



# MONITORING REPORT

## **Renewal & Recreation Business Plan 2012/13**

**Quarter 1: 06/04/12 – 05/07/12**

A Vibrant Thriving Borough

## 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 1. 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 be 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**

<b>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</b>				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Select a development partner for Site G (Churchill Place)	Kevin Munnelly	Begin the procurement process to select the best development partner by publishing an advert in the Official Journal of the European Union by July 2012	An advertisement for a development partner for Site G was published in the Official Journal of the European Union in June 2012. Pre-Qualification Questionnaire documents were issued to 50 companies and are due for return on 7 <sup>th</sup> September.	G
Work with the selected development partner (The Land Group/Cathedral) to submit a planning application for the re-development of Site C (Old Town Hall) for hotel and conference facilities	Kevin Munnelly	Set up monthly meetings with the development partner to commence in June 2012.	Initial proposals for Site C have been submitted to officers and regular programme meetings have been established as part of the agreed timetable.	G

Work with Capital Shopping Centres to bring forward an acceptable planning application for the expansion of leisure facilities at Site M (Queens Gardens)	Kevin Munnelly	Support Capital Shopping Centres to submit a pre-application proposal by June 2012.	Officers support Capital Shopping Centres to submit an application in respect of Site M. This was considered by the Development Control Committee in June 2012 however it was refused, despite officer's positive recommendation. Discussions in relation to the future of Site M are now ongoing.	G
Deliver a special town centre event to commemorate Her Majesty the Queen's Diamond Jubilee	Colin Brand	Deliver the event on 15 <sup>th</sup> May 2012.	Renewal & Recreation lead a cross portfolio project team and worked with a number of outside agencies including the Greater London Lieutenancy, TfL and the Metropolitan Police to deliver a memorable event in Bromley town centre celebrating fashion over the decades of the Queen's reign. Her Majesty the Queen and His Royal Highness the Duke of Edinburgh both attended the event in the morning as part of their Diamond Jubilee tour and commented on the warm welcome they received from Bromley residents and businesses. 6000 school children came to the town centre to welcome our royal guests.	G

Aim 1b:		Continue to support and develop the vitality of Orpington		
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Develop a Business Improvement District to a successful ballot stage in Orpington	Martin Pinnell	Work with the Business Improvement District Working Group to finalise the BID levy rules.	The BID Working Group which consists of local business representatives in Orpington have been meeting on a monthly basis since the beginning of the year. Following consultation with local businesses, they have decided that a levy of 1.5% of the rateable value will be charged for properties within the BID area. They also agreed that, following feedback from the Renewal & Recreation Policy Development and Scrutiny Committee, charities would be entitled to a discretionary discount of 50%. A lower threshold will not be applied to the levy but a cap will be applied so that no levy payment exceeds £20,000.	G
		Report an outline BID proposal to the Renewal & Recreation Policy Development and Scrutiny Committee in July 2012.	A report outlining the progress made on a BID for Orpington was taken to the Renewal & Recreation Policy, Development and Scrutiny Committee in July 2012 and members supported the initial proposals for the BID that were reported. A report with the finalised BID proposal and draft legal agreements will be considered by the Council's Executive Committee on 12 <sup>th</sup> September. If the Council as the ballot holder agree to the BID proposals, businesses will be balloted in February 2013.	G

On hearing a successful outcome on the funding application to the Heritage Lottery Fund, instigate a development grant to work up a second and final round application for £2million to extend and improve Bromley Museum	John Gledhill	Hear the outcome of the first round application.	The Heritage Lottery Fund notified the Council that our first round application had been successful and a development grant would be awarded to allow the detailed design work to be undertaken for a second round submission in 2013. It is hoped that the restored Priory will become a regional heritage and arts hub.	G
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Aim 1c: Continue to support and develop the vitality of Beckenham				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Deliver a programme of environmental and business improvements to Beckenham town centre	Martin Pinnell	Identify improvements to be undertaken in Beckenham town centre and report initial ideas to Renewal & Recreation Policy Development and Scrutiny Committee in July 2012.	A report to the Renewal & Recreation Policy Development and Scrutiny Committee outlined the progress to date in the identification of improvements to be prioritised in Beckenham town centre. The Beckenham Working Group had been privy to an indicative list of proposals for short term improvements to the town and this is to be refined at the September meeting of the Working Group where members will decide which will be allocated funds to bring to completion.	G

