

**When telephoning, please ask for:** Viv Nightingale  
**Direct dial** 0115 914 8481  
**Email** vnightingale@rushcliffe.gov.uk

**Our reference:**  
**Your reference:**  
**Date:** 16 August 2010

To all Members of the Council

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 24 August 2010 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely

Head of Corporate Services

## **AGENDA**

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Tuesday 29 June 2010 (pages 1 - 7).
4. Cabinet Member Questions
5. Fuel Poverty – National Indicator 187  
The report of the Head of Community Shaping is attached (pages 8 - 11).
6. Children and Young People  
The report of the Head of Community Shaping is attached (pages 12 - 16).
7. Ombudsman's Annual Letter 2009/10  
The report of the Head of Partnerships and Performance is attached (pages 17 - 28).
8. Review of Customer Feedback 2009/10  
The report of the Head of Partnerships and Performance is attached (pages 29 - 32).

9. Performance Management - Corporate Scorecard

The report of the Head of Partnerships and Performance is attached (pages 33 - 39).

10. Performance Monitoring – Quarter 1 - 2010/11

The report of the Head of Partnerships and Performance is attached (pages 40 - 63).

11. Rolling Two Year Work Programme

The report of the Head of Partnerships and Performance is attached (pages 64 - 65).

12. Call Ins

There were no Call Ins from the Cabinet meeting held on 6 July 2010 and the meeting due to take place on 3 August 2010 was cancelled.

Membership

Councillors Chairman: S Bennett, Vice-Chairman: D G Wheeler,  
Mrs S P Bailey, B Buschman, M M Champion, K A Khan, A MacInnes,  
Mrs J M Marshall, J A Stockwood

<b>Meeting Room Guidance</b>
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**NOTES  
OF THE MEETING OF THE  
PERFORMANCE MANAGEMENT BOARD  
TUESDAY 29 JUNE 2010**

Held at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford

**PRESENT:**

Councillors S Bennett (Chairman), Mrs S P Bailey, B Buschman, R M Jones (substitute for Councillor), A MacInnes, Mrs J M Marshall, J A Stockwood, Mrs M Stockwood (substitute for Councillor) and D G Wheeler

**ALSO IN ATTENDANCE:**

Councillors S J Boote and J A Cranswick

**OFFICERS PRESENT:**

C Caven-Atack	Performance and Reputation Manager
S Goodrich	Head of Revenues & ICT Services
S Griffiths	Deputy Chief Executive (SG)
V Nightingale	Senior Member Support Officer

**APOLOGIES FOR ABSENCE:**

Councillors M M Champion and K A Khan

**1. Declarations of Interest**

There were none declared.

**2. Cabinet Member Questions**

There were none received.

**3. Notes of the Previous Meeting**

The notes of the meeting held on Tuesday 27 April 2010 were accepted as a true record.

**4. Cabinet Call In – Improvements to Public Conveniences – Bridgford Park – Approval of Scheme**

Councillor Jones requested that anyone who had previously had discussions with the Executive on this issue should not vote on the Call In. He was advised that this was not a relevant objection.

Councillor Boote, as lead signatory, explained the reasons why the issue had been called in. He stated that all the signatories strongly supported the refurbishment of the toilets, that it was an important facility and would have many users. However, he felt that the issue needed to be scrutinised and felt that this should have been considered by the Community Development Group before Cabinet had made the decision. He informed Members that following a

conversation with the British Toilet Association regarding the issue he had several concerns. These were:

1. Unisex cubicles – it was apparent from a community survey that some people did not like sharing toilets with the opposite gender. He felt that one if not all the cubicles should have urinals. Also if considering the best method for throughput a single queue was better.
2. A lack of natural light – people would feel uneasy and enclosed if there was a power cut. He asked if small skylights should have been part of the design.
3. Charging – he queried how many people voted for the 20p charge. He was concerned about charging as public toilets used to be free, and still were in many areas of the Borough – thereby giving an inconsistent approach by the Council. He requested further information on how this would impact on children using the park's facilities, would there be access via the radar key for the disabled. He asked if officers felt that charging would incur or avoid incidents of vandalism.
4. Supervision – he felt that Members needed further information on the amount of supervision the toilets would have from the people in the kiosk. He also wanted information on the cleaning schedule.
5. Costs – when speaking to the British Toilet Association Councillor Boote stated that in the Association's opinion the scheme would cost in excess of £100,000 and operating costs would be approximately £15-17,000 per annum, which would not be recouped at a charge of 20p.
6. Strategy – Councillor Boote felt that the Council needed an overall toilet strategy. He recognised that this was not a statutory duty, however the public did expect this service and the Council did provide free toilets in other areas of the Borough. He had proposed a community toilet scheme at a previous meeting of the Community Development Group and this had not been pursued as it was felt to be too expensive.

Overall he supported the proposals but felt that more scrutiny was required. He was concerned that this project would put a £2 increase on the Council Tax of all residents and wondered if it should be funded through the West Bridgford Special Expense. He urged Members to refer this issue back to Cabinet for it to be referred to a meeting of the Community Development Group.

Members of the Board expressed concerns that some of Councillor Boote's concerns were not part of the Call In process. The Chairman stated that only those issues contained within the Call In document would be considered by the Board.

Councillor Cranswick, Cabinet portfolio holder for Finance and Asset Management, replied to Councillor Boote's relevant concerns.

1. Radar Key Access – he assured Members that one cubicle would be accessible via the Radar Key and that there would be no charge for use with that scheme.

2. Cleaning Schedule – he did not feel that this was an issue for Cabinet to discuss as officers would ensure that the toilets were kept clean. At present the toilets were cleaned twice a day and this was increased when it was felt necessary to use extra resources. If the toilets were not kept to a reasonable clean standard then Members would be able to contact officers and ask why.
3. Vandalism – Councillor Cranswick stated that realistically you could not make these toilets completely vandal proof. However, through the use of new materials the furnishings were not as easy to damage. Officers had spoken to the British Toilet Association and had received advice that a minimal charge of 20p would mitigate vandalism, opportune vandals would be deterred. To help stop vandalism the toilet doors would be facing the kiosk. As stated in the Cabinet report officers were in discussion with retailers on the use of the kiosk, however, if this was not viable then the kiosk would be the park rangers' office.

The Head of Revenues & ICT Services explained that from the Council's survey 42% of the responses said that they were happy to pay 20p and 51% agreed to a charge of up to 20p.

Some Members were still concerned about the cleaning of the facilities as this was one of the issues raised by residents. Councillor Cranswick stated that experience would inform officers the best method for keeping the toilets reasonably clean and that any schedule would be extremely varied due to other factors ie cricket/football matches, events at the park. He assured Members that the Council would keep the facilities clean and if a complaint was received officers would act upon it. The Head of Revenues & ICT Services explained that the proposed fixtures and fittings would look cleaner than those presently used.

Following a question officers informed Members that the issue of cash collection and the possible anti-social behaviour associated with having cash on the premises had been considered and was included in the feasibility study that Cabinet had requested.

Councillor Boote stated that this discussion had increased his knowledge of the issue and he welcomed the fact that Radar Keys could be used. He was still concerned about vandalism and about the costs of the project. However, he was surprised that Cabinet had not requested further information on the cleaning schedule and felt that this was part of scrutinising a decision.

In conclusion Councillor Cranswick stated that no-one could say how much vandalism would occur and that mitigating factors were part of the project, eg the kiosk and supervision. He was uncertain how the Association could cost the project without fully knowing all the facts, had they been made aware of the fact that the structure of the building existed and that the contractor had costed the project. He pointed out that if there were any problems following the introduction of the new facilities this would be part of the scrutiny process to ensure that services were run effectively.

Councillor MacInnes, Ward Member, said that the Ward Councillors had also undertaken a survey and the results were fairly similar to the Council's especially regarding charging. He was still concerned that all 4 cubicles would be unisex and that no provision had been provided to address female concerns. He was still concerned about access for 11 – 14 year olds.

The Chairman asked that these concerns be included in the feasibility study. Councillor Cranswick agreed to consider this.

The Board considered the options available to them, whether to refer it back to Cabinet or to uphold the Cabinet's decision.

It was AGREED that the Cabinet's decision be upheld.

## **5. Nottinghamshire Local Area Agreement 2008 - 2011**

The Performance and Reputation Manager presented a report outlining the progress made on the eleven areas which Rushcliffe Borough Council was contributing to as part of the Local Area Agreement. She explained that in six indicators Rushcliffe was performing at a higher level than the County overall, in three performance was lower and that no data was available for the remaining two indicators. Members were also informed of recent changes to the amount of the Local Area Agreement grant and that there was an uncertainty on future funding.

Following a question the Deputy Chief Executive (SG) explained that the reward grant was held by the Borough Council on behalf of the Local Strategic Partnership and any reductions would not affect the Council's budgets. The reward had been received for 2009/10 but the amount, if any, for 2010/11 was uncertain. She stated that how the Partnership would be able to deliver the Local Area Agreement targets and the Sustainable Community Strategy was, at present, unclear.

The data relating to crime statistics was queried as these were shown in different formats. The Performance and Reputation Manager agreed to clarify this but she believed that these were displayed per 1,000 population and not as a percentage.

It was acknowledged that NI154 would now be affected by recent Government changes to the Regional Spatial Strategy.

With regard to NI186 Members asked if the information would be available for August when the Board would be considering Climate Change. Officers stated that these would be included in the Board's report.

The Board felt that more local indicators were displayed on the LAA's website and asked for further information on these indicators. Officers agreed to investigate.

AGREED that

the Board recognised the excellent contribution Rushcliffe was making to the county-wide Local Area Agreement.

## 6. Performance Monitoring – Outturn – 2009/10

The Performance and Reputation Manager presented the end of year performance report. She informed the Board that 45 of the 59 national and local indicators had achieved or exceeded the targets set. Of the Strategic Tasks 5 had been completed, 7 were on target and only 1 needed some corrective action. Unfortunately, as previously reported, corporate sickness was above the profiled target and previous years' performance. With regard to Equality Impact Assessments 65 assessments had been completed and 17 had been moved forward into 2010/11.

Following a question regarding the impact of the abolition of the Regional Spatial Strategy and Strategic Task 02, the Performance and Reputation Manager explained that this was the position on 31 March 2010 and any impact would be shown when the Board considered the 2010/11 quarter one monitoring statement.

Concerns were raised that the indicators for the Planning and Place Shaping section focussed on applications and did not inform Members of any enforcements carried out. Officers assured Members that this information was collected and monitored by the Head of Planning and Place Shaping. It was agreed to produce a briefing note containing this information.

Following a question officers explained that it was no longer a statutory duty to produce a Best Value, or equivalent, plan. The Deputy Chief Executive (SG) explained that the Senior Management Team felt that it was important to measure performance regularly, she also stated that there could be a change to performance monitoring nationally. She agreed to keep Members updated.

Councillor J Stockwood requested further information on fuel poverty and how the number of people experiencing this problem was rising. He was also concerned that the number of winter deaths in vulnerable older people was higher in Rushcliffe compared to the other Nottinghamshire districts. It was agreed that this issue should be presented to a future meeting of the Board.

Regarding the partnership with the parishes the Board were informed that the Partnership Delivery Group would scrutinise this document.

Councillor J Stockwood pointed out that the 07/08 returns for LICSH07 and LICSH10 had been verbally corrected at one of the Board's meeting and that in June 2009 he had requested that the data be corrected. He stated that this would then show that the numbers of crime recorded were below the target.

Following a query regarding indicators NI180 and NI181 concerning council tax/housing benefit Members felt that as the Department of Works and Pension had not supplied any data this indicator should be removed. Officers explained that NI180 had been abolished and that regarding NI181 this was measured locally and the performance was very good.

**7. Appointment of Scrutiny Member Panel – Review of the Council's Constitution**

The Chairman explained that, as part of its remit, the Performance Management Board should consider any revisions to the Constitution before they were presented to full Council. She outlined the terms of reference and the need to ensure that the Panel was politically balanced. It was felt that a Panel of nine (6 Conservatives, 2 Liberal Democrats and 1 from either the Green or Labour party) would be advantageous, Councillor Bennett was appointed as the Chairman.

AGREED that

a Member Panel comprising nine Members with terms of reference and composition agreed as set out in the report be appointed.

**8. Rolling 2 Year Work Programme**

The Board considered their work programme for the next two years. The Deputy Chief Executive (SG) explained that there would be a meeting of the Chairmen/Vice Chairmen Group this week and that any recommendations for scrutiny were well supported.

Councillor J A Stockwood requested two future agenda items:

1. Discussion on fuel poverty and what actions were being taken to achieve the targets set in the Renewable Energy Policy.
2. an item on the Corporate Scorecard, what targets were included within this, how these were set and what changes were being made to managing performance.

