



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 9 September 2021

To: Members of the
EXECUTIVE

Councillor Colin Smith (Chairman)
Councillor Kate Lymer (Vice-Chairman)
Councillors Graham Arthur, William Huntington-Thresher, Peter Morgan,
Angela Page and Diane Smith

A meeting of the Executive will be held at Bromley Civic Centre on **WEDNESDAY 22
SEPTEMBER 2021 AT 7.00 PM**

PLEASE NOTE: This meeting will be held in the Council Chamber at the Civic Centre, Stockwell Close, Bromley, BR1 3UH. Members of the public can attend the meeting: you can ask questions submitted in advance (see item 3 on the agenda) or just observe the meeting. There will be limited space for members of the public to attend the meeting – if you wish to attend please contact us, before the day of the meeting if possible, using our web-form:

<https://www.bromley.gov.uk/CouncilMeetingNoticeOfAttendanceForm>

Please be prepared to follow the identified social distancing guidance at the meeting, including wearing a face covering.

ADE ADETOSOYE OBE
Chief Executive

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

A G E N D A

- 1 APOLOGIES FOR ABSENCE**
- 2 DECLARATIONS OF INTEREST**
- 3 QUESTIONS**

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 - by 5pm on 8th September 2021

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 on reports on the agenda are received by the Democratic Services Team by **5pm on Thursday 16th September 2021.**

- 4 TO CONFIRM THE MINUTES OF THE MEETINGS HELD ON 30 JUNE AND 15 JULY 2021**
(Pages 5 - 36)
- 5 MAKING BROMLEY EVEN BETTER 2021-2031**
(Pages 37 - 76)
- 6 CRM REPLACEMENT PROJECT - WEBSITE REDESIGN AND UPGRADE**
(Pages 77 - 84)
- 7 COMMUNITY CYCLE TRACK AND HUB AT HOBLINGWELL WOOD RECREATION GROUND**
(Pages 85 - 94)
Cray Valley West ward
- 8 NORMAN PARK**
(Pages 95 - 100)
Hayes and Coney Hall ward
- 9 WEST WICKHAM LEISURE CENTRE**
(Pages 101 - 148)
West Wickham ward
- 10 ADDITIONAL RESTRICTIONS GRANT (ARG) TOP UP FUNDING**
(Pages 149 - 162)
- 11 LEARNING DISABILITY SUPPORTED LIVING CONTRACT AWARD (PART 1)**
(Pages 163 - 176)
- 12 CONSIDERATION OF ANY OTHER ISSUES REFERRED FROM THE EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**
- 13 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 AND THE FREEDOM OF INFORMATION ACT 2000**

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

Items of Business

Schedule 12A Description

- | | |
|---|--|
| <p>14 EXEMPT MINUTES OF THE MEETINGS HELD ON 30 JUNE AND 15 JULY 2021
(Pages 177 - 184)</p> | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |
| <p>15 LEARNING DISABILITY SUPPORTED LIVING CONTRACT AWARD (PART 2)
(Pages 185 - 196)</p> | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |
| <p>16 HARRIS KENT HOUSE FREE SCHOOL INCLUDING ASSOCIATED PROPERTY TRANSACTION
(Pages 197 - 220)
Penge and Cator ward</p> | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |
| <p>17 SEN FREE SCHOOL INCLUDING ASSOCIATED PROPERTY TRANSACTION
(Pages 221 - 236)
Chislehurst ward</p> | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |

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EXECUTIVE

Minutes of the meeting held on 30 June 2021 starting at 7.00 pm

Present:

Councillor Colin Smith (Chairman)
Kate Lymer (Vice-Chairman)
Councillors Graham Arthur, William Huntington-Thresher,
,Peter Morgan, Angela Page and Diane Smith

Also Present:

Councillor Julian Benington, Councillor Nicholas Bennett
MA J.P., Councillor Mary Cooke, Councillor Charles Joel,
Councillor Christopher Marlow, Councillor Michael
Rutherford, Councillor Melanie Stevens and Councillor
Angela Wilkins

239 APOLOGIES FOR ABSENCE

There were no apologies for absence.

240 DECLARATIONS OF INTEREST

Councillor Angela Wilkins declared an interest in relation to the report on HMOs as she was employed by Hestia.

241 QUESTIONS

Four questions had been received for oral reply, and five questions for written reply. The questions and answers are set out in Appendix A.

242 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 26 MAY 2021

RESOLVED that the minutes of the meeting held on 26 May 2021 be confirmed.

243 PROVISIONAL FINAL ACCOUNTS 2020/21 Report FSD21040

The report set out a broad overview of the 2020/21 provisional outturn at portfolio level and Council wide as well as the potential implications for the Council's financial position in 2021/22. The 2020/21 provisional outturn provided for no variation in general fund balances, subject to the recommendations in the report being agreed.

The report referred to the financial impact of the Covid-19 situation which needed to be treated with some caution because of the ongoing uncertainty arising from moving out of lockdown to transition and ultimately the 'new normal'. The report sought agreement to set aside resources to support funding housing investment as well as partly fund future Covid related cost pressures. The report also referred to the arrangements to address Government funding received during 2020/21 where the corresponding costs were charged to the Council's general fund in future years.

More detailed reports would be submitted to individual PDS Committees. Details of the carry forward requests and a summary of the Council's capital programme were also considered in the report.

The report had been scrutinised by the Executive, Resources and Contracts PDS Committee on 23rd June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The provisional revenue and capital outturns for the 2020/21 financial year and the earmarked balances on the General Fund as at 31st March 2021 be noted.

(2) The variations in 2020/21 impacting on the Council's 2021/22 financial position be noted.

(3) The comments from Chief Officers as detailed in Appendix 2 to the report be noted.

(4) The requests for carry forwards totalling £749k (net) as detailed in Appendix 6 be approved, subject to the funding being allocated to the Central Contingency in 2021/22 to be drawn down on the approval of the relevant Portfolio Holder.

(5) The changes to the central contingency sum as detailed in paragraphs 3.6.2 to 3.6.6 in the report be agreed.

(6) Council be recommended to agree that a sum of £3.887m be set aside as a contribution to the Housing Invest to Save Fund earmarked reserve as detailed in paragraph 12.7 of the report.

(7) Council be recommended to agree that a sum of £6.506m be set aside as a contribution to the COVID impact/recovery earmarked reserve as detailed in paragraph 12.6 of the report.

(8) The creation of a Business Rates Adjustment earmarked reserve relating to the timing differences of grant income received and the costs charged to the Council's General Funds be noted, as detailed in paragraphs 11.5 and 11.6 to the report.

244 CAPITAL PROGRAMME OUTTURN 2020/21
Report FSD21038

The report set out the final outturn on capital expenditure and receipts for 2020/21. Capital expenditure in the year was £19.7m, compared to the final approved budget of £46.0m, resulting in a total net variation of Cr £26.3m. For funding purposes, £15.0m slippage was assumed in the Quarter 3 capital monitoring report, so there was an overall variation of Cr £11.3m in the use of capital receipts and external and revenue contributions.

The report had been scrutinised by the Executive, Resources and Contracts PDS Committee on 23rd June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The report be noted.

(2) The following amendment to the Capital Programme for 2021/22 be approved - an increase of £2,443k to the Disabled Facilities Grant scheme to reflect the 2020/21 allocation as detailed in paragraph 3.2.1 in the report.

(3) Council be requested to approve the increase of £2,443k in the Disabled Facilities Grant scheme to reflect the 2020/21 allocation as detailed in paragraph 3.2.1 of the report.

245 GROWTH FUND SUPPORT FOR PLANNING

The Executive considered a proposal for Growth Fund support for a 2 year temporary Planner for the Development Management team to work on major planning applications.

The report had been scrutinised by the Executive, Resources and Contracts PDS Committee on 23rd June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) Up to £116k from the Growth Fund earmarked reserve be used to fund a Planning Officer post for a two-year fixed term.

(2) It is noted that this will be reviewed after one year, taking into account the anticipated additional income generated and any underspends within the Planning Department's existing budget, and that any funding not required will be returned to the Growth Fund.

246 ADOPTION OF BROMLEY ECONOMIC DEVELOPMENT STRATEGY

Report HPR2021/029

The borough's first ever Economic Development Strategy (EDS) had been developed with input from across departments in the Council, external stakeholders, the business community and key service delivery partners. The strategy had been considered by the Renewal Recreation and Housing PDS Committee on 16th June; the committee had supported the strategy, subject to any final detailed changes.

RESOLVED that the Economic Development Strategy be formally adopted to provide a framework for the economic development of the borough from 2021 to 2031.

247 DESIGNATION OF SHORTLANDS VILLAGE CONSERVATION AREA AND EXTENSION OF BROMLEY TOWN CENTRE CONSERVATION AREA

Report HPR2021/023

The Executive considered a proposal to designate a Shortlands Village Conservation Area, and to extend the Bromley Town Centre conservation Area. The proposed boundaries had been informed by an independent assessment and were subject to public consultation between August and October 2020. Details of the representations received, and how these were addressed, were set out in the report. The Built Environment Advisory Management Services (BEAMS) report was also considered by Members.

Councillor Mary Cooke attended the meeting as ward Councillor for Shortlands. She described how there had been considerable lobbying and debate on the proposals, particularly on the issue of whether Shortlands Golf Club should be included within the new conservation area. The Golf Club argued strongly that they should be excluded, but other groups, including the Shortlands Residents Association, the Ravensbourne Valley Residents Association and the Bromley Civic Society were in favour of the proposed boundary.

The Portfolio Holder for Renewal, Recreation and Housing, Councillor Peter Morgan, reassured the Golf Club that the conservation area would not harm their interests, or prevent them from rebuilding their clubhouse, for example. Agreeing a land management plan would address any concerns about additional bureaucracy regarding management of trees on their course.

The report had been considered by Development Control Committee on 20th May 2021 and scrutinised by the Renewal, Recreation and Housing PDS Committee on 16th June 2021. Both Committees supported the recommendations.

RESOLVED that the designation of the Shortlands Village Conservation Area (shown at Appendix 1) and the extension of the Bromley Town Centre Conservation Area (shown at Appendix 2) be approved.

248 HOUSES IN MULTIPLE OCCUPATION
Report HPR2021/025

The Executive received a report, which had previously been considered by Development Control Committee and Renewal, Recreation and Housing PDS Committee, setting out information relating to the nature and scale of Houses in Multiple Occupation (HMOs) in Bromley. The report set out the options for controlling HMOs and whether the options could be justified given the available evidence.

Councillor Melanie Stevens addressed the meeting as ward member for Biggin Hill. She was concerned that there was a cluster of HMOs emerging in Biggin Hill Valley – she was aware of 13 in a small area, with a further 7 expected. Although she accepted that HMO's did fulfil a need, it was not appropriate to have so many in a small area which was not well-served by public transport, and where access to doctors and dentists might be limited. She called for better control and monitoring of HMOs.

Councillor Peter Morgan as Portfolio Holder for Renewal, Recreation and Housing reported that the issue had been considered by Development Control Committee and Renewal, Recreation and Housing PDS Committee. Both Committees had been in favour of implementing an Article 4 Direction to control HMOs across the whole borough, with an immediate Article 4 Direction covering the wards of Biggin Hill and Darwin. This view was supported by some other members of the Executive, but officers advised that there was a need to provide more robust evidence to ensure that the proposed Article 4 Direction would be effective.

The Leader was concerned that waiting for 2021 Census data to become available would lead to an unacceptable delay and urged that officers strengthen the evidence base and report back to Development Control Committee and Renewal, Recreation and Housing PDS Committee in time for the matter to be re-considered at the next meeting of the Executive.

RESOLVED that

(1) The impacts of HMOs identified in the report and the accompanying evidence base documented in Appendix 1 be noted.

(2) The Council continues to monitor, and keep up-to-date, evidence relating to HMOs in the Borough, including seeking more information on smaller HMOs borough-wide and within existing and developing clusters.

(3) Officers report back to future Development Control Committee, Renewal, Recreation and Housing PDS Committee and Executive

Committees with any further evidence and/or guidance as it emerges, no later than early data from the 2021 Census, which indicate that additional planning control might prove possible.

249 GATEWAY REPORT FOR THE PROVISION OF STATUTORY HOMELESSNESS REVIEWS

Report HPR2021/028

Homeless households had a statutory right to a review of decisions made by the Council in respect of applications for accommodation and accommodation offered under the provisions of part VII of the Housing Act 1996 (as amended by the Homelessness Act 2002). Legal advice confirmed that the decision to contract out the statutory homelessness reviews function had to be agreed by the Executive in order to comply with the legislation and statutory orders in relation to the reviews function. The Executive previously confirmed this agreement in 2016 and were asked to confirm continuation of this arrangement.

The current contract for statutory housing reviews commenced on 1 June 2017 for three years with the option to extend for a further two years, which was utilised. The contract was due to expire on 31st May 2022. It was proposed to retender this provision as set out in sections 6 and 10 of the report, subject to Executive agreement on the principle of contracting out.

The report had been scrutinised by the Renewal, Recreation and Housing PDS Committee on 16th June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The statutory homelessness reviews function continues to be contracted out under the terms set out in the report.

(2) The intent to tender the statutory homelessness reviews requirement for a four year contract with an option to extend for a further two year period at an estimated whole life value of £120k be noted.

250 CRYSTAL PALACE SUBWAY RESTORATION WORKS PROCUREMENT

HPR2021/033

The Executive received a progress update on the restoration of the Crystal Palace Park Subway and considered the proposals for procuring main contract works for its restoration.

Councillor Angela Wilkins attended the meeting to support the proposals as ward member for Crystal Palace.

The report had been scrutinised by the Renewal, Recreation and Housing PDS Committee on 16th June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The contents of the report, namely information regarding the procurement of the main contract works for the restoration of the Crystal Palace Subway, which was fully funded by grants.

(2) The procurement of the main contract works be approved, noting that the subway restoration project is already on the Capital programme, with funding secured.

(3) The amendment to the existing Capital Programme for the Crystal Palace Park Subway to reflect revised costs and available funding be approved.

251 NEXT STEPS FOR THE CRYSTAL PALACE PARK REGENERATION PLAN

Report HPR2021/031

On 25th March 2021, the Development Control Committee resolved to grant Outline Planning Permission for the Crystal Palace Park Regeneration Plan, subject to legal agreement. The next step in delivering the Regeneration Plan was to develop the shadow S106 agreement, or similar mechanism, and refer the Outline Planning Application (OPA) to the Greater London Authority.

In order to progress to the next step, secure planning permission and secure the capital receipts from the associated land disposals, further funding was required to appoint an external planning lawyer and commission reactive support from consultants, AECOM.

The report had been scrutinised by the Renewal, Recreation and Housing PDS Committee on 16th June 2021 and the Committee supported the recommendations.

RESOLVED that an increase in the Capital Programme of £65k be approved to develop the legal agreement for the Crystal Palace Park Regeneration Plan OPA, funded from capital receipts.

252 DELEGATION OF FUNDING

Report ES20097

Members considered a report relating to two current Trading Standards investigations that were proceeding to prosecution and required cross boundary authorisations from other local authorities. Acceptance of the recommendations would also have a bearing on ongoing and future cases.

Where the Executive function from other authorities was required, this needed to be formally accepted by the Executive. On 19th April 2021, Council agreed an amendment to the Constitution to clarify that for executive functions the decision sat with the Leader and for other functions with the Council; however, to comply with correct governance, this decision first needed to be approved by the Portfolio Holder for Public Protection and Enforcement (following pre-decision scrutiny by the Public Protection and Enforcement PDS) prior to it being recommended to the Executive.

The report had been scrutinised by the Public Protection and Enforcement PDS Committee on 16th June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The delegation of functions from other local authorities (listed in Appendix A to the report) for adoption for the purposes of legal proceedings be accepted.

(2) Authority be delegated to the Director of Environment and Public Protection to accept delegation of function from the other local authorities in relation to this matter.

**253 INTEGRATED COMMUNITY EQUIPMENT SERVICE -
PROCUREMENT STRATEGY AND EXTENSION**
Report ACH21-037

The report outlined the current arrangements for the provision of Bromley's Integrated Community Equipment Service, currently commissioned through the London Community Equipment Consortium (London Consortium) and set out the options for future procurement.

The Executive had previously approved re-procurement of the service through continued membership of the London Consortium. However, due to the delay in activating the tender, officers had re-resubmitted this request.

The current contract ended on 31 March 2022. A further one year extension option was available and approval for the extension was sought to support the proposed procurement timetable and to allow for a further review that took into account the impact of Corvid 19 to ensure that the future service met the needs of Bromley residents.

The report had been scrutinised by the Adult Care and Health PDS Committee on 29th June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The Council participates in a joint re-tendering exercise for the Integrated Community Equipment Service through the London Consortium, with the estimated £37k procurement costs funded from the Improved Better Care Fund.

(2) An extension to the Integrated Community Equipment Service contract with Medequip be approved, utilising the remaining one year formal extension option, commencing 1 April 2022 at an estimated value of £2.6m.

254 PROCUREMENT OF CONSULTANTS FOR EDUCATION CAPITAL PROJECTS
Report CEF21021

The Executive considered a report on procurement arrangements for professional consultancy services in relation to the delivery of the Council's Education capital programme. The Council's previous arrangements for consultancy services were procured through the LB Lewisham consultants' framework and had expired. The Council needed to ensure consultants were in place for new projects.

The report had been scrutinised by the Children, Education and Families PDS Committee on 15 June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) Proceeding to procurement for contracts for professional consultancy support for education capital schemes be approved as detailed in paragraph 4.3.1 of the report; the proposed length of the contracts are four years with an estimated overall value of £4m.

(2) Delegated authority be granted to the Director of Education to award contracts from the Lots, based on the agreed Basic Need Capital Programme, subject to agreement from the Portfolio Holder for Children, Education and Families, the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance.

255 IT SERVICES PROCUREMENT
Report CSD21075

The report summarised options to be explored for ensuring the continued provision of IT services currently provided by BT, following the end of the current contract in December 2023. It set out procurement options to be explored in further detail to enable decision making, procurement and transition to any new or changed arrangements.

The report did not address specific technologies, as this has been covered in previous reports and decisions, but focussed on the means of provision of IT services.

The report had been scrutinised by the Executive, Resources and Contracts PDS Committee on 23rd June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The options and recommended focus on option 2 presented in this report be noted and the funding set out in section 8 of the report be approved for the additional resources required to fully analyse and explore procurement options for the IT provision and subsequent Service Support Models.

(2) The further cost implications depending on the option taken following the options investigation be noted: these costs need to be considered against the strategic importance of the IT service provided which impacts on all of the Council's services, supports the transformation agenda in delivering service improvements and budget efficiencies, and is a vital element of the Council's infrastructure; consequently, there is a need to explore options, deliver the optimum IT solution and achieve best value for as this is a significant contract forming a vital element that underpins the Council's service delivery infrastructure.

256 TRANSFORMING BROMLEY 2019 - 2023: FIRST TWO YEARS

The Executive received key updates on the progress of the Transforming Bromley agenda two years into the four year Transformation Programme (2019-2023).

The report had been scrutinised by the Executive, Resources and Contracts PDS Committee on 23rd June 2021 and the Committee supported the recommendations.

RESOLVED that the report be noted and referred to all PDS Committees and General Purposes and Licensing Committee.

257 AWARD REPORT FOR (1) DOMICILIARY CARE FRAMEWORK (2) DOMICILIARY CARE PATCH CONTRACTS (PART 1) Report ACH21-031

In accordance with its statutory social care function, the Council provided approximately 15,000 hours of standard domiciliary care per week and spent around £14m per annum providing services to adult residents of Bromley. Additionally, children and young people access support services which encompass the wider definition of domiciliary care. The cost of this activity was £0.7m per year (560 hours per week).

The current Domiciliary Care Framework commenced in August 2012 as a '5 year plus 2 year plus 2 year' contract and was scheduled to end on 26 August 2021.

On 27 November 2019, the Executive had agreed to proceed to procure for a multi-provider Framework contract for domiciliary care to replace the expiring Framework. The Gateway 0/1 report also outlined the move towards

providing a Patch Model of provision with additional support provided through a list of Framework providers.

In summary, the borough would be divided into four geographical patches (East, West, Central and south). Each Patch had between one and three Patch providers, depending on the number of service hours to be delivered in that Patch. It was envisaged that the Patch arrangements would result in better provider staff recruitment and retention levels due to potentially better contract terms and work conditions and greater knowledge in the relevant geographical patches. In turn it was planned that there would be improved quality assurance arrangements with a smaller group of core providers.

The eight Patch Providers would deliver the primary domiciliary care model. To give greater flexibility and to ensure that all care and support needs will be met, the Patch Provider contract will be supplemented with a Framework (up to 32 providers). The Framework providers would be used only when Patch providers were not able to respond to service requests.

In order to ensure that there was a seamless transition from children to adults services, the new Framework incorporated all ages. Children's domiciliary care would account for approximately 3% of the new business and 11% of the activity was likely to be related to clients that were eligible for Continuing Care support (NHS funded). Including the latter would support the integration agenda, whilst maximising the opportunity for the Council and CCG to achieve economies of scale, more competitively priced joint packages and avoid multiple providers for service users that are eligible for health and social care assistance.

The new Framework and Patch arrangements would also supersede the current Discharge to Assess (D2A) Framework contract as planned and confirmed in D2A Framework Award report. This equated to approximately 5% of the domiciliary care Framework activity.

The report set out the results of the two tendering processes and sought approval to award Framework contracts to multiple providers for the delivery of domiciliary care, alongside awarding the eight domiciliary care Patch contracts. The proposed Framework would commence from 27 August 2021 for a four year period. The Patch contracts would commence on the same date; however, Patch providers would be given 6 months to mobilise if they so wished.

Further details were set out in a part 2 report.

The report had been scrutinised by the Adult Care and Health PDS Committee on 29th June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The award to the named Framework providers (as detailed in the Part 2 report) be agreed for the four year period from 27 August 2021 – 28

August 2025; the Framework contract has an estimated overall annual value of £14.2m total per annum, the overall whole life value is £113.6m (Framework and Patch).

(2) Delegated authority be granted to the Director of Adult Social Care to reopen admission to the Framework, via a compliant process, as required and award further contracts to the Framework, within the estimated contract value as per resolution (1).

(3) The award of contracts be approved to the Domiciliary Care Patch Providers (as detailed in the Part 2 report) from the 27 August 2021 for 5 years with the option to extend for a further 3 years (5+3); with the estimated contract value as per resolution (1).

(4) Delegated authority be granted to the Director of Adult Social Care to apply the three year extension option for the Patch contracts, subject to Agreement with the Portfolio Holder for Adult Care & Health Services, the Assistant Director Governance & Contracts the Director of Corporate Services and the Director of Finance as determined by the Contract Procedure Rules.

258 CONTRACT AWARD LEARNING DISABILITY COMPLEX NEEDS DAY SERVICE (PART 1)
Report ACH210032

The Council had a contract in place with the Southside Partnership (also known as Certitude) to provide learning disability supported living and community-based day and respite services. Approval was obtained in November 2019 to extend the contract for a period of up to 2 years from 1 October 2020 to 30 September 2022. The Council was unable to reach mutual terms to extend the contract as originally intended and subsequent negotiation resulted in a 6-month extension of the contract to 31 March 2021.

At the Adult Care and Health PDS meeting on 24 November 2020, Members scrutinised a report that set out the procurement proposals in relation to these services; the report was subsequently agreed by the Leader. Future learning disability day provision was being divided so that people with lower needs would receive their services from community based locations that were spot purchased or funded via direct payments; people with complex needs would receive a building based service purchased via a block contract. The report was focussed upon the building based complex needs day service.

The tender process for complex needs day services closed on 4 February 2021 but did not attract any compliant bids. On 31 March 2021 the Executive were advised that a negotiated contract award process was being followed and agreed to a contract variation and extension of the current block contract with Southside Partnership to enable service provision whilst the negotiation and contract award processes were progressed and the new contract was mobilised.

The negotiated contract award process had concluded and agreement was sought to award the provision of the learning disability complex needs day service as detailed in the accompanying part two report for a period of three years from 16 August 2021 with the option to extend for a further two years.

The report had been scrutinised by the Adult Care and Health PDS Committee on 29th June 2021 and the Committee supported the recommendations.

The Leader recorded his thanks to Colin Lusted for his exceptional work on this issue.

RESOLVED that

(1) The contract for the provision of the learning disability complex needs day service be awarded as detailed in the part two report, commencing on 16 August 2021 for a period of 3 years to 15 August 2024 with the option to extend for a further period of up to 2 years and an annual and whole life value as detailed in the part two report.

(2) Authority be delegated to the Director of Adult Social Care, subject to agreement from the Portfolio Holder for Adult Care and Health, the Assistant Director, Governance & Contracts, the Director of Finance and the Director of Corporate Services, to exercise the 2 year extension period.

259 BUILDING HOUSING PROGRAMME (PART 1)
Report HPR2021/037

The Executive received an update on the Phase One sites within the Council's housing delivery programme (these were live sites that had already obtained planning consent and/or were under construction) including a request for a supplementary estimate.

The report provided a high-level update on three sites that had been identified for feasibility works to test their suitability for being included within Phase Two of the Council's housing delivery programme. The report also provided an update on housing units being purchased.

The report had been scrutinised by the Renewal, Recreation and Housing PDS Committee on 16th June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The contents of the report be noted in relation to the update on Housing Delivery Programme's Phase 1 sites which have planning consent and/or are under construction (as set out in Section 4 of the report.)

(2) The contents of the report be noted in relation to the updates provided for West Wickham Library and Car Park site and Beckenham Car Park site which are identified as potential Phase 2 sites for the Housing Development Fund (as set out in Sections 6.1 and 6.2 of the report), noting that officers will provide Members of the Executive with a comprehensive update report on these in September 2021 (as set out in Section 7 of the report).

(3) The use of £130k S106 funds for additional costs relating to Anerley and Bushell Way developments be approved as set out in paragraph 4.2 in the report.

(4) The allocation of £620k from the Housing Investment Fund be approved for the estimated costs to proceed to planning for the three sites as set out in paragraph 7.1 in the report.

260 YORK RISE, ORPINGTON (PART 1)
Report HPR2021/032

The Executive received an update on scheme development and was recommended to award a contract to proceed with residential development of 35 homes at York Rise, Orpington. It was confirmed that six parking spaces had been obtained by agreement with Mytime Active, and negotiations were continuing to secure four more.

Cllr Charles Joel attended the meeting to speak on behalf of the Farnborough and Crofton ward councillors. They had no objections to the site being developed as housing units for homeless people, but considered in particular that parking provision was inadequate. They also had concerns about the height of the proposed four-storey block, but this was a planning matter. Cllr Christopher Marlow confirmed that he agreed with his ward colleague.

Further details of the scheme were set out in a part 2 report.

The report had been scrutinised by the Renewal, Recreation and Housing PDS Committee on 16th June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The progress of the project as set out in the report be noted.

(2) Council be recommended to approve a supplementary capital estimate of £2.1m.

(3) Council be recommended to approve the revised financing of the scheme as set out in paragraph 14.10 including an internal loan from the General Fund to the Housing Revenue Account of £6,064k.

(4) A direct contract award be approved to Module-AR for a total contract value estimated at £8.1m, using the LHC, NH2 Framework, for a design and build contract of housing at the site, as set out in paragraph 9 of the report.

(5) An appropriation be authorised of the Council's interest in the land shown edged red on the plan at Appendix A for planning purposes under section 122 of The Local Government Act 1972 and section 237 of the Town and Country Planning Act 1990, both as amended.

(6) Authority be delegated to the Director of Corporate Services to deal with all necessary legal arrangements to effect and bring into implementation the appropriation set out in the report.

(7) Authority be delegated to the Director of Housing, Planning and Regeneration in consultation with the Portfolio Holder for Renewal, Recreation and Housing to take all of the necessary steps to appropriate the site shown in the plan at Appendix A for housing purposes to be accounted for in the Housing Revenue Account (HRA.)

(8) Authority be delegated to the Assistant Director of Highways to adopt the road, subject to planning permission.

(9) The utilisation of £758k Section 106 contributions be approved.

261 FUTURE MANAGEMENT PROPOSAL FOR BECKENHAM PUBLIC HALL (PART 1)
Report HPR2021/034

The Executive received a report updating them on the Beckenham Public Hall lease disposal, including progress to date and recommendations to bring the project forward.

The Portfolio Holder for Renewal, Recreation and Housing, Cllr Peter Morgan, stated that the proposals would secure public access to the hall with the cost of over £1m of repairs being met by the new leaseholders. There will be longer hours of community use, the community toilets would remain available and "The Club" would be retained.

Additional details were set out in a part 2 report.

The report had been scrutinised by the Renewal, Recreation and Housing PDS Committee on 16th June 2021 and the Committee supported the recommendations.

RESOLVED that

(1) The lease disposal be approved.

(2) Authority be delegated to the Director of Housing, Planning and Regeneration in consultation with the Portfolio Holder for Renewal, Recreation and Housing, to progress the lease disposal negotiations, including agreeing to and settling the final detailed terms.

(3) The Director of Corporate Services be authorised to agree, settle, negotiate and complete the legal documentation and any other ancillary legal documents arising thereto and to sign and complete them on behalf of the Council.

262 GATEWAY 1: PRIMARY AND SECONDARY INTERVENTION SERVICES PERMISSION TO TENDER

Report ACH21-030

The report sought approval to proceed to procurement for the Primary and Secondary Intervention Service (PSIS) against an updated service specification. The current contract expired on 30th September 2022 and the option to extend the contract had already been exercised. The current contract had an estimated annual value of £2.5m with an estimated cumulative allocation over the life of the contract (3 years with an option to extend for a further 2 years) of £12.7m.

