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Our reference:
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Date: 11 February 2013

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 19 February 2013 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely

Executive Manager Operations and Corporate Governance

AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Wednesday 28 November 2012 (pages 1 - 6)
4. Cabinet Member Questions
5. Leisure Centre Contract - Annual Report by Parkwood Leisure 2013

The report of the Executive Manager Finance and Commercial is attached (pages 7 - 9).
6. Performance Monitoring – Quarter 3 2012/13

The report of the Executive Manager Operations and Corporate Governance is attached (pages 10 - 36).
7. Work Programme

The report of the Executive Manager Operations and Corporate Governance is attached (pages 37 - 38).

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 and J A Stockwood

Meeting Room Guidance

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
WEDNESDAY 28 NOVEMBER 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 Buschman, J E Greenwood (substitute for Councillor B G Dale), R M Jones, A MacInnes, Mrs M M Males (substitute for Councillor S J Robinson), J A Stockwood

ALSO IN ATTENDANCE:

D Kerrison Manager Glendale Golf

OFFICERS PRESENT:

B Knowles	Leisure Contracts Manager
C McGraw	Head of Community Shaping
I Meader	Performance Officer
V Nightingale	Senior Member Support Officer
P Phillips	Environmental Sustainability Officer
G Pickering	Performance and Reputation Manager
P Randle	Deputy Chief Executive (PR)
D Swaine	Head of Corporate Services

APOLOGIES FOR ABSENCE:

Councillors B G Dale, S J Robinson, D V Smith

15. Declarations of Interest

There were none declared.

16. Notes of the Previous Meeting

The notes of the meeting held on Tuesday 21 August 2012 were accepted as a true record.

Members considered the action update sheet, which they felt was very informative. With regard to the City Council's plans for Portland Leisure Centre officers explained that the negotiations had been very protracted and longer than anticipated. The Leisure Contracts Manager informed Members that he would be attending a meeting on 19 December when it was envisaged that more information would be available. Officers would then be able to use this knowledge to help formulate ideas if there was any discernable appetite for any community led leisure provision. If the information was not commercially sensitive officers agreed to report back at the next meeting.

Following a question the Board was informed that the numerical data had been included with the performance monitoring report.

The Chairman thanked officers for the Briefing Note which gave Members the information on what actions were being taken to address the issues.

17. **Edwalton Golf Courses – Annual Report of Contract by Glendale Golf 2012**

The Leisure Contracts Manager presented a report outlining the use of the Edwalton Golf Courses over the past year. He informed the Board that the contract had been extended for a further five years on the existing terms and conditions, which was recognised as a good deal for the Council.

With regard to usage the Leisure Contracts Manager stated that, due to the dreadful weather, the number of people playing golf had declined from the previous financial year. However, the number of people using the 'social' facilities within the pavilion had increased.

Following on from the annual survey Members noted that 90% of the respondents lived within 12 miles of the Course and that the majority were either satisfied or very satisfied with the facilities.

Ms Kerrison gave Members an update on the activities at Edwalton Golf Courses. She stated that Glendale budgeted for poor weather during the winter months but unfortunately the usage over the summer had been adversely affected, especially the repeat business. However, the use of the pavilion for non-golf activity had increased, these included regular meetings of clubs and a variety of social functions.

Glendale Golf had a commitment to improve junior usage of the course and Ms Kerrison was proud to say that the junior involvement was growing with membership exceeding seventy young people. She stated that the Club had worked with seven primary schools and had held a tri-golf competition, which had been won by Bunny who had then qualified for the national competition. There had also been an interschool competition, which was proving successful. The Club had run two hour introductory courses for youth groups, including brownies, girl guides, scouts and boys brigade. Events had been incorporated into the calendar to coincide with the Olympics and other festivals such as Halloween. There had been meet the professional events and special offers for people to play for £1 or £2. In respect of the elite juniors the Club had increased the number of participants on their academy course. Finally, she was proud to announce that the junior section had won the Notts Union event. The Chairman acknowledged that it could be very expensive for young people to compete in county and national tournaments and he informed Ms Kerrison of various grants that were available.

In conclusion Members were informed that the Club had received the golf mark award and accreditation. The Course had also been chosen by the County Golf Partnership to hold special events.

