



Renewal & Recreation Business Plan 2012/13

MONITORING REPORT

Quarter 3: 06/10/12 – 05/01/12

INTRODUCTION

Renewal & Recreation Business Plan monitoring reports are designed to track progress made against actions identified in the Renewal & Recreation Business Plan 2012/13. The completion of these actions is integral to the delivery of the department's strategic outcomes for 2012/13 and for our key priority: 'a vibrant, thriving borough'.

This report highlights and reports against the milestones and targets set for attainment in Quarter 3. Lead officers have provided a progress update which identifies developments in the delivery of projects and services. Each progress update is also scrutinised by a traffic light (Red/Amber/Green) system to provide a clear indication of the level of achievement.

Progress achieved	Traffic light status
Milestone/target is not achieved and is more than 10% away from being achieved	R
Milestone/target is close to being achieved and is within 10% of being achieved	A
Milestone/target achieved or exceeded	G

This report also recommends new actions are added to the plan where work has been undertaken in response to opportunities or challenges within the remit of the portfolio.

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OUTCOME 1: VIBRANT AND THRIVING TOWN CENTRES

Aim 1a: Continue to support the vitality of Bromley town centre, including through the delivery of the first phase of the Bromley Area Action Plan				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Select a development partner for Site G (Churchill Place)	Kevin Munnelly	Invite potential partners to negotiate options for the site as part of the procurement process by November 2012.	A shortlist of potential development partners was approved by the Council's Executive Committee on 24 th November. Negotiations with Kier Developments, Barratts, Wilson & Bowden and Muse Developments have now begun and officers anticipate that the successful development partner will be identified in the spring.	G
Commence development works on Site K (Bromley South Central)	Kevin Munnelly	Support Cathedral Group to secure vacant possession of the site by January 2013.	The Council has served notice on properties in the development site to secure vacant possession by the end of January. However, officers are currently awaiting financial clearances to instruct the closure of Westmoreland Road car park. Parking mitigation measures are being implemented including the installation of a variable messaging system, upgrades to the Hill car park resulting in an additional 120 spaces, increasing on street parking in Bromley North and opening up the St Blaise car park for use by the public at weekends.	A
Implement Bromley North Village public realm improvements	Kevin Munnelly	Finalise scheme drawings and complete all preparatory work for the scheme.	On 8 th January, the Executive approved the scheme design for public realm improvements and comments are to be sought from the Renewal & Recreation Policy Development and Scrutiny Committee in January. Scheme implementation is set for the end of March 2013.	G

Work with Network Rail and Partners to formalise plans for a passenger drop off area at Site J (Bromley South Station)	Kevin Munnelly	Agree detailed designs by January 2013.	Negotiations with stakeholders have delayed work of this scheme. Discussions with landowners (Waitrose and the Metropolitan Police) around concerns about leasing arrangements and parking enforcement/controls are ongoing.	N/A
Prepare, consult and adopt a new policy for Site A (Bromley North Station)	Kevin Munnelly	Report the results of consultation to the Development Control Committee in November 2012	The Policy Framework for Site A has been prepared and is due to be considered by the Development Control Committee in February 2013. Consultation will be undertaken after the Framework has been considered by the Committee and the results will be reported in Summer 2013. The delay with this work is linked to the changes to legislation in relation to the Local Plan and the need to consider economic growth issues.	A

Aim 1b: Continue to support and develop the vitality of Orpington				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Develop a Business Improvement District to a successful ballot stage in Orpington	Martin Pinnell	Support the Business Improvement District Working Group to begin their pre-ballot campaign.	During Quarter 3, the pre-ballot campaign got underway with the Town Centre Manager for Orpington working closely with members of the Working Group and a consultant bought in specifically to assist with the engagement. As at the beginning of January, 185 businesses had been contacted directly, with around 60 one to one meetings having taken place. Campaigners have been looking to ascertain voting intentions and so far indications for a positive vote in favour of a Business Improvement District are promising.	G