Councillor J A Stockwood also asked when the Board would be monitoring the performance of East Leake Leisure Centre. He explained that the Partnership Delivery Group had considered a list of partners on 10 June 2010 and the document had stated that the Performance Management Board would consider an annual report on East Leake Leisure Centre. He also informed the Board that at the Chairmen/Vice Chairmen Group in March 2010 the issue of monitoring Parkwood Leisure had been discussed and agreed that responsibility would transfer from the Partnership Delivery Group to the Performance Management Board in 2011.

Councillor Jones was concerned that there were still aspects of the relationship with Parkwood Leisure that needed to be considered before passing the item to the Performance Management Board.

Officers agreed to consider the timing of these issues and to inform Members.

AGREED that

the proposed rolling work programme for 2010/11 and 2011/12 be agreed.

The meeting closed at 8.45 pm.



## Action Sheet

### PERFORMANCE MANAGEMENT BOARD - TUESDAY 29 JUNE 2010

Minute Number	Actions	Officer Responsible
5. Nottinghamshire Local Area Agreement 2008 - 2011	a. Officers to clarify the data relating to crime statistics b. Officers to ensure that the data on NI186 be available for the Board's meeting in August 2010 c. Officers to investigate the number of local indicators displayed on the LAA's website	Performance and Reputation Manager  Performance and Reputation Manager  Performance and Reputation Manager
6 Performance Monitoring – Outturn – 2009/10	a. Officers to produce a briefing note on planning enforcement as collected by the Head of Planning and Place Shaping. b. Members to be kept updated on any changes made to performance monitoring nationally. c. The issue of Fuel Poverty be presented to a future meeting of the Board.	Deputy Chief Executive (SG)  Deputy Chief Executive (SG)  Performance and Reputation Manager
8. Rolling 2 Year Work Programme	Officers agreed to consider the timing of these issues and to inform Members.	Deputy Chief Executive (SG)

**FUEL POVERTY – NATIONAL INDICATOR 187**

**REPORT OF THE HEAD OF COMMUNITY SHAPING**

**Summary**

1. Fuel Poverty is measured under NI187 and is defined as households that have to spend more than 10% of their household income on fuel to keep their home in a 'satisfactory' condition (ie provide adequate warmth).
2. Rushcliffe did not meet its targets under NI187 for 2009/10. This report sets out how the target is set, how it is measured, and what actions are being taken to reduce fuel poverty in Rushcliffe.

**Recommendation**

It is RECOMMENDED that Members

- a) note the complexity of measuring NI187 and potential shortcomings with collecting and analysing the data
- b) acknowledge that the issue of fuel poverty may be wider than that captured by the NI187 data
- c) comment on the actions being taken to help reduce fuel poverty in Rushcliffe.

**Background**

3. Although Rushcliffe is an affluent area its residents are still prone to experiencing fuel poverty. This is because the combination of a low income and an energy inefficient house results in relatively high fuel bills. Rushcliffe has a relatively high proportion of solid wall properties with single occupancy – both are factors that can increase the likelihood of fuel poverty.
4. The Rushcliffe House Conditions Survey was undertaken in 1996 and estimated that at least 8 percent of all households in the Borough experience fuel poverty and 12.1 percent in West Bridgford. Energy efficiency is worst in private rented stock built before 1919 and larger rural houses.

**How the target is measured**

5. NI 187 is measured in two ways on an annual basis:
  - the percentage of people receiving income based benefits living in homes with low energy efficiency rating
  - the percentage of people receiving income based benefits living in homes with high energy efficiency rating

6. The energy efficiency rating (also known as the standard assessment procedure for energy rating of dwellings or SAP rating) is based on the energy balance taking into account a range of factors that contribute to energy efficiency:
  - materials used for the construction of the dwelling
  - thermal insulation of the building fabric
  - ventilation characteristics of the dwelling and ventilation equipment
  - efficiency and control of the heating system(s)
  - solar gains through openings of the dwelling
  - the fuel used to provide space and water heating, ventilation and lighting
  - renewable energy technologies.
7. The calculation is independent of factors related to the individual characteristics of the household occupying the dwelling when the rating is calculated, for example:
  - household size and composition
  - ownership and efficiency of particular domestic electrical appliances
  - individual heating patterns and temperatures.
8. Ratings are not affected by the geographical location, so that a given dwelling has the same rating in all parts of the UK.
9. A random sample is taken on an annual basis and 2,500 questionnaires written by the Department of Energy and Climate Change are sent to people on income based and disability benefits. The methodology for this questionnaire process is prescribed by Central Government.
10. The questionnaires are processed by Hi4EM (Housing Intelligence for the East Midlands). In 2010 we received 702 returns of which 499 were analysed (the remainder being rejected due to incompleteness).

### How the target is set

11. NI187 was measured using this methodology for the first time in 2008/9. The results were as shown in the table below, and based on these results an improvement target was set as shown. This was also done at all other districts in the county.

	2009/10 actual	2009/10 target	2008/09 actual
<b>SAP below 35</b>	9.22%	4.8%	5%
<b>SAP above 65</b>	32.26%	43%	40.3%

12. Possible reasons for not meeting the target include:
  - Significant increases in fuel prices. During April to September 2009, the Citizens Advice Bureau in England and Wales reported a 46% increase in the number of clients with fuel debts compared to the same period a year ago.

- According to the Office of Gas and Electricity Markets (Ofgem), the average annual household gas bill more than doubled from £365 in September 2000 to £804 in September 2009.
  - Furthermore, the average annual household electricity bill rose by almost 50% to £443 from £299.
  - Average running costs were calculated for the properties in the NI187 survey to be £1,276.
- We will not have received the information back from the same people who responded to the questionnaire the first year it was carried out, as a random sample was sent out each year.
  - It is possible that if people are having difficulties coping with fuel bills they are more likely to respond to a questionnaire offering support.
13. Comparisons with other districts in Nottinghamshire show that they made small improvements on the whole since last year with the exception of Ashfield where SAP over 65 is significantly worse.

#### **Actions being taken to tackle fuel poverty in Rushcliffe**

14. It is recognised that the best way to tackle fuel poverty is to improve energy efficiency within the home which is easier to address in houses with cavity walls than those with solid walls.
15. 144 households that requested further information when completing the NI 187 questionnaire received information on schemes, grants and organisations who could help reduce energy use.
16. Mail shots to households on benefits to promote our boiler grants resulted in 16 being completed.
17. 322 Decent Homes surveys have been completed in conjunction with Warm Front surveys.
18. The Park Homes event which was organised in January at the Civic Centre to provide residents with information on a wide range of topics including grants for insulation and heating, benefits etc. was very well attended.
19. An external cladding pilot project on four British Iron and Steel Federation (BISF) houses in East Leake using the Renewal Assistance grant has now been completed and has resulted in further enquiries from householders on the estate, both from those receiving benefit and not receiving benefit.
20. The Energy Efficiency grant has been increased from £2,000 to £5,000 in order to accommodate householders who live in “hard to heat” homes (solid walls) which need external cladding. This grant is open to anyone over 65 or with children under 16.
21. A Vulnerable Older People project has been set up in partnership with National Energy Action (NEA), Rushcliffe PCT and East Midlands Public

Health Directorate in order to investigate and reduce excess winter deaths in Rushcliffe, where numbers are higher than in other Nottinghamshire boroughs.

22. 14 mobile homes will shortly be receiving external cladding through a Warm Front pilot project initiated by NEA. This has come about because of the successful completion of another 9 mobile homes which have been externally clad and had floors and roofs insulated. Again this has resulted in an increase in enquiries for this type of work.
23. Guidance on becoming more energy efficient is regularly provided through the Council's website and publications (Rushcliffe Reports).

### **Conclusion**

24. The results of the NI187 survey are disappointing but there is a lot of good work being undertaken to highlight issues of fuel poverty and support people to make adaptations to their homes. The results of the survey do not include residents who may be suffering from fuel poverty but do not claim benefits. The issue of insulating solid wall housing is expensive and difficult but there are various schemes in development such as insulating wall paper which may be easier than installing external cladding – the latest on this is that it is prohibitively expensive so is not the answer it was first thought to be. The Council is committed to continuing to work to help people on issues of fuel poverty and there are actions in the Climate Change action plan and the Housing Strategy that specifically target fuel poverty.

### **Financial Comments**

There are a number of budgets that are used to promote energy efficiency and help tackle fuel poverty in Rushcliffe. Decent Homes funding (Capital) is the main source of funding with £37,000 earmarked for staff time to undertake survey work, £9,000 Warm Front, £60,000 for Thermal Comfort Boilers and £20,000 for Landlords Assistance. In addition there is revenue provision of £62,640 in the Energy efficiency budget.

### **Section 17 Crime and Disorder Act**

There are no Section 17 implications.

### **Diversity**

NI187 data relates to a sample of those on income based benefits only. Other residents, particularly elderly residents in single occupancy houses are at risk of fuel poverty.

**Background Papers Available for Inspection: Nil**

CHILDREN AND YOUNG PEOPLE

REPORT OF THE HEAD OF COMMUNITY SHAPING

**Summary**

1. Strategic Task 12 within the Corporate Strategy is to *“work with partners to develop opportunities for children and young people to help them discover and achieve their potential over the next four years.”*
2. An action plan has been produced in partnership with the Rushcliffe Children and Young People Local Strategic Partnership (LSP) theme group. Rushcliffe Borough Council is the lead organisation for a wide range of activities which contribute towards the achievement of this plan.
3. An update report was presented to the Community Development Group on the 26 July who endorsed the work undertaken and supported the development of a Rushcliffe Children and Young People action plan. A further report outlining priorities for the action plan is to be taken to the Community Development in Spring 2011.

**Recommendation**

It is RECOMMENDED that the Performance Management Board

- a. endorses the work undertaken towards the achievement of Strategic Task 12
- b. supports the proposal to develop a Rushcliffe Borough Council ‘Children and Young People’s Action Plan’, by the Community Development Scrutiny Group.

**Background**

4. Strategic Task 12 within the Corporate Strategy is to *“work with partners to develop opportunities for children and young people to help them discover and achieve their potential over the next four years.”*
5. Rushcliffe Borough Council (RBC) is a member of the Nottinghamshire Children’s Trust (NCT) which was formed in 2007. The vision of the partnership is to *“Work together to provide integrated services for all children and young people in Nottinghamshire to improve their life chances and to help them maximise their potential”*.
6. Following widespread consultation with young people and partner organisations the NCT produced a comprehensive Children and Young People’s Plan (2009-11). The aim of this plan is to describe how the partnership will work around all five outcomes within the 2004 Children’s Act, namely:

- i) being healthy
  - ii) staying safe
  - iii) enjoying and achieving
  - iv) making a positive contribution
  - v) achieving economic wellbeing
7. The organisations that make up the Nottinghamshire Children's Trust are also part of the Local Strategic Partnership on both a County and Borough wide basis. Consequently Children and Young People are identified as one of the six key themes within the Rushcliffe Sustainable Community Strategy (2009-2026) with a dedicated theme group action plan.
8. In addition to the LSP Children and Young People's plan RBC officers have played a key role in developing a partnership approach to the production of a number of plans and strategies which all contribute towards the delivery of Strategic Task 12. These include the Rushcliffe Play Strategy, Health Issues Group Action Plan, South Nottinghamshire Community Safety Partnership Youth Issues Action Plan and the Active Rushcliffe Action Plan.

### **Children and Young People in Rushcliffe**

9. The Office of National Statistics midyear estimates 2008 indicate that within Rushcliffe there are 25,600 children aged 0-19yrs representing 23.5% of the population. This is predicted to increase in actual number of young people to 27,200 by 2020, but fall slightly in percentage terms to 22.5%.
- There are 1,662 children of school age from black / ethnic minority backgrounds representing 10% of the school age population.
10. The district profile for Rushcliffe (April 2010) shows outcomes for children and young people in Rushcliffe compared to the rest of England against 21 indicators across the 5 outcomes of the 2004 Children's Act.
- i. Being Healthy – Rushcliffe performs better than the England average for breastfeeding initiation, obese children aged 4-5yrs and teenage conceptions.
  - ii. Staying Safe - Rushcliffe performs better than the England average for hospital stay following injury and MMR immunisations.
  - iii. Enjoy and Achieve - Rushcliffe performs better than the England average for physically active school children.
  - iv. Make a Positive Contribution - Rushcliffe performs worse than the England average for voting in school elections.
  - v. Achieving economic well-being - Rushcliffe performs better than the England average for children in poverty.
11. The Ipsos Mori Survey 'Life in Nottinghamshire 2009' reported that when questioned 'what most needs improving within Rushcliffe?' 48% of residents stated 'activities for young people' which was higher than responses for traffic congestion and crime.

