

## **Appendix 1a: Letter from DCMS to Council Leaders and Chief Executives**



Department for  
Digital, Culture,  
Media & Sport



INT2020/12843/DC

16 July 2020

Dear Leaders and Chief Executives,

### **COVID-19 Public Library Service Restoration in England**

We both fully recognise that this has been and continues to be a challenging time for public library services. We are also aware and appreciative of their positive response to the COVID-19 pandemic. Since the Prime Minister's announcement on 23 March that physical library locations must close, library services have continued to deliver. They reacted quickly to the surge in demand for their online services and developed innovative and exciting digital ways to provide a number of their other services. The consummate skills, empathy and knowledge of local community needs that library staff possess has also been a huge asset where they have been redeployed to support wider council COVID response services, such as shielding services and other community support. Our thanks go out to them for all the brilliant work they have done, both within and beyond the library service.

With the opening of physical library buildings now permitted, councils need to continue to be creative as they look to reopen their doors and restore their library services. Public libraries are a local service and the overall process of restoration of public library services across England is likely to vary from council to council. It is also likely that this will take place through a phased approach, following your careful assessment of when it is safe to do so and in light of government and public health guidelines.

This is an unprecedented period for public libraries and delivery of the statutory service is currently challenging. That's why DCMS has posted the following message on the GOV.UK pages dealing with the guidance document, "[Libraries as a statutory service](#)":

- The Department for Digital, Culture, Media and Sport will currently interpret compliance with this duty in light of the applicable [legislation](#) and the [government guidelines](#) published on 15 May (and subsequently updated) covering the reopening of other businesses and public places (including libraries). The Government announced that libraries may reopen their doors from 4 July, subject to following Covid-secure guidelines.

The Libraries Connected [Service Recovery Toolkit](#) published on 29 June provides a set of resources to support Heads of Service and their teams in planning for service recovery as

COVID-19 restrictions are lifted. It is designed to be used alongside other government guidance in England. We recognise that restoration of services will take place in a phased way, varying according to local needs and circumstances. This interpretation will apply until such time as the government announces further relaxation of social distancing and other restrictions affecting access to library locations and library services.

While we recognise the exceptional circumstances and challenges of delivering library services during the COVID-19 pandemic, you will be aware that the Secretary of State has a statutory duty to superintend, and promote the improvement of, the public library service provided by local authorities in England, and to secure the proper discharge by local authorities of the functions in relation to libraries conferred on them as library authorities by or under this Act. To assist the Secretary of State to carry out his statutory duty, DCMS is keen to understand the plans each library authority in England has for restoration of its services.

We would therefore both be grateful if you could share your plans on how you intend to go about this. For instance, it would be useful to have some early information where there is no immediate plan to reopen some branches in the short-term (e.g. where this is impossible within social distancing rules) or to restore certain elements of library services, and your planned mitigations where this is the case; or about when different service streams will be restored across the local network, such as events, computer access, printing and photocopying.

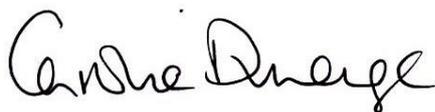
We both believe that libraries have the potential to play a key role in future recovery and renewal efforts across the country. DCMS officials will be looking for opportunities and examples of how this can happen locally to help make that case with colleagues across government; and LGA is planning to provide support for portfolio holders in understanding the contribution that public libraries can make to local renewal, and helping them to be better equipped to provide personal leadership during this period.

If you have not already done so you may wish to consider publishing the Council's plans for the restoration of the library service on the Council website.

It would be helpful if you could share your plans for restoration of your library services with the DCMS Libraries Team by 7 August 2020. Please send them by email to: [libraries@dcms.go.uk](mailto:libraries@dcms.go.uk).

Many thanks, and best wishes from both of us for a safe and smooth process of library service restoration.

Yours sincerely



Caroline Dinenage MP  
Minister for Digital and Culture



Cllr Gerald Vernon-Jackson  
Chair of the Local Government Association  
Culture, Tourism and Sport Board

## **Appendix 1b: LBB response to DCMS Letter**

### **COVID-19 Public Library Service Restoration in England**

To the DCMS Libraries Team

Further to your recent letter about COVID-19 Public Library Service restoration in England, I am providing an update on behalf of the London Borough of Bromley on the recovery of our library service and plans for future delivery.

