagement	10,696
Videos	21,980
Page Followers	56

Current page followers: 2,844

VIDEO VIEWS BREAKDOWN	No. of videos	Video views
June 2020		
Bounce and rhyme	8	4673
Singing and signing	8	5244
Crafts and stories	37	7924
Poetry reading	4	724
Talks-Armchair walks	1	503
Other	117	29,946
TOTALS	175	49014

Special Events in June:

Hi Vis week 1-14th June 2020

Total Number of posts including videos:56

Total number of views: 27,897

Empathy day 9th June 2020(countdown started on 26th May)

Total Number of posts including videos:72

Total number of views: 26,176

Carers week 8-14th June 2020

Total Number of posts including videos:5

Total number of views: 1,612

Fathers day 21st June 2020

Total Number of posts including videos:3

Total number of views: 1,872

Loneliness awareness week 15th-21st June 2020

Total Number of posts including videos:10

Total number of views: 2,250

Refugee week 15th-21st June 2020

Total Number of posts including videos:22

Total number of views: 7,966

Pride Inside 29th June-5th July 2020

Total Number of posts including videos:12

Total number of views: 4,052

Summer reading challenge 5thJune- 2020 in progress

Childrens Art week 29thJune- 19 July 2020 in progress

Virtual Reading Groups

- This month we delivered 17 virtual adult reading groups, with at least 133 people attending
- This month we delivered 10 virtual teenage reading groups with 44 young people taking part.

Library phone and email monitoring

Approximately 400 phone calls from customers were answered with this month. There was a surge in enquiries about library reopening. Other enquiries included:

- Renewals
- Fines
- PIN resets
- E-book apps
- Libby
- Information requests

- photocopying
- Council Tax
- Food waste bags
- Library virtual reading groups
- Operation Shielding

Other June updates:

Staff are continuing to follow the COVID-19 work streams plan. In addition, staff have been working hard to reopen libraries on the 6th July.

Other work streams:

- Preparing for libraries reopening safely
 - Risk Assessments
 - New layout (marking spaces and removing furniture)
 - Changing services e.g. Library Takeaway and preparation
 - Staff inductions and training
- Reviewing all guidance and best practice related to reopening
- Craft activities online/ physical preparation
- Summer Reading Challenge preparation and delivery planning
- Bromley Children’s Art Week preparation and delivery
- “Where’s Ziggy” online posts to keep library users engaged and prepared for reopening
- Promotions for national initiatives
- Managing social media accounts, engagement and responses
- Website management
- Liaising with Bookstart and the Reading Agency
- Updating Library Procedures
- Stock Processes
- Wellbeing checks
- Regular team meetings
- Catalogue updates
- Book lists and reviews for catalogue updates
- Stock ordering and management
- Staff training courses now including Library Specific courses in partnership with the Open University
- Restructure – separate update to be provided

Bromley Historic Collections

June 2020

Safe Reopening Plan

A major workstream this month has been to establish a phased return to service delivery with particular regard to the safety of customers and staff. The situation within the staff areas - namely the archives store, the museum store and reserved bookstack - are well controlled. The main focus therefore has been around safety and security within the public searchroom. Using the flow of advice available (government, The National Archives, National Conservation Service, London Archives Project, Museums Association and Libraries Connected), procedures have been drawn up for when the Central Library reopens, including:

- social distancing
- clean production and document handover
- quarantine of used records
- cleaning of equipment
- preparing the service to shift towards a more remote-customer focus as required

Archives

Preservica (Digital Preservation System) Project

The Archivist is working with the Preservica team, the Digirati team (who will manage the integration of our CALM catalogue database with the Preservica systems) and the AIM25 consortium lead, to help prepare for the final stages of launching Preservica for BHC. Work on the project this month has included:

- Reading through the technical specification documents for ingest workflows from our systems to Preservica's systems
- Tests of small-batch ingests, which has been completed successfully,
- Editing metadata for digital surrogates uploaded to the system.
- Drawing up Digitisation Priority Lists – for discussion with our stakeholders:
- Archive strongroom audit – total of 140 entries checked and updated

Museum Collections

- Catalogue Cleansing Project – a total of 1165 records have been cleansed this month. Many entries are being updated with new information and particularly those in the Lubbock Collection which need some careful updating. The lessons being learned have also been instrumental in

drafting a procedures manual. This is being compiled primarily for use by a documentation assistant who will be recruited in order to shorten the length of the project.

- Museum enquiries – there is an average of 3 per week
- Emergency Planning interview – the Curator took part in an online interview conducted by external consultants for London Museum Development, to look at how museums can rescue/save collections. Information and ideas from this are being fed into a review of BHC's own plan(s)
- Earth Museum project

Local Studies

Bromley Community Directory – on average 2 hours/week – keeping up to date and answering any enquiries – so people can readily reach help.

Social media

There has been a slight increase in numbers following our posts during the month:

- Instagram – from 249 to 264
- Facebook from 538 to 547
- Twitter 1182 to 1183

Our *Picture of the Week* programme has grown in popularity, at the beginning of month the picture of the Waterman's Almshouses reached 268 people. The most recent picture of the Market Square reached 733 people.

Biography Index – 27 added during the month

Enquiries - steady stream of substantial enquiries have been received – on average 4 per week. Although information on all enquiries is kept and filed, it has been useful to assess these in relation to what materials might be digitised in order for enquirers to have had more direct access

FOI Research

Freedom of Information enquiry was received regarding statues and memorials in the borough. It was found that no study or report had been carried out on this and current knowledge is that there are no visible monuments that are a cause for concern. Anything that does subsequently come to light will be communicated. As part of information gathering for the FOI concerning the borough's links and previous generations involvement in colonialization, information was provided on John Lubbock, 1st Baron Avebury, 4th Baronet. This was to establish the main elements of his work and interests and if changes might need to be made to the display of some of the objects he collected.

Further research is now being carried out to collect information on former residents who were slave owners and are included in the Online Encyclopaedia of British Slave-ownership (1763 and 1833), mainly from the records of the Slave Compensation Commission, set up to manage the distribution of the £20 million compensation - <https://www.ucl.ac.uk/lbs/search/>

Appendix 2: GLL Library Service Recovery Plan

Reopening of physical library services – GLL suggested approach to phasing

Core Libraries

Phase	Timeframe	Overview
1	Three weeks before reopening (Week beginning 15 th June)	<p>Period before staff allowed back to site more regularly:</p> <ul style="list-style-type: none"> • Work with GLL FM and LBB to ensure all compliance checks/monitoring up to date and discuss/agree contract cleaning arrangements and any additional cleaning regimes required with New Concept • Planning with Library Managers – risk assessments, staffing availability/capacity to inform opening hours / service capacity / staff rotas for future phases • PPE requirements /ordering/distribution/ staff concerns • Staff Communications for future phases • Public Communications for future phases
2	Minimum 2 weeks required (Week beginning 22 nd June)	<p>Some staff at site working behind closed doors – no public access:</p> <ul style="list-style-type: none"> • Review risk assessments and amend/monitor in relation to site specific issues/tasks and reopening admin and comms arrangements • Re-induction of staff to site (Week beginning 29th June) – new procedures in relation to PPE/ risk assessments / library specific stock process / wellbeing check • Alter site entrance/foyer layouts to prepare for Phase 3 • Alter internal layouts to prepare for Phase 3 - stock quarantine zone, furniture storage zone, stock collection zone, PN access zone • Alter layouts, where practical, to prepare for Phase 4 • Work required to return to 'live' operation – LMS logins, reservations, new stock processing, movement of stock between branches • Communications to explain what is happening to the public and prepare expectations for phase 3
3	To run for a minimum of 3 weeks (6 th July – 26 th July) ideally – staff capacity may mean that some sites need to stay at Phase 3 while others progress to Phase 4. Site by site review after each week to	<p>Beckenham, Central Library (depending on Amey update), Chislehurst, Orpington, Penge, St Paul's Cray and West Wickham Libraries open to public at reduced hours (linked to staffing capacity) with no general public access into main body - Limited offer operating in foyers and entrances and marked PN areas under social distancing rules:</p> <ul style="list-style-type: none"> • Returns - stock discharged via self service and quarantined before handling for minimum of 72hrs in line with PHE guidance • Information and Signposting – basic service under social distancing guidance, supplemented by staff taking contact details to be able to reply remotely to detailed queries • Limited Digital access – 30 minute sessions (pre-booked appointments/ queue management system), PN areas observing social distancing, printing available via cashless payment.

	assess ability to move into Phase 4.	<ul style="list-style-type: none"> • Click or Call and Collect – Customers reserve item(s) online and when item(s) available at site staff pre-issue and notify is ready for collection, OR customer phones the library where staff identify stock at site of interest (or offer Staff Picks Mystery Bundle based on reading preferences), pre-issue to customers card and notify when ready for collection. • Work with local resilience groups should mean we are able to reach those unable to visit themselves and ensure access to library stock can be facilitated – volunteer collection and distribution • Digital Library Service (eResources, social media activities etc) continues - eResources promoted at site to encourage further take up
4	Movement from this phase into any Phase 5 will be dependent upon national guidelines around social distancing, stock quarantining etc	<p>Original open branches start to increase hours, remaining libraries to start reopening at reduced hours (linked to staffing capacity) with limited numbers allowed on site at any one time with access under social distancing rules to some parts of the main body for:</p> <ul style="list-style-type: none"> ○ Returns ○ Reservation collection ○ Grab and Go offer from accessible stock in designated areas/routes using self issue kiosks ○ Digital access – but linked to social distancing still a reduced number of PCs available <ul style="list-style-type: none"> • Some sections of library will still be cordoned off from public access due to ongoing need to quarantine stock for 72hrs and store furniture to ensure no lingering • No study facilities or physical newspapers/periodicals, lingering discouraged to reduced wait times for access. • Digital Library Service (eResources, social media activities etc) continues
5	Dependent upon national guidelines around social distancing, stock quarantining etc	<p>Service ‘as normal’ across all 14 libraries – following any additional government guidelines</p> <ul style="list-style-type: none"> • New risk assessments for group activities before resumption

Below is a basic visual plan of how the phasing of library service across Bromley could look like from day 1 of restarting buildings to opening through to full operation.

	Wk1	Wk2	Wk3	Wk4	Wk5	Wk6	Wk7	Wk8
Phase 1								
Phase 2								
Phase 3								
Phase 4								
Phase 5								?

Appendix 3: Summary of Client Visits to Libraries – July to December 2019

Libraries Contract Monitoring – GLL

Summary

The Client Team began their Quarter 4 programme of visiting all 14 library branches in February 2020, but could not complete the programme due to COVID-19. 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.

Following the closure of branches on March 23rd, the Client Team instead performed spot-checks of the online services and websites maintained in the service between April and June

Environment and Appearance of Library Buildings

- All Libraries are maintaining a tidy and clean environment
 - Central Library was refurbished and opened, with most areas available to the public including the Children’s Library, new study area and IT suite. The installation of the picket fence on the Children’s play area is still work in progress (as of March visit). The modern design is visually attractive.
 - Some furniture has been replaced giving a fresher look
 - In March, cleaning standards had increased and become more thorough in response to COVID-19
- Mixture of busy and quiet libraries
- Updated signage inside and outside of branches
- Chislehurst Library has been painted internally and externally
- Some branches had reported issues with broken boilers/heating over winter which had taken some time by Amey to resolve. They were provided with electric heaters in the meantime to maintain a comfortable temperature.

Stock, IT and Equipment

- Stock is well presented and in good condition. Staff noted being happy with the new Direct to Branch Delivery system which speeds up the availability of new stock to the public.
- No particular issues noticed by the Client
 - One public PC was noted as out of order during a visit.
 - All working PCs were fast to use with no obvious technical issues when using.
 - WiFi and internet speeds generally favourable.
- 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 staff at all on the day of visit as a result of strike action. Regular staff began to return in early February.
- 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
- Staff at multiple libraries are keen to share ideas for new activities and events in libraries, once staffing levels were returned to normal following the end of industrial action.

Social Media

- Facebook and Twitter pages were maintained and updated with several posts every day.
- Posts and videos are posted and hosted on Facebook in the first instance, with shorter versions being posted to Twitter at a later time.
- Post content ranges from advertisements of available services (eBooks, eNewspapers, online resources like Ancestry, Better workout videos), worksheets and quizzes for children, arts/crafts using common household objects, jokes and quotes, book reviews and reading suggestions.
- Multimedia content posted regularly included videos in replacement of usual in-branch activities (Bounce & Rhyme, Storytime, Great Reads for Older children, Armchair Walks, Poetry Reading for Adults, etc), a podcast about the library service, and photos of local areas of historical or community importance.
- A regular timetable of regular videos was put in place shortly before the lockdown. However it took a few weeks for the timetable to be finalised and displayed on the page.
- Awareness days (e.g. Carers Week and Empathy Day) represented with bespoke posts as well as links to content from other organisations.
- Graphics developed for the webpages look professional and consistent with GLL branding.

Library Without Walls

- 'Libby' app for smartphones and tablets (offers access to 'Overdrive' items including eBooks and eAudiobooks) was easy to find and install.
 - No issues logging on and loaning eBooks and eAudiobooks with a 'temporary' library card barcode, received from joining the library service online
 - Readability/audio quality and playback features excellent.
 - Many items appeared to be on loan and had long wait times for availability, but it was easy to 'queue' and be notified when the item was available.
- 'Freegal' music service
 - Was able to listen and download (up to 3) tracks without issue.
 - Music selection contained a mixture of newer and older artists.
 - Seems to have been upgraded to allow unlimited streaming limit
- 'PressReader' eNewspaper and periodical service
 - Contains an overwhelming number of publications in English (over 2500) including historical editions. Very large number of foreign language publications also available
 - Great accessibility features for partially-sighted users

Appendix 4: Key Performance Indicator Monitoring: Q4 2019-20/Q1 2020-21

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
							Jan	Feb	Mar	Apr	May	Jun	
Total							0	0	0	0	0	0	0
1	Opening Hours	Failure to open a library	1	10mins - 2hrs 59mins	15	£630.95	0	0	0	0	0	0	0
			2	3hrs - 5hrs 59mins	30	£1,261.90	0	0	0	0	0	0	0
			3	6hrs - a full library day	60	£2,523.79	0	0	0	0	0	0	0
5	Public Web Access	Unavailability of web services	1	1hr - 2hrs 59mins	5	£210.32	0	0	0	0	0	0	0
			2	3hrs - 5hrs 59mins	15	£630.95	0	0	0	0	0	0	0
			3	6hrs - 11hrs 59mins	20	£841.26	0	0	0	0	0	0	0
			4	12hrs - 24hrs	30	£1,261.90	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	£420.63	0	0	0	0	0	0	0
			2	For every full day more than one Public Network terminal is not available, per terminal	1	£42.06	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	£420.63	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	£420.63	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	£420.63	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	£420.63	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	£420.63	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	£210.32	0	0	0	0	0	0	0	
			2	[Online] 3hrs - 5hrs 59mins	15	£630.95	0	0	0	0	0	0	0	
			3	[Online] 6hrs - 11hrs 59mins	20	£841.26	0	0	0	0	0	0	0	
			4	[Online] 12hrs - 24hr	30	£1,261.90	0	0	0	0	0	0	0	
			5	[Search Room unavailable during Library Hours] 10mins - 2hrs 59mins	5	£210.32	0	0	0	0	0	0	0	
			6	[Search Room unavailable during Library Hours] 3hrs - 5hrs 59mins	15	£630.95	0	0	0	0	0	0	0	
			7	[Search Room unavailable during Library Hours] 6hrs - full day for that library	30	£1,261.90	0	0	0	0	0	0	0	
13	Home Library Service	Number of beneficiaries who receive a month visit,	1	100% - 96%	0	£0.00	0	0	0	0	0	0	0	
			2	95% - 76%	15	£630.95	0	0	0	0	0	0	0	

		including new clients receiving their first visit falling below 95%	3	75% - 51%	30	£1,261.90	0	0	0	0	0	0	0
			4	50% - 26%	75	£3,154.74	0	0	0	0	0	0	0
			5	25% - 0%	150	£6,309.48	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	£420.63	0	0	0	0	0	0	0
			3	75% - 51%	20	£841.26	0	0	0	0	0	0	0
			4	50% - 26%	50	£2,103.16	0	0	0	0	0	0	0
			5	25% - 0%	75	£3,154.74	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	£210.32	0	0	0	0	0	0	0
			2	3hrs 30mins - 6hrs 59mins	10	£420.63	0	0	0	0	0	0	0
			3	Full day (7hrs or more)	20	£841.26	0	0	0	0	0	0	0
22	Annual Stock Plan	Deviation from the annual Stock Plan without written consent	1	Per deviation	10	£420.63	0	0	0	0	0	0	0
28	Staff Management	Failure to properly train or manage staff	1	Per identified incident	10	£420.63	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	£1,261.90	0	0	0	0	0	0	0
			2	Per incident of misuse of social media by staff or other representatives	15	£630.95	0	0	0	0	0	0	0
			3	Per incident of materials displayed outside of the agreed notice display policy	15	£630.95	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	£210.32	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	Q4	Q1	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	£210.32	0	0	0
4	Service Plan Implementation	Annual aims/actions identified for completion each quarter completed	1	100% - 91%	0	£0.00	•	•	0
			2	90% - 76%	45	£1,892.84			0
			3	75% - 51%	60	£2,523.79			0
			4	50% - 26%	100	£4,206.32			0
			5	25% - 0%	200	£8,412.64			0
			6	Per incomplete Priority 1 item	10	£420.63			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	£210.32			0
			3	75% - 51%	10	£420.63			0
			4	50% - 26%	25	£1,051.58			0
			5	25% - 0%	50	£2,103.16			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	£841.26			0
			3	75% - 51%	40	£1,682.53			0
			4	50% - 26%	60	£2,523.79			0
			5	25% - 0%	100	£4,206.32			0
			6	Per incomplete Priority 1 item	5	£210.32			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	£1,261.90	0	0	0
			2	Any service area is not available due to the level of cleanliness	30	£1,261.90	0	0	0
			3	Risk assessments or COSHH sheet relating to cleaning are not up-to-date	30	£1,261.90	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	£4,206.32	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	£1,261.90	0	0	0
			2	Per issue not resolved in a specified rectification period	30	£1,261.90	0	0	0