The proposed contract would have an estimated value of £18.3m with the difference mainly accounted for by the proposal to have a 5-year contract plus 2- year option to extend the contract and service changes which were detailed in section 4.0.4 of the report. This service was currently delivered by Bromley Third Sector Enterprise and provided integrated prevention and early intervention services across health and social care for the residents of Bromley. The service was jointly commissioned with the South East London Clinical Commissioning Group (Bromley) with the Council as the lead commissioner.

Following a Gateway 0 report in March 2021, commissioners had conducted a soft market test to inform the procurement options for this service. Following the completion of the soft market test in May, this Gateway 1 Report requested Members to note the proposed changes to the service and the procurement options and approve the recommendation to tender the service.

Additional details were set out in a part 2 report.

The report had been scrutinised by the Adult Care and Health PDS Committee on 29th June 2021. The Committee supported the recommendations, with the addition of a further recommendation about the annual inflationary uplift.

RESOLVED that

(1) Proceeding to procurement be approved as detailed in sections 4.3 and 6 of the report.

(2) Commissioners conduct an open tender process for the PSIS service for a contract planned to commence on 1st October 2022 for a period of five years with the option to extend for a further two years at an estimated annual value of £2.6m (whole life value of £18.3m.)

(3) In relation to the annual inflationary uplift for the forthcoming new contract, the contract price shall increase or decrease annually on each 1st April by the same percentage increase or decrease (if any) as that between the published UK Consumer Price Index figure for the previous February and that same figure but as published 12 months previously to that figure.

263 CONSIDERATION OF ANY OTHER ISSUES REFERRED FROM THE EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

There were no additional items referred from the Executive, Resources and Contracts PDS Committee.

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

RESOLVED that the Press and public be excluded during consideration of the items of business referred to 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.

**The following summaries
refer to matters involving exempt information**

265 EXEMPT MINUTES OF THE MEETING HELD ON 26 MAY 2021

The exempt minutes of the meeting held on 26 May 2021 were confirmed.

266 AWARD REPORT FOR (1) DOMICILIARY CARE FRAMEWORK (2) DOMICILIARY CARE PATCH CONTRACTS (PART 2)

The Executive considered a part 2 report with additional details of the recommended framework providers and tender scores for Patch providers.

267 CONTRACT AWARD LEARNING DISABILITY COMPLEX NEEDS DAY SERVICE (PART 2)

The Executive considered a part 2 report with additional detail on the outcome of the negotiated process for a new contract for provision of the learning disability complex needs day service.

268 BUILDING HOUSING PROGRAMME (PART 2)

The Executive considered a part 2 report giving additional detail on the Council's housing delivery programme.

269 YORK RISE, ORPINGTON (PART 2)

The Executive considered a part 2 report giving additional details on the proposed housing scheme at York Rise, Orpington.

270 FUTURE MANAGEMENT PROPOSAL FOR BECKENHAM PUBLIC HALL (PART 2)

The Executive received part 2 details of the proposals for lease disposal of Beckenham Public Halls.

The Meeting ended at 8.20 pm

Chairman

EXECUTIVE

30th June 2021

(A) Questions from Members of the Public for Oral reply

1. From Professor Bernard Williams FRICS to the Portfolio Holder for Renewal, Recreation and Housing

The whole of the golf course land is designated as Metropolitan Open Land. The officers are on record (answers to question raised at the RRH PDS Committee on 18th June) as saying that this is irrelevant as the land is of 'special architectural and historic merit' and that its status as MOL does not come into consideration when considering whether or not to designate the golf course as part of the Conservation Area.

Do the members agree that if it is felt necessary to protect the golf course land from built development then MOL status is an adequate safeguard and that using an unsubstantiated case for designating the land on its 'special architectural and historic merit' in order to bolster this security is a misuse of the Council's powers under Section 69 of the Civic Amenities Act 1967?

Reply:

The Planning (Listed Building and Conservation Areas) Act 1990 is the applicable Act. Section 69 of this Act imposes a duty on Local Planning Authorities to designate areas of special architectural or historic interest as conservation areas, where the Local Planning Authority determines designation is warranted.

The Executive report and the BEAMS report set out the justification for designation; for example, see table 3.1 on page 10 which states that the golf club warrants inclusion due to the contribution that the open space makes to the historic interest of the area. With regard to the interaction between a conservation area and MOL designation, paragraph 3.9 of the report explains that conservation area designation should be justified based on whether an area meets the requirements of the Act, and the fact that the golf club already has significant protection through the MOL designation is not a relevant consideration when considering whether an area should be designated as a Conservation Area.

Supplementary Question:

Professor Williams asked whether Members were aware that Historic England had written expressing concerns about inclusion of the Golf Club in the new conservation Area and suggested that this meant that the case for inclusion may not be clear cut.

Reply:

Cllr Morgan responded that he was aware, and that although the case may not be clear cut this did not mean that the Council were necessarily wrong.

2. From Professor Bernard Williams FRICS to the Portfolio Holder for Renewal, Recreation and Housing

Guidelines from Historic England stipulate that: 'working with community groups, including both residents and businesses during the preparation of an appraisal will help to reduce potential need for significant amendments to the draft document later'. (Conservation Area Appraisal, Designation and Management Historic England Advice Note 1 (Second Edition.)

No approach was made to Shortlands Golf Club by BEAMS during the appraisal period in spite of the fact that the Club is by far the largest landowner in the proposed Conservation Area. As a consequence the Club's valid objections to the proposals could not be discussed face-to-face with the consultants resulting in the Report failing to address the critical issue of whether or not the golf course has any 'special architectural and historic interest'.

*As a result of this failure to observe best practice the golf club has had to rely upon the consultation process, public questions and lobbying committee members to get its case understood – and in this process has had **no opportunity** to debate the issues **face to face** with those arguing for the inclusion of the golf course in the Conservation Area.*

Do the members agree that the failure of BEAMS to follow best practice guidelines laid down by Historic England in not consulting with Shortlands Golf Club during the Appraisal Period has resulted in the case for exclusion of the golf course not being properly investigated and presented to the members of the various committees charged with scrutinising the proposals?

Reply:

The Council's approach to appraising the conservation area has been consistent with relevant legislation. The proposed conservation area and the appraisal which underpinned it were consulted on extensively, as is shown by the response rate mentioned in paragraph 3.3 of the Executive report. The golf club were specifically consulted as part of this exercise.

3. From Mr Denis Cooper, Chairman of Shortlands Golf Club, to the Portfolio Holder for Renewal, Recreation and Housing

Shortlands Golf Club produced a 42-page written objection to the proposal to include the Club's land in the proposed Shortlands Village Conservation Area. The author of that report, Dr. Jonathan Edis, is a highly respected heritage expert who spent 10 years as conservation officer for Beds. CC before becoming a consultant.

Following a very detailed evaluation of the BEAMS Report and its findings Dr. Edis concluded that the BEAMS Report had not made a proper assessment of the status of the golf course in terms of its special architectural or historic merit as required by Historic England and the National Planning Policy Framework for the purposes of designation within the Conservation Area.

In spite of the weight which ought to have been accorded to the opinions of such an eminent authority on heritage matters the officers decided not to pass this back to BEAMS or Historic England for comment on the grounds that in their opinion the report 'raised no issues which would have warranted referring his report to BEAMS or Historic England'

Do the members of the Executive Committee agree that this failure to afford BEAMS and Historic England the opportunity to reconsider their views in the light of Dr.Edis' report constituted a flaw in the consultation procedure sufficiently serious as to call into question the legitimacy of the whole process of designation of the golf course?

Reply:

There is no requirement to invite reconsideration of consultee's views. Council officers do have sufficient expertise to assess the comments of all respondents, and establish recommendations taking account of those comments.

4. From Mr Denis Cooper, Chairman of Shortlands Golf Club, to the Portfolio Holder for Renewal, Recreation and Housing

At the RRH PDS Committee on 18th June a member expressed the view that it was essential to designate the golf course as part of the Conservation Area on the basis that at some time in the future the Trustees might decide to sell the land for property development. The members present accepted this statement without demur and voted by a large majority to retain the golf course in the proposed Conservation Area.

Do the members agree that this is not a valid reason for voting to designate the golf club as part of the Conservation Area given that the only permissible consideration has to be whether it has special architectural or historic merit and that members of the RRH PDS Committee should have been made aware of this fact before being asked to vote in favour of endorsing the BEAMS Report unamended?

Reply:

Members agree that designating a conservation area purely to give extra protection to a piece of land would not meet the requirements of the Act. However, the proposed designation of the Shortlands Village Conservation Area is justified due to the special architectural or historic interest, as is detailed in the Executive report. The designation is not recommended as a means to give additional protection to the area.

Supplementary Question:

As a supplementary question, Mr Cooper stated that the Golf Club's trustees had a duty to maintain their land in good condition and had no intention of developing the land.

Reply:

Cllr Morgan responded that he understood that the Golf Club was well-run, but the purpose of designation was not to add another level of protection to the existing Metropolitan Open Land status. Any development of the clubhouse would have to meet high standards, but the Conservation Area did not prevent good development.

(B) Questions from Members of the Public for Written Reply

1. From Dermot Mckibbin to the Portfolio Holder for Resources, Commissioning and Contract Management

Please publish for all the wards in Bromley the number of electors entitled to vote and those that did vote in the 2021 London elections, the 2019 general election and the 2018 local elections. When will the Council review the 2021 election results?

Reply:

I have passed your question to the Returning Officer and Electoral Registration Officer to respond.

2. From Dermot Mckibbin to the Portfolio Holder for Resources, Commissioning and Contract Management

Please show the number of postal and proxy votes cast in each ward for all wards in Bromley for the 2021 elections, the 2019 general election and the 2018 local elections.

Reply:

I have passed your question to the Returning Officer and Electoral Registration Officer to respond.

3. From Helen Brookfield to the Portfolio Holder for Resources, Commissioning and Contract Management

How does the Council define an empty property and how does it research possible empty residential properties over commercial properties?

Reply:

For the purposes of the Premium, an Empty Home is one that has been “unoccupied” and “substantially unfurnished” for two years or more. Periods of six weeks or less when the property is occupied/furnished are disregarded for purposes of calculating the two-year period.

The Council carries out reviews to identify possible empty residential properties via its contractor Liberata UK Ltd. The review includes written communication and inspections of the properties where required.

4. From Helen Brookfield to the Portfolio Holder for Resources, Commissioning and Contract Management

In view of the increasing numbers of empty properties in the borough and the rising cost in temporary accommodation will the Council now review its decision not to increase the maximum amount of council tax for the owners of empty properties and if not why not?

Reply:

In January 2021 the Executive decided to defer the decision to increase the Empty Home Premium for a further year in recognition of the ongoing impact of the pandemic. The Council will consider whether a further deferral of an increase in the Premium is appropriate in light of the continued impact of the pandemic and the difficulties still being experienced by owners with the development, repairs and/or sale of empty properties.

5. From Angela Barnett to the Portfolio Holder for Public Protection and Enforcement

What procedures does the Council have for making empty properties safe after a fire? Why was there a second fire within days at Northdene?

Reply:

The responsibility lies with the owner of the property, and I am aware that in this case the Police have served a Community Protection Warning Notice on the owner. The Council's Building Control officers would only become involved in the case of a formally recorded Dangerous Structure.

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EXECUTIVE

Minutes of the meeting held on 15 July 2021 starting at 9.00 am

Present:

Councillor Colin Smith (Chairman)
Councillors Graham Arthur, William Huntington-Thresher,
Kate Lymer (Vice-Chairman), Angela Page and
Diane Smith

Also Present:

Councillor Michael Rutherford

271 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Peter Morgan. Councillor Morgan joined the meeting by phone, along with Councillors Simon Jeal, Christopher Marlow and Melanie Stevens.

272 DECLARATIONS OF INTEREST

There were no declarations of interest.

273 QUESTIONS

No questions had been received.

274 BUDGET MONITORING 2021/22 Report FSD21044

The Executive received a report providing the first budget monitoring position for 2021/22 based on expenditure and activity levels up to the end of May 2021. The report also highlighted significant variations which would impact on future years as well as early warnings that could impact on the final year end position. Future monitoring reports would provide an update on the COVID grant position.

The Leader commented that central Government had provided funding to support the ongoing impact of Covid-19, but the level of debt built up meant that funding would need to be reduced at some point. The Director of Finance confirmed that there was no certainty that Covid funding would continue and officers were lobbying the Ministry of Housing, Communities and Local Government (MHCLG) on this issue. Councillor Graham Arthur, Portfolio Holder for Resources, Commissioning and Contract Management suggested that officers should circulate the four page presentation document to all members.

The Director of Finance reported that there was evidence of cost pressures building up. A contingency for inflation of 2% per annum was already built into the financial forecast for the next four years, and there was provision in the budget for risk and uncertainty which took account of the possibility of a spike in inflation this year.

RESOLVED that

- (1) The latest financial position be noted.**
- (2) The projected net overspend on services of £2,027k, forecast based on information as at May 2021, be noted.**
- (3) The comments from Chief Officers detailed in Appendix 2 to the report be noted.**
- (4) The carry forwards being requested for drawdown be noted and the approach for drawdown as set out in paragraph 3.3 be approved.**
- (5) The projected reduction to the General Fund balance of £2,843k as detailed in section 3.4 of the report be noted.**
- (6) The full year cost pressures of £4.961m as detailed in section 3.5 of the report be noted.**
- (7) The release of £315k from the 2021/22 Central Contingency relating to rough sleepers initiative grant as detailed in paragraph 3.2.2 of the report be agreed.**
- (8) The release of £324k from the 2021/22 Central Contingency relating to Tackling Troubled Families (Supporting Families) grant as detailed in paragraph 3.2.3 of the report be agreed.**
- (9) The release of £35k from the 2021/22 Central Contingency relating to Domestic Abuse Grant as detailed in paragraph 3.2.4 of the report be agreed.**
- (10) The release of £113k from the 2021/22 Central Contingency relating to Accommodation for Ex-Offenders Grant as detailed in paragraph 3.2.5 of the report be agreed.**
- (11) The release of £100k from the 2021/22 Central Contingency relating to Virtual School additional duties as detailed in paragraph 3.2.6 of the report be agreed.**
- (12) The release of £22k from the 2021/22 Central Contingency relating to Reducing Parental Conflict Grant as detailed in paragraph 3.2.7 of the report be agreed.**
- (13) The additional contribution to the Business Rates Adjustment earmarked reserve relating to the timing differences of grant income**

received and the costs charged to the Council's General Funds detailed in paragraph 3.10 of the report be noted.

275 CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2021/22
Report FSD21041

The Executive received a report summarising the current position on capital expenditure and receipts following the 1st quarter of 2021/22 and seeking approval to a revised Capital Programme.

RESOLVED that

(1) The report be noted, including a total re-phasing of £17,525k from 2021/22 into future years, and a revised Capital Programme be agreed.

(2) The following amendment to the Capital Programme be approved – Increase of £2,451k to the Basic Needs capital scheme (see paragraph 3.3.1 of the report.)

276 DISPOSAL OF LAND AT EDGEBURY - DECISION TO DISPOSE OF OPEN SPACE

The Leader had agreed in April 2020 to enter into a land swap with Marjorie McClure School (Foundation) whereby the Council provided the site adjacent to Edgebury Primary School on a freehold basis and in return received the freehold to the school's existing site.

As the site adjacent to Edgebury Primary School comprised open space land, the Council had a duty under Section 123 (2A) of the Local Government Act 1972 to advertise its intention to dispose of the land. A suitable public notice was placed in the local newspaper for a period commencing 9 June 2020 inviting objections or written representations to the intended disposal to be received by no later than 23 June 2020. Two objections had been received in respect of the advertisement and the report considered these with appropriate responses.

It was confirmed that the decision was urgent and could not await the Executive's next scheduled meeting in September, as the funding was at risk, and it was important for the DfE contractor to start ground works on site during the good weather over the summer.

RESOLVED that

(1) It is noted that the Council has advertised its intention to dispose to the open space adjacent to Edgebury Primary School in accordance with S123 (2A) of the Local Government Act 1972.

(2) The objections made together with responses to these contained within the report have been considered and the disposal of the Open Space Land be formally agreed.

(3) The objections made together with the responses to these contained with the report have been considered and the disposal of the land to Marjorie McClure School be formally agreed, representing a transfer from one public body to another and with the land remaining in educational ownership.

(4) Authority be delegated to the Director of Education to take all of the necessary steps to contact in writing those objectors to the Open Space Notice and to give the Council's considered responses to the objections received.

277 HOUSES IN MULTIPLE OCCUPATION
Report HPR2021/025

The Executive considered a report setting out information relating to Houses in Multiple Occupation (HMOs) and the nature and scale of HMOs in Bromley. The report set out the options available for controlling HMOs in the Borough and whether such options were justified given the available evidence. The issue had been considered by Development Control Committee, Renewal, Recreation and Housing PDS Committee and the Executive at its last meeting.

The Portfolio Holder for Environment and Community Services commented that HMOs often did not have facilities for segregated waste collection, and that they might lead to an increase in cars particularly in areas less well served by public transport. Officers commented that there was no specific evidence relating to HMOs and cars, but that it might be possible to include requirements about providing space for waste collection in the Local Plan.

RESOLVED that

(1) The impacts of HMOs identified in the report and the accompanying evidence base document at Appendix 1 be noted.

(2) Evidence relating to HMOs in the Borough, including seeking more information on smaller HMOs borough-wide and within existing and developing clusters, continues to be monitored and kept up to date with further reports to be submitted to future meetings of Development Control Committee.

(3) A non-immediate Article 4 Direction be introduced across the entire Borough and that Licensing officers be asked to review arrangements for all sizes of HMOs including those with three or more occupants.

(4) An immediate Article 4 Direction be introduced for Biggin Hill and Darwin wards.

278 ARBORICULTURE: PROGRAMME OF TREE ESTABLISHMENT
Report CSD21085

The Executive considered a report seeking authorisation to draw down funds from the Healthy Bromley Earmarked Reserve to plant 5,000 additional street trees to improve the health of residents through the provision of an improved environment. The report provided detail on the recognised health benefits of trees and the relevance to existing policy, and defined an outline of how the project would be delivered in partnership with residents.

It was important that the project proceeded quickly – there was demand for trees and stocks needed to be reserves in time for the planting season. Engagement with residents and Residents Associations was vital, as was the selection of sites and appropriate trees.

It was confirmed that the scheme was in addition to existing programmes, and was for highway street trees only.

RESOLVED that

(1) The allocation of funding of £1,350,000 from the Healthy Bromley Earmarked Reserve to support a four-year programme of planting new street trees and providing tree aftercare be approved.

(2) Proceeding to procurement be approved for tree planting for a four year contract (with the option to extend for up to two years) at an estimated whole life value of £600k.

(3) Authority be delegated to the Director of Environment and Public Protection to approve, subject to agreement with the Assistant Director of Governance & Contracts, the Director of Corporate Services, the Director of Finance and the Portfolio Holder for Environment, the detailed procurement procedure and subsequent award of contract.

(4) The Director of Environment and Public Protection reports to the Environment and Community Services PDS Committee on 17th November 2021 on the proposed 2021-25 programme of tree planting.

279 STREET LIGHTING LED CONVERSION PROGRAMME
Report ES20110

The Executive considered a report outlining proposals for a capital programme to allow the remaining streetlights in Bromley to be converted to LED to provide potential revenue budget savings as part of the transformation programme. Conversion to LED lights offered considerable energy and financial savings.

A Member raised concerns about the possible removal of ornate street lighting lanterns from some conservation areas – it was confirmed that there were no plans to do so.

RESOLVED that

(1) The establishment of a capital programme for a further phase of street lighting improvements at an estimated cost of £3.2m be approved.

(2) £3.2m be drawn down from the Invest to Save Fund to meet the replacement scheme cost, to be subsequently repaid from savings within the Street Lighting revenue budget.

(3) Final details of the scheme be reported to the Environment & Community Services PDS Committee later this year, including ensuring the criteria are met for an appropriate invest to save project, and any amendments requiring approval are subsequently referred back to the Executive.

(4) The revenue budget future requirement for street lighting is reviewed and any identified ongoing saving is included in the Council's financial forecasts and future budget considerations.

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

RESOLVED that the Press and public be excluded during consideration of the items of business referred to 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.

**The following summaries
refer to matters involving exempt information**

281 CHURCHILL GARDENS - DEED OF VARIATION TO DEVELOPMENT AGREEMENT (PART 2)

The Executive agreed a deed of variation for the Churchill Gardens scheme.

282 MYTIME SUPPORT UPDATE

The Executive received an update on Mytime.

283 CAPITAL PROGRAMME MONITORING - APPENDIX E

The Executive noted Appendix E to the Capital Programme report concerning capital receipts.

284 MARK BOWEN - DIRECTOR OF CORPORATE SERVICES

The Leader, on behalf of all Members, thanked Mark Bowen, Director of Corporate Services, for his fifteen years' service to the Council and his expert advice to Members.

The Meeting ended at 10.05 am

Chairman

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Report No.
CSD21098

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive

Date: 15th September 2021

Decision Type: Non-Urgent Executive Non-Key

Title: Making Bromley Even Better 2021 -2031

Contact Officer: Naheed Chaudhry,
Assistant Director Strategy, Performance and Corporate Transformation

Chief Officer: Ade Adetosoye, Chief Executive

Ward: All wards

1. Reason for report

Bromley Council and partners have been working together to deliver our corporate strategy "Building a better Bromley". We have achieved much by maintaining our focus and harnessing our collective resources.

This report presents our refreshed corporate strategy "Making Bromely Even Better" 2021-2031, the ambitions outlined will be delivered through a wide range of strategic and operational plans across the Council and partner agencies.

2. **RECOMMENDATION(S)**

The Executive are asked to:

- i) Approve the refreshed Corporate Strategy; Making Bromley Even Better 2021-2031

Impact on Vulnerable Adults and Children

1. Summary of Impact: The ambitions set out within the refreshed plan seek to ensure that vulnerable children and adults continue to be supported as required.
-

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable:
 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): N/A
 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: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approximately 330,000 residents living in Bromley with population projections estimating an increase to 350,000 by 2027 and 395,000 by 2038.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Bromley Council and partners have been working together to deliver the Boroughs Corporate Strategy. We have achieved much by maintaining our focus and harnessing our collective resources.
- 3.2 This report presents a refreshed plan, building on our achievements. We are committed to taking the next steps in **'Making Bromley Even Better'**.
- 3.3 Our vision for Bromley is simple and clear. We want our borough to be ***'A fantastic place to live and work, where everyone can lead healthy, safe and independent lives'***
- 3.4 We have five ambitions for the next stage of our journey. These are:
1. 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.
 2. For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 3. For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
 4. For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
 5. To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
- 3.5 Our ambitions will be delivered jointly by the Council and partner agencies. We believe firmly that strong partnerships across local public services, our voluntary and community sectors, faith and community groups and business are key to delivering our plans. We know that agencies in the partnership commission and provide many of the services which matter to residents and businesses in Bromley. Working individually and in partnerships we share responsibility for improving outcomes in the borough. We are convinced that by aligning ambitions and by strengthening our collaboration, we will succeed in making Bromley an even better borough. Pledging our support for this plan, we will be held accountable for its delivery.

4. SERVICE PROFILE / DATA ANALYSIS

- 4.1 Data analysis and performance benchmarking have informed the ambitions in this plan. What we know about Bromley today is an important starting off point– how we describe the borough helps us think about how we would want to describe it in the future and what we need to do to make this happen.
- 4.2 Bromley is the largest London borough by area. It is a unique mix of urban and rural, with distinct town centres and over half the borough designated as green belt. We are the 8th most populous London borough. There are approximately 331,000 residents living in an estimated 141,000 households.
- 4.3 22% of our population is aged 18 and under - some 71,000 young people. The proportion of working age residents (18 to 65 years) will remain fairly stable over the next twenty years, at approximately 60% of the total population (200,500 people). We have the largest population of older people of all London boroughs - 18% of the current population is aged 65 and over (58,700 people), 15% of our residents are retired, which is approximately double the London average of 7%. 20% of Bromley's population is made up of different minority ethnic groups. 29%

of the borough's current children and young people population are from minority ethnic groups. Bromley has one of the highest populations of settled travellers in the UK.

- 4.4 Bromley employment rate of 78% is the 7th highest of the 21 Outer London Boroughs. 165,000 of our residents are economically active with 80,000 commuting outside the borough for work and 109,200 employed within the borough. There are 15,000+ individual enterprises in the borough. Over 86% of our enterprises are small businesses with fewer than 5 employees. We also have 45 large enterprises with more than 250 employees. Our unemployment rate is the 2nd lowest of the Outer London Boroughs at 3.7%.

5 STAKEHOLDER CONSULTATION

- 5.1 Partners and Council staff have been consulted during the refresh of this plan. We have asked residents, staff and partners 'What is good about living and working in the borough?'. In responses to the 'I Love Bromley' engagement campaign, people have made a wide range of comments, many repeating similar views;

- 5.2 I love Bromley because.....

- ✓ *It's green, the parks and open spaces are well kept and accessible*
- ✓ *It has natural beauty with its fields and trees*
- ✓ *There's a sense of community, there's lots to do and get involved with*
- ✓ *It's got good transport links, excellent links to London*
- ✓ *The high streets and town centres are great, it's urban but close to lovely countryside*
- ✓ *I know people care in Bromley - there's a great community spirit*
- ✓ *Bromley has excellent schools, I know my children have a positive future in Bromley*

- 5.3 We have used this engagement to shape our ambitions; building on what we know is good about the borough.
- 5.4 We also consulted over 100 Council staff who attended workshops to review the proposed ambitions. There was strong support that the ambitions appropriately reflected the priorities of the Council and its partners. Staff felt that having clear ambitions which filtered through from the corporate plan into strategic documents and their personal work plans were important motivational drivers. We have made provisions to ensure this "golden thread" approach.

6 SUSTAINABILITY / IMPACT ASSESSMENT

- 6.1 We know that we have refreshed our plan and drafted our five ambitions in the context of unprecedented demands on public services and the ongoing need for financial stringency. Our response to the Covid-19 pandemic demonstrated our huge collective strength, it is a testament to our joint ability to respond at pace to deliver what is required.
- 6.2 The ongoing need for adaptability to changing circumstances and new pressures means that during the delivery of this plan we must also continue to be transformational in the ways in which we deliver services; in the ways in which we work as a partnership and in the ways in which we engage with our residents, service users and communities.

7 IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 7.1 In order to achieve our vision of Bromley as '*a fantastic place to live and work, where everyone can lead healthy, safe and independent lives*' we are explicit about our ambitions for children and adults, including those who are more vulnerable.

8 POLICY IMPLICATIONS

- 8.1 The national and local context has changed since our last corporate plan was launched, external tests of the efficiency and effectiveness of councils have been withdrawn or reduced. The abolition of the Audit Commission, the ending of the Comprehensive Area Assessment regime and the Localism Act have left councils with greater autonomy in the ways in which they plan and deliver services with more local accountability. Arguably, these steps have increased the need for councils to ensure their own efficiency and effectiveness and to 'self-regulate'.
- 8.2 Learning from past and present external corporate assessment and service inspection regimes includes the importance of self-knowledge throughout an organisation – in simple terms, people in effective organisations know the organisation's vision, objectives; priorities and plans; how well they are performing against these plans and what needs to be done for plans to be achieved. We recognise that Leaders and managers in effective organisations put in place clear frameworks for planning and performance management at all levels and make rational decisions about priorities and performance based on sound information.

9 FINANCIAL IMPLICATIONS

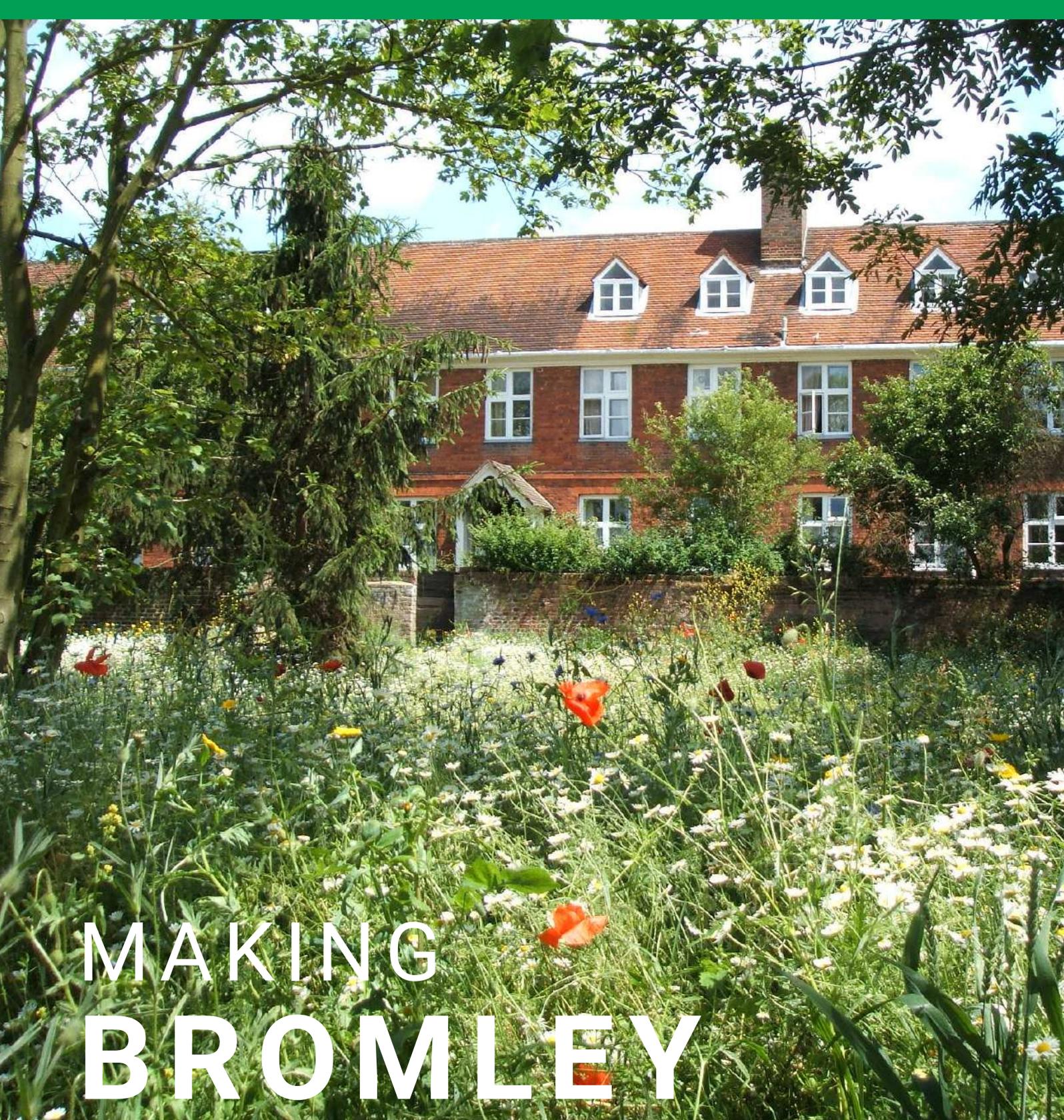
- 9.1 To meet the ambitions for our residents we know that as agencies across the partnership we must use available resources and deploy our workforce wisely. We have therefore agreed a fifth ambition: Service Efficiency - 'To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents. The Council's commitment to deliver this new corporate plan will inform the Medium Term Financial Strategy.

