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Our reference:
Your reference:
Date: 08 August 2011

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 16 August 2011 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 14 June 2011 (pages 1 - 5)
4. Cabinet Member Questions
5. Review of Customer Feedback 2010/11

The report of the Head of Partnerships and Performance is attached (pages 6 - 12).

6. Ombudsman's Annual Letter 2010/11

The report of the Head of Partnerships and Performance is attached (pages 13 - 19).

7. Performance Monitoring – Quarter 1 – 2011/12

The report of the Head of Partnerships and Performance is attached (pages 20 - 37).

8. Rolling 2 Year Work Programme

The report of the Head of Partnerships and Performance is attached (pages 38 - 39)

Membership

Chairman: Councillor D G Wheeler

Vice-Chairman: Councillor R M Jones

Councillors Mrs S P Bailey, B Buschman, B G Dale, A MacInnes,
S J Robinson, D V Smith, 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.

REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

Summary

This report summarises customer feedback received from residents about our services last year. During 2010/11, a total of 96 complaints were investigated and the Council received 198 compliments over the same period.

Year on year the number of complaints has increased from 56 in 2009/10 to 96 in 2010/11, while the number of compliments has remained broadly the same for the last two years.

Recommendation

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

Details

1. The Council's current 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 is promoted in Rushcliffe Reports, on the website and via a 'Listening to You' leaflet which is displayed in the Council reception, other Council buildings and partner locations such as libraries and leisure centres.
2. Complaints are currently investigated using a three stage process. In the first instance, complaints are investigated and responded to by the most appropriate Lead Specialist (stage 1). 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 (stage 2). 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 (stage 3).
3. During 2010/11, the Council received 198 compliments about services delivered and individual officers. This is broadly comparable with previous years. The Council did not receive any comments or suggestions to improve services. The Council received 96 complaints which were consequently investigated by an appropriate Lead Specialist. Eight of these complaints were resubmitted by complainants to be investigated by a Head of Service. Fifteen 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. Nine of the initial 96 complaints received by the Council during 2010/11 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. **Appendix one** contains further information about cases.

Service Area	Complaints	
	2009/10	2010/11
Community Shaping	12	15
Corporate Services	-	-
Environment and Waste Management	15	19
Financial Services	-	1
Partnerships and Performance	8	16
Planning and Place Shaping	13	27
Revenues and ICT	10	18

7. Year on year the number of complaints has increased from 56 in 2009/2010 to 96 in 2010/11.
8. It is difficult to discern exactly why the number of complaints has increased. Analysis reveals that there have been an increased number of customer care related issues across service areas. This trend was identified by the Corporate Management Team during mid year monitoring and subsequently addressed with refresher training and changes to procedures. Car parking charges and the relocation of customer services to the new Rushcliffe Community Contact Centre has also generated "new" complaints. Improved awareness of the complaints process could also be a factor.
9. The table below shows the number of compliments received by the Council is a reduction over the last two years.

Service Area	Compliments	
	2009/10	2010/11
Community Shaping	40	41
Corporate Services	6	4
Environment and Waste Management	141	120
Financial Services	3	2
Partnerships and Performance	33	13
Planning and Place Shaping	14	14
Revenues and ICT	9	4

10. While it is disappointing that complaints have increased last year it is important for the Council's reputation, service improvement and customer satisfaction that it continues to welcome and promote all forms of feedback about its services, including compliments, suggestions about ways to improve services,

and complaints, when we have failed to live up to the high expectations of our residents.

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)

Complaints by Service Area

The following paragraphs breakdown the complaints received between 1 April 2010 and 31 March 2011 by service area aiming to show what people are complaining about and which complaints are escalating past stage one.

Community Shaping

During 2010/11, Community Shaping received 15 complaints; all were answered within target time. Twelve were resolved at stage one of the complaints process, and the remaining three at stage two.

Six complaints related to the perceived treatment of the complainants by the Strategic Housing Team; one also complained about living conditions at Hound Lodge. A change was made to procedures to ensure residents in the Hostel received post regularly.

Five complaints were about issues at Rushcliffe Country Park, including confusing car park signage (which was subsequently improved), and the decision to erect a fence around the lake.

There were individual complaints about the distribution of the publication Countdown to Christmas; the Christmas lights not working 100%; and cost of hiring facilities at West Park

Environment and Waste Management

During 2010/11, Environmental and Waste Management (EWM) received 19 complaints, 16 of which were resolved at Stage one of the complaints procedure, with two of the remaining three escalated to Stage three (both of these have subsequently been referred to the Local Government Ombudsman). All but one of the complaints were resolved within target time.

The complaints were varied and included 7 reports against Streetwise or R2Go staff; the slow removal of fly-tipping; 2 different complaints about noise nuisance; 2 different complaints about lack of enforcement; and a licensing decision.

The complaints that were escalated to Stage 3 related to a noise nuisance complaint and an anti-social behaviour complaint and their subsequent investigations.

There was one complaint resolved at stage 2 which involved a noise and dust nuisance.

At Stage one, there were four complaints regarding Recycling2 go methods or driving, two about noise or environmental health issues and two about Streetwise methods or attitude. There were individual complaints about the following; fly tipping, green bin charging, damage caused by mowers, the non-issue of a compulsory purchase order, licensing, a HIMO landlord, and an episode of dog-fouling.

None of the complaints investigated by EWM led to a change in procedures.

