

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

Our reference:
Your reference:
Date: 14 June 2013

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 25 June 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 Tuesday 23 April 2013 (pages 1 - 5)
4. East Leake Leisure Centre – Annual Report 2012

The report of the Executive Manager – Finance and Commercial is attached (pages 6 - 7).

5. Performance Monitoring – Quarter 4 2012/13

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 8 - 34).

6. Work Programme

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 35 - 36).

Membership

Chairman: Councillor D G Wheeler
Vice-Chairman: Councillor R M Jones
Councillors Mrs S P Bailey, A MacInnes, B A Nicholls, S J Robinson,
D V Smith, J A Stockwood, J E Thurman

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
TUESDAY 23 APRIL 2013

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

PRESENT:

Councillors D G Wheeler (Chairman), R A Adair, Mrs S P Bailey, B Buschman, R M Jones, A MacInnes, S J Robinson, D V Smith, J A Stockwood

ALSO IN ATTENDANCE:

Councillors S J Boote and Mrs M Stockwood.
G Jones CPU Manager, Nottinghamshire County Council

OFFICERS PRESENT:

B Knowles Leisure Contracts Manager
V Nightingale Senior Member Support Officer
D Swaine Executive Manager - Operations and Corporate Governance

APOLOGIES FOR ABSENCE:

There were no apologies for absence.

26. Declarations of Interest

There were none declared.

27. Notes of the Previous Meeting

The notes of the meeting held on Tuesday 19 February 2013 were accepted as a true record. Members noted the responses regarding the actions from that meeting.

With regard to Parkwood Leisure Councillor Jones stated that he had emailed the Executive Manager – Finance and Commercial, after sharing his suggestions with the Chairman, with a number of suggestions regarding the contract's Strategic Objectives. These Objectives were being considered by the Strategic Partnership Board and officers stated that an update would be included in the next annual report regarding the contract.

28. Civil Parking Enforcement Contract Update 2013

The Leisure Contracts Manager presented a report updating Members on the progress of the contract. He recognised that it was disappointing that both the on-street and off-street accounts were in deficit, however this was due largely to the increased costs for enforcement and the rise in costs of the Central Processing Unit (CPU). He explained that negotiations were taking place between the County Council and the districts regarding partnership agreement. Also a tendering exercise was due for the enforcement contract and it was anticipated that the costs would be reduced. The report indicated that this year the payover amount required to meet the deficit on both accounts

for Rushcliffe was estimated to be £2,105, however this might be reduced when the costs for the CPU were finalised. Mr Jones explained that the final costs would be calculated this week. He also stated that the CPU had won a contract to work for Lincolnshire councils which would also help to reduce costs. The Board was informed that for a largely rural area to have a break even position was considered, nationally, to be exceptional. Officers agreed to inform Members of the final calculations. Members were also reminded that the income from the Council's car parks were not included in the Contract's costs and were wholly retained by the Council. It was acknowledged that enforcement protected the revenue income from the car parks as it displaced cars from parking inappropriately, or in contravention of the controls in place.

The Leisure Contracts Manager explained that the figures in the report could only be considered as the position at that point in time as the process of issuing of PCN's and payment was continuous. In Rushcliffe the trend was to pay the fine at the discounted rate and not to appeal. With regard to appeals Members were informed that there was a three stage appeal process, which included informal appeals, a formal appeal stage and finally to a Traffic Penalty Tribunal. In respect of payments the Board was informed that it had been anticipated that the bailiff's service would recoup approximately 20% of the debts passed to them, however the return rate at present was 34%. Measuring outstanding debt was difficult as the debt was frozen at each stage of the appeal thus prolonging the length of time the appeal was in the process. It was recognised that some debts were more difficult to discharge but the evidence was clear that all debts were chased.

Following a question, officers explained that the charges for PCNs had remained at the 2008 rate. 75% of these were paid and of those 90% were paid at the discounted rate.

In respect of the partnership arrangement Members were informed that officers now had five years' experience of operating the contract and subsequently, where it was best to concentrate resources. When the contract had been initially set up a model had been used which had predicted that by the end of year four the contract would break even, however this had not been realised. Also initially the County Council had taken on board the set up costs for the CPU with the districts taking on responsibility for any deficits in the accounts. It was now felt, by the district councils, that the County Council should have some responsibility for any deficits on the on-street account, thus reducing the liability for the district councils. It was felt that the partnership approach was the most efficient method of delivery and officers were discussing options to accommodate all parties. Mr Jones explained that the districts had agreed a report which had just been presented to Nottinghamshire County Council and a response on the issue of responsibility for the on street account deficit was expected within a month. Officers agreed to inform Members of any changes to the contract when known.

With regard to the future enforcement contract from November 2013, the Board was informed that the Council had a number of hours to allocate to rounds where officers felt enforcement would be beneficial. These hours were flexible and could be changed to accommodate sporting and other seasonal events using the intelligent information available for officers to identify hotspots. It was anticipated that under the new contract the hourly rate would

be significantly reduced. This would be achieved by different working arrangements and the use of new technology. With the knowledge gained officers were aware of the areas where contraventions occurred and could programme these into the Civil Parking Officers schedules as a deterrent.

Officers stated that the aims of civil enforcement were to manage traffic and to ensure that people parked safely and in line with the regulations. The County Council had introduced more resident parking schemes which had been well received by residents. Following a question Mr Jones explained that any surplus from the on street account was, under current legislation, ring fenced for highways projects. The Board was informed that, following national lobbying, some local authorities were trialling enforcement actions on moving traffic, eg traffic in bus lanes and restricted access roads ie Central Avenue West Bridgford. It was noted that Central Avenue was a problem area in respect of moving traffic and officers were awaiting any changes to the legislation following these trials in order to identify areas where such contraventions could be enforced by local councils.

