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Our reference:
Your reference:
Date: 19 November 2012

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Wednesday 28 November 2012 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 21 August 2012 and update on actions taken (pages 1 - 9)
4. Edwalton Golf Courses - Annual Report of Contract By Glendale Golf 2012

The report of the Head of Partnerships and Performance is attached (pages 10 - 11).

5. Climate Change Strategy Action Plan Update

The report of the Head of Community Shaping is attached (pages 12 - 29).

6. Performance Monitoring Quarter 2 2012/13

The report of the Head of Corporate Services is attached (pages 30 - 59).

7. Rolling Work Programme

The report of the Head of Corporate Services is attached (pages 60 - 61).

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

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| Meeting Room Guidance |
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Fire Alarm Evacuation: in the event of an alarm sounding please 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 are located opposite Committee Room 2.

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

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NOTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY 21 AUGUST 2012

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

PRESENT:

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

ALSO IN ATTENDANCE:

Councillor S J Boote

OFFICERS PRESENT:

C Caven-Atack Performance and Reputation Manager
B Knowles Leisure Contracts Manager
V Nightingale Senior Member Support Officer
P Randle Deputy Chief Executive (PR)

APOLOGIES FOR ABSENCE:

Councillors B Buschman and D V Smith

7. Declarations of Interest

There were none declared.

8. Notes of the Previous Meeting

The notes of the meeting held on Tuesday 26 June 2012 were accepted as a true record.

| Minute Number | Actions | Response |
|----------------------------------|---|--|
| 2. Notes of the Previous Meeting | <p>a. Further information on the Extranet to be presented to the next meeting</p> <p>b. The issue of the misuse of blue badges to be raised at the next meeting</p> | <p>The subject of the extranet had been discussed at the last meeting of the Member Development Group. The Board was presented with a potential outline for the home page and were informed that it was proposed that the site would go live in November.</p> <p>This could be raised at the meeting in April 2013 when County Council representatives would be present.</p> |

| Minute Number | Actions | Response |
|---|--|--|
| 4. Performance Monitoring – Quarter 4 – 2011/12 | Further clarification on the highlighted exception regarding temporary hostel accommodation be presented to the Board in August | Members were provided with a briefing note and were informed that this had been covered in the report to the Community Development Group at its last meeting. |
| 5. Confirmation of 2012/13 Performance Indicators | <p>a. further information on the Rushcliffe Social Network to be presented to the Board's next meeting</p> <p>b. Clarification of the extent to which child poverty is included in the Children and Young People's Action Plan</p> <p>c. The issue of health and well being be raised at the next meeting of the Scrutiny Chairmen and Vice Chairmen</p> | <p>This was a project working with young people to provide them with information and advice on setting up a social network. It also gave the Council an effective method of communicating and consulting with young people.</p> <p>Members were informed that tackling child poverty was included within every task in the Children and Young People's Action Plan.</p> <p>The Chairman had raised this issue at the last meeting. Councillor Jones clarified that the issue had been the high level of road deaths and whether the Council could have any influence on this matter.</p> |

9. Cabinet Member Questions

There were none received.

10. Civil Parking Enforcement Contract Update

The Leisure Contracts Manager presented a further report on the financial performance of the Civil Parking Enforcement Contract. The Contract had commenced in May 2008 and was run in partnership with Nottinghamshire County Council and the other district councils in the county. At its meeting in December the Board had requested further financial information and the report contained data from May 2008 to April 2012. This included the number of Penalty Charge Notices (PCN's) that had been issued, the costs associated with the contract, the amount of income collected and the amount of PCN's outstanding. This information was also shown on an annual basis. In respect of Rushcliffe the off street account had made a surplus of £14,170 whereas the on-street account was in deficit by £40,076. As part of the Contract the County Council had informed the districts that it would be recouping any deficits, which for Rushcliffe equated to approximately £12,000.

However, the districts had put pressure on the County Council and the contract would be retendered to obtain a more beneficial financial outcome.

Officers now had four years data and experience which had led to a better understanding of the terms and conditions of the contract.

Councillor MacInnes was disappointed that the scheme had not met its original proposals. It had originally been predicted that the scheme would make a loss of £24,000 in the first year and then every other year would make a surplus or at least break even. Any surplus would then be used for highways schemes residents' parking projects and monitoring traffic on Central Avenue, West Bridgford. He stated that residents in the Trent Bridge Ward had been asking for residents' parking initiatives since 1994. The Chairman reminded Members that officers were considering the contract again and officers from the County Council would be making a presentation in the near future where these issues could be addressed. The Leisure Contracts Manager informed the Board that the Borough Council had received on and off street enforcement for four years for approximately £12,000.

Following on from several questions the Leisure Contracts Manager explained that the Contract data did not include the income from the Council's pay and display car parks, this was incorporated into the Council's statement of accounts; as was any expenditure.

In relation to the costs of the contract Members were informed that external costs related mainly to tribunals and associated collection charges.

With regard to the new contract one area that was being addressed was the fact that the districts were charged by the amount of yellow lines there were in their area. As Rushcliffe had a high number of small yellow lines on road corners this had increased the Council's contributions.

Members queried the number of PCN's issued in the rural areas of the Borough. The Leisure Contracts Manager explained that there was a beat for the mobile unit for the villages. Some Members felt that this was not enough and put pressure on the villages.

In respect of the debt the Leisure Contracts Manager explained that one of the districts' criticisms had been that the County Council had not employed any bailiffs for two years which had resulted in some long term debts. However, the bailiff contract had exceeded its 20% recovery target. With regard to when the debt would be written off Members were informed that this would be a decision that the County Council would have to make.

The Deputy Chief Executive (PR) explained that there had been a small profit in both the on and off street accounts last year and that with further negotiations to reduce the costs the Council was in an optimistic position.

11. Review of Customer Feedback 2011/12

The Performance and Reputation Manager explained that this was an annual report and that it was closely linked with the following report, Ombudsman's Annual Letter. She stated that in future these two reports would be combined.

Following analysis of the process the three stages had been reduced to two, the initial officer investigation followed by referral to a Head of Service. This

had resulted in improved satisfaction levels, with fewer complaints escalating beyond the first stage. The Board was informed that there had been 194 compliments and 116 complaints received within the year. These had been correlated into service area and also into ward area. Where an issue was highlighted improvements were made to the service. It was noted that the highest number of complaints by ward was in the Trent Bridge ward, which was recognised as having a high density of flats/student accommodation. It was also noted that there were no particular problems in any of the wards and Members' agreed that it was not necessary to provide the breakdown of data by ward in the future.

12. Ombudsman's Annual Letter 2011/12

The Performance and Reputation Manager explained that there had been seven cases reported to the Ombudsman during 2011/12, as they were still dissatisfied with the response made by the Council to their complaint. In total eight cases were decided upon, with three cases being dismissed, four cases led to no or insufficient evidence of maladministration and one was deemed to have had no or minor injustice. Following a question regarding the last case the Performance and Reputation Manager explained that the person had not been disadvantaged by the Council's action. It was noted that the Council would, and had, apologised when it was felt necessary.

Members welcomed the report and congratulated all involved. However, it was felt that information regarding other authorities could be beneficial. The Deputy Chief Executive (PR) agreed to investigate if this was available.

13. Performance Monitoring – Quarter 1 2012/13

The Board considered its first monitoring report of the new Corporate Strategy 2012-16. Officers had also taken this opportunity to revise the format and content of the report, including milestones for Key Tasks, easily understood status and trend images and more detailed information on any exceptions.

In respect of the nine tasks eight had commenced. The Task, ST21, to "Develop the use of technology to improve customer access and reduce costs" would be undertaken following the outcome of the IT Strategy refresh in Autumn 2012.

With regard to the performance indicators two had been identified as highlights and three as exceptions.

Following on from a question regarding ST18 – Activate the Leisure Strategy Members were informed that Nottingham City Council were in the process of transferring Portland Leisure Centre into a social enterprise and that further information should be available by the Board's next meeting. Members asked whether there were other examples across the country that could be examined. The Deputy Chief Executive (PR) agreed to ask the relevant officers this question.

The Board discussed ST19 in respect of the Rushcliffe Social Network and queried if there were any plans to recruit more young people to carry the project on when the current people stepped down. The Deputy Chief Executive

(PR) felt that if the project was successful then the Council would recruit again, however he would investigate further and report back.

Following consideration of the performance indicators Members were unsure if those marked as an alert were +/- 5%, which could mean that they were more successful than first anticipated. The Performance and Reputation Manager agreed to investigate further and report back.

Several Members were concerned about the time taken to answer calls at the RCCC, especially as performance had improved over the previous three years. One reason given for the dip in performance was that during April there had been a high volume of calls in relation to Council Tax renewals and the Green Bin scheme which only occurred at that time of year and therefore officers were considering how this issue could be addressed in the future. Following a question the Performance and Reputation Manager explained that work was being undertaken to take move low level demand to the website, in connection with the implementation of ST21. Members asked for more information to enable them to monitor this issue more closely.

Members queried why actual numbers had not been shown alongside the percentages for the performance indicators. The Performance and Reputation Manager explained that the software that was used did not produce the data but there would be further investigations to see how this could be achieved. When the residents' survey was undertaken Members would receive the numbers separately. With regard to information supplied by Parkwood officers had asked for the information but it had not yet been received. Officers agreed to provide this at the next meeting.

14. Rolling Work Programme

The Board considered its work programme. It was agreed that the Climate Change Action Plan would be included in November 2012 and that there would be a representative from Nottinghamshire County Council when the Board next considered the Civil Parking Enforcement Contract in April 2013.

Members were asked to submit any questions they wished to have put to Glendale to Member Services.

The meeting closed at 8.10 pm.

Action Sheet

PERFORMANCE MANAGEMENT BOARD - TUESDAY 21 AUGUST 2012

| Minute Number | Actions | Officer Responsible |
|--|---|---|
| 12. Ombudsman's Annual Letter 2011/12 | Officers to investigate if information regarding the performance of other local authorities is available. | Deputy Chief Executive (PR) |
| 13. Performance Monitoring – Quarter 1 2012/13 | <p>a) officers to provide further information on the City Council's plans for Portland Leisure Centre and any other such community based projects that may assist our work in this area.</p> <p>b) officers to investigate whether it was the intention to run the Rushcliffe Social Network for more than one year with new ambassadors.</p> <p>c) officers to report back if the variation by 5% was a positive or a negative variance</p> <p>d) officers to provide further information on the numerical data used to produce the percentages in PIs and to investigate if the software could be improved to automatically include this.</p> | <p>Deputy Chief Executive (PR)</p> <p>Deputy Chief Executive (PR)</p> <p>Performance and Reputation Manager</p> <p>Performance and Reputation Manager</p> |

ACTION UPDATE FROM PERFORMANCE MANAGEMENT BOARD

| Minute Number | Action | Officer Responsible | Response |
|--|---|------------------------------------|--|
| 12. Ombudsman's Annual Letter 2011/12 | Officers to investigate if information regarding the performance of other local authorities is available. | Deputy Chief Executive (PR) | Detailed information is readily available on the Ombudsman's website. A sample of comparative data will be provided in future reports. |
| 13. Performance Monitoring – Quarter 1 2012/13 | a) Officers to provide further information on the City Council's plans for Portland Leisure Centre and any other such community based projects that may assist our work in this area. | Deputy Chief Executive (PR) | There has not been any significant public information about the City Council's plans for the Portland Leisure Centre since the last meeting of this group. Informal soundings have established that there is no discernible appetite for any community led leisure provision. As such, this aspect of the Leisure Strategy is not being pursued at the present time. |
| | b) Officers to investigate whether it was the intention to run the Rushcliffe Social Network for more than one year with new ambassadors. | Deputy Chief Executive (PR) | It is the intention to recruit a second cohort of young people next year who will operate in parallel with the current group for 1 year. It is envisaged that all the appointments will be for 2 years thus ensuring a degree of continuity year on year as a result of the overlap between the cohorts. |
| | c) Officers to report back if the variation by 5% was a positive or a negative variance | Performance and Reputation Manager | An alert status is only set if a negative variance to a PI is reported. The key in the report has been amended to make this clearer. It should be noted that the 5% 'alert' is 5% of the PI target value and not 5% points i.e. if the PI target was 60%, then 5% of this is 3 and therefore the PI would become 'an alert' at performance levels lower than 57%. |

| Minute Number | Action | Officer Responsible | Response |
|--|---|------------------------------------|--|
| | d) Officers to provide further information on the numerical data used to produce the percentages in PIs and to investigate if the software could be improved to automatically include this. | Performance and Reputation Manager | This data has now been provided as Appendix 2 to the report. The software holds this data set and it can simply be exported into this report format. |
| Note 2a from June meeting | Extranet go – live date given as November 2012 | Democratic Services Manager | The extranet is being populated with the relevant data. It will be piloted with the Member Development Group at the end of November and will go live in December. |
| 13. Performance Monitoring – Quarter 1 2012/13 | With regard to information supplied by Parkwood officers had asked for the information but it had not yet been received. Officers agreed to provide this at the next meeting. | Leisure Contracts Manager | We hold information from the satisfaction monitoring that Parkwood carry out and use this to calculate the Performance Indicator. This raw data would need some work before it could be published and a steer is required from members to establish the precise detail of the information that they require. |

Note Members also asked for more information on time taken to answer telephone calls at the RCCC – a separate note has been given to all Performance Management Board Members (copy attached)



Members' Briefing Note

20 November 2012

Ref: MS/Customer Services Manager/PMB3

Customer Service Performance 2012/13

At the Performance Management Board on 21 August 2012, Members were informed that during quarter 1 of 2012/13, only 56.3% of calls to the Rushcliffe Community Contact Centre (RCCC) were answered within 30 seconds compared with the target of 70%. Consequently, Members wanted further information about the actions being taken to improve this aspect of the RCCC's performance.