Financial Services

The one complaint received in 2010/11 by Financial Services related to the rise in Council Tax. This complaint was answered in time and resolved at the first stage of the complaints process.

Partnerships and Performance

In 2010/11, Partnerships and Performance received 16 complaints.

Six complaints related to issues relating to car parking – either the increase in charges in West Bridgford or protesting against parking fines received.

Three complaints related to poor conditions at the leisure centres; complainants seemed satisfied with information about remedial works provided.

There were three complaints about the intention to move the customer services centre or poor customer service.

There were also four complaints relating to Nottinghamshire County Council issues such as gritting and the allocation of school places. Here, the customer was referred to the correct department at the County Council.

Out of the sixteen complaints, only two were escalated to Stage 2 (relating to parking charges and a ticket which had been issued).

No changes to procedures as a result of complaints have been implemented.

Planning and Place Shaping

In 2010/11, Planning and Place Shaping received 27 complaints. Fourteen of these were resolved at Stage 1; of the remaining thirteen, only two were resolved at Stage 2 and eleven were reviewed by a Deputy Chief Executive at Stage 3.

Eleven complaints relate to the perceived mishandling of an application – seven of these were escalated to the third stage of the complaints procedure. A number of the complaints raised concerns about keeping the customer informed; recording visits and telephone calls; and the timeliness of actions taken.

Twenty one of the complaints were responded to within the timescales stated, and in the six cases where deadlines were missed, a number of cases were being dealt with at the same time leading to a lack of time to address all within the target. Apologies were made as appropriate.

Planning and Place Shaping have undertaken to improve procedures, such as advising those who write in about how to find committee dates and agendas and protecting private data on the website. Individual members of staff have also been reminded about the importance of good customer care where specific examples of conduct not meeting our high standards have been noticed.

Revenues and ICT Services

Revenues and ICT Services received 18 complaints in 2010/11, 14 of which were responded to in time. Sixteen complaints were resolved at the first stage of the complaints procedure, and two (both relating to council tax issues) were escalated to Stage three Review.

Of the Stage 1 complaints:

- ⇒ Three were about Estates issues such as grass cutting and verge maintenance
- ⇒ Five were about council tax issues
- ⇒ Five were about benefits claims
- ⇒ Three were about the recovery department.
- ⇒ One complainant had been given incorrect advice on the phone and this was rectified. Another complaint led to a change in procedure after a flaw was highlighted. Neither of the complaints escalated to stage 3 led to a change in procedure.

Customer Feedback: Compliments Summary

Community Shaping

Forty one compliments were received by Community Shaping during 2010/11; some examples include:

- Rushcliffe Country Park
- Service provided by Strategic Housing

Corporate Services

Four compliments were received by Corporate Services during 2010/11; examples include:

- Service received from staff

Environment and Waste Management

120 compliments were received by Environment and Waste Management during 2010/11; some examples include:

- Recycling2go and Streetwise
- Pest control

Financial Services

Three compliments were received by Financial Services during 2010/11; examples include:

- Excellent budget workshops

Partnerships and Performance

Thirteen compliments were received by Partnerships and Performance during 2010/11; 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 2010/11; some examples include:

- Service and expertise received from staff
- Excellent service received from the Conservation Officer

Revenues and ICT

Four compliments were received by Revenues and ICT during 2010/11; some examples include:

- Service received from staff in relation to Council Tax
- Handling of a benefits case

REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

1. The Commission for Local Administration in England (the Local Government Ombudsman) produces an Annual Review Letter for all local authorities in June each year and publishes them on its website in July. The figures for Rushcliffe are attached.
2. The Annual Letter for 2010/11 reports that the Local Government Ombudsman's Advice Team received 15 initial enquiries or complaints about the Council over the course of the year. Of these, nine (seven new cases, and two re-submitted) were forwarded to the Ombudsman for investigation – five related to 'planning and building control', two to anti-social behaviour and two to housing (one was a homelessness issue, and the other related to the behaviour of a private landlord).
3. In total, nine complaints were decided upon by the Ombudsman in 2010/11 (there is an overlap between new cases being investigated and running into 2011/12, and cases reported in 2009/10 running over into 2010/11 to be decided upon).
4. Decisions – Six complaints investigated by the Ombudsman led to a decision of no, or insufficient evidence of, maladministration. The remaining three cases were awarded in the Council's favour at the Ombudsman's discretion.
5. The number of cases investigated by the Ombudsman last year was slightly higher than in previous years but was limited to specific subject areas (the two 'other' cases both related to housing) 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. The number of cases in 2010/11 is similar to previous years.

Service	2007/08	2008/09	2009/10	2010/11
Planning	5	3	3	5
Council Tax and Benefits	1	3	0	0
Refuse Collection and Recycling	0	0	0	0
Environmental Health	0	2	0	2
Leisure and Open Spaces	0	0	0	0
Other	2	1	3	2
Total	8	9	6	9

6. The Ombudsman made two 'first enquiries' of the Council. The average response time to these enquiries was 18 days, comfortably inside the Local Government Ombudsman target of 28 days and an improvement on the previous year (24.8 days).

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

24 June 2011

Mr A Graham
Chief Executive
Borough Council of Rushcliffe
Civic Centre
Pavilion Road
WEST BRIDGFORD
Nottinghamshire NG2 5FE

Dear Mr Graham

Annual Review Letter

I am writing with our annual summary of statistics on the complaints made to me about your authority for the year ending 31 March 2011. I hope the information set out in the enclosed tables will be useful to you.