On hearing a successful outcome on the funding application to the Heritage Lottery Fund, instigate a development grant to work up the second and fund round application to for £2 million to extend and improve Bromley Museum	John Gledhill	Appoint a Project Activity Manager and Specialist Conservation Architect.	The European process to procure a Specialist Conservation Architect began in October 2012. 16 Pre-Qualification Questionnaires were returned and 5 companies were invited to tender in December 2012. Tenders are due back on 4 th February 2013 and a contract award (to be agreed by the Chief Officer) is expected in March 2013. The Project Activity Manager post has been advertised internally however no suitable candidate was found. This post is being advertised externally and an appointment is anticipated in February 2013.	G
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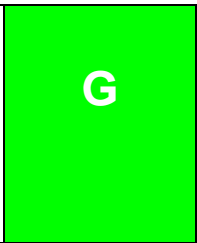
Aim 1d: Promote and support the vitality of all town centres				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Deliver an events and promotional campaign in partnership with local businesses	Martin Pinnell	Continue delivery of a programme of public events at town centre locations across the borough.	Bromley, Orpington, Beckenham and Penge town centres all played host to Christmas celebration events to mark the Christmas lights switch on in this quarter. In Bromley town centre a programme of events took place in the town centre over the course of a day which included a Santa Dash (in partnership with Bromley MyTime), a Christmas parade and fireworks. Footfall increased by 40% on the day and car park use increased by 22%. Feedback from businesses on events in the other towns was also positive, particularly in Penge where X Factor contestants Rough Copy switched on the lights. Monthly farmers markets in Chislehurst continued in this quarter and a special Christmas market in Bromley town centre took place between 13/12 and 24/12.	G

Continue to maintain and further improve the appearance, tidiness and quality of town centres.	Martin Pinnell	Monitor the contract delivery of Christmas lights in Bromley, Orpington and Penge as supplied by funding from the Mayor's Outer London Fund.	Christmas lights schemes were delivered in the three town centres using funding from the Mayor's Outer London Fund. The scheme used the lights purchased in 2011 using the same fund. Christmas trees were also purchased for Bromley and Penge; the former was sponsored by EW Payne and the latter was purchased using contributions from businesses and residents associations.	G
		Facilitate Christmas light displays in all managed town centres subject to private sector funding.	Smaller town centre light displays were facilitated in Chislehurst Royal Parade and Chislehurst High Street, Petts Wood, Biggin Hill, Hayes and West Wickham. Christmas lights and a lit Christmas tree were also facilitated in Beckenham from donations received from town centre businesses and Beckenham Residents Association.	G
		Complete the third quarterly environmental monitoring visits to Beckenham, Bromley, Orpington and Penge.	Town Centre Managers completed their third quarterly environmental monitoring visits in town centres. In Orpington, issues with fly posters were reported and resolved. In Bromley, the Town Centre Manager has worked with McDonalds to identify hotspots for litter around Market Square and Bromley North. A partnership approach has been agreed to tackle litter between PCSOs and X-For enforcement officers who will issue a fixed penalty notice to those who drop litter. In Penge, operation Maquina was undertaken with Police and Bromley officers which included a clamp down on fly-tipping and litter. In Beckenham, it was reported that flood lights on the war memorial were not working; these were subsequently repaired.	G

		Continue to implement the vinyl scheme to help improve the appearance of empty shop fronts and monitor on a quarterly basis.	The unit which was formally home to Zennith Windows in Beckenham was unsightly with poorly maintained hoardings. Officers have worked with the new leaseholders to provide high quality vinyls with scenes of Beckenham. The Town Centre Manager has secured copyright for the design which can now be used on other Beckenham units.	G
Develop and support town centre partnerships.	Martin Pinnell	Facilitate bi-monthly meetings of Orpington Business Forum, Beckenham Business Association and Penge Traders Association.	Town Centre Managers attended meetings of the Orpington Business Forum on 9 th October and 11 th December 2012, the Beckenham Business Association on 2 nd October and 4 th December and the Penge Traders Association on 6 th November. The Beckenham Business Association are working with the town centre manager to explore the possibility of offering free wifi access to shoppers across Beckenham town centre. The Penge Traders Association are looking at potential funding opportunities to support their work and at installing a permanent Christmas tree in the town centre.	G