Members were informed that demand is always heavy during the first quarter due to council tax billing and to a lesser extent green bin renewals. Also, there were some telephony problems during this period that affected performance but that have now been resolved. Since moving to the RCCC in April 2011 the location and extended opening hours have resulted in a 26% increase in demand for face to face services. Also, the average call duration within the call centre has increased by 27.3% as more service is delivered at the first point of contact. It must be remembered that the same staff deal with face to face customers and telephone calls and so demand and performance of both are interlinked.

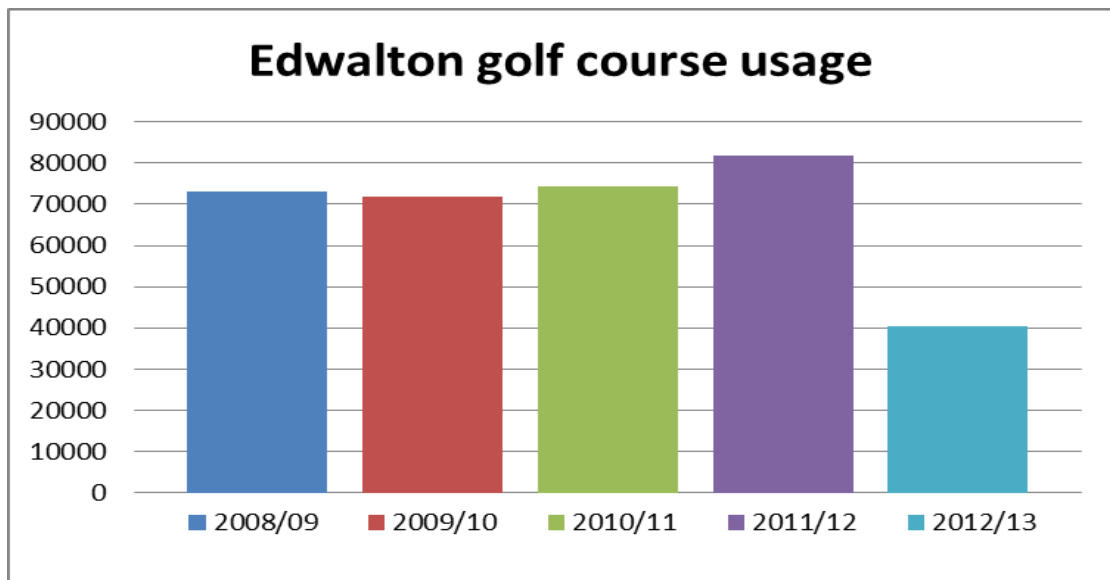
The challenge is to meet the predictable and unpredictable demands by keeping resources as flexible as possible and utilising them efficiently. To achieve this a number of initiatives have recently been implemented with more to be completed over the next few months:

- Rotas have been reviewed to optimise staff availability at peak times of demand.
- A piece of work is underway to further examine and try to reduce call durations.
- Two self serve terminals have been installed within the RCCC where residents receive support and guidance from advisors to encourage them to choose electronic methods for any future contact with the Council.
- One business administration apprentice now works three days per week in the call centre receiving calls of low complexity and a clerical officer has also been trained to deal with these calls. This releases capacity for more experienced advisors to resolve the more in-depth enquiries.
- A recruitment process will be completed by mid November to ensure sufficient resources are in place to support the green bin renewal process from January 2013. A mini call centre will be created at the Civic Centre to enable new staff to work from the Civic Centre initially while waiting for clearance through the police vetting process to enable them to work at the RCCC.

REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

Summary

1. The contract for the management of the Edwalton Golf Courses was awarded to Glendale Golf and commenced in December 2002. The original contract term was for a ten year period. The contract has been extended by a further five years, on the existing terms and conditions, and will now expire in December 2017.
2. Usage for the year April 2011-March 2012 was 81,916, an increase of 7,610. The growth in usage was due to a combination of factors, the much milder weather over the winter period had a significant effect; usage between November 2010 – February 2011 was 11,968 compared to the same period in 2011/12 of 13,941. Non-golf usage continued to increase and was up by almost 3,000 to 12,960, over the previous year. Usage for the first six months of the current year (40,259) is over 9,600 down on the same period of the previous year (49,884). Golf usage for the period April - September 2012 is down by over 14,000 which is largely due to the extremely wet weather in the summer months. The graph below shows the pattern of usage over the past 5 years. NB the figures for 2012/13 represents the period April to September.



3. The annual user survey has been carried out at the course and was also available on-line for the first time. The survey included responses from users of the golf courses and from those who made use of the 'social' facilities within the pavilion. A total of 378 users responded to the questionnaire, although not all responded to every question. The survey results are as follows:

- 99% of respondents rated the customer service as very satisfactory or satisfactory
 - 100% of respondents rated the quality of the course as very satisfactory or satisfactory
 - 95% of respondents rated the quality of food and beverages as very satisfactory or satisfactory
 - 96% of respondents rated the value for money as very satisfactory or satisfactory
 - 100% of respondents rated the overall experience as very satisfactory or satisfactory
 - The ages of respondents were as follows: under 30 112, 31-49 224, over 50 42
 - 90% of respondents live within 12 miles of the course with 55% living within 0-6 miles of the course
4. There are a number of 'community' groups which make regular use of the pavilion including;
- | | | |
|---------------------------------|-----------------------|----------------------|
| Bridge Club | Breath Easy Group | Edwalton Probus Club |
| Sea Scouts | French Conversation | Slimming World |
| ING Networking | Nottm Engineers Assoc | Coca Cola |
| Lung Foundation | Bulmer Estates | South Wolds CC |
| Institute of Advanced Motorists | | |
5. Glendale Golf has continued to develop opportunities for young people to learn and develop their golf skills. Glendale Golf's contract manager will provide more details of this work at the meeting.

Recommendation

It is RECOMMENDED that Members comment on the performance of Glendale Golfs' delivery of the contract over the past year.

Financial Comment

The contract generates £92,000 per annum which is uprated by RPI on 31 October each year. The contract has been extended to December 2017.

Section 17 Crime and Disorder Act

The golf courses and pavilion provide activities that can be seen as diversionary to prevent crime and anti-social behaviour

Diversity

The golf courses and pavilion have a wide range of users from all sections of the community.

Background Papers Available for Inspection: Edwalton Golf Course Annual User Survey 2012



Rushcliffe
Borough Council

PERFORMANCE MANAGEMENT BOARD

28 NOVEMBER 2012

**CLIMATE CHANGE STRATEGY ACTION PLAN
UPDATE**

5

REPORT OF THE HEAD OF COMMUNITY SHAPING

Summary

This report provides Members with an update on the performance to date of the implementation of the Climate Change Action Plan and the Carbon Management Action Plan. The Climate Change Action Plan 2009-2020 is at 69% complete and the Carbon Management Plan is at 78% complete.

Recommendation

It is RECOMMENDED that the Performance Management Board comments on the performance of the implementation of the Climate Change Strategy Action Plan and Carbon Management Action Plan.

Details

Background

1. Rushcliffe Borough Council's previous Corporate Strategy 2007-2011 set out the Council's first Corporate Priority as 'Helping to deliver a sustainable environment.' This included the Strategic Task 'To develop and deliver a Climate Change Action Plan.' A Member Panel was established to oversee the development and initial implementation of the Strategy and Action Plan and in February 2010 Cabinet approved the Climate Change Strategy and Action Plan.
2. Following on from this, officers have worked with partners to deliver the actions contained within the plan which Members have an opportunity to scrutinise tonight.

Climate Change Strategy and Action Plan

3. The Climate Change Strategy sets out the Council's approach to tackling Climate Change from 2009-2020. The action plan focuses on four key areas, Strategy, Services, Community Leadership and Own Estate. Contained within the Strategy is the action to develop a Carbon Management Plan. In June 2011 Cabinet approved the Carbon Management Plan. The document sets out the Council's approach to the reduction of its own carbon emissions from its own operations focusing on Leisure Facilities, Fleet and Building and Estate. The Council agreed to adopt a target to reduce carbon emissions by 15% by 2015 and a longer term target of 30% by 2020 in line with Government guidance.

Performance to date

4. **Appendix 1 and 2** are the Climate Change Strategy Action Plan and the Carbon Management Action Plan. The Climate Change Action Plan, which runs to 2020, is now at 69% completed and the Carbon Management Plan, which runs to 2015, is at 78% completed. Both action plans provide Members with an opportunity to scrutinise and comment on progress to date.

Highlights

5. Some of the highlights include:
 - Council Energy Efficiency Schemes (CC 2.12.) The Warmstreet Scheme has been introduced within Rushcliffe and Officers have been working to promote this project to provide insulation and energy efficiency measures, leading to householder savings of almost £100,000 and a carbon reduction of over 500 tonnes of carbon.
 - Partnership working on fuel poverty (CC3.17.) £30,000 in external funding secured by the Council has enabled the funding of the Housing Choices project, delivered by Rushcliffe Community Voluntary Service (RCVS). This ensures that some of the Council's most vulnerable residents receive advice and assistance regarding energy efficiency and tackling fuel poverty. Council officers have also provided training to RCVS staff.
 - Council Carbon Management (CC 4.10) Implementation of the Council Carbon Management Plan is at 78% complete. Carbon emissions are so far down by 10% in 2011/12.
 - Purchase of Refuse Vehicles/ Bin Lifting equipment (CMP 9) continues bringing carbon and financial savings.
 - IT power management controls (CMP 5) have produced approximate 2,600 hours of reduced energy consumption. This is a 69% reduction.
 - Energy Champions were launched in 2012. Their work has included a 'Switch Off' campaign in March 2012 and a Travel to Work campaign in October 2012.

Exceptions

6. Some of the exceptions include:
 - Climate Change Impact Assessment for all major plans/ business cases/ committee reports (CC1.15) has not yet been implemented although discussions have taken place with Corporate Services and progress is being made.
 - A SMART travel plan (CC 4.07) has yet to be completed although this will be the next area of work following on from the staff Travel to Work survey.

- A Carbon Offset scheme (CC 1.12) has not yet been investigated. This will take place in 2013/14.
- Power Management for Multi-Functional Devices (CMP 8) is under consideration.
- Renewable energy generation technology [photovoltaics] (CMP 12) has not been installed on Council owned buildings. Cabinet decided not to pursue this, at this time, due to concerns regarding the payback periods and uncertainty over funding for the future.
- Business Driver training (CMP 17) has not yet been carried out although this will form part of the SMART travel plan.

Financial Comments

The majority of the actions within the action plan are secured within existing budgets.

Section 17 Crime and Disorder Act

Community Safety is taken into consideration in all aspects of the delivery of these action plans, where appropriate.

