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**Our reference:**  
**Your reference:**  
**Date:** 13 March 2012

To all Members of the Council

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Monday 22 February 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 Meetings held on 20 October and 2 December 2009 (pages 1 - 10)
4. Cabinet Member Questions
5. Change of Membership

The report of the Head of Corporate Services is attached (page 11).

6. Civil Parking Enforcement Contract Financial Update

The report of the Head of Partnerships and Performance is attached (pages 12 - 13).

7. Performance Monitoring – Quarter 3 2009/10

The report of the Head of Partnerships and Performance is attached (pages 14 - 40).

8. Rolling 2 year Work Programme

The report of the Head of Partnerships and Performance is attached (pages 41 - 42).

## 9. Call Ins

There were no Call Ins from the Cabinet meeting held on 12 January 2010. Any Call Ins from the Cabinet meeting held on 9 February 2010 will be reported.

### Membership

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

<b>Meeting Room Guidance</b>
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**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.



**NOTES  
OF THE MEETING OF THE  
PERFORMANCE MANAGEMENT BOARD  
TUESDAY 20 OCTOBER 2009**

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

**PRESENT:**

Councillors S Bennett (Chairman), B Buschman, M G Hemsley, A MacInnes, Mrs J M Marshall, P Smith (substitute for Councillor Champion), J A Stockwood, B Venes (substitute for Councillor Khan) and D G Wheeler

**ALSO IN ATTENDANCE:**

Mrs D Parkes                      Manager, Edwalton Golf Course

**OFFICERS PRESENT:**

B Alderton	Streetwise Manager
J Barker	Corporate Performance Manager
D Banks	Head of Environment and Waste Management
C Caven-Atack	Performance & Reputation Manager
S Griffiths	Deputy Chief Executive (SG)
B Knowles	Leisure Contracts Manager
V Nightingale	Senior Member Support Officer

**APOLOGIES FOR ABSENCE:**

Councillors M M Champion, K A Khan

**19. Declarations of Interest**

There were none declared.

**20. Cabinet Member Questions**

There were none received.

**21. Notes of the Previous Meeting**

The notes of the meeting held on Tuesday 25 August 2009 were accepted as a true record.

The Chairman explained that at the recent Chairmen/Vice Chairmen meeting there had been a discussion regarding topics for the four scrutiny groups to consider. She explained that a matrix had been developed to assess the appropriateness of each subject. Three topics that had been discussed were teenage pregnancy, Rushcliffe Borough Car Parks and West Bridgford parking. Officers had been tasked to consider which group should consider the topics and she agreed to report back their findings to another meeting. Following a question it was explained that teenage pregnancy was low in Rushcliffe but increasing and Members had felt that this should be considered as part of the Council's priority to help children and young people to achieve their potential.

Councillor MacInnes felt that the notes of the meetings did not reflect Members' dissatisfaction with Strategic Task 04, especially as he felt that Members had been under a misapprehension on what would be undertaken.

## 22. **Edwalton Golf Courses – Annual Review of Contract by Glendale Golf**

The Leisure Contracts Manager explained that the contract was 7 years old and had only 3 years left to run. He stated that Glendale Golf had delivered a good capital programme and that the courses were in excellent condition. Members were informed that this year the annual survey was undertaken face to face and the largest number of non golf users were included than in any other year. The course had been complemented that it was very good for all levels of ability. He was aware of Members' concerns regarding the pavilion and its condition but explained that this was an issue for the Council to consider. However, this could be considered as part of the budget process and included within the next tendering process.

**Action: Officers to investigate potential capital improvements to the pavilion.**

The Manager of Edwalton Golf Course, Mrs Parkes, informed Members of the work undertaken by Glendale Golf to fulfil the contract. She explained that they were on target to exceed the usage figures for 2008 in all aspects, including social usage when the clubhouse had catered for many and varied occasions.

Members were informed that work had been undertaken with the schools partnership to hold sessions at a number of secondary and primary schools to encourage youth participation. A very positive response had been received from both the pupils and staff of the schools and it was envisaged that another programme would be run in 2010. She informed the Board that during the annual Tiger day to find a young golfer to receive free tuition from the professional and usage for a year. This year there were six youngsters who were deemed to be winners and have now been formed into a group to receive the professional training.

Mrs Parkes explained that there had been technology developments including an online tee booking system which allows users to book the time they want and as a 2 week programme was advertised it allowed them to see when the course is quiet and they could enjoy promotional prices. Following a question she explained that the Courses website was very user friendly and was part of the Glendale Golf corporate site.

The Board were also informed of the high maintenance programme and that 95% of the golfers rated the courses as excellent or very good. Following a recent survey it was identified that work was required on the bunkers and tees and these would become the basis of the 2010 programme.

Members asked if the usage increased, especially the social usage, did the Council receive more income. Officers explained that the income was consistent and that Glendale took the risk of poor weather conditions and therefore decreased usage.

Members thanked Mrs Parkes for attending the meeting and answering Members' questions.

### 23. **Update on Grass Cutting**

The Head of Environment and Waste Management gave a presentation outlining the current service provision for grass cutting. He explained that there were a number of key landowners who were involved in delivering grass cutting services, including the Borough and County Councils, Spirita and town and parish councils. These were identified and the service as a whole was considered. It was felt that this situation created the potential for duplication of efforts and there had also been some complaints about the frequency and standard of the cutting across the Borough by the various agencies.

Following the Board's meeting in February various actions had been proposed. These included working closer with the County Council to resolve the main issues, to formulate a proposal to provide an improved service within the current budget and to discuss individual issues with the town and parish councils. The Head of Environment and Waste Management informed Members that new reciprocal working arrangements had commenced on 1 August 2009, slightly later than anticipated but a robust agreement had taken longer to arrange. Discussions were on going with town and parish councils to undertake their grass cutting giving rise to economies of scale. Also discussions were taking place with developers to ensure that they take action with areas under their remit.

Since the new arrangements had started there had been a further reduction in the small number of complaints received, the local environment had a 'cared for' appearance and there had been very positive feedback from residents.

Members were concerned that, with the change in administration, there might be problems with the new arrangements. Officers assured Members that there should not be a problem as the agreement had been carefully constructed to minimise any risk to either parties.

Following a question Members were informed that the County Council now undertook all the Borough's tree works, which did not include shrubbery, via their qualified tree surgeons.

Members were still unsure of who actually cut which areas and how to find the information. Officers stated that Members could contact the service at any time.

The Board felt that the service had been fully scrutinised and would only be reconsidered as part of the exception reporting for performance monitoring.

Members wished to pass on their thanks to the Streetwise service for their hard work.

**24. Performance Monitoring – Quarter 2 2009/10**

The Board considered the report outlining the performance monitoring for quarter 2 of 2009/10. It was noted that there were only 2 exceptions but agreed that the explanations given were adequate.

Members were concerned about the future of the Community Hub project and how this had impacted on both the library and the West Bridgford Community Hall. Officers explained that the County Council had been reviewing its capital programme and that informally officers had been informed that the County Council would be withdrawing from the project. Following a question Members were informed that they would be updated as soon as the formal notification was received.

**25. Rolling 2 Year Work Programme**

The Board considered and agreed its 2 year work programme.

**26. Call Ins**

There had been no call ins from the Cabinet meeting held on 13 October 2009

The meeting closed at 7.55 pm.

