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**Our reference:**  
**Your reference:**  
**Date:** 9 August 2013

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 20 August 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 25 June 2013 (pages 1 - 6)
4. Ombudsman's Annual Letter 2012/13  
  
The report of the Executive Manager - Operations and Corporate Governance is attached (pages 7 - 8).
5. Review of Customer Feedback 2012/13  
  
The report of the Executive Manager - Operations and Corporate Governance is attached (pages 9 - 13).
6. Annual Review of Work Programme 2012/13  
  
The report of the Executive Manager - Operations and Corporate Governance is attached (pages 14 - 19).
7. Performance Monitoring – Quarter 1 2013/14  
  
The report of the Executive Manager - Operations and Corporate Governance is attached (pages 20 - 50).

8. Work Programme

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 51 - 52).

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

<b>Meeting Room Guidance</b>
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**NOTES**  
**OF THE MEETING OF THE**  
**PERFORMANCE MANAGEMENT BOARD**  
**TUESDAY 25 JUNE 2013**

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, R M Jones, B A Nicholls, D V Smith, J A Stockwood, Mrs M Stockwood (substitute for Councillor S J Robinson), J E Thurman,

**ALSO IN ATTENDANCE:**

Councillor J A Cranswick  
D Curtis      Manager, East Leake Leisure Centre

**OFFICERS PRESENT:**

N Carter	Service Manager - Corporate Governance
B Knowles	Leisure Contracts Manager
I Meader	Performance Officer
V Nightingale	Senior Member Support Officer
G Pickering	Performance and Reputation Manager
D Swaine	Executive Manager - Operations and Corporate Governance

**APOLOGY FOR ABSENCE:**

Councillor S J Robinson

**4. Declarations of Interest**

There were none declared.

**5. Notes of the Previous Meeting**

The notes of the meeting held on Tuesday 23 April 2013 were accepted as a true record.

The Group considered the actions arising from the previous meeting and Members were pleased to note the end of year accounts for the Civil Parking Enforcement Contract were positive.

**6. East Leake Leisure Centre – Annual Report 2012**

The Leisure Contracts Manager presented a report in respect of the agreement with Carillion plc for the management of East Leake Leisure Centre during 2012. He explained the costs in relation to the site, including the Private Finance Initiative (PFI) payment, utilities etc. Members were informed that the contract was monitored by the Leisure Contracts Manager on a monthly basis and quarterly by the Strategic Board, which was chaired by the Cabinet portfolio holder for Community Services. With regard to performance the Board was informed that this was measured using the Sport England

'Quest' quality assurance guidelines, with the site recording 75% at inspection which exceeded the target.

Mr Curtis gave a presentation outlining the various activities on offer at the Leisure Centre, how these were used and who used them. He gave examples of various clubs and community groups and which facilities they used. Members were informed that there had been an extra swimming enrolment, which had increased the number of children using the pool. The pool was also used by a local triathlon club who trained there every week and also held two major events every year which attracted between 3-4,000 people. One major attraction for children was the 'Eliminator' session, which was a 15 metre inflatable that was held at weekends. The inflatable was also used for birthday parties, this had increased the numbers of casual swimmers and the number of parties booked. Although some areas were jointly used by the Centre and the school Mr Curtis informed the Board that staff ensured that the use of the facilities was maximised as much as possible.

Mr Curtis explained that 2012 had been an excellent year for the Centre with the highest ever usage being recorded. Staff had worked very hard at increasing the usage and this was evidenced by the high number of visits achieved and the increase in income. Many of the marketing initiatives had been based on the Olympics and the European Football Championships. He stated that it was important to get young people involved in sport and these were the Centre's potential future users. In response to a question Mr Curtis stated that the usage figures for 2013 to date were slightly below last year's, however this could largely be attributed to the poor weather conditions. Members were pleased to note that there were a large number of activities aimed at young people and that staff were encouraging them to attend.

He was pleased to say that there had been very little turnover in staff and there had been a good team spirit developed. All staff were defibrillator trained and all lifeguards attended compulsory training. In answer to a question the Leisure Contracts Manager explained that, as this was a school site, all staff were CRB (criminal records bureau) checked and had to undergo training annually.

Following a question regarding the utility costs the Leisure Contracts Manager explained that under the present contract officers were keen to ensure that usage was targeted and controlled. Previously there had been concerns regarding the apportionment of the bills between the school and the leisure centre which had prompted targets to be set. He stated that electricity usage had decreased whereas gas had increased. He informed Members that these costs would be included in the negotiations for the next four years' performance.

Members noted that in previous reports they had received figures for the utility costs, NNDR, the management fee and the PFI fee. The cost for the management fee for 2011 had been £90,000 and the utilities had been £100,000 whereas for 2012 they were quoted together as £149,380. The Leisure Contracts Manager agreed to confirm these figures.

With regard to swimming usage Mr Curtis explained that there had been an extra enrolment date for the swimming lessons in 2012. Following a question,

he explained that although Loughborough Leisure Centre had been closed for a number of months this had not impacted greatly on the number of casual swimmers. However, two schools had moved their swimming lessons to the Centre and it was hoped that this would continue. In relation to competition Mr Curtis explained that there were some private clubs, ie David Lloyd and LA Fitness, however staff felt that the Centre was for residents in East Leake and the surrounding villages, although they did have users from West Bridgford and from Leicester.

In relation to the Artificial Turf Pitch the Board was informed that this was in very good condition and was not due to be replaced until, at least 2015/16. The Leisure Contracts Manager explained that as part of the PFI agreement the cost of replacing equipment, buildings, etc was included in the contract.

The Chairman, on behalf of the Group, thanked Mr Curtis for his presentation, for attending the meeting and answering Members' questions. He felt that the Board particularly applauded the Centre's focus on young people.

## **7. Performance Monitoring – Quarter 4 2012/13**

The Performance and Reputation Manager presented the Quarter 4 performance monitoring data. Members were informed that all of the nine strategic tasks were underway with only ST14 – Adopt the Rushcliffe Local Plan – being overdue.