Diversity

Equality and Diversity is considered in all aspects of the delivery of these action plans.

Background Papers Available for Inspection:



Rushcliffe

Update report for Climate Change Action Plan – September 2012

| | |
|--------------------------------|---|
| Action Code & Title | CCAP 2009-20 Climate Change Action Plan 2009 - 2020 |
| Description | Climate Change Action Plan 2009 - 2020 |







| | |
|---------------------|---|
| Progress Bar | <div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; color: white; display: inline-block; padding: 2px;">69%</div> |
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Total carbon emissions across the borough within the scope of Local Authorities, (produced on behalf of DECC by AEA and published 23 August 2012) show that emission's in Rushcliffe are:


- 2005 = 6.9 tonnes of CO2 per capita
- 2006 = 7.2 tonnes of CO2 per capita
- 2007 = 7.1 tonnes of CO2 per capita
- 2008 = 6.9 tonnes of CO2 per capita
- 2009 = 6.2 tonnes of CO2 per capita
- 2010 = 6.4 tonnes of CO2 per capita

Actions Started (Timescale to implement – Short (implement in first year) **S**; Medium (within 3 years) **M**; Long (longer than 3 years to implement) **L**)








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| CC 1.11 Develop a climate change adaptation plan. (M) | A Local Climate Impact Assessment (LCLIP) and a survey of weather impacts at RBC were carried out by Climate East Midlands in 2011/2012. This forms a basis for future work | |
| CC 1.13 Investigate options for improved branding and communication for tackling climate change in the Borough. (S) | A logo for energy champions has been developed; an intranet site will be developed as part of the revamped intranet site. The profile of climate change should be raised both internally and externally by publishing case studies, examples and articles in Staff Matters, Members Matters and Rushcliffe Reports | |
| CC 1.15 Include a climate change impact assessment for all major project plans / business cases / committee reports. (S) | Officers are considering including a reference to 'climate change impact' and if the report is about an issue that has such an impact then an assessment should be done and again that should be referred to in the report. A box titled | |

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| | 'environmental impact' could be included, in addition to financial implications or equality and diversity. As for an assessment for all major project plans / business cases this is something that would need to be drafted and then discussed at Corporate Management Team . | |
| CC 1.16 Undertake a staff training needs analysis and raise staff awareness. (S) | Consider induction training and e-learning package Driver training already done for fleet drivers. Energy champions should raise awareness. |  |
| CC 2.04 Strengthen partnerships with RSLs to promote energy efficiency. (M) | Climate Change raised at the Housing Strategic Development meeting held 11 January 2011. Following this meeting the Climate Change Strategy and Action Plan has been emailed to Paul Barratt (Assistant Asset Management Director - Spirita) who are rolling out a programme of energy efficiency measures within their stock |  |
| CC 2.07 Monitor RSLs and record on a dedicated database. (M) | Consider data protection issues |  |
| CC 2.09 Encourage RSLs to introduce a programme of improving hard to treat properties to achieve SAP target. (M) | The introduction of Green Deal and ECO in 2013 is likely to impact on this area of work |  |
| CC 2.10 Encourage RSLs to ensure that adequate energy efficiency advice and signposting is provided for their tenants. (S) | Working in conjunction with Rushcliffe Community Voluntary Service approaches to Metropolitan have been made in order to rectify conditions which were exacerbating health problems and fuel poverty in individual cases. A more strategic approach is required. |  |
| CC 2.13 Consider how it could target those dwellings considered to be 'hard to treat'. (S) | A new HECA report is to be produced by RBC by March 2013. This will set out RBC policy from this date, including work under Green Deal and the Energy Company Obligation. Warmstreets has achieved 1,678 cavity and loft insulations, 18 external wall insulations, 3 photovoltaic installations and 3 new heating systems in Rushcliffe in the 12 months up to July 2012. An internal wall insulation scheme is being developed with funding from EDF. 30 properties eligible for support on external wall insulation have been identified. The Winter Warmth advice and action campaign is |  |









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| | to run again in 2012/13. | |
| CC 2.16 Use the planning system to drive higher standards in existing dwellings. (M) | A final draft Core Strategy has been published and consultation finished 8 May 2012, this includes a section and policy on climate change - details attached. This will then be examined by the Planning Inspector. Development Control negotiates higher standards with developers where ever possible. Sustainable developer guide available via website |  |
| CC 2.19 Ensure the planning committee is trained on sustainable energy issues. (S) | Officers to ensure this is included in member training programmes |  |
| CC 2.20 Use the planning system to reduce car dependency. (M) | See also 2.16 Environmental Health promote travel plans within large developments as part of the AQMA action plan. Edwalton development includes sustainable choices. |  |
| CC 2.22 Ensure that planning officers are proactively disseminating information on energy efficiency and sustainable energy. (S) | See also 2.16 |  |
| CC 2.25 Building control officers should promote sustainable energy to all those applying for building control approval. (S) | See 2.22 and 2.24 |  |
| CC 3.08 Promote local tourism. (M) | Some tourism promotion ongoing. Could be developed to promote 'Holiday @ Home' opportunities |  |
| CC 3.13 Work to reduce car dependency, increase car sharing, public transport, cycling and walking. (S) | Nottinghamshire County Council consulted on the LTP in the summer 2010. Environmental Health met with Nottinghamshire County Council in November 2010 |  |
| CC 4.07 Introduce a SMART travel plan. (M) | Staff travel plan work proposed for winter 2012 Travel Plan needs updating and re-invigorating Secure bike shed, changing facilities, showers and lockers are already available – see 4.13 |  |
| CC 4.12 Use intelligent | Smart meters were installed in Spring 2011 to |  |








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| metering and feedback to energy users. (M) | record gas & elec. Elec meter to garage not completed due to issue with supply. Further smart meters are to be installed with work commencing shortly and due to be completed by spring 2012. | |
| CC 4.13 Encourage staff to use more efficient vehicles/ alternative travel for work. (M) | Staff travel survey undertaken in October 2012 Wage deduction scheme being considered for cycle purchase and bus ticket purchasing. A publicity campaign may also be required |  |







Actions not yet started










| | | |
|--|--|---|
| CC 1.12 Investigate establishing a carbon offset scheme in Rushcliffe. (M) | Officers to investigate what may be possible. |  |
| CC 2.28 Introduce incentives for exemplar/zero energy developments. (M) | May be possibility to develop flexibility on planning policy to provide exception scheme for zero carbon properties - to be discussed with Richard Mapletoft. A one year rebate on council tax could be provided for properties installing carbon reduction measures, to be discussed with Jane Wilson. |  |
| CC 3.16 Consider establishing new woodland parks and a green burial site. (L) | Seek opportunities through development management |  |
| CC 3.19 Work with local businesses and residents to promote business / personal travel plans and greenfleet reviews. (M) | High Priority for Local Strategic Partnership theme group |  |
| CC 3.20 Consider introducing fiscal and other measures to encourage reduced car use and cleaner car purchase. (L) | Members stated that measures should be positive incentives and should include education e.g. tax exempt vehicles (with appropriate exemption tax disk) could be exempt from parking charges. Could also provide electric car, charging point. |  |
| CC 4.11 Assign energy costs to buildings, based on actual use with reduction targets set, monitored and published. (S) | Requires SMART metering and get remote monitoring and targeting capability – see 4.12 |  |
| CC 4.14 Replace the official civic car with a low carbon or hybrid model. (M) | |  |







Actions Completed










| | | |
|---|---|---|
| <p>CC 1.01 Adopt a strategic approach that cuts across all aspects of estate management, service delivery and community leadership, with sustainable energy use recognised as a priority. (S)</p> | <p>Climate Change Strategy and action plan adopted at Cabinet on 9 February 2010</p> |  |
| <p>CC 1.02 Consider setting targets and a timescale for reducing energy consumption across its own estate service delivery and throughout the wider community. (S)</p> | <p>Carbon reduction target of 15% by 2015 and a further 15% by 2020 (total 30% by 2020), from a 2009/10 baseline, set through the Carbon Management Plan, agreed at Cabinet on 21 June 2011</p> |  |
| <p>CC 1.03 Ensure that a cross-council system is in place for gathering data relating to sustainable energy (S)</p> | <p>Council operations are monitored as part of NI 185; Housing stock data (plus travel and business) is produced by central government as part of NI186. Planning Application are monitored by the Environmental Sustainability Officer</p> |  |
| <p>CC 1.05 Link up with the County Council and neighbouring districts to develop campaigns in partnership (S)</p> | <p>The Nottinghamshire Climate Change Partnership provides this action</p> |  |
| <p>CC 1.06 Establish a cross-service energy/climate change group (S)</p> | <p>This is implemented by the climate change strategy officers group</p> |  |
| <p>CC 1.07 Appoint energy champions in each service area. (S)</p> | <p>Energy Champion Scheme launched 13 March 2012 with training provided by Global Action Plan. First Campaign - Switch on to Switching off run 11-18 May This will be ongoing.</p> |  |
| <p>CC 1.08 Robustly champion energy issues with commitment by SMT and Cabinet Portfolio Holder. (S)</p> | <p>Cllr D Mason is Cabinet Portfolio Holder for Environment. Deputy Chief Executive for Community Shaping is responsible for the Climate Change Strategy. Performance Management Board has oversight for the climate change strategy.</p> |  |
| <p>CC 1.09 Consider making a commitment to becoming a carbon neutral organisation (L)</p> | <p>Not appropriate at this time - work to reduce carbon emissions has been planned through the Carbon Management Plan</p> |  |

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| <p>CC 2.01 Promote energy efficiency as a factor in business performance. (M)</p> | <p>On Tuesday 13 March the Council hosted an energy efficiency breakfast for local businesses with presentations provided by the Carbon Trust. This event was attended by 25 businesses. Business advice on energy saving is provided on the council website.</p> |  |
| <p>CC 2.02 Investigate working with housing support providers to provide furniture / white goods reuse and recycling (M)</p> | <p>Alternative collection providers are promoted on RBC website for items in good and or working condition. RBC Bulky waste collection service also provided</p> |  |
| <p>CC 2.05 Encourage RSLs to specify integrated packages of improvement measures (M)</p> | <p>This is already done in Spirita's case and should be expanded as required</p> |  |
| <p>CC 2.06 Ensure opportunistic energy work is included in repair and maintenance programmes and void repairs. (M)</p> | <p>This is already done in Spirita's case and should be expanded, to be part of any new agreements with Registered Social Landlords</p> |  |
| <p>CC 2.08 Encourage RSLs to introduce minimum and average SAP targets and set targets to improve their stock. (M)</p> | <p>Spirita well on the way to SAP targets, no info on other Registered Social Landlords.</p> |  |
| <p>CC 2.11 Introduce a specific programme for tackling privately rented housing. (M)</p> | <p>Warmstreets scheme is not specific to private rented housing, but it is available to private rented accommodation and is being widely publicised. This has publicised in the Nottinghamshire Landlords Newsletter. A additional specific action programme for private landlords is not required at this time</p> |  |
| <p>CC 2.12 Consider setting up a bulk discount, council tax rebate, grant or loan scheme to help persuade private sector householders to invest in sustainable energy (M)</p> | <p>Through Warmstreets 500 measures (eg cavity and loft insulation and boiler replacements) have been fitted to properties in Rushcliffe, between July 2011 - April 2012. This leads to savings of £52,335 and CO2 savings of 276tonnes. The Warmstreets service provided by APEX provides loft and cavity wall insulation but also a discounted boiler scheme, external cladding, solar panels, biofuel, advice on fuel switching and general energy advice - a complete one stop shop! The green deal scheme will replace most grants when launched. RBC is working in partnership with</p> |  |