Following a question Ms Kerrison stated that she was pleased that Edwalton was not an 18 hole course as it was a good starter course, although not an easy course. This had also proved to be an advantage during the unpredictable summer as people were more likely to play 9 holes rather than 18.

When questioned about the steps Glendale would take to recover from the poor performance during the summer, Ms Kerrison stated that a loyalty scheme had been introduced; staff were looking at people's habits and targeting offers to encourage people to play on a regular basis; next year the website would be reviewed and an online booking system would be introduced. It was hoped that the customer database, presently at 2,300, could be increased which would enable staff to target promotions for quieter times.

The Members congratulated Glendale Golf for the work that was being undertaken at the Edwalton Golf Courses and for a comprehensive update.

18. Climate Change Strategy Action Plan Update

Following a recent request the Head of Community Shaping presented an update to the Climate Change Strategy Action Plan and the Carbon Management Action Plan. The Board was informed that of these Plans 69% and 78% had been completed respectively.

The Board were informed that the Climate Change Strategy was developed as part of the Council's last Corporate Strategy, and it evidenced what the Council was doing. The Carbon Management Action Plan, which was part of the Climate Change Strategy, focussed on the reduction of emissions, it focussed on the Council's fleet, buildings and estate as well as leisure. It had been overseen by a Member Panel and contained challenging targets, including reducing emissions by 15% by 2015 and then by 30% by 2020. It was recognised that the Strategy required people to change their behaviours and therefore it was not an area where there would be quick gains. Highlights included the Warmstreet Scheme, fuel poverty advice, IT power management controls, purchase of new vehicles and equipment which are more efficient and the introduction of energy champions within each service area. In 2011/12 it had been calculated that the carbon emissions had been reduced by 10%. The Board considered the exceptions, which included ensuring all reports considered the environment and demonstrated that with a statement.

The Board welcomed the fact that 80% of the Climate Change Strategy Action Plan and 70% of the Carbon Management Action Plan had been completed.

Following a question the Board was informed that an annual emissions report was produced for the Government and was published on the Council's website, however, if required, this could be made available for Members. In 2008/09 5,463 tonnes had been produced which had been reduced to 4,934. With three years left it was anticipated that the 15% reduction would be accomplished. However, further work would be required to then make further reductions by 2020. Members were informed that energy and environment were being considered by a Member Group and following that officers would present a further report outlining future developments.

In respect of the data Members were informed that these were collated by the Department for Energy and Climate Change from information provided by the utility companies and highways authorities. It was a complicated calculation and was always produced three years in arrears. Traffic emissions from the

major trunk roads were not included in the Borough's data as it was felt that this related to through traffic. It was difficult to make an impact on these figures as it depended on how people lived and what steps they took. The Council helped by promoting insulation schemes, travel plans and keeping the public aware of any new technology.

In reference to the report the Board was informed that the pool cover for Rushcliffe Leisure Centre was not being pursued as the pool was not of a standard design and therefore no standard cover would fit. Officers had looked at an alternative gel solution but the company could not provide the required evidence that it would not damage the pool. Although officers agreed to continue to look for solutions.

With regard to travel plans for larger developments the Head of Community Shaping agreed to speak to officers in the Planning and Place Shaping section regarding the monitoring of these plans. It was felt that the impact and consequences of developments on climate change and the environment should be included in all Development Control reports, as an example Members highlighted how the developers had amended the plans for the Sharphill development.

The Board discussed the issue of solid wall housing and how expensive the current insulation methods were. It was also noted that the present methods caused people to change their windows. As the Borough had a large number of solid wall houses Members felt that any breakthrough in this area would have a large impact on the targets.

Following a question regarding photovoltaics officers stated that although the price of installation was decreasing the payback rate had not altered due to the Government's reduction to the feed in tariff.

The Board AGREED that a further report should be presented in approximately twelve months' time containing more information on the practical outcomes and any trends that could be identified.

19. Performance Monitoring Quarter 2 2012/13

The Head of Corporate Services presented the performance monitoring figures for quarter two. Members were informed that, where necessary data had now been included from the resident's survey. With regard to the performance indicators, 11 had a positive trend and 4 had a negative trend. Members were informed that the 3 exceptions reported in Quarter 1 had not been included again as their performance was improving, but these were likely to remain as an exception throughout 2012/13.