The statistics include the number of enquiries and complaints received by our Advice Team, the number that the Advice Team forwarded to my office and decisions made on complaints about your council. Not all complaints are decided in the same year that they are received. This means that the number of complaints received and the number decided will be different.

The statistics also show the time taken by your authority to respond to written enquiries and the average response times by type of authority.

Communicating decisions

We want our work to be transparent and our decisions to be clear and comprehensible. During the past year we changed the way we communicate our decisions and reasons. We now provide a stand-alone statement of reasons for every decision we make to both the citizen who has complained and to the council. These statements replace our former practice of communicating decisions by letter to citizens that are copied to councils. We hope this change has been beneficial and welcome comments on this or any other aspect of our work.

In April 2011 we introduced a new IT system for case management and revised the brief descriptions of our decisions. My next annual letter will use the different decision descriptions that are intended to give a more precise representation of complaint outcomes and also add further transparency to our work.

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F: 01904 380269
W: www.lgo.org.uk

Advice Team: 0300 061 0614

Anne Seex
Local Government Ombudsman
Michael King
Deputy Ombudsman

Extended powers

During 2010/11 our powers were extended to deal with complaints in two significant areas.

In October 2010 all complaints about injustice connected to adult social care services came under our jurisdiction. The greater use of direct payments and personalised budgets mean that it is particularly important for us to be able to deal with such complaints irrespective of whether a council has arranged the care. The increasing number of people who arrange and pay for their own social care now have the right to an independent and impartial examination of any complaints and concerns they may have about their care provider.

In the six months to April 2011 we received 75 complaints under our new adult social care powers. Between 2009/10 and 2010/11 complaints about care arranged or funded by councils doubled from 657 to 1,351.

The Apprenticeships, Skills, Children & Learning Act 2009 introduced powers for us to deal with complaints about schools by pupils or their parents. This was to be introduced in phases and currently applies in 14 council areas. By the end of 2010/11 we had received 169 complaints about schools in those areas and 183 about schools in other areas where we had no power to investigate. The Education Bill currently before Parliament proposes to rescind our new jurisdiction from July 2012.

Our new powers coincided with the introduction of Treasury controls on expenditure by government departments and sponsored bodies designed to reduce the public spending deficit. This has constrained our ability to inform care service users, pupils and their parents of their new rights.

Assisting councils to improve

For many years we have made our experience and expertise available to councils by offering training in complaint handling. We regard supporting good complaint handling in councils as an important part of our work. During 2010/11 we surveyed a number of councils that had taken up the training and some that had not. Responses from councils where we had provided training were encouraging:

- 90% said it had helped them to improve their complaint handling
- 68% gave examples of how the knowledge and skills gained from the training had been applied in practice
- 55% said that complaints were resolved at an earlier stage than previously
- almost 50% said that citizens who complained were more satisfied.

These findings will inform how we develop and provide training in the future. For example, the survey identified that councils are interested in short complaint handling modules and e-learning.

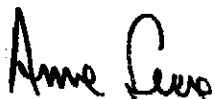
Details of training opportunities are on our web site at www.lgo.org.uk/training-councils/

More details of our work over the year will be included in the 2010/11 Annual Report. This will be published on our website at the same time as the annual review letters for all councils (14 July).

Page 3
Mr A Graham

✘ If it would be helpful to your Council I should be pleased to arrange for me or a senior manager to meet and explain our work in greater detail.

Yours sincerely

A handwritten signature in black ink that reads "Anne Seex". The signature is written in a cursive style with a large initial 'A'.

Anne Seex
Local Government Ombudsman

For information on interpretation of statistics click on this link to go to www.lgo.org.uk/CouncilsPerformance

LGO Advice Team

Enquiries and complaints received	Benefits & Tax	Corporate & Other Services	Environmental Services & Public Protection & Regulation	Highways & Transport	Housing	Other	Planning & Development	Total
Formal/informal premature complaints	0	0	2	0	0	0	3	5
Advice given	1	0	0	0	0	0	0	1
Forwarded in investigative team (resubmitted)	0	0	0	0	1	0	1	2
Forwarded to investigative team (new)	0	0	2	0	1	0	4	7
Total	1	0	4	0	2	0	8	15

Investigative Team

Decisions	Reports: maladministration and injustice	Local settlements (no report)	Reports: Maladministration no injustice	Reports: no Maladministration	No Maladministration (no report)	Ombudsman's discretion (no report)	Outside jurisdiction	Total
2010 / 2011	0	0	0	0	6	3	0	9

No adult social care decisions were made in the period

Response times	First enquiries	
	No of first Enquiries	Avg no of days to respond
01/04/2010 / 31/03/2011	2	18.0
2009 / 2010	5	24.8
2008 / 2009	5	19.0

Provisional comparative response times 01/04/2010 to 31/03/20 11

Types of authority	<= 28 days	29 - 35 days	>= 36 days
	%	%	%
District councils	65	23	12
Unitary authorities	59	28	13
Metropolitan authorities	64	19	17
County councils	66	17	17
London boroughs	64	30	6
National parks authorities	75	25	0

REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

Summary

In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for quarter one 2011/12.