Following a question officers stated that the majority of parking regulation enforcement action took place in West Bridgford, however it was necessary that other areas were covered to ensure people were deterred from committing an offence and complied with the regulations.

Members queried the figures contained within the report regarding the accounts for the five years the contract had been operating. In response Officers explained that the figures were for the five years of the contract and that 20% of income from the outstanding PCNs was deducted from the deficit as this was expected to be recovered by the bailiffs. If the bailiffs continued to recoup more than the 20% this would be reflected in future accounts. When asked for a cost per PCN officers explained that as each PCN did not cost the same this was difficult to show.

With regard to the car parks in West Bridgford Members queried if spaces could be 'leased' to businesses, thereby increasing income at times when the car parks were not heavily utilised. The Executive Manager - Operations and Corporate Governance stated that within the four year plan there was a review of car parks where this issue and others of this type could be discussed and considered.

29. **Work Programme**

The Board considered its work programme and the timing of the presentations by external partners. The Leisure Contracts Manager had explained at the previous meeting that the work programme had not taken into account the various contract end of year. To ensure that the information given to Members was current and useful it was proposed to amend the programme accordingly, therefore

- Parkwood Leisure would be moved from February to November as their year ends on 31 July

- Glendale Golf from November to February as their year ends on 31 December
- Civil Parking Enforcement from April to June as their year ends on 31 March
- Carillion from June to April as their year ends on 31 December

30. Chairman's Remarks

As this was the last meeting of the municipal year the Chairman thanked Members, especially the Vice Chairman, and officers for their work during the year. The Chairman thanked officers for their hard work in producing high quality minutes.

The meeting closed at 8.15 pm.

Action Sheet

PERFORMANCE MANAGEMENT BOARD - TUESDAY 23 APRIL 2013

Minute Number	Actions	Officer Responsible
27. Notes of the Previous Meeting	Officers to ensure that an update on the Partnership Board's strategic objectives is contained within the next report in November	Leisure Contracts Manager
28. Civil Parking Enforcement Contract Update 2013	a) Officers to inform Members of the final deficit costs when confirmed by the CPU b) Officers to update Members on the negotiations between the districts and Nottinghamshire County Council regarding allocation of responsibility for the on street car parking account	Leisure Contracts Manager Leisure Contracts Manager
29. Work Programme	Officers to amend the work programme accordingly	Member Services

**ACTION UPDATE FROM THE PERFORMANCE MANAGEMENT BOARD
ON 23 APRIL 2013**

Minute Number	Action	Officer Responsible	Response
27. Notes of the Previous Meeting	Officers to ensure that an update on the Partnership Board's strategic objectives is contained within the next report in November	Leisure Contracts Manager	Comments from Members are being considered alongside the changes identified by officers to ensure that the Strategic Objectives are measureable and meaningful and will be reported to the Board at the meeting in November.
28. Civil Parking Enforcement Contract Update 2013	<p>a) Officers to inform Members of the final deficit costs when confirmed by the CPU</p> <p>b) Officers to update Members on the negotiations between the districts and Nottinghamshire County Council regarding allocation of responsibility for the on street car parking account</p>	<p>Leisure Contracts Manager</p> <p>Leisure Contracts Manager</p>	<p>The final account for the 2012/13 showed a surplus of £225. Therefore no payment to Nottinghamshire County Council is required.</p> <p>Discussions are continuing.</p>
29. Work Programme	Officers to amend the work programme accordingly	Member Services	The Work Programme has been updated

Report of the Executive Manager - Finance and Commercial

Summary

1. This is the third annual report for the East Leake Leisure Centre to be presented to the Performance Management Board for consideration. The annual report is one of the outcomes of the four year agreement with Carillion plc which runs until September 2013.
2. The budget for the East Leake site includes the Private Finance Initiative unitary payment of £290,200, the National Non Domestic Rates payment of £96,280, utilities and a management fee of £149,380. The performance measures drawn up alongside the financial arrangement include a minimum annual usage of 180,000; collection of customer satisfaction comments and a 75% satisfaction target and to offer a broad range of activities to include holiday activity programmes.
3. The governance arrangements and performance measures are monitored throughout the year by the Strategic Board (chaired by the Cabinet Portfolio Holder for Community Services). In addition to these quarterly meetings there are monthly meetings between the Leisure Centre Manager and the Council's Leisure Contracts Manager.

Leisure Contract Manager's Comments

4. The quality of service provided at East Leake is measured against the Sport England 'Quest' quality assurance guidelines with a target score of 70% to be achieved at inspections. The recorded performance at East Leake over the past year has been 75%. The level of usage recorded in 2012 was 211,952, the highest achieved to date at the site. Income at the site also increased over the last year from £375,888 in 2011 to £411,020 in 2012. The utility usage over the past year had mixed results whilst electricity consumption reduced by 40,000kWh, both gas and water usage increased, gas by 50,200kWh. The additional gas usage cannot necessarily be directly related to the increased usage as there were no significant changes to operational practices or opening hours at the site.
5. Carillion staff will make a presentation at the meeting detailing the performance of the Leisure Centre in 2012.

Recommendation

It is RECOMMENDED that

the Board notes the performance of the East Leake Leisure Centre in 2012.

Financial Comments

The budget for 2012/13 includes provision for the sums included in paragraph 2 and they are included as ongoing costs in the Financial Strategy for 2013 to 2017/18.