In respect of Universal Credit a question was raised regarding the involvement of Sure Start and the Family and Children's Centre in the pilot scheme. The Deputy Chief Executive (PR) explained that the Council was involved in the pilot to improve access to Universal Credit however its actual delivery was a civil service function. He also informed Members that one of the key partners was Job Centre Plus who it was anticipated would have a connection with Sure Start. In respect of monitoring the project and the implications for the Council Members felt that it would be useful to have more detailed information

of the nature of the pilot included in future performance reports. The Head of Corporate Services explained that he would relay this request to the relevant Council officers so that it was considered when future reports were compiled. He also stated that once the pilot was completed it was anticipated that its findings would be reported to members through the most appropriate channel.

Following a question about the Leisure Strategy officers indicated that at present there appeared to be low demand from the community to run any leisure centres and related services. Furthermore it should be recognised that the Strategy was 'aspirational' with its delivery being dependant on the emergence of a number of possible scenarios. It was noted that the relevant officers would ensure Members were kept up to date on how these scenarios might progress through the performance management reports considered by the Board.

In response to questions regarding the crime related performance indicators that were being identified as exceptions, it was recognised how important it was for the Board to have clear and concise comments/explanations supporting these. The Head of Corporate Services assured Members that he agreed with this view and would reiterate the importance of officers providing clear, accurate and factual information within the explanatory text for both tasks and performance indicators. He recognised that where necessary arrangements could be made for officers to attend meetings of the Board to explain exceptions, in cases where it was viewed this was necessary. However the first stage was to ensure that the performance information provided to Members enabled them to properly assess and, where necessary, challenge performance.

Regarding the resident's survey, Members were informed of the methodology for its delivery. The Head of Corporate Services indicated that the survey had been available for completion on the Council's website and had also been sent in hard copy format to a random selection of 1,500 households across the Borough. In response to a question the Head of Corporate Services explained that the resident's survey was separate from the Staff survey which was undertaken in a different way and for different purposes.

20. **Rolling Work Programme**

The Board considered its work programme. The Head of Corporate Services explained that the scrutiny of the new Service Level Agreement between the Council and the RCVS and RCAN, scheduled for the Board to consider at its meeting on 23 April 2013, was being discussed at the next Scrutiny Chairmen and Vice Chairmen's meeting.

The meeting closed at 8.40 pm.

Action Sheet
PERFORMANCE MANAGEMENT BOARD - WEDNESDAY 28
NOVEMBER 2012

Minute Number	Actions	Officer Responsible
16. Notes of the Previous Meeting	Officers to report back, if possible, on the negotiations undertaken by Nottingham City Council in relation to Portland Leisure Centre.	Leisure Contracts Manager
18. Climate Change Strategy Action Plan Update	<ul style="list-style-type: none"> a) officers agreed to continue to look for solutions regarding a pool cover for Rushcliffe Leisure Centre b) officers agreed to investigate further travel plans for larger developments c) a further report be presented in approximately 12 months' time 	<ul style="list-style-type: none"> Head of Community Shaping Head of Community Shaping Head of Community Shaping

Report of the Executive Manager Finance and Commercial

Summary

1. The contract for the management of five of the Council's leisure centres was awarded to Parkwood Leisure Ltd in August 2007. The contract was extended to 2022 in February 2011, from the original 10 year period, upon the establishment of a Non Profit Distributing Organisation. This arrangement provided further savings to the Council of around £92,000 per annum.
2. There are ten Strategic Objectives identified within the contract. A summary of Parkwood's performance in relation to these is contained in the table below:-

Strategic Objective	Success Criteria/PI	Achieved
1. Develop the leisure centre facilities	Total Usage 1,159,500 Swimming usage 459,000 Aerobic usage 64,300	1,165,825 419,718 75,987
2. Develop new services for young people	Usage of 170,755	167,265 Working with leisure centre based clubs and the Council's Sports Development Officer a range of courses and coaching sessions have been available to young people. The 'Junior Pump' sessions (supervised gym sessions) are particularly popular.
3. Continue to use the leisure card	65% of residents hold a card	The leisure card continues to operate successfully with 23,666 issued since the contract began.
4. Improve the use of information technology	100% of transactions available electronically.	Bookings for activities and courses are available on line. Payment by Direct debit for swimming lessons is planned to be introduced in 2013. Recently Facebook pages have been established for each leisure centre

