



Renewal & Recreation

BUSINESS PLAN 2011/12

SUMMARY OF DELIVERY

A Vibrant, Thriving Borough

APPENDIX 2

INTRODUCTION

Renewal & Recreation Business Plan summary report is designed to provide a summary of the progress made against actions identified in the Renewal & Recreation Business Plan 2011/12. The completion of these actions is integral to the delivery of the department's strategic outcomes for 2011/12 and for our key priority: 'a vibrant, thriving borough'.

Progress made against each action across 2011/12 is summarised and reported in direct link to the action itself and each progress update is scrutinised by a traffic light (Red/Amber/Green) system to provide a clear indication of the level of achievement.

Progress achieved	Traffic light status
Action is not achieved	R
Action is close to being achieved	A
Action achieved or exceeded	G

The summary report confirms that 82% of actions identified for progression in the Renewal & Recreation Business Plan 2011/12 were delivered as planned and a further 17% are close to being achieved.

Successfully delivered actions have included:

- Supported our Development Partner to submit a successful planning application for the re-development of Site K (Bromley South Central) to include a multi-screen cinema complex.
- Completed works to the Pavilion Leisure Centre to include refurbished gym facilities and ten pin bowling
- Initiated consultation with Orpington businesses and begun work in partnership to establish a Business Improvement District in the area
- Delivered the first phase of improvements to Penge town centre as part of the Penge Renewal Strategy
- Established a Management Board incorporating representative stakeholders to examine options for the future of Crystal Palace park and to deliver improvements to the park.
- Officially opened a new library facility in Orpington and maintained high visitor numbers.
- Increasing participation in and access to a range of high quality adult education services for adults in community locations across the borough with increased partnership working

APPENDIX 2

- Undertaking a range of works on the Council's operational property assets to make more efficient use of office space.

All of these actions were direct promises identified in our Building a Better Bromley priorities.

CONTENTS

Outcome 1 Vibrant and thriving town centres	4
Outcome 2 Protection, conservation and enhancement of the natural and built environment	9
Outcome 3 Enhancing opportunities for leisure, recreation and the arts	12
Outcome 4 Developing opportunities for residents to improve skills, learning and employment prospects	14
Outcome 5 Managing property assets to support the delivery of the Council's key objectives	17
Outcome 6 An effective and efficient department which provides value for money	20

APPENDIX 2

OUTCOME 1: VIBRANT AND THRIVING TOWN CENTRES

Division(s) Responsible: Property; Culture, Libraries & Leisure; Planning

Aim 1a: Delivery of the first phase of the Bromley Area Action Plan
(Please see Appendix 1 for site locations.)

Action	Progress Update	RAG Status
Review and market test development options for Site G west of the High Street and market the site with a view to procuring and selecting a long term Development Partner	Design workshops were hosted to explore options for site G and subsequently, development appraisals were drawn up to inform development options. A development proposition was drafted and members were consulted before publication. Marketing materials were subsequently approved and a name for site G was agreed as 'Churchill Place'. Soft market testing commenced. A part II report is scheduled to go to Bromley Council's Executive Committee in May 2012 to seek permission to procure a long term development partner.	G
Work with Development Partner (Cathedral Group) to agree detailed scheme design and secure planning permission for Westmoreland Road car park site. Secure vacant possession by September 2012 with work on site by November 2012	The Development Partner was supported and submitted a planning application in December 2011. At the March meeting of the Development Control Committee, where permission for the development was granted subject to some conditions.	G
Finalise and consult on detail scheme designs for the Bromley North Village public realm improvements and secure all necessary statutory approvals and drawn down of £3m on capital funding from Transport for London.	Approval to consult on detailed designs for Bromley North Village was granted by the Council's R&R PDS Committee in December and overall the response received as part of the consultation was positive.	G