Aim 1d: Promote and support the vitality of all town centres				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Deliver an events and promotional campaign in partnership with local businesses	Martin Pinnell	Begin delivery of a programme of public events at town centre locations across the borough.	In addition to the Diamond Jubilee event in Bromley town centre, officers also worked with other town centre businesses to host a Diamond Jubilee event in Orpington, a May fair in Petts Wood and a Diamond Jubilee street party in West Wickham. The Chislehurst Farmers Market was also facilitated on the 3 <sup>rd</sup> Sunday of every month.	G
Continue to maintain and further improve the appearance, tidiness and quality of town centres.	Martin Pinnell	Complete the first quarterly environmental monitoring visits to Beckenham, Bromley, Orpington and Penge.	A quarterly environmental monitoring report was completed for Bromley at the beginning of July and for Orpington at June; all issues were reported and resolved. It is the intention of the town centre managers to convene more regular meetings with the Area Manager for each town centre to establish a more coordinated approach to resolving these issues. The Beckenham Business Association have proactively monitor environmental issues in the town centre and fed back their concerns to the Head of Town Centre Management and Business Support who has co-ordinated the Council's action to resolve any issues reported. Beckenham also benefited from an environmental clean up in the town when the Community Payback scheme visited the area in June.	G



		Implement the vinyl scheme to help improve the appearance of empty shop fronts.	Vinyls to improve the appearance of vacant shop fronts have been implemented in various locations across the borough in Quarter 1. Four shop units and The Bell Hotel in Bromley have benefited from in the scheme as has the Village Halls in Orpington. The vinyls have been designed to reflect the aspirations for that unit.	G
Develop and support town centre partnerships.	Martin Pinnell	Facilitate bi-monthly meetings of Orpington Business Forum, Beckenham Business Association and Penge Traders Association.	The Beckenham Business Association met in July. They received a presentation from East that presented plans for the public realm design. This was part of the consultation process for the scheme. The Orpington Business Forum met in June and was pleased to report that following their lobbying of the local police they had managed to persuade the Police to maintain policing levels in the town centre and an assurance that the local neighbourhood team would not be changed before the end of the Olympic period. A town team for Bromley North Village also started meeting in Quarter 1 and submitted a bid to the Portas scheme at the end of June with a view to driving footfall and establishing the area's identity.	G
Deliver a programme of improvements to secondary shopping parades	Martin Pinnell	Develop a design manual for secondary shopping parades and seek endorsement for the scheme from members.	At their July meeting, the Renewal & Recreation Policy Development and Scrutiny Committee endorsed the process suggested for the allocation of funds to shopping parades and agreed a process for handling applications for that funding. The scheme will be rolled out in Quarter 2.	G

<b>Aim 1e: Promote business investment and development, particularly in the borough's key commercial and industrial areas.</b>				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Deliver an Invest Bromley workshop to promote office accommodation in Bromley and highlight Bromley as a business location	Martin Pinnell/Kevin Munnelly	Establish meetings with the working group from the Commercial Property Agents Forum to meet regularly, commencing in June 2012.	The Working Group from the Commercial Property Agents Forum met twice in Quarter 1 and have agreed to host a round robin workshop in the autumn to facilitate discussion with local and national agents, local businesses and the trade press to discuss the future office market in Bromley.	G
Work with business support agencies and private sector partners through the Economic Partnership to encourage and develop business support provision in the borough.	Martin Pinnell	Facilitate the July meeting of the Economic Partnership.	The Economic Partnership met on the 10 <sup>th</sup> July at Biggin Hill Airport where their hosts treated them to a tour of the airport. Information was shared on a number of initiatives planned for the borough including the Bromley Youth Employment Project, and colleagues from Public Health raised awareness of disability access in business planning.	G

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

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

Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Perform at a level that, which while acknowledging national targets in relation to the process of planning applications, focuses on delivering a quality outcome for the borough.	Bob McQuillan	Deliver a quality planning service meeting the following national targets where possible: <ul style="list-style-type: none"> <li>• 60% of major planning applications to be determined within 13 weeks of receipt</li> </ul>	<b>55%</b> of major planning applications were determined within 13 weeks of receipt.  There is a national and particularly London wide trend for major schemes to be processed, negotiated and agreed over a longer time period. This is in part due to the removal by government of the carrot (Planning Delivery Grant) and stick (Audit commission and CPA) that previously kept processing times artificially high. It is also due to the focus on outcomes moving from quantitative to qualitative.	A
		<ul style="list-style-type: none"> <li>• 65% of minor applications to be determined within 13 weeks of receipt</li> </ul>	<b>58%</b> of minor applications were determined within 13 weeks of receipt. The target was nearly reached and it is expected that it will be met in the next quarter.	A
		<ul style="list-style-type: none"> <li>• 80% of other applications to be determined within 8 weeks of receipt.</li> </ul>	<b>72%</b> of other applications were determined within 8 weeks of receipt. The target was nearly reached and it is expected that it will be met in the next quarter.	A