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| | NEA and LAEP to develop an understanding of the implications and options arising from the Green Deal and Energy Company Obligation both as an individual council and as part of a group. | |
| CC 2.14 Ensure that staff follow the domestic energy efficiency advice code of practice. (M) | Energy advice provided by EST / APEX, not be RBC, staff signpost to these services |  |
| CC 2.15 Secure external funding to improve sustainability and access support services. (M) | This is ongoing, to date achievements include: Greening campaign funded through EM-IEP. EST support gained through the '1 to 1' programme. Funding can support work with Registered Social Landlords, Parishes, community organisations etc MEA have 'banish inefficient community buildings' fund Carbon Trust Carbon Management programme funded through EM-IEP |  |
| CC 2.17 Encourage microgeneration on houses. (M) | This is an ongoing action See also 2.16 Solar Rushcliffe Project promoting PV solar for households in Rushcliffe (a joint RBC / Transition West Bridgford Project). 225 households provided with advice by Jan 2011 Domestic photovoltaics installations since January 2010 -April 2012 = 854, generating 2.8 Mw, 2 community installation generating 0.008Mw Renewables training provided by the Eco-homes project and Greening Sutton Bonington. |  |
| CC 2.18 Where council property or land is being released for development, the Council should consider requiring high standards for energy or carbon neutral development. (M) | No council owned land being release at this time |  |
| CC 2.21 Ensure that planners, building control officers and developers are all working in partnership. (S) | A cross departmental group from Development Control, Building Control and Policy and Design meet regularly. |  |
| CC 2.23 Ensure Part L assessment is fully integrated in enforcement | Training for officers, plus agents and architects completed. |  |









| | | |
|---|---|---|
| activity. (S) | | |
| CC 2.24 Officers should actively assist and guide clients in energy efficiency measures. (S) | Have appropriate guidance / publicity available and signpost to information (e.g. EST, Sustainable Developers Guide). |  |
| CC 2.26 Consider introducing a specific programme for promoting sustainable energy to minority communities and signpost residents support services. (S) | EST provide support services to all Rushcliffe residents. EST are now centralised in London, so we do not have the close relationship we had when they were based in Nottingham, but they are aware of the Warmstreets scheme operating in Rushcliffe |  |
| CC 2.27 Consider doing a mailing to residents in Energy Saving Trust identified hotspot areas. (M) | Work carried out by EST. EST no longer provide this service |  |
| CC 3.01 Identify energy/climate change as a priority issue in the community plan and link to the Climate Change action plan. (S) | Climate change is a priority in the revised community strategy and within the Environment action plan |  |
| CC 3.02 Engage with other local authorities and regional bodies to promote sustainable energy. (S) | RBC engages with other authorities through LAEP and Nottinghamshire Climate Change Partnership |  |
| CC 3.03 Council officers should actively work in partnership with local community groups. (S) | Groups are continually developing initiatives and support is provided when asked for. This will remain ongoing. |  |
| CC 3.04 Key officers should join the Energy Saving Trust's community programme. (S) | Paul Phillips and Sheila Hood are part of this scheme |  |
| CC 3.05 Nominate a 'Low Carbon Community.' (S) | Kinoulton supported on MEA Low Carbon Community Project as part of Greening Campaign stage 2. |  |
| CC 3.06 Promote smart meters and energy saving devices to residents and businesses. (S) | Energy Monitors provided as part of the Energy Efficiency Grant Energy monitor loan scheme in Rushcliffe libraries launched in July 09. Light bulb library available to compare bulbs – this has been demonstrated at events; stand by plugs available and distributed at events. |  |

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| CC 3.07 Consult with the community to inform the development of potential projects for community wide action. (M) | This is ongoing. Through Rushcliffe Environmental Partnership and ongoing LSP consultation and LDF process |  |
| CC 3.09 Promote local food. | This will have ongoing actions: Keyworth Farmers Market being established. A Community Farming initiative being developed at Screveton by Transition West Bridgford. A Community Food Grant has been launched in January 2011, through Rushcliffe Community Partnership Melton Road Shops Market launched 2010 Totally Local West Bridgford campaign launched 2011 Abundance Project run by Transition WB Sutton Bonington Farmers Market launched 2011 |  |
| CC 3.10 Consider obtaining heat maps / surveys for the district. (M) | A nationally produced heat map is available online at http://ceo.decc.gov.uk/nationalheatmap/?stateID=046a8a4f46fb2a277f7377721e2c1979 |  |
| CC 3.11 Work with schools to help raise awareness of energy issues. (S) | This will have ongoing actions |  |
| CC 3.12 Promote sustainability resources for schools. (S) | Through our partnership with Marches Energy Agency and LAEP, the Everybody's Talking website provides a wide range of resources for schools. Part of ongoing work - no further action at this time |  |
| CC 3.14 Encourage the local community to develop community renewable schemes and/or energy services companies. (S) | Ongoing action. Domestic PV installations since Jan 2010 -April 2012 = 854, generating 2.8 Mw, 2 community installation generating 0.008Mw Solar Rushcliffe have provided advice to 225 property owners to January 2011. Renewables training provided by the Eco-homes project and Greening Sutton Bonington and Greening Radcliffe. The Small Hydro Company Ltd have submitted a planning application for a hydro electric plant at Land North East Of Trent Wharf, Trent Lane, East Bridgford (Application: 10/00577/FUL) East Bridgford Community Energy IPS Ltd has been formed and is seeking to find land to erect a wind turbine. (Planning application: 12/01015/FUL) |  |





| | | |
|---|---|---|
| | (www.eastbridfordwindturbine.org.uk) | |
| CC 3.17 Work in partnership with the LSP to ensure fuel poverty is tackled (M) | <p>External funding (£30k) has enabled the CVS Housing Choices scheme to be extended to cover energy efficiency and fuel poverty to the very vulnerable, RBC has provided training to CVS staff to provide home visiting with referrals to Warmstreets as required.</p> <p>Additionally thermometers have been distributed through Rush4Health event, Home Alarms scheme and First Contact/ Community Outreach. Further distributions will be made via health professionals and GP surgeries. NEA have provided training for health professionals.</p> <p>This is an ongoing project.</p> |  |
| CC 3.18 Work with schools and the County Council to develop school travel plans. (S) | Eco-schools are promoted by RBC, this encourages school travel plans |  |
| CC 4.01 Introduce procurement policies that ensure sustainable energy is maximised. (L) | The procurement strategy already covers this issue and sustainability is included on any large procurement. Existing contracts will not be reviewed, but sustainability will be included when contracts are renewed in line with the strategy. |  |
| CC 4.02 Encourage sustainability amongst subcontractors. (L) | The procurement strategy already covers this issue and sustainability is included on any large procurement. Existing contracts will not be reviewed, but sustainability will be included when contracts are renewed in line with the strategy. |  |
| CC 4.03 Ensure adequate energy management is provided. (S) | Asset management group assisting – data supplied by relevant service areas |  |
| CC 4.04 Spend 10% of the Council's total energy expenditure on sustainable energy. (S) | All our electricity is from 'Green' tariffs. Continue to investigate sourcing of 'sustainable' gas – not currently available. |  |
| CC 4.06 Ensure compliance with the EU Energy Performance of Buildings Directive. (S) | This is in place |  |
| CC 4.09 Seek advice and support from the Carbon Trust. (S) | Council has worked with Carbon Trust to produce a Carbon Management Plan. |  |
| CC 4.10 Investigate taking part in the Carbon Trust's | Carbon Management Plan produced Jan 2011. |  |

| | | |
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| local authority carbon management programme. (M) | | |
|--|--|--|

Actions Cancelled

| | | |
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| CC 1.04 Work with their local Energy Saving Trust advice centre and similar organisations to investigate how they can help meet targets. (S) | The EST services to Local Authorities have been cancelled due to funding cuts as part of the spending review - THIS WILL NOT NOW BE POSSIBLE |  |
| CC 1.10 Investigate starting most council meetings at 6pm to take advantage of daylight. (S) | This was considered by Council on 16 Dec 2010 as part of the review of the constitution. Cllrs decided to retain a start time of 7pm for meetings of Council and Committees. Other Member Panels or Groups are up to the Members to arrange start times. |  |
| CC 1.14 Consider as part of the budget process that any savings made from investing in energy efficiency are reinvested in sustainable energy. (M) | Only likely in the long term. Possibly as part of investment in any future property. No further action at this time |  |
| CC 2.03 Investigate business recycling services. (M) | Trade waste service to cease in September 2011, business recycling not to be pursued by RBC |  |
| CC 3.15 Consider providing a thermal camera service. (M) | No opportunities at this time, may be reconsidered in the future |  |
| CC 4.05 Consider producing own renewable energy. (L) | Proposed PV installation Scheme was not supported by Cabinet on 6 September 2011 due to specific concerns about payback periods. No alternative scheme likely at this time. |  |
| CC 4.08 Support 'green fleet' initiatives. (M) | Trial of Biomethane fuelled Refuse Truck completed. This has not yielded a positive outcome as the additional filling time, limited operational range, limited capacity and the relatively small fuel price differential have more than offset the perceived benefits. The situation will be kept under review as relative cost and availability of alternative fuels may change over the next few years. No further action is planned. |  |
| CC 4.15 Investigate option to produce and use bio-fuels | Trial of Biomethane fuelled Refuse Truck completed. This has not yielded a positive |  |

| | | |
|--|---|--|
| produced from waste for the council fleet. (M) | outcome as the additional filling time, limited operational range, limited capacity and the relatively small fuel price differential have more than offset the perceived benefits. The situation will be kept under review as relative cost and availability of alternative fuels may change over the next few years. No further action is planned. | |
|--|---|--|

| Action Status | |
|---|---|
|  | Cancelled |
|  | Unassigned; Not Started; Check Progress |
|  | Resuming; In Progress; Assigned |
|  | Completed; No Further Progress |

Abbreviations

| | |
|--------|---|
| AQMA | Air Quality Management Area |
| CHP | Combined Heat and Power |
| EST | Energy Saving Trust |
| CVS | Community and Voluntary Service |
| EM-IEP | East Midlands – Improvement and Efficiency Programme |
| LDF | Local Development Framework |
| LAEP | Local Authorities Energy Partnership |
| LSP | Local Strategic Partnership |
| LTP | Local Transport Plan |
| MEA | Marches Energy Agency |
| NCC | Nottinghamshire County Council |
| NEP | Nottingham Energy Partnership |
| PMB | Performance Management Board |
| PV | Photo Voltaic |
| RBC | Rushcliffe Borough Council |
| RSL | Registered Social Landlord |
| SAP | Standard Assessment Procedure [for dwellings energy rating] |
| SMART | Specific, Measurable, Attainable, Realistic, Time bound |

Appendix 2

Update report for the Carbon Management Plan


















September 2012

| | |
|--------------------------------|--|
| Action Code & Title | CMP 2010-2015 Carbon Managemen |
| Description | A plan to implement financial and carbon savings from the councils own estate and operations |

| | |
|---------------------|---|
| Progress Bar | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">78%</div> |
|---------------------|---|






| Sub Actions | | |
|---|--|--|
| CMP1 Civic Ctr - HSG-UK water saving devices on urinals | These have been fitted March 2011 | |
| CMP2 Civic Ctr & Depot - SMART meters | Smart meters were installed in Spring 2011 to record gas & elec. Elec meter to garage not completed due to issue with supply. Further smart meters are to be installed with work due to be completed by spring 2012. | |
| CMP3 WB Community Hall - refurbishment | Refurbishment completed September 2010 | |
| CMP4 Bridgford Park Toilets | Refurbishment completed April 2011 | |
| CMP5 PC Power Management | This was deployed to all devices in the months leading up to December 2011 apart from a few exceptions which were agreed with service areas for business reasons. During the 7 months from Dec 2010 to Jun 2011 compared to Dec 2011 to Jun 2012, the hours of computers being left on and inactive reduced by approximately 2642 hours (69% reduction), an estimated cost saving of £211.37 and 1136.1Kg of carbon saving. | |
| CMP6 Server Virtualisation | Around 80 virtual servers have now implemented although some of these are new server areas (e.g. e-finance), rather than replacements of (physical) servers. There are around 25 physical servers remaining. Since the start of the project, we have removed (or at least switched off) 22 physical servers. It is worth noting that a number of servers will have to remain as physical servers (for now, at least) due to the fact that the application(s) they host not currently | |