APPENDIX 2

Complete the development of the Pavilion Leisure Centre with a ten pin bowling facility by Spring 2012	Phase One of the development which included a re-furbished gym was completed in January 2012. Phase Two delivered a new ten pin bowling alley facility and was completed in Spring 2012.	G
Grant lease, decant and agree development agreement for Site C (Former Town Hall and South Street car park) to secure planning permission and listed building consent	The development partner (The Landscape Group) have been attending monthly meetings with officers to discuss options for the site and had a six month feasibility period in which they could firm up their proposals. A full planning application to redevelop the site to include hotel and conference facilities is expected in March 2013.	G
Work with Network Rail and South Eastern to agree improvement plans and secure implementation at Bromley South station upgrades (Site J)	A prior notification application was approved in Quarter 2 and work began on improvements to the station in Quarter 3. The final delivery date has been put back due to delays experienced on site, however it is expected that work will be completed within the first quarter of 2012/13,	A
Complete a memorandum of undertaking with development partners on the redevelopment of Bromley North Station (Site A)	A legal challenge was raised in reference to Site A in the Quarter 1 for which Bromley Council's Executive Committee agreed funds to defend. As a result of the legal challenge, work will begin to prepare, consult and adopt a new policy for Site A.	N/A
Work with site owners to agree a scheme proposal for Site L (DHSS building & Bromley Christian Centre) that is in conformity with the adopted planning framework	Project team meetings were established with the Development Partner (Trillium Real) and it established that it was their intention to submit a planning application in 2012. However, substantial planning issues were raised and the agreement of a work programme was delayed whilst these were considered. Whilst a pre-application is expected in April 2012 and a full application is expected in September, it is unlikely that the proposal will conform to policy and therefore it is unlikely that it will be supported.	A

APPENDIX 2

Aim 1b:	Continue to support and develop the vitality of Orpington
----------------	--

Action	Progress Update	RAG Status
Promote usage of the relocated library in partnership with local businesses	Collected statistics showed that usage of the library service has significantly increased since the re-location of the library. In the first four months, visitor figures were up 80% on the same period in the previous year and the number of issues had increased by 10%. A launch event was attended by author Adele Parks and Jo Johnson MP.	G
Finalise proposals for the Bromley Museum and old library site, including submission of a £3million Heritage Lottery Fund bid	A first round application was submitted to the Heritage Lottery Fund in Quarter 1 however was not successful. Demand for funding out stripped the available Heritage Lottery Fund budget. On the advice of the Heritage Lottery Fund, a revised bid for £2million was submitted after re-working in Quarter 4, the outcome of which is expected in Quarter 1 of 2012/13.	G
Working with private sector partners /landowners to draft a planning brief to guide the future development opportunities in the Walnuts area and if possible to include the re-cladding of the leisure centre.	A new owner subsequently took on the Walnuts and is currently in discussion with officers about a re-development of the area that extends the retail offer and includes a cinema. If this development is successfully executed, it will not be necessary to re-clad the Walnuts Leisure Centre, therefore this action is on hold.	N/A
Work with businesses in Orpington to encourage and support the proposed establishment of a Business Improvement District aimed at bringing potential improvements to the town centre	Following a near unanimous vote by the Orpington Business Forum that a Business Improvement District for Orpington should be investigated, a expert consultant was appointed and consultation and feasibility work has been undertaken. It is hoped that a successful ballot will be achieved in the 2012/13 year.	G

APPENDIX 2

Aim 1c:	Promote and support the vitality of all town centres
----------------	---

Action	Progress Update	RAG Status
Delivery of an events and promotion campaign in partnership with local businesses	26 public events were delivered in partnership with local businesses across the borough's town centres in 2011/13.	G
Continue to maintain and further improve the appearance, tidiness and overall quality of all the town centres in Bromley	Four quarterly environmental quality monitoring visits were carried out by town centre managers in Beckenham, Bromley, Orpington and Penge. Any issues were reported and dealt with by colleagues in Environmental Services.	G
Development and enhancement of town centre partnerships, including support for business and traders groups	Regular meetings of the Orpington Business Forum, Beckenham Business Association and Penge Traders Association were facilitated by the town centre management team.	G
Review the management of town centre markets and other activities to maximise positive impacts and reduce costs.	A full review of town centre markets has been postponed until the public realm improvements to Bromley North Village (planned for delivery in 2012/13) are completed. However, the historic Charter market is being relocated to the pedestrian area in Bromley town centre.	A
Create a Penge Master Plan and consider options for a new library service in the area.	A Penge Town Centre Renewal Strategy was drafted and adopted by the Portfolio Holder in October 2011. An initial improvement programme was delivered across Quarter 3 and Quarter 4 which included improvement works to Empire Square. Options for a new library service in the Penge and Anerley area is being investigated and a report outlining proposals for the service will go to the Renewal & Recreation Policy Development and Scrutiny Committee in Quarter 1 of 2012/13,	G
Deliver the Outer London Fund project to enhance and improve Bromley, Orpington and Penge town centres.	Projects funded by the Mayor's Outer London Fund were delivered across the three town centres, including improved way finding and street furniture.	G