Greenwich Leisure Limited (GLL) has delivered the Library Service on behalf of the London Borough of Bromley since November 1<sup>st</sup>, 2017 when a 10-year contract award was made. The performance of the contract is closely monitored by a designated Libraries Client Team who also provide strategic direction for the service. In response to the government mandated closures of public libraries from 23<sup>rd</sup> March 2020, the Libraries Client Team worked with GLL to develop services for customers during closure.

During lockdown GLL has created and developed the online 'Library Without Walls' offer, taking advantage of the altered staff work streams and stock fund priorities following branch closures. They developed a new timetable of online activities and videos and making use of modern technology to reach their audiences, adding additional services to their digital reading and listening offer including PressReader and uLibrary, and improving the wellbeing of users through virtualising reading groups and offering workout and exercise videos. The annual stock spending plan was reviewed funding diverted to expand the online resources and materials available for customers. The take up was high and there was a dramatic rise in the number of e-issues. During the closed period GLL kept library phone lines and email accounts open in order to answer queries, support customers to access online services and chat to isolated customers. Staff also referred members of the public to the Council's Operation Shielding programme

**Re-opening Plans:** GLL were pro-active in recovering physical Library services. As soon as government advice specified Libraries could re-open from July 6<sup>th</sup>, a phased approach was agreed between the Council and the Contractor for service recovery with the Client Team and Portfolio Holder agreeing which libraries should re-open first whilst adhering to social distancing rules.

In order to safely reopen libraries, GLL developed COVID-19 specific risk assessments, delivered staff training and inductions, ordered PPE and made necessary changes to buildings and services. 72-hour quarantine systems are in operation for stock and in line with government advice track and trace systems are also in place.

In phase one six libraries namely Beckenham Chislehurst, Orpington Penge, St Paul's Cray and West Wickham re-opened on Monday 6th July with reduced opening hours from 10.00-2.00pm on their usual days of opening. Decisions were made based on a variety of local factors with size being a main driver to ensure that there was enough space to adapt buildings for social distancing and the new ways of working e.g. separate entrance and exit routes for customers, sufficient space to spread out computer use. Beckenham, Chislehurst, Orpington and West Wickham were chosen because of size, Penge due to the high demand from residents to make cash payments using the Council Tax kiosk. St Paul's Cray Library was included due to the higher levels of deprivation in the area and the need to make free IT and Wi-Fi available as quickly as possible

As part of phase one, the following services were made available to the public initially:

- Library Takeaway Service (Pre-prepared bags of 5 books for adults or children)
- Reservation Service -collection of items reserved
- Access to PCs in all branches for 30 minutes (pre-booked sessions)
- Photocopying, printing and scanners available in every branch
- Sale of food waste bags
- Summer Reading Challenge packs

The re-opening of the first six libraries was successful with over 1,000 visitors to Bromley Libraries on the first day. A total of 5,601 visits were made to the six libraries in the first week which was pleasing. Feedback showed that customers have been patient with the limited services currently on offer and were pleased with the organisation and cleanliness and are clearly pleased that some libraries are now open again. Computer services were well received as were printing and photocopying.

Following a successful first phase, the next phase commenced as planned. As part of phase two, four more libraries re-opened to the public on 27<sup>th</sup> July offering the services listed above. This was based on size and location with Central being the largest library in the borough, Biggin Hill, Petts Wood and Mottingham are spacious enough to accommodate the services on offer.

As part of the third stage of recovery the remaining four libraries at Burnt Ash, Hayes, Southborough and Shortlands are scheduled to re-open on 3<sup>rd</sup> August. With the exception of Southborough Library these are the smallest libraries so they were kept until phase three so that lessons learned from previous phases in relation to service recovery and social distancing could be applied. Online Library Services are still available so that customers can use a mix of online and physical library services

**Service Restoration**-The next step is to restore more elements of the library services. This is a gradual process and is dependent on health and safety guidance and government advice. Already access to PCs will be extended to 1 hour with further extensions if there are no queues/ booked appointments. Printing and photocopying are available with staff monitoring the number of customers using this service.

Following updated Government advice and providing no second wave of the virus occurs, or local lockdown imposed it is the Councils envisaged intention that in mid-September we will review our current offer with the view to re-introduce more services including some socially distanced events. It is envisaged that reading groups for adults will be amongst the first to resume as social distancing can be applied.