Recommendation

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

Details

1. The corporate scorecard, **Appendix 1**, includes national and locally developed indicators, a summary of all strategic tasks and detailed progress reports for each of the 4 tasks to be monitored in 2011/12. Due to the implementation of a new Financial Management System budget monitoring information is currently in the process of being prepared and checked and is not included in this report.
2. The introduction of charging for green bins has been ongoing throughout the first quarter. This initiative has been particularly successful and has exceeded the original estimate with over 24,000 residents signing up for the scheme in comparison with the original target of 15,000. This has been a significant operation delivered with in-house resources across several service areas which has been managed with limited impact on overall performance as illustrated by these first quarter figures.
3. Following the good practice established by the Performance Management Board, exceptions and highlights have been identified in the corporate scorecard. Exceptions are supported by comments from the relevant Head of Service.

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



Summary

Strategic Tasks

Of the original 13 tasks contained in the Corporate Strategy 9 and have completed and 4 continue to be monitored:

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

Performance Indicators

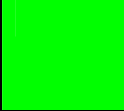

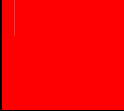
Of the 67 Indicators on the corporate scorecard:

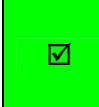
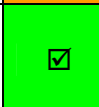
- 11 have been identified as highlights
- 5 have been identified as exceptions

Sickness

The level of corporate sickness has improved comparing 1.40 days in quarter 2011/12 to 2.43 days in 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	
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Ref		W.I.P
02	Approve the Local Development Framework	
03	Deliver Climate Change Strategy and associated Action Plan	
06	Introduce a 'hub and spoke' approach to customer access across the borough	
13	Deliver the Rushcliffe Play Strategy	

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	December 2012
<i>Timeline</i>	<i>Progress</i>	<i>Priority</i>	<i>Reporting to</i>	<i>Referred to</i>
<p>Spring/Summer 2011 – Public engagement to explore approaches to housing growth in larger villages within Rushcliffe</p> <p>December 2011- Agreed position on a draft revised Core Strategy policy 2, looking at quantum and distribution of housing and where appropriate other development, taking into account information from the summer consultation, Members views and other evidence, such as household projection information.</p> <p>January 2012 - Submission of Core Strategy to the Secretary of State</p> <p>Spring / Summer 2012 - Hearing Sessions</p> <p>Summer / Autumn - Inspector's</p>	<p>A mixture of workshops, public events and concluding presentations have recently been held to gather opinion and possible ways forward for housing and other developments in Radcliffe on Trent, East Leake, Ruddington and Keyworth. All of this work is currently being analysed in order to present findings and conclusions for each settlement for the Local Development Framework Group.</p> <p>It is the intention to develop and publish a draft Core Strategy for approval by Council in December. This timescale will be dependent on the LDF group endorsing a proposal in the Autumn.</p> <p>The recently published draft National Planning Framework may have implications on how we proceed with developing a 'sound' Core Strategy. Any implications will be considered by officers and reported to the LDF group.</p>	Sustainable Environment	Local Development Framework group	Cabinet/Council

Report received				
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<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	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 February 2011 – Performance Management Board to monitor June 2011 Carbon Management Plan approved by Cabinet	The action plan is continuing to be progressed. The Carbon Management Plan was approved by Cabinet on 21st June and the following resolutions were made: RESOLVED that Cabinet:- a. endorses the attached Carbon Management Plan and approves the target of reducing the Council's carbon	Sustainable Environment	Community Development	Cabinet









	<p>emissions by 15 percent by 2015</p> <ul style="list-style-type: none"> b. approves a budget allocation to the projects in table 4.2 of the attached Carbon Management Plan c. makes a commitment to design standards for refurbishment or replacement buildings wherever possible as laid out in Appendix C of the plan d. supports the work with the leisure service providers to identify a reduction in carbon emissions from leisure centres in the Borough <p>Emissions for greenhouse gas from the Council's estate and operations for 2010/11 were slightly increased due to increased gas consumption - probably due to the extended cold weather during 2010/2011. All other greenhouse sources were reduced. See Former NI185 performance indicator.</p> <p>The report on Photovoltaics is awaiting the outcome of the leisure services review.</p>			
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ST 6 Project	Source / Issue	Success measurement	Lead officer	Target date
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"> • 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 2012
Timeline	Progress	Priority	Reporting to	Referred to
<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>Centre opened its doors on 4 April 2011 which achieved the Council strategic target. Centre now fully operational and working well thanks to the commitment of the customer services team, the support of the Property and IT services and engagement by all back office services to ensure it is a success</p> <p>Nottinghamshire Police have now confirmed their proposed approach to the future provision of police stations and delivery of front counter services throughout Nottinghamshire including the all the current locations of Rushcliffe's part time customer service points. Opportunities for potential partnership working are now being investigated with the Health Authority and other public sector providers in relation to future full and part time provision of customer services to seek to maintain where possible these part time facilities and where appropriate consider full time arrangements.</p>	<p>Partnership Working</p> <p>High Quality Services</p>	Partnership Delivery Group	Cabinet

