

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

Our reference:
Your reference:
Date: 21 June 2010

To all Members of the Council

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 29 June 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 27 April 2010 (pages 1 - 5)
4. Cabinet Member Questions
5. Cabinet Call-In – Improvements to Public Conveniences – Bridgford Park – Approval of Scheme

The Performance Management Board are requested to consider a call-in request relating to a decision made by Cabinet at its meeting held on 8 June 2010.

Members are asked to consider the following attachments:

- a) A note setting out the order of the meeting is attached (pages 6 - 7).
- b) Copy of the report considered by Cabinet on 8 June 2010 is attached (pages 8 - 11)
- c) Copy of an extract of the Minute relating to this item is attached (pages 12 - 13)
- d) Copy of the Call in request form is attached (page 14)

6. Nottinghamshire Local Area Agreement 2008-2011

The report of the Head of Partnerships and Performance is attached (pages 15 - 16).

7. Performance Monitoring - Outturn - 2009/10

The report of the Head of Partnerships and Performance is attached (pages 17 - 45).

8. Rolling 2 Year Work programme

The report of the Head of Partnerships and Performance is attached (pages 46 - 47).

Membership

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

Meeting Room Guidance

Fire Alarm - Evacuation - in the event of an alarm sounding you should evacuate the building using the nearest fire exit, normally through the Council Chamber. You should assemble in the Nottingham Forest car park adjacent to the main gates.

Toilets - Facilities, including those for the disabled, are located opposite Committee Room 2.

Mobile Phones – For the benefit of other users please ensure that your mobile phone is switched off whilst you are in the meeting.

Microphones - When you are invited to speak please press the button on your microphone, a red light will appear on the stem. Please ensure that you switch this off after you have spoken.

CALL IN PROCESS AND ORDER OF MEETING

➤ **Stage 1 - Lead Signatory submission**

Lead signatory invited to address PMB to make a statement of explanation in respect of why the decision has been called in (Maximum of 15 minutes).

➤ **Stage 2 - Cabinet Member submission**

Relevant Cabinet Member(s) invited to address the Board (Maximum of 15 minutes). If officers are required to provide information in relation to the report considered by Cabinet, then this will be additional to the Cabinet Members submission and not timed.

➤ **Stage 3 - Questions**

PMB members can ask questions of the lead signatory, the Cabinet Member and officers present directly relating to the decision (this should be questions about the decision and not a debate on the issue as a whole).

➤ **Stage 4 - Lead Signatory closing statement**

The Lead signatory makes a closing statement responding to the submissions and questions previously heard (Maximum of 5 minutes). They are not allowed to question anyone or be questioned.

➤ **Stage 5 - Cabinet Member closing statement**

The Cabinet Member then make a closing statement responding to the submissions and questions previously heard (Maximum of 5 minutes). They are not allowed to question anyone or be questioned.

➤ **Stage 6 - PMB decision**

PMB to make a decision based on the discussion that has taken place. No further submissions will be heard from the Lead signatory or the Cabinet Member(s) whilst PMB deliberates and makes a decision.

PMB has a number of options available for its decision which are:

- They agree with Cabinets decision (the Cabinet decision can now be actioned)

- They disagree with it but this does not warrant referral back to Cabinet (the Cabinet decision can now be actioned)
- They disagree with the decision and agree that it should be referred back to the next Cabinet meeting (PMB should expressly outline the reasons for disagreeing with Cabinets decision in its recommendations)

Minutes of the meeting containing the decision will be circulated to all Members in due course.

IMPROVEMENTS TO PUBLIC CONVENIENCES – BRIDGFORD PARK

REPORT OF THE HEAD OF REVENUES AND ICT SERVICES

CABINET PORTFOLIO HOLDER – COUNCILLOR J A CRANSWICK

Summary

At its meeting on 9 February 2010, Cabinet considered outline proposals for the replacement of the public toilets sited in Bridgford Park. The budget consultation workshops supported the need to improve substantially the condition of this facility on the existing site. A comprehensive consultation exercise has been undertaken and the results of the consultation have been incorporated into this report.

Recommendation

It is RECOMMENDED that:

- a) the scheme presented in this report be approved in principle, and
- b) Cabinet agrees to the introduction of a charge of 20p for the use of the facility. A feasibility study will be undertaken to establish if a cost neutral position, for the provision and maintenance of cash collection equipment, can be achieved and the findings be reviewed and implemented by the Head of Revenues and ICT in conjunction with the Cabinet portfolio holder.

Details

1. At its meeting on 10 November 2009, when considering the report on the Community Hub and Associated Initiatives (Minute 42 – resolution d refers), Cabinet requested that proposals for the provision of good quality public conveniences be reported to a future meeting.
2. The existing toilet provision does little to compliment the surroundings and its design and condition mean that it has limited or no appeal. The building sits within the grounds of Bridgford Hall, which is a grade II listed building. The toilet facility was constructed around 1970 and is of a traditional construction and design. Whilst the fabric of the building is in good general condition, the internal condition of the building and the sanitary fittings are poor and outdated. Furthermore, the building attracts a level of complaint as well as anti-social behaviour and inappropriate use of the facility.

Consultation

3. A consultation exercise took place between 5 - 19 May 2010 to gauge the views of users, shoppers, residents and other interested parties about the proposals to replace the public toilets in Bridgford Park.

4. Information on the proposals was posted on the website, including a link to an electronic survey form. Face-to-face street surveys took place on Saturday 8 May (to coincide with the Farmers' Market) and 12, 13 14 and 18 May. A press release received coverage in the Evening Post on 10 May 2010. Letters were sent to local residents' groups and West Bridgford Councillors on 7 May and the item was covered in Members Matters.
5. 291 people completed the survey either in person or online, 2 responses were taken over the telephone, 6 emails and 4 letters have been received from community groups and Councillors. Prior to the consultation, 5 letters about the proposed scheme had also been received.

Summary of the survey results

6. Approximately half the people who completed a survey actually used the public toilets. The most common reasons given for not using the toilets included the toilets being unclean (76%), unsafe (42%), and having a bad reputation (31%). Other comments included:
 - No hot water, no soap and the dryers never work
 - They look dirty even when they are clean
 - I prefer to use the local shops and pubs' facilities
7. 94% of respondents thought the plans for the new toilets were a good idea. People were asked why and the most common responses were:
 - Anything would be an improvement
 - All cubicles are accessible to all
 - Clean and modern
 - Opening out onto the park
 - The kiosk will improve the feeling of security
 - Hot water, soap and a decent hand dryer
 - Buggies can fit inside
 - More than one baby change unit and ones that Dads can use too
 - Look vandal-proof
 - Supervision (hopefully while the toilets are open)
 - Keeps the existing building so minimising cost
8. People were also asked what they did not like about the toilets. The responses included:
 - Concerns about the cleanliness of women and children using the same facilities as men
 - No hooks for hanging coats and bags
 - No separate urinals
 - The lack of natural light
 - The 'utility' look and feel of the toilets
 - Don't like the idea of using the toilets and buying things from the kiosk
9. There were 36 comments from people directly citing the single cubicle aspect of the design as a negative feature. However, 253 respondents would use the toilets if the improvements were made. Of those who would still not use the

toilets, 9 people did not like the design and 5 did not think the new toilets would be safe.

10. When asked if they would be prepared to pay a charge for using the toilet, 61% of people said yes and 39% said no. Of those who said yes the most commonly acceptable figure was 20p with suggestions ranging from 1p to £1 as long as the facilities are kept clean.
11. 69% of respondent would use the kiosk if it sold refreshments. The most popular items for sale at the kiosk were soft drinks (86%), hot drinks (81%) and ice creams (78%). Other comments about the kiosk included:
 - Using this for tourist or local area information
 - The sale of sun-cream, kits and balls
 - No need for this kind of retail outlet in this location
 - Support for the supervision but not necessarily for the sale of food and drink

Summary of the open responses

12. Further responses to the consultation were received via letter, email or on the telephone. A summary of these open responses are noted below:
 - Remove the supervised kiosk from the scheme as there is no need for it in this area
 - Welcome the concept of continuous supervision and more frequent cleaning from the kiosk
 - Happy to pay for cleaner supervised toilets but not otherwise
 - Consider the introduction of ultra-violet light to deter drug users
 - More frequent cleaning and inspection is required to stop the new toilets looking like the old ones
 - Some would like the toilets open at night to support the night-time economy in this area
 - Unisex nature of the toilets may provide greater opportunity for unsavoury behaviour
 - New toilets in West Bridgford should be funded from Special Expenses not general council tax unless there is a programme to provide new public toilets throughout the Borough
 - Four single cubicles will result in long queues on busy days
 - Increase visibility and signage outside the facility

Proposals

13. The proposal is to refurbish and extend the existing building to create four single cubicles, at least one of which would cater for the needs of the less-able, and to create a new kiosk or park office. The reconfigured toilets would be accessible from the front elevation only, to give users an enhanced feeling of safety and this would be further improved by the provision of the new kiosk or park office which would give a degree of supervision over the toilet facility **(Appendix 1)**.
14. The viability and merits of providing either a park office or refreshment kiosk at busy periods will be explored further. It is envisaged that any such kiosk

facility would be let out on a commercial basis and that the revenue would contribute to the running costs of the toilets.

15. There is also the option to charge for the use of the toilets. One response to the consultation stated that coin boxes are prone to vandalism and it is sometimes difficult to find the right change when you need it. However, there is a strong measure of support for charging (61%). The purpose of introducing this measure would be to exercise some control over entry to the cubicles to mitigate against anti-social behaviour. This proposal is consistent with the comments in the Community Hub and Associated Initiatives report to Cabinet of 10 November 2009.
16. It is intended to provide temporary toilet facilities for approximately 8 weeks during the summer whilst the work is carried out.
17. The total cost of the scheme, including fees, will be £79,600. If approval to proceed with the scheme is granted, the facility should be available for use in the late summer of 2010.
18. The cost of providing temporary toilets would be an additional £4,000 approximately.