Children's activities for young children will be amongst the last to resume due to the difficulties in social distancing. This can be mitigated by offering online and virtual services. For example, the 2020 Summer Reading Challenge 'The Silly Squad' has now begun. GLL are running the Bromley SRC both online and have also made the promotional packs available for distribution via the Library Take Away service. The exciting programme of summer holiday events and activities which usually takes place is being delivered in an exciting new way via a You Tube channel. There are also plans in September for GLL to set up zoom groups for new mums and their babies combat isolation and form friendships

From the end of September as long as it is safe to do so all branches will start to resume their usual hours using the same phased approach. Browsing will gradually be increased in line with restrictions on lingering including family browsing time in children's Libraries. Study space will be re-introduced in libraries where there is enough space. Where services cannot be delivered face to face in libraries provision will be made online.

Recovering and developing Library Services is the key focus for Bromley Libraries. GLL are jointly working with the Client Team to develop a new Library Strategy which will incorporate recovery plans and new services. The Library without Walls virtual library service has been so successful that it will be retained and included as our 15<sup>th</sup> Library offering 24/7 access to Library services and will continue to grow to meet need.

User needs in Bromley will be different following COVID-19 and GLL will work with the Council to understand and develop services to respond to this need e.g. provision for job seekers will need to be part of new service planning. Together the Client Team and GLL are undertaking a full review of services to ensure that these meet the changing needs of Bromley residents going forward. The new annual survey will ask customers what they have most enjoyed about online Library services and what they would like to retain for the future.

Following the initial recovery phases LBB and GLL are now working together to use the unique opportunity of service recovery to modernise the service to meet the changing needs of the Borough and its residents which is an exciting opportunity.

Kind Regards

*Paula Young*

Paula Young

Principal Client-Libraries

## **Appendix 2: Bromley Library Strategy: Vision for Libraries 2019-2024**

(Updated after COVID 19-November 2020)

Library services in the London Borough of Bromley are delivered by GLL, a social enterprise which ensures ongoing reinvestment in services – and which operates within the financial targets set by the local authority.

Our vision is driven by six principles:

- Keeping libraries open and driving up footfall and loans
- Modernising library services to ensure they are fit for the 21<sup>st</sup> Century
- Developing library services to focus on the individual needs and interests of each customer
- Operations led by professional librarians supported by a specialist Divisional Team
- Using economies of scale to reduce costs of operation
- Seizing opportunities for innovation, service development and partnerships

This Vision Statement was written in 2019, before we had heard of COVID-19. Since then, libraries in Bromley have adapted their operations in order to provide COVID-secure services to ensure the safety of both customers and staff, and also to enhance services for customers confined to their homes. Details are provided in Appendix A to this document.

In 2020, the pandemic disrupted our lives – and, it seems that it will disrupt the economic life of the country in the years to come. People have become less willing to travel – and working at home has become the new normal. Many have become unemployed – and may need support to apply for jobs, to gain new skills to become more employable, or to establish their own business. Libraries are ideally placed to act as recovery hubs, particularly in Bromley where libraries are located across the Borough and are easy to access. Libraries can provide social activities locally for people who are lonely; they can provide support for people who need to apply for jobs; they can offer training courses for people who need to upskill to become more employable and they can offer space to work and information support for new businesses. We cannot yet foresee the post pandemic landscape but we will ensure that libraries in Bromley are ready to respond, flexibly and positively, to the emerging needs of local communities across the Borough,

The **Bromley Library Strategy** is designed to create a modern library service for the Borough which is fit for purpose and which puts customers first. There are 5 elements within the strategy:

### **Library Buildings**

A major investment programme designed to create a network of modern and attractive library buildings across the Borough.

Children and their parents are now some of our most frequent users, and children's books account for almost half of the items borrowed. Where possible, space and facilities for children will be expanded to meet this demand.

Where students have a real need for shared and quiet study space, we will provide this – alongside plenty of power points for their laptops, tablets and phones.

Older people, who may wish to linger longer will benefit from comfortable seating which they can get into and out of easily.

The programme involves improving each library in the Borough to create libraries which operate to common standards but which each have their own personality. In addition to improvements to local libraries, a state of the art library has been developed in Bromley Town Centre, including a creative play area, representing 'Toyland' and its inhabitants, and reflecting the stories of the famous Bromley resident, Enid Blyton. Bromley will have a blend of special and unique libraries that everyone can access, an approach which balances investment with value for money.