ST 13 Project		Source / Issue	Success measurement	Lead officer	Target date
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
Timeline	Progress	Priority	Reporting to	Referred to	
<p>June 2011 – Bridgford Park play area</p> <p>February 2012 – Alford Road play facility completed</p>	<p>Bridgford Park Play Area was re-opened for use on Friday the 3rd of June. This was one week ahead of schedule and the project was delivered on budget. Feedback has been extremely positive and usage levels have increased significantly from an already high level. The play area was officially opened by Cllr Jean Smith on Thursday the 7th of July.</p> <p>Public consultation for the refurbishment of the Alford Road play area is open until the end of August and to date over 70 responses have been received. This will enable a tender specification to be produced during September.</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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		Ref	2008/09 Out-turn	2009/10 Out-turn	2010/11 Out-turn	2011/12 Quarter 1	Trend	Target 2011/12	Target 2012/13
PLANNING AND PLACE SHAPING									
Priority 6,1	Average number of working days to complete standard land charges	LIPPS06	2.3 days	2.3 days	2.8 days	6.7 days		3.0 days	3.0 days
ENVIRONMENT AND WASTE									
Priority 1	Household waste recycled and composted	NI 192	53.6%	52.5%	53.3%	57.9%		47%	47%
Priority 1	Improved street and environmental cleanliness (levels of litter)	NI 195a	2.8%	2.3%	1.6%	0.8%		4%	4%
Priority 1	Improved street and environmental cleanliness (levels of graffiti)	NI 195c	1.3%	1.6%	0.8%	0.2%		3%	3%
Priority 1	Number of household waste collections missed per 100,000 properties	LIEWM07	41.0	35.0	36.0	31		35	34
PARTNERSHIPS AND PERFORMANCE									
Priority 6	Percentage of leisure centre users satisfied	LIPP04	80%	83.5%	82%	84.4%		75%	75%
Priority 6	Percentage of phone calls answered in 30 seconds	LIPP28	71.5%	72.8%	72.1%	55.0%		73%	74%
COMMUNITY SHAPING									
Priority 3	Serious Acquisitive Crime Rate per 1,000 population	NI 16	15.53	13.17	11.03	1.82		8.72	7.92

		Ref	2008/09 Out-turn	2009/10 Out-turn	2010/11 Out-turn	2011/12 Quarter 1	Trend	Target 2011/12	Target 2012/13
Priority 3	Number of burglaries per 1,000 households	LICSH07	14.08	11.70	8.93	1.02	↑	8.36	7.1
Priority 6	Average length of stay of all households in hostel accommodation	LICSH28	15 wks	12.5 wks	6.4 wks	13.7 wks		8 wks	8 wks
CORPORATE SERVICES									
Priority 6	Corporate sickness	LICS23	7.54	10.25	9.28	1.40	↑	8.0	8.0
Priority 6	Percentage of members attending training events	LICS38	359	49.0%	48.0%	53.3%	↑	50%	50.0%
REVENUES AND ICT SERVICES									
Priority 6	Percentage of occupancy levels of industrial units	LIRICT08	88%	95.56%	98.44%	100%	↑	93%	93%
Priority 6	Speed of processing: Average time for processing new claims	LIRICT14	17.19 days	13.44 days	13.97 days	16.14 days	↓	15 days	
Priority 6	Speed of processing: average time for processing changes in circumstance	LIRICT14a	-	New 2010/11	6 days	13 days	↓	7 days	
Priority 6	Accuracy of processing claim forms	LIRICT15	99.6%	99.2%	99.1%	100%	↑	98.5%	98.5%

Indicator	Exception definition	Current Performance	Comment
Average number of working days to complete standard land charges	Quarter 1 performance has missed target of 3 weeks	6.7 weeks	Further software upgrades have coincided with an increase in property searches - up almost 40% compared to the first quarter last year. Performance improved in June and is continuing to improve in July.
Percentage of phone calls answered in 30 seconds	Quarter 1 performance has missed target of 73%	55.0%	The first quarter has been extremely busy in the centre partially due to the move and also due to an increase in contact for Council Tax, Elections, Green bin, choice based letting and summonses. The telephone volumes increased by 40% compared to the first quarter 2010/11 and the face to face number by 54% compared to 2010/11. Additional advisors were taken on to help with the increased demand associated with green bins, but due to the success of the take up demand was even higher. The team has also been stretched whilst new appointments receive training and await clearance from Notts Police. Performance will be aided by this additional fulltime resource and a reduction in green bin traffic.
Average length of stay of all households in hostel accommodation	Quarter 1 performance has missed target of 8 weeks	13.7 weeks	Two cases which required specific accommodation have resulted in longer than average stays in temporary accommodation. Additionally, operational changes, including the implementation of Choice Based Lettings has also had an impact, however, these matters are currently being addressed.
Speed of processing: average time for processing new claims	Quarter 1 performance has missed target of 15 days	16.14 days	Operational changes have impacted on these performance indicators. These have been addressed and the cumulative performance figure for: new claims is 15.6 days (10.23 days for last week) for changes in circumstances 12.3 days (5.4 days for last week).
Speed of processing: average time for processing changes in circumstance	Quarter 1 performance has missed target of 7 days	13 days	