APPENDIX 2

Aim 1d:	Promote business investment and development, particularly in the borough's key commercial and industrial areas.
----------------	--

Action	Progress Update	RAG Status
Work with private sector partners to develop a high profile showcase 'Invest Bromley' event, with accompanying brochure	The Invest Bromley event was successfully held on 20 th September 2011. 170 paying delegates attended in addition to the Mayor of London, Boris Johnson. Following the event, there have been 6 developer referrals in addition to positive press items published to raise awareness of opportunities in Bromley. An Invest Bromley brochure was also produced accompany the event and has been widely distributed.	G
Develop an inward investment and business incentive plan to encourage private sector investment in Bromley North Village	The inward investment plan has been written and is due to be launched in Quarter 1 of 2012/13 and includes incentive schemes which are being funded by the Mayor's Outer London fund.	A
Distribution and promotion of new Bromley Business Guide and Directory	Most Bromley Business Guides were distributed throughout the year and publicity for the guide was created to make the target audience aware of the resource.	G
Work with commercial property agencies and other partners to encourage take up and re-use of vacant commercial space	Biannual meetings of the Property Agents forum were facilitated to bring together key representatives to encourage a co-operative approach to increasing the reuse of vacant commercial space. The commercial property database was also effectively promoted as a resource.	G
Maintain regular communications with businesses through e-bulletin and website to raise awareness of local business support and networking, and to showcase town centre opportunities	The Bromley Business Directory and the A-Z Guide to Local Services and Businesses were distributed to local businesses through a variety of methods, including the Business section of Bromley.gov.uk. The Bromley business e-bulletin continues to be distributed widely, although fewer inboxes are being reached than was targeted. The e-bulletin will be reviewed in 2012/13.	G
Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision in the borough	Economic Partnership meetings took place throughout 2011/12 bringing together key representatives from business and skills provisions in the borough.	G

APPENDIX 2

OUTCOME 2: PROTECTION, CONSERVATION AND ENHANCEMENT OF THE NATURAL AND BUILT ENVIRONMENT

Division(s) Responsible	Planning
-------------------------	----------

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

Action	Milestone(s)	RAG Status
Continue to perform at a level which exceeds the national targets for processing planning applications.	On average 37.04% of major applications were processed within 13 weeks of receipt, 57.13% of minor applications and 75.01% of other applications were processed within 8 weeks of receipt. There have been a number of factors that have affected officer's ability to meet national targets for processing planning applications. The number of planning applications received has remained at a challenging level. The total number together with a significant number of larger schemes which require the negotiation and completion of section 106 agreements has been what was achieved in each of the target areas.	A

APPENDIX 2

Aim 2b: Complete Bromley Local Development Framework and core strategy and to deliver against key Local Development Framework milestones.

Action	Milestone(s)	RAG Status
Preparation of Core Strategy Issues document which will replace the Unitary Development Plan which sets out the Council's Planning Policy.	A Core Strategy Issues document was prepared and consultation was undertaken in Quarters 2 and 3. However, in view of key legislative changes taking place in the planning system nationally, work on the Core Strategy will change to adapt to new requirements. Local Development Frameworks and Core Strategies are being replaced by Local Plans. The work undertaken on the Core Strategy to date will be transferred into a Local Plan in 2012/13.	G
Refine evidence base collected to justify the conclusions and strategies in the Core Strategy Issues document to ensure it is robust for detailed examination in public	Although the evidence base was systematically collected over 2011/12 however the publication of topic papers that demonstrate the draft strategy is sound and meets legislative requirements did not go ahead in light of the regulatory changes described above.	N/A
Performance management and publication of monitoring related to all Local Development Framework documents and 'saved' Unitary Development Plan policies including Bromley Area Action Plan and 'saved' Unitary Development Plan policies	The annual monitoring report was submitted to the Development Control Committee in February 2012.	G

APPENDIX 2

Aim 2c:	Promote, protect and enhance the historical, natural and built environment of the borough
----------------	--