10 LEGAL CONSIDERATIONS

- 10.1 There is no statutory requirement for Councils or partners to jointly draft an overarching plan. However there remain subject specific statutory expectations for agencies to work together - for example, partners are required to have specific arrangements in place for co-operation to improve children's well-being, for the support of older people, and for the promotion of community safety. These expectations provide flexibility to tailor arrangements to meet our own circumstances and organise our own planning and commissioning priorities.

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	[Title of document and date] [Appendices to be included]

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MAKING BROMLEY

EVEN BETTER

2021 TO 2031

OUR CORPORATE
STRATEGY



THE LONDON BOROUGH
Page 43



**Bromley, a fantastic
place to live and
work, where
everyone can lead
healthy, safe and
independent lives**

Contents

4

Foreword

6

About Bromley

9

Our vision
and ambitions

10

Our values

11

Ambition one

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

16

Ambition two

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

21

Ambition three

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

25

Ambition four

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

29

Ambition five

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

31

**How we will
deliver and monitor
this Plan**

Foreword

Leader of the Council

The Council and its partners have been working together to deliver our corporate plan, *Building a Better Bromley*.

We have achieved much by harnessing resources and strengthening our partnerships. Creating an environment where individuals and communities thrive and prosper, enjoying independent and self-reliant lives. We have now updated our plan to build on our achievements, refreshing our vision and ambitions:

“ *... 'Making Bromley Even Better'...
a fantastic place to live and work, where everyone
can lead healthy, safe and independent lives*

These are unprecedented time with extraordinary demands on public services and funding. We must be transformative in the ways in which we deliver services, ensuring value for money and improved outcomes. We are clear about the benefits of collaboration and the value of strong partnerships. The COVID-19 pandemic has shown how the Council, working with partners, can be agile in responding to sudden demands. As partners we share responsibility for improving outcomes in our borough. We are convinced that by aligning our vision our ambitions we will succeed in Making Bromley Even Better.

No plan can be set in stone. Our Corporate Strategy is a high-level and overarching plan representing our aspirations for the next ten years. We will develop our plan as circumstances, demand and legislative changes require.



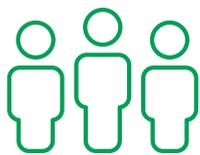
Councillor Colin Smith
Leader of Bromley Council

Bromley partners

- London Borough of Bromley
- London Metropolitan Police
- London Fire Brigade
- NHS South East London Clinical Commissioning Group
- King's College Hospital NHS Foundation Trust
- Oxleas NHS Foundation Trust
- Bromley Healthcare
- Voluntary and community sectors, faith, and community groups
- Community Links Bromley
- Youth volunteering organisations
- Transport for London
- Bromley Federation of Housing Associations
- Residents' groups and associations
- Bromley Friends Groups
- Bromley Chamber of Commerce
- Traders' associations
- Jobcentre Plus
- School Headteachers Forum
- Academy Trusts
- London South East Colleges
- Government departments and the Mayor of London



About Bromley



330,000+

people live in
Bromley



Largest

London borough
by area



51%

designated as
green belt land



72%

of homes are
privately owned



129

open spaces
and parks



4th

least deprived
London borough



50%+

household waste
is recycled



2,000

people receive
care in their home



78%

of adults are in
employment

Bromley is the largest London borough by area, covering 59 square miles. Over half the borough is open countryside, much of which is Metropolitan Green Belt land. Bromley has relatively low levels of deprivation – it is the 4th least deprived of the 33 London boroughs.

We are the 8th most populous London borough. There are approximately 331,000 residents living in an estimated 141,000 households. 22% of our population is aged 18 and under - some 71,000 young people. The proportion of working age residents (18 to 65 years) will remain fairly stable over the next twenty years, at approximately 60% of the total population (200,500 people). We have the largest population of older people of all London boroughs - 18% of the current population is aged 65 and over (58,700 people) and 15% of our residents are retired, which is approximately double the London average of 7%.

20% of Bromley's population is made up of different minority ethnic groups. 29% of the borough's current children and young people population are from minority ethnic groups. Bromley has one of the highest populations of settled travellers in the UK.

Bromley's employment rate of 78% is the 7th highest of the 21 Outer London Boroughs. 165,000 of our residents are economically active with 80,000 commuting outside the borough for work and 109,200 employed within the borough. There are 15,000+ individual enterprises in the borough. Over 86% of our enterprises are small businesses with fewer than 5 employees. We also have 45 large enterprises with more than 250 employees. Our unemployment rate is the 2nd lowest of the Outer London Boroughs at 3.7%.



Love Bromley

What is it like to live and work in Bromley?

We asked for responses to our 'I Love Bromley' campaign; we heard consistent feedback.

I love Bromley because...



.....
"It's green, the parks and open spaces are well kept and accessible"



.....
"It has natural beauty with its fields and trees"



.....
"There's a sense of community, there's lots to do and get involved with"



.....
"It's got good transport links, excellent links to London"



.....
"The high streets and town centres are great, it's urban but close to lovely countryside"



.....
"I know people care in Bromley - there's a great community spirit"



.....
"Bromley has excellent schools, I know my children have a positive future in Bromley"

We wanted this plan to build on what we love about Bromley.

Our vision and ambitions

We want Bromley to be...

a fantastic place to live and work, where everyone can lead healthy, safe and independent lives

Our plan will be delivered jointly by the Council and partner agencies. We firmly believe that strong partnerships formed the foundation of our previous plan 'Building a Better Bromley'.

Together we have five new ambitions:

- 1** 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.
- 2** For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- 3** For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- 4** For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- 5** To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Our values

These values inform how we will deliver our ambitions:

We want to be a borough of opportunities for all those who live and work in Bromley to lead successful and fulfilling lives.

We want to encourage responsible resilience in individuals, families and communities, and in business and enterprise.

When appropriate, we want to provide effective early intervention to address problems and challenges in people's lives.

We will work with compassion and care with individuals and families who need additional support and specialist services.

We want to be an inclusive borough providing services which are relevant to our differing needs and aspirations and which champions success for all

We are prepared to take risks and to innovate where this enables us to make better use of public and private funding.

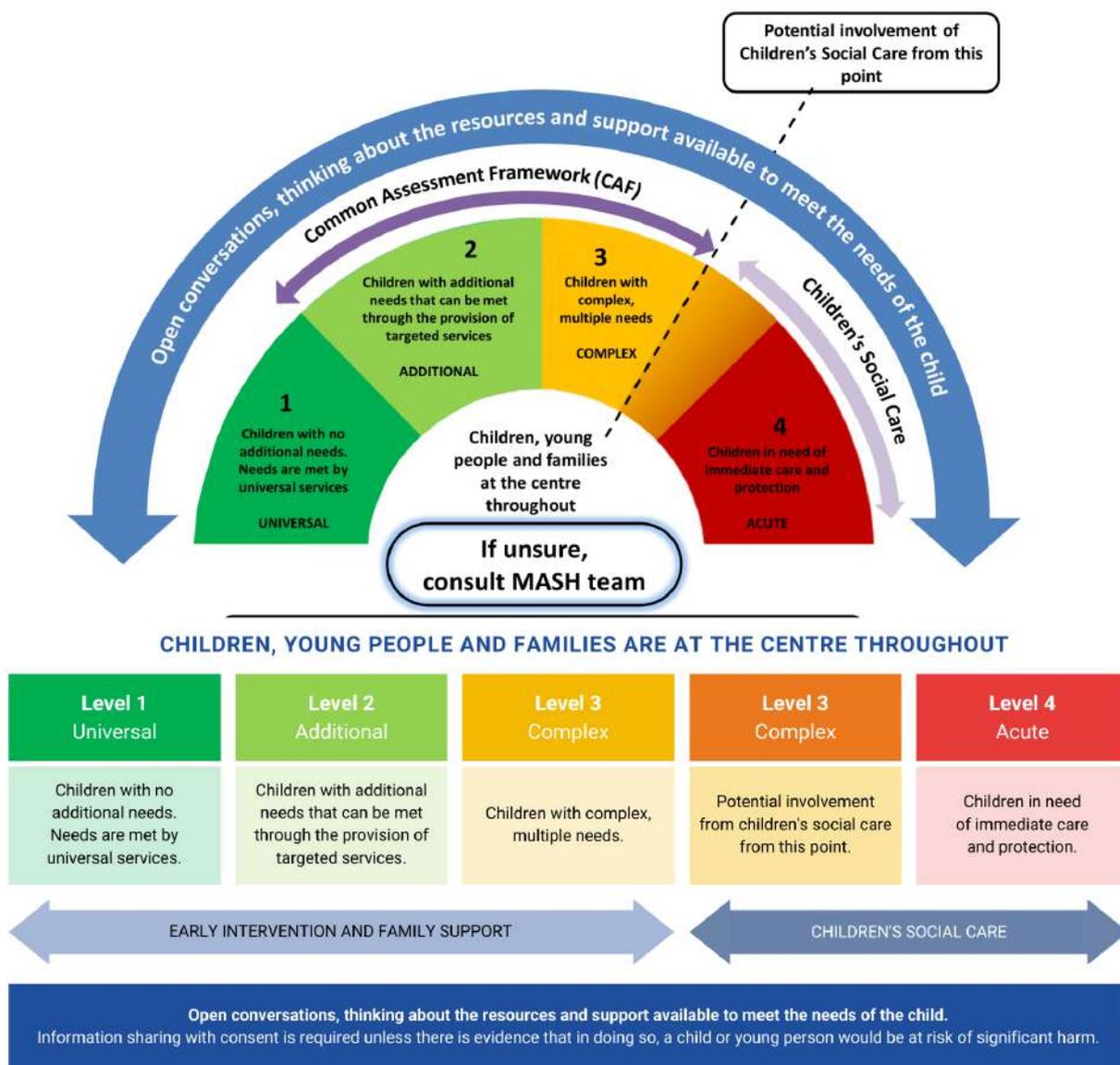
We want strong engagement and dialogue with our residents and the people who use our services to better understand and meet our challenges.

We know our services need to provide value for money for local taxpayers, residents and businesses.

Ambition one

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.

Children and families are at the heart of our ambitions. Our services need to promote the wellbeing and inclusion of all children in the borough within resilient families. This means we need to provide the best quality universal services alongside effective early intervention, targeted and specialist services delivered to the right people at the right time. As a partnership we have developed a model to help us meet this very wide range of needs:



Where are we now?

Our early years settings and schools are mostly rated good or better by our regulators. Of the state-funded schools in Bromley, 97% are currently rated good or outstanding and pupils overall attain very highly, above national averages. We're proud of our educational outcomes which are comparable to the top ten performing local authorities in the country. However, we have work to do to narrow the gap for children and young people who have special educational needs and disabilities and children in care. Our participation rate is amongst the highest in London with most young people aged 16 to 18 remaining in education, training towards their profession or already in employment.

The vast majority of children and young people in the borough are from settled family backgrounds and educated at many of our outstanding educational settings. We recognise that parents and children should be supported through their choice of educational setting, including local authority maintained schools, academies, selective schools and independent schools.

Children and young people in the borough are physically healthy, with relatively low rates of obesity. However, as elsewhere in the country, emotional wellbeing and mental health problems are increasing. The borough's children's social care services have improved and are now rated 'good' by Ofsted delivered with 'outstanding' leadership. Partnerships are developing between the Council, Department for Work and Pensions (DWP), Jobcentre Plus and housing agencies to improve outcomes for care leavers. The recent inspection of arrangements for children who have special educational needs and disabilities (SEND) found improving multi-agency assessment and planning and partners working steadily to implement the SEND reforms. Bromley youth offending services are developing with rates of first-time entrants into the youth justice system and reoffending below the national averages.

There were over 100,000 visits to Bromley's Children and Families Centres in 2019 to 2020 and over 900 families were provided with early help support by the Bromley Children Project. There were over 7,700 enquiries made to Bromley's Multi-Agency Safeguarding Hub (MASH) and over 3,400 referrals to children's social care services. Around 300 children are looked after by the Council and another 300 have Child Protection Plans. Over 3,000 children who have SEND have Education, Health and Care (EHC) Plans.

What we will do

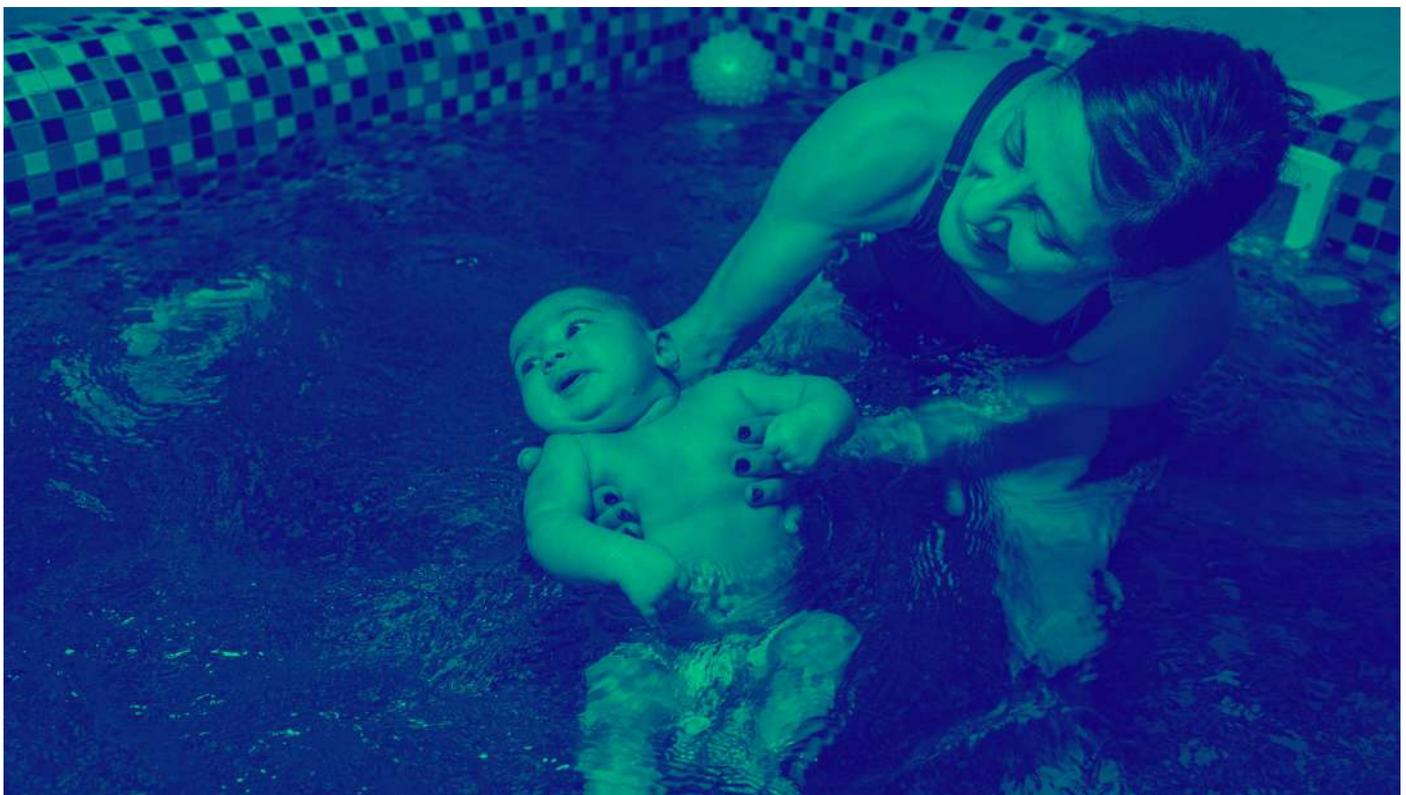
To ensure that Bromley's universal offer to families remains high we will:

Support the local **childcare and early education market to maintain high standards** and a **good level of choice** for parents, promoting inclusion and school readiness as well as monitoring those children who are educated at home.

Build on the success of Bromley's excellent schools, academies and further education offer. We consistently deliver a high 'first choice' school preference for our children and we will continue to ensure a sufficiency of school places in high quality provision, enabling high quality local choice for parents and young people.

Work with our partners across the education sector to **improve outcomes for all children and young people across the range of academic abilities** – this includes enabling children who learnt from home during the pandemic to catch up.

Implement our **Health and Wellbeing strategy** focusing primary healthcare resources including Health Visitors and school nurses on promoting protective factors including breastfeeding, immunisations and healthy lifestyles, responding to issues such as obesity, substance misuse, sexual health and mental health.



Bromley's Children and Young People Plan sets out the Partnership's priorities for children who may be more vulnerable to poorer outcomes than their peers. While there has been rapid improvement in some key children's services over the last few years, we are ambitious to improve outcomes for children still further and so we will:

Embed our **wellbeing model** across the multi-agency children's workforce to further improve the identification of additional needs in children, to improve assessment of need and risk, and to improve access to targeted and specialist services.

Encourage take up of our **multi-agency early help services**.

Continue to improve our **children's safeguarding practice** in Bromley, embedding the statutory safeguarding partnership and strengthening our focus on non-familial (contextual) safeguarding risks, including children going missing, children missing education, child sexual and criminal exploitation, and gang affiliation.

Maintain a relentless focus on improving outcomes for **Bromley's looked after children and care leavers**. In order to meet the pledge the Council has made to these young people, we will continue to develop our partnerships across the Council, NHS, DWP and housing providers to: increase the choice of high quality placements; improve our education offer; help young people maintain good health and wellbeing; and increase housing and employment opportunities.

Build on the progress we have made in improving services for **children who have SEND** by implementing our SEND vision and priorities. Working collaboratively across agencies and with families to improve the EHC planning process and develop the Local Offer.

Promote the proper **inclusion of young people who have SEND in local universal services**, through: developing and implementing joint commissioning strategies; prioritising localise needs, including increasing more local specialist placement choice; and establishing a service structure which supports mainstream schools, settings and partnership working.

Develop our offer to **young adults aged 18 to 25** who have SEND, including improving transitions into adulthood and, for those with continuing needs, adult services.

Work collaboratively across the Council, schools, health and voluntary sector services to improve the identification of, and support to, children and young people who are **young carers**.

Work to improve the **emotional wellbeing and mental health of young people** in Bromley, providing support earlier in schools and other settings, and improving access to, and waiting times for, more specialist Child and Adolescent Mental Health Services (CAMHS). We will focus resources on improving our response to: young people with eating disorders; perpetrators and victims of sexually harmful behaviour; and young people in youth offending services (YOS).

Deliver our Youth Justice strategy by working holistically and collaboratively to deliver our 'child first, offender second' principle – aiming to reduce the numbers of children and young people offending or at risk of offending, including developing the YOS work with younger offenders and our partnership approach to addressing harmful gang activity and violent crime. We will continue to engage offenders and victims in developing our restorative justice approaches.

Provide venues where **young people can mix in a safe environment**, learn, explore and develop skills and where, if required, early intervention can be identified, including vocational training and apprenticeships in line with local business needs.

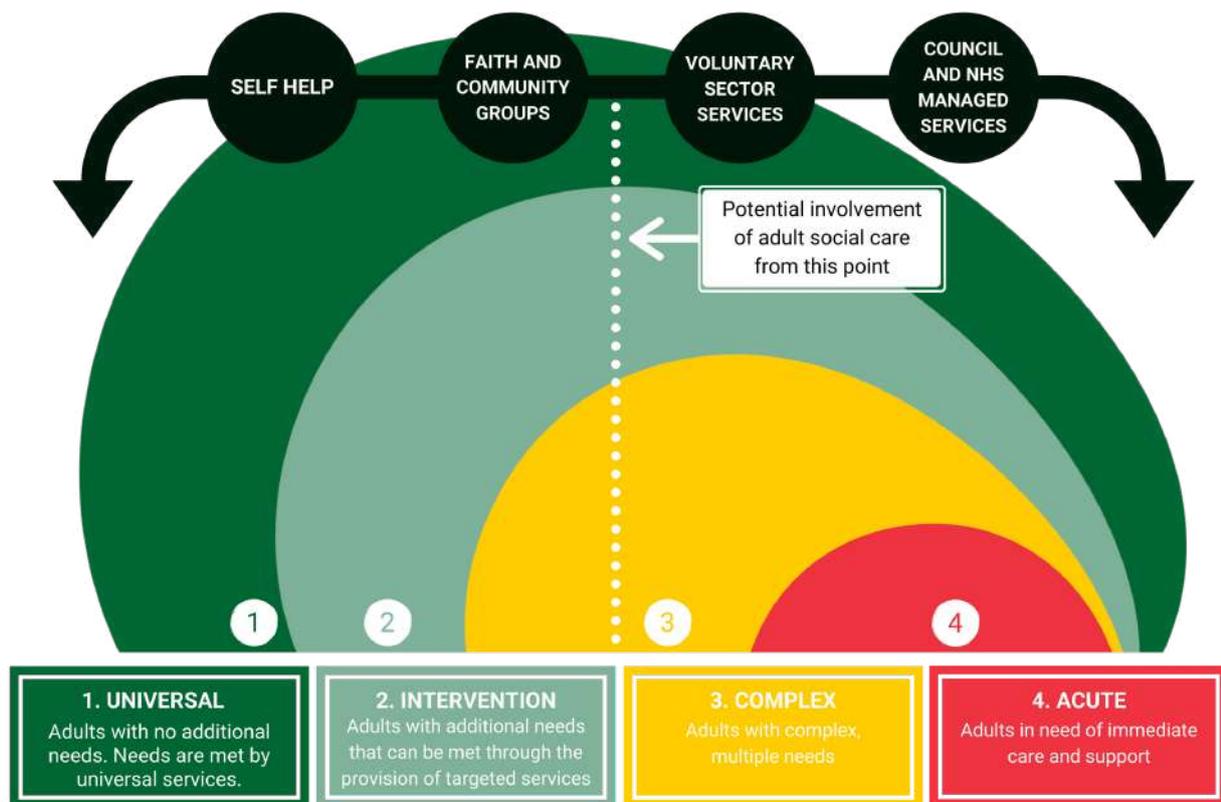


Ambition two

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

Adults and older people contribute greatly to Bromley and should expect high quality services when they need them. Good health and wellbeing are the foundation for independence and resilience, and we want to promote health and tackle health inequalities across the borough. We need to provide accessible and effective services for adults with additional needs and give the right support to our older residents as they age. We need our social care, health, third sector and faith sector resources to be 'joined up' and need to work collaboratively with individuals to provide person-centred and personalised care.

Similar to our wellbeing model for children's services, we have adopted a continuum of care model to support the assessment of additional needs in adults and older people and to ensure residents receive the right care, in the right place and at the right time.



Our rising population presents enormous challenges for services in the coming years and use of this model by our workforce will help us target and make better use of our resources in the future.

Where are we now?

Over 50% of Bromley's working age population have qualifications beyond A-Levels and only 3% have no qualifications, significantly better than the England average. Income levels in the borough are significantly above the London average. The adult unemployment rate is lower than the London average.

The health of adults in Bromley is generally better than the national average. Life expectancy of 81 years for males and 85 years for females exceeds national figures, although there is lower life expectancy, by up to 7 years, in some parts of the borough. Levels of adult obesity are lower than national averages although, with around 53% of Bromley's adults overweight or obese, remain concerning. Some 14% of Bromley's adults smoke, around the average for London and just below national rates. Hospital admissions for alcohol-related conditions are below London and national figures. In common with other areas, the proportion of residents with mental health problems has increased demand pressures on services during the COVID-19 pandemic.

Most health services and social care services operating in Bromley are rated good by external regulators. The Council, health services, contractors and local voluntary and community sector provide services for a high and increasing number of adults and older people with support needs. Over 750 requests for support are made each month for adults and older people's services. Over 2,000 people receive packages of support in the community and high numbers of service users receive personal budgets to fund their care. Over 1,500 residents live in residential care or nursing homes of which approximately 25% are Council-funded placements.



What we will do

To ensure that we continue to develop our universal targeted and specialist services for adults and older people in Bromley we will:

Deliver our **Health and Wellbeing strategy** to help improve health outcomes for adults.

Influence the health economy through the Bromley Borough-Based Board to ensure that the right services are commissioned for Bromley residents.

Continue the development of the One Bromley Local Care Partnership, delivering **integrated health and social care services in line with the NHS Long Term Plan**. This means strengthening our partnership practice across social care and health services to make the best use of our resources.

Implement our 'Roadmap to Excellence in Adult Social Care', **adopting a strengths-based approach** with a greater emphasis on prevention and early help and more strongly engaging family and community in supporting individuals.

With a strong **focus on wellbeing and prevention**, build on improvements made including the implementation of new multi-disciplinary preventive pathways and the establishment of Primary Care Networks.

Work with the NHS South East London Integrated Care System (of which we are part) to see what services changes implemented during the pandemic should remain and will consider **what else might successfully be decentralised and delivered closer to people's homes**.

Deliver our **Ageing Well strategy**, enabling older people to retain their independence for as long as possible with the assistance of family, friends, faith and community groups, the voluntary sector and local authority and health services.

Focus our efforts on **ensuring older people are safe and safeguarded**, protected from financial abuse, remain connected to their communities, live in homes suitable for their needs and aspirations while maintaining and improving their health.

Deliver our **Mental Health and Wellbeing strategy**, improving prevention and early intervention, developing integrated multi-disciplinary and multi-agency approaches to treatment and improving support to adults with long-term and complex needs, better supporting recovery and rehabilitation of all those with mental health challenges.

Develop our offer for adults who have learning disabilities in the borough, helping individuals to be as independent as possible and living in supportive and inclusive communities. We will seek to harness our multi-agency resources to tackle social isolation, to provide more choice of supported accommodation and housing and boost employment opportunities for this group.

Work with carers, including young carers, and those providing support to carers, to better understand and meet their needs and aspirations. Carers form one of the most important foundation stones in Bromley's health and social care system and we recognise the need to boost support to and resilience of this group.

Continue to encourage **education and skills development** in our adult population maintaining and developing our education and skills offer in Bromley, to enable residents to be well placed for employment opportunities in Bromley and elsewhere.

Build further on DWP-led partnership initiatives to **develop a 'one stop' wraparound approach in Jobcentres** to improve access of jobseekers to services which meet their broader needs including housing and health support. DWP will maintain a focus on supporting specific groups into employment including care leavers and older people wishing to return to work.