Financial Comments

The Financial Plans and Strategy include provision for the capital works described within the report. The cost of the temporary toilets, totalling £4,000 has also been included within the revenue budgets of the financial plans for 2010/11.

All maintenance costs associated with the new facilities will be contained within existing budgets.

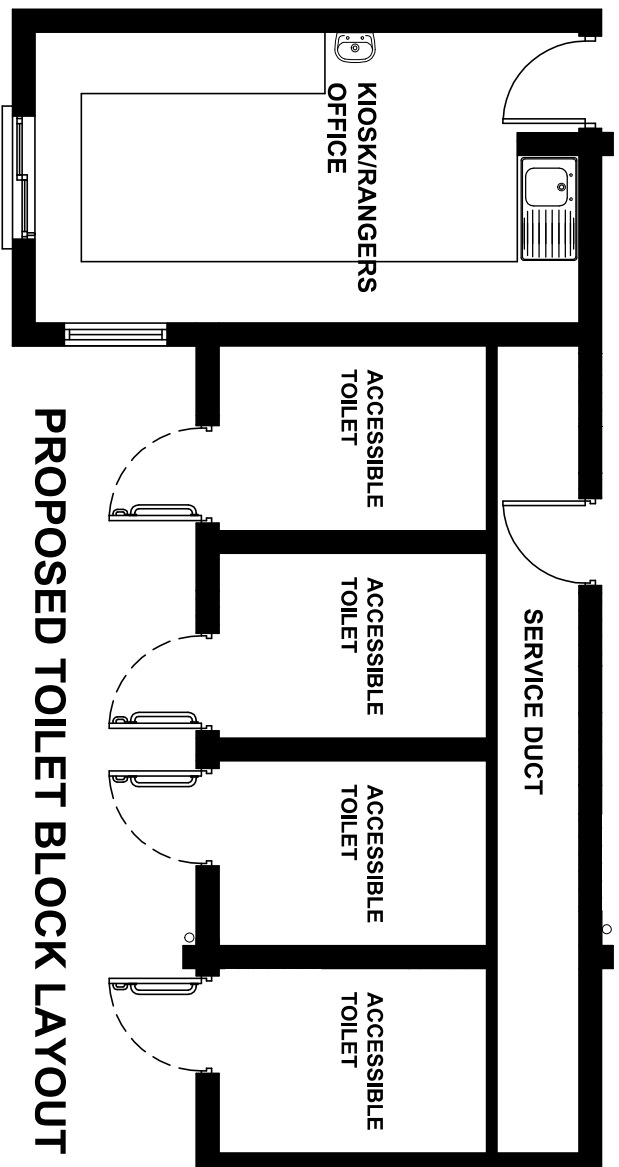
Section 17 Crime and Disorder Act

The scheme will be designed to minimise the impact of anti-social behaviour.

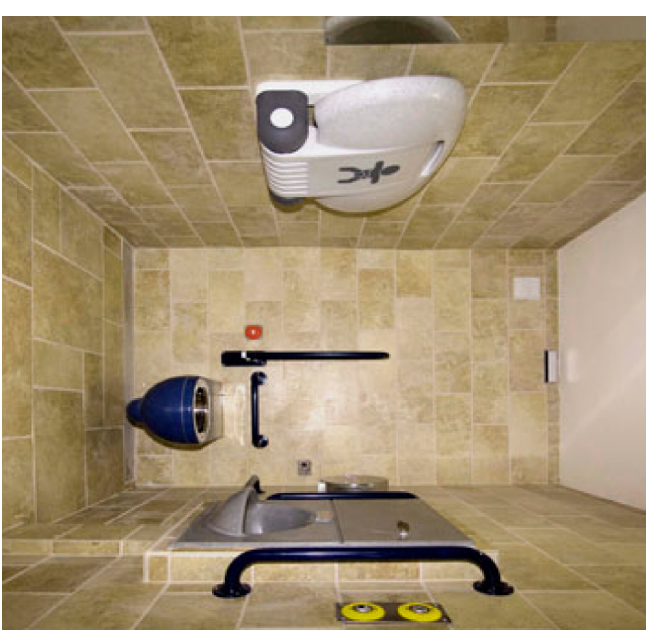
Diversity

The scheme will be designed to provide facilities for the less-able and for baby changing.

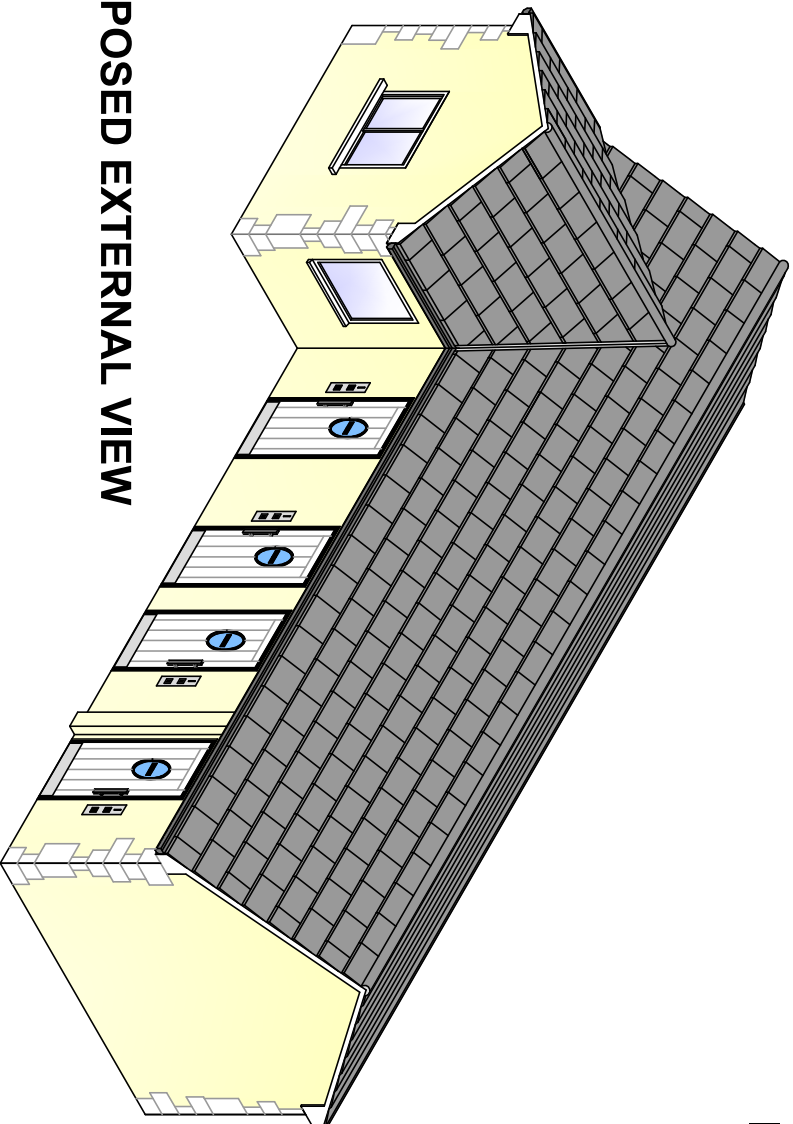
Background Papers Available for Inspection: Nil



PROPOSED TOILET BLOCK LAYOUT



INDICATIVE INTERNAL VIEW



PROPOSED EXTERNAL VIEW



Rushcliffe
Borough Council

Project
**PROPOSED EXTENSION AND
REFURBISHMENT OF BRIDGFORD
PARK TOILETS 2010**

Produced by:

PROPERTY DEPARTMENT

Extract from the Cabinet Minutes 8 June 2010

13. Improvements to Public Conveniences – Bridgford Park – Approval of Scheme

Councillor Cranswick presented the report of the Head of Revenue and ICT Services which indicated that Cabinet, at its meeting on 9 February 2010, had considered outline proposals for the replacement of the public toilets sited in Bridgford Park. The report stated that the budget consultation workshops undertaken as part of the budget setting process had indicated support for substantial improvements to the condition of the facilities on the existing site.

The report highlighted that the existing toilet provision within the park did little to complement the surroundings and its design and condition meant it had limited or no appeal. Furthermore the toilet facility was constructed around 1970 and whilst the fabric of the building was in good general condition, its internal condition and the sanitary fittings were poor and outdated. Additionally the condition of the building at present meant it had associated anti-social behaviour and inappropriate use issues.

In order to gauge the views of potential users to the facility comprehensive consultation had been undertaken as part of the process for developing proposals and the results of this had been incorporated into this report. The consultation findings were set out in the report which indicated that the consultation had run between 5 and 19 May. It had included face to face surveys and details of the proposals had been published on the Council's website with a facility for people to make comments. A detailed appraisal of the consultation responses was set out in the report which gave details of the results and also outlined comments received in writing and by telephone.

By referring to the consultation responses Councillor Cranswick indicated that there was support for the potential introduction of a small charge of 20 pence for the use of the facilities. He stated that the introduction of such a charge would require the completion of a feasibility study to determine if it would be viable and this was reflected in the report's recommendation. Commenting further he stated that the potential introduction of such a charge would help to exercise a further element of control in terms of appropriate access to the facility assisting in the prevention of anti-social behaviour and associated issues.

In terms of the potential kiosk facility as shown on the plan attached to the report Councillor Cranswick indicated that work was continuing in order to determine how best to take this matter forward. He indicated that this work included discussions between the relevant Council officers in order to identify the best potential use of the facility and how it could form part of measures to help prevent and deter vandalism and misuse of the toilets.

Councillor Bell indicated support for the proposals and stated that they presented a viable option for the introduction of an improved facility which would be welcomed by the local community and park visitors. Councillor

Fearon concurred with this view and stated that he was pleased the proposals incorporated the existing building.