Action	Milestone(s)	RAG Status
Promote the London Green Grid which recognises and protects the open space in Bromley, Croydon and Sutton.	Although the release of Supplementary Planning Guidance from the Greater London Authority was initially delayed, it was subsequently released and consultation was undertaken. The results were reported to Development Control Committee in January 2012.	G
Enhance the built environment in Bromley, Beckenham and Penge	Preparatory work was undertaken to in preparation for a bid to Transport for London to improve the public realm in Beckenham town centre. The initial phase of the Penge Improvement Plan was also delivered.	G
Protect trees, listed buildings and conservation areas in the borough	<p>A draft Conservation Management Plan for Bromley town centre was adopted by the Development Control Committee in September 2011 as supplementary planning guidance.</p> <p>An annual monitoring report was submitted for all orders relating to the action and no issues were resulting.</p>	G

APPENDIX 2

OUTCOME 3: ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS

Division(s) Responsible: Culture, Libraries & Leisure

Aim 3a: Identify further opportunities to modernise/improve the library offer

Action	Progress Update	RAG Status
Promote the use of the newly refurbished library in Orpington town centre	The new library was opened by author Adele Parks and Jo Johnson MP in a successful opening event in Quarter 1. Visitor figures at the library since it re-location have increased significantly on those reported in 2010. Between May and July 2011, 80% more people visited than in the previous year.	G
Complete and implement Library site officers review	A formal review of site officers was completed in Quarter 2 and a re-structure implemented ahead of schedule.	G
Following the Renewal & Recreation Policy Development and Scrutiny Members Working Party, explore and develop options for future management of the Library service in light of agreed budget reductions	A shared service for library back office functions with the London Borough of Bromley went live in January 2012, three months ahead of schedule. An extensive consultation exercise is now being undertaken to inform future efficiency savings that could be achieved in libraries.	G

APPENDIX 2

Aim 3b: Continue to explore funding opportunities and new business models to develop new capital projects to improve the Council's leisure and sports facilities.		
Action	Milestone(s)	RAG Status
Further develop proposals for a multi sports hub at Norman Park and seek a private sector development partner to fund and deliver a suitable scheme.	Following approval from the R&R PDS Committee, soft market testing was undertaken to refine a specification for a development partner to develop a multi-sports hub at Norman Park, Bromley. The tender process began and tender documentation returns are expected at the end of May 2012.	G
Further develop proposals for the development of new gymnastics centre and library at the Bromley Valley Gymnastics/Cotmandene sites.	Options for the development of a new gymnastics centre and library continue to be explored with colleagues as the implications of developing in the area are worked out. More detailed proposals will be worked up in 2012/13.	G
Further develop proposals for a multi sports hub at Norman Park and seek a private sector development partner to fund and deliver a suitable scheme.	A report setting out a procurement timetable was approved by the Renewal & Recreation Policy Development and Scrutiny Committee in July 2011. The procurement process is subsequently ahead of timetable and tender returns are expected back at the end of May 2012.	G
Ensure the Borough maximises the benefits and legacies provided by the London 2012 Games, including opportunities for residents and businesses to participate.	Following approval from the Portfolio Holder, the London Borough of Bromley signed up to the Look and Feel and Torch Relay agreements with London Organising Committee of the Olympic Games. The relay route was agreed at the end of 2011 and the borough's Olympic Working Group will finalise arrangements in 2012/13.	G
Provide the Borough lead on Pro Active Bromley and co-ordinate the work on the group.	Quarterly meetings of the parent and delivery sub groups for Proactive Bromley have been facilitated and key actions including the development of a Framework Strategy and Work Programme for the group have been facilitated.	G
To develop the parks, leisure and sports offer at Crystal Palace park in line with the Crystal Palace Masterplan.	Following approval from the Executive Committee, the Crystal Palace Park Management Board was created to bring together a range of stakeholders in the park to investigate options for the park's future governance and to undertake a programme of improvements that would increase participation and the park's leisure offer.	G

APPENDIX 2

OUTCOME 4:	DEVELOPING OPPORTUNITIES FOR RESIDENTS TO IMPROVE SKILLS, LEARNING AND EMPLOYMENT PROSPECTS.
-------------------	---

Division(s) Responsible:	Adult Education; Culture, Libraries & Leisure
--------------------------	---

Aim 4a:	Maintain a high quality adult education service which offers a wide range of accessible courses designed to meet local people's needs.
----------------	---