## Rushcliffe Children and Young People's Action Plan

12. The Rushcliffe LSP Children and Young People theme group is well attended and pro-active, consisting of a wide range of partner organisations including Rushcliffe Borough Council, Nottinghamshire County Council Youth Support Service/Family Support Service/Extended Services, Connexions, NHS Nottinghamshire, Home-Start, schools and number of others.
13. RBC officers played an integral part in producing an action plan for the sub-group based on the themes within the Nottinghamshire Children and Young People's Plan. The headline objectives within the Rushcliffe plan are to:-
  - a) Increase the participation of children and young people in a wide range of recreational positive activities in partnership with the voluntary and community sector
  - b) Protect the most vulnerable children and young people
  - c) Improve the health and well-being of children young people and families
14. The delivery of the action plan is scrutinised through the executive and board of the Rushcliffe Community Partnership and monitored through the RBC covalent performance management process. The outcomes measured through this process include the number of young people receiving awards/accreditation, attendances at activities and increased activities/facilities available. In addition to this more detailed evaluation is undertaken for specific projects such as pre and post activity surveys on health courses and a year long Lancaster University evaluation of the Positive Futures project.
15. The following actions within RBC officer work programmes during the current year directly contribute towards the Rushcliffe Children and Young People's Plan objectives:
  - a) Increase the participation of children and young people in a wide range of recreational positive activities in partnership with the voluntary and community sector
    - o To improve the children's play facilities in Bridgford Park
    - o To manage the Play-builder project to develop three improved/new play facilities within parishes
    - o To support Parish run play-schemes with grant funding
    - o To provide 'urban road-show' activities across the borough
    - o To organise and support the following young person focussed events: Lark in the Park, Rush4Health, International Festival of Sport, Christmas Lights Switch on and 'Bridgfest' music festival
    - o To develop the Positive Futures project in Cotgrave in partnership with Nottinghamshire County Cricket Club to tackle anti-social behaviour and levels of youth crime
    - o To develop targeted diversionary projects using sport and the arts during school holiday periods
    - o To develop and run arts based opportunities for family learning
    - o To organise an extensive programme of sporting opportunities across the borough through the 'Sport Unlimited' programme and partnership work with Parish Councils



- To recognise the achievements of young people through the Rushcliffe Sports Awards and the Rushcliffe Community Awards
  - To co-ordinate and promote sporting activities during the school summer holidays
- b) Protect the most vulnerable children and young people
- To deliver 14 Anti-bullying workshops in schools
  - To organise a domestic violence awareness theatre production for teenagers and adults
  - To run domestic violence walkabout theatre workshops at the Bridgfest teenage music festival
  - To update the RBC Safeguarding Children Policy
  - To deliver Safeguarding Children training throughout RBC
- c) Improve the health and well-being of children young people and families
- To run 2 Try-it childhood obesity programmes
  - To deliver the 'Mission Possible' healthy eating programme across targeted schools
  - To organise the Cricket4Life programme targeting 180 year 5 children
  - To develop and deliver a 'Chefs Cook 4 Life and adopt a school' programme
16. In addition to the above projects, there are a number of other initiatives which develop young peoples skills, abilities and employment prospects and engagement with decision making on issues which affect their lives;-
- Consulting with young people on future RBC budget priorities
  - Supporting the Rushcliffe Youth Assembly financially and operationally as a discussion and consultation forum
  - Apprentices - there are currently 4 apprentices working and training within Environment and Waste Management, with a further 2 to commence within the next few months
  - Work experience opportunities are offered to all senior schools within the borough and from May to July 2010 there were a total of 25 placements within the organisation
  - Work placements are accepted for university and college students and mutually beneficial projects undertaken
  - The Training and Development Officer delivers workshops in schools covering careers advice, completing application forms and interview skills.

## **Challenges**

17. National level plans for children and young people such as 'The Children's Plan: building brighter futures' and 'Aiming High for Young People' were written under the previous Labour government and future priorities and plans have not yet been communicated.

18. The Nottinghamshire wide priorities for children and young people are similarly uncertain as the existing plan is being reviewed and re-written to cover the period 2011-16 and will also need to reflect new national policy.
18. Future funding available from external sources to deliver services for children and young people is likely to reduce significantly over the coming years, however the full impact and detail of this is not yet available.

### **Conclusion**

19. Given the uncertainty regarding future National and County priorities it is proposed that a Rushcliffe Borough Council Children and Young People plan is produced during 2011 to clarify future priorities for delivery of the Strategic Task.
20. An update report was presented to the Community Development Group on the 26 July who endorsed the work undertaken and supported the development of a Rushcliffe Children and Young People action plan. A further report outlining priorities for the action plan is to be taken to the Community Development in Spring 2011.

### **Financial Comments**

Rushcliffe Borough Council's current input into plans and strategies, which contribute towards the delivery of Strategic Task 12, is largely in the form of Officers' time and is therefore contained within existing budgets.

Any financial implications resulting from any future Action Plan developed by Rushcliffe Borough Council would need to be considered as part of the budget process unless once again it is Officers' time that can be contained within existing budgets.

### **Section 17 Crime and Disorder Act**

A number of projects contribute towards reducing anti-social behaviour, levels of youth crime and increasing aspirations and opportunities thereby supporting delivery of the Council's Section 17 responsibilities.

### **Diversity**

A number of projects specifically target opportunities towards unrepresented groups which supports delivery of Council's Corporate priority 6 'Meeting the Diverse needs of the Community'.

### **Background Papers Available for Inspection:**

Nottinghamshire Children's Trust: Children and Young People's Plan (2009-11),  
Rushcliffe Children and Young People's Plan

**OMBUDSMAN'S ANNUAL LETTER 2009/10**

**REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE**

1. The Commission for Local Administration in England (the Local Government Ombudsman) produces Annual Review Letters for all local authorities in June each year and publishes them on its website in July. The Annual Review Letter for Rushcliffe is attached.
2. The Annual Letter for 2009/10 reports that the Local Government Ombudsman's Advice Team received 17 initial enquiries about the Council over the course of the year. Of these, six were forwarded to the Ombudsman for investigation – three related to 'planning and building control' and three to 'other' service areas. In total, seven complaints were decided upon by the Ombudsman in 2009/10 (the disparity between the numbers is due to some investigations from 2008/09 running into 2009/10 and others falling over the year end).
3. Three complaints investigated by the Ombudsman led to a local settlement where the Council took or agreed to take action considered to be satisfactory to the Ombudsman.
  - One of these was about housing benefit claims being paid directly to the tenant rather than landlord despite the tenant being more than eight weeks in arrears. The Council altered the recipient of the benefit and reimbursed the landlord for expenses incurred while reclaiming outstanding rent from the tenant directly.
  - The second concerned the failure of the Council to consider direct to landlord payments with a tenant who had a history of debt and homelessness. The Council paid the landlord the equivalent of the rent lost and reviewed its policy in this area.
  - The third local settlement was in response to a complaint about the siting of a glass recycling bank and noise emanating from the site. The Ombudsman did not feel the Council had done sufficient to monitor the effect of the noise on the local residents and further monitoring was agreed to. Following this, the Council received no further complaints about the glass recycling site in East Bridgford.
4. In a further three cases, the Ombudsman found no evidence of maladministration.
5. The remaining case settled in 2009/10 was terminated by the Ombudsman due to insufficient evidence of injustice submitted to support the claims made by the claimant.

6. The number of cases investigated by the Ombudsman last year was slightly lower than in previous years and was limited to specific subject areas rather than being distributed across the range of services offered by the Council. The table below shows the number of complaints investigated by the Ombudsman over the last four years:

Service	2006/07	2007/08	2008/09	2009/10
Planning	2	5	3	3
Council Tax and Benefits	5	1	3	0
Refuse Collection and Recycling	0	0	0	0
Environmental Health	0	0	2	0
Leisure and Open Spaces	1	0	0	0
Other	0	2	1	3
<b>Total</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>6</b>

7. The Ombudsman made five 'first enquiries' of the Council. The average response time to these enquiries was 24.8 days, comfortably inside the Local Government Ombudsman target of 28 days but longer than in the previous 2 years (19 and 18 days respectively). Three of the five cases took 28 days to respond to. Two were complex benefits claims which straddled the Easter break and the third involved coordinating detailed responses from two service areas, ie Development Control and Environmental Health.
8. Fewer cases being brought to the Ombudsman can be attributed to a more robust internal customer feedback system where complainants are given greater opportunity to settle their complaint without recourse to the Ombudsman.

### **Recommendation**

It is RECOMMENDED that the report be noted.

#### **Financial Comments**

There are no financial implications.

#### **Section 17 Crime and Disorder Act**

There are no Section 17 or Crime and Disorder implications.

#### **Diversity**

There are no diversity implications.

**Background Papers Available for Inspection: Nil**

Local Government  
**OMBUDSMAN**

**The Local Government Ombudsman's  
Annual Review**

**Rushcliffe Borough Council  
for the year ended  
31 March 2010**

The Local Government Ombudsmen (LGOs) provide a free, independent and impartial service. We consider complaints about the administrative actions of councils and some other authorities. We cannot question what a council has done simply because someone does not agree with it. If we find something has gone wrong, such as poor service, service failure, delay or bad advice, and that a person has suffered as a result, we aim to get it put right by recommending a suitable remedy. We also use the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual reviews.

# Contents of Annual Review

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# Section 1: Complaints about Rushcliffe Borough Council 2009/10

## Introduction

This annual review provides a summary of the complaints we have dealt with about Rushcliffe Borough Council. I hope that the review will be a useful addition to other information your authority holds on how people experience or perceive your services.

There are two appendices to the review: statistical data for 2009/10 and a note to help the interpretation of the statistics.

## Enquiries and complaints received

Our Advice Team deals with all initial contacts to the Ombudsmen and advise people who want to make a complaint. The Advice Team recorded 17 enquiries about your Council in 2009/10 and forwarded six complaints for my office to consider. The complaints we considered were spread between planning and building control (3) and complaints categorised as other (3).

## Complaint outcomes

My office made decisions on seven complaints about the Council in 2009/10. In any one year, there can be a difference in the number of complaints received and the number of decisions made by my office. This is because some decisions will have been made on complaints received in the previous year and not all the complaints received in 2009/10 will have been decided by 31 March.

## Local settlements

We will often discontinue enquiries into a complaint when a council takes or agrees to take action that we consider to be a satisfactory response – we call these local settlements. 26.9% of all decisions on complaints in the Ombudsmen's jurisdiction were local settlements. Of the complaints we considered about your authority, three led to a local settlement (42.9%).

Two of these related to housing benefit claims being paid to a tenant rather than the landlord. In the first, the tenant was more than eight weeks in arrears but the payment was made direct. The landlord did recover the rent but had to make four round trips with the tenant to do so due to a withdrawal limit. The Council agreed to pay £25 for each unnecessary trip. The other complaint was about the Council failing to consider direct payments to the landlord when the tenant had a history of debt and homelessness and subsequently did not pay the landlord. The Council agreed to pay the landlord the equivalent of the rent he had lost £964. The Council also reviewed its direct payment policy against DWP advice obtained during the course of these complaints.

The third settlement related to the consultation process involved in a planning application to site glass recycling facilities. Although the complainant's objections were tabled there was no evidence that the issue of noise deflection was addressed

specifically. The Council agreed to monitor noise levels from the complainant's house and take any appropriate action.

### **Liaison with the Local Government Ombudsman**

We made five first enquiries of your Council during the year and the average response time was 24.8 days which is comfortably within the target of 28 days although slower than the previous two years (19 days and 18 days) respectively.

I am pleased that the Council was able to send a delegate to our Liaison Officer Seminar.

### **Training in complaint handling**

Part of our role is to provide advice and guidance about good administrative practice. We offer training courses for all levels of local authority staff in complaints handling and investigation. All courses are presented by experienced investigators. They give participants the opportunity to practise the skills needed to deal with complaints positively and efficiently. We can also provide customised courses to help authorities to deal with particular issues and occasional open courses for individuals from different authorities.

I have enclosed some information on the full range of courses available together with contact details for enquiries and bookings.

### **Conclusions**

I hope this review provides a useful opportunity for you to reflect on how the Council deals with those complaints that residents make to my office. If there are any issues that you wish to discuss, I or one of my senior colleagues would be happy to meet with the Council.

**Mrs A Seex  
Local Government Ombudsman  
Beverley House  
17 Shipton Road  
YORK  
YO30 5FZ**

**June 2010**



## Section 2: LGO developments

### Introduction

This annual review also provides an opportunity to bring councils up to date on developments in the LGO and to seek feedback.