Performance Indicators

		Ref	2008/09 Out-turn	2009/10 Out-turn	2010/11 Out-turn	2011/12 Quarter 1	Trend	Target 2011/12	Target 2012/13
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	52.63%	75.00%	62.96%	71.43%	↑	60%	60%
Priority 6,1	Processing of planning applications as measured against target for minor application types (includes 1-9 houses)	NI 157b	78.77%	84.91%	79.66%	77.14%	↓	65%	65%
Priority 6,1	Processing of planning applications as measured against target for other application types (includes house extensions)	NI 157c	91.98%	93.27%	86.90%	91.89%	↔	85%	85%
Priority 6	Percentage of planning applicants satisfied with the service received	LIPPS01	-	91.3%	-	Not due	-	90%	90%
Priority 6,1	Average number of working days to complete standard land charges	LIPPS06	2.3 days	2.3 days	2.8 days	6.7 days	↓	3.0 days	3.0 days
Priority 6	Total standard searches received	LIPPS06a	983	1,036	1,178	360	↑	N/A	N/A
Priority 6	Number of planning applications received	LIPPS07	1,321	1,257	1,242	309	↔	N/A	N/A
Priority 6	Percentage of Building Control customers satisfied with the service provided	LIPPS18	100%	100%	100%	Not due	-	97%	97%
Priority 1,6	Percentage of building regulation applications processed within target times	LIPPS19	99.5%	98.2%	93.1%	93.6%	↓	90%	90%
Priority 6	Number of Full Plans and Building Notices	LIPPS22a	-	839	939	218	↓	N/A	N/A

		Ref	2008/09 Out-turn	2009/10 Out-turn	2010/11 Out-turn	2011/12 Quarter 1	Trend	Target 2011/12	Target 2012/13
ENVIRONMENT AND WASTE									
Priority 1	Residual waste per household kg per household	NI 191	470	463	453	108	↑	475	473
Priority 1	Household waste recycled and composted	NI 192	53.6%	52.5%	53.3%	57.9%	↑	47%	47%
Priority 1	Improved street and environmental cleanliness (levels of litter)	NI 195a	2.8%	2.3%	1.6%	0.8%	↑	4%	4%
Priority 1	Improved street and environmental cleanliness (levels of detritus)	NI 195b	5.2%	2.1%	1.3%	1.9%	↔	6%	6%
Priority 1	Improved street and environmental cleanliness (levels of graffiti)	NI 195c	1.3%	1.6%	0.8%	0.2%	↑	3%	3%
Priority 6	Percentage of environmental health service users who are satisfied with the service	LIEWM04	96.0%	92.9%	95.9%	No data available		85%	90%
Priority 1	Number of household waste collections missed per 100,000 properties	LIEWM07	41.0	35.0	36.0	31	↑	35	34
Priority 1	Cost of waste collection per household	LIEWM10	£59.18	£58.49	£57.93	Not due	-	-	-
Priority 6	Percentage of planned high risk food safety interventions completed	LIEWM14	99.2%	100%	100%	22.0%	↔	100%	100%
Priority 1	Improved street and environmental cleanliness (levels of dog fouling)	LIEWM39	-	-	New 2011/12	0.2%	-	-	-
PARTNERSHIPS AND PERFORMANCE									
Priority 6	Percentage of leisure centre users satisfied	LIPP04	80%	83.5%	82%	84.4%	↑	75%	75%
Priority 6	Percentage of residents satisfied with Rushcliffe Reports	LIPP08	94.1%	-	No Survey	Not due	-	96%	96%

		Ref	2008/09 Out-turn	2009/10 Out-turn	2010/11 Out-turn	2011/12 Quarter 1	Trend	Target 2011/12	Target 2012/13
Priority 6	Percentage of visitors satisfied by their website visit	LIPP09	80.0%	-	Survey after new website	Not due	-	80%	85%
Priority 6	Percentage of users satisfied with the service received from RCCC	LIPP10	96.1%	98.6%	99.2%	98.0%	↔	92%	94%
Priority 6	Number of visits to the website	LIPP19	648,439	544,961	532,545	171,175	↑		
Priority 6	Number of leisure centre users – public (used to include schools)	LIPP22	1,280,555	1,348,881	1,318,178	330,908	↔		
Priority 6	Number of Edwalton Golf Course users	LIPP23	73,011	71,873	74,306	25,084	↑		
Priority 6	Percentage of phone calls answered in 30 seconds	LIPP28	71.5%	72.8%	72.1%	55.0%	↓	73%	74%
Priority 6	Number of e-forms completed online	LIPP33	New 2009/10	3,639	5,014	13,427	↑	-	-
Priority 6	Number of complaints received by the council at initial stage	LIPP38	New 2009/10	56	96	40	↑		
Priority 6	Number of compliments received by the Council	LIPP41a	New 2009/10	210	198	24	↓		
Priority 6	Number of parking contravention notices served	LIPP49	New 2009/10	7,291	8,603	2,532	↑		
COMMUNITY SHAPING									
Priority 6	Adult participation in sport and active recreation	NI 8	-	27.9%	Not due	Not due	-	28%	Not due
Priority 3	Serious Acquisitive Crime Rate per 1,000 population	NI 16	15.53	13.17	11.03	1.82	↑	8.72	7.92
Priority 3	Assault with injury crime rate	NI 20	3.8	3.6	2.67	Not due	-	No target	No target