Action	Milestone(s)	RAG Status
To undertake a comprehensive review of Bromley's Adult Education service	A review board was established and met several times to establish and consider options for the future of Bromley Adult Education College and reported back to the Renewal & Recreation Policy Development and Scrutiny Committee and Portfolio Holder at regular intervals. In December 2011 the Portfolio Holder agreed that the College would undergo a restructure in the short term but that the option of a merger with Bromley College of Further and Higher Education should be considered in more detail going forward.	G
Increase participation of adults in lifelong learning	Whilst the total number of enrolments and the percentage of learners who enrolled on courses who were new to Bromley Adult Education College were slightly below what was hoped for, the number of adults engaging in learning was still encouraging. A number of new courses designed to assist members of staff for the London Borough of Bromley were designed and as a result a large number of staff members engaged in this corporate training.	A
Identify individual learning needs which are supported by flexible learning opportunities	89% of learners at Bromley Adult Education College were supported to achieve their individual primary learning goals and the College also boasted a 92% retention rate. Both of these statistics demonstrate that the individual learning needs of adults were being met.	G
Engage with hard to reach learners within local communities and marginalised groups	Through partnership working, over 600 community project learners were engaged in adult education courses in the 2010/11 academic year.	G

APPENDIX 2

Work with partner agencies to support family learning in communities	A range of courses were delivered in target wards in the boroughs and most of those enrolled on Family Learning provisions were resident in these wards.	A
Work with partner agencies to actively promote learning opportunities available at Bromley Adult Education College	10 new community partners were engaged to promote and deliver learning on behalf of Bromley Adult Education College.	G
Ensure that staff are appropriately qualified and supported to deliver a high standard of teaching and learning	All targets in relation to the qualifications held and grades achieved in observations were achieved for the 2010/11 academic year.	G
Provide a safe, secure and healthy environment for learners and staff	A review of teaching and learning environments at the Health and Safety Committee at the Governing Body was reported regularly across the 2010/11 academic year.	G
Improve the environmental impact of College activities	Targets set for this action, which included a reduction in paper consumption were not met for the 2010/11 academic year, despite measures being put in place. However, on reflection it was agreed that targets were not realistically achievable. The target was for the 2011/12 academic year has been subsequently amended.	R

APPENDIX 2

Aim 4b: Provide high quality employment support services

Action	Milestones(s)	RAG Status
Proactively engage with Prime Contractors for Department for Works and Pensions Work Programme to ensure delivery works for the benefit of Bromley residents	All Work Programme Prime Contractors have visited a number of the borough's outreach centres and been invited to deliver from these venues, although this offer has not been accepted to date. Collaborative working with the Prime Contractors are never the less taking place.	G
Maximise the potential of the Cotmandene Resources Centre and Mottingham Community Learning Shop to provide information, advice and guidance on adult learning and employment support.	Both centres achieved Matrix accreditation in October 2011, demonstrating the quality of information, advice and guidance offered. Successful job clubs have also been established and local people have been effectively supported to achieve jobs.	G

Aim 4c: Pursue funding opportunities with partners to increase the range of adult learning opportunities delivered in areas of need in the borough

Action	Milestone(s)	RAG Status
Attract funding from the Adult and Community Learning Fund	Funding was awarded in Quarter 2 to deliver learning opportunities for local people at three of the borough's outreach centres.	G
Work up second stage proposal to Big Lottery: Reaching Communities to seek continuation funding of Thyme Out: an amenity horticulture project for adults with learning disabilities at the Civic Centre.	Funding from the Big Lottery Fund was awarded on submission of successful bid. The project will deliver horticultural training to 90 adults with learning disabilities across three years in a number of the borough's parks and green spaces.	G

APPENDIX 2

OUTCOME 5: Managing property assets to support the delivery of the Council's key objectives.

Division(s) Responsible: Property

Aim 5a: Complete alterations to the Civic Centre accommodation to make more efficient use of space, improve accessibility, lower energy consumption, and reduce future maintenance liability

Action	Milestone(s)	RAG Status
Decant North Block	All groups of staff formally located in the North Block were successfully decanted in August 2011.	G
Alteration works to North Block	Work began on site in Quarter 2 and is due to complete six weeks behind schedule in Quarter 1 of 2012/13.	A
Remodelling of Stockwell Building	Re-modelling on the Stockwell Building was completed at the end of 2011 in line with the requirements of our Public Health colleagues who were moved into the space.	G
Completion of new reception facility	Following discussions with Liberata and Customer Services to define the specifications, works begun on a new reception facility. The main reception facility was re-worked to include self service options in the interim. The new reception facility is due to be opened following completion in Quarter 1 of 2012/13.	A
Market the Old Town with vacant procession to aid the Council's aspirations around Town Centre re-generation	The Old Town Hall has been marketed this year, however the decant of the Old Town Hall has been delayed as a consequence of works overrunning on the alterations to the North Block. The decant is now expected in Quarter 2 of 2012/13.	A
Decant of Joseph Lancaster and Ann Springman Buildings to enable these buildings to be leased for other purposes, or demolished to reduce revenue outgoings or increase revenue income	Due to the works overrunning on the alterations to the North Block, Ann Springman and Joseph Lancaster buildings have not yet been vacated. This is now anticipated in Quarter 2 of 2012/13,	A