Strategic Objective	Success Criteria/PI	Achieved
	Post code analysis identifies spread of users	Post code analysis shows that most users live within 5 miles of their local leisure centre.
5. Improve Partnership working	500 attendances per at 'user' meetings	<p>A total of 634 people have attended focus group meetings over the year.</p> <p>Parkwood staff attend various Council working groups including the Health Improvement Group and the Safeguarding Children Steering Group</p>
6. Improve approach to marketing	75% of residents aware of council facilities	No activity has been put in place to measure this.
7. Establish a value adding contract for leisure centres	<p>Reduce revenue costs and increase customer satisfaction levels. 75% of customers fairly or very satisfied.</p> <p>Quest scores 70%</p>	<p>NPDO remains in operation</p> <p>Customer satisfaction 81.9%. The customer satisfaction has been subjected to audit by the Councils Performance team this year.</p> <p>Quest scores - Arena 76%, Bingham 76%, Cotgrave 78%, Keyworth 82%, Rushcliffe 76%. All sites within the 'Highly Commended' range</p>
8. Improve financial viability of the centres	Reduced revenue costs	
9. Improve community involvement in developing the service	Establishment of customer focus groups at each centre.	A total of 634 people have attended focus group meetings over the year.
10. Improve the approach to performance management and continuous improvement	<p>Achievement of Quest accreditation by each site.</p> <p>Achievement of Investors in People award by 2013.</p>	<p>Please see information in 5. above</p> <p>Investors in People award has already been achieved.</p>

3. The day to day monitoring regime is based around the Quest criteria (Sport England's Quality Assurance scheme) and is carried out by the Leisure Contract Manager. The target for compliance at inspections is 70%, the actual result for the year 2011/12 was 81.9%.
4. Parkwood Leisure's Operational Director will present more detailed information on performance and development plans at the meeting.

Recommendation

It is RECOMMENDED that the Performance Management Board finds the performance of Parkwood Leisure over the past year to be within acceptable parameters.

Financial Comments

There are no financial implications

Section 17 Crime and Disorder Act

Leisure centres offer a range of activities and programmes that can divert people away from crime and anti-social behaviour

Diversity

Leisure centres attract a wide range of users from all sections of the community.

Background Papers Available for Inspection:

Parkwood Leisure Annual Report 2012

Report of the Executive Manager Operations and Corporate Governance

Summary

In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for quarter three 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. Numerical data used to calculate each performance indicator is included in **Appendix 2**.
3. Following the good practice established by the Performance Management Board, exceptions and highlights have been identified in the corporate scorecard. There are no new exceptions to report this quarter, and two highlights.
4. The two new highlights to report are; LICSH07 Domestic burglaries per 1,000 households and LIPPS40 Percentage of householder planning applications processed within target times. Highlights in previous reports have been:
 - LICSH09 Robberies per 1,000 Population
 - LIEWM192 Percentage of household waste sent for reuse, recycling and composting
 - LIRICT181 Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events
5. Exceptions previously reported are:
 - LICSH07 Domestic burglaries per 1,000 households
 - LICSH10 Vehicle crimes per 1,000 population
 - LIEWM48 Percentage of residents satisfied with the refuse and recycling service






- LIFS07 Percentage of invoices for commercial goods and services paid by the authority in payment terms
- LIPP28 Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre





6. 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 is approaching its due date. One or more milestones are approaching or has passed 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 exceeded the 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 14 indicators meeting or within 1% of target (green status) this report compared to 13 in quarter 2. The five exceptions previously reported are showing improving performance. In particular, very good and improved quarter 3 performance has been shown by LICSH07 – Domestic burglaries per 1,000 households is achieving target, there have been only 50 crimes this quarter; and LIPP28 – Percentage of calls answered in 30 seconds, improving from 61.8% in September to 68.9% in December .

Corporate Tasks

Of the 9 tasks all are underway. Five of the tasks are at amber status; the remainder of the tasks that have started are progressing well.