Appendix 5: Bromley Libraries Issues – January to March 2020

Libraries Contract Monitoring – GLL

Year-to-Year Comparison:

Month	2019	2020	% Difference
January	121,444	116,432	-4.1%
February	112,938	115,870	+2.6%
March	126,640	97,080	-23.3%
Q4 Total	361,022	329,382	-8.8%

Issues: 12-Month Average:

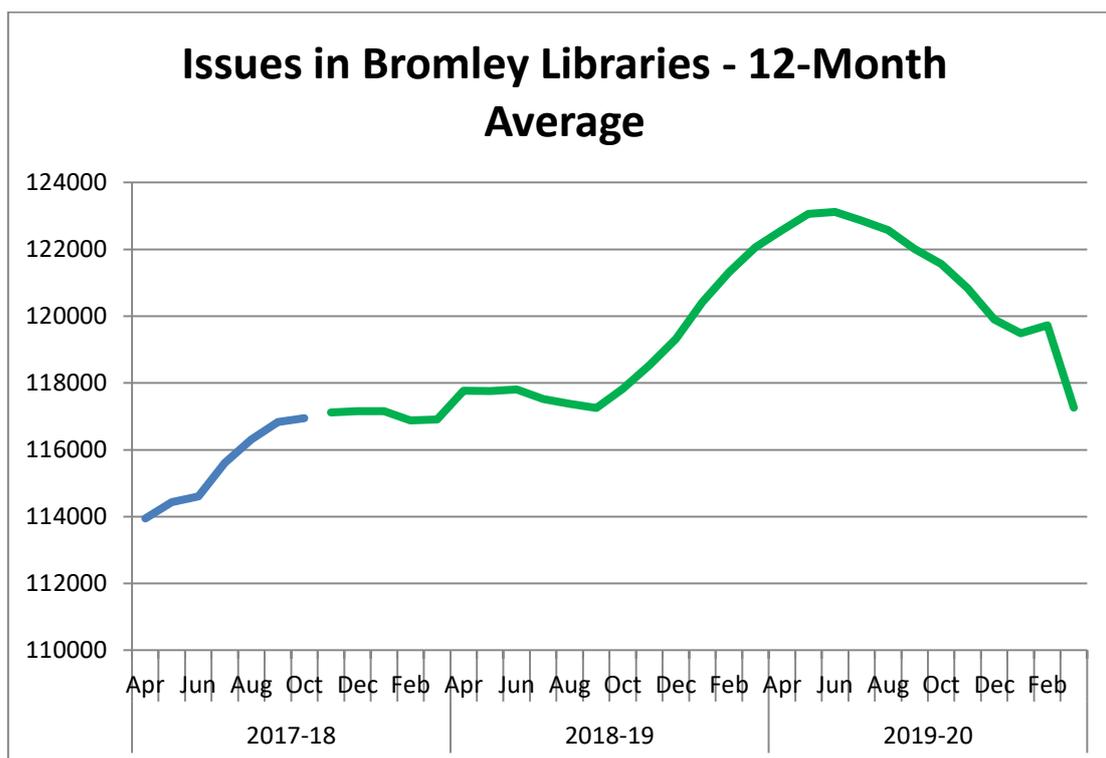


Figure 1: 12-month average (each data point representing average issues over the previous 12 months) of item issues in Bromley Libraries since April 2017. Issues under LBB management are shown in blue, and under GLL management in green.

Appendix 6: Annual Library Improvement Plan 2020-21

Priority	Objective	Actions	Timeline
Reading Offer	Stock Development: Promote enjoyment of reading and use of the library by providing attractive and relevant stock.	Annual Stock Plan delivered. Resources budget fully spent.	Q1 & following
		Review the allocation of funds in the spending plans and address the balance of stock purchases in relation to adult vs. children's stock; fiction vs. non-fiction; lending vs. reference; physical stock vs. online.	Q1 & following
		Review and monitor supplier selection arrangements, making adjustments where necessary and permissible to reflect changes to purchasing policies and allocation of funds.	Q1 & following
		Continue the stock maintenance programme. Refresh and/or remove stock in response to issues highlighted during the ongoing audit processes. Use BibScan to identify tastes and trends to direct stock purchase. (Review audit processes in relation to larger libraries)	Q1 & following
		Continue to monitor A/V provision, including income generation and performance. Make recommendations for DVDs, CDs and monitor the supplier specifications.	Q1 & following
		Review and update content of '1001' book collection and monitor classics to ensure that there are copies of appropriate titles in stock.	Q1 & following
		Review stock rotation option in light of LMS functionality (lack thereof). Wishlist to include specialist/more expensive non-fiction collections (e.g. Transport, Humour, "Essential Century") to improve range of material at smaller branches.	Q1 & following
		Refresh and maintain music score collection, including creating and improving catalogue records and ensuring a balanced and fresh collection across four key libraries. Monitor usage of scores in reserve stack to ensure a working and relevant collection. Evaluate vocal score donations from Greenwich Libraries for suitability for Bromley collection.	Q1 & following
		Continue to source and supply performance sets for choirs and orchestras, both locally and outside the borough.	Q1 & following

Priority	Objective	Actions	Timeline
		Monitor and respond to stock suggestions and customer requests, purchasing new stock as appropriate.	Q1 & following
		Provide a comprehensive and speedy requests service, including purchasing new stock as appropriate, sourcing material via ILL services, and monitoring waiting lists – intervening where necessary - whilst maintaining supply times.	Q1 & following
		Adhere to the conditions of the current stock management policy.	Q1 & following
		Adhere to recommendations from recent library audits.	Q1 & following
		Continue stock-checking procedures for missing stock and stock which is overdue in transit.	Q1 & following
		Reinstate debt recovery on LMS. Continue to monitor the technical infrastructure for debt referral, adjust procedures as required.	Q1 & following
		Establish a new supplier for book stock in other languages (Bright Books no longer in business), e.g. Asian, European, Russian. Monitor the performance of and demand for community-language material for both adults and children. Set up new supplier for EDI ordering and invoicing.	Q1 & following
		Continue work to re-integrate former Bexley stock following successful disaggregation of joint Bexley/Bromley reserve collections. Investigate gaps in stock created by removal of Bexley material.	Q1 & following
		Continue current stock disposal policies, disposing of stock in the most efficient manner, whilst maintaining awareness of and actively pursuing income potential, e.g. via Revival, Better World Books, Amazon, etc.	Q1 & following
	Stock Promotion:	Support a wide range of stock promotion, including seasonal activities. Stock edits to support these promotions to be undertaken as required.	Q1 & following
	To promote enjoyment of reading and sharing of books.	To organise displays relating to topical themes and national initiatives e.g. World Book Day, National Poetry Day and more displays relating to a diverse calendar of festivals – e.g. Black History Month, LGBTQIA History Month, Chinese New Year, etc., according to diary/calendar of events and liaise with stock display team.	Q1 & following

Priority	Objective	Actions	Timeline
		Themed displays of foreign- and dual-language stock at ORP.	Q1 & following
		Promotion during seasonal “quiet periods” linking number of books taken out and read to a free DVD hire at ORP.	Q1 & following
		Local author links and promotion of their books at ORP.	Q3
		Famous resident links – themed displays of books relating to them - ORP	Q3
	Reader Development: To help create a more literate and confident society by developing, delivering and promoting reading activities in libraries.	Contribute to Cityread London Advocacy Group and roll-out of Cityread London 2019. (May). Prepare and promote Cityread 2020.	Q1 & following
		Support the growing number of reading groups across the borough, with appropriate stock input.	Q1 & following
		Support the creative-writing, poetry-reading, and play-reading groups within the borough.	Q1 & following
		To participate in The Reading Agency’s “ <i>Reading Friends</i> ” London pilot, aiming to reduce social isolation among older residents by the provision of ‘Reading Friends’ social groups. Bromley as lead borough – 10-borough initiative.	Q1 & following
		To enhance the adult reading offer and increase usage. Promote a love of reading through activities and through partnership working with the stock team to host and promote events such as author visits - e.g. Cityread. To actively encourage membership of existing reading groups by continuing to advertise and promote our reading groups; targeted displays for national promotions and themes of interest.	Q1 & following
	Promote children’s enjoyment of reading and use of the library by providing a programme of reader development activities.	To actively participate in the Summer Reading Challenge 2020.	Q1 –Q3
		To promote existing reading children’s groups, e.g. TRG and Chatterbooks	Q1 & following
		Support Chatterbooks children’s reading groups and deliver annual ‘Broscars’ event.	Q1 & following
		After pilot scheme, increase and continue to offer Bounce and Rhyme sessions for summer holidays.	Q2-Q3

Priority	Objective	Actions	Timeline
		Continue and extend storytelling and craft sessions during school holidays. Liaise with Children's Team and ORP Staff.	Q1-Q2
		Support a calendar of special events responding to national initiatives, e.g. National Libraries Week, Black History Month, etc.	Q1 & following
		Toddler and Mum Stay-and-Play/Messy Morning – to allow parents and carers to chat whilst their child is playing/ making something. Dependent on rearrangement of children's area and sufficient staffing at ORP.	Q3
		Maintain and foster contacts with local schools to promote the library through visits to and from the branch - ongoing	Q1 & following
	To encourage the sharing of books by families with young children.	Improve the delivery of BookTrust Bookstart offer for Bromley, through partnership working with BookTrust, health services and pre-school settings.	Q1 & following
		Take part in National Bookstart Week in June 2020.	Q1
		BookTrust <i>Time to Read</i> offer promoted through library events in November 2020.	Q4
		Deliver regular under-5s activities in all libraries.	Q1 – Q4
	To increase young adult usage of library services.	Deliver follow-up event for YPL tour.	Q1
		Deliver Spine Festival with Young Producers Group at PWO.	Q1
		Deliver <i>Fully Booked</i> literary quiz for secondary schools.	Q1
		Support teenage reading groups by provision of reading group sets.	Q1 & following
		Re-establish teenage reading group at ORP - currently in planning.	Q1
	Provide opportunities for young people to develop skills and confidence and to contribute to their local communities.	Continue to encourage SRC volunteers.	Q2-Q3
		Work in partnership with National Citizen Service (NCS) to provide social action opportunities for young people taking part in the NCS's <i>The Challenge</i> .	Q2-Q3

Priority	Objective	Actions	Timeline
	Inclusion: Services and events in libraries provided for targeted groups, including people with additional needs.	Work in partnership with the Royal Voluntary Service (RVS) to provide a high-quality home library delivery service to those people who by reason of disability, illness, age or being a 'carer' cannot get into the library to select their own materials. Work with RVS Service Manager to increase numbers of volunteers and volunteer-coordinators providing service. Increase awareness and customer take-up of HLS through enhanced marketing. Provide regular statistical analysis.	Q1 & following
		Increase use of <i>Bag Books</i> by families with children with special educational needs through working with children's services and local schools and through staff training.	Q1 & following
		Develop collections of children's books in community languages. Increase dual-language stock for children.	Q1 & following
		Introduce CustomEyes® collection of large-print books for children with visual difficulties.	Q1 & following
		Work with Bromley Family Film Club to provide film events for families with children with additional needs.	Q1-Q2
		Improve adult literacy through reading for pleasure via the "Reading Ahead" initiative from The Reading Agency. Run programme in partnership with BAEC for selected classes of ESOL students.	Q1 & following
Health and Well-being Offer	Develop and deliver additional services and programmes for targeted groups, e.g. dementia sufferers.	Continue to support the <i>Living Well with Dementia</i> monthly coffee morning initiatives at PEN.	Q1-Q4
		Work with relevant partners to facilitate in-library and additional outreach sessions for dementia sufferers in line with the Libraries Connected Dementia National Offer.	Q1-Q4

Priority	Objective	Actions	Timeline
	Improve access to library services for members of targeted groups.	Work in partnership with Bromley Dementia Action Alliance (BDAA) to support Dementia Action Week 2020 (May) and Alzheimer's Month 2020 (September).	Q1-Q4
	Improve access to library services for members of targeted groups.	Promote <i>Reading Well Books on Prescription</i> (RWBOP) Dementia titles to dementia sufferers and their carers at relevant occasions.	Q1-Q4
	Work in partnership with local health organisations.	CEN - Support local community health agencies in providing space to promote their services Accommodate by providing community space in the library for information outreach.	Q1 & following
		ORP - foster relationship with new local health centre in Orpington Market Square.	Q1-Q2
		Provide support for and work with specialist staff to deliver one-off sessions, e.g. dementia awareness, etc.	Q1 & following
		ORP - work in partnership with Bromley Mind, LBB Dementia and Local London Work and Health Programme.	Q1 & following
		Monthly group sessions at PWO for deaf and hard-of-hearing people in partnership with local agencies.	Q1-Q4
	Targeted stock displays on health and wellbeing themes.	Targeted displays to promote <i>Books on Prescription</i> in adult and/or teen library.	Q1 & following
		Displays relating to specific well-being themes, e.g. Mental Health Week.	Q1 & following
		Promote <i>Reading Well</i> with leaflets and supporting stock.	Q1 & following

Priority	Objective	Actions	Timeline
Information and Digital Offer	Provide a range of high-quality print and electronic reference and information resources for customers.	Acquisition of selected hard-copy titles and e-resources. Monitor reference and information resources, including the balance between electronic and hard copy, making improvements and substitutions to titles as necessary. Review and evaluate new online services as appropriate. Maintain statistics on the use of online resources in consistent GLL format.	Q1 & following
		Acquisition of selected newspaper and periodical titles. Continue to monitor current supply arrangements, amending holdings as required.	Q1 & following
		Review reference & information reserve stock held in Floor 7 stack.	Q1 & following
		Continue deselection programme of libraries' reference, information and council information collections.	Q1 & following
		<i>Access to Research (A2R)</i> – successfully promote service to reintroduce and promote uptake.	Q1
	Provide an effective reference and enquiry service to our customers.	Investigate options for reinstating a virtual reference service locally and explore ways to enhance service.	Q1 & following
	Staff to help customers to access information on government sites online.	Develop staff skills in assisting customers on government sites.	Q1
	Maintain provision of Bromley community	Maintain and develop online CI database, <i>Info Bromley</i> . Establish and maintain log of CI database usage figures.	Q1 & following