### New schools complaints service launched

In April 2010 we launched the first pilot phase of a complaints service extending our jurisdiction to consider parent and pupil complaints about state schools in four local authority areas. This power was introduced by the Apprenticeships, Skills, Children and Learning Act 2009.

The first phase involves schools in Barking and Dagenham, Cambridgeshire, Medway and Sefton. The Secretary of State no longer considers complaints about schools in these areas. In September the schools in a further 10 local authority areas are set to join the pilot phase.

We are working closely with colleagues in the pilot areas and their schools, including providing training and information sessions, to shape the design and delivery of the new service. It is intended that by September 2011 our jurisdiction will cover all state schools in England.

A new team in each office now deals with all complaints about children's services and education on behalf of the Ombudsman. Arrangements for cooperation with Ofsted on related work areas have been agreed.

For further information see the new schools pages on our website at [www.lgo.org.uk/schools/](http://www.lgo.org.uk/schools/)

### Adult social care: new powers from October

The Health Act 2009 extended the Ombudsmen's powers to investigate complaints about privately arranged and funded adult social care. These powers come into effect from 1 October 2010 (or when the Care Quality Commission has re-registered all adult care providers undertaking regulated activity). Provision of care that is arranged by an individual and funded from direct payments comes within this new jurisdiction.

Each Ombudsman has set up a team to deal with all adult social care complaints on their behalf. We expect that many complaints from people who have arranged and funded their care will involve the actions of both the local authority and the care provider. We are developing information-sharing agreements with the Care Quality Commission and with councils in their roles as adult safeguarding leads and service commissioners.

### Council first

We introduced our Council first procedure in April last year. With some exceptions, we require complainants to go through all stages of a council's own complaints

procedure before we will consider the complaint. It aims to build on the improved handling of complaints by councils.

We are going to research the views of people whose complaints have been referred to councils as premature. We are also still keen to hear from councils about how the procedure is working, particularly on the exception categories. Details of the categories of complaint that are normally treated as exceptions are on our website at [www.lgo.org.uk/guide-for-advisers/council-response](http://www.lgo.org.uk/guide-for-advisers/council-response)

### **Training in complaint handling**

Demand for our training in complaint handling has remained high, with 118 courses delivered over the year to 53 different authorities. Our core Effective Complaint Handling course is still the most popular – we ran some of these as open courses for groups of staff from different authorities. These are designed to assist those authorities that wish to train small numbers of staff and give them an opportunity to share ideas and experience with other authorities.

The new Effective Complaint Handling in Adult Social Care course, driven by the introduction of the new statutory complaints arrangements in health and adult social care in April 2009, was also popular. It accounted for just over a third of bookings.

Over the next year we intend to carry out a thorough review of local authority training needs to ensure that the programme continues to deliver learning outcomes that improve complaint handling by councils.

### **Statements of reasons**

Last year we consulted councils on our broad proposals for introducing statements of reasons on the individual decisions of an Ombudsman following the investigation of a complaint. We received very supportive and constructive feedback on the proposals, which aim to provide greater transparency and increase understanding of our work. Since then we have been carrying out more detailed work, including our new powers. We intend to introduce the new arrangements in the near future.

### **Delivering public value**

We hope this information gives you an insight into the major changes happening within the LGO, many of which will have a direct impact on your authority. We will keep you up to date through LGO Link as each development progresses, but if there is anything you wish to discuss in the meantime please let me know.

Mindful of the current economic climate, financial stringencies and our public accountability, we are determined to continue to increase the efficiency, cost-effectiveness and public value of our work.

**Mrs A Seex  
Local Government Ombudsman  
Beverley House  
17 Shipton Road  
YORK  
YO30 5FZ**

**June 2010**

# Appendix 1: Notes to assist interpretation of the statistics 2009/10

## Table 1. LGO Advice Team: Enquiries and complaints received

This information shows the number of enquiries and complaints received by the LGO, broken down by service area and in total. It also shows how these were dealt with, as follows.

**Premature complaints:** The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will either refer it back to the council as a 'premature complaint' to see if the council can itself resolve the matter, or give advice to the enquirer that their complaint is premature.

**Advice given:** These are enquiries where the LGO Advice Team has given advice on why the LGO would not be able to consider the complaint, other than the complaint is premature. For example, the complaint may clearly be outside the LGO's jurisdiction.

**Forwarded to the investigative team (resubmitted premature and new):** These are new cases forwarded to the Investigative Team for further consideration and cases where the complainant has resubmitted their complaint to the LGO after it has been put to the council.

## Table 2. Investigative Team: Decisions

This information records the number of decisions made by the LGO Investigative Team, broken down by outcome, within the period given. **This number will not be the same as the number of complaints forwarded from the LGO Advice Team** because some complaints decided in 2009/10 will already have been in hand at the beginning of the year, and some forwarded to the Investigative Team during 2009/10 will still be in hand at the end of the year. Below we set out a key explaining the outcome categories.

**MI reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

**LS (local settlements):** decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the LGO as a satisfactory outcome for the complainant.

**M reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

**NM reps:** where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

**No mal:** decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

**Omb disc:** decisions by letter discontinuing an investigation in which we have exercised the LGO's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

**Outside jurisdiction:** these are cases which were outside the LGO's jurisdiction.

### **Table 3. Response times**

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

### **Table 4. Average local authority response times 2009/10**

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

## LGO Advice Team

<b>Enquiries and complaints received</b>	Housing	Public Finance inc. Local Taxation	Planning and building control	Transport and highways	Other	Total
Formal/informal premature complaints	0	3	4	1	0	8
Advice given	1	0	1	0	1	3
Forwarded to investigative team (resubmitted prematures)	0	0	0	0	2	2
Forwarded to investigative team (new)	0	0	3	0	1	4
<b>Total</b>	<b>1</b>	<b>3</b>	<b>8</b>	<b>1</b>	<b>4</b>	<b>17</b>

## Investigative Team

Decisions	MI reps	LS	M reps	NM reps	No mal	Omb disc	Outside jurisdiction	Total
2009 / 2010	0	3	0	0	3	1	0	7

Response times	FIRST ENQUIRIES	
	No. of First Enquiries	Average no. of days to respond
1/04/2009 / 31/03/2010	5	24.8
2008 / 2009	5	19.0
2007 / 2008	4	18.0

31/03/2010

Types of authority	<= 28 days %	29 -35 days %	> = 36 days %
District Councils	61	22	17
Unitary Authorities	68	26	6
Metropolitan Authorities	70	22	8
County Councils	58	32	10
London Boroughs	52	36	12
National Parks Authorities	60	20	20

Average local authority response times 01/04/2009 to

**REVIEW OF CUSTOMER FEEDBACK 2009/10****REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE****Summary**

This report summarises customer feedback received from residents about our services last year. A new corporate system of customer feedback was introduced in April 2009 which aims to record compliments, comments and complaints across all service areas of the Council. During 2009/10, a total of 58 complaints were investigated against a total of 210 compliments over the same period.

**Recommendation**

It is RECOMMENDED that the Board notes the customer feedback received and the action taken.

**Details**

1. The Council's new customer feedback system, launched in April 2009, aims to provide a more rounded picture of customer feedback than the previous system which only looked at complaints. The system was promoted in Rushcliffe Reports, on the website and via a new 'Listening to You' leaflet which is displayed in the Council reception, other Council buildings and partner locations such as libraries and leisure centres. We welcome all forms of feedback about our services including compliments, when residents feel we have done something particularly well, comments or suggestions about ways to improve services, and complaints, when we have failed to live up to the high expectations of our residents.
2. Complaints are now investigated using a three stage process to give the Council the best possible chance of putting right what has gone wrong or explaining to complainants why something cannot be done. In the first instance, complaints are investigated and responded to by the most appropriate Lead Specialist. If a complainant remains dissatisfied then they can ask to have their complaint, and the response given by the Lead Specialist, investigated by the relevant Head of Service. If this also fails to satisfy the complainant then the third stage of the process allows them to request a review of their case by a Deputy Chief Executive.
3. During 2009/10, the Council received 210 compliments about services delivered and individual officers. The Council did not receive any comments or suggestions to improve services. The Council received 58 complaints which were consequently investigated by an appropriate Lead Specialist. Ten of these complaints were resubmitted by complainants to be investigated by a Head of Service. Eight complaints were reviewed by a Deputy Chief Executive.

4. Complainants who remain dissatisfied at this stage can ask the Local Government Ombudsman to investigate the Council.
5. Six of the initial 58 complaints received by the Council during 2009/10 were investigated by the Local Government Ombudsman. A separate report on the Annual Review Letter from the Ombudsman is also on this agenda.
6. It is not intended that the individual complaints be scrutinised, but that the Board is made aware of the number and general nature of the complaints received and the type of action taken in response. The table below shows the distribution of compliments and complaints across the Council's seven service areas. **Appendices one and two** contain further information about cases.

<b>Service Area</b>	<b>Compliments</b>	<b>Complaints</b>
Community Shaping	40	12
Corporate Services	6	-
Environment and Waste Management	141	15
Financial Services	3	-
Partnerships and Performance	33	8
Planning and Place Shaping	14	13
Revenues and ICT	9	10

7. It is pleasing to note that residents are using the Customer Feedback system and that complaints to the Local Government Ombudsman are lower as a result. Continuing good service and further publicity during the course of 2010/11 should increase the transparency of the system and give us further opportunity to put right what has gone wrong and improve our systems to better meet resident needs.

#### **Financial Comments**

There are no financial issues arising from this report.

#### **Section 17 Crime and Disorder Act**

There are no Section 17 issues.

#### **Diversity**

Complaints have been monitored by means of an equalities questionnaire since April 2003. The results of that monitoring do not indicate any particular trends or issues which would warrant further investigation.

**Background Papers Available for Inspection: Nil (exempt information)**



## Customer Feedback: Complaints Summary

### Community Shaping

Twelve complaints were received by Community Shaping during 2009/10; 100% were resolved at Stage One of the complaints procedure by the most appropriate Lead Specialist. Examples of complaints in this area include:

- The length of time spent waiting for a vacant property
- The volume of music at an event in West Bridgford
- Our exceptions site policy

### Environment and Waste Management

Fifteen complaints were received by Environment and Waste Management during 2009/10; 47% were resolved at Stage One of the complaints procedure by the most appropriate Lead Specialist. Examples of complaints in this area include:

- Investigation of an antisocial behaviour issue
- The driving skills of s recycling2go driver
- Contamination of recycling points
- Noise nuisance at glass recycling banks

### Partnerships and Performance

Eight complaints were received by Partnerships and Performance during 2009/10; 100% were resolved at Stage One of the complaints procedure by the most appropriate Lead Specialist. Examples of complaints in this area include:

- Parking on Boundary Road following the opening of a new play area
- Changes to swimming lesson charges
- Functionality of the report-a-problem form online

### Planning and Place Shaping

Thirteen complaints were received by Planning and Place Shaping during 2009/10; 77% were resolved at Stage One of the complaints procedure by the most appropriate Lead Specialist. Examples of complaints in this area include:

- Handling of a planning application
- Granting planning permission

### Revenues and ICT

Ten complaints were received by Revenues and ICT during 2009/10; 90% were resolved at Stage One of the complaints procedure by the most appropriate Lead Specialist. Examples of complaints in this area include:

- Incorrect bill issued
- Incorrect exemption applied
- Refund paid to wrong account twice

## Customer Feedback: Compliments Summary

### Community Shaping

Forty compliments were received by Community Shaping during 2009/10; some examples include:

- Pleased that the new park on Boundary Road has opened
- Excellent service received at Rushcliffe Country Park
- Organisation of the 10K run
- Exceptional performance by individual members of staff

### Environment and Waste Management

141 compliments were received by Environment and Waste Management during 2009/10; some examples include:

- Recycling2go and Streetwise
- Response to fly-tipping incident
- Floral displays in Bridgford Park
- Continuous service during snowy winter conditions

### Partnerships and Performance

Thirty-three compliments were received by Partnerships and Performance during 2009/10; some examples include:

- Rushcliffe Reports
- Customer Service in the Civic Centre and at remote points

### Planning and Place Shaping

Fourteen compliments were received by Planning and Place Shaping during 2009/10; some examples include:

- Service received from staff
- Information provided to parish councils
- Removal of illegal encampment

### Revenues and ICT

Nine compliments were received by Revenues and ICT during 2009/10; some examples include:

- Arrangement of council tax transfer to new property
- Handling of a benefits case
- Parking area improvements

### Corporate Services

Six compliments were received by Corporate Services during 2009/10; some examples include:

- Organisation of civic dinner
- Help with property sale
- Planning advice

### Financial Services

Three compliments were received by Financial Services during 2009/10; some examples include:

- Excellent budget workshops
- Help with understanding Council Tax codes

**PERFORMANCE MANAGEMENT – CORPORATE SCORECARD**

**REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE**

**Summary**

1. Since the General Election in May 2010, a number of broad policy changes at a national level have impacted upon the Council's existing Corporate Scorecard – the basket of performance indicators reported to Performance Management Board for scrutiny.
2. This report outlines changes to the Corporate Scorecard proposed by the Performance Team enabling the Performance Management Board to continue scrutinising performance which is meaningful, accurate and current. Doing this at this stage in the year (rather than waiting until the national picture becomes clearer) allows a full year of monitoring of these indicators by the Performance Management Board.