Section 17 Crime and Disorder Act

No implications arising from this report

Diversity

No implications arising from this report

Background Papers Available for Inspection:

East Leake Leisure Centre Annual Report 2011, 2012

Report of the Executive Manager - Corporate Governance and Operations

Summary

In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for quarter four 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 management restructure in January 2013, this report has been updated with the new service areas and coding for the performance indicators has been changed. For this report the current and former code are included for referencing with previous reports.
4. Following the good practice established by the Performance Management Board, exceptions and highlights have been identified in the corporate scorecard. There are 2 new exceptions to report this quarter, and 15 highlights. More details of these exceptions are within **Appendix 1**. The new exceptions are:
 - LINS24 - Number of affordable homes delivered – 41 affordable homes built, 19 fewer than the target of 60.
 - LITR16 - Increase in rateable value of commercial property in the Borough – a 3.9% reduction in overall rateable value, which is 4.9% lower than the target.
5. Of the 15 highlights, 6 have performed particularly well and are listed below:
 - LICO23 - Burglaries per 1,000 households – 5.73 compared to 6.86 in 2011/12. This was an exception in quarter 2, but the rate of burglary

decreased in the second half of the year. The number of burglaries fell from 316 in 2011/12 to 274 in 2012/13.






- LICO24 - Robberies per 1,000 population – 0.18 compared to a target of 0.48, and a significant drop compared to 0.54 in 2011/12.
 - LICG28 - Corporate sickness – 7 days compared to 8.06 in 2011/12.
 - LIFC19 - Percentage of Non-Domestic Rates collected in the year – 99.0% compared to a target of 98.3%, and 98.4% in 2011/12. This equates to £169,000 above target.
 - LIFC20 - Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events – 5.3 days compared to a target of 9 days and 7.23 days in 2011/12.
 - LITR02 - Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre – 72.8% compared to a target of 70% and 64.8% in 2011/12. This was an exception in quarters 1 and 2 and with progress throughout the year has now met its target.
6. The performance of all exceptions previously reported in quarters 1, 2 and 3; other than LINS17 which was an annual survey, have all improved as follows:
- LICO23 - Domestic burglaries per 1,000 households – this indicator is now a highlight after achieving target.
 - LICO25 - Vehicle crimes per 1,000 population – 4.04 compared to a target of 3.82. This crime however did reduce from 472 cases in 2011/12 to 456 cases in 2012/13.
 - LIFC08 - Percentage of invoices for commercial goods and services paid by the authority within payment terms – was reported as 95.41% in quarter 1 and improved to achieve 97.12%, however it remained under the target of 99%.
 - LINS17 - Percentage of residents satisfied with the refuse and recycling service – an annual indicator collected through the residents' satisfaction survey, achieved 75% compared to a target of 80%.
 - LITR02 - Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre - this was an exception in quarters 1 and 2 and with progress throughout the year has now met its target.
7. There are 9 Corporate Tasks and all are underway; however ST14 - Adopt the Rushcliffe Local Plan is overdue. Full details are in **Appendix 1**.





8. 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

- 15 indicators are highlights - meeting or within 1% of target (green status).
- 7 exceptions have been reported in 2012/13. The first two of these are new exceptions to report;
 - LINS24 – Number of affordable homes delivered
 - LITR16 – Increase in rateable value of commercial property in the borough.
The other five were reported in quarters 1-3;
 - LICO23 Domestic burglaries per 1,000 households
 - LICO25 Vehicle crimes per 1,000 population
 - LIFC08 Percentage of invoices for commercial goods and services paid by the authority in payment terms
 - LINS17 Percentage of residents satisfied with the refuse and recycling service
 - LITR02 Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre

Corporate Tasks

All of the 9 tasks are underway. ST14 – Adopt the Rushcliffe Local Plan remains overdue (red) and will continue into 2013/14. Four of the tasks are at amber status; the remainder of the tasks are progressing well.


Performance Indicators


There are 34 performance measures in the corporate scorecard; 30 have data, 3 indicators have no data, and 1 is not due to be reported until 2013/4. 15 indicators have a positive trend showing an improvement in performance, 5 have a negative trend, and 9 are unknown as they are new and have no previous data.

The 15 indicators that are highlights for 2012/13, and are listed in this report.


There are 2 new exceptions for this quarter and details for each exception is located at the end of this report.


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			Reporting to	Referred to
31-Mar-2013	Core Strategy adopted	<p>The Core Strategy was submitted for examination on 31 October 2012. The examining Planning Inspector has since indicated that it is unsound in its present state. Chiefly, this is because, in the Inspector's view, it under provides for housing growth.</p> <p>The Inspector has offered the opportunity for the examination to be suspended to allow the Council to undertake necessary remedial work - i.e. bring forward proposals to markedly increase housing provision.</p> <p><u>Progress this quarter</u></p> <p>Following agreement with the Inspector to suspend the examination, the Cabinet took the decision on 14 May 2013 to bring forward proposals to markedly increase housing provision (on land south of Clifton, at Edwalton and to the east of Gamston). The proposals will now be consulted on over the Summer.</p> <p>A range of other supporting work will also be undertaken to establish in more detail the requirements for each proposal (e.g. infrastructure and transport requirements). The aim is that proposed modifications to the Core Strategy will then be recommended to Full Council on 31 October 2013. After which there will be a further 6 months to conclude the examination and for the Inspector to publish her report. On this basis, it is anticipated that adoption of the Core Strategy will be around May 2014.</p>		Local Development Framework Group	