Priority	Objective	Actions	Timeline
	information.	Maintain and develop the SCL “Information4Living” Bromley portal pages with selected links to preferred and trusted local websites providing information on: Benefits; Business; Health and Wellbeing; Jobs, Careers & Skills; Rights and Citizenship; Money.	Q1 & following
		Provide a range of printed and electronic information. Attractive and relevant display of materials on notice boards and ensure customers know where and how to access information. Keep information up-to-date.	Q1 & following
		Continue to display stocks of local leaflets and posters as at present given limited space at ORP.	Q1 & following
		Folder/board to promote small local businesses and set-ups at ORP.	Q1 & following
		More leaflets relating to benefit/government forms – ORP to liaise with CEN.	Q1 & following
		Maintain folder of local events/groups at ORP.	Q1 & following
	Provide opportunities to promulgate information literacy.	Investigate further options for delivery of customer information literacy training, focussing on assisting library customers with the effective use of online information resources and to encourage library use by non- or lapsed customers. Further “ <i>Making the Most of Your Library</i> ” sessions refined and delivered in branches. Possible sessions around ‘fake news’ issues to be explored.	Q1 & following
	Participate in the CIPFA Annual Enquiry Count.	Monitor level of information enquiries by carrying out the annual CIPFA Enquiry Count each October. Enquiries logged in all libraries during the designated October 2020 Count Week and reported to CIPFA.	Q3

Priority	Objective	Actions	Timeline
	Deliver an effective E-Library service.	Select e-book and e-audiobook stock within GLL shared budget. Monitor stock suggestions and usage of the current eBook and eAudiobook materials and eReference resources. Promote e-audio and e-book stock with themed curated collections.	Q1 & following
		Monitor and evaluate the RBdigital e-magazine online.	Q1 & following
		Monitor and review eComics offer via OverDrive.	Q1 & following
		Promote the eLibrary offer (e-books, e-magazines, e-comics) by providing free customer demonstrations of these technologies in branches and at outreach sessions to encourage new user uptake.	Q1-Q4
		Ensure customers are aware of e-resources through publicity and active promotion. Provide free demonstrations of the e-offer to encourage usage.	Q1-Q4
	To maintain provision of IT services and promote new and existing initiatives.	Promote the library mobile app to customers. Deliver free app demonstrations in branches and at outreach sessions.	Q1-Q4
		Promote the library app at point of membership.	Q1 & following
Learning Offer	Encourage local communities to make greater use of the library service through establishing programmes and activities to promote and encourage learning opportunities and encourage increased use of library facilities	Build on success of children's science clubs at CEN and MOT and roll out to more branches.	Q1 & following
		Develop further craft/social groups at ORP, e.g. mixed crafts, embroidery, sewing, etc. Publicise locally.	Q3
		Deliver adult calendar of special events responding to national initiatives, e.g. National Libraries Week, Black History Month, etc.	Q1 & following
		Monthly Talks at ORP.	Q1 & following
		Delivery of basic computer courses as required. Provision of one-off sessions of <i>Learn My Way</i> and help with applications.	Q1 & following

Priority	Objective	Actions	Timeline
	by all members of the community.	Organise writing sessions e.g. 'NaNoWriMo' and writing workshops at BEC.	Q1 & following
<p><u>Six Steps Promise</u></p> <p>(in partnership with Libraries Connected, RNIB & Share the Vision)</p> <p>Blind and partially-sighted customers can visit a fully accessible library service that has a local collection of accessible reading materials and information in physical or digital forms.</p>	Ensure that all blind and partially-sighted customers are connected to the most appropriate service for their reading needs and that they are able to make full use of an accessible public library service.	CV to provide staff awareness and training as appropriate and specialist advice and guidance to VIP customers as required.	Q1 & following
	Use <u>Reading Sight</u>, the free website supporting blind and partially-sighted people to access reading and reading services.	CV to provide staff awareness and training as appropriate.	Q1 & following
	Provide local collections of accessible reading materials and information in physical or digital formats, and be able to signpost customers to a wider range of resources.	Collections in place and updated as required.	Q1 & following

Priority	Objective	Actions	Timeline
	Plan digital and physical access strategies in consultation with blind and partially-sighted people.	Work in partnership with RNIB, Kent Association for the Blind (KAB), and other interested parties to develop targeted services.	Q1 & following
	Designate a champion for the reading needs of blind and partially-sighted people who has familiarised themselves with the specialist resources and services available.	CV is staff member who is designated as Bromley Libraries Six Steps Champion	Q1 & following
	Support and promote <i>Hi VIS Fortnight</i> (formerly <i>Make a Noise in Libraries (MANIL) Fortnight</i>).	Work in partnership with RNIB, Kent Association for the Blind (KAB), and other interested parties to promote activities in libraries for this campaign.	Q1-Q2
	Provide targeted reading activities for blind and partially-sighted people.	Continue to support the monthly VIP Reading Group at CEN, including the provision of a <i>Calibre</i> subscription.	Q1 & following
Our Staff	Ensure highly trained frontline team able to	Staff to be made aware of the library plan and new initiatives arising. Training for staff to collaborate as a team to promote the library service.	Q1

Priority	Objective	Actions	Timeline
	give an excellent service to library customers.	Ensure staff awareness of events and activities within the branch and borough through regular meetings and information dissemination.	Q1 & following
		Ensure training on library systems is complete and effective.	Q1
		Provide training for staff so that they are able to promote and help customers to access digital library services.	Q1 & following
		Provide in-house training for children's activities, e.g. Bounce and Rhyme, Crest Awards, etc., and create opportunities for external training as required.	Q1 & following
		Refresh knowledge of and train frontline staff in usage of online resources. Continue a programme of frontline staff enquiry training sessions to raise awareness of available online and hard-copy information resources.	Q1 & following
		ORP - Sensory Story Telling training for staff to meet needs of Riverside School visits. Liaise with Nina Martinez and KF to arrange training with ORP staff.	Q1
		ORP - training to assist customers filling in government forms, benefit forms – Universal Benefits. All staff to be involved.	Q1
		ORP - New one-to-ones with staff to discover their interests and knowledge of local area to promote the library.	Q1
	Ensure all staff aware of and trained in relevant GLL procedures.	Health & safety training: – 1. Fire Marshall training for SLAs and LMs. 2. COSHH training for SV. Check GLL College list for available courses.	Q1
		Emergency First Aid training for all senior staff - check GLL College list for available courses.	Q1
Check Learning Hub for relevant courses, especially safeguarding and fire safety.		Q1 & following	
Communications, Marketing and Brand	To raise awareness of the library service.	To interact with the public verbally and be more proactive in signposting to services.	Q1 & following
	Run outreach and promotion activities to	Outreach and promotion in local shopping centres, high streets, Civic Centre, Job Centre Plus, and other public-facing areas as appropriate.	Q1 & following

Priority	Objective	Actions	Timeline
	raise awareness of the library service in the community, extending out to non-users and hard-to-reach communities.	More outreach at ORP – sheltered accommodation, care homes, local charities - SV and KS to discuss action.	Q3
		Provision where possible of a library presence at local community events and festivals, e.g. Penge Festival, Chislehurst Family Fun Day, etc.	Q1-Q2
		Provide ongoing support for branch Social Media Champions.	Q1 & following
		ORP - maintain current means of communication – e.g. social media, re-establish links with local Orpington magazine. Contact Orpington 1 st Management Team.	Q1
	Ensure all notices and promotional material is of a consistently high standard and in line with GLL branding in partnership with LB Bromley.	To renew relevant posters with the correct branding.	Q1 & following
Our Buildings	Ensure our libraries are a safe and welcoming environment for customers and staff.	<ol style="list-style-type: none"> 1. Health and safety issues (including problems and faults) reported promptly and followed up. 2. Train all staff to ensure they are aware of new fire evacuation procedures. 3. Monitor library is cleaned to specified standards by weekly checks. 	Q1 – Q4
	Refurbish and remodel Orpington Children’s Library.	Library Management Team to arrange.	Q1 & following
	Maximise customer satisfaction with and income generation from the letting of library halls and rooms.	<p>Maintain the hall lettings service at Central Library with efficient booking and payment procedures.</p> <p>Explore ways to increase hall hire take-up and income, including enhancing facilities and improving marketing of the service.</p> <p>Streamline administration procedures where possible.</p> <p>Maintain an efficient hall lettings service at relevant branches.</p>	Q1 & following

Priority	Objective	Actions	Timeline
	Provide study/learning spaces for children of all ages.	Explore providing focussed study areas for children at CEN.	Q1
Our Customers	Listen to our customers.	Respond promptly to customer feedback at CEN. To explore possible service improvements following customer comments / complaints.	Q1 & following
		Annual meeting with Orpington customers for feedback. Investigate more opportunities with feedback.	Q1 & following

Appendix 7: 2020/21 Stock Budget Update – 22nd June 2020
Libraries Contract Monitoring – GLL

Budget	Budget name	Current Allocation £	Committed orders on Soprano	Invoices paid to date (ex VAT)	Available funds
AF	Adult Fiction	£18,000.00	£5,030.37	£579.39	£12,390.24
AFS	Adult Fiction (Supplier)	£55,000.00	£33,156.02	£246.34	£21,597.64
ALP	Adult Large Print	£4,500.00	£3,329.34	£0.00	£1,170.66
ANF	Adult Non-Fiction	£55,000.00	£37,626.33	£144.03	£17,229.64
ANFB	Adult Non-Fiction Bestseller	£10,000.00	£0.00	£0.00	£10,000.00
AUB	Audio Books	£15,000.00	£4,111.50	£0.00	£10,888.50
BIB	Bibliographic Resources	£13,000.00	£0.00	£0.00	£13,000.00
CD	Music CDs	£1,500.00	£100.30	£0.00	£1,399.70
CYaub	Children's Audiobook	£1,100.00	£231.00	£0.00	£869.00
CYEBO	Children's Ebooks	£0.00	£0.00	£0.00	£0.00
CYF	Children's Fiction	£30,000.00	£12,215.39	£28.44	£17,756.17
CYFS	Children's Fiction (supplier)	£30,000.00	£15,591.09	£58.77	£14,350.14
CYLP	Children's Large Print	£1,000.00	£0.00	£0.00	£1,000.00
CYNF	Children's Non-Fiction	£5,500.00	£1,602.47	£0.00	£3,897.53
CYNFS	Children's NF (Supplier)	£15,000.00	£7,999.25	£54.00	£6,946.75
DEBT	Debt Recovery	£3,000.00	£0.00	£0.00	£3,000.00
DEVT	Development	£7,000.00	£0.00	£0.00	£7,000.00
DVD	DVDs	£0.00	£0.00	£0.00	£0.00
DVDS	DVDs (Supplier)	£6,500.00	£1,326.77	£0.00	£5,173.23
EAUD	E-Audio	£0.00	£0.00	£0.00	£0.00
EBOO	E-Books	£24,800.00	£0.00	£5,000.00	£19,800.00
ELIB	E-Library Contract (Overdrive)	£14,000.00	£0.00	£14,000.00	£0.00
EMAG	E-Magazines	£0.00	£0.00	£0.00	£0.00

GRA	Grants & Subscriptions	£3,500.00	£0.00	£0.00	£3,500.00
INONL	Online Resources	£53,500.00	£0.00	£7,029.33	£46,470.67
INPER	Newspapers and Periodicals	£48,000.00	£0.01	£2,663.25	£45,336.74
INREF	Reference Books	£500.00	£703.96	£0.00	-£203.96
INSUB	Subscriptions & SOs	£3,500.00	£514.93	£152.15	£2,832.92
LSCON	Local Studies Conservation	£1,000.00	£0.00	£0.00	£1,000.00
LSLOA	Local Studies Loan Collection	£0.00	£0.00	£0.00	£0.00
LSONL	Local Studies Online	£8,100.00	£0.00	£0.00	£8,100.00
LSREF	Local Studies Reference	£1,000.00	£26.98	£0.00	£973.02
REQ	Requests	£7,000.00	£3,935.25	£0.00	£3,064.75
SEC	Stock Security	£8,000.00	£0.00	£0.00	£8,000.00
SUP	Supplier Selection Fees	£6,000.00	£0.00	£6,000.00	£0.00
Prepaid invoices				-£9,691.83	£9,691.83
Arts Council Digital Funding (Ebooks)		£1,000.00	£0.00	£1,000.00	£0.00
TOTAL Acquisitions budget		£451,000.00	£127,500.96	£27,263.87	£296,235.17

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.

The Arts Council awarded each Library Service a grant for £1,000 to be spent on e-books which has been included above

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.

Changes to Stock Fund Allocation for 2020/21

Category of Stock	Budget	Draft allocation 2019-2020	Adjustment against 2018-19	% of total budget	Comments 2019/2020	Draft allocation 2020-2021	Adjustment against 2019-20	% of total budget	Comments 2020/21
Adult Fiction	Adult Fiction	£15,350	£4,350			£28,000	£12,650		Include community languages review this year
	Adult Fiction supplier selection	£64,000	-£16,000		Supplier spend reduced to reduce hardback spend	£45,000	-£19,000		Covid-19 - funds transferred to Ebooks and eAudio for first quarter. Much moved to freespend due to opening uncertainties
	Total	£79,350	-£11,650			£73,000	-£6,350		
				17.63%				16.22%	
Adult Large Print	Adult Large Print	£6,650	-£2,000		Demand down, reduced to focus on higher profile titles	£4,500	-£2,150		Demand down, reduced to focus on higher profile titles
	Total	£6,650	-£2,000			£4,500	-£2,150		
				1.48%				1.00%	
Adult Non-Fiction	Adult non-fiction	£75,000	-£24,000		Range published significantly reduced.	£55,000	-£20,000		Range published significantly reduced and budget underspent. Covid-19 - funds transferred to Ebooks and eAudio
	Adult NF supplier selection	£0				£0	£0		
	Adult NF Bestsellers	£0				£10,000	£10,000		
	Total	£75,000	-£24,000			£65,000	-£20,000		
				16.67%				14.44%	
AV Media	Audio books	£20,000			Maintaining issues, slight increase.	£15,000	-£5,000		Issues reducing, title range not impressive, reduced to focus on higher profile titles
	Music CDs	£2,000			Still in good profit:£6k+ in hire charges. Freegal sub.	£1,500	-£500		Heavily weeded, issues uncertain but areas of weakness identified (new spec required).

Category of Stock	Budget	Draft allocation 2019-2020	Adjustment against 2018-19	% of total budget	Comments 2019/2020	Draft allocation 2020-2021	Adjustment against 2019-20	% of total budget	Comments 2020/21
									Covid-19 funds transferred to Ebooks and eAudio
	DVDs (replacements/ad hoc purchases)	£0				£0	£0		
	DVDs - supplier selection	£7,000	-£2,000		£2.5k made on top title loans in 2018. £13.2k made on standard back catalogue. Reduce number of copies of top titles.	£6,500	-£500		Refocus on top titles for smaller libraries and more popular overall. Transfer funds to ebooks etc. Covid-19 funds transferred to Ebooks and eAudio
	Games & Software	£0				£0			
	Total	£29,000	-£2,000			£23,000	-£6,000		
				6.44%				5.11%	
Children	Fiction	£30,000	£5,000		To include SRC book sets (previously paid by outstanding credit at Askews)	£29,400	-£600		Maintain – but fund transfer to Nudged ebook plan. Underspent in 2019
	Fiction supplier selection	£30,000	-£10,000			£30,000	£0		Maintain - no fund transfer to ebooks
	Non fiction & reference	£6,000	-£5,000			£5,500	-£500		Fund underspent 2019-20
	NF supplier selection	£15,000	£0			£15,000	£0		Maintain - no fund transfer to ebooks
	Audiobooks	£1,000	£0		Approx cost of Oakhill Children's SO plan	£1,100	£0		Approx cost of Ulverscroft/Oakhill Children's SO plan
	Large print	£1,000	£0		Dependent upon success of CustomEyes collection. Very little, if any, available. Very little, otherwise available.	£1,000	£0		Expand CustomEyes collection? Not spent in 2019-20
	Children's eBooks and eAudio	£0	-£2,800		Consortia purchasing	£600	£600		Consortia purchasing
	Total	£83,000	-£12,800			£82,600	-£500		
				18.44%				18.36%	