| | | |
|---|--|---|
| | having a version available which will work in a virtual environment. ICT are currently unable to identify / monitor the actual level of energy savings being achieved by the server virtualisation project as the main server room is not powered by a separately metered supply. | |
| CMP7 Desktop printer review | 49 desktop printers have been removed. No new printers will be procured unless the appropriate service area provides a business case to justify the need for this rather than using the corporate MFDs readily available across all service areas. Some printers have been retained due to their specialist needs (such as the printer used by Democratic Services). Further action will be ongoing. |  |
| CMP8 Power Management for Multi Function Devices | This is still under consideration. |  |
| CMP9 Bin lift equipment, bypass swosh system | Electric (Omnidel (e)) Bin lifters manufactured by Terberg Ltd lifter were fitted to 2 new lorries delivered April 2012. Figures publicised by the manufacturers is in the region of between 8-10% of fuel saving. For an average Rushcliffe 8x4 32 tonne refuse vehicle which uses approximately 16900 litres per year it would be a fuel saving of approx. 1352 Litres with an approximate cost saving £1485.04 per vehicle. |  |
| CMP10 Calorific Value Enhancement (CVE) technology | Fitted September 2010 to Bingham Leisure Centre and Rushcliffe Leisure Centre |  |
| CMP11 SAVASTATS | Fitted September 2010 to all leisure centres apart from East Leake |  |
| CMP12 PVs – Cotgrave Leisure Centre | Plans to fit PV's at Cotgrave Leisure Centre as part of a project across Rushcliffe owned buildings were not been approved by members. Rushcliffe School has installed 90 solar power units on the school roof which is a shared site with Rushcliffe Leisure Centre, this will reduce the overall energy usage and cost of which RBC pays 9% and Parkwood 60%. |  |
| CMP13 CHP - Cotgrave Leisure Centre | See Biomass Boilers below |  |
| CMP14 Liquid Pool Cover – Rushcliffe Leisure Centre | The provider has been unable to provide sufficient evidence to substantiate their claims on savings therefore the project has stopped |  |
| CMP15 Lock TRVs at civic centre | Not to be pursued- existing TRV's are in good order and staff to be educated on use. |  |

| | | |
|---|---|---|
| CMP16 Awareness Training | Energy Champion Scheme launched 13 March 2012 with training provided by Global Action Plan. First Campaign - Switch on to Switching off run 11-18 May. Second Campaign - Travel to Work undertaken in October 2012. Energy Champions will now be an ongoing project. |  |
| CMP17 Business Driver training | Not Started |  |
| CMP18 Timers on vending machines at Leisure centres | Timers on vending machines at Leisure centres have been introduced at joint use sites. |  |
| CMP19 Timers on hot water boilers at civic centre | As hot water boilers are replaced boilers with timers are being fitted. Other options are also being explored. |  |
| CMP20 Lighting Project | Lighting to common areas and infrequently used spaces is being reviewed; inefficient fittings will be replaced. Passive controls have been installed in infrequently used areas. |  |
| CMP21 Boiler room insulation project | In August redundant boiler removed, valves overhauled and missing insulation installed |  |

Additional Actions:

- i) East Leake Leisure Centre – a pool cover was installed in Nov 2011. Invertors have been fitted, controlling the drive speed of the motors – reducing it when full capacity isn't required and therefore reducing energy consumption.
- ii) Eon is looking to install biomass boilers in leisure centres and other council properties to take advantage of the government's subsidy scheme for renewable heat. Officers had a meeting with EON re. bio-mass boilers at Cotgrave and Rushcliffe Arena and will be looking to undertake a desk top exercise to explore the feasibility, this requires getting accurate current usage figures.
- iii) A review of Environment and Waste has identified operational savings (e.g. reducing grass cutting, and changing bin emptying rounds) that could reduce carbon by approximately 100 tonnes pa.
- iv) A review of Leisure Services, suggesting amalgamating leisure centre provision in West Bridgford and replacement of Bingham Leisure Centre, could lead to a saving of 1413 tonnes of carbon per year. This is only likely over the long term.

| Action Status | |
|---|---|
|  | Cancelled |
|  | Overdue; No longer assigned |
|  | Unassigned; Not Started; Check Progress |
|  | Resuming; In Progress; Assigned |
|  | Completed |

REPORT OF THE HEAD OF CORPORATE SERVICES

Summary

In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for quarter two 2012/13, containing tasks from the Corporate Strategy 2012-16, and the corporate basket of performance indicators.






Recommendation

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






Details





1. The corporate scorecard, **Appendix 1**, includes detailed progress reports for each of the 9 tasks to be monitored in 2012/13 and the corporate basket of 34 performance indicators.
2. For the relevant performance indicators data obtained from the residents survey questions is now included within the report. .
3. Numerical data for each performance indicator, as requested at the Boards meeting in August 2012, is set out at **Appendix 2**.
4. Following the good practice established by the Performance Management Board, exceptions and highlights have been identified in the corporate scorecard. Exceptions occurring since the last meeting of the board that have not previously been considered are supported by comments from the relevant Head of Service.
5. Status guide for this report.

Tasks

| Task Status | | |
|---|-------------|---|
|  | Cancelled | Task has been cancelled before its completion |
|  | Overdue | The task has passed its due date |
|  | Warning | The task or one or more milestones are approaching its due date |
|  | Progress OK | The task is expected to meet the due date |
|  | Completed | The task has been completed |

Performance Indicators

| PI Status | | |
|---|-----------|--|
|  | Alert | Performance is more than 5% below the target |
|  | Warning | Performance is between 5% and 1% below the target |
|  | OK | Performance has achieved target or is within 1% of the target |
|  | Unknown | No data reported or data not due for this period (reported annually) |
|  | Data Only | A contextual indicator, no target is set |

| Long Term Trends | | |
|---|-----------------------------------|---|
|  | Improving | The calculation within Covalent for trend is made from a comparison of the data for the current quarter with the same quarter in the three previous years |
|  | No Change | |
|  | Getting Worse | |
|  | New indicator, no historical data | |

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

Performance Progress

Summary

There are 13 indicators meeting or within 1% of target (green status) in this report compared to 12 in quarter 1. The three exceptions reported in quarter 1 (LICSH10 - Vehicle Crimes, LIFS07 - Invoices Paid and LIPP28 - Calls Answered) remain below target but as they are showing improving performance they have not been selected as exceptions in this period.

Corporate Tasks

Of the 9 tasks all are underway, 'ST21 - Develop the use of technology to improve customer access and reduce costs', has started following decision at Cabinet to adopt ICT Strategy 2012-16. Detailed milestones will be developed before the quarter 3 meeting in February 2013.

Three of the tasks are at amber status as incomplete milestones are nearing their due date; the remainder of the tasks that have started are progressing well and expected to meet deadlines.

Performance Indicators

There are 34 performance measures in the corporate scorecard, and 27 have data for quarter 2, including 5 where data has been extracted from questions within the residents survey. Eleven indicators have a positive trend showing an improvement in performance, 4 have a negative trend, and 11 are unknown as they are new and have no previous data. The other 7 indicators are not due to be reported at this meeting.

There is 1 indicator that has been selected as a highlight for this period:

LIEWM192 – Percentage of household waste sent for reuse, recycling or composting – there has been a 1.76% rise over the same period last year.

There are 2 indicators selected as exceptions:

LICSH07 – Burglaries per 1,000 population


LIEWM48 – Percentage of residents satisfied with refuse and recycling service


Detail for each exception is located at the end of this report.

Finance


Revenue and capital finance summaries are included for context purposes only.


Strategic Tasks – Quarter 2 2012/13

| Current Status | ST14 | Target date | Corporate Theme | Lead officer | Success measurement |
|---|---|---|---|-----------------------------------|--|
|  | Adopt the Rushcliffe Local Plan | 31-Mar-2013 | Supporting economic growth to ensure a sustainable, prosperous and thriving local economy | Charlotte McGraw | Appropriate housing and supporting infrastructure is built following the adoption of the Rushcliffe Local Plan |
| Milestone Due | Milestones | Progress | | Reporting to | Referred to |
| 08-May-2012 | Undertake consultation on Publication Core Strategy | The representation period ended on 8 May 2012 and approximately 1,300 responses were received, the large majority from residents close to the proposed urban extension south of Clifton. | | Local Development Framework Group | Council |
| 01-Jul-2012 | Analyse responses to Publication Core Strategy consultation | Officers have categorised and summarised the responses in preparation for submission of the draft Core Strategy. | | | |
| 31-Jul-2012 | Submission of draft Core Strategy | The Local Development Framework Group met on 22 October to consider proposed changes to the Core Strategy. The draft Core Strategy was submitted to the Secretary of State on 2 November 2012, and an initial notification is expected from the inspector by the middle of December 2012. | | | |
| 31-Jan-2013 | Inspector's report received | | | | |
| 31-Mar-2013 | Core Strategy adopted | | | | |


| Current Status | ST15 | Target date | Corporate Theme | Lead officer | Success measurement |
|---|---|--|---|---------------|--|
|  | Support the regeneration of Cotgrave including new housing, employment opportunities and a vibrant town centre | 31-Mar-2020 | Supporting economic growth to ensure a sustainable, prosperous and thriving local economy | Kath Marriott | Quality of life for residents in Cotgrave is improved through increased local employment opportunities, an enhanced local environment and excellent local shopping and social facilities |
| Milestone Due | Milestones | Progress | | Reporting to | Referred to |
| 31-Jul-2012 | Appoint a developer partner to build out the colliery site and regenerate the town centre | A developer partner has been appointed (Barratt) following a procurement exercise with the Homes and Communities Agency. | | Cabinet | |
| 31-Jul-2012 | Complete town centre acquisitions | The council acquired the shopping centre freehold in early June and is now managing this property with its other commercial properties. The Council has agreed terms with one outstanding commercial property owner regarding site acquisition in the town centre and Metropolitan Housing Association has secured 11 out of 14 properties on Scotland Bank. | | | |
| 30-Nov-2012 | Reach agreement with public sector partners and GPs over delivery of public sector accommodation in town centre | A concordat has been signed between the public sector partners (NCC, RBC, Cotgrave Town Council, police and health) and work is on-going on firming up proposals and details for new public sector accommodation in the town. A report will go to Cabinet in December with an update on partner involvement in the town centre regeneration scheme. | | | |


| | | | | |
|-------------|--|--|--|--|
| 11-May-2013 | Developer to undertake a planning performance agreement for the town centre area | | | |
| 31-Jul-2013 | Planning application to be submitted by developer for town centre area | | | |
| 30-Sep-2013 | Sign development agreement with developer for town centre scheme | A draft framework document has been prepared by the Homes and Communities Agency for heads of terms. A development agreement for the town centre will not be able to be signed until a fully costed scheme has been prepared and planning permission has been granted. | | |

| Current Status | ST16 | Target date | Corporate Theme | Lead officer | Success measurement |
|---|--|---|---|---------------|--|
|  | Undertake an economic assessment of the Borough's potential for business growth | 31-Mar-2016 | Supporting economic growth to ensure a sustainable, prosperous and thriving local economy | Kath Marriott | The Borough is a more prosperous area with improved employment opportunities and thriving local businesses |
| Milestone Due | Milestones | Progress | | Reporting to | Referred to |
| 30-Jun-2012 | Gather baseline data from RBC and Nottinghamshire County Council and analyse the gaps | The focus of this strategic task is assessing the potential for economic growth within the Borough and identifying ways in which the Borough Council can encourage and support that growth. Economic information has been received from Nottinghamshire County Council. The data refers to economic growth including business start-ups and business size, and census data such as education status and professional skills distribution within the Borough. | | | |
| 01-Oct-2012 | Commission additional research if required to give a full position of the economic assessment of the borough | We are concentrating on engaging and getting feedback from businesses in the Borough directly. Surveys are available online and will be sent out with the business rates notifications. An article is in Rushcliffe Reports. We are collecting qualitative information via the business events organised by Rushcliffe Business Partnership. Work is being undertaken on investigating the value of the night time economy in West Bridgford. It is not planned to commission further research from an external organisation at this point. | | | |
| 31-May-2013 | Report to senior management and Members on the economic assessment | This may lead to an action plan and strategy. | | | |
| 31-Jul-2013 | Action Plan and Strategy agreed if appropriate | | | | |