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 the Town Centre	<p>Work continues to focus on the provision of a new health centre. Changes to the structure and governance arrangements for the former Primary Care Trusts have not yet been clarified with regards to which organisation will sign off future capital projects for health centres. (This is a national issue.) It is hoped that there will be clarity by July 2013. In the meantime preparatory work on the business case for the health centre is commencing.</p> <p>Senior stakeholders including representatives from the County Council, the Police and Crime Commissioner, local GPs and the former Primary Care Trust met on Sunday 9 June, following a public consultation event on Saturday 8 June. Stakeholders offered commitments in line with the previous Cabinet report on Cotgrave – namely to fix a Town Centre Masterplan by December 2013 and to submit a planning application for the Town Centre in 2014.</p>			
11-May-2013	Developer to undertake a planning performance agreement for the Town Centre area.	This is around design and layout and ensures that when a planning application is submitted it is inline with the Council's policies and design expectations. The timescale for this milestone will be put back to June 2014 when the project milestones are refreshed for 2013/14.			
31-Jul-2013	Planning application to be submitted by the developer for the Town Centre area	This milestone will be revised to Summer 2014 when the project milestones are refreshed for 2013/14.			


30-Sep-2013	Sign development agreement with the developer for the 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. It is now proposed that heads of terms for the Town Centre be prepared by December 2013.		
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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
30-Jun-2013	Update Members - report to scrutiny on findings and a potential action plan	<p>A report and presentation on the Rushcliffe and wider economic context was given to the Community Development Group in April giving detail on:</p> <ul style="list-style-type: none"> • The strategic background to economic development work • Public sector-led economic development • Other business support available • A data update <p>Members considered the data presented and endorsed the proposed action plan for work in 2013-14.</p>			
30-Nov-2013	Finalise action plan if required and move to implement actions	<p>A "virtual" economic development team has been set up from officers across the organisation which will be co-ordinated by the Transformation team. This team can offer support on planning, business regulation, employment land allocations, business units, access to finance, general enquiries and signposting for small businesses and links to County and City economic development offers/support. The web pages are being updated to reflect the support offered and business/economic related enquiries will be tracked and monitored.</p>			


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
28-Feb-2013	Council Tax Reduction Scheme - Implement the Local Scheme and incorporate in the Annual Bills	The new Council Tax Reduction Scheme has been approved by Council and is being applied to the 2013/14 bills. The impact of the scheme is being regularly monitored and a review of the current scheme will help to shape a new scheme for 2014/15. The Council Tax collection rate for April is on par with previous years, 11.4% compared to 11.5% in 2011/12.			
31-Mar-2013	<p>Support the implementation of Universal Credit including submitting an application to become a pilot site</p> <ul style="list-style-type: none"> Move Claimants online – 70% 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.) 	<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>Since April 2012 the number of new Housing Benefit claims completed online has increased from 46% to over 80% in May 2013. Primarily achieved through the introduction of two self-service terminals and removing access to paper claim forms.</p> <p>As part of the pilot activity Job Centre Plus, Citizens Advice, Central College Nottingham all now offer their services from the Contact Centre. A large partnership event was held on 19 June 2013 to bring all our partners together to explore how we can integrate better. Multi agency interviews with benefit cap customers commenced on 12 June 2013 (Revs and Bens, Strategic Housing, Job Centre Plus, Citizens</p>			


	<ul style="list-style-type: none">Identify vulnerable claimants and ensure there are support mechanisms in place	<p>Advice and Central College Nottingham staff all being available to provide support at the customer at one meeting).</p> <p>Both Rushcliffe and Job Centre Plus are surveying benefit customers to establish if they will be able to apply for Universal Credit; if they have the IT skills, access to IT, bank accounts and budgeting skills. This will help identify vulnerability and devise a strategy to help customers. In early July we will be working with Central College Nottingham to pilot an IT skills training course for customers who have been identified as needing these skills.</p>		
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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 a financial appraisal for developing the Leisure Strategy	<p>Work is underway to assess the viability of potential options for the delivery of the first phase of the Leisure Strategy as decided by Cabinet in January 2012:</p> <ul style="list-style-type: none"> • That is to reduce from two leisure's centres in West Bridgford to one. <ul style="list-style-type: none"> ○ Focusing on providing a modern enhanced facility covering a broad range of leisure activities including pools on the site of the Rushcliffe Arena. <p>An officer working group has been formed and met on 23 May. The group is now preparing a business case that will be presented to Cabinet on 15 October.</p>			
31-Mar-2013	Seek interest in community management of Cotgrave and Keyworth Leisure Centres	Due to insufficient interest in potential community management, there has been no additional work on this element of the task.			

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	<p>YouNG have continued to develop their social network by attending school assemblies to promote their twitter account to increase the number of followers. After only 1 term of doing so, followers are now at 160+ and rising. They have developed an 'App' (computer application) which has been widely promoted to further improve communication networks to and between Rushcliffe young people, giving users access to pictures, videos, tweets and blogs.</p> <p>YouNG have worked hard to establish the brand and this is now used and recognised without the Rushcliffe logo. We are currently seeking copyright on YouNG.</p> <p>They have continued to work with and support a range of partners – Nottm Forest, Totally Locally, Nottinghamshire County Council, West Bridgford Young People's Centre by promoting the services and opportunities on offer on their blog and twitter account.</p> <p>They are currently working on a new initiative – the YouNG Market - a market/festival for young people aged 13-21 who live or study in Rushcliffe. This gives them the opportunity to try self-employment, sell their products and to showcase their performing talent. The market will take place on Saturday 6 July 12-5pm. All Councillors</p>			