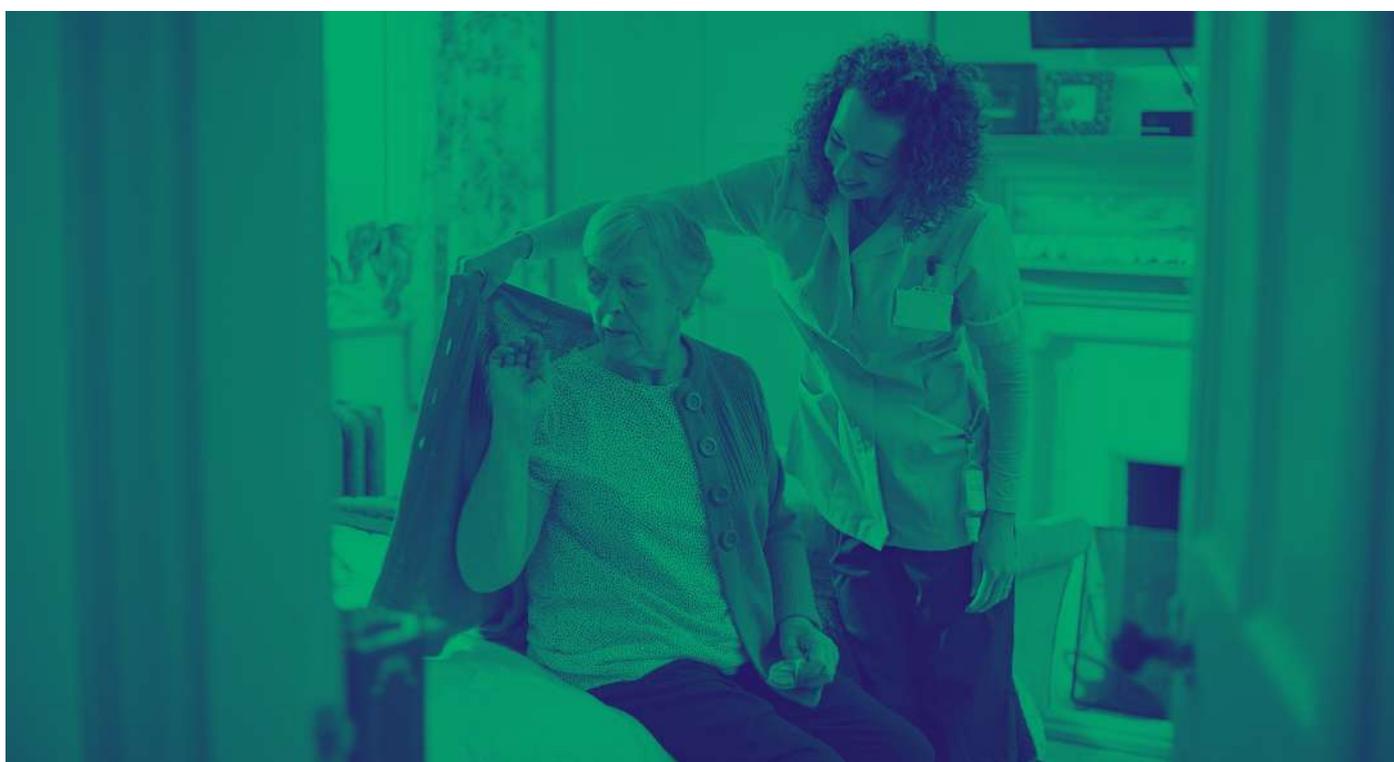
Deliver our mitigating Loneliness Initiative – aiming to reduce isolation and improve the wellbeing of Bromley residents. **Ensuring we maximise the use of volunteers** to achieve community resilience and that we appropriately acknowledge and encourage their contribution to the community.



Explore and **implement innovation** in seeking to improve outcomes for service users and make best use of the resources at our disposal. Bromley's more recent innovations and pilots include:

- Bromley Well – a range of services delivered by a partnership of local voluntary sector organisations supporting the health, wellbeing and independence of those who have learning difficulties or long-term health conditions, and older people and carers.
- Reablement Service and Single Point of Access to Discharge (SPA) - both focused on reducing admissions and length of admissions of older people to hospital and, with domiciliary care and Telecare services, promoting the ability of older people to remain in their own homes.
- Shared Lives – providing support and accommodation in family homes for adults who have learning disabilities.
- The Care Homes Improvement Project – designed to improve and enhance medical support to residents of residential care homes in Bromley, improving their wellbeing and reducing hospital admissions from care homes.

All these initiatives are seeking new ways to improve outcomes and the cost effectiveness of public services in the borough, and we are committed to innovate further in the coming years to meet these goals.



Ambition three

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

We want to enable Bromley residents to thrive in the borough by having access to high quality and affordable homes in supportive communities as described in our Housing Strategy. We want our town centres to be vibrant and attractive and we want business and enterprise to flourish and bring opportunities to the borough. We want to continue to support and attract qualified and skilled people who can make their livelihoods in Bromley and contribute to our success.

Our Economic Development plan was published whilst we grappled with the greatest pandemic that the globe has experienced in over a century. The effects of this are being felt across our economy every day – locally, nationally and internationally. We have seen changes in the way that people are working and the work that they are doing. We expect some change to continue in the medium-term and longer-term. However, our borough is well placed to continue to thrive, to recover and to embrace the changes in our economy. We have good foundations upon which we will continue to build to make the most of the opportunities that these challenges offer us. We continue to leverage investment into the borough which is supporting our economy through the establishment of new businesses, the regeneration of our urban and rural areas, and a focus on developing our renewal areas that are identified in our Local Plan. We are rightly ambitious for our borough – both for now and in the future.

Digital infrastructure that is future-proof is vital for a growing local economy. The demand for fast and reliable connectivity has been growing at an unprecedented rate from both homes and businesses and as such it is more critical than ever that this is matched through digital infrastructure provision.



Where are we now?

The number of households in Bromley is set to increase by around 12% over the next ten years in line with the projected population growth. With homes remaining relatively affordable in the borough, levels of home ownership, at around 72% of households in Bromley, are high compared to other London boroughs. The borough has relatively low levels of social housing compared to other London boroughs, nearly 14% of all available housing against a London average of 23%. Numbers of homeless households have increased, with over 1,500 households living in temporary accommodation. We are responding to these challenges through our Housing and Homelessness strategies.

The Council has published a Regeneration strategy and new Economic Development plan, the first of its kind in Bromley. We are open for business and, through our proactive approach, we continue to support our existing businesses whilst encouraging new businesses to develop and thrive. Our strategies provide insight into our economy, our aspirations to support economic growth and the key priority areas that will enable the achievement of this desired growth over the next 10 years. The Council also adopted a new planning and development Local Plan.

We have been working hard delivering a strong and fair enforcement policy regulating trading standards and licensing across the borough, whilst working with local business and enterprise to develop Business Improvement Districts (BID) in Bromley, Beckenham, Penge and Orpington, designed to encourage economic development and vitality in our town centres and commercial areas. There has been significant investment in public realm works across the borough to support our town centres to thrive. We have maintained our commitment to high quality leisure and library services, securing their future through strong engagement with the community.

We are proud of our cultural heritage and the contribution that some of our residents have made on the international stage, including Charles Darwin and, more recently, David Bowie. We have a fantastic local arts and culture offer including the beautiful Bromley Churchill Theatre.

Bromley has a vibrant and thriving voluntary and community sector active in the borough. Connecting thousands of residents, the sector plays a key role in the wellbeing of the borough's residents, providing both specific contracted services for particular groups of residents and elective support services to the community. There are high levels of volunteering in Bromley, providing thousands of hours of formal and informal support to our residents and environment each year.

What we will do

Implement our Housing strategy to meet the needs of our growing population including delivering **1,000 new affordable quality homes**. Maximise opportunities on Council-owned land and in our renewal areas, ensuring that residential development is supported by appropriate infrastructure.

Work closely with the local Federation of Housing Associations, as well as private developers, to **ensure the housing targets we have set in the Local Plan are met**.

Ensure that the **housing needs and aspirations of more vulnerable people**, including adults who have learning disabilities and older people, feature consistently in the development and delivery of our housing plans.

Implement our Homelessness strategy, ensuring we retain and further develop the preventive and early intervention approach we are taking to tackle and prevent homelessness in Bromley. Working in partnership to challenge some of the main factors leading to homelessness in the borough – including relationship breakdown; domestic violence; and parents ceasing to provide homes for their children.

Seek to **reduce use of temporary accommodation** and improve the temporary housing options available to people in Bromley who have been accepted as statutorily homeless, reducing reliance on nightly paid accommodation where possible, increasing the supply of self-contained accommodation and improving the quality of temporary housing options provided to homeless people.

Encourage development which **enables people to have a greater stake in their local community** by building up equity in their home and encouraging policies and infrastructure that enables remote and home working.



We aim to make Bromley a place where people choose to live, work, shop and enjoy its amenities. We will:

Implement our Regeneration strategy and Economic Development plan, improving the public realm in Bromley and progressing our vision to build on the borough's heritage so that it continues to represent the best of town and country.

Maintain our strong focus on **encouraging and enabling further economic growth and regeneration in Bromley**, encouraging our business investment districts and our town centres as great places for business, enterprise, and social enterprise to prosper.

Facilitate the development of digital infrastructure in the borough, which will be critical to support the local economy strategy to meet the growing digital needs of businesses and homes, through our Digital Infrastructure Work Plan (DIWP).

Deliver key elements of the Local Plan, meeting the challenge of new and emerging planning reform; pursuing further economic development in the borough; protecting, conserving and enhancing Bromley's natural and built environment and enhancing opportunities for leisure, culture and community led services.

Achieve the maximum benefit to the community in the scope and use of Bromley's **Community Infrastructure Levy** and Section 106 of the Town and Country Planning Act 1990 (s106) receipts and attract further external funding to bring about long-term benefits to public spaces and local infrastructure.

Support and develop **Bromley Town Centre Market** and markets across the borough to increase footfall into our town centres and provide focal points for communities.



Ambition four

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

Bromley's environment is already one of the best in London, but we are determined to make it even better over the coming years. The Council has committed to becoming a 'direct' net zero carbon emission organisation by 2029. We know that a good environment leads to improved physical and mental wellbeing for our residents. Our residents need to feel safe and be safe in their homes and neighbourhoods and enjoy well kept, clean and attractive urban and rural spaces. We know that one of our greatest challenges, common to all, is to contribute to creating a more sustainable environment which benefits people today and in the future. We know that strong partnerships with our residents are crucial to meeting this ambition, particularly through our 'friends initiatives' and use of volunteers.

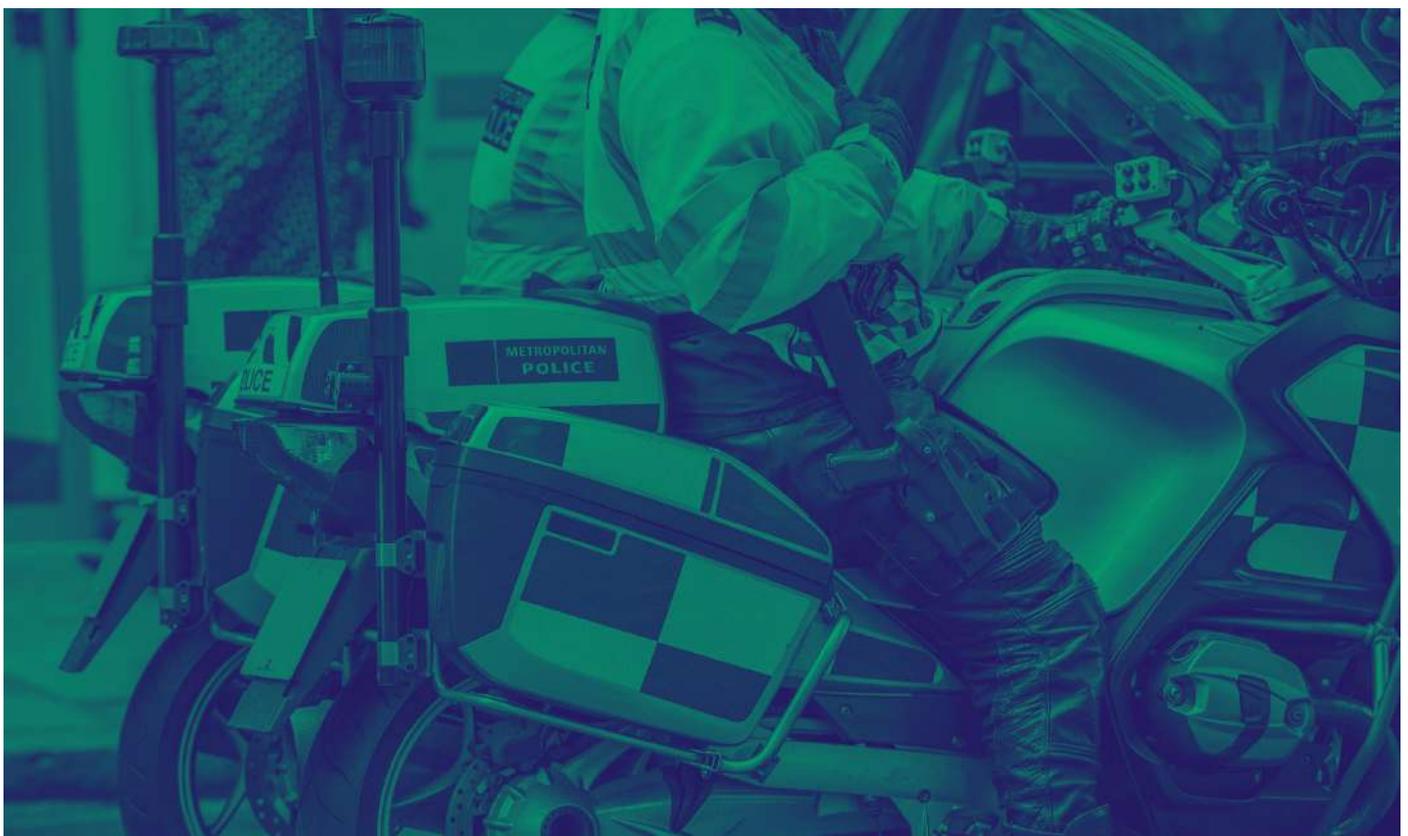


Where are we now?

Total rates of crime in Bromley are below both London and national levels, although crime remains an important concern of residents. Bromley's community safety strategy has had a strong focus on reducing antisocial behaviour and tackling gangs and serious youth violence, taking an intelligence-led partnership approach both with the police and also local residents to tackle these issues.

With some 168 open spaces, parks and recreation grounds in the borough, Bromley boasts some of the best green spaces in London and the borough has won multiple Green Flag Awards. Over 47,000 hours of voluntary work were undertaken by Friends of Parks groups in 2018 to 2019. More than half the borough's area is designated as green belt and Bromley is the most rural London borough. Bromley's principal and non-principal roads are some of the best maintained in London and road safety is improving.

Our residents are amongst the best across London for recycling domestic waste - over 50% is recycled. Levels of residual household waste are relatively low. Public satisfaction with street, neighbourhood and town centre cleanliness in Bromley is increasing overall. Bromley also has an excellent cultural heritage with 45 conservation areas, 800 statutorily and 1,000 locally listed buildings. Residents also have easy access to theatres, film, museums, art galleries and attractions locally and regionally.



What we will do

Work towards becoming a **direct 'net zero carbon' Council by 2029**, including making use of a recently confirmed £875,000 Council investment. Priorities include increased energy efficiency in our buildings and street lighting, a review of energy procurement and the implementation of tree planting programmes.

Encouraging residents to use renewable and sustainable energy to further reduce borough-wide carbon emissions. **Promote the use of green energy** and provide support and advice for the installation of equipment for renewable sources, such as solar, wind and ground source heat pump.

Encourage and enable Bromley residents and businesses to continue to **increase levels of recycling in the borough, reducing residual waste** and costs associated with disposal and develop strategies to encourage waste minimisation and reuse in line with circular economy principles.

Implement Bromley's Air Quality Action Plan, including increasing access to electric vehicle charging points and tackling vehicle 'idling' through use of fixed penalty notices, and making best use of grants from the Government and other sources to increase the network of electric charging points across the borough.

Protect and improve the environment through effective and responsible enforcement addressing issues, including **environmental protection, pollution, planning and parking enforcement**.

Continue to manage our extensive road network effectively and efficiently, keeping our roads safe and implementing strategies to improve parking in the borough, including the addition of electric charging spaces.

Work with transport providers to **maximise public transport usage and connectivity for Bromley residents**. Work effectively with Transport for London (TfL) to keep our road network well maintained and with utility providers to make sure that all operations, improvements and servicing of their infrastructure are fit for purpose while causing the least disruption to our residents.

Encourage more sustainable forms of travel, including hybrid and electric vehicles, cycling, walking and delivering the longest electric bus route in London.

Ensure the **Safer Bromley Partnership strategy** adopts a **whole systems approach** to problem solving and reducing crime, disorder and antisocial behaviour, pursuing the priorities identified in our strategic assessment and engagement with residents.

Work to ensure that the London-wide policing model continues to **enable a local focus to be taken on crime and community safety** issues important to Bromley's residents and businesses. Continue to develop our relationship with local police partners to ensure effective policing is delivered in our borough, challenging police performance where required, and developing initiatives in crime hotspots.

Progress our broader community safety and public protection goals, including **tackling nuisance behaviour such as noise, fly-tipping and graffiti**.

Implement the **London Fire Brigade's Bromley Community Safety Plan**, promoting fire safety and targeting risk in the borough. Support the Fire Service's priorities to target home fire safety visits to focus on fire safety of the elderly and vulnerable and those living in Bromley's care homes. The service will also undertake water and road safety awareness within its preventive work and will focus on the engagement of young people and schools.

Sustain a clean, green and tidy environment continuing to improve the street scene across the borough and town centres for our residents and visitors.

Protect and enhance our green belt land, **implement our Parks strategy**, further developing our partnerships with residents, friends' groups and Natural England to manage and enhance our parks and green spaces.

Continue to deliver all statutory public protection duties involving consumers through **robust trading standards services, protecting vulnerable residents** and ensuring a fair, safe and genuine trading environment.

Support and regulate businesses in Bromley to **protect consumers in respect of food safety, licensing and health and safety**.

Implement our Food Safety Plan, building on improvements made to ensure timely and robust inspections and enforcement.

Ambition five

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

To meet our ambitions, we will need to maintain a relentless focus on efficiency, outcomes of services and prudent management of our finances. Over the last few years, we have demonstrated that we can manage our money well, innovate and use our resources differently while at the same time improving services and outcomes for Bromley residents.

The Council seeks to always provide first rate public services by the most efficient, economic and effective means possible. New technology is rapidly changing the way many commercial companies and central Government operate and deliver their services. Over the past few years, the Council has sought, with considerable success, to move many services online. As the world stands at the start of what the World Economic Forum has described as the 'Fourth Industrial Revolution' there will be many areas where we can improve further our services through digitalisation.

Our approach to achieving the best value from our resources includes:

Living within our means. We are rightly expected to work within our budgets to deliver high quality services to our residents whilst ensuring the prudent and efficient management of our finances through the operation of sound finance systems and processes.

Being opportunistic and collaborative in making bids to Government and other funding sources to increase resources available to the Partnership. Lobby the Government and Government departments strongly for increased resources when we see a need or opportunity.

Recognising the importance of our workforce to the achievement of our ambitions and implementing workforce strategies which help to recruit and retain the highest quality staff for services in the borough.

Providing efficient 'customer facing' finance services, including the collection of Council Tax and Business Rates, and ensuring efficient and fair processes for residents claiming welfare and housing benefits.

Maintaining our focus on commissioning and market shaping, developing integrated and joint commissioning where it makes sense to do so, and ensuring we commission intelligently with clear outcomes in mind. Ensuring our commissioned services deliver what is expected through robust and active contract management.

Continuing to exploit the benefits of digitalisation in service delivery through a new Digital Strategy, integrating systems and processes where it is feasible and practical. The Council will learn from best practice with a view to utilising technologies which provide practical improvements to our services.

Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.

Implement innovation in service delivery where good outcomes and better use of resources can be achieved, including developing the digitalisation of services where appropriate.

Working across the Partnership to **make the best use of the public estate in Bromley** utilising our own buildings as best as possible and exploring further opportunities for co-location and integration of service delivery.



How we will deliver and monitor this Plan

This plan sits at the top of our collective planning triangle. There is a Golden Thread from the highest ambitions in our Corporate Strategy through to single and joint agency strategies, Portfolio Holder Plans, service plans and staff annual appraisals. It is important that everyone working in our system understands how they contribute.

During the life of this plan, our priorities and actions will be influenced by resident and service user engagement, demand pressures and performance management, staff engagement and workforce development, risk management, changes in statutory responsibilities, pressures arising from our Medium Term Financial Strategy and national, regional and local political priorities. We will refresh our priorities and actions against our five ambitions as we go.

It is important that our Corporate Strategy improves outcomes for residents. We monitor hundreds of performance indicators across our partnership of services delivered directly and through contracts.

The following key documents have contributed to the shaping of this plan:



	AMBITION 1: CHILDREN AND FAMILIES	AMBITION 2: ADULTS AND OLDER PEOPLE	AMBITION 3: COMMUNITIES AND BUSINESSES	AMBITION 4: SAFE, CLEAN AND GREEN	AMBITION 5: RESOURCES AND EFFICIENCIES
Bromley Council - Transforming Bromley	✓	✓	✓	✓	✓
Bromley Council - Portfolio Plans	✓	✓	✓	✓	✓
Bromley Local Plan			✓	✓	✓
The London Plan	✓	✓	✓	✓	✓
NHS SE London Sustainability and Transformation Plan	✓	✓			✓
One Bromley – Integrated Care Plan	✓	✓			✓
Health and Wellbeing Strategy	✓	✓			✓
Children and Young People’s Plan (CYPP)	✓		✓	✓	✓
Children’s Early Help Strategy	✓		✓	✓	✓
Looked After Children Strategy	✓				✓
Care Leavers Strategy	✓				✓
Children’s Roadmap to Excellence	✓				✓
An Intergenerational Domestic Abuse Strategy	✓	✓		✓	✓
Bromley Safeguarding Children Partnership (BSCP) Pledge	✓			✓	✓
Bromley Safeguarding Adults Board (BSAB) Strategy		✓	✓	✓	✓

	AMBITION 1: CHILDREN AND FAMILIES	AMBITION 2: ADULTS AND OLDER PEOPLE	AMBITION 3: COMMUNITIES AND BUSINESS	AMBITION 4: SAFE, CLEAN AND GREEN	AMBITION 5: RESOURCES AND EFFICIENCIES
Ageing Well Strategy		✓	✓	✓	✓
Learning Disabilities Strategy		✓	✓	✓	✓
Mental Health and Wellbeing Strategy		✓	✓	✓	✓
Adult Social Care Roadmap to Excellence		✓			✓
Safer Bromley Partnership (SBP) Strategy	✓	✓	✓	✓	✓
Police and Crime Plan (Mayor of London)				✓	✓
Housing Strategy	✓	✓	✓		✓
Homelessness Strategy	✓	✓	✓		✓
Economic Development Plan	✓	✓	✓		✓
Regeneration Strategy			✓	✓	✓
Digital Strategy	✓	✓	✓	✓	✓
Air Quality Action Plan (AQAP)				✓	✓
Net Zero Action Plan (NZAP)				✓	✓
Open Spaces Strategy				✓	✓

The delivery monitoring of this plan will be undertaken by the Borough Partnerships, the Council's Executive and existing thematic governance structures.



For more information, contact:
Strategy, Performance and Corporate Transformation
London Borough of Bromley
Civic Centre, Stockwell Close
Bromley BR1 3UH



Report No.
CSD21097

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive

Date: 22 September 2021

Decision Type: Non-Urgent Executive

Title: CRM Replacement Project - Website Redesign and Upgrade

Contact Officer: Duncan Bridgewater, Assistant Director - Customer Services
Tel: 0208 461 7676 E-mail: duncan.bridgewater@bromley.gov.uk

Chief Officer: Charles Obazuaye, Director of HR, Customer Services and Public Affairs

Ward: All

1. Reason for report

This report provides an update on the CRM replacement project and seeks Member's approval to progressing the complimentary scheme to redesign and upgrade of the Council's public facing website.

2. **RECOMMENDATION(S)**

Executive is requested to:

- 2.1 Note the estimated underspend of approximately £372K for the CRM capital project scheme as outlined in this report. The actual figure will be confirmed within the capital scheme project closure report.
- 2.2 Approve additional expenditure of £175K on the website redesign and upgrade project, to compliment the CRM replacement project.
- 2.3 To fund the website redesign and upgrade project from the existing CRM capital programme provision and to amend the capital programme to reflect the revised total estimated costs to be funded of £625k.

Impact on Vulnerable Adults and Children

1. Summary of Impact: An Equality Impact Assessment indicates that ongoing support for vulnerable adults and children will be provided by Customer Service by phone and face to face for those unable to access digital services. For those unable to visit or phone us, this proposal will enhance the range of self-service options.
-

Corporate Policy

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

Financial

1. Cost of proposal: £175k
 2. Ongoing costs: Recurring Cost: £39K per annum
 3. Budget head/performance centre: Capital Programme – CRM Replacement Project
 4. Total current budget for this head: £822k
 5. Source of funding: Capital Receipts and Customer Services Revenue Budget
-

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: Non-Statutory - Government Guidance:
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications: None
-

Customer Impact

Estimated number of users/beneficiaries (current and projected): In total, there are 3,500 pages of information on Bromley's main website. During 2020 the website received 23 million individual page views. Over 60% of these visits were made using a mobile phone or tablet. In total, there are over 260 transactional Jadu forms generating around 10,000 service requests per month.

During the COVID-19 first and second lockdowns the Council has seen a big increase in customers accessing the website. Pre-covid, the Council received 4.5 million web visits annually, and post-covid there has been 11 million web visits annually.

Ward Councillor Views

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

3. COMMENTARY

Background

- 3.1 In October 2019, Executive agreed to upgrade the Council's Customer Relationship Management System (CRM) to the Jadu CXM system on the outcome of the BT options appraisal and recommendation review report. The recommended and selected option, Jadu CXM, was chosen due to the enhanced case management functionality and due to the already obtained Jadu suite of systems that the Council currently uses for website content management, web forms and the e-pay service. CXM is a further module of the software from the provider and is a configurable case management system that can be integrated with other key line of business systems and aligns to the corporate website software.
- 3.2 BT was commissioned to carry out the implementation of the CXM system including implementing all associated integration software alongside the Bromley project team. Work was successfully completed in the summer of 2021. The CXM system is now live including the integration middleware tool for the Contact Centre and back-end service areas to receive an action service requests. The project is currently in its final stages of closure along with decommissioning the old CRM system.

CRM Replacement Project

- 3.3 The CRM replacement project had a total budget of £822K. The software has been deployed successfully and came in under budget. With decommissioning activities of the old software under way, the total estimated spend is £450K. This has been achieved by officers by a number of scope changes that and are outlined below:
- 3.3.1 BT's initial implementation costs outlined in their proposal were based on non TUPE rates for the engineers that were due to work on the project. However, due to the nature of the project and the resources available at the time officers were actually able to secure BT TUPE engineers and therefore 3rd party staff costs were significantly reduced.
- 3.3.2 Result of the Environmental Services Commissioning:
- At the time of BT producing the CRM Review report, the Council was mid-way through the Environmental Commissioning project. It was recognised at the time there would be a significant impact on the CRM replacement project depending on the outcome of the commissioning work and contract mobilisation. The most significant factors were how the services would breakdown across the different service lots and the potential number of organisations involved and what their technical capabilities were. As a consequence of such unknown factors the proposed solution, and therefore associated costs, provided in the report were based on the likelihood of the most complex outcome. When the actual contract was awarded the outcome was less complex and in the early stages of the Environmental Services transition work officers were able to simplify a number data processes and consequently reduce cost.
- 3.3.3 Maturity of the Jadu product:
- 'Out of the Box' features in the Jadu CXM product have 'matured' since the BT CRM Review report was produced and therefore the Council was able to take advantage of these technology advancements. Specifically, the systems integration aspects, previously required a more substantial integration middleware solution, this was not ultimately required, and officers were able to deploy a simplified integration.
- 3.3.4 Removal of some services requiring the use of CRM:
- During the pre-deployment solution analysis work, back-office services were consulted about their data capture in the CRM system. From this officers ascertained that some services were looking at alternative solutions for how they interact with their customers and there was an opportunity to simplify or remove some of the functions being performed by the current CRM system. These are outlined below:

- Waste Services - (Veolia's ECHO system and the aspirational Fix My Street product to be used for the provision of missed collections). With printed waste publications such as tip permits and waste calendars provided by the CXM product.
- Anti-Social Behaviour transferred to eCins portal.
- Significant number of legacy forms not required as a consequence of not being used or used so infrequently that an alternative provision was more cost-effective.
- Certain features such as complaint escalations, have been implemented in a different way, due to differences in technologies and therefore reducing complexity.

3.3.5 Fix My Street solution:

Environmental Services deployed the MySociety Fix My Street product to the Contact Centre as the case management system for Streets and Greenspace cases. This was in light of an options appraisal investigation that was undertaken to determine the new emerging functionality that MySociety had created. This emerged after the BT CRM options report was produced and was therefore not included as an option. This new technology linked the FMS front end case management system to the back end 'Confirm' system which Environmental Services staff already use. Therefore, considerably less effort and expenditure were required to deploy this solution to the Contact Centre.

Website Redesign and Upgrade Project

- 3.4 The Jadu software running Bromley's public facing website has been in place for 9 years and is regularly upgraded through the Council's system support contract. However, the design itself has seen only minor tweaks in that period with the basic structure of the website remaining the same, as has the look and feel and technology that sits behind the web pages. The website has millions of visitors per year and receives little negative customer feedback.
- 3.5 The Coronavirus pandemic has seen a significant shift in the way customers do business with the Council. Over the last year visits to the website have increased exponentially, more than tripling after the first lockdown in March 2020, and then settling to a level around double of previous year's levels. It is important to capitalise on this increase and look for opportunities to reduce previous customer routes and build better online offers. Refining the provision of web services through the new website software, the Jadu CXM and web forms modules will support this objective and aligns to the objectives of the CRM capital scheme.
- 3.6 The Council's Customer Service's service delivery partner (Liberata) who manage and edit the public website (www.bromley.gov.uk) were tasked to carry out a review of the Council's website as part of the new contract that commenced with the provider on the 1st of April 2020. The review's findings concluded that the website is visually and technically tired in terms of its design templates, whilst being fragmented with a number of sub-sites. Technologically, things have moved on over the years with the use of mobile technology which Liberata feels is not reflected in the current structure and functionality of the existing website.
- 3.7 Liberata have recommended that the current website provider (Jadu) is commissioned to undertake a redesign of the website, utilising their Photon platform to improve accessibility, security and search engine optimisations of the site whilst offering a long-term solution to managing templates on the council's sub-sites. Photon would support any design changes required as a result of broader personalisation of pages and the integration opportunities from Jadu's CXM product to enhance the overall customer experience. It would also safeguard long term technical support and also unify the template technology across all Jadu products, CMS, XFP and CXM that are currently in place with the provider, as well as benefiting other customer facing systems using the website templates.
- 3.8 A full re-design process is currently being undertaken driven by customer engagement, service-based representative engagement and using behavioural analytics tools to arrive to an evidence led final design. Redesigning the main corporate website on Jadu's new technological platform would also enable Bromley to take advantage of emerging technologies in the future such as web bots to gain better online

engagement from its customers, collect form data more accurately and develop further self-service functionality, capitalising on the investment in CXM. This will be considered as a phase 2 element of the project once the redesign work has been completed and further reported to Members.