| Current Status | ST17 | Target date | Corporate Theme | Lead officer | Success measurement |
|---|---|--|--|----------------|--|
|  | Implement Welfare Reform, including: developing a local Council Tax support scheme transferring housing benefit customers to the national Universal Credit system | 31-Mar-2017 | Maintaining and enhancing our residents' quality of life | Steve Goodrich | Vulnerable residents feel supported and are able to access advice and financial assistance which is administered transparently and fairly to those in need |
| Milestone Due | Milestones | Progress | | Reporting to | Referred to |
| 30-Jun-2012 | CTS Scheme - Engage with Notts Authorities, Fire and Police and Leaders to develop a countywide scheme | A Countywide Council Tax Support Scheme Group was set up in January 2012 and led by Allen Graham. LA's have modelled their caseloads based on a "menu of options" as required by the Leaders' Group on 20 June to try and deliver a Countywide Framework. A further report went to the Leaders' Group on 13 July where a broad Framework was agreed. | | Cabinet | Council |
| 31-Aug-2012 | CTS Scheme - Design a local scheme to go out for consultation | Rushcliffe commenced a 12 week consultation period with stakeholders in August 2012 on two proposals for a Local Council Tax Support Scheme. | | | |
| 11-Sep-2012 | Report to Cabinet on the proposals for a CTS scheme | On 11 September, Cabinet resolved to support the proposals and indicated its preferred option to restrict the level of support to 85% of the liability to council tax and have a capital limit of £10,000. | | | |
| 02-Nov-2012 | CTS Scheme - Consultation closes with stakeholders on proposed local scheme | The consultation period ended on 2 November 2012. There were 506 responses to the consultation, the information was analysed and the data was also posted on the Council's website. Following the consultation being completed, members examined the original proposals and a late amendment from DCLG offering some transitional protection at 2 Budget workshops. | | | |
| 04-Dec-2012 | Report to Cabinet on CTS scheme approval following consultation | The lateness of the Finance Settlement for 2013/14 puts at risk the submission of a report to approve a LCTS scheme for 4 December Cabinet meeting. | | | |


| | | | | |
|-------------|---|---|--|--|
| 31-Jan-2013 | CTS Scheme - Publish Local Scheme | | | |
| 28-Feb-2013 | CTS Scheme - Implement Local Scheme in time for Annual Billing | | | |
| 31-Mar-2013 | Support the implementation of Universal Credit including submitting an application to become a pilot site | <p>The Council was one of only 12 Councils across the country to be successful in its application to become a Universal Credit pilot. The pilot commenced in October 2012 and will run to October 2013.</p> <p>Performance monitoring is still to be determined by the Department of Work and Pensions.</p> <p>The three main objectives for the pilot will be as follows:</p> <ul style="list-style-type: none"> • Move Claimants online – 100% channel shift to online, self-service or assisted self-service claims for Housing Benefit and greater access to other council and partner services • Increase integration of services with partners (Job Centre Plus, Rushcliffe Advice Network, Housing providers etc.) • Identify vulnerable claimants and ensure there are support mechanisms in place | | |

| Current Status | ST18 | Target date | Corporate Theme | Lead officer | Success measurement |
|---|--|---|--|---------------|---|
|  | Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise | 31-Mar-2016 | Maintaining and enhancing our residents' quality of life | Dave Mitchell | Rushcliffe residents continue to be able to access a wide range of leisure facilities and activities helping them to maintain healthy and active lifestyles |
| Milestone Due | Milestones | Progress | | Reporting to | Referred to |
| 31-Dec-2012 | Undertake financial appraisal of developing leisure strategy | A financial appraisal is still to be completed, however, initial discussions have been held with Rushcliffe and Bingham Schools to consider the current arrangements and their individual visions for the future. | | | |
| 31-Mar-2013 | Seek interest in community management of Cotgrave and Keyworth leisure centres | <p>The recently created Cotgrave Assets Group is a good forum for the council to work with a number of groups in Cotgrave including the former Miners Welfare, Cotgrave Futures, Church of England School, Ash Lea School, Cotgrave Town Council, Serendipity Nursery and South Nottinghamshire College to develop a better understanding and sharing of expertise to consider the sustainability and utilisation of local assets including the leisure centre.</p> <p>We will ask the Keyworth Village Plan team to build the aspiration for community management of the leisure centre into the plan. We are awaiting feedback and learning from Nottingham City Councils procurement exercise for Portland Leisure Centre which is anticipated in December 2012.</p> | | | |


| Current Status | ST19 | Target date | Corporate Theme | Lead officer | Success measurement |
|---|---|--|--|------------------|---|
|  | Facilitate activities for Children and Young People to enable them to reach their potential | 31-Mar-2016 | Maintaining and enhancing our residents' quality of life | Charlotte McGraw | Young people living in the Borough are healthy, active, confident and engaged in the communities they live in |
| Milestone Due | Milestones | Progress | | Reporting to | Referred to |
| 31-Jul-2012 | Rushcliffe Children and Young People Partnership (CYPP) Action Plan produced | The Rushcliffe Children and Young People Partnership (RCYPP) group is a sub-group of the Rushcliffe Community Partnership. A partnership planning meeting was held on the 18 September, with further work undertaken post meeting to produce a completed action plan by 5 October. | | | |
| 31-Jul-2012 | Rushcliffe Social Network – project launched and recruitment of young people complete | <p>The Rushcliffe Social Network project aims to create a young person led social network covering the whole of Rushcliffe. The project provides a group of young people with paid work and will develop their employability and multi-media technology skills. It will provide Rushcliffe Borough Council and partners with a means of effectively consulting and communicating with young people in a way that they can relate to.</p> <p>A team-building and induction event took place on 5 September, with regular weekly sessions now held at the Rushcliffe Community Contact Centre on Wednesday evenings.</p> | | | |
| 31-Dec-2012 | Rushcliffe Social Network – phase 1 projects delivered | The 7 young people are now in post and have supported Rushcliffe Sports Awards and Rushcliffe Community Awards in October. Over the coming weeks up to 31 December, they will attend the Christmas Lights Switch on event in West Bridgford to tweet, take photos and video footage and write blogs to publicise the events to the young people of Rushcliffe. They now have agreed a new name and logo – YouNG (Young Network Group) and have a Facebook page, Twitter account and blog page. | | | |


| | | | | |
|-------------|--|---|--|--|
| 28-Feb-2013 | Delivery of a programme of child/family focussed events | <p>Lark in the Park on 1 August was a great success with over 40 different exhibitors and service providers delivering fun children's activities and providing parents/guardians with information about on-going participation opportunities. Attendances were estimated at 5,000 throughout the day and a satisfaction survey of attendees found that 97% would recommend the event to a friend and 87% scored it a 4 or more out of 5.</p> <p>Rush4Health was held at Rushcliffe Country Park on Sunday 2 September. An estimated 3,000 people attended the event, with many taking part in the sports challenges delivered by a variety of local clubs as part of the boroughs Olympic celebrations. The event promotes the NHS Change4Life Campaign and is part funded by the Rushcliffe Clinical Commissioning Group who provided services such as a Street Doctor within the 'Live Longer Zone'. 93% of visitors sampled gave the event a satisfaction score of 4 or more out of 5.</p> | | |
| 31-Mar-2013 | Delivery of Active Rushcliffe Olympic/Paralympic Action Plan | <p>Delivery of Active Rushcliffe Olympic/Paralympic Action Plan is running to timetable.</p> <p>A new coach scholarship scheme was established with funding from the Active Rushcliffe Partnership to support clubs to develop their capacity for new members following the Olympics. Ten developing coaches were part funded in 7 different sports in the first funding round. The second and final round of funding for 2012 closes on the 30 November.</p> <p>The Rush4Health Event was held Rushcliffe Country Park on 2 September. The event had a sporting theme for 2012 and attracted an estimated 3,000 people who took part in taster sessions, activity challenges and watched demonstrations by a number of local sports clubs who used the event to profile their sport and recruit new members.</p> <p>A new weekly Community 'Park run' initiative was launched at Rushcliffe Country Park on Saturday 6 October.</p> <p>The Rushcliffe Sports Awards was held on 11 October and celebrated the achievements of local Olympians, Paralympians,</p> | | |

| | | | | |
|-------------|--|--|--|--|
| | | Games Maker Volunteers and Torchbearers as well as achievements in Community and School Sport throughout Rushcliffe. | | |
| 31-Mar-2013 | Rushcliffe CYPP Action Plan delivered | | | |
| 31-Mar-2013 | Skate Park Improvement project at 'The Hook' completed | | | |










| Current Status | ST20 | Target date | Corporate Theme | Lead officer | Success measurement |
|---|--|---|--|---------------|---|
|  | Deliver the Council's Four Year Plan to reduce costs, generate income and adopt more effective delivery models | 31-Mar-2015 | Transforming the Council to enable delivery of efficient high quality services | Dave Mitchell | Residents of the Borough continue to receive the council services they require. The Council provides these services in a variety of different ways keeping Council Tax as low as possible |
| Milestone Due | Milestones | Progress | | Reporting to | Referred to |
| 01-Sep-2012 | Building Control and Land Charges review complete | This review is in hand. The evaluation should be completed with a recommendation on the preferred way forwarded completed in the current financial year. | | | |
| 01-Nov-2012 | Environmental Health Service review completed | Following the completion of a range of activities including service analysis, benchmarking, alternative service delivery assessment and customer analysis the Environmental Health Review has now concluded its first phase of work. This has identified a range of operational savings/income that can be achieved in 2013/14 and 2014/15 which total £91,500 against a target saving of £93,000 and these have been agreed by the Four Year Review Group. These actions include reducing the establishment by deleting vacant posts following the transfer of public sewer work to Severn Trent and reviewing inspection priorities for health and safety and food safety work which will be reported in the Council's Food and Health Safety Law Enforcement Plan for 2013/14. An implementation action plan will now be prepared to take these actions forward and further work will be undertaken on some additional ideas and actions which may ultimately require member approval. | | | |

| | | | | |
|-------------|---|---|--|--|
| 01-Nov-2012 | Legal Services review delivered | Two workshops have been held to baseline the current service and to look at opportunities to generate savings. A further workshop is due on 20 November when it is hoped to produce a rationalised list of in-house savings and add any further transformational changes. Presentation to officer steering group and completion of the review is expected by end of December 2012. | | |
| 01-Nov-2012 | Member services review delivered | Agreement made to delay the member development review until completion of the Police and Crime Commissioner elections and Electoral Review. | | |
| 01-Feb-2013 | Arts, events, energy efficiency, health development services review delivered | Review commenced in October with first meeting of Member group. | | |
| 01-Feb-2013 | Graphic design, communications, printing and public consultation review completed | Initial benchmarking has been undertaken with other Nottinghamshire authorities. | | |
| 01-Apr-2013 | Temporary accommodation and homeless prevention review, including need for 2 lodges, complete | Not due to commence until January 2013. Member Group established. | | |
| 31-Mar-2015 | Implementation of actions arising from previous reviews | Monthly meetings continue with the Environment and Waste Management delivery group, and 19 out of 27 actions are complete. Outstanding tasks include large projects – Streetwise franchise, garage services tender and round optimisation that will complete in 2013. Quarterly meetings continue with Community Facilities delivery group, and 6 out of 19 tasks are complete. Outstanding tasks include; developing sports/mentoring scheme for all young people, removing preferential rates for West Bridgford playgroup, community asset transfer of Alford Road playing fields, car park provision at Rushcliffe Country Park and on-going marketing and diversification to maximise income. | | |
















| Current Status | ST21 | Target date | Corporate Theme | Lead officer | Success measurement |
|---|---|--|--|----------------|--|
|  | Develop the use of technology to improve customer access and reduce costs | 31-Mar-2016 | Transforming the Council to enable delivery of efficient high quality services | Steve Goodrich | Residents are able to readily access Council services and information using a method that suits them |
| Milestone Due | Milestones | Progress | | Reporting to | Referred to |
| 16-Oct-2012 | Adopt ICT Strategy | Key milestones for this strategic task will be developed by December 2012, following the adoption of the ICT Strategy 2012-16 that was approved by Cabinet on 16 October. | | | |
| | | <p>Self-service terminals have been purchased, software installed and sited at the Rushcliffe Community Contact Centre at the end of October.</p> <p>During the past 6 months we have vigorously promoted self-service for Housing Benefit and Council Tax Benefit claims. The cumulative number of claims that have been processed on line from January to October 2012 is 679 which represent 57% of total claims received. For the month of October 84% of claims were processed on line.</p> | | | |

| Current Status | ST22 | Target date | Corporate Theme | Lead officer | Success measurement |
|---|--|---|--|---------------|---|
|  | Examine the future viability of all Council owned property to maximise the potential of the Council's property portfolio | 31-Mar-2016 | Transforming the Council to enable delivery of efficient high quality services | Kath Marriott | Property owned by the Council is utilised to its full potential or used to generate income for the Council enabling it to keep Council Tax as low as possible |
| Milestone Due | Milestones | Progress | | Reporting to | Referred to |
| 27-Sep-2012 | Options appraisal for the Hall | Soft market testing was carried out for approximately 6 weeks. An e-brochure was created and published on the Council's website. A link to the brochure was sent to a mailing list, including national agents, and specified end users, such as hotels and restaurants. An advert in the Estates Gazette provided national coverage. A follow up phone call was made to companies on the mailing list. Expressions of interest were submitted mid-October. A report will go to December Cabinet with details of interest received and proposing the next steps. | | Cabinet | |
| 27-Dec-2012 | Options appraisal for the Civic Centre and council office accommodation | Currently, the Civic Centre office space is occupied efficiently and space not utilised by the Council is let out. Initial analysis of the space within the building has shown that too high a proportion of space is not usable as office space due to the nature and layout of the building. | | | |
| 27-Mar-2013 | Options appraisal for future of depot site and alternative site options | Following Cabinet approval in July 2012, Nottinghamshire County Council will be taking on some space at the Depot from November 2012 on a two year lease. The County will use the space for a community transport scheme. Consultation carried out by the County Council and no significant problems were identified. Options appraisal for the future of the Depot site is expected to start later in the year. | | | |
| 27-Dec-2013 | Agreed strategy to maximise council's portfolio | | | | |