		<p>have been made aware of the event by letter.</p> <p>In coming to the end of our first year of delivery, we can see a real difference in the confidence and attitude of our young people. They are more confident, more work ready and have had a real insight into the world of work. A recent review of the project drew extremely positive and supportive comments from parents.</p> <p>We are now considering the possible extension of some or all of the contracts for our current young people.</p>		
28-Feb-2013	Delivery of a programme of child/family focussed events	An event for the Chinese New Year was held at the Sir Julien Cahn Pavilion on 10 February. The event was attended by 182 people, of which 82 were children.		
31-Mar-2013	Rushcliffe's Children and Young People Plan Action Plan delivered	Projects delivered included the launch and establishment of the YouNG project, the Community Partnership funded Positive Activities programme, Nottingham Rugby Community Programme, support to school students with placements, careers information and interview skills.		
31-Mar-2013	Skate Park Improvement project at 'The Hook' completed	<p>Work on the Skate Park was completed and the facility opened on 5 April 2013.</p> <p>A Street Art Project to decorate the exterior surfaces of the skate park structures will take place on the weekend of 15/16 June 2013.</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-2016	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	Member Services review	This review is now planned to start in Summer 2013 and will be combined with a review of Election Services.			
01-Feb-2013	Arts, events, energy efficiency, health development services review delivered	Package of efficiencies presented to Member Group; <ul style="list-style-type: none"> • reduce grant funding for arts and events; • reduce environment and energy grant funding for community groups; • take on the role of promoter for Green Deal in April 2013; • work with the Grantham Canal Partnership to reduce the level of dependency on Council funding. 			
01-Feb-2013	Graphic design, communications, printing and public consultation review	This will commence formally in the late Autumn.			
01-Apr-2013	Temporary accommodation and homeless prevention review, including the need for 2 lodges	A Member Group meeting was held on 8 May 2013 where an outline of the service was presented. Options will be presented at the next meeting.			
31-Mar-2015	Implementation of actions arising from previous reviews	A 4 Year Plan position statement went to Cabinet in May 2013 giving an update of work carried out in year 2.			

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
31-Dec-2013	Refresh the core Network Infrastructure	<p>As part of the development of the new Information System Strategy, there has been agreed capital outlay of £40,000 for Network Infrastructure improvements.</p> <p>Work completed to date:</p> <ul style="list-style-type: none"> • 2 network switches have been replaced, giving faster and more resilient internet connection • Replacement of the uninterruptable power supply system, which provides a backup power supply • New network connection for the Rushcliffe Community Contact Centre giving faster and more resilient internet connection 			





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	<p>The timescale for this milestone will be revised in 2013/14. Work on this milestone slipped due to other priority areas such as finding a long term solution for Bridgford Hall.</p> <p>The accommodation review will be progressed in 2013/14. Metropolitan Housing Trust will be vacating the majority of the space they rent at the Civic Centre in December 2013 and a new tenant is being sought.</p>			
27-Mar-2013	Options appraisal for the future of the depot site and alternative site options	<p>The timescale for this milestone will be revised in 2013/14. Additional resource has been allocated to strategic property reviews. This project will tie in with the current work on the future of the garage services.</p>			
27-Dec-2013	Agreed strategy to maximise the Council's portfolio	<p>Work has been carried out on finding a long term tenant for Bridgford Hall and tenders were received in late June. These will then be assessed and a report will be prepared for Cabinet in September.</p> <p>The Council acquired The Point in February 2013 and lettings and income levels are healthy and present a good return on investment. There is interest in the vacant units and this will be pursued.</p> <p>Council owned industrial units have been 98% occupied in 2012/13.</p>			

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			









Communities								
Status	Reference	Description	2009/10	2010/11	2011/12	2012/13		
			Value	Value	Value	Value	Target	Long Trend
	LICO23 (LICSH07)	Domestic burglaries per 1,000 households	11.70	8.93	6.86	5.73	5.95	
	LICO24 (LICSH09)	Robberies per 1,000 Population	0.68	0.66	0.54	0.18	0.48	
	LICO25 (LICSH10)	Vehicle crimes per 1,000 population	7.61	6.68	4.25	4.04	3.82	
	LICO36 (LICSH52)	Percentage of residents who believe they can influence decisions that affect their local area	35.0%	-	-	50.0%	-	
	LICO40 (LIPPS39)	Percentage of customers satisfied with the development control service received	-	-	New	86.00%	90%	
	LICO41 (LIPPS40)	Percentage of householder planning applications processed within target times	-	-	New	91.09%	85%	
	LICO61 (LICSH63)	Proportion of adults achieving at least 150 minutes of physical activity per week	-	-	New	No data	-	






LICO61- Unable to report data for this indicator as Sport England did not add a question to the Active People Survey to gather the data. As a result of this it is proposed to use an alternative dataset that is collected. The new indicator will be 'Percentage of adults (16+) participating in at least 30 minutes of sport at moderate intensity at least once a week'.













	LICO62 (LICSH64)	Percentage of young people satisfied with the Borough as a place to live	-	-	New	No data	-	
	LICO63 (LICSH65)	Percentage of young people actively participating in sports or organised social activities outside of school	-	-	New	No data	-	

Data not collected for LICO62 & 63. Intention was to conduct a survey through the Youth Forum, but this was phased out by Nottinghamshire County Council. Exploring the possibility for YouNG to carry out a survey.



