- 3.9 As part of the new Jadu design offering, the recommendation has been to migrate the website from the current BlueSky hosting provider to Jadu’s own hosting managed platform. This is due to a technological difference in server stacks and the performance of the website being improved on Jadu’s own hosting servers. By moving to Jadu’s hosted platform, this also favours the Council’s IT strategy which states where possible, vendor hosted solutions should be used. Taking into consideration the contractual arrangements with BlueSky which are due to end in 2023, and the potential to opt for a more resilient hosting package, and a more strategically compliant and future proof solution for Bromley, this is the favoured way forward.
- 3.10 In order to relocate the software there will be one-off implementation costs of £175K which includes the relocation of software components, parallel running of both hosting services during construction and associated load and security testing activities.

Estimated capital costs:

Activity	£'000
Software deployment costs	105
Security and Load Testing	22
Parallel server running costs	25
Project Management	23
Total	175

- 3.11 To date, the website redesign project has commenced under Chief Officer approval, and consultation has taken place with Chief Officers, the Leader and, Portfolio Holders for this work to commence. During this consultation an initial draft website wireframe design has been produced and agreed. Further design iterations will be subject to approval and in consultation with Chief Officers and key Members moving forward.
- 3.12 In order to enable the Council to take full advantage of the latest technology developments and ensure full functionality and improvements offered by the replacement CXM software and associated modules, Members are asked to note the need for the Council to relocate the hosting service of the public facing website. There is an estimated implementation cost of £175k which can be met from the unspent balance of the capital programme budget for the CRM replacement scheme.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The project will ensure the new site is accessibility compliant and will meet or be working towards meeting all web content accessibility guidelines.

5. POLICY IMPLICATIONS

- 5.1 Corporate IT strategy states the Council should use ‘off the shelf’ functional software where possible and avoid bespoke configuration. Cloud based applications are also preferred by this strategy. This report directly aligns to that strategic vision.
- 5.2 The new design best enables the Council to maximise digital take-up and expand the range of services available through it, with simple non-technical configuration possible along with a library of established processes deployed in other Councils across the UK.

- 5.3 The recommended software can be aligned to established integrations into an increasing number of local authority lines of business systems, which will support any future wider application across the Council.

6. FINANCIAL IMPLICATIONS

- 6.1 The final cost of the CRM replacement project is £450k, which would result in an underspend of £372k against the available capital programme budget of £822k.
- 6.2 The one-off cost of relocating the hosting service of the public facing website is estimated at £175k and, subject to Members' agreement, can be met from within the existing capital programme provision for the CRM replacement scheme. The final total estimated cost for the overall project would therefore be £625k, an overall projected underspending of £197k. The Capital Programme will need amending accordingly.
- 6.3 The Jadu annual hosting subscriptions and ongoing support contract of £39k per annum for the next 4 years will be funded from the existing revenue budget within Customer Services.

7. PERSONNEL IMPLICATIONS

None.

8. LEGAL IMPLICATIONS

- 8.1 There are no specific legal implications arising from the recommendation to re-allocate some of the CRM capital underspend to the redesign of the Council's public facing website.
- 8.2 Any contract entered into should be in compliance with the Council's Contract Procedure Rules.

9. PROCUREMENT IMPLICATIONS

- 9.1 If agreed, the contract for the provision of hosting services, referenced in this report, can be approved at an officer level by the relevant Chief Officer at an estimated value of £156k via the G Cloud Framework for a duration of 2+1+1 years.
- 9.2 In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 9.3 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:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	[Title of document and date]

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Report No.
ES20116

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

**For Pre-Decision Scrutiny by the Environment & Community Services
PDS Committee on 1st September 2021**

Date: 22nd September 2021

Decision Type: Non-Urgent Executive Non-Key

Title: **Community Cycle Track and Hub at Hoblingwell Wood
Recreation Ground**

Contact Officer: Peter McCready, Assistant Director Environment
Tel: 020 8313 4942 e-mail: peter.mccready@bromley.gov.uk

Chief Officer: Colin Brand, Director of Environment and Community Services

Ward: Cray Valley West

1. Reason for report

Following receipt of tenders, to update the information that informed the previous Environment and Community Services Portfolio Holder approval (23rd June 2020) and Executive Decision (10th July 2020) for the proposed community cycle track and associated community club (previously known as the BMX Track) at Hoblingwell Wood Recreation Ground, and to recommend an increase in capital programme provision, approval of additional funding sources, acceptance of further grant funding and progression of the project within delegated authority arrangements.

2. **RECOMMENDATION(S)**

The Executive is asked to approve:

2.1 An increase in the capital programme provision from £276k to £369k to accommodate the increased project costs arising from the recent tender prices and changes to the previously reported grant funding.

The Environment and Community Services Portfolio Holder is asked to agree:

2.2 To the repurposing of £35k from the Neighbourhood Management revenue budget for 2021/22 in respect of for variable work elements.

- 2.3 An increase of £31k in the contribution from the Friends Fund and a contribution of £35k from the Environmental Initiatives Fund.
- 2.4 Acceptance of the HSBC Grant, subject to standard Terms and Conditions, and apply it to the project.

The Environment and Community Services Portfolio Holder and Executive is asked to note:

- 2.5 Note that, subject to Executive agreement to the increased capital programme funding as per recommendation 2.1, the Director of Environment and Public Protection will award contracts in consultation with the Portfolio Holder for the Cycle Track construction and Community Cycle Hub, Secure Containers and Landscaping construction as set out in paragraph 3.15 and 3.16.

Impact on Vulnerable Adults and Children

1. Summary of Impact: This project is designed to energise youth and inclusive cycling in the borough working alongside a range of different audiences including school children who will receive coaching, plus the opportunity to train to become young leaders, alongside informal casual use by the wider community.
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Children and Young People Excellent Council Quality Environment Safe Bromley Healthy Bromley
-

Financial

1. Capital cost of proposal: £369k
 2. Ongoing costs: <£2k p.a.
 3. Budget head/performance centre: Existing capital programme scheme / Grounds maintenance revenue budget
 4. Total current budget for this head: Capital £276k / Revenue c£4m
 5. Source of funding: Various funders including Access Sport, Clarion Housing, Bromley Mayor's Office for Policing and Crime (MOPAC), the London Marathon Charitable Trust (LMCT), HSBC, Sport England and British Cycling's Places to Ride programme (P2R). LBB funding from the Investment in the Community Fund and Members Initiative Fund for Friends Groups and operational revenue budget.
-

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: Non-Statutory - Government Guidance
 2. Call-in: Applicable
-

Procurement

1. Summary of Procurement Implications: None
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 1,000 individual participants through formal Access Sport engagement opportunities, plus estimated 2,000 users per month through casual use.
-

Ward Councillor Views

- 1.1 Have Ward Councillors been asked for comments? Yes
 - 1.2 Summary of Ward Councillors comments: Ward Members are supportive and have attended various community engagement sessions with site stakeholders including the consultation open day held on 14th March 2020. Recent Ward Member communication has confirmed continued support for the project and funded by the Members Fund, with a desire to see it delivered in the 2021/22 financial year.
-

3. COMMENTARY

Background

- 3.1 Approval to the project was secured at ECS PDS Committee on 23rd June 2020 and the Executive Decision on 10th July 2020.
- 3.2 Activity was suspended due to the impact of the Covid-19 pandemic and with the recent easing of restrictions and the resurgence of activity within the construction sector, separate tenders have been procured for the cycle track construction and for the community cycle hub, secure containers and landscaping.
- 3.3 Tender sums exceed the approved budget estimates and project partners and the project consultant confirm that this is reflective of the construction sector generally and that this has been experienced on other equivalent projects that have recently been procured.

Proposed design

- 3.4 The proposed design, includes:
- All-wheeled asphalt pump track (c45m x 45m), associated track landscaping, starting area and coaching space
 - Community cycle hub area and landscaping to the overall facility
 - Two 20ft long x 8ft wide x 8ft high secure storage containers for storage of the club's bicycles and equipment
 - Improved access with a wheelchair access path
 - Renovation of existing hard standing area as a schools learn to ride and bike-ability skills development area
 - Biodiversity interventions to ensure the scheme fits in to the 'character' of the existing landscape
 - Tree planting and screening

Planning

- 3.5 The planning application was approved by Planning Sub-Committee on 22nd July 2021.

Club development

- 3.6 The Council's project partner, Access Sport, has started the process of mobilising the volunteer-led community club that will manage the facility and will continue to support the club until 31st March 2022.

Costings and Procurement

Project costs

- 3.7 Project costs have increased by £93k compared to the previously approved report.
- 3.8 The capital costs (£276k) originally reported in June 2020 are outlined below. The updated capital cost of the project, to be funded by LBB, taking account of recent tender information are also shown below in the final column at £369k.

	Original Report (June 2020) £'000	Updated Costs £'000
Estimated Costs		
Capital:		
- construction	205	300*
- professional fees	22	24
- contingency	37	33
Club equipment	12	12
Capital Costs	276	369

*the construction costs are based upon the highest tender sum received

Grant Funding

3.10 Total project grant funding has reduced by £8k compared to the previously approved report.

3.11 The original proposal included a grant application of £111k to the London Marathon Charitable Trust (LMCT). This application resulted in a grant offer of £75k from LMCT, a reduction of £36k, which has since been offset in part by a new grant offer of £28k from HSBC.

Procurement

3.12 The project works have been separated in to two tender packages:

- i) Cycle Track Package – Cycle track design, construction and internal landscaped areas
- ii) Landscaping Package – Community cycle hub, secure storage containers, landscaping, paths and public realm furniture

3.13 Due to the specialist nature of the Cycle Track Package, this has been procured through a select list of cycle track contractors that Access Sport have developed, in partnership with British Cycling, Sport England and The London Marathon Charitable Trust. The design and build works have been tendered by LBB on the London Procurement Portal, evaluation has been completed and recommended 'Preferred Suppliers' identified. Subject to the recommended approvals being agreed it is intended to enter into a JCT Form of contract for the works.

3.14 The Landscaping Package has also been tendered by LBB on the London Procurement Portal and evaluation of the returned tenders is underway. The updated costs make allowance for the highest tender sums and subject to satisfactory conclusion of the process and the recommended approvals being agreed it is intended to enter into a JCT Form of contract for the works.

3.15 The cycle track tenders included a requirement to provide outline design proposals and a detailed design is being progressed through the use of a Memorandum of Agreement at a cost of £4,150. Provision for this is included in the project costs.

Timescales

3.16 Subject to approvals, the following indicative timescale is anticipated:

- ECS PDS approval – 1st September 2021
- Detailed track design – 13th September
- Executive approval – 22nd September 2021
- Conclusion of call-in – 1st October
- Cycle track contract Award – 4th October 2021
- Community cycle hub, secure containers and landscaping contract award – 10th October 2021
- Cycle track start on site – 1st November 2021
- Cycle track completion – 17th December 2021
- Community cycle hub, secure containers and landscaping start on site – 10th January 2022
- Community cycle hub, secure containers and landscaping completion – 25th March 2022

4 POLICY IMPLICATIONS

4.1 The Environment Portfolio Plan 2020/21 includes the Key Outcome “Conserving and enhancing Bromley’s parks and green spaces through the Fully Managed Service, working in long-term partnership with Bromley’s volunteer community”.

5 FINANCIAL IMPLICATIONS

5.1 The updated capital cost of the scheme is £369k, an increase of £93k compared to the current approved capital programme provision of £276k. The revised scheme costs are as follows:

	Original £'000	Revised £'000
Construction	205	300
Fees	22	24
Contingency	37	33
Club Equipment	12	12
Total Capital Costs	276	369

5.2 However, the level of grant funding from external parties has reduced from £260k to £252k; therefore the level of additional funding now needed to complete the scheme is £101k. This report proposes that the funding gap is met by increasing the LBB contribution from the Friends Fund by £31k plus a contribution of £35k from the Members Fund for Environmental Initiatives.

5.3 In addition, officers in Neighbourhood Management have proposed earmarking £35k from the variable elements of their service revenue budgets in 2021/22 to fund the remaining amount. This assumes that future demand for use of those service budgets can be managed in the year to ensure that level of funding can be released without causing an overspend on the budget. This will need to be closely monitored during the remainder of the year and within the context of the overall Portfolio budget.

5.4 The revised scheme funding proposals compared to the original report are set out below:

Source	Original £'000	Revised £'000
Places to Ride grant	149	149
London Marathon Charitable Trust grant	111	75
HSBC	-	28
LBB:		
- Neighbourhood Management revenue budgets	16	47
- Friends Fund	-	35
- Environmental Initiatives Fund		
Total Funding	276	369

5.5 The Executive will need to be requested to agree an amendment to the Capital Programme to increase provision for this scheme from the previously approved cost of £276k to £369k, subject to Portfolio Holder agreement to the revised funding proposals as set out above.

6 LEGAL IMPLICATIONS

6.1 Legal reviewed the documentation associated with the project prior to consideration of the original Decision Report by ECS PDS Committee on 23rd June 2020. Those observations have or are to be implemented without change except as indicated at 6.2 and 6.3.

6.2 Condition Precedent - The Heads of Term state that LBB, with Access Sport assistance, is to use reasonable endeavours to ensure that the works commence and the facility build is completed within the agreed development timetable to enable sufficient time for the club to be properly developed by 31st March 2022 (previously February 2022).

6.3 HSBC Grant – Full Terms and Conditions are awaited and subject to review by Legal and these being acceptable the Grant is to be accepted and applied to the project.

7. PROCUREMENT IMPLICATIONS

7.1 A compliant procurement process has been undertaken as referred to in 3.12, 3.13 and 3.14 above.

7.2 In accordance with CPR 2.1.2, Officers must take all necessary professional advice on any procurement implications subsequently arising from the recommendations in this report.

Non-Applicable Sections:	IMPACT ON VULNERABLE ADULTS AND CHILDREN PERSONNEL IMPLICATIONS
Background Documents: (Access via Contact Officer)	None

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Report No.
HPR2021/043

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
8 SEPTEMBER 2021**

Date: 22 SEPTEMBER 2021

Decision Type: Non-Urgent Executive Key

Title: NORMAN PARK

Contact Officer: Alicia Munday, Head of Regeneration
Tel: 020 8313 4559 E-mail: Alicia.munday@bromley.gov.uk

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

Ward: Hayes and Coney Hall

1. Reason for report

This report provides Members with an update on plans for Blackheath and Bromley Harriers Athletic Club (BBHAC) to take over the management and operation of the Norman Park Athletic Track on a 125-year full repairing and insuring lease. In relation to this and the Club's plans to make the site self-sustaining this report recommends a grant of £200k towards the development of the new Clubhouse, funded by a draw down from Central Contingency in 2021/22, of which £41k relates to forward funding of the remaining year of the current contract and will be credited back to Central Contingency in 2022/23.

2. **RECOMMENDATION(S)**

That Members of the Renewal, Recreation and Housing PDS:

2.1 Note the contents of the report.

That Members of the Executive:

2.2 Approve, subject to legal consideration of Subsidy Control Legislation (previously state aid), a grant of £200k towards the cost of the new clubhouse at Norman Park, to be funded by a drawdown from Central Contingency in 2021/22, of which £41k relates to forward

funding of the remaining year of the current contract and will be credited back to Central Contingency from the Leisure Client revenue budget in 2022/23.

- 2.3 Agree to the Director of Housing, Planning & Regeneration in consultation with the Director of Finance authorising the grant conditions and due process following receipt of the information detailed in paragraph 7.4.
- 2.4 Authorise the Director of Corporate Services for Legal Services to execute the Grant Agreement and all ancillary paperwork/legal documentation.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The development plans at Norman Park will support a self-sustaining future for this site, ensuring that this leisure provision continues to be available to the local community.
-

Corporate Policy

1. Policy Status: Not Applicable
 2. BBB Priority: Excellent Council Quality Environment Regeneration
-

Financial

1. Cost of proposal: £200k
 2. Ongoing costs: None
 3. Budget head/performance centre: Leisure Client – contract payments
 4. Total current budget for this head: £41k
 5. Source of funding: Central Contingency and the existing revenue budget
-

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: Non-Statutory - Government Guidance
 2. Call-in: Applicable
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Over 50 organisations currently use the track and associated facilities. Pre Covid-19 they received approximately 80,000 visits from users. It is estimated that following the development the site will attract at least 20,000 more visits, which Sport England believe to be pessimistic, and the real figure may be in the region of 50,000 more visits. Currently 90% of usage is from people based in Bromley borough.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments: Ward Councillors are supportive of the proposed development and support the Council's contribution of £200k to be allocated to this scheme.

3. COMMENTARY

- 3.1 Blackheath and Bromley Harriers Athletic Club (BBHAC) in partnership with Norman Park Management Limited have been developing proposals to take over the management and operation of the Norman Park Athletic Track from the Council based on a 125 full repair and insuring lease. Following earlier committee reports (report NoDDR18/007), this work is now advanced. The lease was predicated on the BBHAC obtaining the necessary planning consent to redevelop the athletic track area. Planning permission for this work has now been granted, and the lease has been prepared to enter into.
- 3.2 Under the current lease arrangements, the Council has landlord responsibility for maintenance and repairs at the track which include the responsibility for maintenance and repairs at the associated pavilion building. In addition, the Council has a management agreement with the BBHAC which currently costs the Council £41k per annum. This agreement is due to end in March 2023, by which time it is anticipated that the Trust will have taken over responsibility, and the Council will no longer require this contract. The 125-year lease will mean that the Council will no longer have any responsibility to undertake any future repairs, maintenance, replacements or upgrades at the site.
- 3.3 Since this work was first scoped in 2018, build works for the new clubhouse have increased. Increasing construction costs is a trend being experienced across the UK. As a consequence the Trust has identified a shortfall of £200k and have approached the Council for support.
- 3.4 The overall build works are now estimated to be in the region of £3.4m, this is circa £600k more than originally thought, therefore the request for support from the Council represents less than 6% contribution with the remaining funding coming from the sale of the Trust's Bourne Way site (£2m), fundraising (£940k), Sport England contribution (£200k) and £250k from the Charity Bank. This represents a total of the build costs, for what is quite a significant development for the Borough.
- 3.5 The further £400k required as a result of increased construction costs is being managed by BBHAC through value-engineering, further fundraising, and the phased delivery of the development. There will be no call on the Council for additional funding. A formal grant agreement will be put in place if the recommendations in this report are agreed.
- 3.6 It is worth noting that should the development proceed, there will also be a section 106 contribution of £176k from Bourne Way, the former clubhouse. There is a condition in the Trust's development agreement on this site that this work cannot progress until the Trust commence works on Norman Park.
- 3.7 BBHAC have a significant profile in the Borough and it is considered a popular local asset. They have over their time in the Borough supported and trained some high-profile athletes, including Dina Asher-Smith, but their work spans and supports a range of abilities.

4. RECOMMENDATIONS

- 4.1 Given the scale of works being undertaken by the Trust for the benefit of Bromley residents, and that the Council will not be responsible for any ongoing costs, securing the previously agreed management fee saving of £40k per annum, it is recommended that the Council grants the Trust a contribution of £200k towards capital works, upon receiving evidence of the Trust's existing financial contributions.

5. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 5.1 Norman Park Athletic Track provides a range of initiatives and programmes that support vulnerable adults and children. They currently support and provide athletic activities that

focus on getting inactive people to become involved in physical activity, and to encourage children and young people to develop their potential, and their leadership skills. They provide facilities to schools and running clubs and encourage people to adopt healthy and active lifestyles. The planning permission granted will significantly improve and enhance the facilities available and ensure facilities are available for generations to come.

6. POLICY IMPLICATIONS

- 6.1 This work supports the Council's adopted Regeneration Strategy, together with Building a Better Bromley Priorities.

7. FINANCIAL IMPLICATIONS

- 7.1 The Council currently pays an annual management fee of £41k to BBHAC. This arrangement is due to end by March 2023 when it is anticipated the Club will take over full responsibility of the track. That saving is already included in the Council's financial forecast from 2023/24 onwards.
- 7.2 The Council, as landlord, is currently responsible for maintenance of the track and has recently invested £309k in its refurbishment. It also incurs unplanned and reactive repair costs which vary from year to year.
- 7.3 This report proposes providing BBHAC with a contribution of £200k towards the cost of the capital works of their new clubhouse, of which £41k would be a forward payment of the final year's management fee. This would leave a balance of £159k remaining to be funded from Central Contingency. In practice, this will initially require the full £200k to be drawn from Contingency in 2021/22; in the following year, the £41k revenue budget for the management fee will not be required and will be credited back to Central Contingency meaning that the overall additional funding requirement is £159k.
- 7.4 In agreeing any contribution, the Trust will need to supply the Council with the financial details of the overall scheme and evidence of financial contributions towards its full funding. The Trust's financial standing will also need to be verified. As with any construction project, and particularly in the current construction market, there are inherent risks of increases in build costs that could lead to further cost overruns and potentially lead to the scheme not being completed. Therefore, the proposed legal agreement will need to contain appropriate protections to ensure that the Council's contribution is conditional on successful completion of the scheme with no further call on Council support.

8. LEGAL IMPLICATIONS

- 8.1 Blackheath and Bromley Harriers Athletic Club (BBHAC) in conjunction with Norman Park Management Limited have developed a proposal to take over the management and operation of the Norman Park Athletic Track from the Council based on a 125 full repair and insurance lease. Following earlier committee reports (report NoDDR18/007), this proposal has been advanced to the stage where planning permission for this work has now been granted and the Lease has been prepared in readiness for execution and completion.
- 8.2 This report is recommending that the Council provides financial support in terms of grant funding to be allocated to BBHAC to meet a shortfall of £200k to enable building works to be completed, this will be subject to conditions as specified by the Council in the Grant Agreement.

- 8.3 It is a fundamental principle of administrative law that a public body may only do what it is empowered or required to do by statute, whether expressly or by necessary implication. Section 1 of the Localism Act 2011 provides a power for local authorities to act in any way they see fit provided that action falls within the law (the general power of competence). This would include any action calculated to be in the best interests of the Council's local area.
- 8.4 Decisions made by the Council must properly relate to its functions, be rational and only take into account relevant considerations including the Council's framework, budget, policies, priorities and all internal rules such the Councils Financial Regulations .The Council must ensure its decisions are made in accordance with its a fiduciary duty to act prudently, responsibly, in a business-like manner which in its view of what constitutes the best interests of the general body of local taxpayers.
- 8.5 Legal Services are in the process of seeking specialist legal advice as this grant funding may be impacted by the Subsidy Control Legislation (formally State Aid) and are currently awaiting external legal advice in relation to this report. Legal Services will provide updated legal implications in this regard as soon as this is obtained.

Non-Applicable Sections:	Procurement implications; Personnel implications
Background Documents: (Access via Contact Officer)	DDR18/007

Report No.
HPR2021/049

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
8 SEPTEMBER 2021**

Date: 22 SEPTEMBER 2021

Decision Type: Non Urgent Executive Key

Title: West Wickham Leisure Centre

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

Lydia Lee, Assistant Director, Culture and Regeneration
020 8313 4456, email: Lydia.lee@bromley.gov.uk

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

Ward: West Wickham

1. REASON FOR REPORT

- 1.1 This report updates Members on the findings of the recent condition survey for West Wickham Leisure Centre and sets out options for the future of the site. The report recommendations will provide the final information required for a full financial options appraisal to be undertaken which will be reported back to Members for further consideration and decision.

2. RECOMMENDATION(S)

Members of the RRH PDS are asked to:

- 2.1 Note the contents of the report and provide any comments to the Executive.

Members of the Executive are asked to:

- 2.2 Approve the marketing of the leisure centre car park for sale, through a suitable compliant procedure, with conditions on car parking provision for the leisure centre and purchase of any affordable housing as set out in Option 6 within the report.

Corporate Policy

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

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: None directly
 3. Budget head/performance centre: Capital Programme – West Wickham Leisure Centre
 4. Total current budget for this head: £993k
 5. Source of funding: Capital Programme
-

Staff

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

Legal

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

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Before the COVID-19 outbreak West Wickham Leisure Centre had an annual throughput of 265,898 visits. It is expected that refurbishing or replacing the leisure centre would increase visits to c.320,000.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments?
West Wickham Councillors have been asked for comments. In summary:

The Ward Councillors are unanimous in their support for a leisure centre in West Wickham. West Wickham residents and those from surrounding areas have supported the Centre since it opened. It is an extremely valuable asset for the health and well-being of the community. Ward Councillors recognise the extent of the repairs required. They previously supported the proposal to self-deliver a new leisure centre with housing (option 4) however if this proves to be unviable, they would support option six and are therefore content with the report recommendation which will enable a full financial appraisal to be undertaken. Their view is the leisure centre should ultimately be rebuilt rather than refurbished. As a minimum they have identified a need for a 25m pool, a training pool, a gym, exercise and pump room facilities. There is also a need for on-site car parking to protect nearby residential roads. They have requested that if the leisure centre is closed for a significant period, to enable works, that temporary facilities are considered elsewhere in West Wickham.

3. BACKGROUND

- 3.1. West Wickham Leisure Centre was built in 1967 and was last refurbished eighteen years ago in 2003. The leisure centre is now beyond its original intended design life, and as such parts of the fabric of the leisure centre have become more and more costly to maintain and repair and potentially impossible to manage effectively, as parts for some equipment become difficult to source.
- 3.2. The site has been considered for redevelopment since 2017, when Cushman and Wakefield were instructed to undertake a high-level feasibility and viability study to consider how to provide new leisure and library facilities at the site of the existing Leisure Centre, supported financially through the sale of the two sites for residential.
- 3.3. This work was undertaken and the initial capacity study indicated that a new leisure centre to Sports England specifications and library facilities matching the equivalent space, could be accommodated on the existing leisure centre site, with remaining capacity for approximately 73 residential flats, plus a further capacity of 18 residential units on the existing library site. Despite some detailed work being undertaken on this and a further report to the Executive updating on the plans in May 2019 (DRR 19/027), it became evident the original costs for the proposed development were considerably more than previously identified.
- 3.4. In June 2021, (Report HPR 2021/037), the Executive approved a proposal for a new library with residential developed on the existing library site. This proposal will deliver new homes as well as modern library that supports both residents and the business community. Subject to planning permission, this scheme is now progressing successfully independently from the leisure centre site.
- 3.5. Given that the existing leisure centre is beyond its intended design life, it is essential that significant consideration is now given to this Council asset. In 2021, Council officers commissioned a condition survey which estimated the backlog maintenance costs to be £861,900 and the future maintenance costs for the next 10 years to be £451,100. It is important to note that these costs exclude prelims, contractor profit, contingency, fees, and expenses, and have not been adjusted for regional variance. Further exclusions are set out in point 3.6 and the full survey documentation is in Appendix 1.
- 3.6. The 2021 condition survey (Appendix 1) commissioned by Property took the form of a visual inspection only. Parts of the structure which were concealed, covered up or made inaccessible in the course of construction have not been opened up as part of the survey. The survey also excluded tests in respect of asbestos, or other deleterious material therefore no assurance can be given as to the presence or otherwise. Given the above information on excluded costs it is expected that essential Landlord Maintenance costs are likely to actually be in the region of £1.5m in 2021/22 with a further £1m over the next 10 years, with possible other hidden structural costs being identified. This spend of c.£2.5m would repair and maintain the leisure centre only and would not lead to any improvement to the facilities.
- 3.7. West Wickham Leisure Centre is leased to MyTime Active. It is part of the Group 2 MyTime Active leases. The lease excludes the car park for the leisure centre. The

car park is owned by the Council under a separate title, has 64 parking bays, and generates net income from parking fees of c£79kpa.

- 3.8. Under the provisions of the MyTime lease the Council can exercise the Landlord's break in order to give notice to MyTime if the site is being redeveloped. The notice period is a minimum of 12 months.
- 3.9. In terms of the obligations for the maintenance of the leisure centre, the lease sets out that the Landlord shall implement a programme of planned maintenance. The Landlord also has a duty to replace. The Tenant has a duty to undertake certain types of repairs and cyclical maintenance. Given the life span of some of the equipment it is becoming increasingly difficult to repair and maintain some equipment, and some equipment now needs total replacement. Equipment in Leisure Centres that cannot be repaired and maintained and is not replaced can also lead to Health and Safety concerns.
- 3.10. Notwithstanding the ongoing issues with the condition of the property, West Wickham Leisure Centre is still popular with local residents and sports clubs. Pre-Covid the leisure centre had an annual throughput of 265,898 visits made up of:
- Swimming lessons – 71,850
 - General swimming (including hire and clubs) – 80,362
 - Gym – 95,542
 - Group exercise – 18,144
- 3.11. Given the cost of the backlog maintenance, as well as the costs of maintaining the building over the next decade, options for the future of the leisure centre have been assessed.