**Detail**

3. In June 2010, the Secretary of State for Communities and Local Government Eric Pickles announced the complete removal of Comprehensive Area Assessments. Later in July, Grant Shapps, Minister for Housing and Local Government, announced the indefinite postponement of the Place Survey we were expecting to carry out this autumn (this was cancelled in full in early August). The general direction of this Government's local government policy is one which focuses on fulfilling residents' needs and being accountable to them rather than central government as the following statements illustrate:

“The Coalition Government has a clear commitment to shift the power away from Whitehall and back to local authorities and communities, in doing so reducing centrally imposed data burdens and freeing up resources for front line services. I want to free councils to spend more time meeting the needs of local residents and less time reporting to Whitehall”. Grant Shapps, 21 July 2010

“Central Government needs to stop the costly top-down monitoring that is engulfing councils and start trusting them to do what is right locally”. Eric Pickles, 25 June 2010

4. A number of indicators from the national set have also been deleted and early indications are that the requirement to report national performance indicators will also be removed in the future.

5. The Performance Team have reviewed the basket of indicators reported to the Performance Management Board for scrutiny and propose a number of changes:
  - Removing indicators which have been deleted as part of the national set or would have been collected as part of the Place Survey.
  - Removing indicators which are considered to be focused on managerial processes.
  - Removing indicators which are not considered to be customer focused – i.e. of interest to residents.
  - Introducing indicators which have previously only been managed internally but are considered to be customer focused.
6. The Performance Management Board is asked to consider these changes to the Corporate Scorecard and agree the new set of indicators for monitoring.
7. A further update on the direction of performance management nationally will be presented to the Performance Management Board in November 2010.

### **Recommendation**

It is RECOMMENDED that the Performance Management Board consider the changes to the Corporate Scorecard and agree the new set of indicators for monitoring.

**Performance Indicators currently on the PMB Corporate Scorecard and considered appropriate to remain on the Corporate Scorecard**

Ref No.	Description
LIFS03	Return on Council's investments – actual and budgeted
LIFS07	The percentage of invoices for commercial goods and services which were paid by the authority in 30 days of such invoices being received by the authority BVP18
NI 16	Serious acquisitive crime
NI 20	Assault with injury crime rate
NI 155	Number of affordable homes delivered
NI 156	Number of households living in temporary accommodation
NI 187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating (i) Low energy efficiency (ii) High energy efficiency
LICSH07	Number of domestic burglaries per 1000 households
LICSH09	Number of robberies per 1000 population
LICSH10	Number of vehicle crimes per 1000 population
LIPP12	Percentage of enquiries dealt with by the Customer Services Centre at the first point of contact
LIPP22	Number of leisure centre users – public
LIPP23	Number of Edwalton Golf Courses users
LIRICT08	Rent Collection and Tenancy Management. Percentage occupancy level of industrial units
LIRICT11	Council Tax - In-year collection rate
LIRICT12	Business Rates - In-year collection rate
LIRICT14	Speed of processing: average time for processing new claims
NI 191	Weight of residual waste per household (Formerly BV84a - Note change from per head to household for 2008/09)
NI 192	Household waste recycled and composted (Formerly BV 82a & b)
LIEWM07	Number of household waste collections missed per 100,000 properties
NI 195a	Improved street and environmental cleanliness (litter)
NI 195b	Improved street and environmental cleanliness (detritus)

Ref No.	Description
NI 195c	Improved street and environmental cleanliness (graffiti)
NI 195d	Improved street and environmental cleanliness (fly posting)
NI 196	Improved street and environmental cleanliness (fly tipping)
NI 184	Food establishments in the area which are broadly compliant with food hygiene law
NI157a	Percentage of major applications dealt with in 13 weeks (10 or more houses)
NI157b	Percentage of minor applications dealt with in 8 weeks ( up to 9 houses)
NI157c	Percentage of other applications dealt with in 8 weeks ( house extensions)
LIPPS06	Average number of days to complete standard searches
LIPPS19	Percentage of Building Regulations applications processed within target times (full plans and BNs)
NI 154	Net additional homes provided.
LICS38	% of Members attending training events

## Performance Indicators currently on the PMB Corporate Scorecard but deletion from the Corporate Scorecard proposed

National performance indicators which have been deleted from the national set or indicators for which the data will be unavailable because the Place Survey is no longer going ahead.

Ref No.	Description
NI 185	CO2 reductions from Local Authority operations
NI188	Adapting to climate change
NI 14	Avoidable Contact – The proportion of customer contact that is of low or no value to the customer
NI181	Right Time Indicator: Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
NI 182	Satisfaction of businesses with local authority regulation services
NI 194	Level of air quality – reduction in NOX and primary PM10 emissions through local authority estates and operations

Indicators not considered to be customer focused i.e. measuring an internal process or function

Ref No.	Description
LIFS04	Financial Reporting – accounts submitted for audit presented fairly and contained only a small number of trivial errors
LIFS05	Use of resources for KLOE's 1.1 & 1.3
LIFS06	Achieve unqualified opinion on Statement of Accounts
LIPP17	Number of news releases issued per annum
LIPP18	Percentage of news releases receiving coverage
LIPP19	Number of visits to the website
LIRICT05	Resolution of Reported Service Desk incidents
LIRICT06	Network Service Availability
LIRICT07	Rent Collection and Tenancy Management. Percentage of sundry debtor rent invoices fully paid within 90 days.
LIRICT18	Percentage of Rent Allowance claims decided within 14 days of receiving all information
LIEWM10	Cost of waste collection per household
LIEWM13	Percentage of ASB complainants indicating a reduction in ASB activity following the intervention of the Council

Ref No.	Description
LIPPS01	Percentage of planning applicants satisfied with the service received
LIPPS20	Average time taken to check Building Control Full Plans applications
LICS04	% of top 5% of earners – women
LICS05	% of top 5% of earners – Black and minority ethnic communities
LICS06	% of top 5% of earners with a disability
LICS07	% of employees that meet Disability Discrimination Act
LICS08	% of Employees from minority ethnic communities
LICS15	% Turnover rate
LICS17	Response rate to staff survey
LICS18	Total number of staff accidents
LICS19	Total days lost following accidents
LICS24	Average number of days to process appointment of full time staff (date of advertisement to appointment)
LICS32	% of advice matters dealt with within 8 working days

Note – some of these indicators will continue to be monitored by the Corporate Governance Group e.g. staff accidents.



**Performance Indicators currently in Service Plans but not on the PMB Corporate Scorecard – Addition to the Corporate Scorecard proposed**

These indicators are considered to be of interest to residents / customer focused

Ref No.	Description	Year end data 2009/10	Quarter 1 data 2010/11
LICSH27	Number of decisions made within 33 working days (on homelessness applications)	88.4%	85.0%
LICSH28	Average length of stay of all households in hostel accommodation	12.0 days	5.2 days
LICSH29	Average length of stay of all households in Bed and Breakfast accommodation	1.32 days	5.10 days
LICSH34	Number of housing advice applicants where homelessness is prevented through improved access to the private rented sector	41	8
LIPP28	Percentage of phone calls answered in 30 seconds	72.8%	70.0%
LIPP38	Number of complaints received by the council at each of the four stages	56	16
39		10	2
40		8	1
41		6	1
LIPP04	Percentage of leisure centre users satisfied or very satisfied with the service	85.0%	85.0%
LIRICT15	Accuracy of benefits processing	99.2%	99.2%
LIEWM14	% of planned high risk food safety interventions completed	100%	23.0%
LIEWM15	% of planned low risk food safety interventions completed	100%	14.0%
LIEWM25	Number of homes improved to meet the Decent Homes Standard as a result of action influenced by the Council	209	28
LIEWM26	Number of sites from the Council's contaminated land inspection programme which have been remediated or determined as safe	20	2
LICS34	% of FOI requests dealt with within statutory time limits	96.2%	100%

PERFORMANCE MONITORING – QUARTER 1 – 2010/11

REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

**Corporate Scorecard**

1. In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for quarter one 2010/11.
2. The corporate scorecard, **Appendix 1**, includes national and locally developed indicators, detailed progress reports for each of the 8 strategic tasks, summary revenue and capital monitoring, corporate performance in relation to sickness absence and a progress schedule for the Equality Impact Assessments. Members should note that the financial summaries are intended to provide an overview and to strengthen the link between performance and budgets. Responsibility for budget monitoring and financial scrutiny remains with the Corporate Governance Group.
3. Following the good practice established by the Performance Management Board, exceptions and highlights have been identified in the corporate scorecard and are supported by comments from the relevant Head of Service.
4. The Corporate Scorecard item on this agenda outlined the changes proposed to the Corporate Scorecard to reflect changing national policy. Some of these changes have been taken into account in this report and indicators which are proposed for removal from the performance indicator basket have been removed. Proposed new or revised indicators will be included in the Quarter 2 monitoring report.

**Recommendation**

It is **RECOMMENDED** that the Performance Management Board consider the identified exceptions.

**Financial Comments**

There are no direct financial issues arising from this report

**Section 17 Crime and Disorder Act**

There are no direct crime and disorder implications arising from this report.

**Diversity**

There are no direct diversity implications arising from this report.

**Background Papers Available for Inspection: Nil**

# Corporate Performance Monitoring



## Summary

### Strategic Tasks

Of the 8 Strategic tasks:

- 7 are Green and on target to be completed within timescale
- 1 are Amber and with some corrective action should meet the target
- 0 is Red and will not meet target

### Performance Indicators

Of the 33 Indicators on the corporate scorecard:

- 6 have been identified as exceptions and 7 have been identified as highlights
- 16 indicators have a positive trend or have met their target at this point of 2010/11

### Sickness

The level of corporate sickness is 2.43 days compared to 1.79 days in quarter 1 2009/10, and 10.14 days at the end of 2009/10.

### Finance

Revenue and Capital spending for Quarter 1 2010/11 is on target.

### Equality Impact Assessments


There are 63 assessments due this year, 6 assessments have been completed to date.


# Strategic Tasks Summary


Strategic task on track		Strategic task is at risk of not delivering on time and/or the required level of outcomes		Strategic task is unlikely to deliver on time and/or the required level of outcomes without corrective action	
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Ref		W.I. P	Completed	Ref		W.I. P	Completed
02	Approve the Local Development Framework	☑		10	Deliver Area-based initiatives to reduce crime and antisocial behaviour	☑	
03	Deliver Climate Change Strategy and associated Action Plan	☑		11	Work more closely with Town and Parish Councils	☑	
06	Introduce a 'hub and spoke' approach to customer access across the borough	☑		12	Work with partners to develop opportunities for children and young people to help them discover and achieve their potential	☑	
07	Contribute to the development and achievement of the Nottinghamshire Local Area Agreement	☑		13	Deliver the Rushcliffe Play Strategy	☑	
TOTAL						8	0

# Strategic Tasks

<i>ST 2 Project</i>	<i>Source / Issue</i>	<i>Success measurement</i>	<i>Lead officer</i>	<i>Target date</i>	
Approve the Local Development Framework (LDF)	It is a statutory requirement. There is a need for local policy to influence where development takes place and limit its environmental impact. Progressing the LDF in accordance with the timetable specified in the Local Development Scheme	Implement the Local Development Framework, including: A Council Local Development Core Strategy	Richard Mapletoft	July 2010 December 2012	
<i>Timeline</i>	<i>Progress</i>	<i>Priority</i>	<i>Reporting to</i>	<i>Referred to</i>	
w/c 15th June 2009 - Issues and Options consultation	Public consultation on the draft LDF Core Strategy ended on 12 April 2010. Around 1,500 responses were received. These have now been collated and summarised.	Sustainable Environment	Local Development Framework group	Cabinet/Council	
w/c 15th February 2010 - 'Options for Consultation'	The Core Strategy has, however, been substantially impacted upon by revocation of the East Midlands Regional Plan (6 July 2010) and with it removal of the requirement to build 15,000 new homes in Rushcliffe between 2006 and 2026.				
Date to be confirmed – Pre-Submission draft for consultation	Consequently, publication of the final draft (Pre-Submission) Aligned Core Strategies, which was timetabled for this autumn, is no longer possible or appropriate. Publication has been delayed pending further consideration of the implications of the Regional Plan's revocation and the undertaking of work to establish a locally derived housing target. A new timetable for progressing the Core Strategy will be established shortly. It will aim to ensure that the process is completed as soon as possible.				
Date to be confirmed - Submission of Core Strategy to the Secretary of State					
Date to be confirmed - Hearing Sessions					
Date to be confirmed - Inspector's Report received					