### **Books**

Books are at the heart of every library. Many library users come to the library to borrow a book. For younger readers, books encourage literacy; for students, specialist texts provide information on specific topics, for people who love stories, books feed their imaginations, for people who love to travel, books enable the journey to start in the armchair. Libraries in Bromley have an excellent selection of books for all ages and all interests. Local libraries respond to the interests of local people – and the collection in each library is different. To make sure that we have the right books in each library, we will use technology which allows us to monitor the use of stock in detail and which highlights books which would be of more interest in another library.

We shall also review how books are displayed in libraries across the Borough, using a variety of approaches to enable library users to identify books which interest them.

### **ICT**

To ensure everyone can fulfill their potential in this increasingly digital world, libraries provide ICT facilities. For many, these facilities are their only access point to the Internet, to email, online shopping, Universal Credit claims and links to the Job Centre. As standard in libraries across Bromley, we provide high speed access to the Internet, both from fixed PCs and via wireless networks. Customers can print from fixed PCs or

from their mobile devices. And for customers who want to relax while reading digital newspapers or magazines, the larger libraries offer tablets which can be borrowed and used in the library. The refurbished Central Library in Bromley will provide a large screen which will be used for film shows, small tablets for children and large tablets for use in storytelling and teaching. We will continue to expand the range of hardware and software available in libraries in Bromley, offering customers the opportunity to try new products as they come to market.

We shall also maximise the use of ICT for staff use, re-engineering routines to make best use of the Library Management System and the add on technologies used across all Bromley Libraries. Self issue kiosks are already extremely well used by customers and this year, we have added three new sorters which accept and sort returned books, reading for reshelving.

### **Staff**

Library staff should be professional, knowledgeable and kind. We want to make sure that members of the libraries team take full advantage of the training opportunities offered to them, both within GLL and externally.

We want all members of staff to be clear about what is required of them, and how important their contribution is to the service as a whole. Managers need to be ready to provide strong leadership and effective support to move the service forward, ensure it is sustainable and make it one of the best in the country.

### **Activities**

Libraries in the 21<sup>st</sup> Century are social spaces, places where people come together to meet each other, as well as to borrow a book or use a PC. We are planning to increase the number of activities held in libraries across Bromley and to expand the range of activities. Children and their families love using our libraries and we will increase the number of activities available for them, throughout the year and not just in term time. The Summer Reading Challenge this year has given a flavour of the year ahead with external performers and entertainers, as well as the familiar – and much loved – Rhymetimes, Storytimes, craft sessions and lego clubs which are run by library staff.

Activities for older customers will be expanded. Book clubs, social clubs, Knit 'n Natter sessions will be developed, as well as specific sessions for adults with health issues, such as dementia. Specialist equipment will be provided for customers who have particular needs, such as the 'magic table' for use with dementia sufferers.

## Appendix A: Delivering COVID-Secure Facilities

GLL has sought to continue to provide high quality library services for all Bromley residents despite the challenges posed by COVID-19. Since March, we have continually adapted services to meet changing Government guidelines, health and safety requirements and customer needs. Whilst it has been a challenging time, it has also presented us with opportunities to develop and expand our services. Outlined below are the service changes which have been made to ensure a COVID-secure environment for customers and for staff.

### **Library Buildings:**

Preparing Libraries Buildings for library users in line with COVID guidelines incorporating:

- Maximum occupancy numbers
- 2 metre distancing
- Concierge service to manage customer experience and safety
- Clear signage
- Hand sanitiser
- NHS track and trace
- Quarantine areas
- Incorporating new operating measures to ensure the safety and confidence of all library users and staff

### **Books:**

- Regularly reviewing the e-book and online service, increasing the stock spend on e-books and online resources during closed periods to ensure that library users are able to access a wide range of materials to borrow. Continuing to review the popularity against physical items.
- Removal of fines and reservation charges to allow customers to continue to borrow items safely and unaffected by any services changes such as shorter opening hours due to COVID.
- Adapting services to ensure that library users can borrow items, initially following the first lockdown, we were able to offer a 'Grab and Go' service where books were selected from a certain category e.g. Romance or Fiction books for children aged 7 and placed into book bags for customers to borrow. As we re-opened, we safely implemented browsing services for library users. In the second lockdown, click and collect was implemented in line with Government guidance to allow library users to reserve items and arrange an appointment to collect them.
- Issue figures both for e-resources and physical items continue to be monitored to ensure that the book fund is being spent on items that library

users want. Services are being adjusted as and when required to maximise access for library users.