In response to a question from Councillor Fearon the Head of Revenue and ICT Services clarified the costs associated with the proposal and the opening times of the park when the facilities would be available for public use.

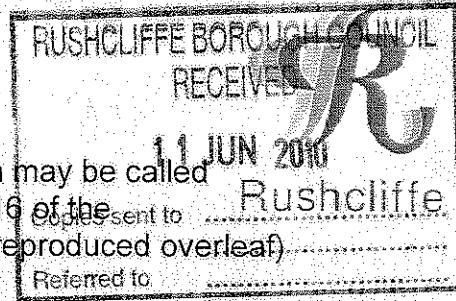
As a concluding remark Councillor Clarke stated that he welcomed the proposals and that he believed the introduction of a much needed and valued facility was a positive move forward.

RESOLVED that:

- a) the scheme presented in the report be approved in principle; and
- b) the introduction of a charge of 20p for the use of the facility be agreed, subject to a feasibility study being undertaken to establish if a cost neutral position, for the provision and maintenance of cash collection equipment can be achieved; and
- c) the Head of Revenues and ICT Services, in conjunction with the Cabinet portfolio holder, be requested to review the findings of this study prior to the implementation of such a charge.

by Res. 9.15. 11/6/2010

RUSHCLIFFE BOROUGH COUNCIL



REQUEST FOR AN ITEM TO BE CALLED IN

(The circumstances and manner in which a Cabinet decision may be called in for consideration by a Scrutiny Group are set out in Rule 16 of the Overview and Scrutiny Procedure Rules of the Constitution reproduced overleaf)

DECISION:

Please set out the decision you wish to be called in and the date on which it was made -

Agenda Item 7. IMPROVEMENTS TO PUBLIC CONVENIENCES

Cabinet Meeting Date TUESDAY 8TH JUNE 2010

REASONS/OTHER INFORMATION

It may be helpful to the Performance Management Board if the reason for calling in the decision is briefly stated and/or any particular issues identified.

ALTHOUGH WE SUPPORT THE INITIATIVE TO REPLACE THE PRESENT TOILETS, WE ARE CONCERNED THAT THE EVIDENCE PRESENTED TO THE CABINET DID NOT EFFECTIVELY ADDRESS THE ISSUE OF NEGATING VANDILISM OF THE TOILETS. NO EVIDENCE WAS PRESENTED THAT CHARGING WILL LESSEN VANDILISM AND NO CLEAR PLAN WAS GIVEN OVER THE LEVEL OF SUPERVISION AND CLEANING TO BE DELIVERED. IT IS ALSO NOT CLEAR IF DISABLED ACCESS IS VIA RADAR KEY OR CHARGEABLE.

Please print the names of the five Members requesting that the decision be called in. Each Member should sign alongside their name.

	PRINT NAME	SIGNATURE
1.	Councillor <u>S. J. BOOTE</u>	
2.	Councillor <u>D M BOOTE</u>	
3.	Councillor <u>C. S. EVANS</u>	
4.	Councillor <u>B M VENES</u>	
5.	Councillor <u>P F MCGOWAN</u>	

We, the above-named Members of Rushcliffe Borough Council request that the decision specified above, be called in for consideration by the Performance Management Board.

Dated 9TH JUNE 2010

NB To ensure that the call-in is properly made this request (duly completed and signed) should be received by the Borough Solicitor or the Member Services Manager before the end of the 7th working day after the date of the meeting at which the decision in question was taken.

NOTTINGHAMSHIRE LOCAL AREA AGREEMENT 2008-2011

REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

Details

1. As Members are aware the Nottinghamshire Local Area Agreement consists of ten priorities that have been negotiated between the Nottinghamshire Partnership and the Government. The ten priorities are monitored by 36 national performance indicators and three local indicators.
2. Rushcliffe Borough Council contributes towards performance in eleven areas. In six areas Rushcliffe is performing at a higher level than the County overall. In two areas, data is not yet available and in two further areas, performance at Rushcliffe is lower than overall County performance within the Local Area Agreement.
3. Rushcliffe Borough Council contribution to Local Area Agreement (Local Area Agreement) targets is presented in **Appendix One**.
4. Members need to be aware that the LAA grant is one of those at risk of reduction from central Government. At the present time, the Borough Council has accrued in the 2009/10 accounts for contributions from the LAA Reward Grant of £261,750 split 50% capital (£130,875) and revenue (£130,875). This is the minimum level of grant that Nottinghamshire County Council have indicated will be payable to Rushcliffe and it is unclear whether any further reward grant will be received from central Government. No projects have yet been committed against these sums.

Recommendation

It is RECOMMENDED that Performance Management Board recognise the excellent contribution Rushcliffe is making to the county-wide Local Area Agreement.

Financial Comments

There are no direct financial consequences arising from this report

Section 17 Crime and Disorder Act

There are no direct implications but the content of the LAA does address this issue

Diversity

There are no direct implications but the content of the LAA does address this issue

Background Papers Available for Inspection: Nil

Appendix One

	LAA Target	LAA Performance	Rushcliffe Performance
NI 1 – Percentage of people who believe people from different backgrounds get on well together in their local area	N/A	77.1% (08/09)	86.6% (08/09)
NI 4 – Percentage of people who feel they can influence decisions in their locality	N/A	28.4% (08/09)	35% (08/09)
N1 16 – Serious acquisitive crime	18.50 per 1000	15.2 per 1000	13.17 per 1000
N1 17 – Perceptions of anti-social behaviour	N/A	21.5% (08/09)	7.8% (08/09)
N1 20 – Assault with injury	10.5% reduction on 08/09 baseline	8.07%	3.6%
N1 154 – Net additional homes provided	2930 dwellings per year	Awaiting information	Reported in July
N1 186 – Per Capita CO ₂ emissions in the LA area	6.76 tonnes per capita	No information	Reported in July
N1 187 – Tackling Fuel Poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating	6.0%	7.7%	9.0%
N1 187 – Tackling Fuel Poverty - % of people receiving income based benefits living in homes with a high energy efficiency rating	33%	36.4%	32%
N1 192 – % of household waste sent for reuse, recycling and composting	42.4%	43.64% estimated	52.46%
N1 196 – Improved street and environmental cleanliness – fly tipping	Effective	Effective	Not Effective

PERFORMANCE MONITORING – OUT-TURN – 2009/10

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 2009/10.
2. The corporate scorecard, **Appendix 1**, includes national and locally developed indicators, detailed progress reports for each of the 13 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. There are 45 national and local indicators that have achieved or exceeded target out of 59 indicators where a target has been set.
4. Following the good practice established by Performance Management Board, exceptions and highlights have been identified in the corporate scorecard and are supported by comments from the relevant Head of Service.
5. In this year end report, Members will notice a small number of indicators in blue where, following standard quality checks, data has been altered after inconsistencies were found in the way data was recorded and calculated. The corporate sickness figures towards the end of the report have also been altered following a data quality check.

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 13 Strategic tasks:

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

Performance Indicators

Of the 73 Indicators on the corporate scorecard:

- 6 have been identified as exceptions at the end of 2009/10
- 39 have been identified as highlights at the end of 2009/10
- In addition, 42 of the 73 indicators have a positive trend or have met their target over the past 4 years, this represents 67% of indicators that have targets set

Sickness

The level of corporate sickness is above previous year's performance and above the profiled target for this year

Finance

Revenue and Capital spending for 2009/10 are both under spent without detrimentally affecting services

Equality Impact Assessments

There were 82 assessments due in 2009/10, 65 assessments were completed with 17 moved forward into 2010/11.


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	
-------------------------	--	---	--	---	--

Ref		W.I.P	Completed	Ref		W.I.P	Completed
01	Further improvement of recycling2go through the development of a glass recycling scheme across the Borough by December 2008		<input checked="" type="checkbox"/> Cabinet Feb 2009	08	Promote safety in all Borough car parks by July 2009		<input checked="" type="checkbox"/> PMB Aug 2009
02	Implement the Local Development Framework by July 2010 including: A Council Local Development Core Strategy by March 2009	<input checked="" type="checkbox"/>		09	Develop neighbourhood improvement groups with partners by March 2009		<input checked="" type="checkbox"/> Placeshaping April 2009
03	Develop the Climate Change Action Plan by March 2008 and deliver tasks within the action plan by March 2020	<input checked="" type="checkbox"/>		10	Deliver area-based initiatives over the next four years	<input checked="" type="checkbox"/>	
04	Develop parking solutions throughout the Borough by June 2010		<input checked="" type="checkbox"/> Cabinet Feb 2010	11	Work more closely with Town and Parish Councils over the next four years	<input checked="" type="checkbox"/>	
05	Deliver the four year Shared Support and Transactional Services Programme 2010		<input checked="" type="checkbox"/> Cabinet Jan 2009	12	Work with Partners to develop opportunities for children and young people to help them discover and achieve their potential over the next four years	<input checked="" type="checkbox"/>	
06	Introduce a Community Hub and local customer access points in partnership with other public service providers 2011	<input checked="" type="checkbox"/>		13	Deliver the Rushcliffe Play Strategy by December 2012	<input checked="" type="checkbox"/>	
07	Contribute to the development and achievement of the new Nottinghamshire Local Area Agreement (LAA) 2011	<input checked="" type="checkbox"/>		TOTAL		8	5

- Some of these tasks will be amended in the revision of the Corporate Strategy
- Tasks that have been completed have been removed