Deliver a programme of improvements to secondary shopping parades	Martin Pinnell	Accept and evaluate bids received and subject to financial limits, either seek approval for the works from the Renewal & Recreation Policy Development and Scrutiny Committee or Portfolio Holder; or grant permission for works to be undertaken directly.	In this quarter hanging baskets and Christmas lights were installed in Sundridge Parade. Plans for the Keston sign were approved and it is expected that this will be installed in Quarter 4. Applications for Anerley Hill are currently being costed which aim to implement public realm improvements (including improvements to pavements, street furniture and waste management). Funds are still available for application and a report to the Renewal & Recreation Policy Development and Scrutiny Committee in February 2013 will recommend extending the scheme to the next tier of shopping parades.	G
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Aim 1e:	Promote business investment and development, particularly in the borough's key commercial and industrial areas.			
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Maintain regular communications with businesses to raise awareness of support and networking opportunities	Martin Pinnell	Ensure the Council has a presence at local business networking events.	Officers attended a networking meeting hosted by financial intermediaries the GLE Group. Officers also attend the South East Chamber of Commerce networking events in Bromley. The Renewal & Recreation Portfolio Holder also attended the Bromley Business Awards in this quarter.	G

<p>Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision in the borough</p>	<p>Martin Pinnell</p>	<p>Facilitate meetings of the Economic Partnership in October 2012.</p>	<p>The Economic Partnership met on October 2012. Information and updates on town centre development, town centre management and the South London Business 'Business Awards' were provided. An office sector workshop was discussed and the Glades 21st birthday was noted.</p>	
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OUTCOME 2: PROTECTION, CONSERVATION AND ENHANCEMENT OF THE NATURAL AND BUILT ENVIRONMENT

Aim 2a: Ensure the ongoing effectiveness of planning regulatory functions

Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
<p>Perform at a level that, which while acknowledging national targets in relation to the process of planning applications, focuses on delivery a quality outcome for the borough.</p>	<p>Jim Kehoe</p>	<p>Deliver a quality planning service meeting the following national targets where possible:</p> <ul style="list-style-type: none"> • 60% of major planning applications to be determined within 13 weeks of receipt • 65% of minor applications to be determined within 13 weeks of receipt • 80% of other applications to be determined within 8 weeks of receipt. 	<p>50% of major planning applications were determined within 13 weeks. 47.9% of minor and 67.4 % of other applications were determined within 8 weeks. Planning have invested time into a Rapid Improvement Event (RIE) to improve the time an application spends being processed and validated in the Admin Team leading to more time for the planners with the case file. This will lead to a reduced time for the validation of applications in Quarter 4. In addition, over the coming year other parts of the planning process will be reviewed according to the general improvement plan.</p>	<p>R</p>

Aim 2d: Review the priority options to maintain the delivery of a quality planning service				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Assess the existing practices and structure of the planning division and make recommendations on its future operation.	Jim Kehoe	Report on initial findings to the Chief Planner by December 2012.	A report on a general improvement plan for the Planning Division was sent to the Renewal & Recreation Policy Development and Scrutiny and the Development Control Committee in January 2013.	G

OUTCOME 3: ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS

Aim 3a: Identify further opportunities to modernise/improve the library offer				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Explore further opportunities for shared services within the library service	Tim Woolgar	Develop detailed and costed proposals for consideration	Officers from the London Borough Bromley and the London Borough of Bexley are currently exploring options to create a 'one Library' service across the two boroughs. Further analysis and business planning is being undertaken, the outcome of which will be reported to member in the new municipal year.	G
Participate in Team London project to develop the use of volunteers to provide added value to the Library Service and use young volunteers to enhance the Summer Reading Challenge	Tim Woolgar	Agree role descriptions for volunteers and for other volunteer roles in libraries and begin recruitment by December 2012.	Role descriptions have been agreed but some further work is required on supporting policies and recruitment documents.	A