Corporate Governance								
Status	Reference	Description	2009/10	2010/11	2011/12	2012/13		
			Value	Value	Value	Value	Target	Long Trend
	LICG23 (LICS59)	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things	-	-	New	77.00%	-	
	LICG24 (LICS48)	Number of complaints received by the council at initial stage	56	96	116	61	-	
	LICG28 (LICS23)	Corporate Sickness	10.25	9.28	8.06	7.00	8.00	

Finance & Commercial								
Status	Reference	Description	2009/10	2010/11	2011/12	2012/13		
			Value	Value	Value	Value	Target	Long Trend
	LIFC01 (LIPP04)	Percentage of users satisfied with sports and leisure centres	85%	82%	84%	85.9%	75%	
	LIFC08 (LIFS07)	Percentage of invoices for commercial goods and services which were paid by the authority within payment terms	99.25%	99.50%	92.75%	97.12%	99.00%	
	LIFC09 (LIFS10)	Value of savings achieved through the Four Year Plan	-	-	£1.8m	£2.7	£2.2m	
	LIFC18 (LIRICT11)	Percentage of Council Tax collected in the year	99.10%	98.90%	99.00%	99.10%	99.00%	

	LIFC19 (LIRICT12)	Percentage of Non-domestic Rates Collected in the year	98.40%	97.80%	98.40%	99.00%	98.30%	
	LIFC20 (LIRICT181)	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events		9.0 days	7.23 days	5.3 days	9.0 days	
	LIFC21 (LIRICT24)	Percentage of Council Tax Support customers satisfied with the service received	-	-	New	Not due	-	-










Neighbourhoods								
Status	Reference	Description	2009/10	2010/11	2011/12	2012/13		
			Value	Value	Value	Value	Target	Long Trend
	LINS01 (LIEWM40)	Percentage of streets passing clean streets inspections	-	-	New	99.2%	-	
	LINS02 (LIEWM41)	Percentage of residents satisfied with the cleanliness of streets within the Borough	-	-	New	71.0%	70.0%	
	LINS17 (LIEWM48)	Percentage of residents satisfied with the refuse and recycling service	-	-	New	75.0%	80.0%	
	LINS18 (LIEWM192)	Percentage of household waste sent for reuse, recycling and composting	52.46%	53.45%	51.15%	51.53%	50.00%	
	LINS24 (LICSH155)	Number of affordable homes delivered	67	27	53	41	60	
	LINS31 (LICSH68)	Percentage of residents rehoused by Choice Based Lettings within 12 weeks	-	-	New	26.3%		

Due to a policy change to Choice Based Lettings, this indicator will be replaced with – LINS31 ‘Percentage of applicants rehoused within 26 weeks’.







Transformation								
Status	Reference	Description	2009/10	2010/11	2011/12	2012/13		
			Value	Value	Value	Value	Target	Long Trend
	LITR01 (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%	
	LITR02 (LIPP28)	Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre	72.8%	72.1%	64.8%	72.8%	70.0%	
	LITR03 (LIPP61)	Percentage of transactions done through self-service	-	-	New	59.5%		
	LITR04 (LIPP62)	Percentage of residents satisfied with the variety of ways they can contact the Council	-	-	New	79%		
	LITR13 (LITR04)	Level of income generated through letting property owned by the Council but not occupied by the Council	-	New	£639k	£755k		
	LITR12 (LITR01)	Percentage of Rushcliffe Borough Council owned industrial units occupied	95.56%	98.44%	98.7%	98.14%	93%	
	LITR15 (LITR02)	Percentage of privately owned industrial units occupied	-	New	88.6%	90.7%	90%	
	LITR16 (LITR03)	Increase in rateable value of commercial property in the Borough	-	New	0.8%	-3.9%	1.0%	
	LITR17 (LITR06)	Percentage of households with access to at least 2mbps broadband in the home	-	-	New	94%	85.0%	

2011/12 data previously reported as 77%. This data source is no longer available and information is now sourced from OFCOM which will be available for future reporting. As a result of this change of data source the indicator title will need to change to 'Percentage of properties with at least 2mbps broadband in the home'.

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			







Communities





Status	Reference	Description	2009/10	2010/11	2011/12	2012/13		Long Trend
			Value	Value	Value	Value	Target	
	LICO23 (LICSH07)	Domestic burglaries per 1,000 households	11.70	8.93	6.86	5.73	5.95	
	LICO24 (LICSH09)	Robberies per 1,000 Population	0.68	0.66	0.54	0.18	0.48	
	LICO41 (LICSH10)	Percentage of householder planning applications processed within target times				91.09%	85%	

Corporate Governance





	LICG28 (LICS23)	Corporate Sickness	10.25	9.28	8.06	7.00	8.00	
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Finance & Commercial









	LIFC01 (LIPP04)	Percentage of users satisfied with sports and leisure centres	85%	82%	84%	85.9%	75%	
	LIFC09 (LIFS10)	Value of savings achieved through the Four Year Plan	-	-	£1.8m	£2.7	£2.2m	
	LIFC18 (LIRICT11)	Percentage of Council Tax collected in the year	99.10%	98.90%	99.00%	99.10%	99.00%	

	LIFC19 (LIRICT12)	Percentage of Non-Domestic Rates Collected in the year	98.40%	97.80%	98.40%	99.00%	98.30%	
	LIFC20 (LIRICT181)	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events		9.0 days	7.23 days	5.3 days	9.0 days	