Performance Indicators

There are 34 performance measures in the corporate scorecard, and 27 have data for quarter 3. 10 indicators have a positive trend showing an improvement in performance, 6 have a negative trend, and 10 are unknown as they are new and have no previous data. There are 7 indicators not due to be reported at this meeting, and 1 that is awaiting verification of data.


There are 2 indicators that have been selected as a highlights for this period:


LICSH07 – Domestic burglaries per 1,000 households. This was reported at quarter 2 as an exception; however there have been only 50 crimes in the past 3 months and 204 to date in 2012/13 compared to 265 in 2011/12.

LIPPS40 – Percentage of householder planning applications processed within target times. 427 out of 473 applications were decided in 8 week and this indicator has exceeded target by over 5%.


There are no new exceptions to report in this quarter.


Strategic Tasks

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	Dave Mitchell	Appropriate housing and supporting infrastructure is built following the adoption of the Rushcliffe Local Plan
Milestone Due	Milestones	Progress		Reporting to	Referred to
31-Jan-2013	Inspector's report received	The Secretary of State has appointed a Planning Inspector who is presently examining the soundness of the plan. After raising initial concerns, particularly in respect of housing proposals, the Inspector held an exploratory meeting on 31 January, and we now await the inspector's report. The purpose of the meeting was to clarify how best to proceed with the examination in the light of these concerns. Provided the Inspector then allows the examination to continue, she will conduct hearing sessions to discuss the Core Strategy's proposals in more detail. For the Core Strategy to be adopted, the Inspector will have to determine that it is sound.			
31-Mar-2013	Core Strategy adopted	Adoption of the Core Strategy is timetabled for June 2013, although meeting this milestone is less likely now that the examination process has been delayed by the requirement for the exploratory meeting.			

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
30-Nov-2012	Reach agreement with public sector partners and GPs over delivery of public sector accommodation in town centre	<p>A concordat has been signed between the public sector partners (Notts County Council, Rushcliffe Borough Council, Cotgrave Town Council, police and health) and work is ongoing on firming up proposals and details for new public sector accommodation in the town.</p> <p>A report went to December 2012 Cabinet with an update on proposed governance arrangements and public sector involvement.</p> <p>Work is currently focussing on the provision of a new health centre where there is potential for the police and RBC to deliver services. The Primary Care Trust aims to decide the direction this will take in February.</p>			
11-May-2013	Developer to undertake a planning performance agreement for the town centre area	The planning performance agreement is for the design and layout, and ensures that when an application is submitted it is inline with the Council's policies and design expectations.			
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.		
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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
01-Oct-2012	Commission additional research if required to give a full position of the economic assessment of the borough	A survey is being prepared to go out with the business rates letters. It will ask businesses what would enable them to grow and develop their business and why they want to run their business in Rushcliffe. Milestone complete.			
30-Jun-2013	Update members - report to scrutiny on findings and potential action plan	An update on the progress of this task will be presented to Performance Management Board in April.			
30-Nov-2013	Finalise action plan if required and move to implement actions				

Current Status	ST17	Target date	Corporate Theme	Lead officer	Success measurement
	Implement Welfare Reform, including: developing a local Council Tax support scheme and transferring housing benefit customers to the national Universal Credit system	31-Mar-2017	Maintaining and enhancing our residents' quality of life	Peter Steed	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
15-Jan-2013	Report to Cabinet with 3 Options for a Local Council Tax Reduction scheme. Chosen option to be recommended to Council for approval	The chosen option 2 was recommended to Council for approval.			
24-Jan-2013	Local Council Tax Reduction scheme to be approved by Council	A Local Council Tax Reduction scheme to commence on 1 April 2013 was approved by Council on 24 January 2013.			
31-Jan-2013	CTR Scheme - Publish the adopted Local Scheme	The agreed local Council Tax Reduction scheme will be published now that the scheme has been approved.			
28-Feb-2013	CTR Scheme - Implement the Local Scheme and incorporate in the Annual Bills	Software is currently being tested to ensure that Council Tax bills are ready to produce on 8 March 2013.			
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 commences in October 2012 and will run to October 2013. 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

In December 2012 80% of new housing benefit claims were being made at home or within Rushcliffe Community Contact Centre (RCCC). A further 7% were made at RCCC with help from a customer service advisor. A new website was launched in January 2013 dedicated to self-service transactions.