Category of Stock	Budget	Draft allocation 2019-2020	Adjustment against 2018-19	% of total budget	Comments 2019/2020	Draft allocation 2020-2021	Adjustment against 2019-20	% of total budget	Comments 2020/21
Development & Special Projects	Development	£7,000			SRC support materials - certificates/medals etc	£7,000	£0		SRC support materials - certificates/medals etc
	Debt Recovery costs	£9,000	£9,000		Estimated debt recovery costs. No debt recovery running 2018 due to change in LMS. Previously paid from Centralised council debt recovery budget - TBC	£3,000	-£6,000		Estimated debt recovery costs. No debt recovery running 2018/19/20 due to change in LMS and strike action. Previously paid from Centralised council debt recovery budget - Unlikely to run full year of 2020 due to Covid-19 if in place at all.
	Donated Funds								
	Total	£16,000	£9,000			£10,000	-£6,000		
				3.56%				2.22%	
E-Library	E-Audio	£0				£0			Ulibrary from April 2021 @ £6,328 each
	E-Books	£0				£24,800	£24,800		Covid-19 refocus and potential additional spend on RBDig
	E-Library Contract & initial content (Overdrive)	£14,000	-£3,000		Consortia savings	£14,000	£0		Consortia savings
	eMagazines	£8,000	£0		6k/2k split Mags to Comics. Comics under review?	£0	-£8,000		RBDig Consortia asgreement now in place - centralised spend this year. No comics (now via Overdrive). Approx £7302.00 from April 2021 - shared mag and eaudio platform
	Total	£22,000	-£3,000			£38,800	£16,800		
				4.89%				8.62%	
Information	Online resources	£43,000	-£9,000		World Book cancelled.	£53,500	£10,500		Enhanced Newsbank

Category of Stock	Budget	Draft allocation 2019-2020	Adjustment against 2018-19	% of total budget	Comments 2019/2020	Draft allocation 2020-2021	Adjustment against 2019-20	% of total budget	Comments 2020/21
Services					Reduced OUP.				plus cost of living rises. Includes Pressreader from Jan 2021 at £8500.00. Freegal to be reduced to streaming only approx £2k instead of £7k in 2021?
	Reference Subs & SO's	£2,000	-£7,000		Actual spend 2018	£3,500	£1,500		Actual spend 2019
	Reference Books	£500	-£1,500		Purchasing now merged into ANF budget for all loanable "reffy" material. Minimum retained for non-loanable material.	£500	£0		Purchasing now merged into ANF budget for all loanable "reffy" material. Minimum retained for non-loanable material.
	Binding	£0				£0			
	Total	£45,500	-£17,500			£57,500	£12,000		
				10.11%				12.78%	
Bromley Historic Collections	Conservation / Binding	£2,325	-£675			£1,000	-£1,325		Budget underspent - much should now be purchased ex bookfund (eg stationery)
	Loan collection	£0	-£150		Cover by ANF budget . Agreed with JP/SC	£0	£0		Cover by ANF budget.
	Online resources (Ancestry)	£7,900	£400		7770 this year	£8,100	£200		£8010 this year
	Reference materials	£500	£0		GOAD plans and one-off ref items.	£1,000	£500		GOAD plans and one-off ref items.
	Total	£10,725	-£425			£10,100	-£625		
				2.38%				2.24%	
Stock Support	Bibliographic Resources	£13,125	£625		7625 (CHQ). Bookdata has to stay. Bookscan could go? JP would rather lose bookfund (5.5k)	£13,000	-£125		£8000 (CHQ). Bookdata has to stay. Bookscan could go? JP would rather lose bookfund (5.5k)
	Binding	£0	£0			£0	£0		
	Headers & Guiding	£0	£0			£0	£0		

Category of Stock	Budget	Draft allocation 2019-2020	Adjustment against 2018-19	% of total budget	Comments 2019/2020	Draft allocation 2020-2021	Adjustment against 2019-20	% of total budget	Comments 2020/21
	Requests	£7,750	-£1,250		Actual costs 2018. New procedures in place to reduce "speculative" requests next year - eg Long Overdue items suppressed on Prism	£7,000	-£750		Actual costs 2019. New procedures in place to reduce "speculative" requests - eg Long Overdue items suppressed on Prism
	Stock Security	£8,000	£0		Actual costs 2018	£8,000	£0		Maintain
	Servicing Charges	£0	£0			£0	£0		
	Supplier selection fees	£6,000	£0		GLL negotiated rate 2019	£6,000	£0		GLL negotiated rate 2019
	CBC Contract Fees	£0	£0			£0	£0		
	Total	£34,875	-£625			£34,000	-£875		
				7.75%				7.56%	
Periodicals	Newspapers and Periodicals	£45,000	£9,000		4947 direct.13k isub.29k Z News. Actual costs 2018 £47k. Several titles now cancelled and others under review creating approx £2k saving immediately, and potentially more.	£48,000	£3,000		Actual costs 2019. Urgent review required/Pressreader?
				10.00%				10.67%	
Subscriptions and Memberships	Grants and Subscriptions	£2,900	£0		Actual costings 2018	£3,500	£0		Actual costings 2019
				0.64%				0.78%	
Total Resources		£450,000				£450,000			

Appendix 8: Complaints Made to GLL – January to June 2020
Libraries Contract Monitoring – GLL

Complaints by Month:

Month	Activities and Events	Customer Service	Digital Services	Environment /Premises	Furniture	ICT	Industrial Action /Contract	Other Customers	Prices and Fees	Stock	Central Refurb	Total
Jan-20		1				1					3	5
Feb-20				1		1		1	1	5	8	17
Mar-20				1		1				2		4
Apr-20												0
May-20												0
Jun-20												0
Total	0	1	0	2	0	3	0	1	1	7	11	26

Complaints by Branch:

Month	Activities and Events	Customer Service	Digital Services	Environment /Premises	Furniture	ICT	Industrial Action /Contract	Other Customers	Prices and Fees	Stock	Central Refurb	Total
Beckenham												
Biggin Hill												
Bromley Historic Collections												
Burnt Ash		1										1
Central				1		3		1	1	5	11	22
Chislehurst												
Hayes												
Mottingham												
Orpington				1						2		3
Penge												
Petts Wood												
Shortlands												
Southborough												
St Paul's Cray												
West Wickham												
N/A												
Total		1		2		3		1	1	7	11	26

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Report No.
HPR2020/017

London Borough of Bromley

PART ONE - PUBLIC

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

Date: **Tuesday 2 September 2020**

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

Title: **BIDS TERMS OF REFERENCE**

Contact Officer: Lorraine McQuillan, Town Centres & BID Development Manager
E-mail: Lorraine.McQuillan@bromley.gov.uk

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

Ward: Clock House; Copers Cope; Kelsey and Eden Park; Penge and Cator;
Bromley Town; Orpington; Petts Wood and Knoll; Cray Valley West

1. Reason for report

This report seeks endorsement of the Business Improvement Districts' (BIDs) Terms of Reference document.

2. **RECOMMENDATION(S)**

2.1 That Members of the Renewal, Recreation and Housing PDS Committee note the content of this report and endorse the BIDs' Terms of Reference included

Impact on Vulnerable Adults and Children

1. Summary of Impact: BIDs support the resilience of the local economy and therefore protect local employment for a range of people, including vulnerable adults. Many BIDs provide support to the wider community as well as the business community, supporting charities such as Dementia UK.
-

Corporate Policy

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

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: £N/A
 5. Source of funding: N/A
-

Personnel

1. Number of staff (current and additional): 1
 2. If from existing staff resources, number of staff hours: 20 per week
-

Legal

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

Procurement

1. Summary of Procurement Implications: Not applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Businesses within BID areas circa 1,400
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments: to be provided at the meeting

3. COMMENTARY

3.1 There are four Business Improvement Districts (BIDs) established in the borough – Your Bromley, Orpington 1st, Beckenham Together and Penge SE20. The BIDs' Terms of Reference document has been prepared to clearly set out expectations on how the Council will work with and support our BIDs to deliver our joint aims.

Background

3.2 The Council is committed to strengthening our town centres and local economy and the vibrancy of the town centres is a priority in the vision for Building a Better Bromley. It is recognised that Business Improvement Districts are a key partner in achieving these ambitions at both a strategic and operational level.

3.4 The Council wants to ensure that it's relationships with Business Improvement Districts (BIDs) in the borough is mutually beneficial, recognising that all partners are making significant contributions to the success of the borough's town centres and the wider local economy.

3.5 The purpose of the BIDs' Terms of Reference (see Appendix 1) is to clarify and set out expectations about how the Council and BIDs can work together to deliver joint aims that support the vitality of the borough. The joint aims of the Council and the BIDs as outlined within the document are:

- Vibrant town centres
- Supporting businesses in the borough
- Safer, cleaner and greener environments
- Good placemaking that enhances and protects the character of an area
- Promoting our town centres to visitors and investors

3.6 The Term of Reference are presented in 3 main sections:

- **Section 1: Strategic Matters** outlines how the Council will engage and partner with BIDs in relation to strategic matters, focussing on regeneration and economic development
- **Section 2: Operational Matters** sets how the Council and BIDs should engage on operational matters, focussing specifically on events, licensing, environment, communications and contractual issues.
- **Section 3: Proposals** identifies where there could be an improved working relationship between the Council and the BIDs.

3.7 This document is accompanied by a schedule for its implementation, with training and information sharing at all levels of the Council including elected members, senior management, officers and contractors. This training and information sharing will raise the profile of the Business Improvement Districts, emphasise mutual goals and endorses the supportive relationship that achieves the best for residents, businesses and the borough as a whole.

3.8 The BIDs' Terms of Reference will be reviewed and updated on a quarterly basis through the BID Engagement meetings. This will ensure the information is accurate and that there is continued support for the BIDs through improved interactions with the Council.

4. POLICY IMPLICATIONS

The BIDs' fundamental role is to improve, enhance and promote their respective town centres assisting with the Council's ambition to encourage Vibrant Thriving Town Centres.

5. LEGAL IMPLICATIONS

- 5.1 Business Improvement Districts (BIDs) were introduced by Part 4 of the Local Government Act 2003 (LGA 2003).
- 5.2 Their establishment, enforcement and operation is regulated by the LGA 2003 and the Business Improvement Districts (England) Regulations 2004 (SI 2004/2443) as amended
- 5.3 The Operating Agreements between the Council and each BID Company covers the arrangements for the billing, collection and payment of the BID levy. The BID levy is collected by the Council on behalf of the BID Company.
- 5.4. Collection of the BID levy is enforceable in the same way as non-domestic rates.

6. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 6.1 BIDs support the resilience of the local economy and therefore protect local employment for a range of people, including vulnerable adults. Many BIDs provide support to the wider community as well as the business community, supporting charities such as Dementia UK.

Non-Applicable Sections:	PERSONNEL IMPLICATIONS, PROCUREMENT IMPLICATIONS, FINANCIAL IMPLICATIONS
Background Documents: (Access via Contact Officer)	BECKENHAM AND PENGE BUSINESS IMPROVEMENT DISTRICT (BID) UPDATE (Report No. DRR20/002) Tuesday 22 January 2019 BECKENHAM AND PENGE BUSINESS IMPROVEMENT (BID) PROPOSAL FOR 2018/2023 (Report No. DRR17/051) Wednesday 1 st November 2017 BUSINESS IMPROVEMENT DISTRICT STRATEGY FOR TOWN CENTRES (Report no DRR16/050) Tuesday 5 th July 2016



Terms of Reference: The relationship between the Council and Business Improvement Districts in the borough

Author: Lorraine McQuillan, Town Centres and BID Development Manager
Version 1.3
1st July 2020

Foreword

The Council is committed to strengthening our town centres and local economy. We want the borough to be a place where people choose to live, work and do business. The vibrancy of our town centres is a particular priority in our vision for building a better Bromley, and promoting business is an essential element to that vision.

The Council recognises that Business Improvement Districts are a key partner in achieving these ambitions at both a strategic and operational level.

Our Business Improvement Districts are very knowledgeable about their town centres and have a clear sense of what is and what isn't working for businesses and their customers. In the Council's 'Transforming Bromley Four Year Road Map' (2019 – 2023), the Council makes a commitment to consult and work collaboratively with our local Business Improvement Districts in the design and development of new infrastructure in the borough. Business Improvement Districts should have the opportunity to partner with us to placemake; shaping the future of our town centres so that they are places people want to be.

Investment is also a key priority for both Business Improvement Districts and the Council. We want to ensure that inward investment and Council projects support our businesses and that we work together to minimise disruption and maximise benefits.

The borough's Business Improvement Districts work hard to drive footfall in town centres and to make them vibrant and interesting. Their varied events programmes and other activities bring visitors into the town from further afield and help to create experiences and environments that connect us. The Council should be an enabler for town centre events and activities that support our strategic ambitions, and not a barrier to their success.

Business Improvement Districts also prioritise initiatives that make our town centres safer and smarter, qualities that are also important to the Council and its services. Moreover, Business Improvement Districts provide networking and training to the borough's businesses; this is complementary to the Council's business support initiatives.

In this Terms of Reference document, we want to clearly set out expectations on how the Council will work with and in support of our Business Improvement Districts to deliver our joint aims. We need to be clear about what the Council needs from the Business Improvement Districts to enable their activities, but we need to be applying our requirements in the spirit of partnership.

In the production of this document, we have specifically been looking at how we can improve the interactions between the Council and Business Improvement Districts, with a particular emphasis communication, events and processes.

This document will be accompanied by a schedule for its implementation, with training being given across all levels of the Council including our elected members, senior management, officers and our contractors. This training will raise the profile of our Business Improvement Districts, emphasise our mutual goals and encourage a supportive relationship that achieves the best for our residents and our borough.

Hannah Jackson, Head of Renewal

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1. INTRODUCTION

- 1.1 The Council wants to ensure that its relationships with Business Improvement Districts (BIDs) in the borough is mutually beneficial, recognising that all partners are making significant contributions to the success of the borough's town centres and the wider local economy.
- 1.2 The purpose of this document is to clarify and set expectations about how the Council (and its contractors) and BIDs can work together to support the vitality of the borough. The document is written in the spirit of partnership and collaboration; this is the culture that we want to encourage at all levels of the Council in our interactions with BIDs.
- 1.3 This document has been produced in recognition that there are actions that can be taken to improve how the Council works with BIDs. In the production of this document, there have been instances where processes have been reviewed and streamlined in response to feedback from our BIDs. These include:
- Christmas lights licences for the duration of the BID term (instead of annual applications)
 - Poppy installation licences for the duration of the BID term (instead of annual applications)
 - BIDs will not be charged the road closure fee of £564 (maximum of 4 road closures per year per BID)
 - BIDs will not be charged for parking suspensions relating to exhibition/interactive vehicles that form part of a BID event/project (maximum of 5 per BID per year)
 - BID event programmes will be provided by the 1st February of each year and circulated to the relevant officers for hiring the space, street cleansing and licensing.
- This document also outlines a number of proposals that could be implemented to further develop the relationship between the Council and BIDs, subject to member decision making.

The Role of the Council

- 1.4 The Council provides clear leadership to the community and with our partners to ensure that Bromley is a fantastic place to live and work, where everyone can lead healthy, safe and independent lives in supportive communities.
- 1.5 The Council must ensure that it discharges its legislative and regulatory duties with due care and attention, and that it acts fairly and transparently.
- 1.6 The Council is responsible for supporting and driving a healthy local economy, and has a stated ambition to promote growth and improve public realm, and to maintain vibrant and thriving town centres.
- 1.7 The Council must protect the interests of the borough's community as a whole.

The Role of Business Improvement Districts

- 1.8 There are currently four Business Improvement Districts in the borough:
- Orpington 1st
 - Your Bromley
 - Beckenham Together
 - Penge SE20
- 1.9 BIDs are business-led organisations. They're funded by a mandatory levy on all eligible businesses in an identified BID area after a successful ballot. BIDs provide additional or improved services within a BID area; these are identified by the local businesses.
- 1.10 Consequently, each BID in the borough is different, and works to deliver on the priorities of the businesses they represent. The priorities of the four existing BIDs were set out in their business plans and are highlighted below:

Orpington 1st

- 1st for Customers
- 1st for Look & Feel
- 1st for Access
- 1st for Business
- 1st for Investment

Your Bromley

- Your Bromley made safer
- Your Bromley made smarter
- Your Bromley made for business
- Your Bromley made prominent

Beckenham Together

- Marketing Beckenham
- Experience Beckenham
- A warmer welcome
- Stronger Together

Penge SE20

- Welcome to Penge
- Street smart
- Heart of the town

1.11 Consequently, although this document sets out a general terms of reference for how the Council will interact with its BIDs, it also recognises that there is not a 'one size fits all' relationship.