<i>ST 3 Project</i>	<i>Source / Issue</i>	<i>Success measurement</i>	<i>Lead officer</i>	<i>Target date</i>	
Deliver Climate Change Strategy and associated Action Plan <ul style="list-style-type: none"> <li>▪</li> </ul>	Rushcliffe residents playing their part in preserving the environment for future generations	Action Plan developed by March 2008 Action Plan delivered by March 2020	Charlotte McGraw	March 2020	
<i>Timeline</i>	<i>Progress</i>	<i>Priority</i>	<i>Reporting to</i>	<i>Referred to</i>	
March 2010 – Strategy and action plan are formulated  24 August 2010 – PMB to monitor	The Climate Change Action Plan has been published and was endorsed by the Community Development Group at the end of July who also agreed that annual monitoring by exception will be performed by the Performance Management Board. The Climate Change Action Plan will be posted on the website.	Sustainable Environment	Community Development	Cabinet	

<i>ST 6 Project</i>	<i>Source / Issue</i>	<i>Success measurement</i>	<i>Lead officer</i>	<i>Target date</i>
Introduce a 'hub and spoke' approach to customer access across the borough	Better access to a larger range of public services in the communities where people live and work	<ul style="list-style-type: none"> <li>West Bridgford Community Hub operational by January 2009</li> <li>Local service access points in operation by March 2011</li> <li>Increased satisfaction with the range of services on offer (baseline to be established)</li> </ul>	Dave Mitchell	March 2011 
<i>Timeline</i>	<i>Progress</i>	<i>Priority</i>	<i>Reporting to</i>	<i>Referred to</i>
<p>December 2010 - Introduce shared customer service centre in partnership with Police at WB Police Station</p> <p>March 2011 - Develop a full time rural customer access point in partnership with the Police</p>	<p><b>Customer Contact Centre</b></p> <p>At the 9 February Cabinet meeting it was agreed to progress this proposal to refurbish the Police Station to provide face to face services in partnership with the Police as well as moving the Council's call centre to provide additional back office support. Governance arrangements for the partnership have been strengthened, with the rationalisation of the Joint Board Membership. A Member Panel has been established to oversee the development of the partnership. Two meetings held to date with a third planned for 27 August. It is anticipated that subject to finalisation of plans works could be completed by the end of 2010 within the original target date of 31 March 2011.</p> <p>There were two joint visioning days completed on the 9 and 28 June between officers of the council and police.</p> <p>£100k NEIG bid supported, subject to Regional approval on 3 September 2010.</p> <p>Design finalised, specification completed and tenders returned on 29 July 2010. Approval of these proposals by the Notts Police Authority is scheduled for 25 August 2010 and a verbal update on the outcome will be given at the PMB meeting</p> <p><b>Access points</b></p> <p>Investigation is progressing into extending the service provided at two of the remote sites from part time to full time to provide increased access to face to face council services for residents within the rural areas without the need for additional resources.</p>	<p>Partnership Working</p> <p>High Quality Services</p>	Partnership Delivery Group	Cabinet

<i>ST 7 Project</i>	<i>Source / Issue</i>	<i>Success measurement</i>	<i>Lead officer</i>	<i>Target date</i>	
Contribute to the development and achievement of the Nottinghamshire Local Area Agreement (LAA)	High quality, value for money services delivered to residents	<ul style="list-style-type: none"> <li>• New LAA published by June 2008</li> <li>• Achievement of stretch targets by June 2011</li> </ul>	Charlotte McGraw	June 2011	
<i>Timeline Progress</i>			<i>Priority</i>	<i>Reporting to</i>	<i>Referred to</i>
	<p>The reward grant of £345,000 has been received for 2009/10. It is half capital and half revenue. We do not expect any further reward grant for 2010/11. The LSP will consider how the money will be spent and the bidding process for funding. Projects must benefit Rushcliffe and link in with the priorities of the LSP as well as an overarching theme of tackling the recession.</p> <p>It is anticipated that the current LAA will run its course and not be replaced.</p>		Partnership Working	Partnership Delivery Group	Cabinet



<i>ST 10 Project</i>	<i>Source / Issue</i>	<i>Success measurement</i>	<i>Lead officer</i>	<i>Target date</i>
Deliver Area-based initiatives to reduce crime and anti-social behaviour	Reduced crime leading to greater feelings of safety in the Borough	Targets for ASB, criminal damage, violent crime, acquisitive crime burglary and business crime met in agreed areas by March 2011	Charlotte McGraw	March 2011
<i>Timeline</i>	<i>Progress</i>	<i>Priority</i>	<i>Reporting to</i>	<i>Referred to</i>
	<p>Operation Arrow was a 90-day operation which ran from March 31 to June 30 which was aimed at tackling burglary, robbery and violence in Nottinghamshire. Targets were set to bring Nottinghamshire into line with similar forces in England and Wales.</p> <p>Operation Arrow targeted four key areas of crime – reducing dwelling burglary; reducing robbery; reducing certain categories of violent crime; increasing the number of detections for serious acquisitive crime (SAC), ie burglary, robbery and vehicle crime.</p> <p>As part of the initiative, the following actions were undertaken within Rushcliffe</p> <ul style="list-style-type: none"> <li>• Autocrime - vehicle drivers in Trent were targeted with a 'Forget It' sign to use in their vehicle educating them to leave nothing on display and secure their vehicle. Drivers of 'identified' vulnerable vehicles parking on street from both the ward area and further afield were targeted through warning letters sent to their home address with advice and information.</li> <li>• Vulnerable homes are being targeted through Home Target Hardening allowing some of the most vulnerable homes on the ward to be protected with further additional security measures.</li> <li>• The Neighbourhood Alert / Smartwater and Forget It promotions target all residents and businesses within the Trent Bridge ward aiming to make the distribution and continuation of positive crime reduction messages sustainable.</li> <li>• The Community Safety Team attended the Bridgifest music event to provide advice, information and safety equipment to teenage young people. They will also attend the Nottingham Trent University fresher fair to target potentially vulnerable young students living in Rushcliffe.</li> <li>• A questionnaire survey to identify issues of concern was undertaken in the Trent Bridge ward which achieved a response rate of 17%. A draft action plan has been produced which will be developed by input from members of the community over the coming months.</li> </ul>	Partnership Working  Crime and Anti-social Behaviour	Partnership Delivery Group	Cabinet

<b>ST 11 Project</b>	<b>Source / Issue</b>	<b>Success measurement</b>	<b>Lead officer</b>	<b>Target date</b>
Work more closely with Town and Parish Councils	<ul style="list-style-type: none"> <li>• Greater levels of engagement at the lowest levels of democracy</li> <li>• Better representation through Town and Parish Councils</li> </ul>	<ul style="list-style-type: none"> <li>• Larger number of town and parish councils gaining 'Quality' status</li> <li>• Increase in the number of Parish Plans produced</li> <li>• Increase in the levels of satisfaction of Town and Parish Councils with their relationship with the Borough Council</li> </ul>	Charlotte McGraw	December 2011









<b>Timeline</b>	<b>Progress</b>	<b>Priority</b>	<b>Reporting to</b>	<b>Referred to</b>
<p>February 2010 – Parish forum</p> <p>April 2010 – Parish conference</p>	<p>The Town and Parish conference was held on the 20 April and was a great success. The event was attended by the Chair of the Local Government Association Cllr. Dame Margaret Eaton. Cllr Eaton gave the key note address at the conference and visited a number of key projects and sites throughout the Borough.</p> <p>The next Parish Forum is on the 12 September and will focus on the Local Strategic Partnership as well as discussions about the 'Big Society' and the potential impact of central government cuts on service provision.</p> <p>A report on community-led planning was considered by the Community Development Group on the 26 July. Members of the Cropwell Bishop town plan group gave a case study presentation of the positive impact of producing a plan for their village. The Chief Executive of Rural Community Action Nottinghamshire also presented on the benefits of community-led planning. The Community Development Group endorsed the value of community-led planning and progress made towards the delivery of this strategic task.</p>	<p>Partnership Working</p> <p>Community involvement</p>	Partnership Delivery Group	Cabinet

<b>ST 12 Project</b>		<b>Source / Issue</b>	<b>Success measurement</b>	<b>Lead officer</b>	<b>Target date</b>
Work with partners to develop opportunities for children and young people to help them discover and achieve their potential		Increased development opportunities for children and young people	<ul style="list-style-type: none"> <li>Action plan delivered by March 2011</li> <li>Established measurable outcomes</li> </ul>	Charlotte McGraw	March 2011
<b>Timeline</b>	<b>Progress</b>	<b>Priority</b>	<b>Reporting to</b>	<b>Referred to</b>	
	<p>A report on the delivery of services for children and young people and strategic planning was considered by the Community Development Group on the 26 July. The activities currently being delivered were supported as was the proposal to produce a Rushcliffe Borough Council Children and Young People action plan during 2011.</p> <p>The following events have been successfully held during June, July and August:</p> <ul style="list-style-type: none"> <li>International day of sport (1,500 participants) - a new partnership with the local guides was extremely successful and discussions have taken place regarding extending the scope of their involvements in next years event.</li> <li>Rushcliffe Sports Awards was attended by 400 people including the Mayor and Portfolio holder.</li> <li>Rush4Health was attended by an estimated 3,500 people and an extensive health survey undertaken which it is hoped will evidence the impact of this event.</li> <li>Proms in the park attracted an estimated 1,500 people to Bridgford Park for an afternoon and evening of music making workshops and classical music. Lark in the park was promoted through a Radio Nottingham chat-show appearance by the Cultural Services manager. Despite the wet weather an estimated 5,000 people attended the Robin Hood themed event. The Bridgfest teenage music festival was organised in partnership with Nottinghamshire Youth Service and was held on the 15 August.</li> <li>There were 1034 attendances at targeted inclusion projects such as mission possible, cricket4 life and other schools health work. Since April there has been over 1,500 participants in after-school Sport Unlimited coaching sessions.</li> <li>There are a wide range of summer holiday activities taking place throughout the Borough which are promoted through the here comes the summer brochure as well as a new website link. RBC Sports Development have co-ordinated sports coaching visits to Parish Council organised events, there are a programme of activities taking place in Cotgrave through the Positive Futures project, as well as a range of activities provided through Parkwood Leisure at the various leisure centre sites.</li> </ul>	Partnership Working  Community Involvement  Children and Young People	Partnership Delivery Group	Cabinet	

<i>ST 13 Project</i>	<i>Source / Issue</i>	<i>Success measurement</i>	<i>Lead officer</i>	<i>Target date</i>
Deliver the Rushcliffe Play Strategy	Appropriate play facilities and activities in the borough for children and young people	Percentage of tasks within the strategy delivered	Charlotte McGraw	December 2012
<i>Timeline</i>	<i>Progress</i>	<i>Priority</i>	<i>Reporting to</i>	<i>Referred to</i>
	<p>A sub-group of the Rushcliffe Play Partnership is to be set up in the autumn to review the delivery of the Play Strategy.</p> <p>The Playbuilder programme of play facility improvements has been revoked by central Government. . Consequently, we have informed the proposed recipients (Ruddington, East Bridgford and Granby-cum Sutton Parish Councils) of the situation.</p> <p>The urban road-show activities are fully booked throughout the Borough during the summer months and will meet all targets associated with the Big Lottery revenue funding. This is the final year of funding for the delivery of this project.</p>	Children and Young People	Performance Management Board	