Strategic Tasks

<i>ST 2 Project</i>	<i>Source / Issue</i>	<i>Success measurement</i>	<i>Lead officer</i>	<i>Target date</i>
Implement the Local Development Framework (LDF) by July 2010, including: <ul style="list-style-type: none"> A Council Local Development Core Strategy by March 2009 	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 Local Development Framework 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 8th June 2009 - Issues and Options consultation w/c 5th Oct 2009 - Stakeholder Review of Preferred Option w/c 6th April 2010 - 'Pre Submission' draft for consultation w/c 17th Jan 2011 - Submission of Core Strategy to the Secretary of State w/c 18th April 2011 - Hearing Sessions w/c 3rd October 2011 - Inspector's Report received w/c 6th February 2012 - Aligned Core Strategies adopted	<u>Core Strategy update</u> The following stages have been reached: Consultation ended on 12 April. There were total of 1700 respondents. We are now in the process of collating and summarising the responses. These will then be considered by the Council (LDF Group then Cabinet) prior to moving to formal consultation on the whole Core Strategy Document in Autumn 2010. Following the election of a Conservative-Liberal Democrat Coalition government in May 2010, several changes to planning policy have been announced including the abolition of the Regional Spatial Strategy. Officers are working to interpret these changes and the implications they have for Rushcliffe. It seems likely that the LDF in its current form will not proceed but it is not clear what will replace it.	Sustainable Environment	Local Development Framework group	Cabinet/Council

<i>ST 3 Project</i>	<i>Source / Issue</i>	<i>Success measurement</i>	<i>Lead officer</i>	<i>Target date</i>	
Develop the Climate Change Action Plan by March 2008 and deliver tasks within the Action Plan by March 2020 <ul style="list-style-type: none"> ▪ Raise residents' awareness of the part they can play in tackling climate change 	Rushcliffe residents playing their part in preserving the environment for future generations	<ul style="list-style-type: none"> • 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 Strategy and Action Plan has been approved. The Head of Service and the Portfolio Member have been asked to prioritise actions and provide costs. This work is being done and will then be reported back to the Community Development Group.	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 Community Hub and local customer access points in partnership with other public service providers by March 2011	Better access to a larger range of public services in the communities where people live and work	<ul style="list-style-type: none"> • West Bridgford Community Hub operational by January 2009 • Local service access points in operation by March 2011 • Increased satisfaction with the range of services on offer (baseline to be established) 	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>Community Hub Following the withdrawal of Nottinghamshire County Council from the development of a Community Hub at the West Bridgford Library discussions are now well advanced in providing an alternative facility at West Bridgford Police Station in partnership with Nottinghamshire Police. 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 Group has been established to oversee the development of the partnership with the first meeting held on 29 March 2010 which was followed up with a tour around the Police Station on 30 April 2010. 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>Access points The Council now has six operational remote customer access points operating for half a day each week at Cotgrave, Ruddington, East Leake, Radcliffe on Trent, Bingham and Keyworth. These are provided in partnership with the Police and Bingham Town Council. The Council is currently in the process of replacing its Customer telephone system and this new system will give the added facility of taking calls from the main call centre at these remote sites through Voice over the Internet Protocol (VOIP). Investigation is therefore progressing into extending the service provided at up to 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

ST 7 Project		Source / Issue	Success measurement	Lead officer	Target date	
Contribute to the development and achievement of the new Nottinghamshire Local Area Agreement (LAA) by June 2011		High quality, value for money services delivered to residents	<ul style="list-style-type: none"> New LAA published by June 2008 Achievement of stretch targets by June 2011 	Charlotte McGraw	June 2011	
Timeline	Progress			Priority	Reporting to	Referred to
	<p>Confirmation has been received that the reward grant will be £261,750 for 2009/10 and the same amount for 2010/11. It will be half capital and half revenue – although the situation regarding this fund is fluid. A current position will be presented at the meeting.</p> <p>The LSP will consider how the money will be spent and the bidding process for funding.</p> <p>Performance monitoring of LAA to PMB on 29 June 2010.</p>			Partnership Working	Partnership Delivery Group	Cabinet

ST 8 Project		Source / Issue	Success measurement	Lead officer	Target date	
Promote safety in all Borough car-parks by July 2009		Reduced crime leading to greater feelings of safety in the Borough	<ul style="list-style-type: none"> Achievement of Safer Car Parks award where appropriate by July 2009 Reduction in car-park crime statistics (baseline to be established) 	Susan Harley	July 2009	
Timeline	Progress			Priority	Reporting to	Referred to
	<p>15 car parks have been awarded the Safer Parking Award. Schemes at Rushcliffe Country Park, Gamston Community Hall and Bingham joint use site are completed. A scheme for improving the lighting is being prepared for Rushcliffe joint use site.</p> <p>Task complete – reported to PMB August 2009.</p>			Crime and Antisocial Behaviour	PMB	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 (ABI) over the next four years	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>Cotgrave Community Clean Up went ahead on Friday 9 April 2010. There was a strong partnership representation and 16 sacks of rubbish were collected.</p> <p>An action plan is currently being put together by the Community Safety Project Officer with observations and comments that were noted during the clean up.</p> <p>Move and Mingle crime prevention talks with the Assistant Community Safety Officer and the Crime Reduction Manager at Spring Meadow residential home are underway.</p> <p>Cotgrave Area Based Initiative (ABI) targets have been set for the next financial year with stretching anti-social behaviour reduction targets.</p> <p>To kickstart the ABI in this area, a Trent Bridge patch walk took place on Wednesday 31 March 2010 and was well attended by partners.</p> <p>Actions and notifications from the patch walk have been distributed to the group and will be discussed at the next ABI officers meeting.</p> <p>The Trent Bridge ABI booklet and questionnaire are about to be printed.</p>	<p>Partnership Working</p> <p>Crime and Antisocial Behaviour</p>	Partnership Delivery Group	Cabinet

<i>ST 11 Project</i>	<i>Source / Issue</i>	<i>Success measurement</i>	<i>Lead officer</i>	<i>Target date</i>	
<p>Work more closely with Town and Parish Councils over the next four years, by:</p> <ul style="list-style-type: none"> Facilitating networking and joint working opportunities Providing information, guidance and access to facilities Encouraging community engagement in local decision making Consider the benefits of Town and Parish Councils attaining 'Quality' status Assist Town and Parish Councils with the new well-being power Encourage, assist and incentivise Town and Parish Councils to develop Parish Plans Investigate the transfer of community assets with funding where appropriate Investigate the sharing or joint procurement of large scale equipment Extend appropriate outcomes to Community Groups 	<ul style="list-style-type: none"> Greater levels of engagement at the lowest levels of democracy Better representation through Town and Parish Councils 	<ul style="list-style-type: none"> 75% of residents feel informed about getting involved in decision making by 2011 (from 2006 benchmark) 50% of residents feel able to participate in decision making by 2011 (from 2006 benchmark) 60% of residents feel they can influence decisions affecting their area by 2011 (from 2006 benchmark) Larger number of town and parish councils gaining 'Quality' status Increase in the number of Parish Plans produced Increase in the levels of satisfaction of Town and Parish Councils with their relationship with the Borough Council 	Charlotte McGraw	July 2009	
<i>Timeline</i>	<i>Progress</i>	<i>Priority</i>	<i>Reporting to</i>	<i>Referred to</i>	
<p>February 2010 – Parish forum</p> <p>April 2010 – Parish conference</p>	<p>A forum on the Core Strategy was held on 1 April 2010. It was well attended and received good feedback. Councillors engaged well with officers on discussing the proposed sustainable urban extensions.</p> <p>The Parish conference was held on 20 April 2010 and attended by 120 delegates.</p> <p>The Partnership with the Parishes document is being updated and will be forwarded to Senior Management Team when completed.</p> <p>There was a forum on emergency planning on 25 May 2010.</p>	<p>Partnership Working</p> <p>Community involvement</p>	Partnership Delivery Group	Cabinet	

ST 12 Project		Source / Issue	Success measurement	Lead officer	Target date	
Work with partners to develop opportunities for children and young people to help them discover and achieve their potential over the next four years		Increased development opportunities for children and young people	<ul style="list-style-type: none"> Action plan delivered by March 2011 Established measurable outcomes 	Charlotte McGraw	March 2011	
Timeline	Progress			Priority	Reporting to	Referred to
	During March, the Rushcliffe Fun run was held as part of the Rushcliffe 10k event, with a total of 200 young people taking part. Furthermore, a Cerebral Palsy Sport junior football tournament was held at Gresham Sports Pavilion and in partnership with the Youth Service a street football / DJ session was held in Bridgford Park.			Partnership Working Community Involvement Children and Young People	Partnership Delivery Group	Cabinet

ST 13 Project		Source / Issue	Success measurement	Lead officer	Target date	
Deliver the Rushcliffe Play Strategy by December 2012		Appropriate play facilities and activities in the Borough for children and young people	Percentage of tasks within the strategy delivered	Charlotte McGraw	December 2012	
Timeline	Progress			Priority	Reporting to	Referred to
	The Playbuilder funding has now been confirmed from the Department for Children Schools and Families (DCFS) and the three successful Rushcliffe projects at Ruddington, East Bridgford and Granby cum Sutton have all been informed. There is a potential contract dispute with Hags over the final invoice which has been received for the Oak Tree Close and 'The Hook' contract. Support has been provided with a group of young people to form a 'friends of the hook skatepark' group to enable them to apply for funding to develop the facility. Following further significant chasing up all outstanding certificates of completion have been received from Big Lottery funded play projects which has enabled the final funding to be drawn down.			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