Aim 3b: Improve the Council's cultural and leisure offer in addition to sports facilities.				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Support communities, voluntary clubs and individuals in the development and planning of sports and physical activities and initiatives to raise the levels of participation and contribute to healthy lifestyles.	John Gledhill	Facilitate the third quarterly meeting of the parent, executive and delivery sub groups.	The third quarterly meetings took place and minutes from each meeting have been uploaded onto the Pro Active Bromley website. Pro Active South London also had an attendance at meetings.	G
		Deliver a sports forum event	Sports Forum took place on 22 November with over 70 people attending, including local sports clubs and organisations. Doug Patterson gave the opening address at the Forum.	G
Complete the procurement process for the development of a multi-sports hub at Norman Park	John Gledhill	Award contract to successful development partner	The tender exercise undertaken did not produce a suitable leisure investment and management company that would deliver a value for money scheme at the site. The Portfolio Holder for Renewal and Recreation agreed to discontinue the current tender process at the meeting of the Renewal & Recreation Policy Development and Scrutiny Committee on 13 November 2012.	N/A

<p>Further develop the parks, leisure and sports offer at Crystal Palace Park in line with the Crystal Palace Park Masterplan</p>	<p>Colin Brand/ Hannah Jackson</p>	<p>Report to the Executive Committee on progress and governance options for Crystal Palace Park in November 2012.</p>	<p>Having undertaken initial investigations exploring business planning for not for profit organisations which are responsible for parks, reporting a decision on governance options has been postponed. This is to allow time to further explore options for regeneration projects in the park that could create opportunities for sustainable revenue generation to support different governance options. For example, officers are currently exploring a Parks for People bid to the Heritage Lottery Fund and with support from the Greater London Authority. In the meantime, officers and the community have made smaller grant funding applications and organised work groups and event to realise minor improvements in the park.</p>	<p>N/A</p>
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OUTCOME 4: DEVELOPING OPPORTUNITIES FOR RESIDENTS TO IMPROVE SKILLS, LEARNING AND EMPLOYMENT PROSPECTS.

Aim 4b: Provide opportunities for unemployed adults to improve their employment prospects.

Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Investigate options for and begin delivery of a youth employment scheme for young unemployed residents.	Hannah Jackson	Issue tender documents to procure an experienced and proficient employment and skills training provider to deliver the project and begin analysis of tender returns.	Tender documents were issued to shortlisted tenderers on 16 th October and six out of the seven tenderers returned their proposals by the 26 th November deadline. Evaluations took place at the beginning of December with support from the National Apprenticeship Service. Bromley Youth Council also assisted with the evaluations of non-commercial elements of the tender returns and their comments were considered by the formal evaluation panel in the award of scores. A report with recommendations for the contract award will be considered by the Executive & Resources Policy Development and Scrutiny Committee on 31 st January before a decision is taken by the Resources Portfolio Holder.	G
Maximise the potential for the Mottingham and Cotmandene shops to provide information, advice and guidance on adult learning and employment support.	Margaret Carr	Deliver a work club in both shops to help 20 people in Quarter 3 into work.	Work Clubs have had a total of 270 attendances across the two locations, averaging 10 per week at Mottingham and 14 per week at Cotmandene (which has more public access computers). 14 people have entered employment. In addition, 156 visits were made for general employment support and use of the Computer Workshops at each location for job search etc. All Job Seekers now have to upload their CV onto the DWP "JobMatch" site.	R

		Continue to host the Citizen's Advice Bureaux on a fortnightly basis.	The Citizen's Advice Bureaux continues to be popular is now weekly, not fortnightly, with an average of 14 individual clients visiting per week.	G
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Aim 4c: Pursue funding opportunities with partners to increase the range of adult learning opportunities delivered in areas of need in the borough				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Submit an application to Jobcentre Plus' Flexible Support Fund to create a pre-employment programme for young unemployed adults.	Hannah Jackson	Submit and application by the end of Quarter 3.	Officers worked in partnership with Capel Manor College with input from the Landscape Group to submit a partnership funding application to Jobcentre Plus at the end of December. If successful, the project will create 96 opportunities for young unemployed people to gain an entry level qualification in either horticulture or arboriculture and will provide work experience and job coaching to help improve their employment prospects. The project will build on match funding which will be drawn down from the Skills Funding Agency and will be based in Crystal Palace Park. A decision from Jobcentre Plus is expected at the end of February 2013.	G
Apply for Personal and Community Development Learning funding to create adult learning opportunities to support employment.	Margaret Carr	Submit an application and hear the outcome of the application. If successful begin delivery of the project.	An application was submitted and approved but halved by Bromley Adult Education College due to borough-wide over-subscription and a significantly reduced overall fund this year. The bid focused on a programme to be delivered between January and March; 3 courses at each location and the possibility of further courses from April 1st if Bromley Adult Education College have under-spend to dispose of. The first courses will start during the week commencing 7 th January 2013.	G