		Ref	2008/09 Out-turn	2009/10 Out-turn	2010/11 Out-turn	2011/12 Quarter 1	Trend	Target 2011/12	Target 2012/13
Priority 5	Percentage of children living in poverty for wards which are above the 10% national child poverty target	NI 116	-	-	New 2011/12	Not due	-	7.75%	7.63%
Priority 1	Number of affordable homes delivered	NI 155	73	67	27	7	↔	50	50
Priority 6	Number of households living in temporary accommodation	NI 156	13	11	9	13	↓	30	30
Priority 1	Greenhouse Gas Emissions from Local Authority Own Estate and Operations	NI 185	5,392	5,320	5,327	Not due	↔	To be set	To be set
Priority 3	Number of burglaries per 1,000 households	LICSH07	14.08	11.70	8.93	1.02	↑	8.36	7.1
Priority 3	Number of robberies per 1,000 population	LICSH09	0.79	0.68	0.66	0.20	↔	0.47	0.32
Priority 3	Number of vehicle crimes per 1,000 population	LICSH10	9.17	7.61	6.68	1.20	↑	4.93	4.8
Priority 6	Number of pavilion, community hall and playing field users	LICSH18	139,377	129,460	145,937	32,202	↔		
Priority 6	Average length of stay of all households in hostel accommodation	LICSH28	15 wks	12.5 wks	6.4 wks	13.7 weeks	↓	8 wks	8 wks
Priority 6	Number of successful homeless preventions undertaken	LICSH31	121	193	240	69	↑	175	175
Priority 4	Number of town and parish councils attending forums	LICSH47	-	-	New 2011/12	24	-	35	40
Priority 6	Number of bidders for choice based lettings as a percentage of active applicants	LICSH50	-	-	New 2011/12	39.0%	-	-	-
CORPORATE SERVICES									
Priority 1,6	Net additional homes provided	NI 154	251	227	Data later 2011/12	Not due	-	No Target	No Target

		Ref	2008/09 Out-turn	2009/10 Out-turn	2010/11 Out-turn	2011/12 Quarter 1	Trend	Target 2011/12	Target 2012/13
Priority 1,6	Supply of ready to develop housing sites	NI 159	120%	39.8%	Dec 2011	Not due		To be set	To be set
Priority 6	Corporate sickness	LICS23	7.54	10.25	9.28	1.40	↑	8.0	8.0
Priority 6	Corporate Sickness – short term	LICS23a	5.83	5.41	5.54	0.90		-	-
Priority 6	Corporate Sickness – long term	LICS23b	1.71	4.82	3.74	0.50		-	-
Priority 6	Percentage of members attending training events	LICS38	359	49.0%	48.0%	53.3%	↑	50%	50%
Priority 6	Percentage turnout for General Election	LICS43	-	-	73.8%	Not due	-	-	-
Priority 6	Percentage turnout for Local Elections	LICS44	-	-	-	50.8%	-	40%	-
REVENUES AND ICT SERVICES									
Priority 6	Percentage of Revenues Services customers surveyed that were satisfied with the level of service provided	LIRICT04	95%	94.3%	98%	Not due	-	95%	95%
Priority 6	Rent Collection and Tenancy Management. Percentage of sundry debtor rent invoices fully paid within 90 days.	LIRICT07	97.8%	91.6%	96.4%	93.17%	↔	94%	94%
Priority 6	Percentage of occupancy levels of industrial units	LIRICT08	88%	95.56%	98.44%	100%	↑	93%	93%
Priority 6	Percentage of council tax collected	LIRICT11	99.0%	99.1%	98.9%	30.6%	↔	99.0%	99.1%
Priority 6	Percentage of Business rates collected	LIRICT12	98.70%	98.4%	97.8%	31.4%	↔	98.2%	98.5%
Priority 6	Speed of processing: Average time for processing new claims	LIRICT14	17.19 days	13.44 days	13.97 days	16.14 days	↓	15 days	15 days

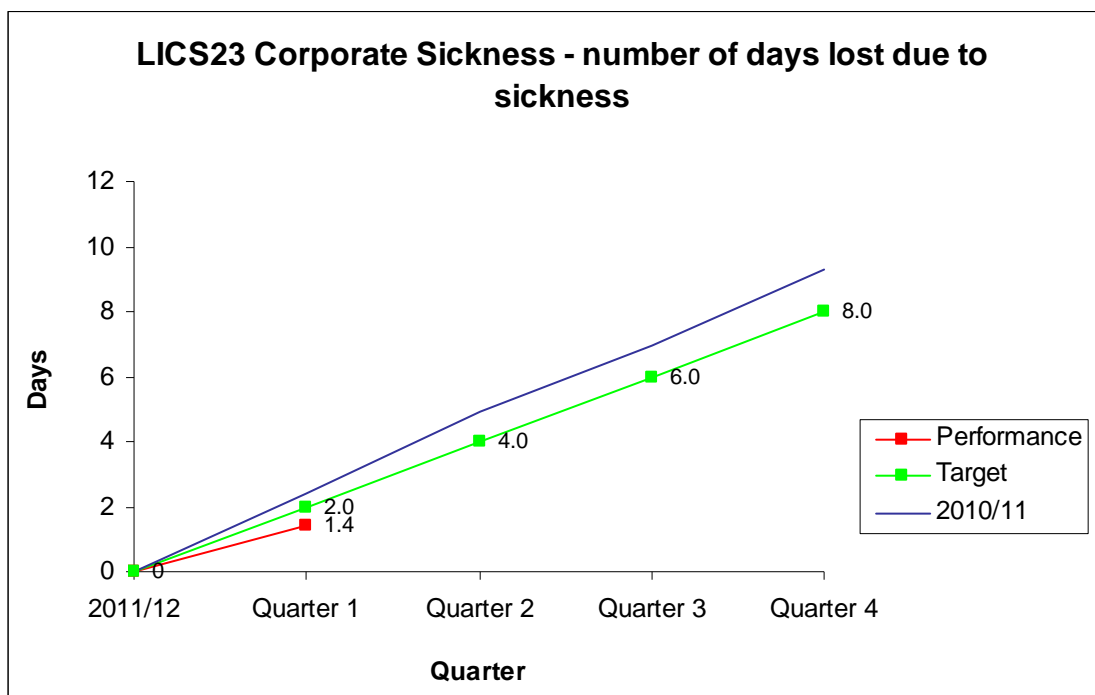
		Ref	2008/09 Out-turn	2009/10 Out-turn	2010/11 Out-turn	2011/12 Quarter 1	Trend	Target 2011/12	Target 2012/13
Priority 6	Speed of processing: average time for processing changes in circumstance	LIRICT14a	-	New 2010/11	6 days	13 days	↓	7 days	7 days
Priority 6	Accuracy of processing claim forms	LIRICT15	99.6%	99.2%	99.1%	100%	↑	98.5%	98.5%
FINANCIAL SERVICES									
Priority 6	Return on council's investments actual and budgeted	LIFS03	5.11%	1.92%	1.10%	Awaiting data		1.0%	-
Priority 6	Financial Reporting - accounts as submitted for audit after Council review are presented fairly and contained only a small number of trivial errors	LIFS04	Yes	Yes	Yes	Not due	-	Yes	Yes
Priority 6	Achieve unqualified opinion on statement of accounts	LIFS06	Yes	Yes	Due Sept	Not due	-	Yes	Yes
Priority 6	Percentage of invoices paid within terms (10 days)	LIFS07	99.6%	99.25%	99.50%	Awaiting data		99%	99%