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
PLANNING AND PLACE SHAPING									
Priority 6,1	Processing of planning applications as measured against target for major application types (includes 10 or more houses)	NI 157a	84.62%	78.57%	52.63%	75.00%	↓	60%	60%
Priority 6,1	Processing of planning applications as measured against target for minor application types (includes 1-9 houses)	NI 157b	83.49%	83.37%	78.77%	84.91%	↑	65%	65%
Priority 6,1	Processing of planning applications as measured against target for other application types (includes house extensions)	NI 157c	93.31%	95.28%	91.98%	93.27%	↔	85%	85%
Priority 6,1	Percentage of planning applicants satisfied with the service required	LIPPS01	79.0%	Not due	Not due	91.3%	↑	85.0%	88.0%
Priority 6,1	Average number of working days to complete standard land charges	LIPPS06	5.2 days	3.1 days	2.3 days	2.4 days	↑	5.0 days	5.0 days
Priority 1,6	Percentage of building regulation applications processed within target times	LIPPS19	98.4%	98.7%	99.5%	98.2%	↓	97.0%	97.0%
Priority 1,6	Average time taken to check building control full plans application	LIPPS20	7.97 days	8.10 days	7.50 days	7.65	↑	8 days	8 days
ENVIRONMENT AND WASTE									
Priority 6	Food establishments in the area which are broadly compliant with food hygiene law	NI 184	-	New 2008/09	71%	85.0%	↑	74%	77%
Priority 1	Residual waste per household	NI 191	-	New 2008/09	470.0	463.00	↑	465	460
Priority 1	Household waste recycled and composted	NI 192	52.1%	52.5%	53.6%	52.46%	↓	53.7%	53.8%
Priority 1	Improved street and environmental cleanliness (levels of litter)	NI 195a	-	New 2008/09	2.8%	2.3%	↑	2.8%	2.8%

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
Priority 1	Improved street and environmental cleanliness (levels of detritus)	NI 195b	-	New 2008/09	5.2%	2.1%	↑	6%	6%
Priority 1	Improved street and environmental cleanliness (levels of graffiti)	NI 195c	4.70%	7.10%	1.3%	1.6%	↑	4%	4%
Priority 1	Improved street and environmental cleanliness (levels of fly posting)	NI 195d	0.00%	1.17%	0.16%	0.0%	↑	2%	2%
Priority 1	Improved street and environmental cleanliness – fly tipping	NI 196	-	-	Not Effective	Not Effective	-	Very Effective	Very Effective
Priority 1	Number of household waste collections missed per 100,000 properties	LIEWM07	68	48.5	41.0	35.0	↑	42	42
Priority 1	Percentage of abandoned vehicles removed within 24 hours from the point at which the LA is legally entitled to remove vehicle	LIEWM11	80.2%	100%	No vehicles to remove	100%	↑	93.0%	94.0%
Priority 1	Percentage of relevant land and highways classified as Grade A or B following BV199 inspections	LIEWM12	94.73%	95.5%	93.2%	98.5%	↑	93.5%	95.4%
Priority 3	Percentage of ASB complainants indicating a reduction in ASB activity following the intervention of the Council	LIEWM13	-	New 2008/09	60.9%	83.3%	↑	65%	67%
PARTNERSHIPS AND PERFORMANCE									
Priority 6	% enquiries dealt with at first point of contact	LIPP12	83.2%	80.5%	80.1%	87.3%	↑	82.0%	82.0%
Priority 6	% of individual enquiries responded to within individual target times	LIPP13	88.6%	87.7%	86.9%	89.88%	↑	88%	90%
Priority 6	Number of news items released	LIPP17	208	237	235	202	↓	200	200
Priority 6	% of news releases receiving coverage	LIPP18	85.0%	86%	88.7%	88.1%	↑	88.0%	90.0%
Priority 6	Number of visits to website	LIPP19	435,356	538,028	648,439	544,961	↔	650,000	675,000
Priority 6	Number of leisure centre users – public (used to include schools)	LIPP22	-	-	1,280,555	1,348,881	↑	1,344,500	1,344,500
Priority 6	Number of Edwalton Golf Course users	LIPP23	-	77,327	73,011	71,873	↓	65,000	65,000

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
COMMUNITY SHAPING									
Priority 3	Serious Acquisitive Crime Rate per 1,000 population	NI 16	-	New 2008/09	15.53	13.17	↑	1.5% reduction	1.0% reduction
Priority 1	Number of affordable homes delivered	NI 155	-	New 2008/09	73	67	↓	50	50
Priority 6	Number of households living in temporary accommodation	NI 156	-	New 2008/09	9	8	↑	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%	↓	6%	5.8%
Priority 3	Number of burglaries per 1,000 households	LICSH07	14.92	19.6	14.08	11.70	↑	16.88	16.72
Priority 3	Number of robberies per 1,000 population	LICSH09	New 2007/08	1.07	0.79	0.68	↑	0.92	0.91
Priority 3	Number of vehicle crime per 1,000 population	LICSH10	13.45	19.17	9.17	7.61	↑	16.52	16.35
CORPORATE SERVICES									
Priority 6	Percentage of Workforce meeting Disability Discrimination Act	LICS07	2.12%	2.54%	2.54%	5.10%	↑	2.5%	4.0%
Priority 6	Percentage of workforce from ethnic minority group	LICS08	3.98%	3.55%	3.55%	4.62%	↑	3.5%	4.0%-
Priority 6	b) Total days lost due to accidents	LICS19	New 2007/08	73.4	108	57	↑	No Target	No Target
Priority 6	% Turnover rate	LICS15	New 2007/08	10.6%	7.36%	5.35%	↑	10-11%	10-11%
Priority 6	Advice matters dealt with within 8 days	LICS32	New 2007/08	68%	83.7%	86.0%	↑	85%	85%
REVENUES AND ICT SERVICES									
Priority 2	Network Service Availability	LIRICT06	New 2007/08	99.0%	99.7%	99.7%	↑	99.5%	99.5%

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
Priority 2	Percentage of occupancy levels of industrial units	LIRICT08	-	-	88%	95.56%	↑	84%	84%
Priority 2	Percentage of council tax collected	LIRICT11	98.8%	99.0%	99.0%	99.1%	↑	98.9%	98.0%
Priority 2	Percentage of Business rates collected	LIRICT12	99.1%	99.1%	98.70%	98.4%	↓	98.7%	98.0%
Priority 2	Speed of processing: Average time for processing new claims	LIRICT14	27.5 days	20.6 days	17.19 days	13.44 days	↑	17.0 days	25 days
Priority 2	Percentage of new claims determined within 14 days of receipt of all necessary information	LIRICT18	97.4%	98.9%	98.50%	98.83%	↑	98.5%	95.0%
FINANCIAL SERVICES									
Priority 2	Return on council's investments actual and budgeted	LIFS03		New 2008/09	5.11%	1.92%	↓	3.11%	3.11%

Indicator	Exception definition	Current Performance	Comment
Household waste recycled and composted	Performance has declined this year after year on year improvement, the figure of 52.46% has fallen short of the target of 53.7%	52.46%	<p>The Council's recycling performance for 2009/10 has reduced by 1% compared to 2008/09. It has been affected by the positive situation of total waste tonnage falling across the Borough. In accordance with the Council's Waste Strategy it is excellent news that the overall tonnage of grey bin residual waste has reduced by 200 tonnes. However, due to the long winter and slow start to the growing season, the tonnage of green waste has also reduced by 292 tonnes. In addition, the tonnage of dry recyclables (blue bin) has also reduced by 167 tonnes and this reflects the regional picture and is due to the positive national drive to reduce product packaging and changing consumer habits due to the difficult economic climate.</p> <p>Following the early quick wins which increased the Council's recycling performance there is however still a need to wherever possible maintain our recycling performance in a cost effective way. Therefore the Council's Waste Strategy has an annual action plan which includes a wide range of actions which are designed to reduce waste and increase reuse and recycling. These actions such as the Bin Smart Campaign will continue to be implemented in 2010/11.</p>

Improved street and environmental cleanliness – fly tipping	This indicator introduced in National Indicator Set in 2008/09, and current performance is below the target of Very Effective.	Not Effective	<p>This national indicator has a complex definition as in order to be 'effective' or 'very effective' the Council must achieve a year on year 5% reduction in the weighted score of fly tipping incidents and/or a 5% increase in fly tipping enforcement action. If these are not achieved then the Council will remain 'not effective' which is the situation for 2009/10.</p> <p>In reality the Council is making excellent progress in preventing and tackling fly tipping as the number of incidents of fly tipping has dropped by 15% from 1075 in 2008/09 to 902 in 2009/10. However, the number of larger tips has increased thus only giving a weighted score improvement of 1.8%. In addition, prior to the formation of the new Environment and Waste Management service in September 2008 all fly tips were recorded as being investigated. Now, in accordance with guidance from DEFRA the Council only records full investigations undertaken by the Neighbourhood Enforcement Team who work closely with Streetwise. This close working has allowed 230 full investigations to take place resulting in a range of actions being taken including written warnings, simple cautions and three well publicised prosecutions. The Council has also supported the Environment Agency who took the lead on larger serial fly tippers in a further successful prosecution in the Borough.</p>
Number of visits to website	Performance has fallen short of target - 650,000 visits	544,961	<p>Numbers of visits to the website are down on previous years and down against the target for 2009/10. There appear to be fewer hits about recycling now that the recycling2go scheme has become embedded. In addition there are no big issues this year to direct residents to our website. For example last year over the same period we had hits about RAF Newton and Sharphill Wood.</p> <p>There is also customer feedback that the website is becoming unusable and work is underway to investigate these problems.</p>
Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	Indicator was introduced 2008/09 within National Indicator Set. Performance has fallen 3% this year and is below the 6% target.	9%	<p>The number of people in fuel poverty is increasing due to significant increases in fuel prices. NOTE. It is not only those receiving benefit who experience fuel poverty, many in “hard to heat” (ie solid wall) homes and on low incomes should be considered in this definition. Difficulties in collecting data – 2,500 questionnaires sent out 700 returned, analysis based on 499. We anticipate that further information regarding individual properties will be provided so targeting can be improved.</p> <ul style="list-style-type: none"> • Information on schemes, grants and organisations who could help reduce energy use were sent to households requesting further information when completing their NI 187 questionnaire. • The Park Homes event in January provided residents with information on a wide range of topics including grants for insulation and heating, benefits etc. was very well attended. 14 mobile homes will shortly be receiving external cladding through a Warm Front pilot project initiated by NEA. • An external cladding pilot project on four BISF houses in East Leake using the Renewal Assistance grant has now been completed. • 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. • A Vulnerable Older People project has been set up to investigate and find causes and reduce excess winter deaths in Rushcliffe which is higher than in other Notts districts.