**Action Sheet**  
**PERFORMANCE MANAGEMENT BOARD - TUESDAY 20 OCTOBER**  
**2009**

<b>Minute Number</b>	<b>Actions</b>	<b>Officer Responsible</b>
22 Edwalton Golf Courses – Annual Review of Contract by Glendale Golf	Officers to investigate potential capital improvements to the pavilion.	Leisure Contracts Manager



**NOTES  
OF THE MEETING OF THE  
PERFORMANCE MANAGEMENT BOARD  
WEDNESDAY 2 DECEMBER 2009**

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

**PRESENT:**

Councillors S Bennett, B Buschman, M M Champion, T Combellack (Substitute for Councillor M G Hemsley), R M Jones (Substitute for Councillor K A Khan), A MacInnes, Mrs J M Marshall, Mrs M Stockwood (Substitute for Councillor J A Stockwood), D G Wheeler

**ALSO IN ATTENDANCE:**

Call In Signatories	Councillors C J Evans and G R Mallender
Cabinet Members	Councillors J A Cranswick and Mrs D J Mason
Observers	Councillors L B Cooper, K A Khan and P W Smith

**OFFICERS PRESENT:**

A Graham	Chief Executive
S Griffiths	Deputy Chief Executive (SG)
V Nightingale	Senior Member Support Officer
D Swaine	Head of Corporate Services

**APOLOGIES FOR ABSENCE:**

Councillors M G Hemsley, K A Khan and J A Stockwood

**27. Declarations of Interest**

There were none declared.

**28. Cabinet Call In – Community Hub and Associated Initiatives**

The Cabinet's decision on the Community Hub had been called in as it was felt that

“this significant and important decision has not been thoroughly investigated, as there has been no scrutiny by any members other than the Cabinet. There has been no call for a member panel or scrutiny group to investigate the proposal to set up a customer service centre in West Bridgford Police Station. In view of possible resistance by some parts of the community to putting public-facing council facilities on police premises, there should be a full member led investigation into the pros and cons. In addition, not enough justification was given to the ruling-out of other sites in central West Bridgford.”

Councillor Evans, the lead signatory, addressed the Board and explained why he had felt it necessary to call in this issue. He believed that the item needed to be referred back to Cabinet with a further recommendation for 3 reasons:

1. The importance of the Civic Centre as a public facility
2. Undue haste to find an alternative to the previously proposed CHUB



3. The use of police stations with no consideration to other potential sites such as parish council offices, except at Bingham.

Councillor Evans informed the Board that every year 15,000 people visited the Civic Centre and 150,000 phone calls were received, which was a massive amount of customer contact. He felt that the proposed move was not trivial and that the public's perception needed to be considered. Although it was recognised that the Civic Centre was not ideal it worked, especially as the staff concerned were excellent. However, in this current economic climate any additional costs could prove embarrassing and there was a need to look at both efficiency gains and costs. He was concerned that the Police Station was not in central West Bridgford, that it was not easily accessible and had limited parking facilities for residents. He reminded Members of the excellent work carried out by cross party Member Panels and he strongly felt that this issue needed to be considered, and scrutinised, by more Members than just Cabinet. He stated that there was a need for more evaluation of other locations and that there should be more time and resources employed to scrutinise this issue thoroughly as this was a major policy change.

To assist Members the Chief Executive repeated the presentation he had given to the Cabinet meeting on 10 November 2009. He outlined the history of the project, its development and the current work of the Customer Service Centre. He stressed that the concept of a 'Community Hub' facility within Rushcliffe dated from 2007 when the development of the hub and spoke model had commenced, which had been supported by a decision of Cabinet (Minute 67 January 2007 refers).

As part of his presentation the Chief Executive set out information detailing the types and volume of enquires dealt with and the key dates in the implementation and development of the Telephone Call and Contact Centres as follows:

- 2001 - Telephone Call and Contact Centres opened
- 80% of services delivered at first point of contact
- 120,000 Calls taken per year
- 15,500 Face to face enquiries per year
- 2007 - Commenced development of hub and spoke model for future customer services
- 2008 – Partnership with Spirita commenced delivering housing services
- 2009/10 – Still aspiration to work more closely with a public service partner

He went on to outline the success of the rural contact points and the proposals to enhance these services as part of the community hub initiative. Furthermore, he stated that the opportunity to work in partnership with the Police would produce some key benefits which could be summarised as follows:

- Presence in West Bridgford town centre for face to face enquiries
- Improved level of service being delivered
- Improved image of front desks
- Consistent opening hours

- Efficient use of current buildings and resources

With regard to other locations in West Bridgford a search had been conducted to identify any possible locations, however some of these were eliminated because of planning implications, others due to capital and revenue costs or as in the case of West Bridgford Community Hall the loss of an income earner and a community facility. It had been felt that if the Hub was to be part of the Police Station it would assist those traders on Rectory Road by bringing people that way. It had been recognised that there was a lack of parking spaces but this issue would have been brought back to Cabinet.

In respect of rural contact points these had increased local accessibility to services thereby reducing the need to travel to West Bridgford. Furthermore a programme of enhancement for these facilities would underpin improved service accessibility through the use of new technology and the opportunity to develop partnership working and collaborative service delivery. He updated Members with the statistics for the rural contact points for April 2008 to October 2009 stating that 3,524 enquiries for Rushcliffe and 546 for the Police. The Rushcliffe enquiries were further broken down into:

Cotgrave	348
East Leake	887
Keyworth	505
Radcliffe on Trent	621
Ruddington	414
Bingham	671

As a conclusion to his presentation the Chief Executive indicated that its purpose had been to bring Cabinet up to date on the key developments in respect of the community hub and associated activities. He emphasised that the development of the current proposals had remained consistent with the original concept of a 'Community Hub' facility within Rushcliffe. Whilst a number of factors had influenced how the proposals had developed they remained consistent with the principle of a hub and spoke model which was fundamental to the provision of excellent and accessible customer services in Rushcliffe.

Councillor Mrs Mason stated that this was an important decision and needed to be looked at further. She stressed that the principle of the hub and spoke model had been decided on 16 January 2007, and that the hub should be in a convenient and accessible location. She stated that the recommendation had included partnership working and that this had been the Council's policy for 3 years. She informed the Board that this issue would be presented to the Partnership Delivery Group as had happened over previous years.

She stated that the 'spokes' had been part of the vision and that these had been well used, with approximately 17% of all the Council's face to face visits. She pointed out that the majority of the access points were based in police stations and these had proved very successful.

Councillor Mrs Mason explained that other sites had been investigated but that nothing had been considered suitable because of size, future expansion or economic viability.

Councillor Cranswick reiterated that Cabinet had only made a decision to gather further information. An opportunity had arisen to deliver what had been promised to the residents. As there had been no complaints regarding the use of police stations it had been considered acceptable to consider this course of action. Cabinet had requested further information on the revenue and capital costs of the options available. He stated that by investing capital in the police station at West Bridgford this could mean that the Council could negotiate a rent free option thereby not increasing revenue costs, but that these aspects needed further investigation and clarification.

Following several questions Councillor Evans stated that he was aware of complaints about the use of police stations and the fact that the town and parish councils had not been considered; that Member Panels had worked excellently on a variety of issues; that there was a need for public consultation and that senior officers had been consulted before deciding to call in the Cabinet decision.

Councillor Jones queried why this issue had not been discussed at the budget workshops and why there were no other options proposed. Councillor Cranswick replied that the Cabinet had asked officers to come back with further options, including the option of 'doing nothing', as to the budget consultation this was an opportunity to make the capital work to the benefit of the Council. Councillor Mrs Mason agreed that there were a number of questions that needed answering and this was why Cabinet had asked officers to bring a further report back to Cabinet outlining the various options that could be taken.

With regard to The Hall in West Bridgford Members were informed that this was leased to Nottinghamshire County Council and gained income for the Council and had therefore been discounted.

The Chief Executive concurred with the Cabinet Members that there were a number of key issues where officers needed Members' direction before trying to resolve them, including the stable block, toilet provision and the community hub.