Members queried why ST18 – Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise - was not marked as overdue as it had not met its milestone date of 31 December 2012. Officers explained that it had been given a 'warning status' identification as although the milestones had passed the task itself was not due to be delivered until March 2016. There was an officer group considering this issue and a report would be presented to Cabinet later in the year.

In relation to ST17 – Implement Welfare Reform, including: developing a local Council Tax Support scheme and transferring Housing Benefit customers to the national Universal Credit system - Members felt that this was important work. As the Council was involved in the Government's pilot scheme Members asked for further information on how this was progressing and what the measures of success were. The Service Manager - Corporate Governance explained that there were three aims:

- Move as many people as possible to online applications
- Work with partners to integrate the system
- Identify vulnerable residents and support them

Officers explained that at present the Council was working with eight partners. Following a question regarding how Rushcliffe compared to other councils on the pilot scheme officers stated that as each area was different this would be difficult to produce. However, there were regular meetings between all the councils involved enabling knowledge and learning to be shared.

In Quarter 4 there were two new exceptions and 15 highlights. The two exceptions were the number of affordable homes delivered and the increase in

rateable value of commercial properties in the Borough. Officers explained that the Ratcliffe on Soar Power Station had received a reduction of its rateable value because of a refurbishment which had resulted in a reduction of power output which had a knock-on negative impact on this indicator.

In relation to affordable homes it was felt that the target had been challenging due to the current market conditions, which have led to delays at two large development sites. It was noted that both of these indicators were reliant on external factors. Members queried what the Council could do to improve the situation, especially with the New Homes Bonus funding. Also what Registered Social Landlords could do with funding that had been announced by Central Government. The Executive Manager - Operations and Corporate Governance reminded Members that a report would be presented to Cabinet on 9 July regarding affordable housing. Members were informed that the target for affordable housing for 2013/14 had been reduced.

Members noted that there had been 5 other exceptions reported in the year. Three of these had subsequently improved and the annual targets met, another one continued to improve but had not quite reached its target, while the final indicator was an annual one-off figure. The Board were particularly impressed by the percentage of calls answered in 30 seconds and the average time taken to process new claims, or changes, for Housing Benefit/Council Tax Benefit.

There were three indicators with no data available.

- Local Indicator CO61 - officers explained that this indicator would be revised as a new indicator and that the data would now be collected as part of Sport England's survey.
- Local Indicators CO62 & CO63 – officers were considering how the Council's YouNG group could help collate this information in the future.

The Board asked that future reports should include the financial information that would allow Members to consider performance in relation to the costs. Officers explained that the financial outturn was due to be presented to Cabinet on 9 July and therefore the final figures had not been available for this meeting. It was agreed that future reports would include some financial data.

## **8. Work Programme**

The Board considered its work programme. It was noted that the Diversity Annual Report had been moved to the Group's meeting in November. The Executive Manager - Operations and Corporate Governance stated that at the next meeting the Board would be considering the Review of Complaints and the Ombudsman's Letter, when the new arrangements would be explained.

The meeting closed at 8.05 pm.

## Action Sheet

### PERFORMANCE MANAGEMENT BOARD - TUESDAY 25 JUNE 2013

Minute Number	Actions	Officer Responsible
3. East Leake Leisure Centre – Annual Report 2012	Officers to confirm the costs for the management fee and the utility costs.	Leisure Contracts Manager
4. Performance Monitoring – Quarter 4 2012/13	Future monitoring reports to include an update on the Universal Credit pilot scheme	Service Manager - Corporate Governance  Performance and Reputation Manager

**ACTION UPDATE FROM THE PERFORMANCE MANAGEMENT BOARD  
ON 25 JUNE 2013**

<b>Minute Number</b>	<b>Action</b>	<b>Officer Responsible</b>	<b>Response</b>
3. East Leake Leisure Centre – Annual Report 2012	Officers to confirm the costs for the management fee and the utility costs.	Leisure Contracts Manager	The actual costs for the management fee and utilities for 2012 was as reported £149,380. There was a reduction in utility costs arising from the introduction of energy saving measures (pool blanket and pump inverters).
4. Performance Monitoring – Quarter 4 2012/13	Future monitoring reports to include an update on the Universal Credit pilot scheme	Service Manager - Corporate Governance  Performance and Reputation Manager	An update has been provided as part of the update to Corporate Task ST17 in the Performance Monitoring Report Q1 13-14.





## Performance Management Board

20 August 2013

Ombudsman's Annual Letter 2012/13

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### Report of the Executive Manager - Operations and Corporate Governance

#### Summary

This report summarises the complaints that have been made to The Local Government Ombudsman for the year 2012/13 and details the outcomes for each case.

#### Recommendation

It is RECOMMENDED that the report be noted.

#### Details

1. As previously reported to the Board the Local Government Ombudsman (LGO) has produced annually a review letter for all local authorities. This letter, which was provided in June each year, set out details of the complaints about the authority to the LGO, the nature of them and the action taken. This year, due to changes to the structure of the LGO the annual review letter will no longer contain this level of detail. Information previously provided in the letter detailing the cases referred to the LGO will in future be available from their website.
2. The Annual Letter for 2012/13 reports that the Local Government Ombudsman's Advice Team received 11 initial enquiries or complaints about the Council over the course of the year. Of these, seven related to Planning, three to Benefits and Council Tax, and one to Environmental Services.
3. In total, eight complaints were decided upon by the Ombudsman in 2012/13 (there is an overlap between new cases being investigated and running into 2013/14, and cases reported in 2011/12 running over into 2012/13 to be decided upon). One case was upheld by the LGO, but it acknowledged that the Council's actions to rectify the matter were satisfactory. This case related to a Planning matter where the Council gave misleading advice. The Council apologised, waived the planning fee and offered compensation. Four cases were not investigated due to insufficient evidence of injustice or maladministration. Two cases were ruled to be outside of the LGO's jurisdiction. In the final case the LGO ruled that no fault could be found with the way the Council handled the complaint.