Percentage of Business rates collected	Performance has declined over past 3 years, missing target of 98.7%	98.4%	The collection rate missed the 2009/10 target by 0.3%, the outturn being 98.4%. 2010 insolvency – write offs were £80,535 compared to £36,645 previous year, this equates to 0.15% of the net collectable debit. The remaining 0.15% net collectable debit shortfall was due to a substantial Rateable Value reduction for the Ratcliffe on Soar Power Station and 5 schools being awarded mandatory relief because they became grant aided during the year. The payment of rates would have been guaranteed in these cases. This contrasts with Council Tax collection which exceed target at 99.1%.
Return on Council's investments actual and budgeted	Performance fell this year, missing target of 3.11%.	1.92%	The rate of return on temporary and longer term investments has been around 0.5% to 1% during the year due to market conditions. Interest rates have fallen as a result of the slowdown of the UK economy during the last year and as a result interest rates were significantly below the budgeted rate.

Performance Indicators

		NI Ref	2006/07 Out-turn	2007/08 Out- turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
PLANNING AND PLACE SHAPING									
Priority 6,1	Processing of planning applications as measured against target for major application types (includes 10 or more houses)	NI 157a	84.62%	78.57%	52.63%	75.00%	↓	60%	60%
Priority 6,1	Processing of planning applications as measured against target for minor application types (includes 1-9 houses)	NI 157b	83.49%	83.37%	78.77%	84.91%	↑	65%	65%
Priority 6,1	Processing of planning applications as measured against target for other application types (includes house extensions)	NI 157c	93.31%	95.28%	91.98%	93.27%	↔	85%	85%
Priority 6,1	Percentage of planning applicants satisfied with the service required	LIPPS0 1	79.0%	Not due	Not due	91.3%	↑	85.0%	88.0%
Priority 6,1	Average number of working days to complete standard land charges	LIPPS0 6	5.2 days	3.1 days	2.3 days	2.4 days	↓	5.0 days	5.0 days
Priority 1,6	Percentage of building regulation applications processed within target times	LIPPS1 9	98.4%	98.7%	99.5%	98.2%	↓	97.0%	97.0%
Priority 1,6	Average time taken to check building control full plans application	LIPPS2 0	7.97 days	8.10 days	7.50 days	7.65	↑	8 days	8 days
Priority 1,6	Average time taken to process Building Control Building Notices	LIPPS2 1	1.27 days	1.50 days	0.90 days	1.5 days	↓	1.5 days	1.5 days
ENVIRONMENT AND WASTE									
Priority 6	Satisfaction of businesses with local authority regulation services	NI 182	-	New 2008/09	79%	79.0%	↔	No Target	No Target

		NI Ref	2006/07 Out-turn	2007/08 Out- turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
Priority 6	Food establishments in the area which are broadly compliant with food hygiene law	NI 184	-	New 2008/09	71%	85.0%	↑	74%	77%
Priority 1	Residual waste per household	NI 191	-	New 2008/09	470.0	463.00	↑	465	460
Priority 1	Household waste recycled and composted	NI 192	52.1%	52.5%	53.6%	52.46%	↓	53.7%	53.8%
Priority 1	Level of air quality - reduction in NOx and primary PM10 emissions through local authority's estate and operations	NI 194	-	New 2008/09	No data submitted	Data in July		No Target	No Target
Priority 1	Improved street and environmental cleanliness (levels of litter)	NI 195a	-	New 2008/09	2.8%	2.3%	↑	2.8%	2.8%
Priority 1	Improved street and environmental cleanliness (levels of detritus)	NI 195b	-	New 2008/09	5.2%	2.1%	↑	6%	6%
Priority 1	Improved street and environmental cleanliness (levels of graffiti)	NI 195c	4.70%	7.10%	1.3%	1.6%	↑	4%	4%
Priority 1	Improved street and environmental cleanliness (levels of fly posting)	NI 195d	0.00%	1.17%	0.16%	0.0%	↑	2%	2%
Priority 1	Improved street and environmental cleanliness – fly tipping	NI 196	-	-	Not Effective	Not Effective	-	Very Effective	Very Effective
Priority 1	Number of household waste collections missed per 100,000 properties	LIEWM 07	68	48.5	41.0	35.0	↑	42	42
Priority 1	Cost of waste collection per household	LIEWM 10	£54.68	£55.91	£59.18	£58.49	↓	£54.75	£57.62
Priority 1	Percentage of abandoned vehicles removed within 24 hours from the point at which the LA is legally entitled to remove vehicle	LIEWM 11	80.2%	100%	No vehicles to remove	100%	↑	93.0%	94.0%

		NI Ref	2006/07 Out-turn	2007/08 Out- turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
Priority 1	Percentage of relevant land and highways classified as Grade A or B following BV199 inspections	LIEWM 12	94.73%	95.5%	93.2%	98.5%	↑	93.5%	95.4%
Priority 3	Percentage of ASB complainants indicating a reduction in ASB activity following the intervention of the Council	LIEWM 13	-	New 2008/09	60.9%	83.3%	↑	65%	67%
PARTNERSHIPS AND PERFORMANCE									
Priority 6	Avoidable contact - The proportion of customer contact that is of low or no value to the customer	NI 14	-	New 2008/09	13.2%	6.9%	↑	No Target	No Target
Priority 6	% enquiries dealt with at first point of contact	LIPP12	83.2%	80.5%	80.1%	87.3%	↑	82.0%	82.0%
Priority 6	% of individual enquiries responded to within individual target times	LIPP13	88.6%	87.7%	86.9%	89.88%	↑	88%	90%
Priority 6	Number of news items released	LIPP17	208	237	235	202	↓	200	200
Priority 6	% of news releases receiving coverage	LIPP18	85.0%	86%	88.7%	88.1%	↑	88.0%	90.0%
Priority 6	Number of visits to website	LIPP19	435,356	538,028	648,439	544,961	↔	650,000	675,000
Priority 6	Number of leisure centre users – public (used to include schools)	LIPP22	-	-	1,280,555	1,348,881	↑	1,344,500	1,344,500
Priority 6	Number of Edwalton Golf Course users	LIPP23	-	77,327	73,011	71,873	↓	65,000	65,000
COMMUNITY SHAPING									
Priority 3	Serious Acquisitive Crime Rate per 1,000 population	NI 16	-	New 2008/09	15.53	13.17%	↑	1.5% reductio n	1.0% reductio n
Priority 3	Assault with injury crime rate	NI 20	-	New 2008/09	3.8	3.6	-	No Target	No Target
Priority 1	CO2 reduction from Local Authority operations	NI 185	-	New 2008/09	-	Data in July	-	1% Reductio n	1% Reductio n

		NI Ref	2006/07 Out-turn	2007/08 Out- turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
Priority 1	Number of affordable homes delivered	NI 155	-	New 2008/09	73	67	↓	50	50
Priority 6	Number of households living in temporary accommodation ¹	NI 156	-	New 2008/09	9	8	↑	30	30
Priority 1	Per capita reduction in CO2 emissions in the LA area	NI 186	-	New 2008/09	N/A	Due July	-	5.2% Reduction	7.95% Reduction
Priority 1	Adapting to climate change	NI 188	-	New 2008/09	Level 0	Level 1	↑	Level 1	Level 2
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%	↓	6%	5.8%
Priority 6	Percentage of all residents satisfied with parks, playing fields, open spaces, pavilions and community halls	LICSH0 1	35.0%	Not due	Not Due	56.9%	↑	No Target	No Target
Priority 6	Percentage of users satisfied with parks, playing fields, open spaces, pavilions and community halls	LICSH0 2	82.0%	Not due	Not Due	79.2%	↓	No Target	No Target
Priority 3	Number of burglaries per 1,000 households	LICSH0 7	14.92	19.6	14.08	11.70	↑	16.88	16.72
Priority 3	Number of robberies per 1,000 population	LICSH0 9		New 2007/08 1.07	0.79	0.68	↑	0.92	0.91
Priority 3	Number of vehicle crime per 1,000 population	LICSH1 0	13.45	19.17	9.17	7.61	↑	16.52	16.35
Priority 4	Number of parish plans completed	LICSH2 1	-	New 2008/09	1	2	↑	2	3

¹ Annual average figure is 11.5 for 2009/10.