Joint Aims

1.12 The joint aims of the Council and the BIDs are:

- Vibrant town centres
- Supporting businesses in the borough
- Safer, cleaner and greener environments
- Good placemaking that enhances and protects the character of an area
- Promoting our town centres to visitors and investors

Key Contacts

1.13 The Council's primary point of contact for BIDs is the Town Centres & BID Development Manager, Lorraine McQuillan.

1.14 The primary point of contact for each BID is the BID Director or BID Manager, as listed below:

- Your Bromley
Frances Forrest, BID Manager frances@yourbromley.co.uk 07703 495725
- Orpington 1st
Chris Travers, BID Manager chris.travers@orpington1st.co.uk 07914 689380
Sharon Baldwin, Executive Director sharon.baldwin@orpington1st.co.uk 07741 253427
- Beckenham Together
Zoe Carr, BID Manager hello@beckenhamtogether.co.uk 07535 989780
- Penge SE20
Zoe Carr, BID Manager manager@pengebid.co.uk 07535 989780

Review and Updating of this Terms of Reference

1.15 This document will be reviewed at the quarterly BID Engagement Meetings (see paragraph 2.3) in order to assess:

- What updates are required
- Where practice is working well or requires improvement
- If new proposals should be added to Section Three for the continuous improvement of the Council's relationships with its BIDs.

1.16 A full review of the document will be undertaken annually by the Town Centres & BID Development Manager.

SECTION ONE: STRATEGIC MATTERS

This section will focus on how the Council will engage and partner with BIDs in relation to strategic matters, focussing on regeneration and economic development.

2. Engagement

Council commitment: The Council will invite regular engagement with BIDs at a senior and strategic level to maximise opportunities for partnership working. The frequency of joint meetings will be reviewed periodically.

BID commitment: BIDs will engage readily with the Council, one another and other partners to explore opportunities for collaborative working to achieve mutual goals.

2.1 Meetings between BIDs and the Chief Executive

LBB Contact Officer: Pamela Edwards, PA to Chief Executive
Pamela.edwards@bromley.gov.uk
020 8313 4197

Purpose: The Chief Executive and Director of Housing, Planning and Regeneration will meet with the BIDs' representatives on a quarterly basis to:

- Discuss shared aims and objectives and explore options for partnership working
- Hear any feedback from BIDs on issues important to business
- Share information

2.2 Bromley Economic Partnership

LBB Contact Officer: Joanne Partridge, Democratic Services Officer
joanne.partridge@bromley.gov.uk
020 8461 7694

Purpose: Quarterly meetings are chaired by Councillor Peter Morgan, Portfolio Holder for Renewal, Recreation & Housing. The Economic Partnership seeks to harness the skills, knowledge and experience of the private sector and other key stakeholders to sustain and promote the Borough's local economy. BIDs are invited to provide an update on their work.

2.3 Quarterly BID Engagement Meetings

LBB Contact Officer: Lorraine McQuillan, Town Centres & BID Development Manager
lorraine.mcquillan@bromley.gov.uk
020 8461 7498

Purpose: Strategic meetings held quarterly with all the BID Managers and invited Heads of Service to discuss common issues affecting all BID areas and work on joint campaigns/initiatives.

BID Managers will provide any updates to their annual event programmes at these meetings. Requests for agenda items will be sent to BID Managers at least one week in advance of the meeting.

2.4 BID Meetings

LBB Contact Officer: Lorraine McQuillan, Town Centres & BID Development Manager
lorraine.mcquillan@bromley.gov.uk
020 8461 7498

Purpose: With the agreement of each BID, the Council will be represented at any BID Board meetings, advisory groups and AGMs as required. The Town Centres and BID Manager will attend, and arrange for any other officers or Members to attend as required.

2.5 Business Support Task Force

LBB Contact Officer: Lorraine McQuillan, Town Centres & BID Development Manager
lorraine.mcquillan@bromley.gov.uk
020 8461 7498

Purpose: Fortnightly meetings to support businesses through the immediate COVID-19 crisis and to support the recovery of the local economy. BID Managers, Federation of Small Businesses and the South East London Chamber of Commerce will provide a partnership and business-led approach to rebuilding a healthy local economy in the London Borough of Bromley.

3. **Town Centre Regeneration and Economic Development**

Council commitment: The Council will recognise BIDs as a key stakeholder in town centre regeneration and will ensure that they are fully briefed and involved in projects affecting the physical landscape of the town centre and its economic prosperity at an early stage.

BID commitment: BIDs will constructively feedback on town centre regeneration activities and will share information and expertise to support projects achieving benefits for the businesses that they represent.

3.1 Town Centre Renewal Projects

LBB Contact Officer: Robert Buckley, Head of Renewal (starting 18th August 2020)
In the interim: Alicia Munday, Head of Regeneration
Alicia.munday@bromley.gov.uk
020 8313 4559

Notes: Renewal projects include those relating to public realm, infrastructure and economic development. The Head of Renewal will ensure that BIDs are consulted on town centre renewal projects affecting their BID area at an early stage, and arrange for regular engagement throughout projects recognising their role as a key stakeholder in the town's regeneration. Regular reporting will be included at the Quarterly BID Engagement Meetings (paragraph 2.3).

3.2 **Economic Development**

LBB Contact Officer: Lorraine McQuillan, Town Centres & BID Development Manager
lorraine.mcquillan@bromley.gov.uk
020 8461 7498

Notes: In light of COVID-19 and the commitment to rebuild the local economy the Local Economy Business Support Task Force has been initiated. This group will help to guide the Local Economy Recovery and Resilience Plan. A business support

programme will also be developed to meet the needs of the businesses within the borough.

3.3 Borough Regeneration Initiatives

LBB Contact Officer: Alicia Munday, Head of Regeneration
Alicia.munday@bromley.gov.uk
020 8313 4559

Notes: Initiatives include those relating to leisure, culture, heritage and housing. Regular reporting will be included at the Quarterly BID Engagement Meetings (paragraph 2.3).

3.4 Planning Strategy

LBB Contact Officer: Ben Johnson, Head of Planning Policy and Strategy
Ben.johnson@bromley.gov.uk
020 8461 7845

Notes: The Head of Planning Policy and Strategy leads on the review and ongoing implementation of the Bromley Local Plan and regional and national planning issues affecting the borough.
Jointly with the Head of Renewal, a project to implement a new approach to supplementary planning guidance for town centres is being taken forward. BIDs will be specifically consulted on issues directly affecting their BID area.

3.5 Planning Applications and Enforcement

LBB Contact Officer: Jake Hamilton, Head of Development Management
jake.hamilton@bromley.gov.uk
020 8313 4802

John Stephenson, Enforcement & Appeals Manager
john.stephenson@bromley.gov.uk
020 8313 4687

Notes: BIDs may be included on the consultation mailing list for planning applications; requests for inclusion should be submitted to Jake Hamilton.

Any properties within the BID area that are subject to an enforcement enquiry regarding planning are listed on the Council website:
https://www.bromley.gov.uk/info/200074/planning/142/planning_enforcement

3.6 Transport Engagement & Consultation

LBB Contact Officer: Karly Davis, Transport Engagement Officer
Val Currie, Transport Engagement Officer
traffic@bromley.gov.uk
020 8461 7542

Notes: Any projects relating to how people travel in to and around the BID areas including parking and traffic will be shared with the BID for feedback at an early stage and updates included at the Quarterly BID Engagement Meetings (paragraph 2.3).

3.7 Applications for Accreditation

LBB Contact Officer: Lorraine McQuillan, Town Centres & BID Development Manager
lorraine.mcquillan@bromley.gov.uk
020 8461 7498

Notes: The Town Centres & BID Development Manager will coordinate Council support for BIDs in their applications for accreditation and will signpost BIDs to the relevant expertise within the Council.

SECTION TWO: OPERATIONAL MATTERS

This section of the Terms of Reference sets how the Council and BIDs should engage on operational matters, focussing specifically on:

- Events
- Licensing
- The environment
- Communications
- Contractual issues

4. Events

Council Commitment: The Council and its contractors will support BID events in town centres, except in circumstances where they directly conflict with the Council's role, statutory duties or own commercial interests. In the booking of events space in BID areas, the Council and its contractors will be considerate of the aims and objectives of the BID.

BIDs Commitment: BIDs will take all reasonable steps to ensure that they communicate with the Council in the planning of their events at the earliest opportunity and that they comply with the Council's procedural, statutory and regulatory requirements for the putting on of an event.

4.1 Hiring of Council owned space

4.1.1 *High Streets*

4.1.1a *Bromley High Street Pedestrianised Area:*

LBB Contact Officer: Jonathan Richards, Technical Support Team Manager
street.services@bromley.gov.uk
020 8313 4317

Process: The technical support team manage the event space in the pedestrianised area of the High Street. Your Bromley should submit their event programme to Lorraine McQuillan by 1st February of each year which will then be circulated to the relevant officers for hiring the space. Jonathan's team will reserve the event space for the BID as per the event programme.

Cost: There is no charge for the hire of the pedestrian area for Your Bromley.

4.1.1b *Orpington Pedestrian Area*

LBB Contact Officer: Jonathan Richards, Technical Support Team Manager
street.services@bromley.gov.uk
020 8313 4317

Process: A Service Level Agreement is in place between Orpington 1st and the Council outlining the specification for managing the markets/promotional areas (including event space) within Orpington Town Centre.

Cost: There is no charge for the hire of event space for Orpington 1st

4.1.1c *Beckenham High Street*

LBB Contact Officer: Jonathan Richards, Technical Support Team Manager
street.services@bromley.gov.uk
020 8313 4317

Process: The technical support team manage the space in High Street. Beckenham Together should submit their event programme to Lorraine McQuillan by 1st February of each year which will then be circulated to the relevant officers for hiring the space. Jonathan's team will reserve the event space for the BID as per the event programme.

Cost: There is no charge for the hire of event space for Beckenham Together.

4.1.1c Penge High Street

LBB Contact Officer: Jonathan Richards, Technical Support Team Manager
street.services@bromley.gov.uk
020 8313 4317

Process: The technical support team are working with Penge SE20 BID on a proposal to activate the space within Penge High Street for promotional space and markets. Where Penge SE20 submit their events programme to Jonathan at the beginning of the year, the space will be reserved for the BID.

Cost: There is no charge for the hire of event space for Penge SE20.

4.1.2 Parks and greenspace:

LBB Contact Officer: James Hilsden, Neighbourhood Manager
james.hilsden@bromley.gov.uk
020 8313 4632

Process: The Council's contractor, idverde, is responsible for managing bookings of the Council's parks and greenspace.

In order to secure prioritisation of their bookings, BIDs should submit their annual events programme by 1st February of each year to Lorraine McQuillan. This will then be circulated to the relevant officers for hiring the space. Idverde will then reserve the park or greenspace as per the BID event programme.

BIDs should subsequently make an application to hire a park or greenspace for each event online: www.bromleyparks.co.uk/events. A minimum of 2 months' notice is required for events, however if the event is not on the programme submitted at the beginning of the year, the Council cannot guarantee the space will be available for hire. Full details and guidance notes for the application process is available on the website linked above.

Most parks and greenspace are able to host events and activities under permitted development for up to 28 days a year. Where it is likely that an events programme is likely to exceed the use of the space for more than the number of days, additional planning permission may be required.

Cost: The cost of hire is dependent on size and duration of the event or activity. Further information is included in Appendix 4 for the Bromley Parks Event Price Guide 2019/20. It is also available online at https://app.apply4.com/uploads/instance_document/file/482/Bromley_Parks_Event_Fees_2019-2020.pdf

A proposal to introduce a pricing structure specifically for BIDs looking to hire parks or greenspace for non-profit making activities is outlined in Section 3.

4.2 Markets and Street Trading

LBB Contact Officer: Jonathan Richards, Technical Support Team Manager
street.services@bromley.gov.uk
020 8313 4317

Process: Jonathan will ensure that any applications by market operators or street traders to operate in BID areas are discussed with the BID prior to a decision.

(i) Regular markets

If BIDs wish to initiate a regular market in their town centre, they should contact Jonathan in the first instance as there may be an opportunity for the Council and the BID to work together on this as a joint project.

(ii) Visiting markets

Where BIDs initiate bringing a visiting market to the town centre, the market operator applies for the street trading licence. It will be the responsibility of the market operator to ensure that all the individual traders have completed the necessary paperwork.

(iii) Individual street traders

Any individual street traders need to be licensed by the Council. The BIDs and the Council can work together on any new street traders applying for a licence to jointly agree the space, location, frequency and products. Any street traders on the highway that form part of an event organised by the BID will need to be licensed by the Council, apply online [https://www.bromley.gov.uk/info/400/licence - street trading/224/street trading licence](https://www.bromley.gov.uk/info/400/licence_-_street_trading/224/street_trading_licence) .

Cost: One Day Street Trading Licence £34

4.3 Temporary Events Notices (TEN)

A TEN is required for any event where there is regulated entertainment, late night refreshments or the sale of alcohol.

LBB Contact Officer: Steve Phillips, Lead Practitioner Licensing
licensing@bromley.gov.uk marked for the attention of Steve Phillips
020 8313 4218

Process: Applications for a TEN should be made online:
https://www.bromley.gov.uk/info/200063/licences/189/temporary_event_notice
Applications must be received 10 clear working days prior to the planned event.

Applications must not be submitted more than 3 months in advance of the event (although if the BID has a large event this can be discussed with the officer).

The council will send receipt of an application following its submission.

Objections to the application from the Police and/or Noise Team must be submitted within 72hrs of receipt

Cost: £21 per application

Details: An application for a TEN should be made for an event with a maximum of 499 people attending the event at any one time. A TEN can run for a maximum of 168 hrs (7 days) following which there must be a gap of 24 hrs prior to the next TEN starting. The maximum number of TENs for any premises is 15 per calendar year but subject to a maximum aggregate duration of 21 days. A personal licence holder can apply for a maximum of 50 TENs per calendar year and a non-personal licence holder can apply for a maximum of 5 TENs per calendar year. Full details and guidance notes available on the website
https://www.bromley.gov.uk/info/200063/licences/189/temporary_event_notice. If the BID is expecting to exceed these limitations a premises licence would be required.

4.4 Premises Licence

LBB Contact Officer: Steve Phillips, Lead Practitioner Licensing
licensing@bromley.gov.uk marked for the attention of Steve Phillips
020 8313 4218

Process: A premises licence is required when the event exceeds the limitations of the TEN outlined in 4.3. Applications should be made online at least three months in advance of the event date. It should be noted that a decision can take up to two months.
https://www.bromley.gov.uk/info/200063/licences/177/premises_licences

Cost: Fees are determined on the basis of the rateable value of the premises. For those use by BIDs for events, it is likely that most premises will fall within Band A, the application fee for which is £100.

4.5 Event Vehicles

4.5.1 *Parking Suspensions*

LBB Contact Officer: Sam Beard, Senior Operations Officer
sam.beard@bromley.gov.uk
020 8461 7157

Process: (i) Exhibition/interactive vehicles that form part of a BID event/project within BID area

Vehicles which form part of the event and which require a parking suspension will not be charged (maximum of 5 parking suspensions per BID per year). Please contact Sam Beard to arrange the parking suspensions.

(ii) Other event vehicles

Other event vehicles, such as delivery vehicles should adhere to existing parking restrictions for loading/unloading and parking. If a parking suspension is required, this should be applied for at least three working days before the event. Applications should be made online:
https://www.bromley.gov.uk/info/200072/parking/337/parking_dispensationssuspensions

Cost: Vehicles which form part of the event and which require a parking suspension will not be charged (maximum of 5 parking suspensions per BID per year). Any other vehicles requiring a parking suspension will be subject to a charge. Details of the cost will be provided on application, but are based on £20 per bay per day plus an administration fee of £25 per application.

4.5.2 Road Closures

LBB Contact Officer: Karly Davis, Traffic Officer
traffic@bromley.gov.uk
020 8461 7542

Process: 12 weeks' notice is required for a road closure for an event. Applications should be made online:
https://www.bromley.gov.uk/info/545/traffic_management/273/street_parties_and_public_events/3. A Traffic Management Plan must be submitted as part of an application. The Council can provide support to BIDs to produce this; the BID should email ben.howard@bromley.gov.uk 020 8461 7507

Cost: The road closure fees of £564 will be waived for events organised by the BIDs (a maximum of 2 road closures per annum per BID). Any additional road closures after this will attract the fee. However please note that the BIDs will be responsible for the costs of any road diversion signage and bus diversions on all their road closures. The BIDs do not need to use a Council contractor to supply the road diversion signage.

4.6 Waste Removal

LBB Contact Officer: Neighbourhood Management Officer (see section 6.1.1)

Process: BIDs can arrange waste removal from an event using a registered waste carrier who has a waste transfer notice. Waste removal can also be arranged using the Council's contractor via the Neighbourhood Management Team; two weeks' notice is required for this arrangement.