There are seven partners working with RBC to help claimants make applications, give advice, give training and skills assessments in order to look at alternatives to claiming benefits. Our key partner, Job Centre Plus is available for appointments at RCCC every Thursday.


There have been discussions with Experian to identify the most vulnerable residents to establish the best way to help them access the support they need.

The experience gained during this pilot is being fed back to Department for Work and Pensions to enable the Universal Credit service to deliver the service using the learning experience of the pilot sites.


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	Peter Steed	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	In line with the revised management structure this task has been reassigned. Consequently a plan outlining action for the delivery of the task will be updated with future reports.			
31-Mar-2013	Seek interest in community management of Cotgrave and Keyworth leisure centres	The council will continue to seek interest from community groups for the running of leisure facilities and this will be guided once a plan is established.			


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	Dave Mitchell	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-Dec-2012	Rushcliffe Social Network – phase 1 projects delivered	YouNG (Young Network Group) attended the Sports Awards and the Christmas lights switch-on in November. The next phase of the project is to develop an 'App' (computer application) which will further improve communication networks to and between Rushcliffe young people. Promotional visits to school assemblies will be made in January and February to increase participation.			
28-Feb-2013	Delivery of a programme of child/family focussed events	<p>The West Bridgford Christmas lights switch-on was held on 24 November. The event was well attended by an estimated 4,000 people and culminated in a spectacular fireworks display.</p> <p>On 8 December Gordon Road in West Bridgford hosted a vintage fayre and Christmas tree lighting ceremony. The fayre was planned by Rushcliffe Borough Council in collaboration with Totally Locally West Bridgford and a group of local businesses. Over 1,500 people were attended and at 6pm Rushcliffe Borough Council's community Christmas tree was lit.</p> <p>Rushcliffe Borough Council and Rushcliffe Play Forum hosted a free family play afternoon at Sir Julien Cahn Pavilion, West Park on Sunday 10 February to celebrate Chinese New Year 2013.</p>			

31-Mar-2013	Completion of Rushcliffe Children and Young People Action Plan			
31-Mar-2013	Skate Park Improvement project at 'The Hook' completed	<p>The skate park on 'The Hook' in Lady Bay was installed by Rushcliffe Borough Council in approximately 1998. The site is very well used by young people of all ages.</p> <p>The current ramps are now showing signs of serious wear and tear and have been patched up and repaired over recent years to keep them in a safe and serviceable condition.</p> <p>A user group consultation event was held in December which was attended by 18 young people and views of other users have also been received via a Facebook page. The new facility will be similar in nature to the existing facility, but will have re-shaped ramps.</p> <p>A memorandum of understanding has been produced to clarify the responsibilities between Rushcliffe Borough Council and Nottinghamshire County Council as approximately a third of the funding for this project is through the NCC Local Improvement Scheme.</p> <p>Work is scheduled to commence on site on Monday 18 February and last for around 6 weeks.</p>		










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	Kath Marriott	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-Nov-2012	Environmental Health Service review	Steering group approved in house improvements to generate savings/income of approximately. £100,000. Review complete.			
01-Nov-2012	Legal Services review	Matrix of in house savings presented to Steering group on 20 December approved, with potential savings of approximately £28,000. Review complete.			
01-Nov-2012	Member services review	This review to commence in March 2013			
01-Feb-2013	Arts, events, energy efficiency, health development services review	Members were given the background to the review and details of each service area at the initial meeting in October. It was agreed that the group should split in two to do the reviews. One group for arts, events and health, the other for energy and environment. Members agreed a number of options to be explored in more detail by officers. The outcomes for all services will be taken back to the review group at the next meeting.			
01-Feb-2013	Graphic design, communications, printing and public consultation review	Review to commence in September 2013.			

01-Apr-2013	Temporary accommodation and homeless prevention review, including need for 2 lodges	This review will follow on from Arts, events, energy efficiency and health development review, and expected to complete end of February. The review will be Member led by the Transformation & Innovation team.		
31-Mar-2015	Implementation of actions arising from previous reviews	Neighbourhoods have three projects ongoing (Streetwise franchise, waste collection round optimisation and garage services tendering). All other actions complete. All Community Facilities actions are complete.		
