The Board considered the issue of 'undue haste' and whether there had been a back up plan if the original proposal had failed. Members were informed that the Borough Council had the original proposal to build a community hub and that the County Council had responded favourably to it. There had been no back up plan considered until it had become likely that the County Council would withdraw from the project.

Following some discussion Councillor Evans felt that this issue needed to be referred to scrutiny before Cabinet made a final decision. He was concerned that considerable officer time would be spent on evaluating the two options proposed, either to move to the Police Station or to stay at the Civic Centre.

Councillor MacInnes asked how long the project would be delayed if it was presented to scrutiny. The Chief Executive explained that it was very difficult to say how long the delay could be and he informed Members that there had been discussions with the Chief Constable regarding their 'front desk project',

which was to make police stations more accessible in style to their communities. He also stated that officers had looked at other options before the County Council's formal notification that they would not be continuing with the community hub project.

With regard to scrutiny the Deputy Chief Executive (SG) stated that the community hub was a regular item on the Partnership Delivery Group's agenda and the Performance Management Board discussed it as part of the Council's strategic tasks.

Councillor Evans put forward that this issue needed further Member involvement, especially as Member Panels had proved so successful in the past. He felt that this was the time to reconsider the Council's proposal and to widen the number of options. He stated that he had learnt more on this issue during this discussion.

Councillor Mrs Mason summarised that the Cabinet's decision had been to give officers authorisation to carry out further work on the options available, including costings and to bring more information back to Cabinet. Councillor Cranswick felt that to refer the matter back to Cabinet would only delay officers starting their investigations, and that the issue would be discussed by the Partnership Delivery Group.

The Board considered a proposal by Councillor MacInnes to refer the matter for further scrutiny however this view was not supported by the majority of the Members. The Head of Corporate Services reminded Members of the Call In process as per the Council's Constitution, Part 4 paragraph 16. The Board then considered the options available to them, whether to refer it back to Cabinet or to uphold the Cabinet's decision.

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

The meeting closed at 9.00 pm.

## CIVIL PARKING ENFORCEMENT CONTRACT FINANCIAL UPDATE

## REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

**Summary**

1. At the meeting of the Performance Management Board on 25 August 2009 Members requested that the Civil Parking Enforcement Contract should be closely monitored and the financial performance be reported back to the Performance Management Board in February 2010.
2. The following table identifies the current financial position of the contract up to the end of December 2009 which is 20 months into the overall contract which commenced on 12 May 2008. The figures illustrate that the contract has a current deficit of £64,129 but there are £73,320 of outstanding Parking Charge Notices (PCN's) charges still to recover.
3. The financial model anticipated a deficit of approximately £24,435 at this stage of the contract. The likely rate of recovery from outstanding PCN's is difficult to assess but is anticipated to be in the range of 20 - 40%. Achievement at the lower end of this range would leave a deficit of around £10,000 whilst at the higher end there would be a small surplus. The forecast figures in the model for off street activity have proven to be much lower, expenditure and income, than those actually being experienced. This is also the case in respect of outstanding PCN's where the model predicted a figure of only around £15,000 per year.
4. Any deficit in the on street account will initially be funded from the surplus in the off street account. Any remaining deficits in the account will not however, be reclaimed from the Borough Council until after the period up to March 2012.
5. The figure for outstanding PCN's changes constantly as they are paid, escalated to higher charges due to non-payment, are subject to appeals decisions or recovered following action by Bailiffs.

	On Street	Off Street	Total	Original Model pro rata 20 months Total
No of PCN's issued	8122	5607	13729	16585
CPU Charges £	53,278	36,853	90,131	128030
Banking Charges/TPT/DVLA £	12,183	8,410	20,593	Included above
Enforcement Contractor Charges £	203,490	74,605	278,095	257303
Income Collected £	-212,400	-112,290	-324,690	-360898
Total £	56,551	7578	64,129	24,435
Outstanding PCN's	-53,760	-19,560	-73,320	NA

6. The largest area of expenditure within the contract is on enforcement. The contract allows for a range of hours to be used for this purpose and actual hours are monitored on a daily basis.
7. It should be noted that the charges made by the Central Processing Unit (CPU) have dropped from £7.02 to £6.12 per PCN following the successful bid by Nottinghamshire to undertake the processing of the Derbyshire Parking Partnerships PCN's. This has made the contract more cost effective.
8. The introduction of enforcement of 'obstructive' parking in the off street car parks in Bingham, Radcliffe on Trent and Keyworth is being closely monitored. Findings to date have highlighted that there has been a noticeable improvement in parking since the introduction of these fines in October identified by the drop in PCN's being issued.
9. Deployment of Civil Enforcement Officers (CEO's) is reviewed frequently to ensure that beats are adjusted in reaction to changes in parking patterns and proactively in response to planned events and highway maintenance works.
10. Income from pay and display car parks has not been covered in detail in this report. However, income achieved to the end of January is £277,015 against a budget of £280,300 for the period.

### **Recommendation**

It is RECOMMENDED that a further report on the financial performance of the Civil Car Parking Enforcement Contract be presented to the Performance Management Board in 12 months.

### **Financial Comments**

The report describes the financial position of the partnership. Rushcliffe will be liable for any deficits but will also benefit from any surpluses. This will be by receiving the surplus income for the off-street operation and to receive the benefit of on-street surpluses being spent on traffic management within the Borough. There will be no financial settlements based on the surplus or deficit until the end of March 2011.

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

Although this is Civil enforcement, it helps to prevent anti social behaviour in respect of unauthorised parking.

### **Diversity**

All sections of the community use car parks and may be affected by unauthorised parking.

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

Report to PMB 25 August 2009

### Corporate Scorecard

1. In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance in the third quarter of 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. 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.

### 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:

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

### Performance Indicators

Of the 73 Indicators on the corporate scorecard:

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

### 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 Quarter 3 2009/10 are both within budget

### Equality Impact Assessments

There are 82 assessments due this year 51 assessments have been completed




# Strategic Tasks Summary


Strategic task on track		Strategic task is at risk of not delivering on time and/or the required level of outcomes		Strategic task is unlikely to deliver on time and/or the required level of outcomes without corrective action	
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
Ref		W.I.P	Completed	Ref		W.I.P	Completed
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"/>	
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"/>		<b>TOTAL</b>		<b>9</b>	<b>4</b>

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

# 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"> <li>A Council Local Development Core Strategy by March 2009</li> </ul>	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:  24 Nov '09 meeting with LDF Group to discuss potential next stage approach  12 Dec '09 LDF Group agreed draft consultation document 16 Dec '09 Joint Planning Advisory Board agreed Options for Consultation document  12 Jan '10 Cabinet agree Options for Consultation document for publication  The period of consultation for the Options for Consultation document is due to commence on 15 February 2010 for 8 weeks.  The new timetable for the Core Strategy and the other elements of Rushcliffe's LDF mean there is a requirement to update this Strategic Task.	Sustainable Environment	Local Development Framework group	Cabinet/Council	

<b>ST 3 Project</b>	<b>Source / Issue</b>	<b>Success measurement</b>	<b>Lead officer</b>	<b>Target date</b>
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"> <li>▪ Raise residents' awareness of the part they can play in tackling climate change</li> </ul>	Rushcliffe residents playing their part in preserving the environment for future generations	<ul style="list-style-type: none"> <li>• Action Plan developed by March 2008</li> <li>• Action Plan delivered by March 2020</li> </ul>	Charlotte McGraw	March 2020 
<b>Timeline</b>	<b>Progress</b>	<b>Priority</b>	<b>Reporting to</b>	<b>Referred to</b>
March 2010 – Strategy and action plan are formulated  October 2010 – Member panel finishes  October 2012 – Community Development considers longer term actions	The Climate Change Strategy and Action Plan was presented to Community Development Group on 25 January. It went to Cabinet for endorsement 9 February 2010.  The actions from the Climate Change action plan will be fed into service plans where appropriate.	Sustainable Environment	Community Development	Cabinet