**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 1:	Progress Update	RAG Status (if applicable)
Develop plans for the provision of a new library service to serve the Penge/Anerley area.	Tim Woolgar	Report to the Executive Committee and obtain approval to proceed with the chosen approach in June 2012.	At the Executive meeting on the 20th June 2012, Members agreed to enter into a formal exclusivity agreement with the owners of the former Edgintons Furniture store at 46 Green Lane, Penge. Work has begun on a detailed design option which will fully cost the proposed new scheme. Public consultation has been carried out and meetings held with affected staff on the proposals.	<b>G</b>

**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 1:	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 first quarterly meeting of the parent, executive and delivery sub groups.	Pro Active Bromley met in Quarter 1 to develop actions plans for which implementation has subsequently begun. Pro Active Bromley also currently working in partnership with the Council to deliver a Bromley Festival in Quarter 2.	<b>G</b>

<p>Complete the procurement process for the development of a multi-sports hub at Norman Park</p>	<p>John Gledhill</p>	<p>Evaluate tender returns and interview potential providers by June/July 2012.</p>	<p>Tender returns and scheme proposals for a multi-sports hub development were received in May. Evaluation took place in June and interested contractors interviewed in July. Further negotiations are scheduled to take place with contractors during Quarter 2 .</p>	<p>G</p>
<p>Accommodate and promote the Olympic Torch Relay for London 2012</p>	<p>John Gledhill</p>	<p>Work with the Torch Relay Working Group to develop and share the Event Management Plan with LOCOG.</p>	<p>The Torch Relay Working Group have met and plans to accommodate the torch relay through the borough in July have been worked up, including the implementation of a rolling road closure and ensuring the safety of spectators. An Event Management Plan has been put together and shared with LOCOG to ensure the borough is ready to host the Olympic Torch relay.</p>	<p>G</p>

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

<b>Aim 4a: Maintain a high quality adult education service which offers a wide range of accessible courses designed to meet local people's needs.</b>				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Increase the participation of adults in lifelong learning	Carol Arnfield	15,000 enrolments by the end of Term 3	The College achieved a total of 13,725 enrolments by the end of Term 3. Although enrolments reached set targets in terms 1 and 2, they slowed in the 3 <sup>rd</sup> term as the economic climate became more uncertain.	A
	Alicia Munday	900 members of LBB staff to have engaged in cooperate training delivered by Bromley Adult Education College by the end of the 2011/12 academic year	There were 715 enrolments by borough staff on corporate training at Bromley Adult Education College during the 2011/12 academic year. An additional 24 staff achieved National Vocational Qualifications in Business and Administration through the College, eight of whom achieved a Level 3 and 16 of whom achieved a Level 2.	R
	Jenny Alexander	45% of 8,800 learners are new learners at Bromley Adult Education College by the end of the 2011/12 academic year	A total of 8,669 learners participated in adult education courses at the College during the 2011/12 academic year and 45% of these learners were new to the College.	G

Identify individual learning needs and support with flexible learning opportunities delivered by Bromley Adult Education College	Carol Arnfield	91% of learners completed their course in the 2011/12 academic year.	Bromley Adult Education College achieved a retention rate of 90% of students completing their course during the 2011/12 academic year.	A
		Offer 12 short intensive vocational training programmes to meet the needs of unemployed adults referred by Job Centre Plus in Term 3.	15 short intensive vocational training programmes for Jobcentre Plus referrals ran in Term 3. This means that a total of 30 new programmes were delivered to meet the needs of individuals referred by Jobcentre Plus in the 2011/12 academic year from a standing start. The College is working with Jobcentre Plus to continue to explore new ways of working in partnership.	G
Ensure that the staff of Bromley Adult Education College are appropriately qualified and supported to deliver a high standard of teaching and learning.	Carol Arnfield	44% of teachers to hold a Level 4 teaching qualification	43% of a total of 225 tutors held as Level 4 teaching qualification by the end of the academic year.	A
		32% of teachers to hold an intermediate teaching qualification.	32% of a total of 225 tutors held a Level 3 teaching qualification by the end of the academic year.	G
		21% of tutors to achieve an OFSTED Grade 1 'Outstanding' in their formal observation	30% of tutors achieved a grade 1 in their formal observation during the 2011/12 academic year. During the 2010/11 academic year, the process of post-lesson observation action planning and feedback had been improved to provide tutors with more specific feedback about what was needed to improve their grade when next observed.	G