OUTCOME 5: MANAGING PROPERTY ASSETS TO SUPPORT THE DELIVERY OF THE COUNCIL'S KEY OBJECTIVES

Aim 5b: Carry out projects resulting from the Strategic Asset Management and Education Asset Management Reviews				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Implementation of Property Challenge process	Cathy Pimm	Completion of Phase 1 high level review in partnership with departmental representatives	The Phase 1 Review has been completed. Next steps are being considered by the Members' Strategic Asset Management Group and the Corporate AMP Group.	G

Aim 5c: Carry out projects resulting from the Strategic Asset Management and Education Asset Management Reviews				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Refurbishment of former Chartwell Business Centre for Street Cleansing Services	Cathy Pimm	Complete project on time and within budget	The refurbishment scheme was completed in December 2012 on time and within budget.	G

Aim 5d: Carry out energy saving projects to reduce the Council's carbon output				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Reduce the Council's energy consumption to reduce spend in a market with energy costs increasing. Reduce the carbon output to reduce the amount of carbon paid	Gerry Kelly	Complete the Property Energy Strategy.	This work has been delayed but is expected in Quarter 4.	A
		Introduce standard office protocols for staff for the occupation of its new flexible office including policy on personal appliances.	Although no formal documentation was produced, personal appliances, such as kettles and fridges were restricted from being moved with staff to their new offices during the moves. The next step will be to look at a document to cover the whole of the council estate and not just flexible working stations.	A

OUTCOME 6: SUPPLY GOOD QUALITY AFFORDABLE HOUSING THAT BEST MEETS LOCAL STATUTORY AND PRIORITY HOUSING NEEDS

Aim 6a: Deliver a range of affordable housing options that meet local statutory housing needs and help reduce budgetary pressures.

Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Allocate housing capital funds	Kerry O'Driscoll	Undertake a negotiated tender process with Registered Providers to meet local housing priorities.	Detailed negotiation with one registered provider partner was undertaken in Quarter 3, with the resultant proposal due to be recommended for PiL (Payment in Lieu) allocation January 2013.	G
Lead negotiations on the affordable housing provision on section 106 applications ensuring that the affordable housing planning obligation reflects local adopted planning policy and local statutory and high priority housing need.	Kerry O'Driscoll	Continue to work towards ensuring that at least 100 new affordable housing units are started on site during 2012/13 and attend all relevant pre-application and planning meetings.	A key Fair Value Accounting review, linked to a new planning application for another Bromley town centre site, was coordinated and led by the team. Two new pre-application and five planning applications were negotiated in Quarter 3, with relevant meetings attended by a representative from the team. Although there were no starts on sites in Quarter 3, 77 starts are projected for Quarter 4.	G