4. As was the case last year, the complaints investigated by the LGO have been limited to specific subject areas rather than being distributed across the range of services offered by the Council. The table below shows the number of complaints investigated by the Ombudsman over the last five years. The number of cases in 2012/13 is similar to previous years as is the split across the service areas. The split across the service areas also correlates well to the national picture and the higher proportion of complaints relating to Planning is typical because of the size of the service and its regulatory nature.

LGO Service Areas	2008/09	2009/10	2010/11	2011/12	2012/13
Planning	3	3	5	2	7
Council Tax and Benefits	3	0	0	3	3
Refuse Collection and Recycling	0	0	0	0	1
Environmental Health	2	0	2	2	0
Leisure and Open Spaces	0	0	0	0	0
Other	1	3	2	0	0
<b>Total</b>	<b>9</b>	<b>6</b>	<b>9</b>	<b>7</b>	<b>11</b>

#### **Financial Comments**

There are no financial implications.

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

There are no Section 17 or Crime and Disorder implications.

#### **Diversity**

There are no diversity implications.

**Background Papers Available for Inspection: Nil**



## Performance Management Board

20 August 2013

Review of Customer Feedback 2012/13

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### Report of the Executive Manager - Operations and Corporate Governance

#### Summary

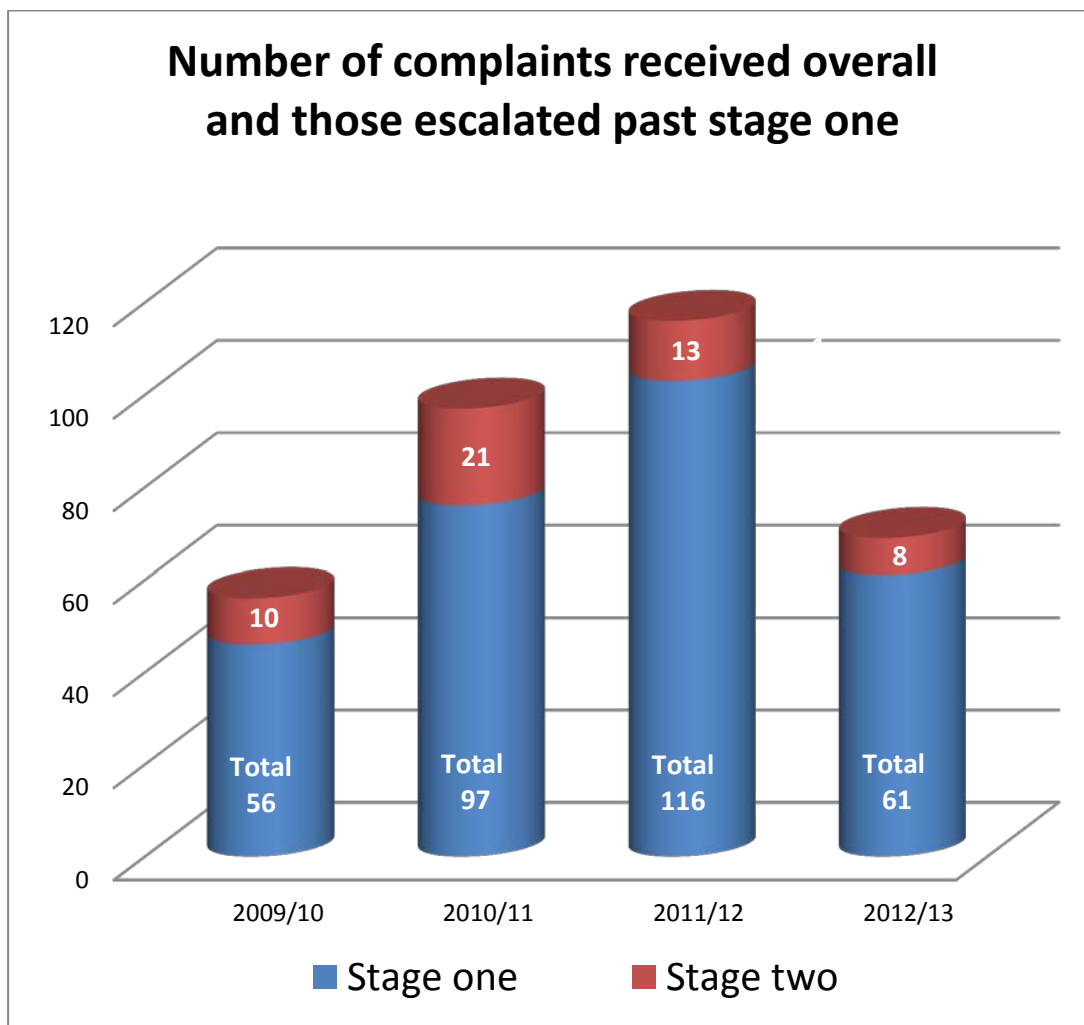
This report summarises customer feedback received from residents in the last year and aims to help Councillors understand the range of issues concerning residents. During 2012/13, a total of 61 complaints were investigated and the Council received 146 compliments over the same period.

#### Recommendation

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

#### Details

1. The Council's Customer Feedback System covers compliments, comments and complaints made by residents about Council services. It was launched in April 2009. This report summarises the compliments and complaints received in the last twelve months (24 comments were also received over this period). The Council defines a complaint as; 'dissatisfaction about the Council's actions or lack of actions, the standard of service provided by the Council or its contractors, or a member of staff'.
2. Members should note that the complaints process has been amended to reflect the Council's revised management structure. Complaints received for the first time are responded to by the most appropriate Lead Service Specialist within 10 working days. If the complainant remains dissatisfied, they can ask for their complaint to be reviewed by the appropriate Executive Manager. As part of this review, the Executive Manager works with the Corporate Complaints Officer to review the complaint thoroughly and, if necessary, make changes to current working practices. The process ensures an effective independent scrutiny of the complaint.
3. During 2012/13, the Council received 146 compliments about services delivered and individual officers. This is broadly comparable with previous years. Over the same period, the Council received 61 complaints which were consequently investigated by an appropriate Lead Specialist. Eight of these complaints were escalated to stage two of the process and were reviewed by an Executive Manager. The following graph shows the number of complaints and those escalated past stage one over the last four years:



4. The Council received significantly fewer complaints (almost half) in 2012/13 than in 2011/12. Eight of these were escalated to the review stage of the process (12%) and this was a similar percentage to the previous year (11%).
5. Complainants who remain dissatisfied following the review stage can ask the Local Government Ombudsman to investigate the Council. A separate report on the Annual Review Letter from the Ombudsman is also on this agenda.
6. The table below shows the distribution of complaints across the Council's five service areas and further information about these is set out in **Appendix One**.