		61% of tutors to achieve an OFSTED Grade 2 'Good' in their formal observation.	60% of tutors achieved a Grade 2 in their formal observation during the 2011/12 academic year.	A
Provide a safe, secure and healthy environment for learners and staff at Bromley Adult Education College	Charlotte Beddoe	Report on teaching and learning environments to the Health and Safety Committee and the Governing Body each term.	Reports on teaching and learning environments went to the College's Governing Body in 24 <sup>th</sup> November, 24 <sup>th</sup> May and 5 <sup>th</sup> July during the academic year. Health and safety remained and standing agenda item on all Governing Body meetings so that updates and other relevant issues could be discussed.	G
Work with partner agencies to actively promote learning opportunities	Jenny Alexander	Work with 8 new community based partners who will signpost local people to appropriate training opportunities.	The College worked with 10 new community partners in 2011/12. These included The Elders of Orpington Chinese Community, Armani Training, Be Totally You and three new primary schools: Raglan, Highfield and Churchfields.	G



<b>Aim 4b: Provide opportunities for unemployed adults to improve their employment prospects.</b>				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Investigate options for and begin delivery of a youth employment scheme for young unemployed residents.	Hannah Jackson	Agree and approach that creates a youth employment project for 18-24 unemployed Bromley residents by way of apprenticeships and internships with the Executive and Resources Policy Development and Scrutiny Committee by June 2012.	Following a report to the Executive and Resources Policy Development and Scrutiny Committee, the Resources Portfolio Holder has agreed that an experienced and proficient service provider should be appointed to deliver a youth employment project that supports the creation of apprenticeship and internship opportunities for unemployed residents aged between 18 and 24.	G
		Begin the procurement activity and undertake a soft market testing exercise in June/July 2012.	A soft market testing exercise has been completed with a cross section of potential providers and a service provider brief was developed based on the outcome of this process. PQQs were issued at the end of July to 102 interested parties.	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 1 into work.	Weekly Work Clubs are now established at both locations with support from staff and volunteers. Funding of £2,460 from Jobcentre Plus has been agreed to help with the additional costs (excluding staff) of running the clubs. <b>13</b> people who were supported by the job clubs have entered work during the first quarter. The set target was ambitious: last year the service supported 36 people into work in total, and the economic downturn is challenging. However, the shops will continue to look at ways to improve the support on offer to residents to help more people into work,	R
		Host the Citizen's Advice Bureaux on a fortnightly basis.	The Citizen's Advice Bureaux are now well established at the Cotmandene Community Resource Centre with <b>weekly</b> sessions delivered by between 2 and 3 Citizen's Advice Bureaux volunteers. Feedback from the Citizen's Advice Bureaux indicates that this is the most successful of all of their outreach locations. The sessions attract an average of 14 clients on each occasion.	G
Set up and establish a Work Club at the Bromley Adult Education College Kentwood Centre to support the unemployed adults on the north side of the borough.	Jenny Alexander	Launch a Work Club	The Kentwood Work Club opened on 22 <sup>nd</sup> May. At present it is available for one day a week and had had to date a footfall of 85 individuals. Users are offered support with CV writing, job searching and application skills as well as referrals onto appropriate employability courses at the College and with other local providers.	G

<b>Aim 4c: Pursue funding opportunities with partners to increase the range of adult learning opportunities delivered in areas of need in the borough</b>				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Submit an application to Jobcentre Plus' Flexible Learning Fund to create a pre-employment programme for young unemployed adults.	Hannah Jackson	Investigate options for partnership working to deliver a skills based environmental project for unemployed 18-24 year olds.	In July, the Council organised a meeting between Affinity Sutton, Capel Manor College, Groundwork and the National Federation of Housing Associations to look at opportunities for a partnership bid to the flexible learning fund to create a pre-work programme that would equip young people with the skills they need to enter work. It was agreed that Bromley Council was not best placed to lead a bid for this funding but that it would partner another member of the group in their application to Jobcentre Plus' Flexible Learning Fund. It is hoped that a project will be delivered in Crystal Palace Park.	<b>G</b>

**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 1:	Progress Update	RAG Status (if applicable)
Allocate housing capital funds	Kerry O'Driscoll	Determine the procurement route and complete a soft market testing exercise with Registered Providers by June 2012.	Soft market testing has been undertaken to establish the current market attitude, which indicated potential proposals from two Registered Providers (RPs). Advice has been obtained from the Council's legal and corporate procurement teams to set out the procurement route for the allocation of a Payment in Lieu (PiL) sum as a high priority; this advice being to undertake a tendering exercise with RP partners.	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	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.	8 new pre-applications and 4 new planning applications have been negotiated in Quarter 1. The team have consistently attended relevant meetings to progress these applications and have instigated a meeting in regard to a large section 106 site. Co-ordination and review of work for four Financial Viability Appraisals (FVAs) has also been undertaken in this quarter.	G