Summary of Performance Indicators – Quarter 2 2012/13

| PI Status | | | Long Term Trends | | |
|---|-----------|--|---|-----------------------------------|---|
|  | Alert | Performance is more than 5% below the target |  | Improving | The calculation within Covalent for trend is made from a comparison of the data for the current quarter with the same quarter in the three previous years |
|  | Warning | Performance is between 5% and 1% below the target |  | No Change | |
|  | OK | Performance has achieved target or is within 1% of the target |  | Getting Worse | |
|  | Unknown | No data reported or data not due for this period (reported annually) |  | New indicator, no historical data | |
|  | Data Only | A contextual indicator, no target is set | | | |







Community Shaping

| Status | Reference | Description | 2009/10 | 2010/11 | 2011/12 | Q2 2012/13 | | | 2012/13 |
|---|-----------|--|---------|---------|---------|-------------------|--------|---|---------|
| | | | Value | Value | Value | Value | Target | Long Trend | Target |
|  | LICSH07 | Domestic burglaries per 1,000 households | 11.70 | 8.93 | 6.86 | 3.35 | 3.00 |  | 5.95 |
|  | LICSH09 | Robberies per 1,000 Population | 0.68 | 0.66 | 0.54 | 0.11 | 0.24 |  | 0.48 |
|  | LICSH10 | Vehicle crimes per 1,000 population | 7.61 | 6.68 | 4.25 | 2.21 | 1.92 |  | 3.82 |
|  | LICSH52 | Percentage of residents who believe they can influence decisions that affect their local area | 35.0% | | | 50% | |  | |
|  | LICSH63 | Proportion of adults achieving at least 150 minutes of physical activity per week | | | | No data available | | | |
|  | LICSH64 | Percentage of young people satisfied with the Borough as a place to live | | | | No data available | | | |
|  | LICSH65 | Percentage of young people actively participating in sports or organised social activities outside of school | | | | No data available | | | |
|  | LICSH68 | Percentage of residents rehoused by choice based lettings within 12 weeks | | | | 42.9% | |  | |
|  | LICSH155 | Number of affordable homes delivered (gross) | 67 | 27 | 53 | 18 | 0 |  | 60 |



Corporate Services

| Status | Reference | Description | 2009/10 | 2010/11 | 2011/12 | Q2 2012/13 | | | 2012/13 |
|---|-----------|---|---------|---------|---------|------------|--------|---|---------|
| | | | Value | Value | Value | Value | Target | Long Trend | Target |
|  | LICS23 | Corporate Sickness | 10.25 | 9.28 | 8.06 | 2.91 | 4.00 |  | 8.00 |
|  | LICS48 | Number of complaints received by the council at initial stage | 56 | 96 | 116 | 27 | |  | |
|  | LICS59 | Percentage of residents satisfied with the way Rushcliffe Borough Council runs things | | | | 77% | | | |

Environment and Waste Management










| Status | Reference | Description | 2009/10 | 2010/11 | 2011/12 | Q2 2012/13 | | | 2012/13 |
|---|-----------|--|---------|---------|---------|------------|--------|---|---------|
| | | | Value | Value | Value | Value | Target | Long Trend | Target |
|  | LIEWM40 | Percentage of streets passing clean streets inspections | | | | 99.8% | |  | |
|  | LIEWM41 | Percentage of residents satisfied with the cleanliness of streets within the Borough | | | | 71% | | | 70.0% |
|  | LIEWM48 | Percentage of residents satisfied with the refuse and recycling service | | | | 75% | | | 80.0% |
|  | LIEWM 192 | Percentage of household waste sent for reuse, recycling and composting | 52.46% | 53.45% | 51.15% | 56.08% | 53.00% |  | 50.00% |

Financial Services





| Status | Reference | Description | 2009/10 | 2010/11 | 2011/12 | Q2 2012/13 | | | 2012/13 |
|---|-----------|--|---------|---------|---------|------------|--------|---|---------|
| | | | Value | Value | Value | Value | Target | Long Trend | Target |
|  | LIFS07 | Percentage of invoices for commercial goods and services which were paid by the authority in payment terms | 99.25% | 99.50% | 92.75% | 96.47% | 99.00% |  | 99.00% |

| | | | | | | | |
|---|--------|--|--|--|-------|-------------------|-------|
|  | LIFS10 | Value of savings achieved through the Four Year Plan | | | £1.8m | No data available | £2.2m |
|---|--------|--|--|--|-------|-------------------|-------|

Partnerships

| Status | Reference | Description | 2009/10 | 2010/11 | 2011/12 | Q2 2012/13 | | | 2012/13 |
|---|-----------|--|---------|---------|---------|--------------|--------|---|---------|
| | | | Value | Value | Value | Value | Target | Long Trend | Target |
|  | LIPP04 | Percentage of users satisfied with sports and leisure centres | 85% | 82% | 84% | 85.9% Aug | 75% |  | 75% |
|  | LIPP10 | Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre | 98.6% | 99.2% | 97.6% | 96.0% | 94.0% |  | 94.0% |
|  | LIPP28 | Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre | 72.8% | 72.1% | 64.8% | 61.8% | 70.0% |  | 70.0% |
|  | LIPP61 | Percentage of transactions done through self-service | | | | - | |  | |
|  | LIPP62 | Percentage of residents satisfied with the variety of ways they can contact the Council | | | | 79% | | | |

Planning and Place Shaping

| Status | Reference | Description | 2009/10 | 2010/11 | 2011/12 | Q2 2012/13 | | | 2012/13 |
|---|-----------|---|---------|---------|---------|------------|--------|---|---------|
| | | | Value | Value | Value | Value | Target | Long Trend | Target |
|  | LIPPS39 | Percentage of customers satisfied with the development control service received | | | | 86.00% | 90.00% |  | |
|  | LIPPS40 | Percentage of householder planning applications processed within target times | | | | 88.25% | 85.00% |  | |

Revenues & ICT Services

| Status | Reference | Description | 2009/10 | 2010/11 | 2011/12 | Q2 2012/13 | | | 2012/13 |
|--------|------------|--|---------|----------|-----------|-------------------|----------|------------|----------|
| | | | Value | Value | Value | Value | Target | Long Trend | Target |
| | LIRICT11 | Percentage of Council Tax collected in year | 99.10% | 98.90% | 99.00% | 59.60% | 59.20% | | 99.00% |
| | LIRICT12 | Percentage of Non-domestic Rates Collected in year | 98.40% | 97.80% | 98.40% | 60.80% | 60.00% | | 98.30% |
| | LIRICT24 | Percentage of council tax support customers satisfied with the service received | | | | No data available | | | |
| | LIRICT 181 | Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events | | 9.0 days | 7.23 days | 5.87 days | 9.0 days | | 9.0 days |










Transformation

| Status | Reference | Description | 2009/10 | 2010/11 | 2011/12 | Q2 2012/13 | | | 2012/13 |
|--------|-----------|---|---------|---------|---------|-------------------|--------|------------|---------|
| | | | Value | Value | Value | Value | Target | Long Trend | Target |
| | LITR01 | Percentage of RBC owned industrial units occupied | 95.56% | 98.44% | 98.7% | 96.9% | 93% | | 93% |
| | LITR02 | Percentage of privately owned industrial units occupied | | | 88.6% | 91.3% | 90% | | 90% |
| | LITR03 | Increase in rateable value | | | 0.8% | No data available | | | 1.0% |
| | LITR04 | Level of income generated through letting property owned by the Council but not occupied by the Council | | | £639k | £334k | | | |
| | LITR06 | Percentage of households with access to at least 2mbps broadband in the home | | | 77.0% | No data available | | | 85.0% |



Updates since Quarter 1

| | | |
|----------|--|---|
| LIEWM192 | Percentage of household waste sent for reuse, recycling and composting | Trend for quarter 1 changed on review |
| LITR06 | Percentage of households with access to at least 2mbps broadband in the home | |
| LIPP04 | Percentage of users satisfied with sports and leisure centres | Audit in process, data likely to change |
| LIPP61 | Percentage of transactions done through self-service | |

Performance Highlights – Quarter 2 2012/13

| PI Status | | | Long Term Trends | | |
|---|-----------|--|---|-----------------------------------|---|
|  | Alert | Performance is greater than 5% from target |  | Improving | The calculation within Covalent for trend is made from a comparison of the data for the current quarter with the same quarter in the three previous years |
|  | Warning | Performance is between 5% and 1% from target |  | No Change | |
|  | OK | Performance has achieved target or is within 1% of the target |  | Getting Worse | |
|  | Unknown | No data reported or data not due for this period (reported annually) |  | New indicator, no historical data | |
|  | Data Only | A contextual indicator, no target is set | | | |

Environment and Waste Management

| Status | Reference | Description | 2009/10 | 2010/11 | 2011/12 | 2012/13 | | 2012/13 | |
|---|-----------|--|---------|---------|---------|---------|--------|---|--------|
| | | | Value | Value | Value | Value | Target | Long Trend | Target |
|  | LIEWM 192 | Percentage of household waste sent for reuse, recycling and composting | 52.46% | 53.45% | 51.15% | 56.08% | 53.00% |  | 50.00% |

Performance Exceptions – Quarter 2 2012/13




| LICSH07 Domestic burglaries per 1,000 households | | | | | Current Value | Current Target | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------------|------------|------------|------------|---------------|----------------|------------|------------|------------|---------|------|---|------|------|---------|------|------|------|------|---------|------|-----|------|------|---------|------|------|------|------|---|--|
| 2012/13 | 2011/12 | 2010/11 | 2009/10 | --- Target | 3.35 | 3.00 | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <caption>Domestic burglaries per 1,000 households</caption> <thead> <tr> <th>Year</th> <th>Q1 2012/13</th> <th>Q2 2012/13</th> <th>Q3 2012/13</th> <th>Q4 2012/13</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>1.02</td> <td>3</td> <td>5.74</td> <td>6.86</td> </tr> <tr> <td>2010/11</td> <td>2.93</td> <td>3.35</td> <td>7.22</td> <td>8.93</td> </tr> <tr> <td>2011/12</td> <td>1.43</td> <td>5.6</td> <td>8.57</td> <td>8.93</td> </tr> <tr> <td>2012/13</td> <td>3.09</td> <td>5.78</td> <td>9.22</td> <td>11.7</td> </tr> </tbody> </table> | | | | | Year | Q1 2012/13 | Q2 2012/13 | Q3 2012/13 | Q4 2012/13 | 2009/10 | 1.02 | 3 | 5.74 | 6.86 | 2010/11 | 2.93 | 3.35 | 7.22 | 8.93 | 2011/12 | 1.43 | 5.6 | 8.57 | 8.93 | 2012/13 | 3.09 | 5.78 | 9.22 | 11.7 | <p>The main increase for dwelling burglary has been in Rushcliffe South. There have been 35 more dwelling burglaries so far in 2012-13 (April – September) which is an 80% year to date increase when we compare it to 2011-12.</p> <p>The greatest volume increase 2012-13 (April – September), is 8 more offences in the Wolds beat. There have also been 7 more offences in the Bingham West beat, 6 more offences in the Stanford beat and 5 more in the Bingham East beat when we compare this figure to 2011-12.</p> <p>There is no particular pattern for the increases across Rushcliffe south but a correlation has been drawn to the release of some prolific dwelling burglars who had been operating across Rushcliffe South prior to arrest.</p> | |
| Year | Q1 2012/13 | Q2 2012/13 | Q3 2012/13 | Q4 2012/13 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2009/10 | 1.02 | 3 | 5.74 | 6.86 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2010/11 | 2.93 | 3.35 | 7.22 | 8.93 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2011/12 | 1.43 | 5.6 | 8.57 | 8.93 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2012/13 | 3.09 | 5.78 | 9.22 | 11.7 | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| LIEWM48 Percentage of residents satisfied with the refuse and recycling service | | | | | Current Value | Current Target |
|---|---------|---------|---------|------------|--|----------------|
| 2012/13 | 2011/12 | 2010/11 | 2009/10 | --- Target | 75% | 80% |
| <p>No chart available. Questions last asked in Place Survey 2008.</p> | | | | | <p>The challenging satisfaction target of 80% for 2012/13 was based on outturn information from the 2008 Place Shaping survey which provided split satisfaction ratings for refuse collection at 84% and recycling at 75%. However this indicator is not split between refuse and recycling. Apart from the introduction of green waste charging, which may have had some impact; there has not been a major service change in this area since 2008. So this latest survey result of 75% overall satisfaction with refuse collection and recycling will provide a better benchmark against which future satisfaction with the service may be judged.</p> | |