# Highlights and Exceptions

Performance indicator is above target and performing better than previous years		Performance indicator below target or performing worse than previous years		Performance data has been corrected		 Positive Trend	 Negative Trend	 Neutral Trend
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		NI Ref	2007/08 Out-turn	2008/09 Out-turn	2009/10 Out-turn	2010/11 Quarter 1	Trend Over 4 yrs	Target 2010/11	Target 2011/12
<b>PLANNING AND PLACE SHAPING</b>									
Priority 6,1	Processing of planning applications as measured against target for major application types (includes 10 or more houses)	NI 157a	78.57%	52.63%	75.00%	100%		70%	70%
Priority 6,1	Processing of planning applications as measured against target for minor application types (includes 1-9 houses)	NI 157b	83.37%	78.77%	84.91%	74.42%		80%	80%
Priority 6,1	Processing of planning applications as measured against target for other application types (includes house extensions)	NI 157c	95.28%	91.98%	93.27%	84.29%		90%	90%
<b>ENVIRONMENT AND WASTE</b>									
Priority 1	Improved street and environmental cleanliness (levels of litter)	NI 195a	New 2008/09	2.8%	2.3%	1.4%		2.5%	2.5%
Priority 1	Improved street and environmental cleanliness (levels of detritus)	NI 195b	New 2008/09	5.2%	2.1%	1.4%		5%	5%
Priority 1	Improved street and environmental cleanliness (levels of graffiti)	NI 195c	7.10%	1.3%	1.6%	0.6%		4%	3%
<b>COMMUNITY SHAPING</b>									
Priority 3	Number of burglaries per 1,000 households	LICSH07	19.6	14.08	11.70	3.09		8.89	Link to SNSCP
Priority 3	Number of robberies per 1,000 population	LICSH09	1.07	0.79	0.68	0.22		0.49	Link to SNSCP
Priority 3	Number of vehicle crimes per 1,000 population	LICSH10	19.17	9.17	7.61	2.09		6.23	Link to SNSCP

		NI Ref	2007/08 Out-turn	2008/09 Out-turn	2009/10 Out-turn	2010/11 Quarter 1	Trend Over 4 yrs	Target 2010/11	Target 2011/12
<b>CORPORATE SERVICES</b>									
Priority 6	Percentage of members attending training events	LICS38	New 2007/08	359	49.0%	30.0%	↔	50%	51%
<b>REVENUES AND ICT SERVICES</b>									
Priority 2	Percentage of new claims determined within 14 days of receipt of all necessary information	LIRICT18	98.9%	98.50%	98.83%	99.18%	↑	97.0%	98%
<b>FINANCIAL SERVICES</b>									
Priority 2	Percentage of invoices paid within terms (10 days)	LIFS07	97.7%	99.6%	99.25%	99.9%	↑	99%	99.2%

Indicator	Exception definition	Current Performance	Comment
Processing of planning applications as measured against target for minor application types (includes 1-9 houses)	The performance is lower than the figure of 93.5% reported in quarter 1 2009/10	<b>74.42%</b>	The Government Target is 65% of minor applications decided in 8 weeks but the Council has set its own target of 80%. Performance has declined since 2009/10 due to the impact of time spent on the unprecedented major applications such as Clifton and Cotgrave Colliery and the additional demands for pre planning application advice. Some additional resources have been procured and the situation is being monitored.
Processing of planning applications as measured against target for other application types (includes house extensions)	The performance is lower than the figure of 95.14% reported in quarter 1 2009/10	<b>84.29%</b>	The Government Target is 80% of other applications decided in 8 weeks but the Council has set its own target of 90%. Performance has declined since 2009/10 due to the impact of time spent on the unprecedented major applications such as Clifton and Cotgrave Colliery and the additional demands for pre planning application advice. Some additional resources have been procured and the situation is being monitored.

Number of burglaries per 1,000 households	Figure is slightly higher than quarter 1 last year (2.93), and targets have been reduced by 26%	<b>3.09</b>	<p>Burglary incidents were high in April (54 offences) and May (51 offences) but reduced in June (38 offences) and when comparing June 2010 (38 offences) with June 2009 (45 offences) there were 7 fewer offences. The number of offences committed during the April to June 2010 period increased by 4.4% in comparison to 2009.</p> <p>The number of offences committed in April to June 2010 in was 72 in Rushcliffe North and 71 in Rushcliffe South.</p> <p>The main reason identified was insecure properties and distraction burglary</p>
Number of robberies per 1,000 population	Figure is slightly higher than quarter 1 last year (0.18), and targets have been reduced by 26%	<b>0.22</b>	From April to June last year there were 17 offences, this has risen to 23 for the same period this year. Of the 5 robbery offences in June, 4 were personal offences and 1 was a business robbery. No offenders were known for any of the serious acquisitive crime offences.
Number of vehicle crimes per 1,000 population	Figure is slightly lower than quarter 1 last year (2.19), and targets have been reduced by 26%	<b>2.09</b>	In June 2010, Rushcliffe North suffered a high increase, in excess of 70 offences in auto crime across all beats. Extra patrols were put in place and Operation CARLOCK was initiated covering a sustained Auto Crime Patrol Plan. A prolific auto crime offender arrested and charged. As a result figures should reduce in July.
Percentage of members attending training events	Attendance is significantly lower than the out –turn last year	<b>30.0%</b>	<p>Figure represents quarter 1 return based on 1 event at which 15 of the 50 members invited attended, therefore it only shows attendance at that one event.</p> <p>It is important to consider that this is the first quarter return and it is anticipated the number of events in the next 3 quarters will increase significantly. We are still receiving and evaluating PDPs from Members for this year and these will inform the internal member development programme. Additionally the regional programme will begin to deliver events in quarter 2 and all Members have been sent details of the programme and timetable for these events.</p>

# Performance Indicators

	NI Ref	2007/08 Out-turn	2008/09 Out-turn	2009/10 Out-turn	2010/11 Quarter 1	Trend	Target 2010/11	Target 2011/12	
<b>PLANNING AND PLACE SHAPING</b>									
Priority 6,1	Processing of planning applications as measured against target for major application types (includes 10 or more houses)	NI 157a	78.57%	52.63%	75.00%	100%	↑	70%	70%
Priority 6,1	Processing of planning applications as measured against target for minor application types (includes 1-9 houses)	NI 157b	83.37%	78.77%	84.91%	74.42%	↓	80%	80%
Priority 6,1	Processing of planning applications as measured against target for other application types (includes house extensions)	NI 157c	95.28%	91.98%	93.27%	84.29%	↓	90%	90%
Priority 6,1	Average number of working days to complete standard land charges	LIPPS06	3.1 days	2.3 days	2.3 days	2.1 days	↑	3.0 days	3.0 days
Priority 1,6	Percentage of building regulation applications processed within target times	LIPPS19	98.7%	99.5%	98.2%	95.7%	↓	97.0%	97.0%
<b>ENVIRONMENT AND WASTE</b>									
Priority 1	Residual waste per household kg per household	NI 191	New 2008/09	470.0	463.00	115.15	↔	460	457
Priority 1	Household waste recycled and composted	NI 192	52.5%	53.6%	52.46%	57.18%	↑	53.8%	53.2%
Priority 1	Improved street and environmental cleanliness (levels of litter)	NI 195a	New 2008/09	2.8%	2.3%	1.4%	↑	2.5%	2.5%
Priority 1	Improved street and environmental cleanliness (levels of detritus)	NI 195b	New 2008/09	5.2%	2.1%	1.4%	↑	5%	5%
Priority 1	Improved street and environmental cleanliness (levels of graffiti)	NI 195c	7.10%	1.3%	1.6%	0.6%	↑	4%	3%
Priority 1	Improved street and environmental cleanliness (levels of fly posting)	NI 195d	1.17%	0.16%	0.0%	0.0%	↔	2%	3%



		NI Ref	2007/08 Out-turn	2008/09 Out-turn	2009/10 Out-turn	2010/11 Quarter 1	Trend	Target 2010/11	Target 2011/12
Priority 1	Improved street and environmental cleanliness – fly tipping	NI 196	-	Not Effective	Not Effective	Not due	-	Effective	-
Priority 1	Number of household waste collections missed per 100,000 properties	LIEWM07	48.5	41.0	35.0	35.0	↔	35	35
<b>PARTNERSHIPS AND PERFORMANCE</b>									
Priority 6	% enquiries dealt with at first point of contact	LIPP12	80.5%	80.1%	87.3%	88.2%	↔	82%	85%
Priority 6	Number of leisure centre users – public (used to include schools)	LIPP22	-	1,280,555	1,348,881	329,695	↓	1,328,500	1,330,000
Priority 6	Number of Edwalton Golf Course users	LIPP23	77,327	73,011	71,873	24,879	↑	73,000	73,000
<b>COMMUNITY SHAPING</b>									
Priority 3	Serious Acquisitive Crime Rate per 1,000 population	NI 16	New 2008/09	15.53	13.17	3.57	↔	9.82	No target set
Priority 3	Assault with injury crime rate	NI 20	New 2008/09	3.8	3.6	Not due	-	2.86	No target set
Priority 1	Number of affordable homes delivered	NI 155	New 2008/09	73	67	0	↓	50	60
Priority 6	Number of households living in temporary accommodation	NI 156	New 2008/09	13	11	12	↔	30	30
Priority 6	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	NI 187	New 2008/09	6%	9%	Not due	-	4%	No target
Priority 3	Number of burglaries per 1,000 households	LICSH07	19.6	14.08	11.70	3.09	↔	8.89	Link to SNSCP
Priority 3	Number of robberies per 1,000 population	LICSH09	1.07	0.79	0.68	0.22	↓	0.49	Link to SNSCP
Priority 3	Number of vehicle crimes per 1,000 population	LICSH10	19.17	9.17	7.61	2.09	↔	6.23	Link to SNSCP
<b>CORPORATE SERVICES</b>									
Priority 1,6	Net additional homes provided	NI 154	493	251	227 provisional	Not due	-	No Target	No Target

		NI Ref	2007/08 Out-turn	2008/09 Out-turn	2009/10 Out-turn	2010/11 Quarter 1	Trend	Target 2010/11	Target 2011/12
Priority 6	Percentage of members attending training events	LICS38	New 2007/08	359	49.0%	30.0%	↔	50%	51%
<b>REVENUES AND ICT SERVICES</b>									
Priority 2	Percentage of occupancy levels of industrial units	LIRICT08	-	88%	95.56%	97.06%	↑	91%	91%
Priority 2	Rent Collection and Tenancy Management. Percentage of sundry debtor rent invoices fully paid within 90 days	LIRICT07	New Indicator for 2009/10		91.6%	92.8%	↑	92%	92%
Priority 2	Percentage of council tax collected	LIRICT11	99.0%	99.0%	99.1%	30.7%	↔	98.5%	98.7%
Priority 2	Percentage of Business rates collected	LIRICT12	99.1%	98.70%	98.4%	31.8%	↓	98.0%	98.3%
Priority 2	Speed of processing: Average time for processing new claims	LIRICT14	20.6 days	17.19 days	13.44 days	13.27 days	↑	19 days	15 days
<b>FINANCIAL SERVICES</b>									
Priority 2	Return on council's investments actual and budgeted	LIFS03	New 2008/09	5.11%	1.92%	1.69%	↓	1.00%	2.50%
Priority 2	Percentage of invoices paid within terms (10 days)	LIFS07	97.7%	99.6%	99.25%	99.9%	↑	99%	99.2%

LIPPS06 – data amended after audit	NI 156 – additional temporary tenancies declared by Spirita, 2009/10 out-turn figure amended
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# Finance

## Revenue Monitoring

Period 03	Profile v Actual to 28/06/09			
	Budget YTD	Actual YTD	Variance (F)/A	Variance %
<b>Community Shaping</b>				
Expenditure	568,320	494,429	(73,891)	(13)
Income	(142,050)	(37,421)	104,629	74
	426,270	457,009	30,739	7
<b>Corporate Services</b>				
Expenditure	544,300	553,753	9,453	2
Income	(15,160)	(15,207)	(47)	(0)
	529,140	538,546	9,406	2
<b>Finance</b>				
Expenditure	506,440	499,725	(6,715)	(1)
Income	(57,880)	(63,071)	(5,191)	(9)
	448,560	436,654	(11,906)	(3)
<b>Partnerships &amp; Performance</b>				
Expenditure	655,380	539,661	(115,720)	(18)
Income	(189,160)	(148,432)	40,728	22
	466,220	391,229	(74,991)	(16)
<b>Planning &amp; Place Shaping</b>				
Expenditure	324,500	311,398	(13,102)	(4)
Income	(301,470)	(334,076)	(32,606)	(11)
	23,030	(22,678)	(45,708)	(198)
<b>Revenue &amp; ICT</b>				
Expenditure	4,406,647	4,320,841	(85,806)	(2)
Income	(253,600)	(240,699)	12,901	5
	4,153,047	4,080,143	(72,904)	(2)
<b>Environment &amp; Waste Management</b>				
Expenditure	1,241,215	1,230,839	(10,376)	(1)
Income	(301,489)	(265,963)	35,527	12
	939,726	964,876	25,150	3
<b>Total</b>	<b>6,985,993</b>	<b>6,845,778</b>	<b>(140,215)</b>	<b>(2)</b>

## Capital Monitoring

Period 03				
	This Year's Budget	Profiled Budget	This Year's Actual	Diff from Profiled Budget
<b>Community Shaping</b>	1,305,660	54,000	58,293	4,293
<b>Corporate Services</b>	0	0	0	0
<b>Finance</b>		0	0	0
<b>Partnerships &amp; Performance</b>	1,388,010	0	17,769	17,769
<b>Planning &amp; Place Shaping</b>	254,240	2,330	1,345	(985)
<b>Revenue &amp; ICT</b>	832,580	140,230	132,943	(7,287)
<b>Environment &amp; Waste Management</b>	1,046,520	(124,610)	69,392	(72,491)
<b>Total</b>	<b>4,827,010</b>	<b>71,950</b>	<b>279,742</b>	<b>(58,701)</b>

### Revenue

Major exceptions are as follows:

Partnership and Performance income is down on budget due mainly to the car parking changes only starting midway through the first month. It is anticipated that this income will be in line with budget at the end of the year.