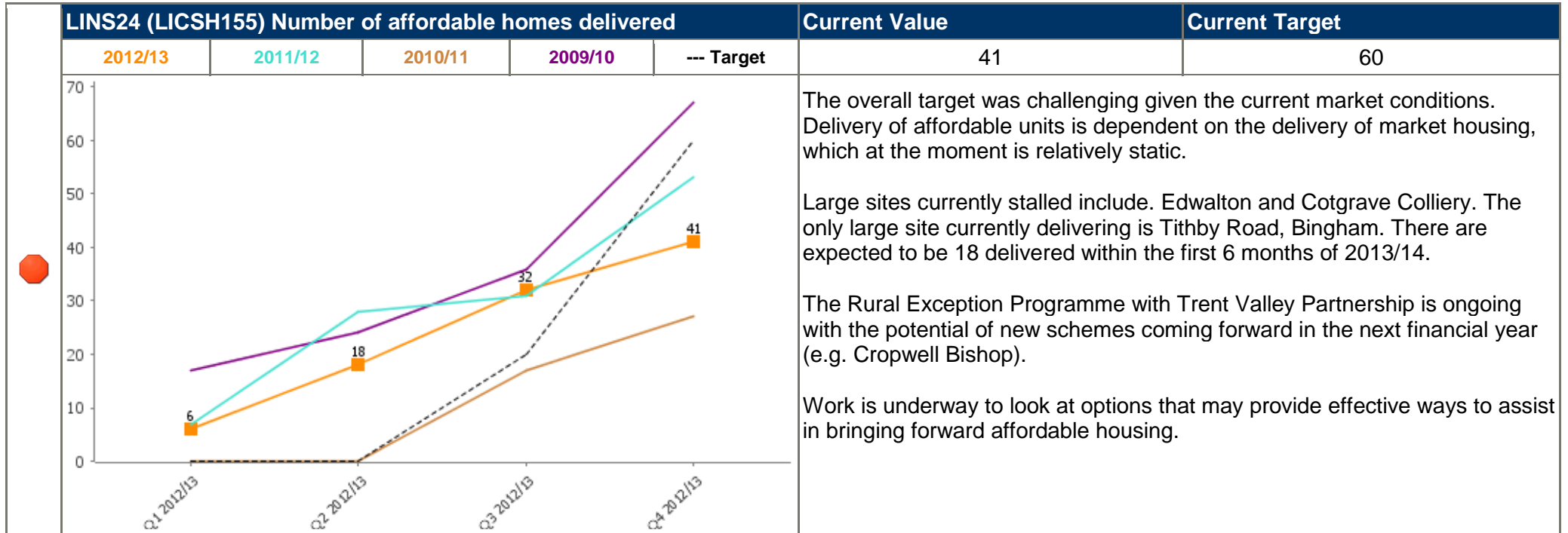
Neighbourhoods

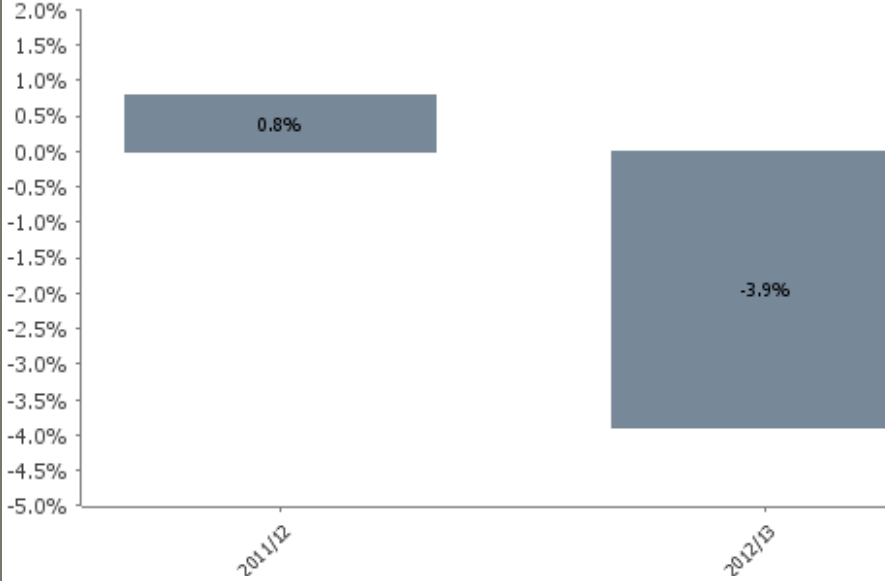
Status	Reference	Description	2009/10	2010/11	2011/12	2012/13		Long Trend
			Value	Value	Value	Value	Target	
	LINS02 (LIEWM40)	Percentage of residents satisfied with the cleanliness of streets within the Borough				71.0%	70.0%	
	LINS18 (LIEWM192)	Percentage of household waste sent for reuse, recycling & composting	52.46%	53.45%	51.15%	51.53%	50.00%	

Transformation

	LITR01 (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%	
	LITR02 (LIPP28)	Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre	72.8%	72.1%	64.8%	72.8%	70.0%	
	LITR12 (LITR01)	Percentage of Rushcliffe Borough Council owned industrial units occupied	95.56%	98.44%	98.7%	98.14%	93%	
	LITR15 (LITR02)	Percentage of privately owned industrial units occupied			88.6%	90.7%	90%	

Performance Exceptions



LITR16 (LITR03) Increase in rateable value of commercial property in the borough	Current Value	Current Target					
	-3.9%	1.0%					
<p data-bbox="241 325 1043 352">LITR16 Increase in rateable value of commercial property in the borough</p>  <table border="1" data-bbox="161 352 1043 935"> <caption>LITR16 Increase in rateable value of commercial property in the borough</caption> <thead> <tr> <th>Year</th> <th>Increase (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>0.8%</td> </tr> <tr> <td>2012/13</td> <td>-3.9%</td> </tr> </tbody> </table>	Year	Increase (%)	2011/12	0.8%	2012/13	-3.9%	<p data-bbox="1061 341 1975 539">The 2012/13 target was based upon national rateable value (RV) growth projections. However overall RV levels can be volatile, especially where there are significant changes to those properties which attract the highest levels of Business Rates such as Ratcliffe on Soar Power Station which has the largest RV of any business within Rushcliffe.</p> <p data-bbox="1061 580 1975 879">Due to refurbishment works during 2012/13 a temporary reduction was applied to the power station which resulted in a five percent reduction in the overall RV for Rushcliffe. As this change occurred during 2012/13 all costs and refunds fell upon the national Business Rates pool. Should such changes occur in future then there would be a direct funding impact on Rushcliffe, albeit that this impact would be mitigated by the pooling arrangements that have been established between the seven District Councils and Nottinghamshire County Council.</p>
Year	Increase (%)						
2011/12	0.8%						
2012/13	-3.9%						