Service Area	Complaints 12/13
Communities	13
Corporate Governance	0
Neighbourhoods	28
Finance and Commercial	16
Transformation	4
<b>Total</b>	<b>61</b>

7. The table below shows the distribution of compliments across the Council's five service areas.

<b>Service Area</b>	<b>Compliments 12/13</b>
Communities	42
Corporate Governance	9
Neighbourhoods	76
Finance and Commercial	10
Transformation	9
<b>Total</b>	<b>146</b>

8. The Council has received far fewer complaints during the last 12 months than in previous years, and a similar proportion of complaints have been escalated by complainants. This indicates good management, investigation and response to complaints at the early stages of the process. This is further evidenced by the low number of complainants requesting a stage two review and the positive feedback from the Local Government Ombudsman who has ruled in the Council's favour for all complaints investigated this year.

#### **Financial Comments**

There are no financial issues arising from this report.

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

There are no Section 17 issues.

#### **Diversity**

Complaints have been monitored by means of an equalities questionnaire since April 2003. The results of that monitoring do not indicate any particular trends or issues which would warrant further investigation.

**Background Papers Available for Inspection: Nil (exempt information)**

### Complaints by Service Area

The following paragraphs breakdown the complaints received between 1 April 2012 and 31 March 2013 by service area. This aims to show what residents are complaining about and which complaints are escalating past stage one.

#### Communities

Communities received thirteen complaints; eleven were answered within the target time. Two of the complaints that missed their target involved complex planning matters and a number of different officers. However, steps have been put in place to minimise delays in the future. Nine complaints were resolved at stage one of the complaints process with four being escalated to stage two.

The thirteen complaints included; a complaint for allowing a noisy fairground to be set up on Bridgford Park, a complaint about Rushcliffe Country Park car park being closed on New Year's Day, a complaint that planning permission was breached, a complaint about allegedly conflicting advice and victimisation suffered at the hands of the Planning Service and a complaint that an outstanding land charge on a property was not shown up by search on the property when he bought it.

Out of the four cases that were escalated, two involved the Planning Service (one was a delay in dealing with an objection and another was a dispute over a lighting column) and two cases involved the Building Control Service (involving disputes over the issuing of completion certificates).

#### Neighbourhoods

Neighbourhoods received 28 complaints; all were answered within the target time. 25 were resolved at stage one of the complaints process with three being escalated to stage two.

Nine complaints were about Recycling2go (including 5 complaints about driving standards of refuse vehicles); three complaints were about other aspects of Environmental Health (including 3 enforcement cases). Thirteen complaints were about aspects of the Streetwise Service, such as road sweeping, grounds maintenance and weed spraying (including 10 complaints about changes to grass cutting arrangements). Three complaints were about Strategic Housing including shortlisting and banding procedures.

Three cases were escalated to stage two. Two of these concerned the open spaces around the Gamston Estate and one about a missed bin.

## **Transformation**

Transformation received four complaints; all were answered within the target time. All were resolved at stage one.

One complaint concerned the Customer Services team and three complaints concerned the Estates Team including a breakdown of communications over managed open spaces, a tree planting scheme and a complaint about the condition of Bridgford Road toilets.

## **Finance and Commercial**

Finance and Commercial received sixteen complaints; fifteen were answered within the target time. Fifteen complaints were resolved at stage one of the complaints process, while the remaining one was escalated to stage two.

Three complaints were about parking issues including an infringement outside Bridgford trophies, a complaint about the Borough Council's parking policy and a complaint against traffic warden.

One complaint concerned the charging regime at East Leake Leisure Centre.

Nine complaints concerned Council Tax including, conduct of bailiffs, a complaint over lack of agreement over how to pay outstanding Council Tax bill, a complaint about being charged full rate for Council Tax, a complaint about being charged for two properties, charged Council Tax when she should have been exempt and a complaint that they received someone else's council tax bill as well as his own.

Three complaints were also received regarding the Benefits Service including, complaints about the manner in which benefit claims were handled.

The one complaint that was escalated to stage two of the process concerned changes to the prices at East Leake Leisure Centre.



**Performance Management Board**

**20 August 2013**

**Annual Review Of Work Programme 2012/13**

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**Report of the Executive Manager - Operations and Corporate Governance**

This annual report reviews the work undertaken by the Performance Management Board during 2012/13. Each of the scrutiny groups prepares an annual report and these will be presented to full Council. The Group has met five times during the year. Over the year, the Performance Management Board scrutinised and monitored the quarterly performance in relation to the Council's strategic tasks and the key performance indicators.

In addition, the Board scrutinised:

- Civil Parking Enforcement Contract Update
- Performance Monitoring
- Review of Customer Feedback 2011/12
- Ombudsman's Annual Letter 2011/12
- Edwalton Golf Courses Annual Report
- Leisure Centres Contract
- Climate Change Strategy Action Plan

The Performance Management Board is asked to review the report and consider if it fully reflects the work undertaken by the group.

**Recommendation**

It is RECOMMENDED that the Performance Management Board approve the report and forward it on to Council for consideration.

**Financial Comments**

There are no direct financial implications arising from the matters in this report

**Section 17 Crime and Disorder Act**

There are no direct Section 17 implications arising from the matters in this report

**Diversity**

There are no direct diversity implications arising from the matters in this report

**Background Papers Available for Inspection: Nil**



# Performance Management Board

## Annual Report 2012/13



## **Chairman's Foreword**

This annual report summaries the main work which we have undertaken this year. Scrutiny ensures the Borough Council is accountable for its decisions and underpins policy-making based on analysis and evaluation.