<i>ST 4 Project</i>	<i>Source / Issue</i>	<i>Success measurement</i>	<i>Lead officer</i>	<i>Target date</i>
Develop parking solutions throughout the Borough by June 2010 <ul style="list-style-type: none"> <li>• Introduce and review decriminalised parking by July 2008</li> <li>• Manage any displaced parking and assist residential areas with traffic congestion by June 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Improved road safety and traffic management</li> <li>• Better parking arrangements for residents and visitors to the Borough</li> </ul>	<ul style="list-style-type: none"> <li>• Decriminalised parking enforcement implemented by July 2008</li> <li>• Displaced parking and residential areas investigated by June 2010</li> </ul>	Susan Harley	June 2010 
<i>Timeline</i>	<i>Progress</i>	<i>Priority</i>	<i>Reporting to</i>	<i>Referred to</i>
March 2008 - Project plan for resources and implementation new arrangements April 2008 – Complete SLA with NCC April 2008 – Training May 2008 – Implementation of new arrangements July 2008 – Review June 2010 – Manage any displaced parking and assist residential areas with traffic congestion	<p><b>Off street car park review</b></p> <p>In accordance with the Cabinet resolution Orders to allow enforcement of parking in Council car parks outside West Bridgford are now in place. Enforcement of disabled spaces, parking outside bays and parking on double yellow lines is now taking place. Surveys have been undertaken in relation to the car parks outside West Bridgford and the preliminary results were reported to the Community Development Group in July 09. The Parking Panel reconvened to evaluate the data on 7 October. A report on the findings was presented to the Community Development Group on 19 October. Cabinet on 10 November resolved that:</p> <p>1 the Council continue to work with Bingham Town Council and Radcliffe on Trent Parish Council to consider ways of providing additional long stay parking for those working in their areas. At a meeting with Radcliffe on Trent Parish Council it was agreed that no further action is needed. A meeting was held with Bingham Town Council on 12 February.</p> <p>2 that Keyworth Parish Council be asked whether the Village Hall car park could be used to assist with the parking problems associated with Southwolds School. The Parish Council have advised that they believe that the Village Hall car park is already almost fully utilised - especially now that antisocial car parking in the other car parks is being enforced against. They will however monitor usage to see whether any opportunities exist.</p>	Sustainable Environment  Crime and Antisocial Behaviour	Community Development	PMB


<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"> <li>• West Bridgford Community Hub operational by January 2009</li> <li>• Local service access points in operation by March 2011</li> <li>• Increased satisfaction with the range of services on offer (baseline to be established)</li> </ul>	Dave Mitchell	March 2011
<i>Timeline</i>	<i>Progress</i>	<i>Priority</i>	<i>Reporting to</i>	<i>Referred to</i>
<p>December 2010 - Introduce shared customer service centre in partnership with Police at WB Police Station</p> <p>March 2011 - Develop a full time rural customer access point in partnership with the Police</p>	<p><b>Community Hub</b> 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. 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><b>Access points</b> 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

<b>ST 7 Project</b>		<b>Source / Issue</b>	<b>Success measurement</b>	<b>Lead officer</b>	<b>Target date</b>	
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"> <li>• New LAA published by June 2008</li> <li>• Achievement of stretch targets by June 2011</li> </ul>	Charlotte McGraw	June 2011	
<b>Timeline</b>	<b>Progress</b>			<b>Priority</b>	<b>Reporting to</b>	<b>Referred to</b>
	<p>Work continues with the Local Strategic Partnership (LSP) partners to update the theme action plans to include all relevant LAA targets. These will be reported through Covalent. In addition, district specific LAA targets which are not included in the LSP theme action plans will be included into 2010/11 Service Plans.</p> <p>It is expected that a reward grant from the first LAA will be partly distributed to the District LSPs to enable theme groups to further their work to meet the LAA targets. This is anticipated at the end March.</p>			Partnership Working	Partnership Delivery Group	Cabinet

<b>ST 8 Project</b>		<b>Source / Issue</b>	<b>Success measurement</b>	<b>Lead officer</b>	<b>Target date</b>
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"> <li>Achievement of Safer Car Parks award where appropriate by July 2009</li> <li>Reduction in car-park crime statistics (baseline to be established)</li> </ul>	Susan Harley	July 2009 
<b>Timeline</b>	<b>Progress</b>	<b>Priority</b>	<b>Reporting to</b>	<b>Referred to</b>	
<p>February- March 2008 Panel Review of car parks</p> <p>August 2008 Agreed action plan on car park management</p> <p>July 2009 Achieve Safer Car Parks Award where appropriate</p>	Projects have been undertaken at 11 car parks during the last year. 15 Car parks have been awarded the Safer Parking Award. Schemes for the removal of the bund and provision of pedestrian route for Rushcliffe Country Park, the re organisation and dropped kerbs for Gamston Community Hall car park and lining and lighting at Bingham leisure centre are out to tender. A hedge has been laid and maintenance carried out at Rushcliffe leisure centre.	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>May 2009 – Questionnaire on community safety and residents aspirations delivered to every household in Cotgrave</p> <p>July 2009 - Questionnaire on community safety and residents aspirations delivered to every household in Edwalton</p> <p>October 2009 – residents group set up in both ABI locations to work on long term solutions to community safety issues.</p>	<p>The Edwalton Area based initiative (ABI) have now been linked in to the existing local area group managed by the police. Residents have been consulted and are happy with actions undertaken during the ABI.</p> <p>The Cotgrave ABI continues with an action plan and priorities for the next 3 years.</p> <p>A new Area based initiative for Trent Bridge ward is being considered. The Trent Bridge ward is a less residential and more commercial area of the borough so it is likely that the area based initiative will focus on the night time economy.</p>	<p>Partnership Working</p> <p>Crime and Antisocial Behaviour</p>	Partnership Delivery Group	Cabinet



<b>ST 11 Project</b>	<b>Source / Issue</b>	<b>Success measurement</b>	<b>Lead officer</b>	<b>Target date</b>	
<p>Work more closely with Town and Parish Councils over the next four years, by:</p> <ul style="list-style-type: none"> <li>Facilitating networking and joint working opportunities</li> <li>Providing information, guidance and access to facilities</li> <li>Encouraging community engagement in local decision making</li> <li>Consider the benefits of Town and Parish Councils attaining 'Quality' status</li> <li>Assist Town and Parish Councils with the new well-being power</li> <li>Encourage, assist and incentivise Town and Parish Councils to develop Parish Plans</li> <li>Investigate the transfer of community assets with funding where appropriate</li> <li>Investigate the sharing or joint procurement of large scale equipment</li> <li>Extend appropriate outcomes to Community Groups</li> </ul>	<ul style="list-style-type: none"> <li>Greater levels of engagement at the lowest levels of democracy</li> <li>Better representation through Town and Parish Councils</li> </ul>	<ul style="list-style-type: none"> <li>75% of residents feel informed about getting involved in decision making by 2011 (from 2006 benchmark)</li> <li>50% of residents feel able to participate in decision making by 2011 (from 2006 benchmark)</li> <li>60% of residents feel they can influence decisions affecting their area by 2011 (from 2006 benchmark)</li> <li>Larger number of town and parish councils gaining 'Quality' status</li> <li>Increase in the number of Parish Plans produced</li> <li>Increase in the levels of satisfaction of Town and Parish Councils with their relationship with the Borough Council</li> </ul>	Charlotte McGraw	July 2009	
<b>Timeline</b>	<b>Progress</b>	<b>Priority</b>	<b>Reporting to</b>	<b>Referred to</b>	
<p>June 2009 – Parish forum on community safety</p> <p>September 2009 – Parish forum on housing</p> <p>February 2010 – Parish forum</p> <p>April 2010 – Parish conference</p>	<p>The first parish forum of 2009/10 was held in June on community safety and was very successful.</p> <p>The second one on housing was in September and was well attended. The third will be on community facilities and was held 9 February 2010. The conference will be on April 20th 2010 - Councillor Margaret Eaton (Chairman of Local Government Association) has confirmed her attendance. Networking events for clerks to meet and discuss issues between themselves have been facilitated. This has been requested by clerks from smaller parishes. (These are not forums - rather they are a place where clerks can share best practice and technical advice).</p> <p>A parish newsletter was circulated in September 2009.</p>	<p>Partnership Working</p> <p>Community involvement</p>	Partnership Delivery Group	Cabinet	