Cost: Dependent on requirement, please contact the relevant Neighbourhood Officer

4.7 Safety Advisory Group

LBB Contact Officer: Steve Phillips, Lead Practitioner Licensing
licensing@bromley.gov.uk marked for the attention of Steve Phillips
020 8313 4218

Process: Information pertaining to all public events should be submitted to the Safety Advisory Group. This group is constituted of a number of partner agencies and its purpose is to ensure public events are managed safely and effectively. Information should be submitted online:
https://www.bromley.gov.uk/site/xfp/scripts/xforms_form.php?formID=340

Cost: No charge

4.8 Specific types of event:

Petting Zoo - if the BID event includes a petting zoo, event participants may well require specific licences. For more information please contact Steve Phillips at licensing@bromley.gov.uk

5. Licensing

Council commitment: The Council will manage licensing applications received from BIDs within the timeframes required by law or Council policy. The Council will provide advice on applications where appropriate and will be helpful and proactive about signposting BIDs to further support in relation to their licensing requirements when appropriate.

BIDs commitment: BIDs will review their licensing requirements in good time and submit applications in accordance with the published timeframes.

5.1 Christmas Lights

LBB Contact Officer: Harry Marshall, Contracts Supervisor
harry.marshall@bromley.gov.uk
020 8461 7784

Process: BIDs have now been granted a licence to install Christmas lights in their BID area for the duration of the BID term. BIDs must submit their Public Liability Insurance certificates of their Christmas Lights contractor annually, along with PAT tests and confirmation that details have been submitted to UKPN for the purpose of arranging payment for power used. Documents should be submitted and received before 1st September of each year. Harry Marshall will be organising a meeting in the Summer to clarify the process for the BIDs, specifically around the UKPN application

Any reports of issues with Christmas lights during the festive season will in the first instance be reported to the BID for their Christmas lights contractor to address. If there is an issue with the infrastructure in the column, the Christmas lights contractor must report this to Harry Marshall for action.

Cost: No charge

Any existing Christmas lights infrastructure on lamp columns that requires repair or replacement will be undertaken by the Council. If the BID requires any additional new sockets for Christmas lights the Council must be notified by 1st June preceding the Christmas activities, and the cost of installation shall be payable by the BID.

5.2 Banners

5.2.1 *Existing Banner Sites*

LBB Contact Officer: Jonathan Richards, Technical Support Team Manager
street.services@bromley.gov.uk
020 8313 4317

Process: BIDs will have priority when booking existing banner sites located within their BID area. BIDs should produce a schedule of dates that these sites are required and submit this to Jonathan by 1st February of each year. Note that due to planning restrictions, banners can only be in situ for a maximum of six weeks at a time.

Cost: Use of existing banner sites shall be at no cost to BIDs.

5.2.2 *New Banner Sites*

LBB Contact Officer: Harry Marshall (Street Lighting) harry.marshall@bromley.gov.uk
Jake Hamilton (Planning) jake.hamilton@bromley.gov.uk

Process: If a BID would like to install a new lamp post banner/infrastructure, in the first instance, the BID should liaise with Harry Marshall to ensure that the lamp column is

structurally sound and able to have a banner attached to it. CCTV sightlines are also a consideration.

The Council will be proactive about supporting the identification of appropriate new banner sites.

Once a potential new site is agreed, the BID must then seek advertising consent for the banner site, making an online application through the planning portal: <https://www.bromley.gov.uk/info/200074/planning>. Note that determination of an application can take between 4-6 weeks.

Cost: £462 (fees are renewed annually)

5.3 Remembrance Poppies

LBB Contact Officer: Jonathan Richards, Technical Support Team Manager
street.services@bromley.gov.uk
020 8313 4317

Process: BIDs now have a licence to install poppies on lamp columns in their BID area for the duration of the BID term. BIDs are responsible for arranging installation and ensuring the installation contractor has the relevant insurances and safe working practices.

Poppies should not be installed more than two weeks in advance of Armistice Day and should be removed within the two weeks following Armistice Day.

Cost: No charge

5.4 Busking

LBB Contact Officer: Jonathan Richards, Technical Support Team Manager
street.services@bromley.gov.uk
020 8313 4317

Process: Buskers are not licenced but must sign up to a code of conduct:
https://www.bromley.gov.uk/info/200063/licences/274/buskers_and_street_entertainment

There are currently designated areas for busking in Bromley town centre which will be reviewed periodically with Your Bromley.

Busking areas in other BID areas can be designated in discussion with the LBB Contact Officer.

5.5 Leaflet Distribution

LBB Contact Officer: Jonathan Richards, Technical Support Team Manager
street.services@bromley.gov.uk
020 8313 4317

Process: Requests for a licence to distribute leaflets should be sent to the LBB Contact Officer:

Cost: No charge for BIDs applying for a licence within their BID area.

5.6 Promotional space

LBB Contact Officer: Jonathan Richards, Technical Support Team Manager
street.services@bromley.gov.uk
020 8313 4317

Process: There are specific arrangements for booking promotional space which differ for each BID area. In Bromley Town Centre Jonathan's team manages the bookings for promotional space. In Orpington Town Centre promotional space bookings are managed by Orpington 1st as outlined in the Service Level Agreement. In Penge Town Centre there is currently a proposal for the Council and the Penge SE20 BID to work together and if successful this may be rolled out to Beckenham.

Cost: No charge

Note that charity collections are licenced by the Police and not the Local Authority.

6. Environment

Council commitment: The Council will be responsive to BIDs' feedback on issues affecting the environment within a BID area and will be open and transparent in relation to their response.

BID commitment: BIDs will be proactive about reporting environmental issues affecting their BID area and will provide constructive feedback on actions taken, where appropriate.

Any issues with the street environment should, in the first instance, be reported to the Council through the online reporting system called 'Fix my Street': www.fix.bromley.gov.uk.

6.1 Reporting environmental issues

6.1.1 *Neighbourhood Management*

For issues relating to waste services, street cleansing and parks and greenspaces.

LBB Contact Officer: Beckenham: Joanna Morris CopersCopeNM@bromley.gov.uk
Bromley: Luke Hughes BromleyTownNM@bromley.gov.uk
Orpington: Mark Crawley OrpingtonNM@bromley.gov.uk
Penge: Nicola Galloway PengeAndCatorNM@bromley.gov.uk

Please note these mailboxes for the use of BID personnel only – they are not to be distributed to individual businesses or members of the public.

Notes: For any requests for services that are additional to those set out in the baseline agreement, please contact the Neighbourhood Officer in the first instance.

6.1.2 *Arboriculture*

LBB Contact Officer: Hugh Chapman, Arboriculture Services Manager
trees.enquiries@bromley.gov.uk

6.1.3 *Street Enforcement*

LBB Contact Officer: Toby Smith, Enforcement Manager
toby.smith@bromley.gov.uk
0208 313 4870

Notes: The Enforcement Manager coordinates enforcement for the following issues: beggars, buskers, homelessness, abandoned vehicles, highway obstructions, fly tipping, fly posting, street litter patrols, dog fouling, aboards and illegal highway encroachment by shops/premises. The Enforcement Manager also administers licences for the following – A-boards, scaffolding, hoarding, tables and chairs outside premises.

If the BID Managers have any issues with any of the above contact Toby Smith direct. Lorraine McQuillan will send the BID event programme to the Enforcement Manager on its submission to ensure licences are not issued on event days for items that may be an obstruction e.g. scaffolding. Any enforcement issues relating to BID events/projects will be discussed with the BID Manager prior to action being taken.

6.1.4 *Highway repairs/resurfacing*

LBB Contact Officer: Dan Gordon, Area Inspector
dan.gordon@bromley.gov.uk
020 8313 4909

6.2 Reporting public protection issues

6.2.1 *Community Safety & Anti-social behaviour*

LBB Contact Officer: Amanda Mumford, Community Safety and Anti-Social Behaviour Manager
community.safety@bromley.gov.uk
020 8313 4395

Process: The Joint Action Group (JAG) is a problem solving panel convened by the Council to share information with partner agencies. Any issues with community safety or antisocial behaviour in the BID areas can be raised at these meetings for action; the Council will invite BID Managers to attend if there is a JAG convened relevant to issues within their BID area. BIDs should email Amanda if they have any issues they would like to discuss at a JAG.

6.2.2 *CCTV*

LBB Contact Officer: Rob Vale, Head of Trading Standards & Community Safety
rob.vale@bromley.gov.uk
020 8313 4785
CCTV Control Room: bromley@enigma-group.com

Process: For any day to day issues contact the CCTV Control Room direct. The control room also monitor the shop safe radio scheme.

To discuss requests for additional cameras over and above those outlined in the BID baseline statement, please contact Rob Vale. A business case would need to be submitted justifying any application for further cameras.

6.2.3 *Pub Watch:*

LBB Contact Officer: Steve Phillips, Lead Practitioner Licensing
licensing@bromley.gov.uk

Process: Where a BID initiates and/or manages a Pub Watch group, the Council's licensing team will attend the meeting to provide advice, and will invite the appropriate Police officers.

6.2.4 *Licensing*

LBB Contact Officer: Steve Phillips, Lead Practitioner Licensing
licensing@bromley.gov.uk

Process: To receive notifications of any new license applications or reviews in the ward(s) relating to their BID areas, BID Managers can send a request to the above email address.

6.2.5 *Trading Standards*

LBB Contact Officer: Graeme Preston, Trading Standards Manager
Trading.standards@bromley.gov.uk

Process: BIDs may report any issues relating to illegal trading, underage sales etc to the above email address.

6.2.6 Food Team

LBB Contact Officer: Karen Ryan
food@bromley.gov.uk
020 8313 4609

Process: BIDs may report any issues relating to hygiene, food inspections etc.

6.2.7 Health & Safety/Public Nuisance

LBB Contact Officer: Jean Bywater
ehts.customer@bromley.gov.uk
020 8461 7912

Process: BIDs may report any issues relating to health and safety on business premises, noise nuisance, commercial waste, ventilation etc.

6.2.8 Emergency Planning and Business Continuity

LBB Contact Officer: David Tait, Emergency Planning Manager
emergency_planning@bromley.gov.uk
020 8313 4224

Process: Information related to emergency planning is published by the Council online:
https://www.bromley.gov.uk/info/200039/emergencies/1355/emergency_planning

The Borough Resilience Forum is a multi-agency partnership that meets quarterly throughout the year. Their role is to discuss risks to the borough, develop plans to respond to these risks, and share best practice. The Council will invite a BID representative to this forum.

BIDs are asked to receive and distribute information in relation to emergency planning and business continuity from the Emergency Planning Manager on an ad hoc basis.

The Emergency Planning Manager will provide advice on business continuity when required by the BID. Some information is already published on the website:
https://www.bromley.gov.uk/info/200039/emergencies/671/business_continuity

6.2.9 Safer Bromley Partnership

LBB Contact Officer: Amanda Mumford, Community Safety and Anti-Social Behaviour Manager
community_safety@bromley.gov.uk
020 8313 4395

Process: The Safer Bromley Partnership was set up to ensure that the public sector agencies, voluntary groups and businesses work together with local communities to reduce crime and improve safety. Any issues arising at the Safer Neighbourhood Panel or Safer Neighbourhood Board can be escalated to this partnership chaired by Councillor Kate Lymer.

7. Communications

Council commitment: The Council will be proactive, collaborative and open in its communications with or affecting BIDs and/or BID areas, and where appropriate will make Council communication channels available to BIDs for the purpose of mutually beneficial information sharing.

BID commitment: BIDs will be proactive, collaborative and open in its communications with or affecting the Council, and where appropriate will make BID communication channels available to the Council for the purpose of mutually beneficial information sharing.

7.1 News releases, Council website and social media

LBB Contact Officer: Andrew Rogers, Communications Executive
Andrew.rogers@bromley.gov.uk
020 8461 7670

Process: Any news releases regarding joint campaigns between the BID and the Council will be jointly agreed. Draft news releases will be shared between the LBB Contact Officer and the relevant BID Manager until both parties sign off the news release for publication.

Any news releases published by the Council that may be relevant to the BID will be circulated to them for their information. Any news releases published by the BID that may be relevant to the Council will be sent to Andrew Rogers for his information.

Any public/business events can be uploaded to the Council website using the 'suggest an event' icon at <https://www.bromley.gov.uk/events>

[Any jointly agreed campaigns may be promoted through the digital display boards in Bromley and Orpington town centres, subject to availability and approval.](#)

Any Council events for inclusion on the BID websites will be sent to the BID Managers for consideration.

The Council can only support and shared posts on a BIDs website and/or their social media platforms if they are apolitical.

7.2 Handling of complaints and/or feedback

LBB Contact Officer: Andrew Rogers, Communications Executive
Andrew.rogers@bromley.gov.uk
020 8461 7670

Process: Where the Council and/or the BID receives a complaint or feedback relating to a town centre matter which is either meant for the other or is a shared responsibility, a response will be agreed jointly.

7.3 Council's business e-bulletin

LBB Contact Officer: Nina Terry, Project Support Officer
nina.terry@bromley.gov.uk
020 8313 4493

Process: The business e-bulletin is published every other month and content from BIDs is welcomed. The Council will proactively request contributions from BIDs in the preparation of the e-bulletin. Submission deadlines for e-bulleting content is published online:

7.4 Resident newsletter

LBB Contact Officer: Andrew Rogers, Communications Executive
Andrew.rogers@bromley.gov.uk
020 8461 7670

Process: The resident newsletter is circulated regularly throughout the year (approx. 8 per year). There may be an opportunity for BIDs to submit content to be included in this newsletter, especially on joint campaigns with the Council. BIDs should submit relevant content to Andrew Rogers for consideration.

7.5 BID Newsletters

The Council may request to publish an article in the BID newsletters. Requests will be sent to the relevant BID Manager for consideration

7.6 Notification of roadworks

7.6.1 *Planned Works*

LBB Contact Officer: Harry Marshall, Contracts Supervisor
harry.marshall@bromley.gov.uk
020 8461 7784

Process: A list of planned works is circulated by Ben Howard, Streetworks Officer 020 8461 7507. If the BID would like to be notified of any planned works please contact ben.howard@bromley.gov.uk

7.6.2 *Emergency Utility Works*

LBB Contact Officer: Amy Ward, Network Manager
amy.ward@bromley.gov.uk
020 8313 4420

Process: Utility companies do not need permission to undertake emergency works; they inform the Council within two hours of starting the works.

7.7 Procurement Opportunities

LBB Lead Officer: Maddy Hayes, Head of Procurement
procurement@bromley.gov.uk
020 8313 4384

Process: On occasion, there may be procurement opportunities published by the Council that may be of particular interest to businesses in a BID area. On these occasions the procurement opportunity will be sent to the BID Manager for circulation to businesses on their distribution list.

7.8 Communications with Councillors

Process: The contact details for the ward councillors for each BID area and members of the Council's Executive are set out in Appendix 5. It would be beneficial for the BIDs to keep the ward councillors up to date on their projects either via newsletters, eshots or meetings.

More information about Councillors, MPs and MEPs can be found at <https://cds.bromley.gov.uk/mgMemberIndex.aspx?bcr=1>

8. Contractual Issues

Council commitment: The Council will provide a resource to oversee the implementation of its contractual obligations towards BIDs.

BID commitment: The BID will raise any contractual performance issues at the earliest opportunity.

8.1 BID Levy collection

LBB Contact Officer: Lorraine McQuillan, Town Centres & BID Development Manager
lorraine.mcquillan@bromley.gov.uk
020 8461 7498

Process: The Council will coordinate the BIDs contractual relationship with its contractor responsible for levy collection (currently Liberata).

Monthly monitoring reports, produced by Liberata, will be circulated to BID Managers on the BID levy collection rates by Lorraine McQuillan. Confirmation of the amount of BID levy to be paid to the BID will be sent by email as per the payment schedule outlined in the Operating Agreement.
Confirmation of the annual BID levy collection charges will be sent to the BID Managers in April of every year by Lorraine McQuillan.

8.2 Annual Baseline Reviews

LBB Contact Officer: Lorraine McQuillan, Town Centres & BID Development Manager
lorraine.mcquillan@bromley.gov.uk
020 8461 7498

Process: The Council will arrange annual meetings between BID Managers and relevant Heads of Service responsible for the delivery of services outlines in the baseline agreements between the Council and each BID. The purpose of these meetings is to resolve any issues relating to performance.