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	Daniel Swaine	Residents are able to readily access Council services and information using a method that suits them
Milestone Due	Milestones	Progress		Reporting to	Referred to
30-Nov-2012	Installation of Customer Access Kiosks at the RCCC	<p>Kiosks were installed at RCCC at beginning of November, and visitors are able to access the full range of the Council's online services.</p> <p>During November and December a total of 158 customers used the kiosks. The main services customers used were for benefits, council tax and homesearch.</p> <p>Milestone complete.</p>			
31-Dec-2013	Refresh the core Network Infrastructure				

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-Dec-2012	Options appraisal for the Civic Centre and council office accommodation	This work will be overseen by the executive management team and resources are being allocated to this piece of work.			
27-Mar-2013	Options appraisal for future of depot site and alternative site options	Options appraisal for the future of the Depot site is expected to start later in the year, this milestone will not meet its due date.			
27-Dec-2013	Agreed strategy to maximise council's portfolio				






Summary of Performance Indicators

PI Status			Long Term Trends		
	Alert	Indicator 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	Indicator is between 5% and 1% from target		No Change	
	OK	Indicator 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	Q3 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	4.26	4.50		5.95
	LICSH09	Robberies per 1,000 Population	0.68	0.66	0.54	0.15	0.36		0.48
	LICSH10	Vehicle crimes per 1,000 population	7.61	6.68	4.25	3.19	2.88		3.82
	LICSH52	Percentage of residents who believe they can influence decisions that affect their local area	35.0%			50.0%			
	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				31.7%			
	LICSH155	Number of affordable homes delivered (gross)	67	27	53	32	20		60




Corporate Services

Status	Reference	Description	2009/10	2010/11	2011/12	Q3 2012/13			2012/13
			Value	Value	Value	Value	Target	Long Trend	Target
	LICS23	Corporate Sickness	10.25	9.28	8.06	4.68%	6.00		8.00
	LICS48	Number of complaints received by the council at initial stage	56	96	116	41			
	LICS59	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things				77.0%			










Environment and Waste Management

Status	Reference	Description	2009/10	2010/11	2011/12	Q3 2012/13			2012/13
			Value	Value	Value	Value	Target	Long Trend	Target
	LIEWM40	Percentage of streets passing clean streets inspections				99.5%			
	LIEWM41	Percentage of residents satisfied with the cleanliness of streets within the Borough				71.0%			70.0%
	LIEWM48	Percentage of residents satisfied with the refuse and recycling service				75.0%			80.0%
	LIEWM192	Percentage of household waste sent for reuse, recycling and composting	52.46%	53.45%	51.15%	53.79%	52.00%		50.00%





Financial Services

Status	Reference	Description	2009/10	2010/11	2011/12	Q3 2012/13			2012/13
			Value	Value	Value	Value	Target	Long Trend	Target
	LIFS07	Percentage of invoices for commercial goods and services paid by the authority in payment terms	99.25%	99.50%	92.75%	96.17%	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	Q3 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%	86.5%	75%		75%
	LIPP10	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	98.6%	99.2%	97.6%	97.0%	94.0%		94.0%
	LIPP28	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre	72.8%	72.1%	64.8%	68.9%	70.0%		70.0%
	LIPP61	Percentage of transactions done through self-service				Awaiting data			
	LIPP62	Percentage of residents satisfied with the variety of ways they can contact the Council				79.0%			









Planning and Place Shaping

Status	Reference	Description	2009/10	2010/11	2011/12	Q3 2012/13			2012/13
			Value	Value	Value	Value	Target	Long Trend	Target
	LIPPS39	Percentage of customers satisfied with the development control service received				Quarter 2 86%	90.00%		
	LIPPS40	Percentage of householder planning applications processed within target times				90.30%	85.00%		










Revenues & ICT Services

Status	Reference	Description	2009/10	2010/11	2011/12	Q3 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%	88.00%	87.40%		99.00%
	LIRICT12	Percentage of Non-domestic Rates Collected in year	98.40%	97.80%	98.40%	87.60%	88.00%		98.30%
	LIRICT24	Percentage of council tax support customers satisfied with the service received				No data available			
	LIRICT181	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events		9.0 days	7.23 days	6.16 days	9.0 days		9.0 days