We have explored the Council's performance against its strategic tasks and key performance indicators. We have identified areas of strength, balanced against areas where improvement is needed. We have celebrated the good performance and reviewed and investigated areas where we need to strengthen what we do. Our work has proved to be challenging and energising. The role of as 'overseer' and 'surveillance' helps Council to maintain high service standards and value for money in these challenging economic times.



**Councillor Gordon Wheeler**

**Chairman**



**Councillor Rod Jones**

**Vice Chairman**

## **What we are responsible for**

The main role of Rushcliffe's scrutiny groups are to:

- Develop a work programme which scrutinises the Council's priorities
- Ensure the Group's work helps implement the Council's plans and policies
- Review, challenge and question how the policy, plans and services are implemented and recommend to Cabinet and Council improvements to services and their performance
- Ensure the work contributes towards value for money, continuous improvement and best practice.

The Performance Management Board's remit is to scrutinise performance including:

- Monitoring the Council's overall performance
- Monitoring performance of specific services and ensuring the Council uses resources effectively
- Complaints.

## **Our work this year**

### **Monitoring services, helping develop policy and consultation before Cabinet**

During the year, the Group considered a wide range of service areas and issues within its scrutiny role, particularly:

- Performance Monitoring
- Civil Parking Enforcement Contract Update
- Review of Customer Feedback 2011/12
- Ombudsman's Annual Letter 2011/12
- Edwalton Golf Courses Annual Report
- Climate Change Strategy Action Plan
- Leisure Centres Contract

### **Performance Monitoring**

An important aspect of the Board's work is to monitor the Council's performance against its key performance indicators and strategic tasks. As part of the Council's performance management framework, the Board scrutinises performance every quarter. Exceptions and highlights are identified and the Board ensures that appropriate corrective action is taken to bring under-performing tasks and indicators back on track.

Some of the issues arising from performance reports discussed this year include:

- Percentage of Calls answered with 30 seconds at the RCCC
- Vehicle Crime
- Burglaries
- Delivery of Affordable Homes
- Rateable Value of Commercial Property in the Borough

## **Civil Parking Enforcement contract update**

In August 2012, Members discussed the financial performance of the contract including the number of Penalty Charge Notices (PCNs), costs associated with the contract and income and deficits. The district councils had put pressure on the County Council and the contract would be retendered to obtain a more beneficial financial outcome based on four years' data and experience.

The Committee received a further update in April 2013 where Members discussed the appeals process for PCNs, partnership arrangements with the County Council and details of the future Enforcement Contract coming into effect in November 2013.

## **Review of Customer Feedback 2011/12**

This subject is closely linked to the Ombudsman's Annual Letter. The process had been made sleeker by reducing the number of stages of complaints from three to two. Members learnt that the Council had received 194 compliments and 116 complaints with the highest number of complaints being in the Trent Bridge Ward which was home to the largest number of flats and student accommodation units.

## **Ombudsman's Annual Letter 2011/12**

There were eight cases decided upon – three cases were dismissed, four had no maladministration and one was deemed to have had no or minor injustice.

## **Edwalton Golf Courses Annual Contract Report**

At the November 2012 meeting, Members learnt that the contract with Glendale Golf had been extended for another five years. The dreadful weather had caused the number of people playing golf to decline, however, the number of people using the social facilities had increased. The annual survey showed 90% of respondents lived within 12 miles of the course and the majority were either satisfied or very satisfied with facilities. Members received an update on the development of junior golf including its work with primary schools. A new loyalty scheme and plans in the future to improve the website and target marketing using the database were being developed. Members were informed that Glendale had received the golf mark award and accreditation for its work coaching young people.

## **Climate Change Strategy Action Plan Update**

Members were updated on progress against the targets to reduce emissions by 15% by 2015 and by 30% by 2020. Highlights thus far included the Warmstreet Scheme, fuel poverty advice, IT power management controls, purchase of new more energy efficient vehicles and energy champions in each service area. Members were pleased that 80% of the plan and 78% of the Carbon Management Action Plan had been completed.

## **Leisure Centre Contract – Annual Report by Parkwood Leisure 2013**

Members received a report outlining the contract for the management of five of the Council's leisure centres at the February 2013 meeting.

Members heard that usage overall was higher than targeted. Parkwood was working hard to increase participation among young people including developing apps, online bookings and developing Facebook content.

The leisure card was well used and provided good value for money membership opportunities. With all the data available Parkwood had analysed people's postcodes and identified that the majority of the users used a centre that was within five miles of their home.

Following the introduction of the Non Profit Distribution Organisation, significant savings had been achieved for the Council which had improved the financial viability of the centres. It was pleasing to note that this had been achieved whilst increasing customer satisfaction levels, which had been rated at 81.9%. All centres had achieved highly commended within the Quest accreditation and Parkwood had achieved the Investors In People award.

Parkwood had developed the performance of the leisure centres over the first 5 years attaining and improving quest scores across all sites. Other highlights for the year included the continuation of the apprenticeship schemes with South Nottingham College and the Amateur Swimming Association, successful partnership working with the Sports Development Officer on Sportivate projects and successful holiday programmes across all five sites.

### **Member Panels**

The Board did not establish any Member Panels this year.

### **Call-ins**

The Board did not discuss any Call-ins this year.

### **Looking forward to the year ahead**

The Performance Management Board will build on its work over the last year by scrutinising the Council's performance in delivering its priorities for improvement, along with scrutinising key service areas. The new work programme will be outlined at the first meeting of the new year.