		NI Ref	2006/07 Out-turn	2007/08 Out- turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
CORPORATE SERVICES									
Priority 6	Number of members attending training events (changed to percentage)	LICS38	-	New 2007/08	359	49.0%	-	No Target	No Target
Priority 6	Advice matters dealt with within 8 days	LICS32	New 2007/08	68%	83.7%	86.0%	↑	85%	85%
Priority 1,6	Net additional homes provided	NI 154	456	493	251	Data in July	-	No Target	No Target
Priority 6	Percentage of top 5% of earners who are women	LICS04	26.27%	37.00%	37.00%	33.0%	↔	33%	-
Priority 6	Percentage of top 5% of earners from black and ethnic minority	LICS05	0.00%	0.00%	0.00%	0.00%	↔	3.5%	-
Priority 6	Percentage of top 5% of earners who have a disability	LICS06	0.00%	0.00%	0.00%	0.00%	↔	3.5%	-
Priority 6	Percentage of Workforce meeting Disability Discrimination Act	LICS07	2.12%	2.54%	2.54%	5.10%	↑	2.5%	4.0%
Priority 6	Percentage of workforce from ethnic minority group	LICS08	3.98%	3.55%	3.55%	4.62%	↑	3.5%	4.0%-
Priority 6	Overall % job satisfaction	LICS16	New 2007/08	90%	No staff survey	83.0%	↓	90%	90%
Priority 6	a) Total number of staff accidents	LICS18	New 2007/08	108	69	81	↑	No Target	No Target
Priority 6	b) Total days lost due to accidents	LICS19	New 2007/08	73.4	108	57	↑	No Target	No Target
Priority 2	Average Number of days taken to process appointment of full-time staff (from date of advertisement to appointment)	LICS24	-	New 2008/09	22.3	25.0	↓	23	No Target

		NI Ref	2006/07 Out-turn	2007/08 Out- turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
Priority 6	% Turnover rate	LICS15	New 2007/08	10.6%	7.36%	5.35%	↑	10-11%	10-11%
REVENUES AND ICT SERVICES									
Priority 2	Changes in Housing Benefit/council tax benefit entitlements within the year	NI 180	-	New 2008/09	DWP are unable to report figure	-	-	1,700	1,700
Priority 2	Time taken to process housing benefit/ council tax new claims and change events	NI 181	-	New 2008/09		-	-	14 days	14 days
Priority 2	ICT Support Service call resolution	LIRICT 05	-	90.6%	91.6%	90.5%	↔	92.5%	93%
Priority 2	Network Service Availability	LIRICT 06	New 2007/08	99.0%	99.7%	99.7%	↑	99.5%	99.5%
Priority 2	Percentage of occupancy levels of industrial units	LIRICT 08	-	-	88%	95.56%	↑	84%	84%
Priority 2	Rent Collection and Tenancy Management. Percentage of sundry debtor rent invoices fully paid within 90 days	LIRICT 07	New Indicator for 2009/10			91.6%	-	95%	95%
Priority 2	Percentage of council tax collected	LIRICT 11	98.8%	99.0%	99.0%	99.1%	↑	98.9%	98.0%
Priority 2	Percentage of Business rates collected	LIRICT 12	99.1%	99.1%	98.70%	98.4%	↓	98.7%	98.0%
Priority 2	Speed of processing: Average time for processing new claims	LIRICT 14	27.5 days	20.6 days	17.19 days	13.44 days	↑	17.0 days	25 days
Priority 2	Percentage of new claims determined within 14 days of receipt of all necessary information	LIRICT 18	97.4%	98.9%	98.50%	98.83%	↑	98.5%	95.0%
FINANCIAL SERVICES									
Priority 2	Return on council's investments actual and budgeted	LIFS03		New 2008/09	5.11%	1.92%	↓	3.11%	3.11%

		NI Ref	2006/07 Out-turn	2007/08 Out- turn	2008/09 Out-turn	2009/10 Out-turn	Trend Over 4 yrs	Target 2009/10	Target 2010/11
Priority 2	The accounts submitted for audit presented fairly and contained only a small number of trivial errors	LIFS04	Yes	Yes	Yes	Yes	↔	Yes	Yes
Priority 2	Use of resources score	LIFS05	Level 3	Level 3	Level 3	Level 3	↔	Level 3	Level 3
Priority 2	Achievement of unqualified opinion on Statement of Accounts	LIFS06	Yes	Yes	Yes	Yes	↔	Yes	Yes
Priority 2	Percentage of invoices paid within terms (10 days)	LIFS07	99.3%	97.7%	99.6%	99.25%	↔	100%	-

Assault with injury crime rate	NI 20	2008/09 figure previously reported was incorrect	Return on council's investments actual and budgeted	LIFS03	Description amended and 2008/09 out-turn figure recalculated following review
Number of households living in temporary accommodation	NI 156	2008/09 and 2009/10 out-turn figure amended after data quality check	Percentage of workforce from ethnic minority group	LICS08	Quarterly figures for 2009/10 amended after data quality check

Trend arrows are comparing outturn figures for 2009/10 with annual data over previous 3 years.

Finance

Revenue Monitoring

Period 12	Profile v Actual to 31/03/10			
	Budget YTD	Actual YTD	Variance (F)/A	Variance %
Community Shaping				
Expenditure	2,188,860	1,998,047	(190,813)	(9)
Income	(702,280)	(866,864)	(164,584)	(23)
	1,486,580	1,131,184	(355,396)	(24)
Corporate Services				
Expenditure	2,350,660	2,391,892	41,232	2
Income	(28,690)	(30,506)	(1,816)	(6)
	2,321,970	2,361,386	39,416	2
Financial Services				
Expenditure	2,555,330	2,571,790	16,460	1
Income	(221,160)	(432,108)	(210,948)	(95)
	2,334,170	2,139,682	(194,488)	(8)
Partnerships & Performance				
Expenditure	2,853,520	2,663,268	(190,252)	(7)
Income	(691,190)	(995,922)	(304,732)	(44)
	2,162,330	1,667,346	(494,984)	(23)
Planning & Place Shaping				
Expenditure	1,623,810	1,418,180	(205,630)	(13)
Income	(1,229,970)	(989,433)	240,537	20
	393,840	428,747	34,907	9
Revenue & ICT				
Expenditure	22,271,100	22,076,845	(194,255)	(1)
Income	(20,924,930)	(20,754,474)	170,456	1
	1,346,170	1,322,371	(23,799)	(2)

	Budget YTD	Actual YTD	Variance (F)/A	Variance %
Environment & Waste Management				
Expenditure	5,497,190	5,523,217	26,027	0
Income	(2,132,700)	(2,206,883)	(74,183)	(3)
	3,364,490	3,316,333	(48,157)	(1)
Total	13,409,550	12,367,049	(1,042,501)	(8)

Revenue

Overall, the underspend is made up of a number of one-off items, which when taken into account reduce the overall underspend to approx £300,000

Community Shaping Income includes the one-off LAA grant of £130,875 which Rushcliffe holds on behalf of the LSP

Financial Services includes a one-off amount of £216,000 for Planning Delivery Grant received but not budgeted.

Partnerships and Performance income includes a non recurring £320,000 net income relating to a VAT claim.

Planning & Place Shaping Income is down due to lower activity levels in both planning applications and building control work but this is offset by savings in staff costs as part of a conscience effort to balance the budgets.

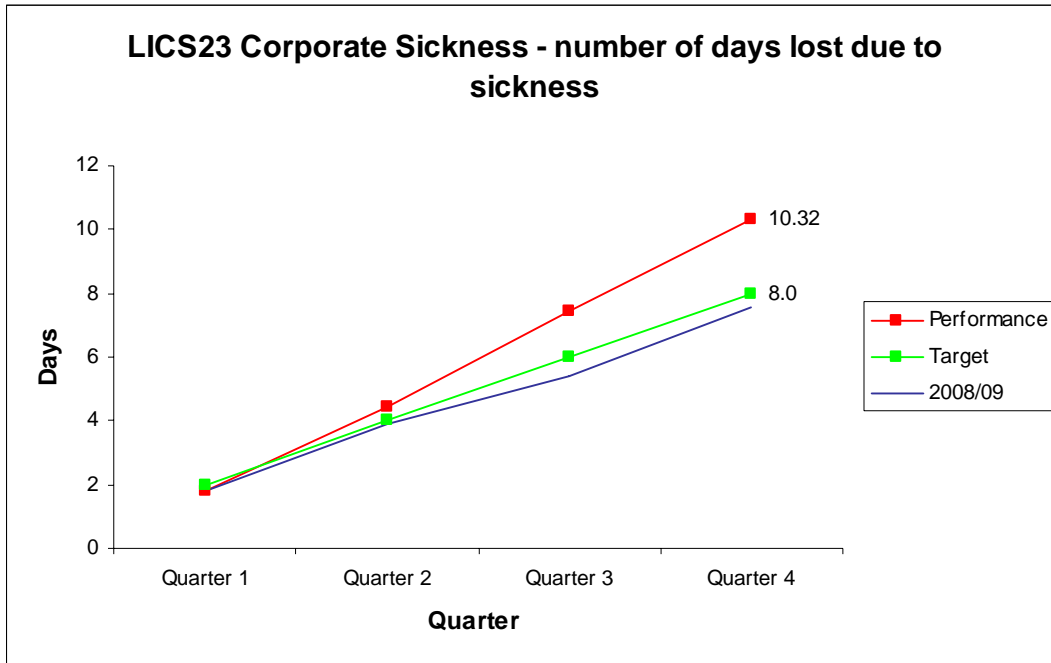
Capital Monitoring				
	This Year's Budget	Profiled Budget	This Year's Actual	Diff from Profiled Budget
Community Shaping	1,000,920	1,000,920	546,652	(454,268)
Corporate Services	43,850	43,850	27,147	(16,703)
Finance	85,820	85,820	0	(85,820)
Partnerships & Performance	1,202,700	1,202,700	80,203	(1,122,497)
Planning & Place Shaping	277,800	277,800	207,336	(70,464)
Revenue & ICT	127,651	127,651	169,277	41,626
Environment & Waste Management	1,518,840	1,518,840	1,613,811	94,971
Total	4,257,581	4,257,581	2,644,426	(1,613,155)

Capital

Community Shaping underspend relates to Affordable House support to Registered Social Landlords (£191k) and the rephasing of the works at West Bridgford Community Hall.

Partnership and Performance variance relates to the underspend on the Customer Services Project, which will be carried forward to 2010/11.