**ICT:**

- When libraries reopened, ICT provision was made available by appointment for library users. Computer use has been popular and a booking system which allows a maximum of 1 hour for each library user, has been introduced, to accommodate the needs of library users, while ensuring the 2 metre distancing requirements were met.

**Staff:**

- Staff in Bromley Libraries have more than risen to the challenge in learning new skills and adapting services for library users:
- Staff have been providing a concierge service, welcoming library users, explaining the service adaptations and supporting library users to take part in the NHS track and trace.
- Staff have delivered a variety of online and virtual events
- Staff have continued to have online development opportunities to attend training and expand their knowledge in different areas.

**Activities:**

- The online activity programme was introduced on 17<sup>th</sup> March when activities in physical libraries were stopped due to the Coronavirus. We immediately implemented our regular weekly programmes online and these became popular very quickly. They even drew the attention the BBC who showcased Claire from Mottingham Library delivering a 'Sing and Sign' session on the London news.
- Throughout March and April, programmes for all ages were added. Our annual events programme was amended so that all activities moved online. In addition, our regular reading groups were held using a variety of platforms including, telephone, Facebook and Zoom to ensure that as many people as possible could take part.
- All planned events and activities including the Summer Reading Challenge have been delivered virtually. With great success during this period.
- We have referred to our online service as the Library Without Walls or our 15<sup>th</sup> Library as the online service will continue post COVID.

## Appendix B: Post-COVID Strategy:

Our Post COVID strategy for Bromley Libraries is to expand on our vision for libraries, and to incorporate the opportunities and development of new services that occurred during this period. Whilst this has been a challenging time for all it has provided a valuable opportunity to modernise our services.

### **Opening hours:**

We have worked with Bromley Council to produce a proposal to temporarily modify library opening hours to meet customer need for late night opening at more libraries and more libraries opening on a Wednesday. In addition, we have standardised opening hours to make it clearer for library users on when their library is available to them. Prior to the COVID opening hours, we had a range of times from 1pm, 3pm, 5pm, 5.30pm, 6pm, 7pm and 8pm. Our proposals simplify this and libraries will be open until 5.30 or 7pm excluding Mottingham Library which will have one 5pm finish in order to comply with the overall number of hours offered. In order to prepare this proposal, we have reviewed hourly visitor data from the last two years to look at the most visited times and to inform our decisions.

### **Library Without Walls/ Bromley's 15<sup>th</sup> Library:**

We will continue to build on the success of our virtual library programme and ensure that all library users can access both a physical and online service.

### **Books and E-Books:**

We will continue to review and adapt our spending plans as required ensuring that both our physical items and online resources meet customer needs and demands.

### **Library Buildings:**

We will continue to work with Bromley Council on our programme to modernise library buildings. We would like to hold a launch event for the new Bromley Central Library which was due to take place on the 17<sup>th</sup> March and was postponed due to COVID.

### **New areas for development post COVID:**

2020 has been a year of crisis. We have experienced a pandemic which has disrupted our lives – and which will disrupt the economic life of the country in the years to come. Every day we read of major companies going into liquidation and of the job losses which will result. The pandemic will leave in its wake an economic landscape in which people will be looking for jobs and will need support to do that – and in which entrepreneurs will need support to establish new businesses

Public libraries are ideally placed to act as recovery hubs, providing support both for job seekers and for entrepreneurs. Libraries in Bromley are highly accessible, evenly distributed across the Borough. For people who are struggling to apply for jobs, our

libraries can be a game changer, providing free access to books and technology, supporting customers to engage with professional networks, or gain new skills during this time. Libraries in Bromley can in addition, offer free access to a host of learning opportunities through virtual programmes.