## 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 one 2013/14, 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 2013/14 and the corporate basket of 34 performance indicators.
2. Numerical data used to calculate each performance indicator is included in **Appendix 2**.
3. The summaries for Revenue and Capital budgets is contained in **Appendix 3**.
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 1 highlight. More details of these exceptions are within **Appendix 1**. The new exceptions are:
  - LICO24 – Robberies per 1,000 Population
  - LITR02 – Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre.
5. There are 18 indicators that are green status (achieving or within 1% of target) and 1 has been selected as a highlight:
  - LIFS19 – Percentage of Non-domestic Rates collected in year.
6. The targets for performance indicators have been reviewed for 2013/14. Targets for the 3 crime indicators are particularly challenging, being set 10% below the outturn figures reported at the June meeting.
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. The format of tasks' milestones has been amended to include; current status, due date and completion date.
9. 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 is 1 indicator selected as a highlight for this period: LIFC19 – Percentage of Non-domestic rates collected in year.
- 2 exceptions within quarter 1. These are;
  - LICO23 – Robberies per 1,000 Population
  - LITR02 – Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre

### Corporate Tasks

Of the 9 tasks all are underway. ST14 – Adopt the Rushcliffe Local Plan remains overdue (red) and will continue into 2013/14. The remaining eight tasks are at green status; and are progressing well.








### Performance Indicators





There are 34 performance measures in the corporate scorecard; 21 have data for quarter 1. 15 indicators have a positive trend showing an improvement in performance, 6 have a negative trend, and 13 are unknown as they are annual indicators and due to be reported later.






The two new exceptions for this quarter have details located at the end of this report.









# Strategic Tasks

Current Task Status	ST14	Target date	Corporate Theme	Lead officer	Success measurement
	Adopt the Rushcliffe Local Plan	Revised date 30-Jun-2014 (original date 31-Jul-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 Status	Milestone Due	Milestones	Completed Date	Progress	
	14-May-2013	Proposals to markedly increase housing provision	14-May-2013	Cabinet decision to markedly increase housing provision (on land south of Clifton, at Edwalton and to the east of Gamston).	
	09-Aug-2013	Consultation in relation to proposals, together with draft Green Belt review June-August 2013		Consultation in progress (being held from 17 June to 9 August)	
	31-Oct-2013	Production of proposed major modifications to Recommend to full council			
	20-Dec-2013	Consultation on proposed major modifications (if advised to do so by Inspector)			
	28-Feb-2014	Recommencement of examination by Inspector			
	30-Jun-2014	Core Strategy adopted			




Current Task 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 Status	Milestone Due	Milestones	Completed Date	Progress	
	24-May-2013	Agree the terms of the overarching framework agreement	24-Jun-2013	This agreement is for linking the two sites and the terms have been agreed. Milestones within went to Cabinet on 16 April 2013 for approval.	
	09-Jun-2013	Hold a visioning weekend for the residents of Cotgrave and senior stakeholders in June	24-Jun-2013	<p>On the weekend of 8/9 June, a two day event was held. The Saturday was a public event with the developers, local authorities and other local service providers engaging with residents in a "market place" at the Welfare. Visioning workshops were held with residents to work on their ideas for the town centre and 45 residents took part in these. Attendance at the event was around 150-200 people.</p> <p>The Sunday meeting was a high level stakeholder event which included senior representatives from all three councils, the police and crime commissioner, local schools and colleges, and health. Stakeholders reaffirmed their commitment to the regeneration of Cotgrave.</p>	
	24-Jun-2013	Facilitate agreement of landswaps required with County Council for colliery site	24-Jun-2013	<p>Landswaps now agreed in principle however requires formal approval by relevant County Council committee.</p> <p>These landswaps were required to improve the ecological mitigation for the scheme and also improve the design quality of the scheme.</p>	


Milestone Status	Milestone Due	Milestones	Completed Date	Progress
	30-Dec-2013	Reach agreement with public sector partners and GPs over delivery of public sector accommodation in town centre		Work is currently focusing on the provision of a new health centre. Changes to the structure and governance arrangements for the PCT are impacting on getting a clear decision on this. Senior stakeholders met on Sunday 9 June following a community consultation event on 8 June. Commitments to the project were requested at this meeting.
	30-Jan-2014	Agree heads of terms 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. It is proposed that head of terms for the town centre is prepared by December 2013.
	11-Jun-2014	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 developer is working towards a fixed masterplan for December 2013.
	31-Jul-2014	Complete town centre acquisitions		The council acquired the shopping centre freehold in early June and is now managing this property with its other commercial properties. The Council had agreed terms with one outstanding commercial property owner regarding site acquisition in the town centre but this subsequently fell through when the vendor wanted to vary the terms. Metropolitan Housing Association has secured 12 out of 14 properties on Scotland Bank.  As part of the work the police have indicated that they would consider making their premises available.
	31-Jul-2014	Planning application to be submitted by developer for town centre area		Due to the cost of planning applications the developer is likely to want to have secured pre-lets before submitting a planning application.

Current Task 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 Status	Milestone Due	Milestones	Completed Date	Progress	
		Set up Council team to implement the actions and deal with enquiries.	24-Jun-2013	The team are monitoring enquiries received and will report back in line with the work plan presented at Community Development on 9 April 2013. The next update to Community Development Group will be in March 2014. The Council's website pages are being updated to make information more readily available.	
	30-Nov-2013	Finalise action plan if required and move to implement actions		An action plan has been prepared and was considered by the Community Development Group on 9 April 2013. The economic development team has been set up made up of staff from across relevant council departments. The website pages are being updated to provide accessible information. The theme contained in the action plan are: Develop and implement the local plan, support for local businesses, maximising the council's property and estates, promoting the Rushcliffe offer and regeneration, employment and skills.	
	24-May-2014	Report on progress of this priority to Community Development Group		An update for this task was presented to Community Development Group in April with an action plan of work for 2013/14. A "virtual team" has been set up with officers from across the Council including property, planning, finance, revenues, environmental health and community engagement. This team will drive forward the actions in the action plan and provide a co-ordinated response to economic development queries received. The RBC webpages have been updated accordingly. A member of staff has been seconded from the Homes and Communities Agency to progress the employment sites in the borough. The team are monitoring enquiries received and will report back in line with the work plan presented at Community Development Group in April. The next update to Community Development Group will be in March 2014.	