APPENDIX 2

Aim 5b:	Ensure that all the Council's properties meet legislative requirements and are fit for purpose.
----------------	--

Action	Milestone(s)	RAG Status
Carry out suitable cyclical maintenance, inspections and surveys to ensure that buildings comply with current Property and Health & safety legislation, are accessible, and meet the requirements of residents and staff	All surveys, risk assessments, assessments and cyclical maintenance responsibilities were delivered on target across 2011/12.	G

Aim 5c:	Carry out energy saving projects to reduce the Council's carbon output.
----------------	--

Action	Milestone(s)	RAG Status
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 tax paid	In order to deliver the outcome, feasibility studies were completed to consider the installation of PV panels and CHP at a number of Council owned sites. These studies are being considered in forward planning exercises.	G

Aim 5d:	Maximise the income from the Council's property investment portfolio.
----------------	--

Action	Milestone(s)	RAG Status
Reduce the number of vacant shops.	The number of shop units available on the Council owned shopping parades in May 2011 was 12. The number available at the end of 2011/12 was 2 units.	G
Maximise income from vacant office space at the Civic Centre and Yeoman House.	The Coroner's Service have taken a tenancy in some Civic Centre space and Liberata will relocate their office to the Civic Centre on completion of works to the North Block.	G

APPENDIX 2

Aim 5e: Seek opportunities with partners to make efficient use of Council property to reduce the costs and improve service delivery.

Action	Milestone(s)	RAG Status
Put in place the Strategic Asset Management Strategy adopted by Members in May 2011	A property challenge review is underway and departmental representatives have been nominated to participate.	A

APPENDIX 2

OUTCOME 6: AN EFFECTIVE AND EFFICIENT DEPARTMENT WHICH PROVIDES VALUE FOR MONEY

Division(s) Responsible: All

Aim 6a: A proactive and robust approach to improvement and efficiency in Renewal & Recreation

Action	Milestone(s)	RAG Status
Deliver agreed efficiency savings in line with the Council's financial forecast	All agreed efficiency savings for 2011/12 were delivered and the department returned a minor under spend of £31k	G
Evaluate services' value for money and identify efficiency savings for 2013/14/15	Banked savings options were worked up to delivery in agreed timescales. Service area budgets were also reviewed to consider potential efficiency savings.	G
Undertake a department wide 'zero' based budgeting exercise in conjunction with the member's 'Star Chamber'.	A zero budgeting exercise was undertaken on a divisional basis and subject to member scrutiny in October 2011.	G
Consider new methods of delivery to reduce dependence on the public purse.	The Departmental Management Team has implemented a continuous review programme aimed at identifying new methods of service delivery, such as shared services with other local authorities.	G

APPENDIX 2

Aim 6b:	Effective external and internal communications
----------------	---

Action	Milestone(s)	RAG Status
Press releases that share information and good news with residents that will support departmental objectives	The work that has been undertaken by Renewal & Recreation this year has been well reported in the press thanks to regular press releases and other uses of different forms to inform residents of our progress.	G
Quarterly departmental staff meetings	The department's staff have been given the opportunity to meet together quarterly.	G
Provide excellent customer service first time in line with LBB's 'getting it right' procedure	Complaints, compliments and suggestions have been raised and discussed at quarterly Departmental Management Team meetings.	G

Aim 6c:	A motivated staff which is highly skilled to deliver departmental outcomes
----------------	---

Action	Milestone(s)	RAG Status
Performance Appraisal Development Scheme documents to be set up for individual officers	Performance, Appraisal and Development Scheme process were completed for staff members across the department.	G
Departmental Learning and Development Plan to be developed	The plan was completed in July 2011 and was monitored by the Learning and Development group.	G
Leadership Programme to be delivered	34 Officer participated in the Leadership Programme by December 2011.	G