8.3 Annual Monitoring Meetings

LBB Contact Officer: Lorraine McQuillan, Town Centres & BID Development Manager
lorraine.mcquillan@bromley.gov.uk
020 8461 7498

Process: The Council will coordinate annual meetings between each BID and Liberata to discuss any specific issues relating to the collection of the BID levy and to agree the annual schedule of billing.

SECTION THREE: PROPOSALS

There are a number of areas that have been identified where there could be an improved working relationship between the Council and the BIDs. These improvements along with their progress to date are listed below. Further progress will be reported quarterly at the BID Engagement Meetings.

9. Review fee structure for hiring green space within BID areas for events

A review of the existing fee structure for hiring green space within the borough for events will be undertaken. Discussions are underway to bring forward a fee proposal that is appropriate for the not-for-profit community events that the BIDs organise.

10. Planning application for events on public open space

Most parks and greenspace are able to host events and activities under permitted development for up to 28 days a year. As the proposed events programme for Beckenham Green exceeds the use of the space for more than 28 days, the Council will be coordinating the submission of a planning application.

11. Clarification on loading of lamp posts

An audit of the lamp columns in the BID areas will be undertaken to confirm what additional infrastructure it can withstand, for example Christmas lights, banners, hanging baskets. The outcome of the audit will be shared with the BID Managers so they are aware what infrastructure can be installed where.

12. Proposals for promotional space/markets

Where there is not already an arrangement in place the Council and the BIDs could work together on a joint proposal outlining how the space within the BID can be used for promotions and markets. There is currently a draft proposal on promotional space and markets being considered by the Council and Penge SE20 BID.

13. Business-friendly planner

It has been requested that there is an officer allocated as a 'business-friendly' planner. This individual would have a good knowledge of planning and the BID areas and be able to assist businesses with any planning applications. This request is currently being considered by the Planning Department.

14. Clarification on the roles of Street Ambassadors/Street Rangers

Clarification on the role of Street Ambassadors and Street Rangers would be useful, particularly around what their level of engagement is with the street population and buskers, and whether there are any joint working opportunities. Lorraine to discuss further with BID Managers

15. BID newsletters/eshots

If the BID Managers would like to receive content from the Council for their newsletters/eshots it would be beneficial if the content submission deadlines could be circulated in advance.

SECTION FOUR: APPENDICES

Appendix 1: BID Boundary Maps

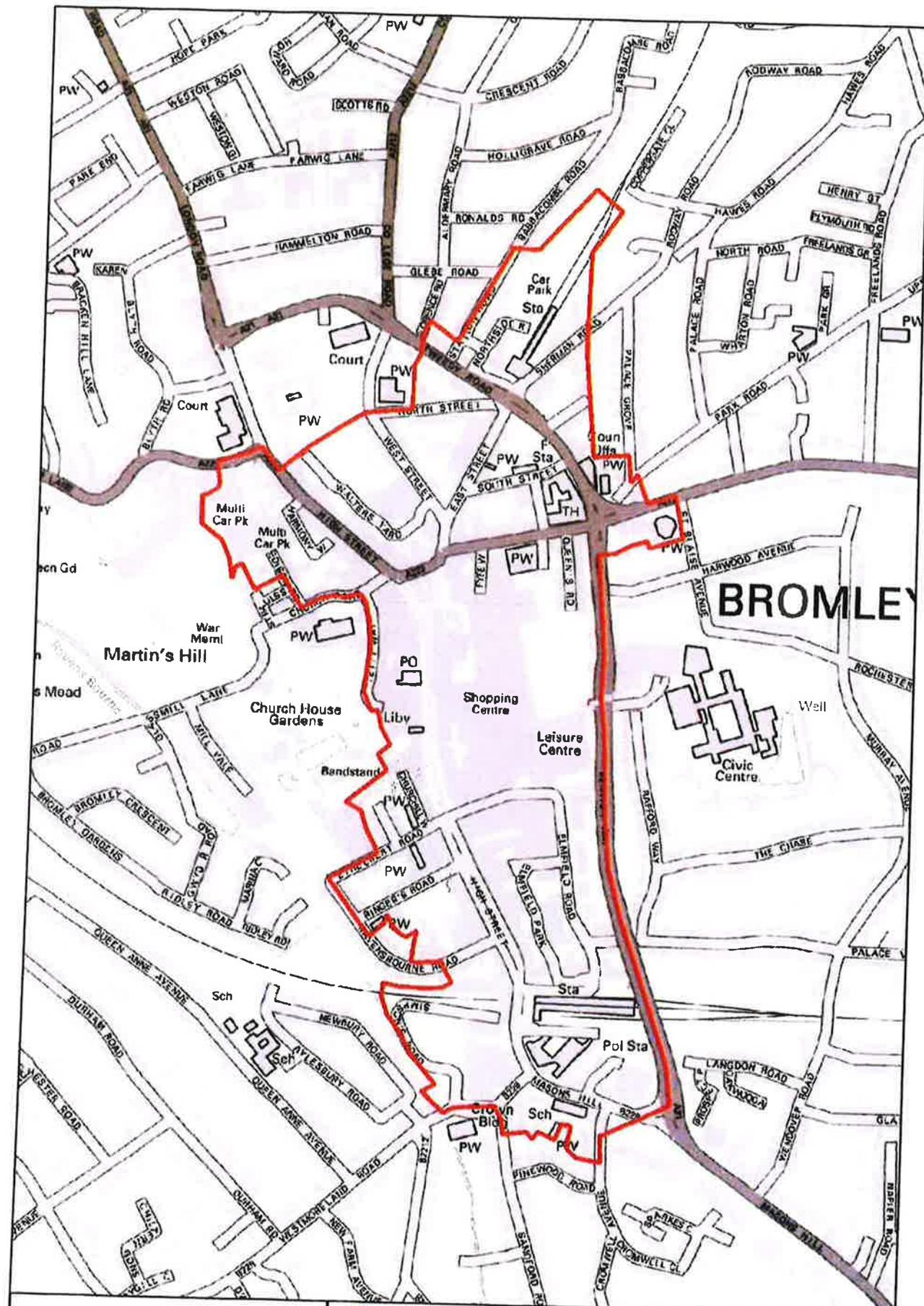
Appendix 2: BID Event Programme 2020

Appendix 3: Council's Organisational Chart

Appendix 4: Bromley Parks Event Price Guide 2020

Appendix 5: Councillor Contact Information

Appendix 6: Schedule of Implementation



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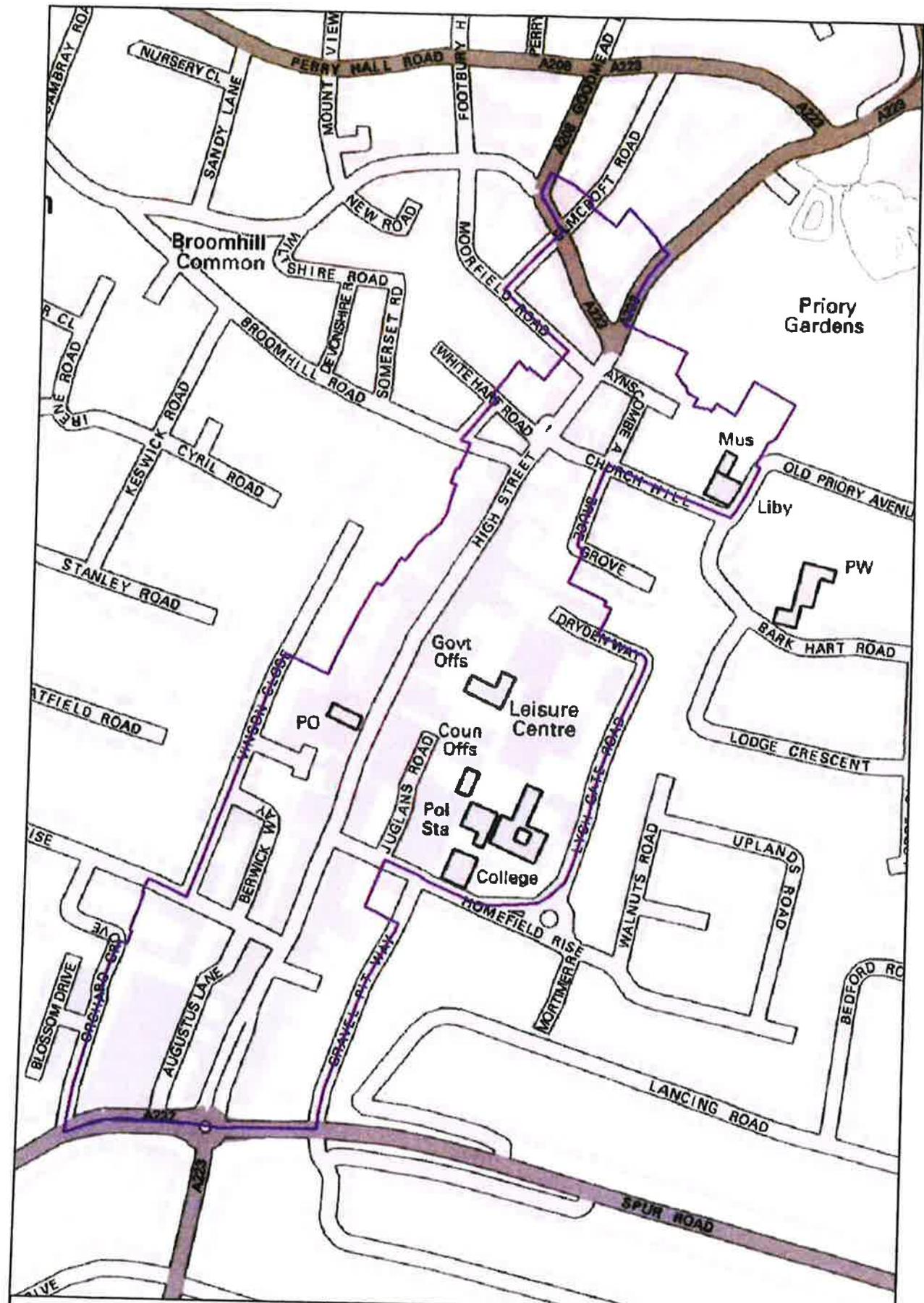
Bromley BID Area



Thursday, February 28, 2019

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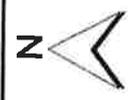
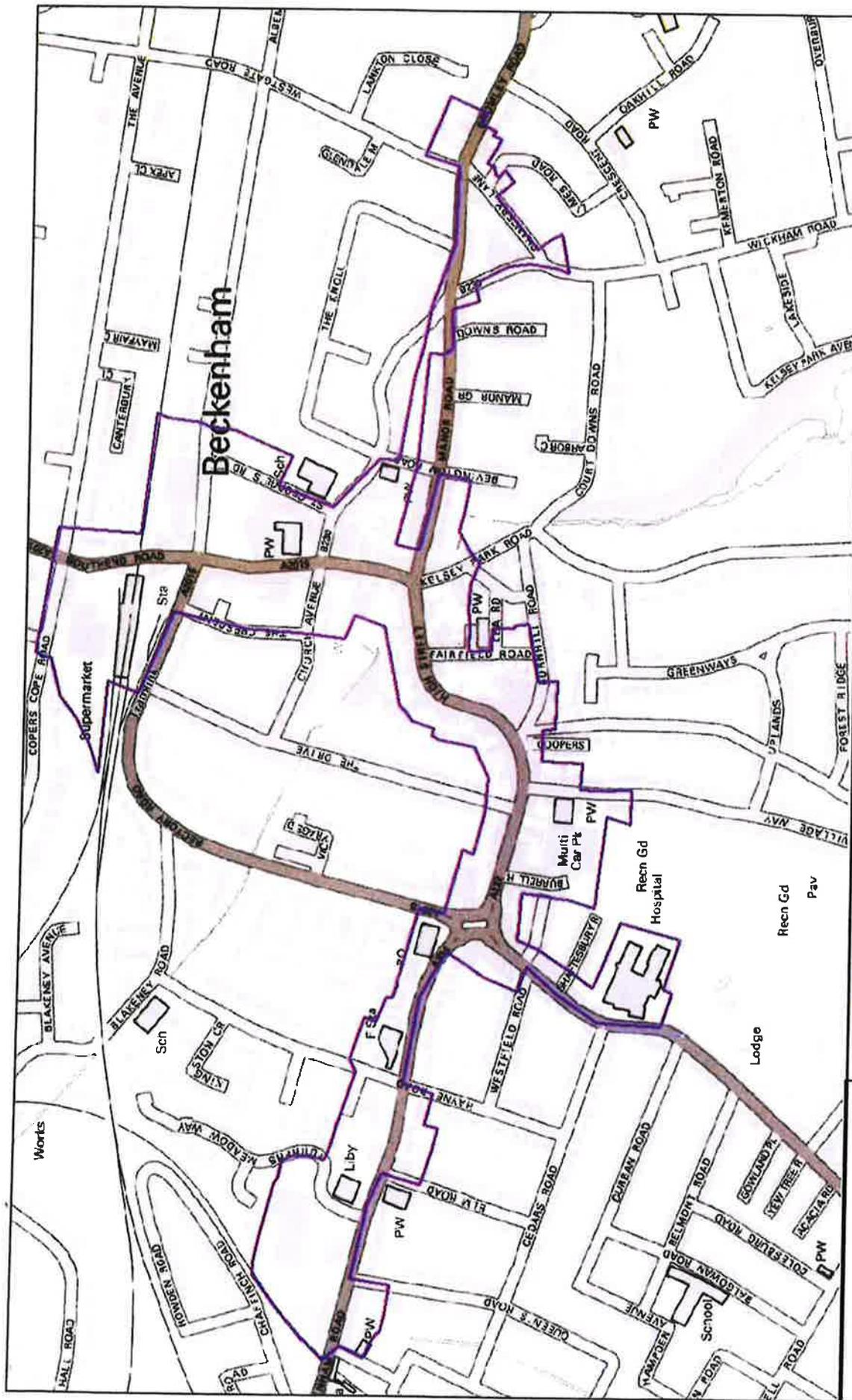


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Thursday, February
 28, 2019


Orpington BID Area
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Beckenham BID Area