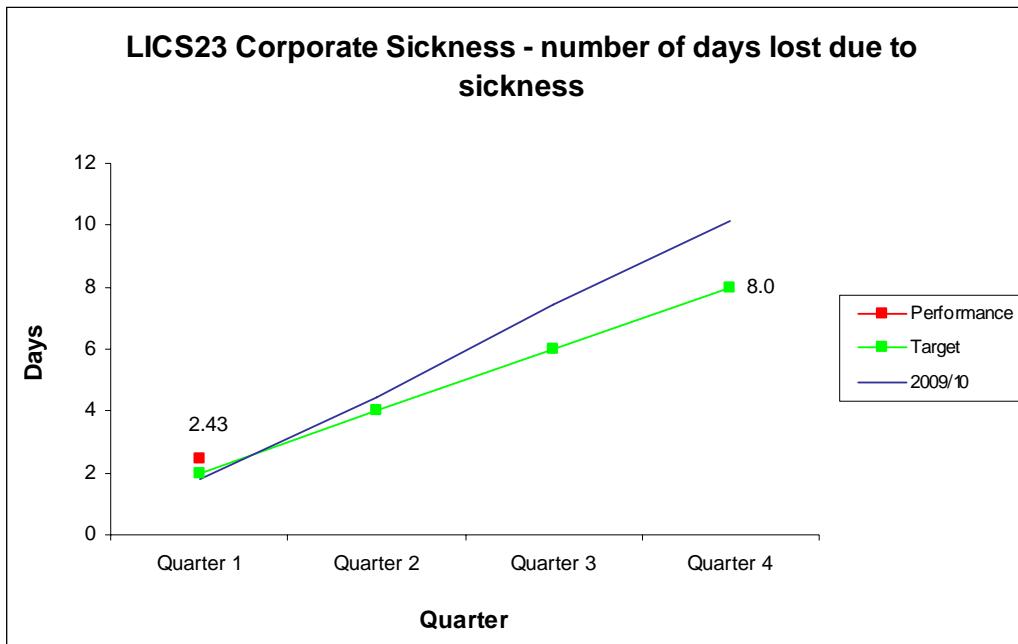
Planning and Place Shaping income is better than budget due to receiving a couple of large applications early in the year. The favourable variance is unlikely to continue for the remainder of the year.

Revenues & ICT expenditure is below budget on a number of areas due to invoices not being received and small underspends on discretionary areas like legal services.

### Capital

Main variance is within Environment and Waste Management which is due to an increase in the expenditure to support Decent Homes and for Disabled Facility Grants.

# Corporate Sickness



		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Long term	2010/11	0.97			
	2009/10	0.92	2.20	3.43	4.82
Short term	2010/11	1.46			
	2009/10	0.87	2.24	4.02	5.32
<b>Total</b>		<b>2.43</b>			

## Explanatory note

### Long term

The figure of 0.97 compares with 0.92 as at quarter 1 last year showing a 0.5 increase on the 2009/10 figure at this stage. As previously reported to the Board long term sickness is defined as sickness of a period of, or beyond six weeks (30 working days).

Whilst the figure is higher than the previous year's quarter 1 figure there are a number of factors to consider:

- The figure includes within it 3 long term cases carried over from the previous year. Subsequently of the total 9 long term sickness cases comprising the 10/11 quarter 1 figure
  - 5 have left the Authority
  - 1 has returned to work on redeployment with their attendance being monitored in line with the Council's Managing Absence Policy
  - The remaining 3 cases are being addressed, again in line with the Council's Managing Absence Policy and it is anticipated these will be resolved in the near future.

## Short term

The figure of 1.46 shows an increase of 0.59 on a 2009/10 quarter 1 comparison. The increase can be explained further by the following comparison which shows an increase in the number of short terms sickness cases at this point last year:

- 2009/10 0.89 short term (106 cases)
- 2010/11 1.46 short term (128 cases)

Of the 128 cases in quarter 1, twenty five of these include sickness of, or over, a 5 day period, which has impacted on the total short term sickness figure. Because of how the figures compare with this time last year management action is continuing to address both short and long term sickness corporately as follows:

- Corporate sickness is monitored and reported on a monthly basis by the Head of Corporate Services to SMT
- Individual case management in line with the established Managing Absence Policy
- Referral to Occupational Health at the appropriate stages (12 cases referred in quarter 1 2010/11 – 6 referred in quarter 1 2009/10)
- Review of the Council's Managing Absence Policy
- Delivery of the Council's Workplace health initiative
- Implementation of an improved Human Resources data system enabling more effective sickness reporting and monitoring
- Evaluation of the Council's agreed sickness definitions taking into account relevant guidance
- Delivery of the Council's 'Seven point pledge' to sustain and enhance employee engagement
- Individual service area sickness is reported and discussed at the six weekly performance clinic for each head of service

# Rushcliffe Borough Council Programme of Equality Impact Assessments 2010-11

The Council achieved level 3 equality standard in June 2009

Functions/ Policies	Section	Completed
<b>Community Shaping</b>		
Organising a programme of arts and events activities	Cultural Services	
Employing arts and events employees	Cultural Services	
Sports Development	Cultural Services	
Sports Pitches/Courts, Parks & Open Spaces	Cultural Services	
Rushcliffe Country Park	Cultural Services	
Health Development	Cultural Services	
Eligibility for grant aid guidelines	Community Engagement	
Nature Conservation Strategy	Community Engagement	
RBC/Spirita partnership agreement	Strategic Housing	
Home Visits	Strategic Housing	July 2010
Interim (S188) Offer	Strategic Housing	July 2010
Temp (S193) Offer	Strategic Housing	July 2010
Referrals to other agencies	Strategic Housing	July 2010
Deposit Guarantee Scheme	Strategic Housing	
Spend to Save + CLG prevention fund	Strategic Housing	
Hospital Discharge Protocol	Strategic Housing	
Temporary accommodation anti- bullying	Strategic Housing	
Temporary accommodation client needs assessment	Strategic Housing	
Temporary accommodation client risk assessment	Strategic Housing	
Temporary accommodation fire & evacuation	Strategic Housing	
Temporary accommodation prevention from personal gain	Strategic Housing	
Temporary accommodation support service	Strategic Housing	
Temporary accommodation support allocation	Strategic Housing	
Temporary Accommodation Equality Statement	Strategic Housing	

Functions/ Policies	Section	Completed
Service Marketing and Promotion	Strategic Housing	
CBL Allocations Policy	Strategic Housing	July 2010
<b>Corporate Services</b>		
Race Equality Scheme*	Human Resources	
Disability Equality Scheme*	Human Resources	
Gender Equality Scheme*	Human Resources	
People Strategy	Human Resources	
Absence Management Policy	Human Resources	
Learning and Development Policy	Human Resources	
Disciplinary procedure	Human Resources	
Freedom of Information requests	Legal Services	
Data protection legislation	Legal Services	
ISA and CRB Policy	Legal Services	
Petitions scheme	Legal Services	
<b>Environment &amp; Waste Management</b>		
Commercial Waste collection	Waste and Fleet	
Other waste collections including tanker and specials	Waste and Fleet	
Fleet Mgt and Garage Services	Waste and Fleet	
Pest and Dog Control	Neighbourhood	
Public Health and Statutory Nuisance and Enviro Crime Policy	Neighbourhood	
Street scene maintenance and cleansing	Neighbourhood	
Licensing and statement of licensing policy	Neighbourhood	
Health and Safety	Protection & Safety	
Environmental Protection and the Contaminated Land Inspection Strategy	Protection & Safety	
<b>Financial Services</b>		
Expenses payments	Financial Services	
<b>Partnerships &amp; Performance</b>		
Customer Access Strategy	Performance and Reputation	
Reputation Management System	Performance and Reputation	
Service Plans	Performance and Reputation	
Management of Edwalton Golf Course	Leisure Contract	
Management of East Leake Leisure Centre (PFI) Leisure provision	Leisure Contract	
Leisure Facilities Strategy	Leisure Contract	
<b>Planning and Place Shaping</b>		



<b>Functions/ Policies</b>	<b>Section</b>	<b>Completed</b>
Processing building regulation applications (including site inspections)	Building Control	
Dangerous Structures Service	Building Control	
Demolition Procedures	Building Control	
Building Control Enforcement	Building Control	
Street Naming and Numbering Procedure	Building Control	
<b>Revenue and ICT Services</b>		
Information Systems Strategy	ICT Services	
Local Housing Allowance – Direct Payment Policy	Revenue and Benefits	June 2010
Benefit Publicity and Take-up Policy	Revenue and Benefits	
Discretionary Rate Relief Policy	Revenue and Benefits	
Benefit Fraud Prosecution Policy	Revenue and Benefits	

ROLLING TWO YEAR WORK PROGRAMME

REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

**Summary**

The two year rolling work programme is a standing item for discussion at each meeting of the Performance Management Board. This report presents the draft programme for 2010-2012.

**Recommendation**

It is RECOMMENDED that the Performance Management Board agrees the proposed rolling work programme for 2010/11 and 2011/12.

**Work Programme**

1. The following table sets out the Board's proposed 2 year rolling work programme.

<b>Date of Meeting</b>	<b>Item</b>
24 August 2010	<ul style="list-style-type: none"> <li>• Review of Complaints and Ombudsman Letter 2009/10</li> <li>• Review of the Corporate Scorecard</li> <li>• Performance Monitoring – Quarter 1 2010/11</li> <li>• Children and Young People – update on the work undertaken by the Community Development Group</li> <li>• Review of NI186 – Tackling fuel poverty</li> <li>• 2 year rolling work programme</li> </ul>
2 November 2010	<ul style="list-style-type: none"> <li>• Performance Monitoring – Quarter 2 2010/11</li> <li>• Annual Report – Glendale Golf *</li> <li>• Performance Management – Update on the National Picture</li> <li>• Review of the Leadership Model consultation data</li> <li>• Report of the Constitutional Review Member Panel</li> <li>• Monitoring the implementation of the Play Strategy</li> <li>• 2 year rolling work programme</li> </ul>
21 February 2011	<ul style="list-style-type: none"> <li>• Review the performance of Civil Parking Enforcement</li> <li>• Monitor the implementation of the Climate Change Action Plan</li> <li>• Performance Monitoring – Quarter 3 2010/11</li> <li>• 2 year rolling work programme</li> </ul>

\* please bring your questions to the meeting on 24 August 2010.

<b>Date of Meeting</b>	<b>Item</b>
26 April 2011	<ul style="list-style-type: none"> <li>• Review of the performance of Choice Based Lettings</li> <li>• Annual Report 2010/11</li> <li>• 2 year rolling work programme</li> </ul>
June 2011	<ul style="list-style-type: none"> <li>• Annual review of the performance of the Local Area Agreement</li> <li>• Performance Monitoring – Quarter 4 2010/11</li> <li>• 2 year rolling work programme and annual work programme</li> <li>•</li> </ul>
August 2011	<ul style="list-style-type: none"> <li>• Review of Complaints 2010/11</li> <li>• Ombudsman Letter 2010/11</li> <li>• Performance Monitoring – Quarter 1 2011/12</li> <li>• 2 year rolling work programme</li> </ul>
October 2011	<ul style="list-style-type: none"> <li>• Performance Monitoring – Quarter 2 2011/12</li> <li>• Annual Report Glendale Golf</li> <li>• Review of performance – Parkwood Leisure contract</li> <li>• 2 year rolling work programme</li> </ul>
February 2012	<ul style="list-style-type: none"> <li>• Performance Monitoring – Quarter 3 2011/12</li> <li>• 2 year rolling work programme</li> </ul>
June 2012	<ul style="list-style-type: none"> <li>• Annual review of the performance of the Local Area Agreement</li> <li>• Performance Monitoring – Quarter 4 2011/12</li> <li>• 2 year rolling work programme</li> </ul>