Current Task 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 Status	Milestone Due	Milestones	Completed Date	Progress	
	23-Jul-2013	Support UC by submitting bimonthly DWP UC Pilot evaluation form 4	25-Jul-2013	<p>On 16 July 2013 the Minister confirmed that the Universal Credit Pilot's will be extended by three months, taking the end date to 31 December 2013. The team continue to deliver the three key pilot aims;</p> <p><b>Channel shift</b> As previously reported at outturn new claims online had increased from 46% to over 80% and has now reached 94% completed online. The self-service terminals at the contact centre continue to be enhanced, now allowing customers to access or set up email accounts. A new link to Nottinghamshire Credit Union services has also been added.</p> <p><b>Working with partners</b> A successful workshop was held on 19 June with partners – the aim was to understand each other better and explore further opportunities to work together. The need for a common directory of support services was identified and there was a willingness to work towards a common triage process moving forward to help identify customer's needs no matter which partner they approach. Nottinghamshire Credit Union has now engaged with the pilot and we hope to develop proposal on how we can work together to deliver services over the coming months.</p>	







Milestone Status	Milestone Due	Milestones	Completed Date	Progress
				<p><b>Vulnerability</b>  We continue to collect survey responses to identify where vulnerable people are. Both Council staff and Job Centre Plus staff are surveying benefit customers. We have recently written to/emailed all 2500 working age housing benefit claimants with an online survey to gain intelligence on customer's needs and vulnerability indicators.</p> <p>On 10 July, the National Local Authority Led pilot steering group was hosted at Rushcliffe. These high-profile monthly meetings chaired by the Department of Work and Pensions (DWP) ensure that all the pilots share learning and remain focused.</p> <p>The learning from the pilot is fed back to the DWP through bi-monthly evaluation. The DWP published an early lessons learned report in July. Work the pilots are doing is also informing 'cost to serve' discussions at the DWP and will inform subsequent revisions of the Local Support Services Framework. The pilot extension period will focus on providing answers to 20 key questions set by Lord Freud which he feels are the top questions non pilot authorities will need the answers to in order to quickly establish their delivery frameworks.</p>
▶	31-Dec-2013	Support UC by submitting Bimonthly DWP UC Pilot evaluation form 5		The next learning report for the DWP is due at the end of September 2013.
▶	31-Dec-2013	Support UC by submitting the final lessons learned report to the DWP		The pilot is due to run until December 2013. A 'final findings' report will be prepared in December.




Current Task 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 Status	Milestone Due	Milestones	Completed Date	Progress	
	13-Sep-2013	Prepare an outline business case for build options at Arena Site, Rugby Road, West Bridgford		<p>In line with the Cabinet decision on 10 January 2012 the work is being undertaken to produce an outline business case which will set out the options to deliver leisure provision from one site in West Bridgford. It is anticipated that the outline business case will be considered at a future Cabinet meeting.</p> <p>Key work strands are;</p> <ul style="list-style-type: none"> <li>• developing the design brief - a set of essential and desirable criteria for the future site have been determined;</li> <li>• legal restrictions – all covenants on the land have been identified;</li> <li>• land restrictions – the site is an old landfill site so geo-environmental and topographical surveys have been commissioned to understand the nature of the ground and any restrictions there may be on future build designs;</li> <li>• highways restraints – initial discussions have taken place with Nottinghamshire County Council Highways team and a traffic survey has been commissioned.</li> </ul> <p>The findings of these work streams will inform the final outline business case and the financial analysis of build options.</p>	
	15-Oct-2013	Present outline business case for build options at Arena Site, Rugby Road, West Bridgford			





Milestone Status	Milestone Due	Milestones	Completed Date	Progress
	31-Dec-2013	Approval to proceed to full business case and procurement for Arena Site, Rugby Road		



Current Task 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 Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Jul-2013	YouNG – recruit a second cohort of young people, pilot a YouNG market.	15-Jul-2013	<p>Recruitment of a second cohort of young people - An open evening was held on the 4 June which was attended by representatives from all of the Boroughs 7 secondary schools. A series of Interviews were held between 10 and 21 June. Seven young people have been appointed and will commence work in September 2013.</p> <p>YouNG market- the 7 project ambassadors organised the first YouNG market which was held in Central Avenue West Bridgford on Saturday the 6 July. The market consisted of 20 stalls run by local young people aged 13-21 as well as two performance areas where 22 local young bands and artists entertained the crowds.</p>	
	31-Mar-2014	Deliver the RBC actions within the Rushcliffe Children and Young People Plan 2013 and update the plan for 2014		The Rushcliffe Children and Young People Plan 2013 is being finalised, progress will be reported at the November meeting.	
	31-Mar-2014	Develop the use of social media to promote local activities, events, business and key messages to young people			










Current Task 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 Status	Milestone Due	Milestones	Completed Date	Progress	
	30-Sep-2013	Back office service review completed		A background paper is being prepared to consolidate past learning and identify lessons that can be learnt from other's already delivering back office services differently	
	30-Sep-2013	Strategic Housing Review including temporary accommodation		The member review group met on 8 May 2013. At this first meeting the terms of reference for the group were highlighted and members were provided with a range of information on the scope, nature and scale of the services delivered within the Strategic Housing function. Further budgetary information was provided at the second meeting of the group on 29 July 2013 along with operational savings that have already been identified by managers and staff involved in the review process. A further range of optional savings, income and transformational ideas were presented to members for their consideration and the feedback will be utilised to inform the final review report for Cabinet in October 2013. Further work on a business options appraisal for temporary accommodation provision was endorsed and the findings will be presented at the last meeting of the group in late September 2013.	
	31-Oct-2013	Graphic design, communications, printing and public consultation review completed		Overall the review is still on hold. Graphic design is currently delivered by a number of providers and the effectiveness and cost of this is being monitored to inform the full review.	
	31-Oct-2013	Member services review completed		This review has now started with the first workshop with relevant staff held on 18 July 2013. Overall now on course for completion.	
	29-Nov-2013	Dog and Pest Control review complete		This review is programmed to commence in September 2013.	