Numerical Data - Performance Indicators

Communities		
Numerical data	Reference	Description
274 crimes	LICO23 (LICSH07)	Domestic burglaries per 1,000 households
20 crimes	LICO24 (LICSH09)	Robberies per 1,000 Population
456 crimes	LICO25 (LICSH10)	Vehicle crimes per 1,000 population
218 out of 418 say they can influence decisions	LICO36 (LICSH52)	Percentage of residents who believe they can influence decisions that affect their local area
61 out of 71 satisfied	LICO40 (LIPPS39)	Percentage of customers satisfied with the Development Control service received
542 in 8 weeks out of 595 applications	LICO41 (LIPPS40)	Percentage of householder planning applications processed within target times
No data	LICO61 (LICSH63)	Proportion of adults achieving at least 150 minutes of physical activity per week
No data	LICO62 (LICSH64)	Percentage of young people satisfied with the Borough as a place to live
No data	LICO63 (LICSH65)	Percentage of young people actively participating in sports or organised social activities outside of school

Corporate Governance		
Numerical data	Reference	Description
416 out of 538 are satisfied	LICG23 (LICS59)	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things

61 received	LICG24 (LICS48)	Number of complaints received by the Council at the initial stage
2,468.5 days sickness out of 83,983 working days	LICG28 (LICS23)	Corporate Sickness

Finance & Commercial

Numerical data	Reference	Description
1,783 satisfactory ratings and 282 ratings dissatisfied	LIFC01 (LIPP04)	Percentage of users satisfied with sports and leisure centres
7,640 out of 8,061 in 30 days	LIFC08 (LIFS07)	Percentage of invoices for commercial goods and services which were paid by the authority within payment terms
£2.73m achieved	LIFC09 (LIFS10)	Value of savings achieved through the Four Year Plan
£61,586,530 collected Debit = £62,128,779	LIFC18 (LIRICT11)	Percentage of Council Tax collected in the year
£23,955,581 collected Debit = £24,205,163	LIFC19 (LIRICT12)	Percentage of Non-Domestic Rates Collected in the year
2,336 new claims 19,932 change events	LIFC20 (LIRICT181)	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events
No data	LIFC21 (LIRICT24)	Percentage of Council Tax Support customers satisfied with the service received


Neighbourhoods

Numerical data	Reference	Description
28.5 fails out of 3513 inspections	LINS01 (LIEWM40)	Percentage of streets passing clean streets inspections
380 out of 535 satisfied	LINS02 (LIEWM41)	Percentage of residents satisfied with the cleanliness of streets within the Borough

398 out of 529 satisfied	LINS17 (LIEWM48)	Percentage of residents satisfied with the refuse and recycling service
11,888 tonnes composting 10,241 tonnes recycling/reused	LINS18 (LIEWM192)	Percentage of household waste sent for reuse, recycling and composting
41 completed	LINS24 (LICSH155)	Number of affordable homes delivered (gross)
123 rehoused	LINS31 (LICSH68)	Percentage of residents rehoused by Choice Based Lettings within 12 weeks

* LICSH68 – to be replaced by LINS31 in 2013/14

Transformation

Numerical data	Reference	Description
1,025 out of 1,050	LITR01 (LIPP10)	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre
81,389 out of 111,269	LITR02 (LIPP28)	Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre
407,315 self-service transactions out of total of 684,342	LITR03 (LIPP61)	Percentage of transactions done through self-service
402 out of 510 satisfied	LITR04 (LIPP62)	Percentage of residents satisfied with the variety of ways they can contact the Council
Current all 68 let	LITR13 (LITR04)	Percentage of Rushcliffe Borough Council owned industrial units occupied
	LITR12 (LITR01)	Level of income generated through letting property owned by the Council but not occupied by the Council
544 out of 598 occupied	LITR15 (LITR02)	Percentage of privately owned industrial units occupied
Reduced from £15.5m to £11.9m	LITR16 (LITR03)	Increase in rateable value
1,945 out of 2,068 postcode areas with an average speed of 2mbs or higher	LITR17 (LITR06)	Percentage of households with access to at least 2mbs 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 2013/14.

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
25 June 2013	<ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Performance Monitoring – Quarter 4 2012/13 • Work Programme
20 August 2013	<ul style="list-style-type: none"> • Review of Complaints and Ombudsman Letter 2012/13 • Performance Monitoring – Quarter 1 2013/14 – including the Corporate Basket of Indicators • Annual Report 2012/13 • Work Programme
26 November 2013	<ul style="list-style-type: none"> • Annual Report – Parkwood Leisure • Diversity Annual Report 2012/13 • Performance Monitoring – Quarter 2 2013/14 • Climate Change Update • Work Programme
25 February 2014	<ul style="list-style-type: none"> • Annual Report – Glendale Golf • Performance Monitoring – Quarter 3 2013/14 • work programme
22 April 2014	<ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Annual Report 2013/14 • Work Programme

Date of Meeting	Item
June 2014	<ul style="list-style-type: none"> • Civil Parking Enforcement Contract Update • Diversity Annual Report 2013/14 • Performance Monitoring – Quarter 4 2013/14 • 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