<b>ST 12 Project</b>		<b>Source / Issue</b>	<b>Success measurement</b>	<b>Lead officer</b>	<b>Target date</b>
Work with partners to develop opportunities for children and young people to help them discover and achieve their potential over the next four years		Increased development opportunities for children and young people	<ul style="list-style-type: none"> <li>Action plan delivered by March 2011</li> <li>Established measurable outcomes</li> </ul>	Charlotte McGraw	March 2011
<b>Timeline</b>	<b>Progress</b>	<b>Priority</b>	<b>Reporting to</b>	<b>Referred to</b>	
July 2009 – Sports awards event	The Christmas Lights switch on was successfully held on the 21st of November. The event attracted an estimated 3,000 people (with large numbers of children) despite the wet weather.	Partnership Working	Partnership Delivery Group	Cabinet	
July 2009 – official opening of 4 cross track	The second MEND Try-it childhood obesity project finished on the 30th of November with a graduation ceremony at Rushcliffe Borough Council Offices, with Councillor Eddie Fearon presenting the six young people with their certificates. The next course is planned for 23 February 2010.	Community Involvement			
September 2009 – Health Activator to commence	The application for year 3 Sport England funding to deliver a Sport Unlimited project has been worked and submitted and is now with the Countywide group to make the decision. This application if successful will lead to over £30,000 funding for sports activities within Rushcliffe during 2010.	Children and Young People			
October 2009 – Final draft of Children and Young people and Active Rushcliffe plans	Positive futures - During the October school half term the activities delivered attracted a total of 147 attendances. The project has engaged 17 of the identified 20 young people from the target co-hort. A group building session was held at the 'go-ape high ropes course in Sherwood Pines.  Regular weekly activities are attended by 60-70 young people.				

<b>ST 13 Project</b>		<b>Source / Issue</b>	<b>Success measurement</b>	<b>Lead officer</b>	<b>Target date</b>
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
<b>Timeline</b>	<b>Progress</b>	<b>Priority</b>	<b>Reporting to</b>	<b>Referred to</b>	
<p>September 2009 – Meeting with Nottinghamshire County Council highways</p> <p>September 2009 – tender process for play improvements within West Bridgford</p> <p>September 2009 - SLA agreements with Parishes to be agreed</p>	<p>Improvement works are currently underway at Oak Tree Close, with the same contractor (Hags) having completed work on 'the Hook' the final sign off to be completed imminently.</p> <p>A total of 5 applications were received from Parishes for year 3 Play-builder funding. Applications totalled over £150,000, with only £60,000 expected to be available. An assessment panel met on the 8th of December and selected 3 projects which will be put forward as the Rushcliffe bid for funding which will be decided in March.</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

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Quarter 2	2009/10 Quarter 3	Trend	Target 2009/10	Target 2010/11
<b>PLANNING AND PLACE SHAPING</b>										
Priority 6,1	Processing of planning applications as measured against target for major application types (includes 10 or more houses)	NI 157a	84.62%	78.57%	52.63%	80.00%	69.23%	↓	60%	60%
<b>ENVIRONMENT AND WASTE</b>										
Priority 1	Improved street and environmental cleanliness (levels of litter)	NI 195a	-	New 2008/09	2.8%	2.0%	1.7%	↑	2.8%	2.8%
Priority 1	Improved street and environmental cleanliness (levels of detritus)	NI 195b	-	New 2008/09	5.2%	2.7%	2.3%	↑	6%	6%
Priority 1	Improved street and environmental cleanliness (levels of graffiti)	NI 195c	4.70%	7.10%	1.3%	2.2%	1.5%	↑	4%	4%
Priority 1	Number of household waste collections missed per 100,000 properties	LIEWM07	68	48.5	41.0	40.6	37.6	↑	42	42
Priority 3	Percentage of ASB complainants indicating a reduction in ASB activity following the intervention of the Council	LIEWM13	-	New 2008/09	60.9%	Not Due	80.0%	-	65%	67%
<b>PARTNERSHIPS AND PERFORMANCE</b>										
Priority 6	Number of visits to website	LIPP19	435,356	538,028	648,439	270,120	364,221	↓	650,000	675,000
Priority 6	% of individual enquiries responded to within individual target times	LIPP13	88.6%	87.7%	86.9%	87.58%	89.12%	↑	88%	90%

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Quarter 2	2009/10 Quarter 3	Trend	Target 2009/10	Target 2010/11
<b>COMMUNITY SHAPING</b>										
Priority 6	Number of households living in temporary accommodation	NI 156	-	New 2008/09	13	15	12	↑	30	30
<b>CORPORATE SERVICES</b>										
Priority 6	Percentage of Workforce meeting Disability Discrimination Act	LICS07	2.12%	2.54%	2.54%	3.29%	5.10%	↑	2.5%	4.0%
Priority 6	Percentage of workforce from ethnic minority group	LICS08	3.98%	3.55%	3.55%	4.06%	4.86%	↑	3.5%	4.0%-
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	24.8	28.0	↓	23	No Target
<b>REVENUES AND ICT SERVICES</b>										
Priority 2	Percentage of occupancy levels of industrial units	LIRICT08	-	-	88%	94.71%	95.5%	↑	84%	84%
Priority 2	Speed of processing: Average time for processing new claims	LIRICT14	27.5 days	20.6 days	17.19 days	14.18 days	13.63 days	↑	17.0 days	25 days

Indicator	Current Performance	Comment
Processing of planning applications as measured against target for major application types (includes 10 or more houses)	69.23%	Decisions have been issued on 13 major applications of which 4 took longer than the target time due to the need for amendments and/or legal agreements.
Number of visits to website	364,221	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 Sharpill Wood. There is also customer feedback that the website is becoming unusable and work is underway to investigate these problems.
Average Number of days taken to process appointment of full-time staff (from date of advertisement to appointment)	28.0 days	The increase in the number of days relates to one appointment in Corporate Services. The time taken to complete this appointment impacted significantly on the return at quarter 3. This instance was in isolation and not indicative of an underlying trend. The Head of Corporate Services has reviewed the circumstances for this appointment to identify learning points to ensure timescales for future appointment are under target.