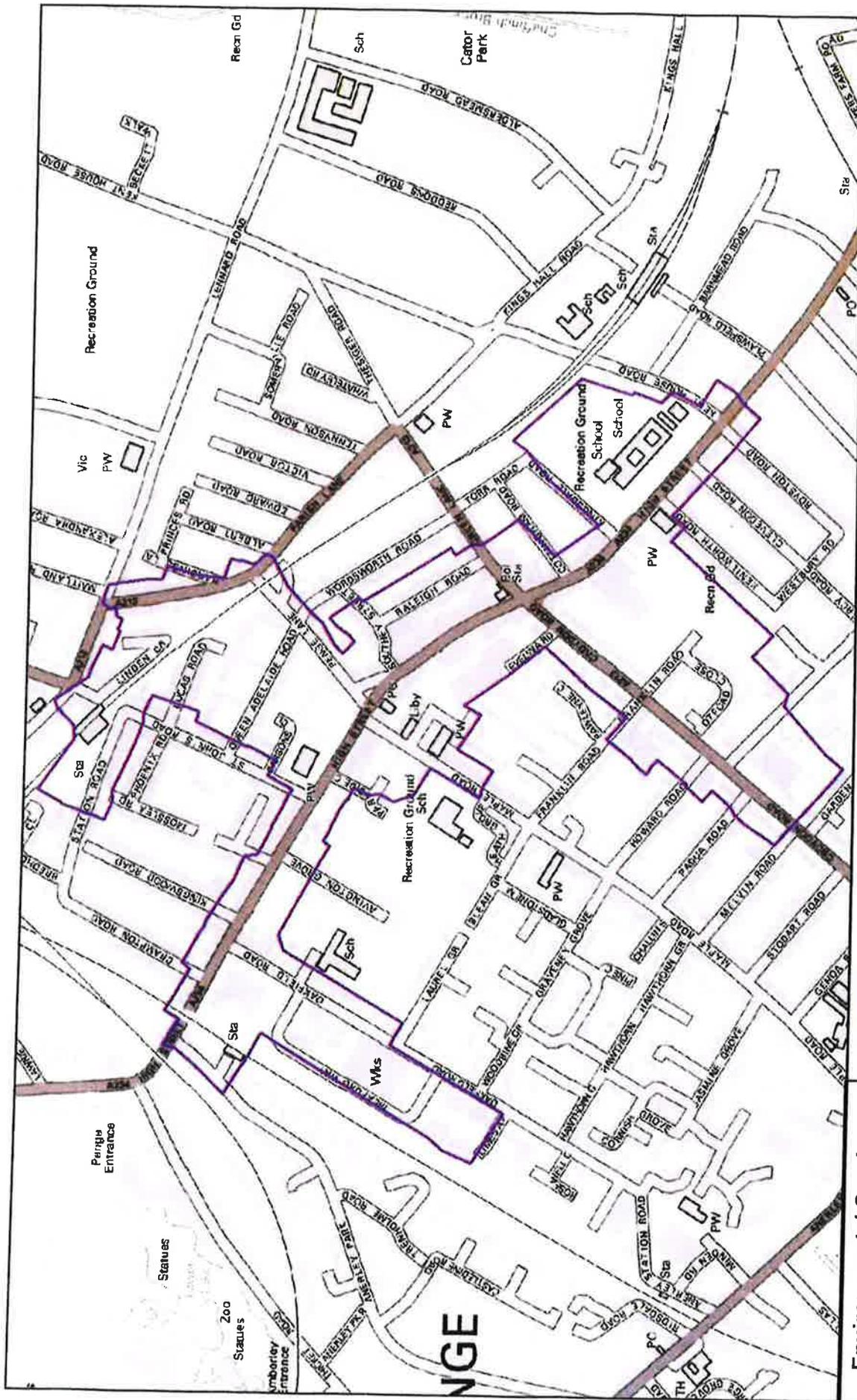
Environmental Services

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Wednesday, January 03, 2018

1:7000





Penge BID Area



Environmental Services

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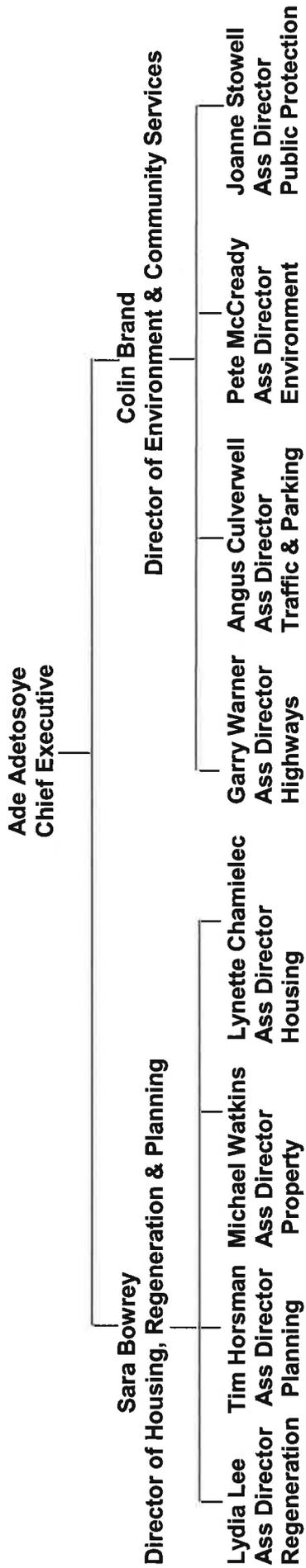
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Appendix 2: BID Event Programme 2020

	March	April	May	June	July	August
Your Bromley						
Orpington 1st Beckenham Together						
Penge SE20						

	September	October	November	December
Your Bromley		Halloween Trail, High Street	Sunday 29th November Christmas lights switch on	
Orpington 1st		Scarecrow Trail, High Street	19th November Christmas event, High Street	Santa Dash 6th/13th December, High Street
Beckenham Together		Monday 26th October - 31st October Beckenham Pumpkin Hunt, High Street	Saturday 28th November Christmas lights switch-on & Ice Rink Launch, Beckenham Green	Saturday 28th November - 5th January Christmas on the Green Ice Rink & Christmas Market, Beckenham Green
Penge SE20		Saturday 31st October Halloween Trail, High Street	Saturday 28th November or 5th December Pengemas, High Street	Saturday 28th November or 5th December Pengemas, High Street

Appendix 3: Council's Organisational Chart



Lydia Lee, Assistant Director of Regeneration

Robert Buckley - Head of Renewal (starting 18th August)
Alicia Munday – Head of Regeneration
Paula Young – Principal Client Libraries

Tim Horsman, Assistant Director of Planning

Jake Hamilton – Head of Development Manager
John Stephenson – Enforcement & Appeals Manager
Mike Baker – Head of Building Control

Peter McCready - Assistant Director of Environment

David Hall – Neighbourhood Manager, Cleansing
James Hilsden - Neighbourhood Manager, Contract Manager ID Verde
Jim Cowan – Neighbourhood Manager, Waste
Toby Smith - Enforcement Manager
Jonathan Richards – Technical Support team Manager (Bromley Town Centre Market, promotional space bookings)
Marieke Brown – Enforcement Officer (street trading)
Hugh Chapman – Arboriculture Manager

Garry Warner, Assistant Director Highways

Paul Redman – Highways Asset Manager (lamp columns)
Harry Marshall - Works Contact Manager (Conways/JB Riney)
Dan Gordon – Highways Area Manager (highway inspections)
Amy Ward – Network Manager (utility works)

Joanne Stowell, Assistant Director Public Protection

Rob Vale – Head of Trading Standards & Licensing
Tony Baldock – Head of Environmental Health & Community Safety
David Tait – Emergency Planning Manager (Business Continuity)

Angus Culverwell, Assistant Director Traffic & Parking

Chloe Wenbourne – Head of Parking Services
Karly Davis – Traffic Officer (road closures)
Elaine Beadle – Road Safety Manager

Bromley Parks Events Price Guide 2019/20



Bromley Event Site Fees and Charges for spring 2019 to spring 2020

The fees and charges cover a variety of services related to park events. They are a guideline only and are subject to variation depending on the site chosen, the season, nature of the event and various other factors. The fees relating to your event will be confirmed upon application and submission of the required supporting documentation. See the Events Policy for a definition of Friends Groups, Charities, Communities and Commercial Events.

Types of fees

Admin fee

This covers the cost of the administration time, in addition to all the compliance, which the officer takes to assess your application. The fee also covers the cost of the digital events platform, EventApp. This fee is non-refundable and should be made at the time of application.

Park / Site hire fee

This is for the hire of the park or greenspace and is based on how the event affects the normal everyday use of the site. Time on site for set-up and take down is also chargeable. This fee must be paid 60 days before the event start date. If the event is cancelled by the event organiser cancellation fees will apply. See details below and refer to our Terms and Conditions for more information.

Overstay Fee

If the venue or any part of it is not vacated by the finishing time stated on the approved event application the event organiser will be required to pay an Overstay Fee. The fee will be £100 or 10% or the daily site hire fee, per hour, or part thereof, whichever is greater.

Payment of fees

BACS payment- event organisers have to be set-up on our system before payment can be received, so this method can take a little longer first time its set up.

Fees & Discounts

1. Friends Group's Events are free to host, so long as it is evident that income generated will go back to the park.
2. Registered Charities, School and Community Events receive up to a 50% discount on the overall advertised prices, excluding the booking fee.
3. Crystal Palace Park and Norman Park are *Gold Tier* venues and as such have negotiable rates.

Damage Deposit

Your damage deposit will be calculated when you submit your application and is fully refundable unless damage is caused as a result of your event. Please see Terms and conditions for further details.

Cancellation fee

When the notification of cancellation is received	Percentage of site hire fee to be charged
More than 30 days	20%
20-30 days	50%
10-20 days	75%
Less than 10 days	Up to 100%

Events hosted in Bromley



Admin fees

Type of event	Fee
<A> Friends Group	£0
 One day events for up to 2,000 people without licensable activities for Registered Charities, Schools and Communities	£60
<C> Commercial Events or other events for longer than one day, for more than 2,000 people or with licensable activities	£180

Site hire fees are charged per day and normally quoted via [EventApp](#).

To secure an event, a 20% non-refundable deposit will be required during the application process.

Set up and set down days are an additional 20% of the event day fee applied to non-operational days should the set up and set down not take place on the same day. N.B. These fees **do not** cover funfairs, circuses or promotional activities.

Park Hire Fees

Number of People/Capacity per day	25-249	250-499	500-1999	2000+
Under 4 hours	£110	£220	£330	TBA
All day *	£220	£440	£660	TBA
Additional Days	£200	£400	£600	TBA
N.B. An event of under 25 people may have up to a 100% discount of all fees				
* Hire fees may vary if an event is deemed to have a greater impact on the park				

Promotional activities

Size of Activity	Event Day
2 or more people (no equipment)	£50
With banners, gazebos, etc.	£75
With vehicles, trailers or other large structures	£100

Funfairs

Size of Funfair	Event Day
Up to 10 rides	£600
11 to 15 rides	£700
15 rides or more	£800
Circuses	
Size of Circus	Event Day
Up to 500 seating capacity	£500
Over 500 seating capacity	£700

Fireworks Display

Any fireworks show that takes place in Bromley will require idverde to hire an independent fireworks consultant. The consultant will inspect the grounds on the day to ensure that the fireworks display is safe to take place. The consultant commissioned will be an additional cost from approx. £500, however the Events Team will advise at the time they review your application.

Pricing will be variable and a quote will be provided depending on the size of the event.

Appendix 5: Councillor Contact Information

The contact details for the ward councillors for each BID area are as follows:

Your Bromley BID

- **Bromley Ward:**

Councillor Nicky Dykes nicky.dykes@bromley.gov.uk
Councillor Will Harmer will.harmer@bromley.gov.uk
Councillor Michael Rutherford michael.rutherford@bromley.gov.uk

Orpington 1st BID

- **Orpington Ward:**

Councillor Kim Botting kim.botting@bromley.gov.uk
Councillor William Huntingdon-Thresher william@ocat.co.uk
Councillor Pauline Tunncliffe Pauline.tunncliffe@bromley.gov.uk

- **Petts Wood & Knoll Ward:**

Councillor Simon Fawthrop simon.fawthrop@bromley.gov.uk
Councillor Tony Owen tony.owen@bromley.gov.uk
Councillor Keith Onslow keith.onslow@bromley.gov.uk

- **Cray Valley West Ward:**

Councillor Judi Ellis judith.ellis@bromley.gov.uk
Councillor Colin Hitchins colin.hitchins@bromley.gov.uk
Councillor Gary Stevens gary.stevens@bromley.gov.uk

Beckenham Together BID

- **Copers Cope Ward:**

Councillor Michael Tickner michael.tickner@bromley.gov.uk
Councillor Stephen Wells stephen.wells@bromley.gov.uk
Councillor Russell Mellor russell.mellor@bromley.gov.uk

- **Clock House Ward:**

Councillor Vanessa Allen Vanessa.allen@bromley.gov.uk
Councillor Ian Dunn ian.dunn@bromley.gov.uk
Councillor Josh King josh.king@bromley.gov.uk

- **Kelsey & Eden Park Ward:**

Councillor Christine Harris Christine.harris@bromley.gov.uk
Councillor Diane Smith diane.smith@bromley.gov.uk
Councillor Peter Dean peter.dean@bromley.gov.uk

Penge SE20 BID

- **Penge & Cator Ward:**

Councillor Kathy Bance Kathy.bance@bromley.gov.uk
Councillor Kevin Brooks kevin.brooks@bromley.gov.uk
Councillor Simon Jeal simon.jeal@bromley.gov.uk

Portfolio Holders:

- **Environment & Community Services**

Councillor William Huntingdon-Thresher william@ocat.co.uk

- **Renewal, Recreation & Housing**

Councillor Peter Morgan peter.morgan@bromley.gov.uk

- **Public Protection & Enforcement**

Councillor Kate Lymer kate.lymer@bromley.gov.uk

- **Adult Care & Health**

Councillor Diane Smith diane.smith@bromley.gov.uk

- **Resources, Commissioning and Contract Management**

- Councillor Graham Arthur graham.arthur@bromley.gov.uk
- **Children, Education & Families**
Councillor Peter Fortune peter.fortune@bromley.gov.uk

Small Business Champion: Councillor Yvonne Bear yvonne.bear@bromley.gov.uk

Leader of the Council: Councillor Colin Smith leader@bromley.gov.uk

DRAFT

Appendix 6: Schedule of Implementation

Target Audience	Method of engagement	Timescales	Location	Reason
Chief Executive	Quarterly meeting with BID Managers	25th August	Civic Centre	Final version to be discussed by the BID Managers and Chief Executive
Members	Renewal, Recreation & Housing Policy Development & Scrutiny Committee Meeting	2nd September	Civic Centre	Member endorsement of document
	Member briefing meeting with BID Managers	October	BID	Opportunity for BID Managers and Members to meet to discuss any projects/issues
Officers	Corporate Leadership Team Meetings	October	Civic Centre	Raise awareness of the BIDs and procedures within the document. BID Managers involvement welcome.
	Managers Briefing meetings	October	Civic Centre	Raise awareness of the BIDs and procedures within the document. BID Managers involvement welcome.
	Team meetings	October	Civic Centre	Raise awareness of the BIDs and procedures within the document. BID Managers involvement welcome.
	Transformation Newsletter	October	n/a	Raise awareness of the BIDs and procedures within the document
Council Contractors	Contract Management Meetings	October	Civic Centre	Raise awareness of the BIDs and procedures within the document

Report No.
CSD20083

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Renewal, Recreation and Housing PDS Committee

Date: 2 September 2020

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

Title: **RENEWAL, RECREATION AND HOUSING PDS COMMITTEE
WORK PROGRAMME: NOVEMBER 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 RR&H PDS work programme for the period November 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: £359k
 5. Source of funding: Existing 2020/21 revenue budget
-

Staff

1. Number of staff (current and additional): There are 7 posts (6.67 fte) in the Democratic Services Team.
 2. If from existing staff resources, number of staff hours: Preparation of the Work Programme report can normally be expected to take 2-3 hours
-

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Each PDS Committee has a responsibility to develop and review its work programme balancing the key roles of:
- Holding the Executive to account;
 - Policy development and review; and
 - External scrutiny.
- 3.2 The Committee is invited to consider its work programme having regard to guidance at Section 8 of the Scrutiny Toolkit and in consultation with the Renewal, Recreation and Housing Portfolio Holder and Chief/Senior Officers.
- 3.3 The Committee's Work Programme for the period November 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 – 4 November 2020		
Matters Outstanding from Previous Meetings	Lisa Thornley	No
Budget Monitoring 2020/2021	Keith Lazarus	Yes
Housing, Regeneration and Planning Portfolio Plan (report every 4 months)	Charlotte Ryan?	No
Housing Performance Report (report to all meetings as requested by Members in Minute 36 – 03/09/19)	Tracey Wilson	No
Beckenham Public Hall Feasibility Study	Deborah Wood	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: February-March 2021	Lisa Thornley	No
<u>Exempt Reports</u>		
Housing Acquisition Scheme - Orchard and Shipman (should be completed in October)	Alicia Munday	No
Housing Leasing Scheme – Beehive (should be completed in October)	Alicia Munday?	No
Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 2 February 2021		
Matters Outstanding from Previous Meetings	Lisa Thornley	No
Capital Programme Monitoring	Zoltan Demjan	Yes
Draft Budget 2021/2022	Keith Lazarus	No
Risk Register (report bi-annually)	?	No
Contracts Register – Part 1	Charlotte Ryan	No
Tenancy Support Services for the Homeless	Lynnette Chamielec	Yes/No
Housing Strategy	Tracey Wilson?	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

Report Title	Report Author	PH Decision (Yes/No)
Housing Performance Report (report to all meetings as requested by Members in Minute 36 – 03/09/19)	Lynette Chamielec	No
Work Programme	Lisa Thornley	No
<u>Exempt Reports</u>		
Contracts Register – Part 2	Charlotte Ryan	No
Renewal, Recreation and Housing Policy Development and Scrutiny Committee – 30 March 2021		
Matters Outstanding from Previous Meetings	Lisa Thornley	No
Budget Monitoring	Keith Lazarus	Yes
Housing, Regeneration and Planning Portfolio Plan (report every 4 months)	Charlotte Ryan?	No
Contracts Register – Part 1	Charlotte Ryan	No
Mears Ltd Contract Performance Report (annually?)	Sara Bowrey	No
Orchard and Shipman – Provision of Housing Services (annually?)	Lynette Chamielec	No
Housing Performance Report (report to all meetings as requested by Members in Minute 36 – 03/09/19)	Lynette Chamielec	No
Expenditure on Consultants (annually)	Philippa 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
Work Programme	Lisa Thornley	No
<u>Exempt Reports</u>		
Contracts Register – Part 2	Charlotte Ryan	No

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