4. OPTIONS

- 4.1. The Regeneration and Property divisions have identified the following options:
- Option 1 – Do nothing
 - Option 2 – Undertake essential maintenance only
 - Option 3 – Refurbishment (self-delivery) and renegotiation of the lease
 - Option 4 – Demolish and rebuild leisure with housing on site (self-delivery)
 - Option 5 – Demolish and use the site for housing only, with the expectation that an alternative site would need to be found for the leisure centre
 - Option 6 – Part disposal of the site for housing
 - Option 7 – Full disposal of the site for housing and re-provision of leisure

Some financial estimates have been provided by Property Services in relation to these options where available, however these estimates have not yet been interrogated or validated and are supplied only to give Members an indicative understanding of the costs related to each option.

Option 1 – Do nothing

The leisure centre can be left as it is however there is a likelihood it will be forced to close in 2022/23 if this decision is taken. The scale of repairs required to the

building mean that the building will most probably be no longer safe for use. The cost of this option will be the moth balling of the building which is estimated by Property at £78k upfront as well as an ongoing annual cost of £23k. These costs relate to the draining of the pool, security, insurance and critical maintenance to enable access.

The benefit of this option is it requires the least capital outlay. However, closing the leisure centre will reduce residents' leisure opportunities and have a negative impact on health and wellbeing, as well as impacting on elite level training in the borough. Whilst the provision of Leisure Centres is not a statutory service, the Council as the Public Health Authority does have a statutory duty to support the health and wellbeing of the residents of Bromley. If the decision is taken to do nothing, subject to legal advice, the 12 months' notice should be served to MyTime Active.

Option 2 – undertake essential maintenance only

It is estimated that to undertake the essential maintenance only identified by the condition survey will cost c£1.5m once exclusions are taken into account, with a further c£1m inclusive projected over the next ten years. This approach will keep the leisure centre in a usable state for the benefit of residents but will not lead to any real improvements.

The benefit of this option is that it will maintain the leisure centre in West Wickham for community use, and any periods of closure for works will be minimal. However, there is a risk that the costs of maintenance will escalate given that intrusive surveys have not been undertaken. Additionally, the age of the building means that maintenance will become increasingly costly as parts have to be replaced. This option does not create a long-term sustainable future for the leisure centre as the Council would remain responsible for maintenance with no leasehold income from the provider, which is currently MyTime.

Option 3 – refurbishment and renegotiation of lease

The leisure centre could be refurbished to a good standard, the cost of refurbishment is completely unknown. The refurbishment would potentially enable the Council, subject to Legal's view, to either give notice to MyTime and go to market for a new operator, or to renegotiate the lease under the same terms as the Group 1 leisure sites managed by MyTime Active. Following comprehensive refurbishment the new lease would be a full repairing and insuring lease, removing ongoing maintenance revenue costs to the Council.

The benefit of this option is the ongoing maintenance cost of the leisure centre to the Council would be removed and the centre would be significantly improved for the benefit of the local community and elite sports teams that train there. In addition, the expectation is that the Council would receive a leasehold income from the site in the same way as it does currently from other Group 1 leisure sites.

Option 4 – demolish and rebuild leisure with housing on site (self-delivery)

This option has previously been explored and it is estimated that the cost of this option (delivering both a new leisure centre and on site housing) is in the region £31m. Given that construction costs in some areas have recently increased by 30% beyond normally allowed inflation, this cost could now be in the region of £40m. Members were last asked to consider this proposal in May 2019, report no. DRR

19/027. As part of this previous scheme stakeholders were engaged with to seek views on the initial concept design.

This option delivers c70 residential units. Based on the assumption that 50% of these would be affordable housing, this could provide a future Council revenue saving of c£12m over a forty year period in temporary accommodation costs. This is indicatively based on past assumptions and these estimates will need updating. The remaining units would be sold privately generating an indicative income of c£10m towards the development costs. The new leisure centre would also bring in a lease income to the Council, which would be in the region of £140-£200k per annum depending on the specification agreed.

These costs did include the provision of a new library, which would no longer be part of the scheme. These development costs would therefore reduce but not by a large amount. The new leisure centre proposed under this option comprised of a 25m pool, plus a training pool, together with a gym and studio space.

Option 5 – demolish and use the site for housing only

The Council is aiming to build or purchase at least 1000 affordable homes across the borough and this site could accommodate c100 residential apartments if no leisure centre was re-provided. Using the land for housing only would contribute to the borough's housing needs, and reduce our temporary accommodation costs, but the loss of a leisure centre would have a detrimental impact on the community and town centre.

The leisure centre is an asset to West Wickham and supports the town's varied offer, bringing in footfall that benefits local businesses. The leisure centre is used by elite athletes for training and the loss of a leisure centre here would impact on elite sport. Most importantly however the leisure centre supports the health and wellbeing of the local community. Therefore it is expected that if this option was pursued another site in West Wickham for a new leisure centre would need to be identified.

Such a proposal is likely to be challenging with the Planning Authority given the loss of community asset as well as Sport England who would be a consultee for such a planning application. Any consideration for this option should include a review of other sites the leisure centre could move to and the financial and community implications of this.

Option 6 – part disposal of the site for housing

The car park could be marketed for sale, with housing developers most likely interested. The value of the car park land is unknown. There are contamination issues, from the spoil from the original leisure centre build, that will impact on value.

The marketing particulars can require for car parking for the leisure centre to be re-provided at capped pricing, most likely through under-croft parking. If a housing developer purchased the site the Council could also require first refusal on purchasing the affordable units.

This may prove to be the most straight forward approach. Selling the car park land would generate a capital receipt, value unknown, to put towards the backlog

maintenance or the refurbishment of the leisure centre site. Long term it would be financially better for the leisure centre to be refurbished rather than repaired, so that an ongoing lease income was generated and maintenance costs no longer fell to the Council. However the costs of refurbishment are currently unknown and it is important to note that costs of refurbishment may be prohibitive. A negative impact would be that the Council would lose parking revenue income on this site unless an arrangement was agreed with the developer in relation to the re-provided parking.

Option 7 – Full disposal of the site for housing and reprovision of leisure

The whole site could be sold with a requirement for the provision of a specified leisure centre. This would not be a marketing exercise but a procurement exercise due to the requirement for re-providing the leisure centre. As with option 6 it could be a requirement that the Council has first refusal on the purchase of the affordable units.

As with previous options the new leisure centre could be leased to a private operator, in the same way as it is now to MyTime, but on a full repairing and insuring lease because it is being handed over in a new condition. This means that the Council would no longer bear any maintenance costs for this site. The leisure centre would also bring in a lease income, which is likely to be in the region of £140-£200k per annum depending on the specification

However, it is unlikely, due to developer's profit, that this option would be financially better than Option 4 (self-delivery). Therefore, the cost gap of providing the leisure centre would be greater. The provision of the leisure centre would not be at no cost as identified in option 4 which was previously explored.

Conclusion

- 4.2. The reprovision of a leisure centre in West Wickham is listed in the Council's adopted Regeneration Strategy. The leisure centre is well used and there is high demand from residents. However, the leisure centre is at the end of its life and spending monies on maintaining the existing site could be wasteful. Pure refurbishment of the existing leisure centre would not make the most of the site in contributing to housing provision in the borough, and would likely be the most expensive delivery option.
- 4.3. For the Council to make a final decision on the future of the leisure centre site, additional information is required, namely the market value of the car park land and the cost of refurbishment. In addition, the estimated costs and potential incomes stated in the above options are very much indicative at this stage and need further investigation, refinement and validation. This information would enable officers across Council departments to undertake a full financial and community benefit appraisal.
- 4.4. Therefore, it is recommended that officers take forward option 6 whilst there is time, prior to backlog maintenance spend on site. Taking the car park area of the site to market will confirm the value. If any offers are received for the land the Council will be able to take a decision on whether to accept or whether to progress with one of the other options set out in this report following the full financial appraisal.

- 4.5. In tandem with taking the car park to market consultants will be instructed to cost the refurbishment of the leisure centre, and to identify the cost of building a stand-alone leisure centre on an alternative site if one is identified. Again this information is needed for a full financial appraisal of the options to be undertaken.
- 4.6. It is likely that the result of delivering any option except for Option 2 will result in the leisure centre being closed for a period of time. Officers will need to discuss the implications of this with the current leaseholder and operator MyTime Active as well as the potential impact on their overall business viability.
- 4.7. If the recommendations in this report are agreed it is expected that officers will bring a report back to committee in early spring setting out a full financial and community benefit appraisal with recommendations for the future of the site.

5. POLICY CONSIDERATIONS

- 5.1. Building a Better Bromley Priority: Quality Environment, Vibrant Thriving Town Centres Regeneration.
- 5.2. Regeneration Strategy 2020-2030
- 5.3. Health and Wellbeing Strategy 2019-2023

6. PROCUREMENT CONSIDERATIONS

- 6.1. Disposal of local authority land is subject to best value considerations when considering the method of disposal.
- 6.2. Should the disposal be determined (subject to legal and professional advice) to include works or services (e.g. infrastructure or dwellings) then the Public Contract Regulations 2015 may apply and, if so, a suitable compliant procurement procedure must be used.

7. FINANCIAL CONSIDERATIONS

- 7.1. The financial information contained in this report is indicative and not complete; where information has been provided, this has not been validated. There is currently no estimate of a potential capital receipt that may be generated from disposal of the car park and it is not therefore known whether this will be sufficient to support the refurbishment ambition of Option 6. Furthermore, the various options that have been set out have not been subject to a costed financial appraisal and therefore it is not possible to determine at this stage which option is likely to present the best value solution for the Council.
- 7.2. If the recommendations in this report are approved, a full costed options appraisal and business case for a preferred option will need to be brought back to Members before a final decision is taken. All relevant financial information will need to be provided and confirmed in order for this to be undertaken, including:
 - Backlog and ongoing maintenance liabilities
 - Refurbishment and re-equipping costs

- Future rental and car parking income
- Estimated capital receipt from disposal of the car park

7.3 The existing Capital Programme of £993k to progress design and feasibility for this scheme was approved by the Executive in March 2018.

8. LEGAL CONSIDERATIONS

- 8.1. Section 111 Local Government Act 1972, the Council has power to do anything calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. Section 2 of the Local Government Act 2000 gives the local authority the power to do anything which it considers is likely to promote or improve the social, economic or environmental well-being of the local authority's area for the benefit of its residents.
- 8.2. Local authorities can under section 123 of the Local Government Act 1972 to dispose of land for best consideration that can reasonably be obtained (usually based on open market value). Section 128 of the Local Government Act 1972 confers power to the Secretary of State. General Disposal Consent 2003 removes the requirement for authorities to seek specific consent from the Secretary of State for any disposal of land where the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the well-being criteria in the Local Government Act 2000 when the "undervalue" (i.e. the difference between the unrestricted value of the interest to be disposed of and the consideration accepted) is £2,000,000 or less:
- The promotion or improvement of economic well-being;
 - The promotion or improvement of social well-being;
 - The promotion or improvement of environmental well-being.
- 8.3. Section 123 (2A) any disposal of land considered as open space (any land, enclosed or not, on which there are no buildings, and the whole of the remainder of which is laid out as a garden or is used for recreation purposes or lies waste and unoccupied) requires the local authority to give notice of its intention to dispose of the land for two consecutive weeks in a newspaper circulating in the area in which the land is situated, and they must consider any objections to the proposed disposal which may be made to them.
- 8.4. The Council as a public body must comply with the Public Contracts Regulations 2015.
- 8.5. **Options 2, 3, 4 and 5:** If the Council appoints any third parties to carry out any of the activities described in Options 2, 3, 4 and 5 (i.e. if the Council does not carry out any of the relevant activities itself 'in house' or does not delegate such activity to another local authority), such appointments will be subject to the Council's Contract Procedure Rules, and (if the relevant contracts are over relevant thresholds), the Public Contract Regulations 2015. As a result, unless specific exemptions apply, the Council would either need to conduct its own compliant procurement procedure (probably a published invitation to tender exercise, given the likely contract values), or to make appointments from existing compliant frameworks which the Council is eligible to use.

8.6. **Option 6:** The main procurement issue relates to the re-provision of the car park. The procurement requirements will depend on the following:

- If the Council wanted to contractually require the purchaser (as a requirement of the sale) to demolish the existing car park and build a replacement, the contract would be construed to be a works contract and would need to be procured in compliance with the Council's Contract Procedure Rules and (depending on contract values - the works threshold is currently £4,733,252) the Public Contracts Regulations 2015. Unless specific exemptions apply, the Council would either need to conduct its own compliant procurement procedure (probably a published invitation to tender exercise, given the likely contract values), or to make appointments from existing compliant frameworks which the Council is eligible to use.
- If the Council wanted the purchaser to operate the car park (regardless of whether or not it was rebuilt, either as contractually required by the Council or by the purchaser voluntarily, or whether it was left as it is), either of the following would apply:
 - If the Council substantially accepted the commercial risk of the operation of the car park (i.e. if the Council paid the purchaser an agreed fee to operate the car park, so that the purchaser got paid the same regardless of usage), then this would be a contract for services between the Council and the purchaser (who would also be a 'service provider' to the Council). As a contract for services, it would need to be procured in compliance with the Council's Contract Procedure Rules and (depending on contract values - the services threshold is currently £189,330) the Public Contracts Regulations 2015. Again, unless specific exemptions apply, the Council would either need to conduct its own compliant procurement procedure (whether obtaining quotations or running a published invitation to tender exercise, depending on estimated contract values), or to make appointments from existing compliant frameworks which the Council is eligible to use.
 - If the purchaser substantially accepted the commercial risk of the operation of the car park (i.e. if the main source of income for the purchaser came from the operation of the car park – e.g. car parking charges incurred by car park users, with either zero or minor subsidy from the Council) then this would be a concession. The concession contract could either contractually require the purchaser to operate the car park (e.g. at certain hours) or could make it optional (i.e. it could choose whether or not to operate, but would have financial incentive to operate even if there is no contractual obligation to do so). A concession contract would be subject to the Concession Contracts Regulations 2016 and not the Public Contracts Regulations 2015. The Council is only required to conduct an advertised procurement exercise for a concession if the value of the concession is over the concession

threshold is currently £4,733,252 (same as the works threshold). There are no specific rules in the Council’s Contract Procedure Rules covering concessions, so that if the value of the concession was less than the Concession Contracts Regulations 2016 threshold, the Council would have an option whether or not to conduct a public procurement exercise.

- 8.7. **Option 7:** Procurement considerations would apply if the Council wanted to contractually require the purchaser (as a requirement of the sale) to demolish the existing facility and to build anything (e.g. housing, a replacement leisure centre and/or anything else) and/or to provide the Council with any other services (i.e. a services contract). There would be no need for a concession contract if the purchaser wanted to operate the leisure centre or appoint someone else to do so (whether the existing facility or any new one) on its own land. It would effectively be another private leisure facility operated by or on behalf of the purchaser. If the purchaser wanted the leisure centre to be operated as a public leisure facility, it could always lease the land back to the Council who would then consider its options (e.g. operating it ‘in house’ or granting concessions to a relevant operator, which may be the purchaser or someone else).

If the Council wanted to contractually require the purchaser to demolish the existing leisure centre (possibly) to build something else, the contract would be construed to be a works contract and would need to be procured in compliance with the Council’s Contract Procedure Rules and (depending on contract values - the works threshold is currently £4,733,252) the Public Contracts Regulations 2015. A contractual requirement to demolish the building would itself be a works contract, regardless of whether there is any further obligation to build anything. Unless specific exemptions apply, the Council would either need to conduct its own compliant procurement procedure (probably a published invitation to tender exercise, given the likely contract values), or to make appointments from existing compliant frameworks which the Council is eligible to use.

Non-Applicable Sections:	Personnel Considerations
Background Documents: (Access via Contact Officer)	DRR 08/081 DRR 19/027 HPR 2021/037 Appendix 1 – Condition Survey

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PHYSICAL CONDITION SURVEY

WEST WICKHAM LEISURE CENTRE
STATION RD, WEST WICKHAM BR4 0PY



SURVEY CARRIED OUT BY

the
OAKLEAF GROUP
MARKET LEADING SURVEYS

JUNE 2021

ISO 9001 - Quality Control	
Date checked	Administration Manager – Signed .A. Gibson
07/07/2021	Surveyor – Signed R. Trickett / R. Fradgley

1 CONTENTS

1 Contents 2

2 The Project Team 3

3 Executive Summary 4

4 Exclusions 5

5 Physical Condition Methodology 7

6 Remaining Life of Building Elements 10

7 Remaining Life of M&E Elements 11

8 Review Findings 12

2 THE PROJECT TEAM

The Project Team will comprise:

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3 EXECUTIVE SUMMARY

Oakleaf have undertaken a Physical Condition Survey of **West Wickham Leisure Centre** on behalf of London Borough of Bromley.

The surveys undertaken within this study relate to conditions prevailing on site on the 5th March 2021.

Backlog Maintenance Works

Total remedial work required for the BUILDING & M&E Elements:

Building Survey	£	612,200
M&E Survey	£	249,700
TOTAL COST	£	861,900
Cost per m ² (average)	£	439.97/m ²

Budget for Future Maintenance Works

Total remedial work likely to be required within a ten year period for the BUILDING & M&E Elements:

Building Survey	£	247,000
M&E Survey	£	204,100
TOTAL COST	£	451,100
Cost per m ² (average)	£	230.27/m ²

(Please note that this is based on an estimated Gross Internal Floor Area of 1,959m²)

Combined Backlog and Future Maintenance Costs: £ 1,313,000

Breakdown of Priority Grading

The West Wickham Leisure Centre falls into the following Priority Gradings:

Priority 1	00.0 %	£	0
Priority 2	64.3 %	£	844,800
Priority 3	29.5 %	£	386,700
Priority 4	06.2 %	£	81,500

These figures are exclusive of Prelims, Profit, Contingency, Fees, Expenses and VAT and have not been adjusted for regional variance.

Please note that these costs are based on bringing all areas up to a sound and operational (not new) condition.

The costs are based on a combination of: BCIS Dilapidations Guide 2019, BCIS Minor Works 2019 and SPONS Architects and Builders Price Book 2019.

4 EXCLUSIONS

Structure

The Condition Survey is not intended as a full structural survey. No load tests or assessment of the actual loadings have been made. No investigations have been made to ascertain the type or condition of the foundations or that no high alumina cement concrete or calcium chloride additive was used in the construction, unless specifically noted.

The survey takes the form of a visual inspection only. Parts of the structure which were concealed, covered up or made inaccessible in the course of construction have not been opened up as part of this survey and we are unable to report that these parts are free from rot, decay or other defects.

We have not carried out tests in respect of asbestos – based products, or other deleterious material therefore no assurance can be given as to the presence or otherwise.

No investigations, analysis of strata or subsoils or exposure of foundations to the main structure were undertaken as part of this survey, therefore we are unable to confirm the depth, condition or stability of the foundations or subsoils.

Rainwater Goods and Roof Clearance

All rainwater goods / gutters / outlets / hopper heads / discharge shoes etc, should be cleaned out on a minimum yearly basis. This will ensure rapid and efficient collection and dispersal of rainwater from the building envelope, to minimise damage by rainwater ingress.

This report assumes that appropriate levels of gutter, roof and rainwater goods clearance is carried out.

Fire Precautions

The survey has not considered the resistance of the building to fire, the operation and adequacy of extinguishers, the adequacy of means of escape or of the fire precautionary or alarm systems. The survey has not inspected or considered Fire compartmentation of the building(s) and the requirements of the Fire Risk Assessment as required under the Regulatory Reform Order 2005, as these are items dealt with by others and fall outside the scope of our report.

Electrical

THIS INSPECTION DOES NOT REPLACE THE NEED TO CARRY OUT ALL STATUTORY TESTS REQUIRED TO MEET BUILDING AND USAGE COMPLIANCE. The electrical services to the building/s identified within this report have been visually inspected only, i.e. no covers have been removed, nor has any circuit testing been carried out. This visual inspection does not replace the need for a full electrical periodic test and inspection, which should be carried out to comply with, and to the relevant time frequency identified within the relevant British Standard and/or HSE requirement.

Fire alarms, emergency lighting, lifts etc. to the building/s identified within this report again have been visually inspected only. This visual inspection does not replace the need for a full test and inspection,

which should be carried out to comply with, and to the relevant time frequency identified by, the relevant British Standard and/or HSE requirement.

Defects identified within all reports should be rectified within the timescales identified within each report.

Mechanical Systems

The survey takes the form of a visual inspection only. This visual inspection does not replace the need for a full test and inspection to boilers, calorifiers and pressure vessels, which should be carried out to comply with, and to the relevant time frequency identified by, the relevant British Standard and/or HSE requirement.

This survey does not replace a Legionella Risk Assessment which should be carried out regularly whether or not the survey has identified risk which would fall under that assessment.

5 PHYSICAL CONDITION METHODOLOGY

Oakleaf have developed specific data capture pro-formas to cover each aspect of a Physical Condition Appraisal.

Oakleaf's approach is not only to identify which items do not meet an appropriate condition, but also those which do. We consider that this approach is thorough and also enables the client to confirm that no items have simply been missed. We will also provide a written Executive Summary that lists the main findings.

Aspects covered in the appraisal:-

Each element states Condition Category (A, B, C, or D).

Each element has been identified with a budget cost to repair it.

Each element has been identified with a remaining life expectancy when it will have to be either repaired or replaced.

Each element has been identified with a budget cost to upgrade it to Condition 'A'.

All the above have been recorded on our standard pro-formas and listed in a spreadsheet and database to enable the local users to maintain and update the data base on an ongoing basis.

The survey covers:-

The Condition Survey comprises a systematic, uniform and objective basis for the gathering of condition information of all exposed and accessible parts of the establishment.

The survey report covers all areas of the establishment, unless specifically excluded by the Client, and details external elements of the building (Roofs, External walls, windows and doors etc.) at Block Level, whilst internal elements are examined at Room Level.

Outbuildings, boundaries and external pavings/roads and play fields were also inspected. Soft play areas and soft landscaping were excluded from the survey.

The survey was limited to the external elements of the structure of the fabric of the building and a visual non-intrusive inspection was undertaken to the interior of the building, sufficient enough to identify necessary maintenance works.

No testing, measurement or dismantling works were carried out, nor calculations carried out to verify the original design intent. Operating and Maintenance files including 'As Fitted' drawings were available to assist with the survey.

Where the structure was covered, unexposed or inaccessible, an inspection was not undertaken, and those parts cannot be reported free from defect.

At the time of survey, the premises were occupied and access to all area was available.

All costs provided are based upon present day competitive prices, and are budget estimates only, to be seen as a likely indication of the cost of the works.

The surveys identify all works that are needed at the time of the survey and/or which will become necessary within ten years of the survey date, with such needs being priority coded and costed. They also note any major, predictable repair and maintenance needs likely to arise within the following ten-year period, so that these may be used to help inform the Client's future Estate Strategy.

Where infringements of statutory requirements were observed they are noted in this report. However the absence of such observed infringements does not constitute proof nor enable the certification that the installations comply in all aspects with statutory requirements.

The investigation of asbestos contamination is beyond the scope of the survey. Reference should be made to the asbestos register for the building and where necessary specialist advice should be sought.

Each building (block) has been appraised under the following categories:-

BUILDING

- A) Physical Structure
- B) External Fabric
- C) Internal Fabric
- D) Roof
- F) External Works

MECHANICAL

- H) Drainage
- I) Heating Systems
- J) Steam Systems
- K) Vent & Air Con
- L) Medical Gases
- M) Hot/Cold Water
- N) Lifts
- P) Lightning Protection

ELECTRICAL

- R) Electrical
- V) Fire Alarms
- W) Telecoms

Each element category has been sub-divided into subsidiary components for ease of identification for example structure has been sub-divided into: General Structure, Foundations, Ground Stability etc.

A supplementary note and cost has been provided to support identifiable work listed under subsidiary components i.e. a roof frame may require numerous items of repair such as work to wall plates, tie rods, bracing, etc.

Each subsidiary component has been graded, utilising the DfE system via:

Condition

- A** = Good. Performing as intended and operating efficiently.
- B** = Satisfactory. Performing as intended but exhibiting minor deterioration.
- B(C)** = Items currently condition B but will fall to condition C within 10 year period.
- C** = Poor. Exhibiting major defects and/or not operating as intended.
- D** = Bad. Life expired and/or serious risk of imminent failure.

In addition a repair cost has been entered against each repair to bring the component up to a sound/operationally safe condition. An estimate of time remaining until the repair is implemented has also been allocated. Time allocation covers a ten year projection. Extent of items has been measured and a descriptive note recording location within premises so that items can be located.

A note describing the fault and corrective work has been provided together with its location by floor and room number.

Digital Photographs

We have included digital photographs of key items requiring remedial work to assist in communicating the works required.

Priority Grading

Each non-compliant item has been given a Priority Grading to indicate the urgency of the work being undertaken:

- Priority 1 – Urgent Work
- Priority 2 – Essential Work
- Priority 3 – Desirable Work
- Priority 4 – Long Term Aspirational Work

6 REMAINING LIFE OF BUILDING ELEMENTS

When calculating the remaining life of elements Oakleaf use the BMI publication: Life Expectancy of Building Components. Below are building elements that have the potential to fall within the 10 year backlog maintenance plan and their respective life expectancy.

Timber Pitched Roof	85 years
Asphalt Flat Roof	35 years
Bitumen Felt Flat Roof	20 years
Slate Covering to Pitched Roof	75 years
Tile Covering to Pitched Roof	65 years
Softwood Windows	35 years
Hardwood Windows	50 years
Aluminium Windows	45 years
Cast Iron Gutters	50 years
PVC Gutters	30 years
PVC Windows	35 years
Steel Windows	50 years
Vinyl Sheet Flooring	10 years
Carpet Flooring	10 years
Decorations	7 years
Lathe and Plaster Ceiling	60 years
Suspended Ceilings	25 years

Clearly these are affected by on site conditions and in many cases have deteriorated to the extent that they require replacement within the above stated periods. Conversely; if the element has reached the end of its expected life but is in good condition the stated remaining life will be greater than the above.

7 REMAINING LIFE OF M&E ELEMENTS

When calculating the remaining life of elements Oakleaf use the BMI publication: Life Expectancy of Building Components. Below are building elements that have the potential to fall within the 10 year backlog maintenance plan and their respective life expectancy.

Plastic Water Storage Tank	30 years
GRP Water Storage Tank	35 years
PVCU Water Storage Tank	25 years
Copper Pipework	40 years
Boiler	20 years
Solid Fuel Back Boiler	20 years
Major Pump	12 years
Radiators	25 years
Thermostatic Radiator Valves	15 years
Aluminium Air-Conditioning Ductwork	30 years
Steel Air-Conditioning Ductwork	25 years
Air-Conditioning Heater	15 years
Air-Conditioning Chiller	15 years
Air-Conditioning Pump	15 years
Air-Conditioning Fan	15 years
Heating Program Controller/Timer	15 years
Thermostat Controls	15 years
Electric Lighting Circuit	30 years
Electric Power Circuit	30 years
Fuse Box/Consumer Unit	30 years
Power Outlet Socket	25 years
Light Switch	25 years
Fluorescent Luminaire	15 years
Wet Riser Sprinkler System	30 years
Dry Riser Sprinkler System	40 years
Sprinkler Head	25 years
Traction Drive Passenger Lift	30 years
Hydraulic Passenger Lift	25 years

Clearly these are affected by on site conditions and in many cases have deteriorated to the extent that they require replacement within the above stated periods. Conversely; if the element has reached the end of its expected life but is in good condition the stated remaining life will be greater than the above.

8 REVIEW FINDINGS

To follow are the reports produced from the data using our bespoke in-house software:

- Cost Summary by Total Cost
- Cost Summary by Priority
- Block Summary Sheet
- Detail Report

Summary of Block Appraisal Cost by Total Cost

<i>Site</i>	<i>Block</i>	<i>GIA (m2)</i>	<i>Block Total</i>	<i>Cost/m2</i>
Physical Condition				
LBBR0059 - West Wickham Leisure Centre	01 - Main Building	1,959	£1,313,000	670.2
Overall Total:			£1,313,000	

Summary of Block Appraisal Cost by Priority

Site	Block	Block Total	Priority 1 %	Priority 2 %	Priority 3 %	Priority 4 %
Physical Condition						
LBBR0059 - West Wickham Leisure Centre	01 - Main Building	£1,313,000		£844,800 64.3%	£386,700 29.5%	£81,500 6.2%
Totals:		£1,313,000		£844,800	£386,700	£81,500
Percentage:				64.3%	29.5%	6.2%

Physical Condition Survey - Block Photo References

LBBR0059 West Wickham Leisure Centre Block 01 - Main Building



Build Year: 1967

Type of Construction: A three storey concrete framed building with various pitched and flat roofs.

Property Appraisal - Detail Report

Cond. Cost to B Rem Life Priority C L R Year Notes

Remedial Action

Site : West Wickham Leisure Centre - LBBR0059

Block : Main Building - 01

Location: External Site/Grounds

B1 - Building - External Fabric



12 - Comments	C	£3,000	0	2				2021	Timber door/windows to South-West Elevation: Require replacement.	Cost allows for replacement.
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Location: Whole Block

B1 - Building - External Fabric



01 - Masonry	C	£500	0	2				2021	Brick-cavity: Stepped and vertical cracking noted adjacent main entrance.	Cost allows to monitor.
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01 - Masonry	C	£1,500	0	2				2021	Lead flashing to higher level brickwork to South-West Elevation: Loose.	Cost allows to repair.
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Page 128

Property Appraisal - Detail Report

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
	01 - Masonry	£2,500	0	2				2021	Brick-cavity: Requires repointing.	Cost allows to repoint.
	05 - Doors	£3,000	0	3				2021	Double aluminium doors to Teaching Pool entrance: Likely to require replacement within the maintenance schedule.	Cost allows for replacement.
	05 - Doors	£600	0	3				2021	Double timber doors to roof space: Aged and require replacement.	Cost allows for replacement.
	05 - Doors	£1,200	0	2				2021	Timber door to Gas Store: Requires replacement due to age and condition.	Cost allows for replacement.
	05 - Doors	£2,000	10	2				2031	Double timber fire exit doors to rear: In reasonable condition, however, likely to require replacement within the extended maintenance period.	Cost allows for replacement.
	11 - Lintels	£500	0	2				2021	Lintel to double fire exit doors: Damaged.	Cost allows to repair.