	LIPP38 & LIPP41a – 2010/11 figure amended after audit
	NI 185 – name change following change to National Indicators Calculations have changed and backdated data has been provided

Satisfaction surveys

Indicator	Performance	Number of customers surveyed
LIPPS01	No data – survey not due	
LIPPS18	No data – survey not due	
LIEWM04	No data	
LIPP04	84.4%	1454 ratings submitted – feedback forms enable a rating multiple aspects of the service
LIPP08	No data – survey not due	
LIPP09	No data – survey not due	
LIPP10	98.0%	39 feedback forms completed
LIRICT04	No data – survey not due	

Corporate Sickness



		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Long term	2011/12	0.49			
	2010/11	0.97	1.90	2.59	3.74
Short term	2011/12	0.91			
	2010/11	1.46	3.03	4.39	5.54
Total		1.40			

Explanatory note

Comparison of this first quarter figure with those of the last three years are provided as follows:

2008/09	1.82
2009/10	1.79
2010/11	2.43
2011/12	1.40

A revised Absence Management Policy has been in place since the start of the financial year which provides measures to assist managers and staff in dealing with sickness absence. Work will continue to support the trend in reducing corporate sickness absence through effective support to both staff and managers.

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 2011-2013.

Recommendation

It is RECOMMENDED that the Performance Management Board agrees the proposed rolling work programme for 2011/12 and 2012/13.

Work Programme

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

Date of Meeting	Item
16 August 2011	<ul style="list-style-type: none"> Review of Complaints 2010/11 Ombudsman Letter 2010/11 Performance Monitoring – Quarter 1 2011/12 2 year rolling work programme*
15 November 2011	<ul style="list-style-type: none"> Performance Monitoring – Quarter 2 2011/12 Annual Report Glendale Golf Review of performance – Parkwood Leisure contract 2 year rolling work programme
21 February 2012	<ul style="list-style-type: none"> Annual Report – Carillon Leisure Performance Monitoring – Quarter 3 2011/12 2 year rolling work programme
June 2012	<ul style="list-style-type: none"> Annual review of the performance of the Local Area Agreement Performance Monitoring – Quarter 4 2011/12 2 year rolling work programme
August 2012	<ul style="list-style-type: none"> Review of Complaints and Ombudsman Letter 2010/11 Performance Monitoring – Quarter 1 2012/13 2 year rolling work programme

*Consideration of any questions to put to Parkwood Leisure and Glendale Golf

- | | |
|---------------|---|
| November 2012 | <ul style="list-style-type: none"> • Annual Report – Glendale Golf • Review of performance – Parkwood Leisure contract • Performance Monitoring – Quarter 2 2012/13 • 2 year rolling work programme |
| February 2013 | <ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Performance Monitoring – Quarter 3 2012/13 • 2 year rolling work programme |
| April 2013 | <ul style="list-style-type: none"> • Civil Parking Enforcement Contract Update • Annual Report 2010/11 • 2 year rolling work programme |
| June 2013 | <ul style="list-style-type: none"> • Performance Monitoring – Quarter 4 2012/13 • 2 year rolling work programme and annual work programme |

<p>Financial Comments</p>

<p>No direct financial implications arise from the proposed work programme</p>
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<p>Section 17 Crime and Disorder Act</p>

<p>In the delivery of its work programme the Group supports delivery of the Council's Section 17 responsibilities particularly in relation to the performance of the Council.</p>

<p>Diversity</p>

<p>The review of performance role of the Group ensures that its proposed work programme supports delivery of Council's Corporate priority 6 'Meeting the Diverse needs of the Community'.</p>

Background Papers Available for Inspection: Nil