# Performance Indicators

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Quarter 2	2009/10 Quarter 3	Trend	Target 2009/10	Target 2010/11
<b>PLANNING AND PLACE SHAPING</b>										
Priority 6,1	Processing of planning applications as measured against target for major application types (includes 10 or more houses)	NI 157a	84.62%	78.57%	52.63%	80.00%	69.23%	↓	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%	89.22%	86.45%	↓	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%	93.64%	93.16%	↔	85%	85%
Priority 6,1	Percentage of planning applicants satisfied with the service required	LIPPS01	79.0%	Not due	3 Yearly	-	-	-	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	1.6 days	2.2 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%	98.9%	99.0%	↔	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	7.11 days	7.40 days	↓	8 days	8 days
Priority 1,6	Average time taken to process Building Control Building Notices	LIPPS21	1.27 days	1.50 days	0.90 days	0.97 days	1.1 days	↓	1.5 days	1.5 days
<b>ENVIRONMENT AND WASTE</b>										
Priority 6	Satisfaction of businesses with local authority regulation services	NI 182	-	New 2008/09	79%	Not due	Not due	No Target	No Target	No Target
Priority 6	Food establishments in the area which are broadly compliant with food hygiene law	NI 184	-	New 2008/09	71%	Not due	Not due	-	74%	77%
Priority 1	Residual household waste per household	NI 191	-	New 2008/09	470.0	236.61	350.00	↓	465	460
Priority 1	Household waste recycled and composted	NI 192	52.1%	52.5%	53.6%	56.31%	53.34%	↓	53.7%	53.8%

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Quarter 2	2009/10 Quarter 3	Trend	Target 2009/10	Target 2010/11
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	Data due in July	Not due	Not due	-	No Target	No Target
Priority 1	Improved street and environmental cleanliness (levels of litter)	NI 195a	-	New 2008/09	2.8%	2.0%	1.7%	↑	2.8%	2.8%
Priority 1	Improved street and environmental cleanliness (levels of detritus)	NI 195b	-	New 2008/09	5.2%	2.7%	2.3%	↑	6%	6%
Priority 1	Improved street and environmental cleanliness (levels of graffiti)	NI 195c	4.70%	7.10%	1.3%	2.2%	1.5%	↑	4%	4%
Priority 1	Improved street and environmental cleanliness (levels of fly posting)	NI 195d	0.00%	1.17%	0.16%	0.0%	0.0%	↔	2%	2%
Priority 1	Improved street and environmental cleanliness – fly tipping	NI 196	-	-	Not Effective	Not due	Not due	-	Very Effective	Very Effective
Priority 1	Number of household waste collections missed per 100,000 properties	LIEWM07	68	48.5	41.0	40.6	37.6	↑	42	42
Priority 1	Cost of waste collection per household	LIEWM10	£54.68	£55.91	£59.18	Not due	Not due	-	£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	LIEWM11	80.2%	100%	No vehicles to remove	100%	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%	98.3%	98.7%	↑	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%	Not Due	80.0%	-	65%	67%
<b>PARTNERSHIPS AND PERFORMANCE</b>										
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%	6.7%	7.1%	↓	No Target	No Target
Priority 6	% enquiries dealt with at first point of contact	LIPP12	83.2%	80.5%	80.1%	88.2%	87.4%	↓	82.0%	82.0%
Priority 6	% of individual enquiries responded to within individual target times	LIPP13	88.6%	87.7%	86.9%	87.58%	89.12%	↑	88%	90%

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Quarter 2	2009/10 Quarter 3	Trend	Target 2009/10	Target 2010/11
Priority 6	Number of news items released	LIPP17	208	237	235	124	166	↑	200	200
Priority 6	% of news releases receiving coverage	LIPP18	85.0%	86%	88.7%	86.3%	88.0%	↑	88.0%	90.0%
Priority 6	Number of visits to website	LIPP19	435,356	538,028	648,439	270,120	364,221	↓	650,000	675,000
Priority 6	Number of leisure centre users – public (used to include schools)	LIPP22	-	-	1,280,555	650,340	1,064,745	↔	1,344,500	1,344,500
Priority 6	Number of Edwalton Golf Course users	LIPP23	-	77,327	73,011	50,421	62,720	↑	65,000	65,000
<b>COMMUNITY SHAPING</b>										
Priority 3	Serious Acquisitive Crime Rate per 1,000 population	NI 16	-	New 2008/09	15.53	3.1	10.22	↑	1.5% reduction	1.0% reduction
Priority 3	Assault with injury crime rate	NI 20	-	New 2008/09	1.07	Not Due	Not Due	-	No Target	No Target
Priority 1	CO2 reduction from Local Authority operations	NI 185	-	New 2008/09	-	Not Due	Not Due	-	1% Reduction	1% Reduction
Priority 1	Number of affordable homes delivered	NI 155	-	New 2008/09	73	84	36	↓	50	50
Priority 6	Number of households living in temporary accommodation	NI 156	-	New 2008/09	13	15	12	↓	30	30
Priority 1	Per capita reduction in CO2 emissions in the LA area	NI 186	-	New 2008/09	N/A	Not Due	Not Due	-	5.2% Reduction	7.95% Reduction
Priority 1	Adapting to climate change	NI 188	-	New 2008/09	Level 0	Not Due	Not Due	-	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%	Not due	Not due	-	6%	5.8%
Priority 6	Percentage of all residents satisfied with parks, playing fields, open spaces, pavilions and community halls	LICSH01	35.0%	Not due	3 yearly	Not Due	Not Due	-	No Target	No Target
Priority 6	Percentage of users satisfied with parks, playing fields, open spaces, pavilions and community halls	LICSH02	82.0%	Not due	3 yearly	Not Due	Not Due	-	No Target	No Target



		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Quarter 2	2009/10 Quarter 3	Trend	Target 2009/10	Target 2010/11
Priority 3	Number of burglaries per 1,000 households	LICSH07	14.92	19.6	14.08	5.60	8.57	↓	16.88	16.72
Priority 3	Number of robberies per 1,000 population	LICSH09	New 2007/08	1.07	0.79	0.33	0.51	↓	0.92	0.91
Priority 3	Number of vehicle crime per 1,000 population	LICSH10	13.45	19.17	9.17	4.12	5.96	↑	16.52	16.35
Priority 4	Number of parish plans completed	LICSH21	-	New 2008/09	1	2	2	↔	2	3
<b>CORPORATE SERVICES</b>										
Priority 6	Number of members attending training events (changed to percentage)	LICS38	-	New 2007/08	359	30.1%	43.7%	↑	No Target	No Target
Priority 6	Advice matters dealt with within 8 days	LICS32	New 2007/08	68%	83.7%	82.8%	85.0%	↑	85%	85%
Priority 1,6	Net additional homes provided	NI 154	456	493	251	Not Due	Not Due	-	No Target	No Target
Priority 6	Percentage of top 5% of earners who are women	LICS04	26.27%	37.00%	37.00%	33.0%	33.0%	↔	33%	-
Priority 6	Percentage of top 5% of earners from black and ethnic minority	LICS05	0.00%	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%	0.00%	↔	3.5%	-
Priority 6	Percentage of Workforce meeting Disability Discrimination Act	LICS07	2.12%	2.54%	2.54%	3.29%	5.10%	↑	2.5%	4.0%
Priority 6	Percentage of workforce from ethnic minority group	LICS08	3.98%	3.55%	3.55%	4.06%	4.86%	↑	3.5%	4.0%-
Priority 6	Overall % job satisfaction	LICS16	New 2007/08	90%	No staff survey undertaken	No staff survey -	No staff survey	-	90%	90%
Priority 6	a) Total number of staff accidents	LICS18	New 2007/08	108	69	26	52	↓	No Target	No Target
Priority 6	b) Total days lost due to accidents	LICS19	New 2007/08	73.4	108	26	39	↓	No Target	No Target