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
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B2 - Building - External Fabric

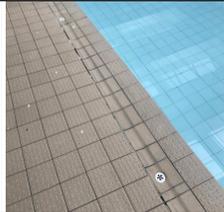


01 - Windows	C	£110,000	0	2				2021	Steel and timber single glazed windows: Are aged and in deteriorating condition and thermally inefficient.	Cost allows for replacement.
01 - Windows	B	£0	15	4				2036	Aluminium double glazed windows: In reasonable condition.	No works likely to be required.

Location: 00 - Ground Floor

C - Building - Internal Fabric

01 - Decorations	C	£20,000	0	4				2021	Redecoration required as part of a regular maintenance schedule.	Cost allows for two coats of emulsion and includes gloss work.
01 - Decorations	B(C)	£20,000	5	4				2026	Redecoration required as part of a regular maintenance schedule.	Cost allows for two coats of emulsion and includes gloss work.
02 - Ceiling	C	£20,000	0	3				2021	Suspended tile ceilings: Aged to some areas including to pool corridor and changing rooms.	Cost allows for replacement.
02 - Ceiling	B	£0	15	4				2036	Suspended tile ceilings to Reception: In reasonable condition.	No works likely to be required.
03 - Floor	C	£5,000	0	3				2021	Carpet/carpet tiles: Require replacement with contract quality carpet.	Cost allows for like for like replacement of existing floor finish.
03 - Floor	C	£9,000	0	3				2021	Vinyl sheet/anti-slip vinyl sheet flooring: Requires replacement.	Cost allows for like for like replacement of existing floor finish.

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
	03 - Floor	C	£5,000	0	2			2021	Ceramic tiles to pool surround floor: Deterioration to grout and localised chipped and cracked sections.	Cost allows for localised repairs.
	03 - Floor	C	£4,000	0	3			2021	Ceramic tile flooring to Staff Room: Requires replacement.	Cost allows for like for like replacement of existing floor finish.
	03 - Floor	B	£5,000	7	4			2028	Carpet/carpet tiles: In reasonable condition, however, likely to require replacement with contract quality carpet within the extended maintenance period.	Cost allows for like for like replacement of existing floor finish.
	03 - Floor	B	£0	15	4			2036	Terrazzo flooring: In reasonable condition.	No works likely to be required.
	04 - Condition of Internal Walls	C	£10,000	0	2			2021	Ceramic wall tiles to Pool: Localised repair/replacement required to damaged sections.	Cost allows for localised repair/replacement.
	05 - Fixed Units	C	£2,000	0	3			2021	Timber benches to Changing Rooms: Require upgrading.	Cost allows to upgrade conforming to modern standards.
	05 - Fixed Units	C	£5,000	0	3			2021	Kitchen units to Staff Room: Require upgrading.	Cost allows to upgrade conforming to modern standards.
	06 - Sanitary Fittings	C	£40,000	0	2			2021	Children's Changing Room/WCs: Require refurbishment.	Cost allows for refurbishment conforming to modern standards.

Property Appraisal - Detail Report

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
	06 - Sanitary Fittings	C	£10,000	0	2			2021	Staff WCs: Require upgrade.	Cost allows for refurbishment conforming to modern standards.
	06 - Sanitary Fittings	C	£50,000	0	2			2021	WCs/showers to Male & Female Changing Rooms: Require upgrading.	Cost allows for refurbishment conforming to modern standards.
	06 - Sanitary Fittings	C	£10,000	0	3			2021	Staff WC (poolside): Not to modern standards.	Cost allows for refurbishment conforming to modern standards.
	07 - Internal Doors	C	£15,000	0	3			2021	Internal doors: Are aged and impact damaged throughout.	Cost allows for replacement.
	09 - Signs of Water Ingress	C	£2,500	0	2			2021	Girl's Changing Room: Signs of water ingress likely due to roof failures with staining, damaged plaster and plant growth noted internally to the skylight.	Cost allows for repair and redecoration.

Page 132

Property Appraisal - Detail Report

	<i>Cond.</i>	<i>Cost to B</i>	<i>Rem Life</i>	<i>Priority</i>	<i>C</i>	<i>L</i>	<i>R</i>	<i>Year</i>	<i>Notes</i>	<i>Remedial Action</i>
11 - Comments	C	£0	0	2				2021	Plaster walls and ceilings: Mould growth noted throughout due to aged windows, lack of ventilation and ongoing water ingress.	Cost for repairs included to decorations.

I - Engineering - Heating Systems

01 - Heat Emitters	C	£1,000	0	2				2021	Radiators require lifecycle replacement.	Cost allows for replacement.
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R - Engineering - Electrical

05 - Emergency Lighting	B	£0	14	4				2035	Emergency lighting is in serviceable condition.	No works likely to be required.
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Location: 00 - Ground Floor - Changing Room Female

K - Engineering - Vent & Cooling

03 - Extract Fans	B	£300	7	4				2028	Extract fan will require lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.
03 - Extract Fans	B	£300	7	4				2028	Extract fan will require lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.

Location: 00 - Ground Floor - Changing Room Male

K - Engineering - Vent & Cooling

03 - Extract Fans	B	£300	7	4				2028	Extract fan will require lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.
03 - Extract Fans	B	£300	7	4				2028	Extract fan will require lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.

Location: 00 - Ground Floor - Entrance Area

R - Engineering - Electrical

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
11 - Automatic Doors	B(C)	£5,000	1	2				2022	Automatic doors will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
11 - Automatic Doors	B(C)	£5,000	1	2				2022	Automatic doors will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.

Location: 00 - Ground Floor - Plant Room

K - Engineering - Vent & Cooling

	05 - AHUs	C	£100,000	0	2			2021	Consists of individual 6No. Woods fans, heater battery and plenum chamber. In very poor condition and require lifecycle replacement.	Cost allows for replacement.
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Location: 00 - Ground Floor - Reception Area

V - Engineering - Fire Systems

04 - Fire Main/Zone Panel	B	£2,000	7	2				2028	Fire alarm panel will require lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.
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Location: 00 - Ground Floor - Teaching Pool Room

I - Engineering - Heating Systems

01 - Heat Emitters	B(C)	£10,000	1	2				2022	Radiant panels require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
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R - Engineering - Electrical

03 - Distribution Boards	B(C)	£800	1	4				2022	Distribution board requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
03 - Distribution Boards	B	£0	14	4				2035	Distribution board is in serviceable condition.	No works likely to be required.

Cond. Cost to B Rem Life Priority C L R Year Notes Remedial Action

Location: -01 - Basement - Boiler House/Room

I - Engineering - Heating Systems

	02 - Heating Boilers	C	£25,000	0	2				2021	Gas boiler requires lifecycle replacement.	Cost allows for replacement.
	02 - Heating Boilers	C	£25,000	0	3				2021	Gas boiler requires lifecycle replacement.	Cost allows for replacement.
	02 - Heating Boilers	C	£25,000	0	2				2021	Gas boiler requires lifecycle replacement.	Cost allows for replacement.
	02 - Heating Boilers	B	£0	11	4				2032	Boiler flues are in serviceable condition.	No works likely to be required.
	05 - Controls	B	£1,500	9	4				2030	The chip control panel will require lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.
	11 - Valves	B(C)	£800	1	2				2022	The gas shut off valve requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
	11 - Valves	B(C)	£2,000	1	2				2022	Gas solenoid valve will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
	11 - Valves	B(C)	£2,000	1	2				2022	Gas regulator will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
	11 - Valves	B	£800	9	4				2030	The boiler safety valves will require lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.

K - Engineering - Vent & Cooling

	<i>Cond.</i>	<i>Cost to B</i>	<i>Rem Life</i>	<i>Priority</i>	<i>C</i>	<i>L</i>	<i>R</i>	<i>Year</i>	<i>Notes</i>	<i>Remedial Action</i>
03 - Extract Fans	B(C)	£1,500	1	3				2022	The extract fan will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
M - Engineering - Hot/Cold Water										
06 - Dosing System	B(C)	£500	1	2				2022	Dosing pot will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B(C)	£1,000	1	3				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B	£0	13	4				2034	Pump is in serviceable condition.	No works likely to be required.
07 - Pumps	B	£0	13	4				2034	Pump is in serviceable condition.	No works likely to be required.
07 - Pumps	B	£0	13	4				2034	Pump is in serviceable condition.	No works likely to be required.
07 - Pumps	B	£0	13	4				2034	Pump is in serviceable condition.	No works likely to be required.
07 - Pumps	B	£0	13	4				2034	Pump is in serviceable condition.	No works likely to be required.
07 - Pumps	B	£0	13	4				2034	Pump is in serviceable condition.	No works likely to be required.
07 - Pumps	B	£0	13	4				2034	Pump is in serviceable condition.	No works likely to be required.
07 - Pumps	B	£0	15	4				2036	Pump has been removed for refurbishment.	No works likely to be required.
12 - Controls	B(C)	£800	1	2				2022	The oil display panel will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
14 - Calorifiers	B(C)	£15,000	1	3				2022	Calorifier will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
14 - Calorifiers	B(C)	£15,000	1	3				2022	Calorifier will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
14 - Calorifiers	B(C)	£15,000	1	3				2022	Calorifier will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
14 - Calorifiers	B	£8,000	7	2				2028	Calorifier will require lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.
R - Engineering - Electrical										

	<i>Cond.</i>	<i>Cost to B</i>	<i>Rem Life</i>	<i>Priority</i>	<i>C</i>	<i>L</i>	<i>R</i>	<i>Year</i>	<i>Notes</i>	<i>Remedial Action</i>
02 - Main Switchgear	B(C)	£1,300	1	2				2022	Busbar will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
02 - Main Switchgear	B(C)	£1,300	1	2				2022	Busbar requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
03 - Distribution Boards	B(C)	£1,000	1	3				2022	Distribution board requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Controls	B(C)	£900	1	2				2022	The calorifier actuators will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
08 - Generators	B	£0	19	4				2040	The CHP Unit is in serviceable condition.	No works likely to be required.

X - Engineering - Fuel Storage

01 - Oil/Diesel Tanks	B(C)	£5,000	1	3				2022	Oil tank will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
03 - Comments	B	£1,000	7	3				2028	The gas shut meter will require lifecycle replacement within the extended maintenance schedule. The meter has a warning notice attached , this should be checked to determine if still valid and works required.	Cost allows for replacement.

Location: -01 - Basement - Corridor

M - Engineering - Hot/Cold Water

07 - Pumps	B(C)	£800	1	3				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
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Location: -01 - Basement - Office

R - Engineering - Electrical

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
03 - Distribution Boards	B(C)	£1,000	1	3				2022	Distribution board requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.

Location: -01 - Basement - Plant Room

I - Engineering - Heating Systems

05 - Controls	B(C)	£5,000	1	2				2022	Control panel will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
06 - Controls	B(C)	£1,000	1	3				2022	Control panel will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
12 - Plate Heat Exchangers	B(C)	£1,500	1	2				2022	Plate heat exchanger will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
12 - Plate Heat Exchangers	B(C)	£1,500	1	2				2022	Plate heat exchanger will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
12 - Plate Heat Exchangers	B(C)	£1,500	1	3				2022	Plate heat exchanger will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
13 - Inverters	B(C)	£1,000	1	3				2022	Inverter requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
13 - Inverters	B(C)	£1,000	1	3				2022	Inverter requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
13 - Inverters	B(C)	£1,000	1	3				2022	Inverter requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
13 - Inverters	B(C)	£1,000	1	3				2022	Inverter requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.

K - Engineering - Vent & Cooling

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
03 - Extract Fans	A	£0	18	4				2039	The extract fan is in serviceable condition.	No works likely to be required.
M - Engineering - Hot/Cold Water										
07 - Pumps	C	£1,500	0	3				2021	Pump will require replacement.	Cost allows for replacement.
07 - Pumps	C	£1,500	0	3				2021	Pump requires lifecycle replacement.	Cost allows for replacement.
07 - Pumps	B(C)	£1,500	1	3				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B(C)	£1,500	1	3				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B(C)	£1,500	1	2				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B(C)	£1,500	1	3				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B(C)	£1,500	1	3				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B(C)	£1,500	1	2				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B(C)	£1,500	1	3				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B(C)	£1,500	1	3				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B(C)	£10,000	1	3				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
07 - Pumps	B(C)	£1,500	1	3				2022	Pump will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
07 - Pumps	B	£1,500	7	3				2028	Pump will require lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.
Location: -01 - Basement - Switch Room										
I - Engineering - Heating Systems										
05 - Controls	B(C)	£800	1	3				2022	Control panel requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
R - Engineering - Electrical										
02 - Main Switchgear	B(C)	£3,000	1	2				2022	Isolators will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
02 - Main Switchgear	B(C)	£1,300	1	2				2022	Busbar requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
Location: 01 - First Floor										
C - Building - Internal Fabric										
01 - Decorations	C	£12,000	0	4				2021	Redecoration required as part of a regular maintenance schedule.	Cost allows for two coats of emulsion and includes gloss work.
01 - Decorations	B(C)	£12,000	5	4				2026	Redecoration required as part of a regular maintenance schedule.	Cost allows for two coats of emulsion and includes gloss work.
02 - Ceiling	C	£500	0	3				2021	Suspended tile ceilings: Localised stained and damaged tiles noted.	Cost allows for localised replacement.
02 - Ceiling	B	£0	20	4				2041	Plastered ceilings: In reasonable condition.	No works likely to be required.
03 - Floor	C	£6,000	0	3				2021	Vinyl sheet flooring to Pool Viewing Area: Requires replacement.	Cost allows for like for like replacement of existing floor finish.
03 - Floor	C	£3,000	0	3				2021	Carpet/carpet tiles: Require replacement with contract quality carpet.	Cost allows for like for like replacement of existing floor finish.

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
03 - Floor	C	£1,000	0	2				2021	Vinyl sheet flooring to Gym and Studio: Lifting and splitting to the joints and requires replacement.	Cost allows for repairs.
03 - Floor	B	£3,000	7	4				2028	Carpet/carpet tiles: In reasonable condition, however, likely to require replacement with contract quality carpet within the extended maintenance period.	Cost allows for like for like replacement of existing floor finish.
05 - Fixed Units	C	£2,000	0	3				2021	Kitchen units to Staff Room: Require upgrading.	Cost allows to upgrade conforming to modern standards.
06 - Sanitary Fittings	B(C)	£50,000	1	2				2022	WCs/Changing Rooms: Require upgrading within the maintenance schedule.	Cost allows for refurbishment conforming to modern standards.
07 - Internal Doors	C	£5,000	0	3				2021	Internal doors: Are aged and impact damaged throughout.	Cost allows for replacement.
09 - Signs of Water Ingress	C	£0	0	2				2021	Walls and ceilings: Signs of water ingress, several areas of damp and damaged plaster throughout due to longstanding water ingress from roof failures.	Cost for repairs included to decorations.

I - Engineering - Heating Systems

01 - Heat Emitters	C	£700	0	2				2021	Radiators require lifecycle replacement.	Cost allows for replacement.
01 - Heat Emitters	B	£500	7	4				2028	Radiant panel will require lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.

R - Engineering - Electrical

05 - Emergency Lighting	B	£0	14	4				2035	Emergency lighting is in serviceable condition.	No works likely to be required.
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Location: 01 - First Floor - Change Room Corridor

R - Engineering - Electrical

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
03 - Distribution Boards	B(C)	£500	1	2				2022	Distribution board requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
03 - Distribution Boards	B(C)	£500	1	4				2022	Distribution board requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.

Location: 01 - First Floor - Dance Studio

I - Engineering - Heating Systems

02 - Heating Boilers	C	£5,000	0	2				2021	Gas boiler is not operational and will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
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R - Engineering - Electrical

03 - Distribution Boards	B	£800	9	4				2030	Distribution board requires lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.
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Location: 01 - First Floor - First Aid Room

R - Engineering - Electrical

03 - Distribution Boards	B(C)	£1,000	1	2				2022	Distribution board requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
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Location: 01 - First Floor - Male Gym Change Room

R - Engineering - Electrical

03 - Distribution Boards	B(C)	£1,000	1	2				2022	Distribution board requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
03 - Distribution Boards	B(C)	£500	1	3				2022	Distribution board requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
03 - Distribution Boards	B	£1,500	9	4				2030	Distribution board requires lifecycle replacement within the extended maintenance schedule.	Cost allows for replacement.

											Property Appraisal - Detail Report									
											Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
Location: 01 - First Floor - Plant Room																				
R - Engineering - Electrical																				
	03 - Distribution Boards	B(C)	£1,000	1	2			2022	Distribution board requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.										
	03 - Distribution Boards	B(C)	£1,000	1	2			2022	Distribution board requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.										
Location: -01 - Lower Ground Floor																				
C - Building - Internal Fabric																				
	02 - Ceiling	C	£50,000	0	2			2021	Reinforced concrete to the underside of Pool: Delaminated with exposed reinforcement bars visibly corroded.	Cost allows a contingency for further investigation and repairs.										
	03 - Floor	C	£5,000	0	2			2021	Quarry tile floors: Deterioration to grout with uneven sections noted.	Cost allows for repairs.										
	06 - Sanitary Fittings	C	£5,000	0	2			2021	WC: Not to modern standards.	Cost allows for refurbishment conforming to modern standards.										
	07 - Internal Doors	C	£2,500	0	3			2021	Internal doors: Are aged and impact damaged throughout.	Cost allows for replacement.										
	09 - Signs of Water Ingress	C	£0	0	3			2021	Brick walls: Signs of water ingress.	Cost included.										
Location: Roof - External Area																				
K - Engineering - Vent & Cooling																				
	01 - Cooling Plant	B(C)	£5,000	4	3			2025	Daikin condenser will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.										
	01 - Cooling Plant	B	£0	13	4			2034	Air conditioning split system is in serviceable condition.	No works likely to be required.										

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
01 - Cooling Plant	B	£0	13	4				2034	Air conditioning split system is in serviceable condition.	No works likely to be required.
01 - Cooling Plant	B	£0	13	4				2034	Air conditioning split system is in serviceable condition.	No works likely to be required.
05 - AHUs	B(C)	£10,000	2	3				2023	Heat recovery unit will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
05 - AHUs	B(C)	£10,000	2	3				2023	Heat recovery unit will require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.

Location: Whole Block

C - Building - Internal Fabric

	05 - Fixed Units	B	£5,000	9	3			2030	Steel roller shutter doors: In reasonable condition, however, likely to require replacement within the extended maintenance period.	Cost allows to upgrade conforming to modern standards.
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I - Engineering - Heating Systems

03 - Pipework	C	£20,000	0	2				2021	Heating pipework requires lifecycle replacement.	Cost allows for replacement.
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M - Engineering - Hot/Cold Water

02 - Pipework	C	£20,000	0	2				2021	Hot water pipework requires lifecycle replacement.	Cost allows for replacement.
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R - Engineering - Electrical

04 - Lighting Installation	B	£0	14	4				2035	General lighting is in serviceable condition.	No works likely to be required.
11 - Automatic Doors	B(C)	£6,000	4	2				2025	Automatic entrance doors require lifecycle replacement within the maintenance schedule.	Cost allows for replacement.

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
14 - BMS	B(C)	£20,000	1	2				2022	Building Management System requires lifecycle replacement within the maintenance schedule.	Cost allows for replacement.
Location: Roof										
D - Building - Roof - Flat										
01 - Covering	C	£30,000	0	2				2021	Flat roof to Teaching Pool: Reportedly aged and appears stained.	Cost allows for replacement.
 01 - Covering	C	£15,000	0	2				2021	Lower level asphalt roofs to the East Elevation: Appear aged and in poor condition with internal signs of failure.	Cost allows for replacement.
 01 - Covering	C	£80,000	0	2				2021	Higher level asphalt roof coverings: Aged with cracking, shrinkage and patch repairs visible with ongoing water ingress and significant damage noted internally.	Cost allows for replacement.
01 - Covering	C	£15,000	0	2				2021	Flat roof to Teaching Pool Changing Rooms: Appears aged with ongoing failures noted internally.	Cost allows for replacement.
06 - Fascias/ Soffits/Bargeboards	B	£0	15	4				2036	PVCU fascias: In reasonable condition.	No works likely to be required.
09 - Down Rainwater pipes	C	£0	0	2				2021	Internal downpipes: Require inspecting as part of roof works.	Cost included.
10 - Skylights	B	£0	12	4				2033	Skylights: In reasonable condition.	No works likely to be required.
12 - Safe edge & Access	C	£1,000	0	2				2021	Higher level roof access ladder: Corroded and require replacement.	Cost allows for replacement.

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
12 - Safe edge & Access	B	£0	15	4				2036	Steel safe edge: In reasonable condition.	No works likely to be required.

D - Building - Roof - Pitched

01 - Covering	B	£150,000	10	3				2031	Higher level pitched mineral felt roofs: In reasonable condition, however, likely to require replacement within the extended maintenance period.	Cost allows for replacement.
09 - Down Rainwater pipes	C	£1,500	0	2				2021	PVCU rainwater goods: Joints require resealing.	Cost allows to reseal joints.

Location: External Site/Grounds

F - Building - External Works

01 - Fences/Gates	C	£1,000	0	4				2021	Metal gates and railings: In poor decorative order.	Cost allows for redecoration.
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02 - Walls	C	£500	0	2				2021	Brick wall to Main Entrance steps: Damaged and requires repair.	Cost allows to repair.
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02 - Walls	C	£600	0	4				2021	Brick walls to car park: Stained with signs of deterioration to mortar joints.	Cost allows to clean down and repoint.
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07 - Car Parks	C	£30,000	0	2				2021	Asphalt car park: Is cracked and spalled to localised sections.	Cost allows for localised resurfacing.
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07 - Car Parks	B	£0	15	4				2036	Armco to car park: In reasonable condition.	No works likely to be required.
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Property Appraisal - Detail Report

	Cond.	Cost to B	Rem Life	Priority	C	L	R	Year	Notes	Remedial Action
	08 - Paths	C	£5,000	0	2			2021	Paving slabs to footpaths and Main Entrance: Cracked and uneven to localised areas.	Cost allows to relay and replace paving slabs as required.
	08 - Paths	C	£10,000	0	2			2021	Asphalt footpath: Is uneven with cracking and subsiding.	Cost allows for resurfacing.
	11 - Steps/Ramps	C	£300	0	4			2021	Steel steps to rear entrance to Boiler Room: Require repainting.	Cost allows for repainting.
	Block Total		£1,313,000.00							
	Site Total		£1,313,000.00							
	Overall Total		£1,313,000.00							

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Report No.
HPR 2021/048

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
8 SEPTEMBER 2021**

Date: 22 SEPTEMBER 2021

Decision Type: Non-Urgent Executive Key

Title: ADDITIONAL RESTRICTIONS GRANT (ARG) TOP UP FUNDING

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

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

Ward: (All Wards);

1. Reason for report

The London Borough of Bromley has now distributed all the Additional Restrictions Grant (ARG) funding received from Central Government to support businesses in Bromley during the Covid-19 pandemic. As a consequence of distributing these monies in advance of the 30th July 2021 the Council has received an ARG top up of £2.611m to further support businesses. This report sets out recommendations for the spend of the top up funding.

2. **RECOMMENDATION(S)**

The RRH PDS:

2.1 Note the contents of the report and make any comments available to the Executive

That the Executive approve:

2.2 The distribution of £2.611m grants to businesses and business support across the borough across the five grant programmes detailed in this report: Existing start-up businesses, new start-up businesses, business expansion, business growth and cultural programming.

- 2.3 Delegated authority to the Director of Housing, Planning and Regeneration in consultation with the Portfolio Holder for Renewal and Recreation to determine grant criteria and application processes as required, in line with the Department for Business, Energy, and Industrial Strategy (BEIS) guidance.**
- 2.4 Delegated authority to the Director of Housing, Planning and Regeneration in consultation with the Portfolio Holder for Renewal and Recreation to move funding between the five grant programmes to best respond to demand and to ensure the full £2.611m is distributed.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: The ARG top up funding will provide further support to businesses that have been impacted by the Covid-19 pandemic, supporting livelihoods, including of the most vulnerable.
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Corporate Policy

1. Policy Status: Not Applicable
 2. BBB Priority: Excellent Council Vibrant, Thriving Town Centres
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Financial

1. Cost of proposal: £2.611m (grant funded)
 2. Ongoing costs: Non-Recurring Cost
 3. Budget head/performance centre: Town Centre Management – Business Support
 4. Total current budget for this head: £79k
 5. Source of funding: Government grant – Additional Restrictions Grant
-

Personnel

1. Number of staff (current and additional): 3
 2. If from existing staff resources, number of staff hours: Estimate 1500 hours
-

Legal

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

Procurement

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

1. Estimated number of users/beneficiaries (current and projected): It is estimated that 150 businesses across the borough will benefit from the top up funding in addition to businesses that will now receive payment after applying to the original ARG fund.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1. The Council has now distributed all the Additional Restrictions Grant (ARG) funding it received from Central Government to support local businesses during the Covid-19 pandemic. As a consequence of distributing these monies in advance of the 30th July 2021 the Council is anticipating further ARG funding in 2021/22 in the form of a top up of £2.611m to distribute to businesses across the borough.
- 3.2. Appendix 1 provides a summary of how the previous ARG monies were distributed. This summary shows that £9.599m has been distributed from the grant funding received for this specific purpose. More than 3,400 payments have been made to businesses to date.
- 3.3. These funds were over-subscribed. The Council received eligible Hardship Fund and Home Based scheme applications which were submitted by the deadline set but exceeded the funding pot available at that time. It is estimated that these applications will total around £420k. These funding applications will be paid from the ARG top up funds. Additionally top up funds of £40k have been used to cover the costs of the Start Up Bromley Business Lounge at Biggin Hill which was previously committed to, and £10k in relation to the Cultural Recovery Fund. The decision to allocate the top up ARG monies to these funding strands was taken by the Portfolio Holder for Renewal and Recreation and the Director of Housing, Planning and Regeneration using their discretionary authority as previously agreed by the Executive.
- 3.4. Therefore of the £2.611m grant top-up expected, there will be approximately £2.141m remaining to be distributed from the top up funds.
- 3.5. The ARG funding scheme aims to support trading businesses severely impacted by Covid-19 restrictions. As with the original ARG fund, the ARG top up is intended to take the form of discretionary grants to businesses but can also be used to fund wider business support activities. Each local authority establishes their own criteria for grant distribution to respond to the needs in their community, in line with the guidance.
- 3.6. ARG funding cannot be awarded to businesses that have already received the maximum levels of permitted subsidy, used as a wage support mechanism or for capital projects that do not provide direct business support, or received by the local authority.
- 3.7. To date the distribution of ARG monies has in the main focussed on keeping businesses afloat. With some smaller grant streams, such as the innovation grant, being more forward looking. The preference is to focus this last round of ARG funds on business growth inhibited by Covid-19.
- 3.8. Following discussion with the Business Improvement Districts and feedback from the Bromley Economic Partnership it is recommended that the £2.141m balance of the ARG top up is targeted as follows:
- **Existing start-up businesses** that emerged in 2020/21 and have been impacted by Covid-19, that were ineligible for previous ARG grant funding, due to eligibility rules around trading dates.
 - **New start-up businesses** that have been inhibited by the pandemic, through a diverse and hands-on package of support provided by the Start Up Bromley business lounges.

- **Business expansion** that has been inhibited by Covid-19, including encouraging successful businesses operating outside or within the borough to expand and 'set up in Bromley' through taking a vacant unit in the borough.
- **Business growth** that has been inhibited by the pandemic, encouraging existing businesses to make improvements that enable growth, for example external seating.
- Cultural organisations from within the borough bringing **cultural programming** to our high streets, to reactivate our public spaces and increase footfall that has been impacted by Covid-19.