<p>Pursue affordable housing funding opportunities available from central government, the Homes and Communities Agency and the Greater London Authority</p>	<p>Kerry O'Driscoll</p>	<p>Meet with the Homes and Communities Agency to identify possible funding opportunities and where possible apply for funding.</p>	<p>The next quarterly meeting with the Homes and Communities Agency is scheduled in early Quarter 4 (given that the previous meeting was only held end of Quarter 2). Consultation and support was given to schemes seeking inclusion in the Affordable Homes Programme – including a regeneration scheme in St Mary's Cray.</p>	<p>G</p>
<p>Seek to secure alternative forms of accommodation to reduce the reliance on nightly paid accommodation</p>	<p>Kerry O'Driscoll</p>	<p>Secure approval for at least 1 surplus London Borough of Bromley residential home sites to be used in the medium term for Temporary Accommodation.</p>	<p>Informal discussions with Planning officers to establish indicative planning matters in relation to an identified scheme have taken place, and consultants have been appointed to begin preparatory work. Formal approval of the project is to be sought from Executive in early January 2013.</p>	<p>A</p>
<p>Develop a four year Income Strategy and Action Plan that meets budget targets of £245,000</p>	<p>Kerry O'Driscoll</p>	<p>Implement agreed income generating options.</p>	<p>Ongoing liaison and discussion with officers representing corporate finance and audit teams about key options and relevant associated issues is taking place and a resolution should be resolved in Quarter 4 when formal approval will be sought.</p>	<p>A</p>

OUTCOME 7: AN EFFECTIVE AND EFFICIENT DEPARTMENT WHICH PROVIDES VALUE FOR MONEY

Aim 7a: A proactive and robust approach to improvement and efficiency in Renewal & Recreation				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Deliver agreed efficiency savings in line with the Council's financial forecast.	Marc Hume	Monitor the implementation of agreed efficiency savings.	All of the agreed departmental budget options have been delivered.	G

Aim 7b: Effective external and internal communications				
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Quarterly departmental staff meetings	Marc Hume	Hold the third quarterly departmental staff meeting.	The departmental staff meeting has been rescheduled to follow the Chief Executive Officer's road shows on the future shape of the organisation.	G
Provide excellent customer service first time in line with the London Borough of Bromley's 'Getting it right' procedure.	Colin Brand	Deliver the third quarterly report to the Departmental Management Team.	The Departmental Management Team reviewed the quarterly complaints and compliments received and action has been taken where appropriate.	G

To lead and support on the production of a range of communications materials, including news releases to reflect Portfolio priorities and objectives.	Jenny Whyte	To deliver materials in line with the departmental communications plans and strategy.	Communication materials have been produced in line with the departmental communications strategy and have in this quarter included the closure of Westmoreland Road car park and development of the Bromley South Central site in addition to communications for Churchill Place. This also encompasses the Priory Revisited Heritage Lottery Fund project, library shared services and the Orpington Business Improvement District project.	G
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Aim 7d:	Protect and enhance an environment and services that promote health and allow people to lead healthy lifestyles			
Action	Lead Officer	What we said we would do in Quarter 3:	Progress Update	RAG Status (if applicable)
Develop and establish ways of working together to embed Public Health in all areas of work	Agnes Marossy	Continue consultation with members of staff to consider how public health priorities can be embedded in service areas.	A Public Health representative continues to attend Renewal & Recreation Departmental Management Team meetings to share information. This is in addition to attending the Local Development Plan Working Group and undertaking joint working with Housing and Planning Teams on the Joint Strategic Needs assessment.	G

BUSINESS PLAN UPDATES: NEW WORK UNDERTAKEN IN QUARTER 3 (2012/13)

Following the 2013/14 budget report which was approved by members of the Renewal & Recreation Policy Development and Scrutiny Committee on 17 January 2013, Members deferred the decision on the budget option to close the Cotmandene and Mottingham Learning Shops in the 2013/14 municipal year to allow Officers time to explore the alternative options available to continue to provide the services at no cost to the Council.

Aim 4b: Provide opportunities for unemployed adults to improve their employment prospects.				
Action	Milestone(s)	Target(s)	Resources	Lead Officer
Investigate options for the future management and operation of the Cotmandene Community Resource Centre and Mottingham Community and Learning Shop	Explore the market via a procurement exercise to seek a delivery partner to manage and operate the Cotmandene Community Resource Centre and Mottingham Community and Learning Shop, delivering as many of the shops core services as is viable.	Place an advert for expressions of interest - January 2013. Distribute a brief and a pre-qualification questionnaire – February 2013. Issue invitation to tender to shortlisted tenderers – April 2013 Award of contract – July 2013. New management arrangements begin – October 2013	Culture, Libraries & Leisure budgets	John Gledhill/ Hannah Jackson