Appendix 2

Numerical Data - Performance Indicators April – September 2012/13

Community Shaping

| Numerical data | Reference | Description |
|---|-----------|--|
| 154 crimes | LICSH07 | Domestic burglaries per 1,000 households |
| 35 crimes | LICSH09 | Robberies per 1,000 Population |
| 245 crimes | LICSH10 | Vehicle crimes per 1,000 population |
| 218 out of 418 say they can influence decisions | LICSH52 | Percentage of residents who believe they can influence decisions that affect their local area |
|  | LICSH63 | Proportion of adults achieving at least 150 minutes of physical activity per week |
|  | LICSH64 | Percentage of young people satisfied with the Borough as a place to live |
|  | LICSH65 | Percentage of young people actively participating in sports or organised social activities outside of school |
| 45 rehoused in 12 weeks 105 applicants | LICSH68 | Percentage of residents rehoused by choice based lettings within 12 weeks |
| 18 completed | LICSH155 | Number of affordable homes delivered (gross) |


Corporate Services

| Numerical data | Reference | Description |
|------------------------------|-----------|---|
| 491 days sickness | LICS23 | Corporate Sickness |
| 27 received | LICS48 | Number of complaints received by the council at initial stage |
| 416 out of 538 are satisfied | LICS59 | Percentage of residents satisfied with the way Rushcliffe Borough Council runs things |

Environment and Waste Management

| Numerical data | Reference | Description |
|--|-----------|--|
| 6 fails out of 1790 inspections | LIEWM40 | Percentage of streets passing clean streets inspections |
| 380 out of 535 satisfied | LIEWM41 | Percentage of residents satisfied with the cleanliness of streets within the Borough |
| 398 out of 529 satisfied | LIEWM48 | Percentage of residents satisfied with the refuse and recycling service |
| 4423 tonnes composting 2458 tonnes recycling/reused | LIEWM192 | Percentage of household waste sent for reuse, recycling and composting |

Financial Services

| Numerical data | Reference | Description |
|---|-----------|--|
| 1779 out of 1826 in 30 days | LIFS07 | Percentage of invoices for commercial goods and services which were paid by the authority in payment terms |
|  | LIFS10 | Value of savings achieved through the Four Year Plan |


Partnerships

| Numerical data | Reference | Description |
|---|-----------|--|
| 1106 satisfactory ratings and 191 ratings dissatisfied | LIPP04 | Percentage of users satisfied with sports and leisure centres |
| 368 out of 381 (June-Sep) | LIPP10 | Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre |
| 33,710 out of 53,980 | LIPP28 | Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre |
|  | LIPP61 | Percentage of transactions done through self-service |
| 402 out of 510 satisfied | LIPP62 | Percentage of residents satisfied with the variety of ways they can contact the Council |




Planning and Place Shaping

| Numerical data | Reference | Description |
|--|-----------|---|
| 61 out of 71 satisfied | LIPPS39 | Percentage of customers satisfied with the development control service received |
| 278 in 8 weeks out of 315 applications | LIPPS40 | Percentage of householder planning applications processed within target times |

Revenues & ICT Services

| Numerical data | Reference | Description |
|---|------------|--|
| £37,021,876 collected Debit = £62,164,061 | LIRICT11 | Percentage of Council Tax collected in year |
| £14,848,646 collected Debit = £24,401,669 | LIRICT12 | Percentage of Non-domestic Rates Collected in year |
|  | LIRICT24 | Percentage of council tax support customers satisfied with the service received |
| 1169 new claims 9184 change events | LIRICT 181 | Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events |

Transformation

| Numerical data | Reference | Description |
|---|-----------|---|
| Current 67 out of 68 | LITR01 | Percentage of RBC owned industrial units occupied |
| 545 out of 598 occupied | LITR02 | Percentage of privately owned industrial units occupied |
|  | LITR03 | Increase in rateable value |
|  | LITR04 | Level of income generated through letting property owned by the Council but not occupied by the Council |
|  | LITR06 | Percentage of households with access to at least 2mbps broadband in the home |

Revenue Variance Analysis by Service Area
April 2012 - September 2012 (6 Months)

| | Actual vs Budget to Date | | | Projected Outturn vs Budget | | |
|----------------------------------|--------------------------|---------------|--------------------------|-----------------------------|----------------------|--------------------------|
| | Budget YTD | Actual YTD | Variance (Under)/Over | Current Budget | Projected Outturn | Variance (Under)/Over |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Community Shaping | 630 | 581 | (50) | 1,337 | 1,332 | (5) |
| Corporate Services | 728 | 685 | (44) | 1,427 | 1,410 | (17) |
| Environment & Waste | 1,256 | 1,071 | (185) | 3,195 | 3,069 | (126) |
| Financial Services | 842 | 885 | 43 | 2,095 | 2,357 | 261 |
| Partnerships & Performance | 675 | 620 | (54) | 1,375 | 1,347 | (28) |
| Planning & Place Shaping | 159 | 125 | (35) | 328 | 308 | (20) |
| Revenues & ICT | 9,845 | 9,776 | (69) | 1,350 | 1,313 | (37) |
| Transformation | 156 | 131 | (25) | 266 | 293 | 27 |
| Total Service Expenditure | 14,291 | 13,873 | (418) | 11,374 | 11,430 | 56 |
| Contingency | 72 | 0 | (72) | 72 | 0 | (72) |
| Total | 14,363 | 13,873 | (490) | 11,446 | 11,430 | (16) |
| Budgeted Use of Balances | | | | | | (591) |
| Potential Transfer to Balances | | | | | | (16) |
| Net Available Funding | | | | | | (607) |

Revenue Monitoring

The key variances within the revenue budgets are as follows:

Community Shaping

Minor variances on employee budgets and local strategic partnership income.

Corporate Services

Savings on Mayor's transport, publications and legal costs.

Environment and Waste

Major contribution from the sale of green bins which is forecast to provide an additional £107,000 of income by year end. This is supported by income growth in areas such as licensing, cesspools and septic tanks, alongside employee and supplies savings. This is enabling the service to absorb additional cost pressures on fuel and under achievement of income targets for pest control due to the impact of the weather on wasp numbers.

Financial Services

Significant cost pressures from reduced levels of investment income and interim staffing arrangements during 2012/13 alongside additional costs in corporate budgets such as insurance and bank charges. These are partially offset by lower than expected levies for the Internal Drainage Boards and charges in relation to pensions.

Planning and Place Shaping

Minor variances on employee budgets.

Revenues and ICT

Savings on staffing budgets have been offset by the need to fund severance costs arising from the ICT restructure.

Transformation

Minor variances on income budgets.

CAPITAL PROGRAMME MONITORING - SEPTEMBER 2012

| EXPENDITURE SUMMARY | Current Budget £000 | Projected Actual £000 | Projected Variance £000 |
|--------------------------------|------------------------------------|--------------------------------------|--|
| Revenues and ICT Services | 474 | 107 | (367) |
| Partnerships & Projects | 109 | 109 | 0 |
| Transformation | 2,863 | 2,430 | (433) |
| Environment & Waste Management | 1,078 | 991 | (87) |
| Community Shaping | 1,247 | 561 | (686) |
| Planning & Place Shaping | 0 | 0 | 0 |
| Contingency | 125 | 0 | (125) |
| | 5,896 | 4,198 | (1,698) |
| FINANCING ANALYSIS | | | |
| Capital Receipts | (2,420) | (1,464) | 956 |
| Government Grants | (2,165) | (2,150) | 15 |
| Other Grants/Contributions | (711) | (351) | 360 |
| Use of Reserves | (600) | (233) | 367 |
| | (5,896) | (4,198) | 1,698 |
| NET EXPENDITURE | - | - | - |

Capital Monitoring

The main variances on projected spend comprise:

Revenues and ICT Services

The projected underspend of £367,000 wholly relates to the ICT Strategy. The projected actual of £107,000 is made up of spending commitments to complete schemes from the old ICT Strategy together with new projects for ICT replacement and infrastructure. Of the underspend, £324,000 can be re-phased to future years in order to support spending plans outlined in the new ICT strategy.

Transformation

The projected underspend of £433,000 primarily relates to Cotgrave Master-plan. This is a high risk/high reward project involving a range of partners. It is difficult to predict the likely expenditure position at the year-end so the projected actual only includes the estimated costs of strategic acquisitions likely at this stage.

Community Shaping

The projected underspend of £686,000 arises primarily from the delayed outcome of the Alford Road Options re-appraisal together with predicted underspends on grants given for affordable housing. Support for Registered Housing Providers will show an underspend at the year-end if no further schemes are identified in the coming year.

REPORT OF THE HEAD OF CORPORATE SERVICES

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 2012-2014.

Recommendation

It is RECOMMENDED that the Performance Management Board agrees the proposed rolling work programme for 2012/13 and 2013/14.

Details

| Date of Meeting | Item |
|------------------|--|
| 28 November 2012 | <ul style="list-style-type: none"> • Annual Report – Glendale Golf • Performance Monitoring – Quarter 2 2012/13 • 2 year rolling work programme • Climate Change Strategy |
| 26 February 2013 | <ul style="list-style-type: none"> • Annual Report – Parkwood Leisure • Performance Monitoring – Quarter 3 2012/13 • 2 year rolling work programme |
| 23 April 2013 | <ul style="list-style-type: none"> • RCVS & RCAN Service Level Agreement Update • Civil Parking Enforcement Contract Update • Annual Report 2012/13 • 2 year rolling work programme |
| June 2013 | <ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Diversity Annual Report 2012/13 • Performance Monitoring – Quarter 4 2012/13 • 2 year rolling work programme and annual work programme |

| Date of Meeting | Item |
|------------------------|--|
| August 2013 | <ul style="list-style-type: none"> • Review of Complaints and Ombudsman Letter 2012/13 • Performance Monitoring – Quarter 1 2013/14 • 2 year rolling work programme |
| November 2013 | <ul style="list-style-type: none"> • Annual Report – Glendale Golf • Performance Monitoring – Quarter 2 2013/14 • 2 year rolling work programme |
| February 2014 | <ul style="list-style-type: none"> • Annual Report – Parkwood Leisure • Performance Monitoring – Quarter 3 2013/14 • 2 year rolling work programme |
| April 2014 | <ul style="list-style-type: none"> • Civil Parking Enforcement Contract Update • Annual Report 2013/14 • 2 year rolling work programme |
| June 2014 | <ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Diversity Annual Report 2013/14 • Performance Monitoring – Quarter 4 2013/14 • 2 year rolling work programme and annual work programme |

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 Group considers the Council's Annual Diversity Report in June each year.

Background Papers Available for Inspection: Nil