- 3.9. **Existing start-up businesses:** The Council and its business partners are conscious that some businesses have slipped through the net over the past 18 months because they didn't meet initial ARG eligibility criteria as a result of not having been trading prior to the 4th November 2020. This criteria was removed from the ARG guidance during the previous funding round, however the take up from recent start-ups was low and there is a concern that it was not marketed widely enough due to it being a late BEIS change. Therefore this top up fund is an opportunity to continue to support these small businesses and assist them in remaining viable as they emerge from the impact of the pandemic. It is recommended that £100k is nominally allocated to this fund and that the grants awarded are up to £10k. Applications to this fund would follow the same process and evidence requirements as the original Hardship Grant fund.
- 3.10. **New start-up businesses:** The previous ARG monies were used to set up business lounges in Bromley, Orpington and Biggin Hill. Business support programme funding will allow them to provide bespoke support to start-up businesses that will include mentorship, expert advice in areas such as marketing, and business support services such as web design. It is recommended that £96k is allocated to this scheme, through a change control notice to GLL's existing contract and additional KPIs.
- 3.11. **Business expansion:** The ARG top up is an opportunity to address vacant units on our high streets that have increased as a result of the impact of Covid-19 through funding new business, business expansion and growth (eg. from the kitchen table to the high street). A 'set up in Bromley' fund would encourage new business and growth in Bromley by providing a grant to cover initial business set up costs. It is recommended that £1.45m is nominally allocated to this fund and that the grants awarded are between £25k and £50k. A new application process would be set up to administer these grants in line with the BEIS criteria and ARG requirements. The applications will be assessed by the Economic Development team, and approved by the Assistant Director, Culture and Regeneration.
- 3.12. **Business growth:** As well as expansion into vacant units these top up funds are an opportunity to support businesses who haven't been able to undertake improvements to their service to enable growth. It is recommended that £245k is nominally allocated to this fund and that the grants awarded are between £5k and £25k. A new application process would be set up to administer these grants in line with the BEIS criteria and ARG requirements. The applications will be assessed by the Economic Development team, and approved by the Assistant Director, Culture and Regeneration.
- 3.13. **Cultural programming:** The experience economy is considered key to reactivating our High Streets and increasing footfall, with cultural programming supporting our businesses through increased visitor numbers and establishing our town centres as destinations. Additionally cultural organisations and self-employed performers in the borough have been severely

impacted by Covid and bringing their offer in to our town centres will help them reach new audiences and promote their venues and societies. It is recommended that £250k is nominally allocated to this fund and that the grants awarded are between £2k and £20k. A new application process would be set up to administer these grants in line with the BEIS criteria and ARG requirements. The applications will be assessed by the Economic Development team, and approved by the Assistant Director, Culture and Regeneration. The larger grants will be prioritised for cultural organisations working in partnership.

- 3.14. Whilst nominal funding allocations have been made to the four grant streams detailed above, as with the previous ARG funding it is recommended that the Portfolio Holder for Renewal and Recreation, in agreement with the Director of Housing, Planning and Regeneration, can use their discretion to move monies between the grant schemes. This will ensure that the full £2.611m is distributed to businesses and that the Council can respond in an agile manner to demand. Whilst the ARG monies are required to last the Council until March 2022 and respond to any further local lockdowns, they also have to be spent by March 2022 or otherwise be repaid to the BEIS. This is a very short amount of time to successfully administer these grant schemes, therefore we are not recommending that any monies are held back.
- 3.15. All four grant streams will have an application process which is a requirement of the ARG funding. All applications will be assessed to ensure that applicants meet the BEIS ARG eligibility criteria. Fraud checks will continue to be undertaken diligently.
- 3.16. The ARG top up funding has to be fully distributed by 31st March 2022. Any leftover funds will be recovered by central government. Payments after this date will not be allowed in any circumstance.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Business support offered through this scheme will have a direct impact on protecting jobs in the borough. Job losses damage the economic wellbeing of the borough and have the most severe impact on vulnerable families.

5. POLICY IMPLICATIONS

- 5.1 The funding streams set out in this report support the delivery of the Council's objective of Vibrant Thriving Town Centres and Regeneration under the Council's Building a Better Bromley document. A vibrant local economy is necessary to support these objectives and will directly benefit from this scheme.

6. FINANCIAL IMPLICATIONS

- 6.1 The Council received a total of £9.599m in Additional Restrictions Grant in 2020/21 from Central Government, through the Department for Business, Energy and Industrial Strategy, to support businesses in the Borough during the Covid-19 pandemic. This has all now been distributed in accordance with the schemes previously agreed by the Executive.
- 6.2 A further grant top up of £2.611m is expected to be received by the Council for further business support schemes to be distributed by 31st March 2022.
- 6.3 Further New Burdens funding is expected to be received from the Government to meet at least some of the Council's costs of administrating these additional payments in 2021/22, but the allocations have yet to be confirmed.

7. PERSONNEL IMPLICATIONS

- 7.1 The business grants continue to be managed by the Culture and Regeneration division and have required officers to respond to the significant additional work the development and distribution of these grant programmes has created.
- 7.2 These costs have been reported to central government within the Council's New Burden responses.

8. LEGAL IMPLICATIONS

- 8.1 The main legal issue relating to this grant is to ensure the Council's compliance with the guidance for local authorities relating to the Additional Restrictions Grant as issued by the Department for Business, Energy and Industrial Strategy. This report demonstrates awareness of the Council's obligations to comply with that guidance.
- 8.2 Officers may wish to consider whether they require any further grant terms and conditions to impose on sub grant recipients to whom the Council makes any payment under the Additional Restrictions Grant. If they require this, they may contact Legal Services.

Non-Applicable Sections:	Policy implications; Procurement implications;
Background Documents: (Access via Contact Officer)	HPR 2021/021 HPR 2021/055 HPR 2021/001 HPR 2021/015

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GRANT/CRITERIA	ALLOCATION	COMMENCEMENT DATE	DISTRIBUTED TO DATE
<p>Hardship Fund</p> <p>A grant of up to £10k to support all businesses based in Bromley that have been impacted by Covid 19; had an annual turnover of over £50k, employed 25% of Bromley residents, and could demonstrate a 50% or greater reduction in a 3 month period.</p> <p>A further allocation to the Hardship Fund was approved in March 2021. This scheme was extended to include a further £2m. The criteria remained the same as the first Hardship Fund except the criteria for employing local people was removed to broaden the businesses that could benefit. The requirement that a business has a turnover of £50k was also subsequently removed by BEIS.</p>	<p>£1m, raised to £1.5m with Portfolio Holder's Approval</p> <p>Allocated up to a further £2m to the Hardship Fund.</p>	<p>Scheme went live on 26 January 2021.</p> <p>Scheme amended on 22 March 2021.</p> <p>Scheme closed on 4th July 2021.</p>	<p>A total of £3,510,000 has been distributed to a total of 372 local businesses under this scheme.</p> <p>This popular scheme enabled the Council to reach businesses that had fallen through the gaps of the Government mandatory schemes.</p> <p>Non-rateable businesses were able to apply that were previously excluded, some examples included a Cooking School, driving instructors, suppliers to the events industry and travel companies.</p> <p>Other beneficiaries that were excluded from the mandatory schemes were also successful for example dry cleaners.</p>
<p>Independent Public House Scheme</p> <p>This grant was made available to independent public houses, bars, and social clubs. The grant sum was dependent on the business rate threshold.</p>	<p>£1m allocated to scheme</p>	<p>Scheme went live on 20 January 2021.</p> <p>Due to a lower take up of the scheme it was subsequently approved in March to close this scheme by 16 April 2021</p>	<p>£469,500k allocated to 67 businesses.</p> <p>This scheme helped a variety of venues from a small bowls club to high street venues and local pubs. These venues were undoubtedly the hardest hit by COVID</p>

GRANT/CRITERIA	ALLOCATION	COMMENCEMENT DATE	DISTRIBUTED TO DATE
			restrictions and this scheme was distributed in recognition of this.
<p>Innovation Grant</p> <p>A grant of up to £10k was made available to support Bromley businesses pivot or innovate/grow.</p>	£1m allocated	Went live on 12 March 2021, open for applications until 12 April 2021.	£900,619 was distributed to 95 successful businesses who submitted business plans to help with future recovery and growth. Innovation examples included acquiring more state of the art machinery to increase production for a musical case company, custom designing a vehicle to allow a café to 'go-mobile' and updating PC equipment to support large streamed events for a media company.
<p>Enterprise Hub</p>	£120k allocated	Successfully awarded to SOS Creativity after they successfully won the tender for this service	£107,380 - cost of producing and maintaining new business Enterprise Hub
<p>Tier 4 Discretionary Top Up Payments</p>	£2m allocated		<p>£2,187,235 distributed to 2390 businesses.</p> <p>This top up to the mandatory Tier 4 scheme gave an additional boost to many businesses. Although the amounts were relatively small, compared to the other schemes, this funding was able to focus on businesses hardest hit by the</p>

GRANT/CRITERIA	ALLOCATION	COMMENCEMENT DATE	DISTRIBUTED TO DATE
			restrictions in hospitality, non-essential retail, leisure and personal care and provide an additional income life-line during lockdown.
Support for Business Improvement District	£700k allocated	Payments made to the 4 BID's in July 2021	<p>£699,621 distributed to the 4 BID's for the provision of a BID Booster scheme.</p> <p>Businesses within the 4 BID areas are able to apply for this funding if they meet certain criteria.</p>
Business Lounge	£216k allocated	Payments made in April 2021.	<p>£218,738 spent.</p> <p>In partnership with GLL, business lounges have been set up in Bromley Central and Orpington Libraries and are now available to book via the Start Up Bromley scheme</p>
<p>Reopening of Independent Public House, Bars, Social Clubs grant.</p> <p>To direct award a grant to all those businesses successfully awarded an independent public house scheme with the costs of reopening safely. This is recognition that these businesses, even when reopen, will have to maintain some</p>	Note – Residual amount from original pub scheme used to fund this scheme.	Payments made over the course of April-June 2021.	<p>£302,500 distributed to 67 venues.</p> <p>The Council were able to pay a 'top-up' amount to the venues already awarded a grant under the original scheme. This was in recognition of the continued restrictions put in place and also</p>

GRANT/CRITERIA	ALLOCATION	COMMENCEMENT DATE	DISTRIBUTED TO DATE
<p>restrictions when they are in fact designed to be busier places effecting their financial model. The grant will also support those opening with outdoor seating/heating costs. The amount awarded was dependent on rateable value</p>			<p>with a view to helping these venues re-open and be COVID secure.</p>
<p>Grant for One Person, Home Based businesses (Self Employed or Sole Directors)</p> <p>This grant was approved in the update to Members in March, and provided a one-off payment of £2k for One Person, Home Based Businesses in the borough, that were not eligible for SEISS or Furlough, that can evidence an impact of Covid and have any fixed costs.</p> <p>To allow more businesses to apply for this scheme the criteria was changed to allow businesses in receipt of SEISS to apply.</p>	<p>£300K is allocated to this scheme</p>	<p>Went live 22 March 2021.</p>	<p>£270,000 distributed to 135 businesses</p> <p>This one-off grant enabled the Council to reach a wider variety of businesses. They must be non-rateable businesses with fixed costs.</p> <p>Businesses that benefitted included dog walkers, a yoga teacher, a creative design company and travel companies.</p>
<p>Special Treatment License Holders</p> <p>A grant of £1k to those businesses holding a special treatment licence intending to reopen within the government roadmap timetable to be Covid secure.</p>	<p>£50k</p>	<p>Due to commence 22 March 2021</p>	<p>£42,000 distributed to 42 businesses.</p> <p>High street and home beauty businesses were able to apply for this scheme. Again, focusing on businesses hardest hit by</p>

GRANT/CRITERIA	ALLOCATION	COMMENCEMENT DATE	DISTRIBUTED TO DATE
			restrictions and with the highest costs to become COVID secure.
<p>Pavement License Grant</p> <p>This grant is to support businesses that hold a Pavement License to boost trade outside. The grant is to support businesses to ensure highways and public spaces are maintained and kept clean and tidy.</p>	£50k	Commenced 22 March 2021	<p>£34,000 distributed to 34 businesses.</p> <p>This scheme covered a variety of businesses including a deli, brewery and a high street café.</p>
<p>Community Swimming Grant</p> <p>£50k has been made available to Mytime Active to ensure community swimming facilities are opened safely.</p>	£50k	Payment made prior to 31 st March 2021	<p>£50k</p> <p>All leisure facilities have now successfully re-opened.</p>
<p>Cultural Recovery</p> <p>£100k has been allocated for distributions to cultural venues across the borough who are planning on reopening in line with the government roadmap. Cultural venues selected to apply by invitation.</p>	£100k	Payments made from 31 March 2021 onwards.	<p>£72,300 distributed to 7 venues.</p> <p>These payments to our well-known cultural venues has enabled them to prepare for re-opening and given them vital income while being forced to stay shut.</p>
<p>Hardship Top Up Scheme</p> <p>To direct award a grant to all those businesses successfully awarded a grant via the original hardship scheme. Original</p>	£735,000	Payment commenced W/C 7 June 2021	<p>£735,000 distributed to 245 businesses.</p> <p>As restrictions continued, this payment gave an additional boost</p>

GRANT/CRITERIA	ALLOCATION	COMMENCEMENT DATE	DISTRIBUTED TO DATE
<p>recipients were offered to apply for this grant on a first come, first served basis until funding for this scheme was utilised. This award was for a fixed amount of £3000 and was in recognition that these businesses have been impacted by the continued COVID restrictions.</p>			<p>to businesses that had already received a grant via the original scheme.</p> <p>It was positive to see that so many local businesses had survived, were trading again and therefore eligible to apply for this top-up scheme after the restrictions had started to lift.</p>
TOTAL AWARD £9,598,878			£9,598,893 (100%)

Report No.
ACH21-040

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: EXECUTIVE

With pre-decision scrutiny from Adult Care & Health Policy Development and Scrutiny Committee on 9 September 2021

Date: 22 September 2021

Decision Type: Non-Urgent Executive Key

Title: LEARNING DISABILITY SUPPORTED LIVING CONTRACT AWARD

Contact Officer: Colin Lusted, Head of Complex & Long Term Commissioning
Lead Officer Tel 020 8461 7650 E-mail: colin.lusted@bromley.gov.uk

Chief Officer: Kim Carey Interim Director of Adult Services

Ward: All Wards

1. REASON FOR REPORT

- 1.1 The Council has 5 separate contracts with specialist learning disability providers to provide care and support into 16 supported living properties within the Borough. A Gateway report, setting out the strategy for undertaking the reprocurement of these services was agreed at Executive on 27 November 2019.
- 1.2 This report details the outcome of the procurement process and seeks Executive approval for the award of contracts for the 4 Lots to the providers detailed in the Part Two report for a period of 5 years with the option to extend for a further period of 3 years. The estimated total cost of the awards over the full 8-year term (excluding inflationary increases and fluctuations due to individual client need) are detailed in the Part Two report. Contracts will commence on 25 January 2022.
- 1.3 The report should be read in conjunction with the Part Two report 'Learning Disability Supported Living Contract Award'.

2. RECOMMENDATION(S)

- 2.1 Adult Care and Health PDS is asked to note and comment on the contents of the report.
- 2.2 Executive is recommended to:

- i) Award the contract for the provision of supported living services to the providers detailed in the Part Two report with estimated annual / whole life values (excluding inflationary increases and fluctuations due to individual client need) for each Lot as also detailed in the Part Two report.**

- ii) Delegate to the Director of Adult Social Care, Education, Care & Health Services, in consultation with the Portfolio Holder for Adult Care and Health Services, the Assistant Director Governance & Contracts, the Director of Finance and the Director of Corporate Services, authorisation to exercise the 3 year extension period.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: To ensure the continued provision of statutory services to adults with learning disabilities living in Bromley.
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Supporting Independence
-

Financial

1. Cost of proposal: Further Details: Please refer to the Part Two report.
 2. Ongoing costs: Recurring Cost Please refer to the Part Two report.
 3. Budget head/performance centre: Learning Disabilities
 4. Total current budget for this head: £18.0m per annum
 5. Source of funding: Existing revenue budget, client contributions
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 78
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The Council has 5 separate contracts with specialist providers to provide care and support to 78 people with learning disabilities living in 16 supported living schemes within the Borough. The contracts have been in place with the current providers for between 4 and 8 years. A Gateway report, setting out the strategy for undertaking the reprocurement of these services, was agreed at Executive on 27 November 2019. It was intended for the procurement process to take place during 2020 but the pandemic precluded the procurement taking place. Chief Officer agreement (in consultation with the Portfolio Holder) to delay the procurement in accordance with report CSD20062 (Covid 19: Procurement Implications) was given in September 2020 to extend the contracts for 9 months to 24 January 2022 and enable the reprocurement of these services.
- 3.2 The 78 people living in these services have tenancies with a Registered Social Landlord. The Council retains sole nomination rights into these properties which are a mix of houses and self-contained flats. The contracts relate to the provision of care and support which may include assistance with:
- Managing bills and money
 - Shopping, cooking and healthy eating
 - Learning new skills for independence
 - Accessing employment, sports and social activities
 - Personal care and well-being
 - Managing medication
- 3.3 The services are monitored regularly by the Council's monitoring officers and Quality Checkers. Contract management meetings take place at least annually using feedback from the monitoring officers (who use the Council's Quality Assurance Framework) and the Quality Checkers. In addition, the attached Key Performance Indicators and Service Outcomes (please see Appendix 2) form part of the Contract / Service Specification and will be used by commissioners to monitor performance.
- 3.4 The people living in these properties have a right of tenure and many tenants have lived in their homes for more than 10 years. People living in supported living have greater independence, choice and control over their lives when compared to living in a care home. The supported living model of care has been adopted by councils nationally and, when compared with registered care services, is a cost effective way of meeting needs; this is due to housing and general living costs being met by welfare benefits, with the Council being responsible for the cost of care and support only.
- 3.5 The Lots are comprised of the supported living schemes set out in the Part Two report.
- 3.6 For this tender, the current 5 contracts have been condensed into 4 Lots with the intention of awarding 4 separate contracts (1 per Lot) to maintain a range of local providers. Subject to award, providers will be notified in mid-October, with contract mobilisation taking place over a 3-month period with commencement on 25 January 2022. Service users are aware that the retendering of services is taking place and for the majority of them, this will have happened at least twice before while they have lived in their homes. Most service users will not experience significant change should a different provider be awarded the contract as staff tend to transfer to new providers under TUPE arrangements.

4. CONTRACT AWARD RECOMMENDATION

4.1 Recommended Provider(s):

Please refer to the Part Two report.

4.2 Estimated Contract Value (annual and whole life):

Please refer to the Part Two report.

4.3 Other Associated Costs:

Please refer to the Part Two report.

- 4.4 **Proposed Contract Period:** 5 years with commencement on 25 January 2022 – 24 January 2027, with a further period of up to 3 years commencing 25 January 2027 – 24 January 2030 (8 years in total).
- 4.5 The 2-stage tender process was undertaken in accordance with contract procedure rules and in consultation with the Contracts Team using the online tendering system Pro-contract. Bids were evaluated during the initial stage 1 process with qualifying bids taken through to Stage 2. The Stage 2 process included interviewing each bidder in relation to their written submissions. The tenders were evaluated with the Council's usual 60% price / 40% quality split, with the results analysed using the CIPFA model. The scoring summaries for each Lot are detailed in the Part Two report at Appendix 1.

5. POLICY CONSIDERATIONS

- 5.1 The Council's statutory duty under the Care Act 2014 is a consideration in relation to the procurement and delivery of these services.

The Care Act (2014) guidance states that:

Local authorities should consider the contract arrangements they make with providers to deliver services, including the range of block contracts, framework agreements, spot contracting or 'any qualified provider' approaches, to ensure that the approaches chosen do not have negative impacts on the sustainability, sufficiency, quality, diversity and value for money of the market as a whole – the pool of providers able to deliver services of appropriate quality

- 5.2 The services being tendered are in alignment with the Council's Building a Better Bromley policy 'Supporting Independence' and reflect the priorities within the Learning Disability Strategy.

6. IT AND GDPR CONSIDERATIONS

- 6.1 Information governance and security form part of the evaluation process. All of the bidders taken through to Stage 2 of the process were evaluated as being compliant.

7. STRATEGIC PROPERTY

- 7.1 All of the properties that this procurement relates to are owned by external Registered Social Landlords.

8. PROCUREMENT RULES

- 8.1 This report seeks to award a Contract for the Provision of Supported Living Services to the Providers detailed in the Part 2 Report for each of the four Lots as detailed in paragraph 3.6 of this report. The Contracts will be for a period of five years with the option to extend for a further period of up to three years. The estimated whole life cost of the proposed contract award for each of the Lots is set out in the Part 2 Report.
- 8.2 This is a Service and is covered by Schedule 2 of the Public Contract Regulations 2015, and thus the procurement was undertaken in accordance with the 'Light Touch Regime' (LTR) of these Regulations. A summary of the Consensus scores against the quality criteria for each Lot is set out in Appendix 1 of the Part 2 Report.
- 8.3 The tender process was carried out in line with the requirements of the Public Contract Regulations 2015, and the Council's Contract Procedure Rule 8.2.1.

- 8.4 The Council's requirements for authorising an award of contract are covered in Contract Procedure Rule 16. For Contracts of the values set out in the Part 2 report, the Approval of Executive, following Agreement by the Portfolio Holder, Chief Officer, the Assistant Director of Governance & Contracts, the Director of Corporate Services and the Director of Finance.
- 8.5 In accordance with Contract Procedure Rule 2.1.2, Officers must take all necessary professional advice.
- 8.6 Following the decision, a Find a Tender Award Notice will be issued and, as the Contract values are over £25,000, an award notice will be published on Contracts Finder. A mandatory Standstill Period will be observed in accordance with the Public Contract Regulations 2015.
- 8.7 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 current content.

9. FINANCIAL CONSIDERATIONS

- 9.1 Financial considerations are included in the part 2 report.

10. PERSONNEL CONSIDERATIONS

- 10.1 There are no direct personnel considerations for the Council to consider.

11. LEGAL CONSIDERATIONS

- 11.1 The Council has the power to receive and spend any Government Grant outlined in this report. The Council also has various legal duties and powers under the Care Act 2004 to ensure the continued provision of statutory services to adults with Learning Disability living in Bromley and within the guidance of the Council's 'Building a Better Bromley' policy of 'Supporting Independence', which reflects the priorities within the Learning Disability Strategy. In furtherance of these powers, the Council has the legal power to award and enter into a Contract with the Providers as detailed in Part 2 of the Report for each of the four Lots as referred in paragraph 3.6 of this report and may also provide and commission through the contracts the services outlined in this report.
- 11.2 This Report seeks to approve an award of Contract for the provision of supported living services to the Providers as detailed in Part 2 of the Report. The proposed Contract period is for a duration of 5 years (with commencement from 25.01.22 till 24.01.27), with the option to extend for a further 3 years (commencing from 25.01.27 till 24.01.30 i.e., 8 years in total). The contract's overall whole life cost over the whole life (i.e., total cumulative spend over the eight-year period excluding inflationary increases and fluctuations due to individual client need) is detailed in Part 2 of the Report.
- 11.3 This is a public services/supplies Contract within the meaning of Schedule 3 of the Public Contracts Regulations 2015 (PCR), whereby the Light Touch Regime applies.
- 11.4 In accordance to CPR 8.2.1, the competitive tender process has been undertaken in line with the requirements of the Public Contracts Regulations 2015.
- 11.5 Under the Council's Contract Procedure Rules, the Councils requirement for authorisation of an award of Contract, is in accordance to CPR 16. The decision to commence an award of this value of the Contracts (as detailed in Part 2 of the Report), over the proposed contract period and authorisation for such procurement actions are at the approval of the Executive following Agreement by the Portfolio Holder for Adult Care and Health Services, Chief Officer, Assistant Director of Governance and Contracts, Director of Corporate Services and Director of Finance. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 11.6 As the Contracts hold a threshold value over 25k, a Contract award notice will need to be published via

Contracts Finder within 30 days of awarding the Contracts. According to the Regulations, a Standstill Period will also need to be observed.

11.7 The Contract can be awarded in accordance with the Council's Contract Procedure Rules and the Public Procurement Regulations 2015. Officers should ensure they comply with all Grant conditions.

11.8 This Report is to be read in conjunction with Part Two of the Report.

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	ACH19010 Gateway Report - Learning Disability Supported Accommodation Procurement Strategy - 27 November 2019 CSD20062 Covid 19: Procurement Implications - 24 April 2020

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APPENDIX 2

SERVICE KEY PERFORMANCE INDICATORS

	KPI	Target	Monitoring Method
1	Every referral will be accepted by the Provider, as per the terms of the contract.	100% mandatory	Quarterly Contract monitoring report
2	Every referral to be assessed by the Provider within 5 working days.	100% mandatory	Quarterly Contract monitoring report
3	The provider is to commence development of a person-centred strength based & outcome focussed support plan within 5 working days of moving in.	100% mandatory	Contract compliance visit
4	% of Service Users with an up-to-date Service User centred support plan reflective of current needs and reviewed at least quarterly or following a serious incident	100% mandatory	Quarterly Contract monitoring report / Contract Compliance Visit (snapshot)
5	Service User is supported to attend and complete an Annual Health Check with GP	100%	Quarterly Contract monitoring report
6	Service User is registered with all mainstream health services (Dentist, Optometrist etc.)	100%	Contract compliance visit
7	% of staff team to be permanent	80%	Quarterly Contract monitoring report
8	That KPI scores in the QAF achieve at least Level B or above	100%	Contract compliance visit
9	% of agency staff by hours per quarter	No more than 10% of establishment hours	Quarterly Contract monitoring report
10	% staff vacancies expressed as hours	<16%	Quarterly Contract monitoring report
11	% of staff receiving mandatory refresher training	95%	Contract compliance visit
12	% of appropriately trained and assessed as competent staff available to meet the health and medication needs of the Service Users, 24/7	100% of time	Contract compliance visit
13	Ensure that all safeguarding and serious incidents are reported in accordance with national and local guidance.	100% mandatory	Quarterly Contract monitoring report
14	Ensure that all safeguarding and serious incidents are reported within 24 hours to the Contract Monitoring Team	100% mandatory	Quarterly Contract monitoring report
15	Level of Service User and/or their representatives satisfaction with the service as reflected in the Annual Survey.	>90% satisfied	Contract monitoring report – annual survey
16	Communication passport in place and reviewed	100%	Quarterly Contract monitoring report / Contract Compliance Visit (snapshot)
17	Hospital passport in place and reviewed	100%	Quarterly Contract monitoring report / Contract Compliance Visit (snapshot)
18	Number of complaints resolved to the satisfaction of the complainant	95%	Quarterly Contract monitoring report

19	Compliance with Deprivation of Liberty guidance & Procedures/ Liberty Protection Safeguards (LPS)	100%	Contract compliance visit
20	% of Service Users who have had a medication review under STOMP*	100%	Contract compliance visit

*STOMP stands for stopping over medication of people with a learning disability, autism, or both with psychotropic medicines. It is a national project involving many different organisations which are helping to stop the overuse of these medicines. STOMP is about helping people to stay well and have a good quality of life.

APPENDIX 2

SERVICE OUTCOMES

Domain 1: Autonomy, Voice & Control

	Outcome	Provider Evidence	Evidence
1.1	The individual feels that they are treated with dignity and respect within the service	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Surveys with individuals which demonstrate a high level of satisfaction ➤ Number and details of compliments received. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
1.2	Individual feels able to make a complaint or comment without fear of retribution	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Accessible information, Use of advocates. ➤ Number and details of compliments received. ➤ Number and details of complaints received. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits

Domain 2: The Right Support at the Right Time

	Outcome	Provider Evidence	Evidence
2.1	Service User is enabled to meet the outcomes and aspirations within their support plan	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Surveys with individuals which demonstrate a high level of satisfaction. ➤ Contract monitoring reports.

			<ul style="list-style-type: none"> ➤ CLDT reviews. ➤ Monitoring visits
2.2	That the Service users life pathway aspirations are driven and informed by their choice and control	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
2.3	That the Service User is happy with the staff team that support them and they are engaged in the recruitment process.	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Surveys with individuals which demonstrate a high level of satisfaction. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits

Domain 3: Education, Training and Employment

	Outcome	Provider Evidence	Evidence
3.1	Individuals feel fulfilled and have contact and socialise with friends and family	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Surveys with individuals which demonstrate a high level of satisfaction. ➤ Number and details of compliments received. ➤ Number and details of complaints received.
3.2	Individuals feel that they have choice and control over their lives	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Service User centred support plans. ➤ Service User involvement in support planning process. ➤ Provider shows methods of engaging Service User choice. Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
3.3	Individuals access learning and leisure and participate as equal members of their local community	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Service User feedback systems demonstrate high levels of satisfaction. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits

Domain 4: Being Active and Well

	Outcome	Provider Evidence	Evidence
4.1	Providers have developed good inter agency working	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Service users accessing other services (e.g. OT, SALT, Psychology) Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
4.2	Individuals maintain a healthy lifestyle and are not disadvantaged due to their needs	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Annual Health Check, ➤ Health Action Plans up to date. ➤ DNR notices reviewed. Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits

Domain 5: Relationships and Connections

	Outcome	Provider Evidence	Evidence
5.1	Individuals are able to access a wider circle of support rather than rely on the provider	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Person centred plans. ➤ Strength based approach ➤ Family/friend involvement. ➤ Accessing community resources. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
5.2	Individuals feel that they can take positive risks in their life	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Person centred plans. ➤ Strength based approach ➤ Use of advocates. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits

Domain 6: A Safe and Secure Home

	Outcome	Provider Evidence	Evidence
6.1	Service users are protected from the negative effects of any behaviour by people who use the services	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. Surveys with individuals which demonstrate a high level of satisfaction.

			<ul style="list-style-type: none"> ➤ Number and details of compliments received. ➤ Number and details of complaints received. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits
6.2	Service users maintain their tenancy and ensure their rights are upheld	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Accessible information. Repairs. ➤ Complaints. ➤ Length of tenancy. ➤ Contract monitoring reports. ➤ CLDT reviews, ➤ Monitoring visits
6.3	Service users have positive interactions with other service users within the service	Post contract award, the Provider will be expected to submit evidence to support these outcomes	<ul style="list-style-type: none"> ➤ Positive feedback from individuals. ➤ Positive feedback from family and friends. ➤ Surveys with individuals which demonstrate a high level of satisfaction. ➤ Number and details of compliments received. ➤ Number and details of complaints received. ➤ Contract monitoring reports. ➤ CLDT reviews. ➤ Monitoring visits.

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