### Appendix 3:

### Current and proposed timetables of opening hours for Bromley Libraries

#### Current timetable:

Branch	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Beckenham	9:30 - 18:00	9:30 - 18:00	9:30 - 20:00	-	9:30 - 18:00	9:30 - 17:00	-
Central	9:30 - 18:00	9:30 - 18:00	9:30 - 18:00	9:30 - 20:00	9:30 - 18:00	9:30 - 17:00	-
Biggin Hill	9:30 - 19:00	9:30 - 19:00	9:30 - 19:00	9:30 - 19:00	9:30 - 19:00	9:30 - 17:00	10:00 - 13:00
Burnt Ash	9:30 - 13:00 14:00 - 18:00	-	-	9:30 - 13:00 14:00 - 18:00	-	9:30 - 13:00 14:00 - 17:00	-
Chislehurst	9:30 - 20:00	9:30 - 17:30	-	9:30 - 17:30	9:30 - 17:30	9:30 - 17:00	-
Hayes	-	9:30 - 13:00 14:00 - 18:00	-	-	9:30 - 13:00 14:00 - 18:00	9:30 - 13:00 14:00 - 17:00	-
Mottingham	9:30 - 13:00 14:00 - 17:30	-	9:30 - 15:00	-	9:30 - 13:00 14:00 - 20:00	9:30 - 13:00 14:00 - 17:00	-
Orpington	10:00 - 20:00	9:30 - 18:00	9:30 - 18:00	9:30 - 18:00	9:30 - 18:00	9:30 - 17:00	-
Penge	10:00 - 19:00	9:30 - 17:30	9:30 - 13:00	9:30 - 17:30	9:30 - 17:30	10:00 - 17:00	-
Petts Wood	9:30 - 17:30	9:30 - 17:30	-	9:30 - 20:00	9:30 - 17:30	9:30 - 17:00	-
Shortlands	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:30	-	-	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:00	-
Southborough	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:30	-	-	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:00	-
St Paul's Cray	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:30	-	9:30 - 13:00 14:00 - 17:30	-	9:30 - 13:00 14:00 - 17:00	-
West Wickham	9:30 - 20:00	9:30 - 17:30	-	9:30 - 17:30	9:30 - 17:30	9:30 - 17:00	-

**Proposed timetable:**

<b>Branch</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b>Beckenham</b>	9:30 - 19:00	9:30 - 17:30	9:30 - 17:30	-	9:30 - 17:30	9:30 - 17:00	-
<b>Central</b>	9:30 - 19:00	9:30 - 19:00	9:30 - 19:00	9:30 - 19:00	9:30 - 19:00	9:30 - 17:00	-
<b>Biggin Hill</b>	9:30 - 19:00	9:30 - 19:00	9:30 - 19:00	9:30 - 19:00	9:30 - 19:00	9:30 - 17:00	10:00 - 13:00
<b>Burnt Ash</b>	9:30 - 13:00 14:00 - 17:30	-	-	9:30 - 13:00 14:00 - 17:30	-	9:30 - 13:00 14:00 - 17:00	-
<b>Chislehurst</b>	9:30 - 17:30	9:30 - 17:30	-	9:30 - 19:00	9:30 - 17:30	9:30 - 17:00	-
<b>Hayes</b>	-	9:30 - 13:00 14:00 - 17:30	-	-	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:00	-
<b>Mottingham</b>	9:30 - 13:00 14:00 - 19:00	-	9:30 - 13:00 14:00 - 17:00	-	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:00	-
<b>Orpington</b>	9:30 - 19:00	9:30 - 17:30	9:30 - 17:30	9:30 - 19:00	9:30 - 17:30	9:30 - 17:00	-
<b>Penge</b>	9:30 - 19:00	9:30 - 17:30	9:30 - 17:30	9:30 - 17:30	9:30 - 17:30	9:30 - 17:00	-
<b>Petts Wood</b>	9:30 - 17:30	9:30 - 17:30	-	9:30 - 19:00	9:30 - 17:30	9:30 - 17:00	-
<b>Shortlands</b>	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:30	-	-	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:00	-
<b>Southborough</b>	-	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:30	-	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:00	-
<b>St Paul's Cray</b>	9:30 - 13:00 14:00 - 17:30	9:30 - 13:00 14:00 - 17:30	-	9:30 - 13:00 14:00 - 17:30	-	9:30 - 13:00 14:00 - 17:00	-
<b>West Wickham</b>	9:30 - 19:00	9:30 - 17:30	-	9:30 - 17:30	9:30 - 17:30	9:30 - 17:00	-