Corporate Sickness



		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Long term	2009/10	0.92	2.20	3.43	4.91
	2008/09	0.34	0.98	1.34	1.71
Short term	2009/10	0.87	2.24	4.02	5.41
	2008/09	1.30	2.66	4.20	5.83
Total		1.79	4.44	7.45	10.32

The figure of 10.32 is made up of 4.91 days of long-term sickness and 5.41 days of short-term sickness per employee. As previously reported to PMB on 22 February 2010 the shire districts benchmark² figure for the average for overall sickness absence is 8.9 days per employee. The Local Government Association average for overall sickness absence was 9.6 days per employee in 2007³

- Short-term sickness is defined as less than six weeks (30 days)
- Long-term sickness is defined as more than six weeks (30 days)

There has been a 57% increase in the number of long-term sickness cases in comparison to the previous year (11 in 2009/10 and 7 in 2008/09). Consequently this increase has equated to a growth in the number of days lost to long-term sickness.

The Head of Corporate Services provided a presentation at the PMB meeting in February to aid Members understanding of the figures reported, the procedures and actions in place to effectively manage sickness and the activities planned to support employee health and well-being.

² Human Resources Benchmarking Club – Shire Districts 2009

³ Sickness and Absence Causes Survey 2007 – Local Government Association

Rushcliffe Borough Council Programme of Equality Impact Assessments 2009/10

The Council achieved level 3 equality standard in June 2009

Functions/ Policies	Section	Completed
Community Shaping		
Organising a programme of arts and events activities	Cultural Services	Nov 2009
Employing arts and events employees (This is now not relevant as we use agency staff)	Cultural Services	-
Community Grant Aid	Cultural Services	Nov 2009
Sports Development	Cultural Services	Nov 2009
Sports Pitches/Courts	Cultural Services	Nov 2009
Parks & Open Spaces	Cultural Services	Nov 2009
Health Development	Cultural Services	Nov 2009
Community Grant Aid (Moved to 2010/11)	Community Engagement	
Co-ordination of the Community Partnership	Community Engagement	Apr 2009
Arranging meetings of the Community Partnership	Community Engagement	Apr 2009
Arranging consultations for the Community Partnership	Community Engagement	Apr 2009
Advice on Community Grants (Moved to 2010/11)	Community Engagement	
Assisting organisations on Community Grants (Moved to 2010/11)	Community Engagement	
South Nottinghamshire Community Safety Partnership Strategic Plan	Community Engagement	Apr 2009
Sustainable Community Strategy	Community Engagement	May 2010
Community Partnership action plans	Community Engagement	May 2010
Sanctuary Scheme	Community Engagement	Sept 2009
Domestic Violence Outreach Support	Community Engagement	Sept 2009
Partnership working to maximise the accessibility of housing and housing services	Strategic Housing	Dec 2009
Housing Strategy 2009-14	Strategic Housing	Dec 2009
Affordable Housing Directory	Strategic Housing	Dec 2009
The Lettings Accreditation Scheme	Strategic Housing	Dec 2009
First Lets Landlord code of conduct	Strategic Housing	June 2009
Decisions and Reviews	Strategic Housing	Nov 2009
Out of Hours	Strategic Housing	Nov 2009
Young Peoples Protocol	Strategic Housing	Oct 2009
Temporary Accommodation Disability Discrimination Act	Strategic Housing	Oct 2009

Functions/ Policies	Section	Completed
Temporary Accommodation Domestic Violence	Strategic Housing	Nov 2009
Temporary Accommodation Equality Statement	Strategic Housing	Dec 2009
Temporary Accommodation Room Allocation	Strategic Housing	Nov 2009
Rural Exception Site Nomination Policy (Moved to 2010/11)	Strategic Housing	
Community Alarm Monitoring Contract	Strategic Housing	Dec 2009
Customer Charging	Strategic Housing	June 2009
Installation and Troubleshooting of Home Alarms (Moved to 2010/11)	Strategic Housing	
Corporate Services		
Race Equality Scheme	Human Resources	Oct 2009
Gender Equality Scheme	Human Resources	Oct 2009
Disability Equality Scheme	Human Resources	Oct 2009
Recruitment and Retention Policy	Human Resources	Nov 2009
People Strategy	Human Resources	Feb 2009
Elections 'Polling Stations'	Elections	Jan 2010
Influenza Policy (Moved to 2010/11)	Health and Safety	
Risk Assessments	Health and Safety	Aug 2009
Violence at Work Policy	Health and Safety	Mar 2009
Working beyond normal retirement age Policy	Human Resources	Jan 2009
Recruitment and selection Policy	Human Resources	Mar 2009
Attendance Management Policy and Procedure	Human Resources	Mar 2009
Environment & Waste Management		
Collection of Domestic refuse and recyclables	Waste and Fleet	Jan 2010
Clinical Waste Collection	Waste and Fleet	Sept 2009
Fleet Management and Garage Services (Moved to 2010/11)	Waste and Fleet	
Anti Social Behaviour Investigations	Neighbourhood	May 2010
Pest Control (Moved to 2010/11)	Neighbourhood	
Dog Control (Moved to 2010/11)	Neighbourhood	
Public Health and Statutory Nuisance Investigations (Moved to 2010/11)	Neighbourhood	
Licensing Service (Moved to 2010/11)	Neighbourhood	
Taxi Drivers – Relevance of Convictions Policy (Moved to 2010/11)	Neighbourhood	
Gambling Licensing Policy Statement (to be incorporated with the tri annual statement review)	Neighbourhood	Feb 2010
Food Safety	Protection and Safety	Aug 2009
Private sector Housing (including HMO work)	Protection and Safety	Jan 2010
Air Quality Action Plan (to be incorporated with the tri annual statement review) (Moved to 2010/11)	Protection and Safety	
Food Safety Law Enforcement Service Plan	Protection and Safety	Aug 2009

Functions/ Policies	Section	Completed
Partnerships & Performance		
Corporate Communications Strategy	Performance and Reputation	Dec 2009
Internal Communications	Performance and Reputation	Dec 2009
Graphic Design	Performance and Reputation	Dec 2009
PR and Publicity	Performance and Reputation	Dec 2009
Corporate Communications Protocol	Performance and Reputation	Dec 2009
Reputation Management System (Moved to 2010/11)	Performance and Reputation	
Management of Leisure Centres	Leisure Contract	April 2010
Leisure Facilities Strategy	Leisure Contract	April 2010
Corporate Projects	Partnerships & Projects	Mar 2010
Revenue and ICT Services		
Collection And Recovery Policy	Revenue and Benefits	July 2009
Local Housing Allowance – Direct Payment Policy (Moved to 2010/11)	Revenue and Benefits	
Discretionary Housing Payment Policy	Revenue and Benefits	Sept 2009
Benefit Publicity and Take-up Policy (Moved to 2010/11)	Revenue and Benefits	
Acquisitions and Disposals Policy	Property	Nov 2009
Planning and Place Shaping		
Protect trees procedure including tree evaluation sheet and information on trees	Conservation and Projects	Aug 2009
Procedures for Works to Listed Buildings and in Conservation Areas	Conservation and Projects	July 2009
Guidance/information on planning matters	Development Control	Feb 2010
Procedures for reviewing/designating Conservation Areas and associated Guides	Conservation and Projects	July 2009
Preliminary Enquiry Guidance Note – Do I need planning permission/Approval under Building Regulations?	Development Control / Building Control	Sept 2009
Building Safer Places in Rushcliffe Good Practice Guide	Development Control	Feb 2010
Developers Checklist	Development Control	Jan 2010
Procurement of capital schemes and supervision of contractors	Conservation and Projects	May 2009

ROLLING 2 YEAR WORK PROGRAMME

REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

Summary

1. 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.
2. Following comments at the last Performance Management Board from some Members, Officers have reviewed the programmes for all scrutiny groups to ensure that the right items are being scrutinised by the right groups. The programme below contains some items in italics which have been added since the last meeting. Those items which have been crossed out will be scrutinised by a different Group.
3. As this is the first meeting of the new municipal year, it is also an opportunity to raise any items which Members would like to scrutinise at future meetings.

Recommendation

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

Work Programme

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

Date of Meeting	Item
29 June 2010	<ul style="list-style-type: none"> • Introduction to Children and Young People • <i>Annual review of the performance of the Local Area Agreement</i> • Performance Monitoring – Quarter 4 2009/10 • 2 year rolling work programme
24 August 2010	<ul style="list-style-type: none"> • Review of Complaints and Ombudsman Letter 2009/10 • Performance Monitoring – Quarter 1 2010/11 • <i>Children and Young People – update on the work undertaken by the Community Development Group</i> • <i>Constitution Review – constitute a Member Panel</i> • <i>Monitor the implementation of the Climate Change Action Plan</i> • 2 year rolling work programme

Date of Meeting	Item
2 November 2010	<ul style="list-style-type: none"> • Performance Monitoring – Quarter 2 2010/11 • Annual Report – Glendale Golf • <i>Review of the Leadership Model consultation data</i> • <i>Monitoring the implementation</i> of the Play Strategy • 2 year rolling work programme
21 February 2011	<ul style="list-style-type: none"> • Review the performance of Civil Parking Enforcement • Performance Monitoring – Quarter 3 2010/11 • 2 year rolling work programme
26 April 2011	<ul style="list-style-type: none"> • <i>Scrutiny of the work undertaken on the Children and Young People Corporate Priority</i> • <i>Review of the performance of Choice Based Lettings</i> • Annual Report 2010/11 • 2 year rolling work programme
June 2011	<ul style="list-style-type: none"> • <i>Annual review of the performance of the Local Area Agreement</i> • Performance Monitoring – Quarter 4 2010/11 • 2 year rolling work programme and annual work programme •
August 2011	<ul style="list-style-type: none"> • Review of Complaints 2009/10 • Ombudsman Letter 2009/10 • Performance Monitoring – Quarter 1 2011/12 • 2 year rolling work programme
October 2011	<ul style="list-style-type: none"> • Performance Monitoring – Quarter 2 2011/12 • Annual Report Glendale Golf • 2 year rolling work programme
February 2012	<ul style="list-style-type: none"> • Performance Monitoring – Quarter 3 2011/12 • 2 year rolling work programme

Background Papers Available for Inspection: Nil