Transformation

Status	Reference	Description	2009/10	2010/11	2011/12	Q3 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%	97.68%	93%		93%
	LITR02	Percentage of privately owned industrial units occupied			88.6%	91.5%	90%		90%
	LITR03	Increase in rateable value of commercial property in the borough			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	£496k			
	LITR06	Percentage of households with access to at least 2mbps broadband in the home			77.0%	No data available			85.0%

Performance Highlights

PI Status			Long Term Trends		
	Alert	Indicator 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	Indicator is between 5% and 1% from target		No Change	
	OK	Indicator 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	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	4.26	4.50		5.95
	LIPPS40	Percentage of householder planning applications processed within target times				90.30%	85.00%		

Performance Exceptions

No new exceptions this quarter, previous exceptions included in report.

Revenue Variance Analysis by Service Area
April 2012 - December 2012 (9 Months)

	Actual vs Budget to Date			Projected Outturn vs Budget		
	Budget YTD £'000	Actual YTD £'000	Variance (Under)/Over £'000	Current Budget £'000	Projected Outturn £'000	Variance (Under)/Over £'000
Community Shaping	903	827	(76)	1,346	1,277	(69)
Corporate Services	1,065	1,041	(24)	1,427	1,424	(3)
Environment & Waste	2,234	2,005	(229)	3,196	3,042	(153)
Financial Services	1,616	1,779	163	2,098	2,346	248
Partnerships & Performance	607	529	(78)	897	876	(21)
Planning & Place Shaping	177	109	(68)	328	235	(93)
Revenues & ICT	14,728	14,651	(77)	1,386	1,309	(77)
Transformation	525	418	(107)	742	688	(55)
Total Service Expenditure	21,855	21,359	(496)	11,420	11,197	(223)
Contingency	72	0	(72)	72	0	(72)
Total	21,927	21,359	(568)	11,492	11,197	(295)
Budgeted Use of Balances						(591)
Net Available Funding						(886)

Appendix 2

Numerical Data - Performance Indicators

Community Shaping

Numerical data	Reference	Description
204 crimes (Apr – Dec)	LICSH07	Domestic burglaries per 1,000 households
17 crimes (Apr – Dec)*	LICSH09	Robberies per 1,000 Population
360 crimes (Apr – Dec)	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
50 rehoused in 12 weeks 159 applicants	LICSH68	Percentage of residents rehoused by choice based lettings within 12 weeks
32 completed	LICSH155	Number of affordable homes delivered (gross)

Corporate Services


Numerical data	Reference	Description
1,711.5 days sickness out of 63,497 working days (Apr – Dec)	LICS23	Corporate Sickness
41 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

*Amendment – LICSH09 Robberies per 1,000 population: Q2 correct figure 12 crimes; LICS23 Corporate Sickness Q2 correct figure 1,065


Environment and Waste Management

Numerical data	Reference	Description
12 fails out of 2563 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
6512 tonnes composting 4456 tonnes recycling/reused	LIEWM192	Percentage of household waste sent for reuse, recycling and composting

Financial Services

Numerical data	Reference	Description
5,586 out of 5,906 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
1358 satisfactory ratings and 224 ratings dissatisfied	LIPP04	Percentage of users satisfied with sports and leisure centres
637 out of 657 (June-Dec)	LIPP10	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre
55,527 out of 80,474	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
427 in 8 weeks out of 473 applications	LIPPS40	Percentage of householder planning applications processed within target times

Revenues & ICT Services

Numerical data	Reference	Description
£54,711,260 collected Debit = £62,186,106	LIRICT11	Percentage of Council Tax collected in year
£21,338,134 collected Debit = £24,356,135	LIRICT12	Percentage of Non-domestic Rates Collected in year
	LIRICT24	Percentage of council tax support customers satisfied with the service received
1,677 new claims 12,972 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 let	LITR01	Percentage of RBC owned industrial units occupied
547 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

Report of the Executive Manager Operations and Corporate Governance

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
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">• Civil Parking Enforcement Contract Update• 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• Annual Report 2012/13• 2 year rolling work programme and annual work programme
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

Date of Meeting	Item
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