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Quarter 2	2009/10 Quarter 3	Trend	Target 2009/10	Target 2010/11
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	24.8	28.0	↓	23	No Target
Priority 6	% Turnover rate	LICS15	New 2007/08	10.6%	7.36%	1.01%	1.27%	↑	10-11%	10-11%
<b>REVENUES AND ICT SERVICES</b>										
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	LIRICT05	-	90.6%	91.6%	89.4%	90.2%	↑	92.5%	93%
Priority 2	Network Service Availability	LIRICT06	New 2007/08	99.0%	99.7%	99.9%	99.9%	↔	99.5%	99.5%
Priority 2	Percentage of occupancy levels of industrial units	LIRICT08	-	-	88%	94.71%	95.5%	↑	84%	84%
Priority 2	Rent Collection and Tenancy Management. Percentage of sundry debtor rent invoices fully paid within 90 days	LIRICT07	New Indicator for 2009/10			92.5%	90.6%	↓	95%	95%
Priority 2	Percentage of council tax collected	LIRICT11	98.8%	99.0%	99.0%	59.9%	88.3%	↔	98.9%	98.0%
Priority 2	Percentage of Business rates collected	LIRICT12	99.1%	99.1%	98.70%	61.5%	89.1%	↔	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	14.18 days	13.63 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%	98.89%	98.78%	↑	98.5%	95.0%
<b>FINANCIAL SERVICES</b>										
Priority 2	Return on council's investment variance from average 7 day LIBID	LIFS03		New 2008/09	1.58%	2.43%	2.08%	↓	3.11%	3.11%
Priority 2	The accounts submitted for audit presented fairly and contained only a small number of trivial errors	LIFS04	Yes	Yes	Yes	Not due	Yes	-	Yes	Yes
Priority 2	Use of resources score	LIFS05	Level 3	Level 3	Level 3	Not due	Level 3	-	Level 3	Level 3

		NI Ref	2006/07 Out-turn	2007/08 Out-turn	2008/09 Out-turn	2009/10 Quarter 2	2009/10 Quarter 3	Trend	Target 2009/10	Target 2010/11
Priority 2	Achievement of unqualified opinion on Statement of Accounts	LIFS06	Yes	Yes	Yes	Not due	Yes	-	Yes	Yes
Priority 2	Percentage of invoices paid within terms (10 days)	LIFS07	99.3%	97.7%	99.6%	98.8%	99.1%	↑	100%	-

Serious Acquisitive Crime Rate per 1,000 population	NI 16	Calculation error discovered, and data adjusted to cumulative.	b) Total days lost due to accidents	LICS19	Calculation error discovered, and data adjusted to cumulative.
Number of affordable homes delivered	NI 155	Adjusted figure following advice that HomeBuy Direct properties should not be included.	Percentage of invoices paid within terms (10 days)	LIFS07	Adjusted due to incorrect data entered for quarter 2
a) Total number of staff accidents	LICS18	Calculation error discovered, and data adjusted to cumulative.			

# Finance

<b>Revenue Monitoring</b>				
Period 09	Profile v Actual to 27/12/09			
	Budget YTD	Actual YTD	Variance (F)/A	Variance %
<b>Community Shaping</b>				
Expenditure	1,657,700	1,530,996	(126,704)	(8)
Income	(474,770)	(648,280)	(173,510)	(37)
	1,182,930	882,716	(300,214)	(25)
<b>Corporate Services</b>				
Expenditure	1,750,080	1,670,669	(79,411)	(5)
Income	(17,450)	(20,406)	(2,956)	(17)
	1,732,630	1,650,263	(82,367)	(5)
<b>Finance</b>				
Expenditure	2,182,400	2,129,113	(53,287)	(2)
Income	(148,580)	(144,917)	3,663	2
	2,033,820	1,984,196	(49,624)	(2)
<b>Partnerships &amp; Performance</b>				
Expenditure	2,015,010	1,927,213	(87,797)	(4)
Income	(522,540)	(501,543)	20,997	4
	1,492,470	1,425,671	(66,799)	(4)
<b>Planning &amp; Place Shaping</b>				
Expenditure	1,137,790	1,020,115	(117,675)	(10)
Income	(901,840)	(765,545)	136,295	15
	235,950	254,570	18,620	8
<b>Revenue &amp; ICT</b>				
Expenditure	12,000,500	11,897,232	(103,268)	(1)
Income	(732,590)	(714,599)	17,991	2
	11,267,910	11,182,633	(85,277)	(1)
<b>Environment &amp; Waste Management</b>				
Expenditure	4,010,680	3,962,518	(48,162)	(1)
Income	(858,520)	(949,349)	(90,829)	(11)
	3,152,160	3,013,168	(138,992)	(4)
<b>Total</b>	<b>21,097,870</b>	<b>20,393,217</b>	<b>(704,653)</b>	<b>(3)</b>

## Revenue Comments

Community Shaping income is ahead of budget due to receiving a number of additional discrete grants which will be spent by the end of the year.

Planning and Place Shaping income is worse than budget due to Building Control and Land Charges income still being affected by the slow economic recovery. Costs are, however, less than budget through management of staffing levels to compensate for the income variance.

Revenues & ICT includes underspends on budgets for planned maintenance of the buildings and variances for other smaller budgets. Projections indicate that the service will show an underspend of £100,000 at the end of the year.

The Environment & Waste Management budgets are showing a 4% underspend at the end of December but projections indicate that the budgets will be spent by the end of the year.

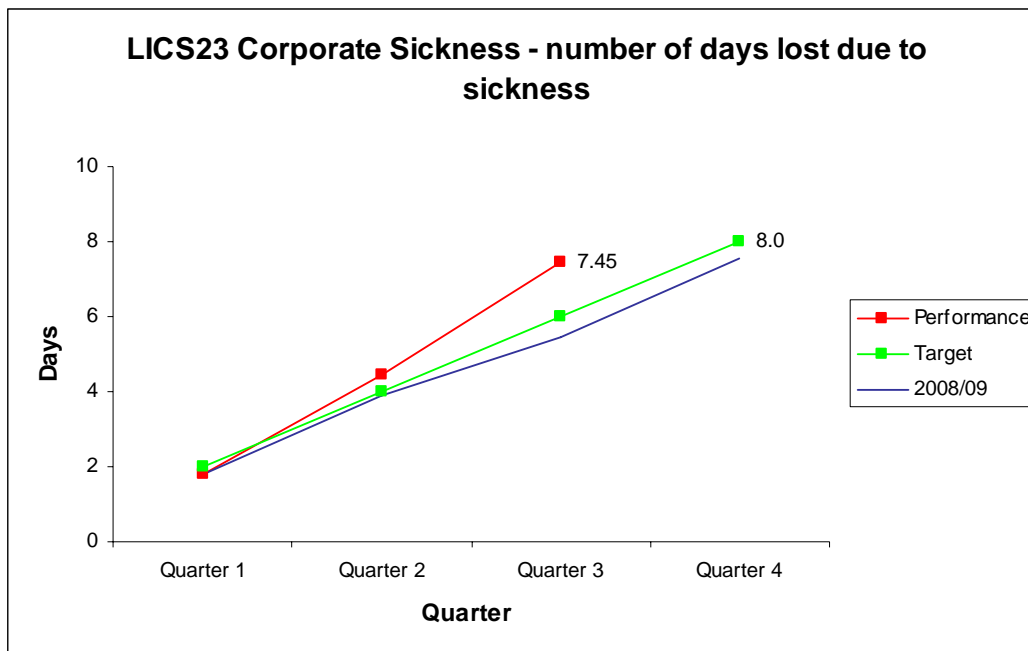
All other Service areas are within budget without any major variances

<b>Capital Monitoring</b>				
<b>Period 09</b>				
	<b>This Year's Budget</b>	<b>Profiled Budget</b>	<b>This Year's Actual</b>	<b>Diff from Profiled Budget</b>
<b>Community Shaping</b>	985,920	408,260	329,964	(78,296)
<b>Corporate Services</b>	43,850	27,500	26,779	(721)
<b>Finance</b>	0	0	0	0
<b>Partnerships &amp; Performance</b>	1,152,700	535,410	5,497	(529,913)
<b>Planning &amp; Place Shaping</b>	277,800	118,370	68,226	(50,144)
<b>Revenue &amp; ICT</b>	89,920	64,070	46,179	(17,891)
<b>Environment &amp; Waste Management</b>	1,518,840	995,410	1,079,454	84,044
<b>Total</b>	<b>4,069,030</b>	<b>2,149,020</b>	<b>1,556,099</b>	<b>(592,921)</b>

Main variance is in Partnerships and Performance, where the budget projection included £500,000 contribution towards the Customer Service Centre Partnership project

The overspends within Environment and Waste Management relate to the greater demand than budget for Disabled Facility Grants.