Identify a site, capital and delivery model for a new Extra Care Housing Scheme for Bromley	Kerry O'Driscoll	Identify a site for the scheme.	Some possible sites have been identified and discussions have been held with the Council's Education and Care Services department on the next steps required to progress this scheme in the context of Education and Care Services revenue budget drivers. Education and Care Services are due to clarify how soon a site is required.	A
Seek to secure alternative forms of accommodation to reduce the reliance on nightly paid accommodation.	Kerry O'Driscoll	Work with stakeholders to obtain consent to use the Cranbrook site as accommodation for this purpose by June 2012.	Planning consent to use the Cranbrook site for accommodation has been granted subject to a section 106 agreement covering nominations.	G
Develop a four year Income Strategy and Action Plan that meets budget targets of £245,000	Kerry O'Driscoll	Identify new ways to generate income to cover team costs.	Officers have developed an income strategy and action plan to consider new ways to generate income. Key options have been identified and advice from the Council's audit, legal and finance team is being sought to enable evaluation of these options.	G

Aim 6b: Develop a Housing Strategy for the London Borough of Bromley.				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Produce and maintain the new London Borough of Bromley Housing Strategy	Kerry O'Driscoll	Produce a 'key themes' document setting out the proposed format for the new Housing Strategy.	This piece of work had to be postponed to accommodate the division's more pressing priorities for the quarter. However, initial contact has been made with key consultees and a meeting for an internal stakeholder group is being arranged. A short summary document setting out anticipated key themes to be covered within Strategy will be produced by mid-October and will be used to inform discussions with key stakeholders during the forthcoming meeting.	A

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

<b>Aim 7a: A proactive and robust approach to improvement and efficiency in Renewal &amp; Recreation</b>				
Action	Lead Officer	What we said we would do in Quarter 1:	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 savings will be delivered within the timescales agreed by the Council.	<b>G</b>

<b>Aim 7b: Effective external and internal communications</b>				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Quarterly departmental staff meetings	Marc Hume	Hold the first quarterly departmental staff meeting.	The first Renewal & Recreation staff meeting was held on 10 <sup>th</sup> July. A number of departmental issues were discussed including plans to improve internal departmental communications – this included planning a Renewal & Recreation blog to encourage staff engagement.	<b>G</b>
Provide excellent customer service first time in line with the London Borough of Bromley's 'Getting it right' procedure.	Colin Brand	Deliver the first quarterly report to the Departmental Management Team.	Departmental complaints and compliments were reported to the Departmental Management Team who ensured follow ups were completed where required.	<b>G</b>

<b>Aim 7c: A motivated staff which is highly skilled to deliver departmental outcomes</b>				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Performance Appraisal Development Scheme (PADS) documents to be set up for individual officers	Colin Brand/Carol Arnfield/Bob McQuillan/David Gibson	All staff to complete the first stage of PADS.	All staff were encouraged to complete the first stage of their PADS document to set aims and targets for performance and to identify training needs over 2012/13.	<b>G</b>

<b>Aim 7d: Protect and enhance an environment and services that promote health and allow people to lead healthy lifestyles</b>				
Action	Lead Officer	What we said we would do in Quarter 1:	Progress Update	RAG Status (if applicable)
Develop and establish ways of working together to embed Public Health in all areas of work	Agnes Marossy	Representative to attend the quarterly Departmental Management Team meeting.	Dr Agnes Marossy attended the R&R Departmental Management Team meetings on 19th April, 10th May and 7th June to keep the inclusion of public health considerations into the departments work.	<b>G</b>



**BUSINESS PLAN UPDATES: NEW WORK UNDERTAKEN IN QUARTER 1 (2012/13)**

**OUTCOME 3: ENHANCING OPPORTUNITIES FOR LEISURE, RECREATION AND ARTS**

<b>Aim 3a: Identify further opportunities to modernise/improve the library offer</b>					
Action	Milestone(s)	Target(s)	Resources	Lead Officer	EI
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	Recruit and deploy young volunteers throughout the Summer Reading Challenge	July to September 2012	Culture, Libraries and Leisure budgets and Team London grant funding.	Tim Woolgar	2
	Agree role descriptions for volunteers for other volunteer roles in libraries.	November 2012			
	Recruit volunteers	December 2012			
	Implement the volunteer programme	January 2013			