# Corporate Sickness



	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Long term</b>	0.92	2.20	3.43	
<b>Short term</b>	0.87	2.24	4.02	
<b>Total</b>	<b>1.79</b>	<b>4.44</b>	<b>7.45</b>	

The figure of 7.45 is made up of 3.43 days of long-term sickness and 4.02 days of short-term sickness per employee. This represents sickness up to quarter three.

The shire districts benchmark<sup>1</sup> 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 2007<sup>2</sup>

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 up to quarter 3.

The Head of Corporate Services will be providing a short presentation at the meeting to aid Members understanding of the figures reported, the procedures and actions in place to effectively manage sickness and the activities planned to support the employees health and well-being.

<sup>1</sup> Human Resources Benchmarking Club – Shire Districts 2009

<sup>2</sup> 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
<b>Community Shaping</b>		
Organising a programme of arts and events activities	Cultural Services	Nov 2009
Employing arts and events employees <b>(This is now not relevant as we use agency staff)</b>	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	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	Community Engagement	
Assisting organisations on Community Grants	Community Engagement	
South Nottinghamshire Community Safety Partnership Strategic Plan	Community Engagement	Apr 2009
Sustainable Community Strategy	Community Engagement	
Community Partnership action plans	Community Engagement	
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	
Housing Strategy 2009-14	Strategic Housing	Dec 2009
Affordable Housing Directory	Strategic Housing	
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

<b>Functions/ Policies</b>	<b>Section</b>	<b>Completed</b>
Young Peoples Protocol	Strategic Housing	Oct 2009
Temporary Accommodation Disability Discrimination Act	Strategic Housing	Oct 2009
Temporary Accommodation Domestic Violence	Strategic Housing	Nov 2009
Temporary Accommodation Equality Statement	Strategic Housing	
Temporary Accommodation Room Allocation	Strategic Housing	Nov 2009
Rural Exception Site Nomination Policy	Strategic Housing	
Community Alarm Monitoring Contract	Strategic Housing	
Customer Charging	Strategic Housing	June 2009
Installation and Troubleshooting of Home Alarms	Strategic Housing	
<b>Corporate Services</b>		
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	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
<b>Environment &amp; Waste Management</b>		
Collection of Domestic refuse and recyclables	Waste and Fleet	Jan 2010
Clinical Waste Collection	Waste and Fleet	Sept 2009
Fleet Mgt and Garage Services	Waste and Fleet	
Anti Social Behaviour Investigations	Neighbourhood	
Pest Control	Neighbourhood	
Dog Control	Neighbourhood	
Public Health and Statutory Nuisance Investigations	Neighbourhood	
Licensing Service	Neighbourhood	
Taxi Drivers – Relevance of Convictions Policy	Neighbourhood	
Gambling Licensing Policy Statement (to be incorporated with the tri annual statement review)	Neighbourhood	
Food Safety	Protection and Safety	Aug 2009
Private sector Housing (including HMO work)	Protection and Safety	



<b>Functions/ Policies</b>	<b>Section</b>	<b>Completed</b>
Air Quality Action Plan (to be incorporated with the tri annual statement review)	Protection and Safety	
Food Safety Law Enforcement Service Plan	Protection and Safety	Aug 2009
<b>Partnerships &amp; Performance</b>		
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	Performance and Reputation	
Management of Leisure Centres	Leisure Contract	
Leisure Facilities Strategy	Leisure Contract	
Corporate Projects	Partnerships & Projects	
<b>Revenue and ICT Services</b>		
Collection And Recovery Policy	Revenue and Benefits	July 2009
Local Housing Allowance – Direct Payment Policy	Revenue and Benefits	
Discretionary Housing Payment Policy	Revenue and Benefits	Sept 2009
Benefit Publicity and Take-up Policy	Revenue and Benefits	
Acquisitions and Disposals Policy	Property	Nov 2009
<b>Planning and Place Shaping</b>		
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	
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	
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 annual work programme was considered at the Performance Management Board's last meeting in October, where the Board supported the programme.
2. The Partnership Delivery Group, at its meeting in June, requested that consideration of a 2 year rolling programme should become a standing item on the Group's agenda. This was agreed and was also considered to be good practice for all of the scrutiny groups to adopt. This report therefore sets out the refreshed 2 year rolling work programme for the Performance Management Board for 2009/10 and 2010/11.

**Recommendation**

It is RECOMMENDED that the Performance Management Board agrees the proposed rolling work programme for 2009/10 and 2010/11.

**Work Programme**

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

<b>Date of Meeting</b>	<b>Item</b>
22 February 2010	<ul style="list-style-type: none"> <li>• Performance Monitoring – Quarter 3 2009/10</li> <li>• Update of the Civil Parking Enforcement Contract</li> <li>• 2 year rolling work programme</li> </ul>
27 April 2010	<ul style="list-style-type: none"> <li>• Annual Report 2009/10</li> <li>• 2 year rolling work programme</li> </ul>
29 June 2010	<ul style="list-style-type: none"> <li>• Annual Work Programme</li> <li>• Performance Monitoring – Quarter 4 2009/10</li> <li>• 2 year rolling work programme</li> </ul>
24 August 2010	<ul style="list-style-type: none"> <li>• Review of Complaints 2009/10</li> <li>• Ombudsman Letter 2009/10</li> <li>• Performance Monitoring – Quarter 1 2010/11</li> <li>• 2 year rolling work programme</li> </ul>
26 October 2010	<ul style="list-style-type: none"> <li>• Performance Monitoring – Quarter 2 2010/11</li> <li>• Annual Report Glendale Golf</li> <li>• Review of the Play Strategy</li> <li>• 2 year rolling work programme</li> </ul>

<b>Date of Meeting</b>	<b>Item</b>
21 February 2011	<ul style="list-style-type: none"> <li>• Performance Monitoring – Quarter 3 2010/11</li> <li>• 2 year rolling work programme</li> </ul>
26 April 2011	<ul style="list-style-type: none"> <li>• Annual Report 2010/11</li> <li>• 2 year rolling work programme</li> </ul>
June 2011	<ul style="list-style-type: none"> <li>• Annual Work Programme</li> <li>• Performance Monitoring – Quarter 4 2010/11</li> <li>• 2 year rolling work programme</li> <li>•</li> </ul>
August 2010	<ul style="list-style-type: none"> <li>• Review of Complaints 2009/10</li> <li>• Ombudsman Letter 2009/10</li> <li>• Performance Monitoring – Quarter 1 20011/12</li> <li>• 2 year rolling work programme</li> </ul>
October 2011	<ul style="list-style-type: none"> <li>• Performance Monitoring – Quarter 2 2011/12</li> <li>• Annual Report Glendale Golf</li> <li>• 2 year rolling work programme</li> </ul>

#### **Financial Comments**

No direct financial implications arise from the proposed work programme

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

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.

#### **Diversity**

The policy development 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'.

**Background Papers Available for Inspection: Nil**