Milestone Status	Milestone Due	Milestones	Completed Date	Progress
	31-Jan-2014	Car parking charges review completed		This review is due to commence in November 2013.
	31-Jan-2014	Development Control review completed		This review is due to commence in October 2013.
	31-Mar-2015	Implementation of actions arising from previous reviews		<p>There are a small number of residual projects that remain from the Environment and Waste Management Member Review group. The continuing major project is the development of the streetwise franchise project and a member group continues to meet when necessary to provide support and guidance on this important project. Following the responses to a comprehensive tendering exercise for Fleet maintenance and Garage services a detailed evaluation has now been undertaken to compare the bids with the Council's own 'in house' service and the results of this exercise along with further recommendations will be reported to Cabinet for approval in September. However the work that was undertaken on potential round optimisation has concluded that the Council's existing waste collection rounds are efficient and well-structured following past exercises and therefore no further changes will be made at this present time.</p> <p>The Environmental Health service review has already resulted in savings of £75,850 which have been incorporated into the current 2013/14 budget. Remaining tasks include the review of some of the fees and charges along with the introduction of new licensing regimes e.g. Scrap Metal, Caravan and Mobile Home sites and local fee setting for Liquor Licensing which depending on the timing of further information and legislation from government will be incorporated into fees and charges for 2014/15.</p> <p>Building control - approval has been received by both Rushcliffe BC and South Kesteven DC Cabinets to proceed to a partnership delivery model. A cross authority officer group has been established to determine the implementation plan and had their first meeting on 12 July 2013. It is intended to have a full partnership agreement and for officers to be working out of South Kesteven DC offices by 1 April 2014.</p>



Current Task 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 Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Dec-2013	Refresh the core Network Infrastructure 2012/13 programme	23-May-2013	As part of development of the new IS Strategy, there has been agreed capital outlay of £150,000 for Network Infrastructure improvements. A programme of improvements has been undertaken, which includes: Replacement of 2 ageing HP Network Switches with 2 DELL Network Switches; Installation of a faster and more resilient Internet Connection (provided by Virgin-Media); Replacement of the backup battery supply to the network and server infrastructure in the main server room at the Civic Centre in the event of a loss of electrical power; implemented a new, dedicated, higher performing and more resilient network connection to the Contact Centre (RCCC). The programme continues and further improvements are planned for 2013/14.	
	31-Mar-2014	Design and develop web enhancements and channel shift opportunities		Due to start in second quarter.	
	31-Mar-2014	Refresh the core network infrastructure - 2013/14 programme		ICT have successfully implemented a backup firewall device which offers increased resilience for the Council's main perimeter security devices. ICT commissioned a third party survey to scope the implementation of a corporate wide (Civic Centre, Contact Centre and Depot) Wi-Fi solution. This will be implemented by September 2013. Work has been undertaken to identify the priorities for the replacement of the corporate solutions.  Overall, progress is on course.	






Current Task 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 Status	Milestone Due	Milestones	Completed Date	Progress	
	24-Apr-2013	Send out invitation to tender for the Hall	24-Jun-2013	Tenders have been received and are being appraised to go to Cabinet meeting on 10 September 2013.	
	27-Oct-2013	Options appraisal for future of depot site and alternative site options		Work on the future of the garage services directly impacts on this piece of work and the future location of the depot. The Executive Manager - Neighbourhoods will be reporting back on the detailed options for the garage and fleet services and their potential impact on the depot to Cabinet on 10 September 2013.	
	24-Nov-2013	Agree lease terms with a developer for the Hall.			
	27-Dec-2013	Agreed strategy to maximise council's portfolio		On completion of the work associated with The Hall and the assessment of the Civic Centre, the outcomes will inform the development of the strategy which will be reported to Members in due course.	
	27-Dec-2013	Options appraisal for the Civic Centre and council office accommodation		The options appraisal has not been completed as yet. This work is now programmed in for July - December 2013. This will link in with reviewing the future use of the MHT space in the Civic.	













# 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	2010/11	2011/12	2012/13	Q1 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LICO23	Domestic burglaries per 1,000 households	8.93	6.86	5.73	1.26	1.29		5.15
	LICO24	Robberies per 1,000 Population	0.66	0.54	0.18	0.09	0.04		0.17
	LICO25	Vehicle crimes per 1,000 population	6.68	4.25	4.04	0.79	0.90		3.63
	LICO36	Percentage of residents who believe they can influence decisions that affect their local area	-	-	50.0%	Reported annually			-
	LICO40	Percentage of customers satisfied with the development control service received	-	-	86.00%	Reported annually			80.00%
	LICO41	Percentage of householder planning applications processed within target times	-	-	91.09%	92.50%	88.00%		88.00%
	LICO61	Percentage of adults (16+) participating in at least 30 minutes of sport at moderate intensity at least once a week	-	-	-	Reported annually			-
















Status	Reference	Description	2010/11	2011/12	2012/13	Q1 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LICO62	Percentage of young people satisfied with the Borough as a place to live	-	-	-	Reported annually			-
	LICO63	Percentage of young people actively participating in sports or organised social activities outside of school	-	-	-	Reported annually			-

Corporate Governance									
Status	Reference	Description	2010/11	2011/12	2012/13	Q1 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LICG16	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things	-	-	77.00%	Reported annually			-
	LICG17	Number of complaints received by the council at initial stage	96	116	61	19			
	LICG28	Corporate Sickness	9.28	8.06	7.00	1.73	2.00		8.00

Finance & Commercial									
Status	Reference	Description	2010/11	2011/12	2012/13	Q1 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LIFC01	Percentage of users satisfied with sports and leisure centres	82%	84%	85.9%	87.1%	75%		75%
	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	99.50%	92.75%	97.12%	98.67%	98.00%		98.00%
	LIFC09	Value of savings achieved through the Four Year Plan	-	£1.8m	£2.7m	Reported annually			£2.5m
	LIFC18	Percentage of Council Tax collected in year	98.90%	99.00%	99.10%	30.30%	30.40%		99.10%
	LIFC19	Percentage of Non-domestic Rates collected in year	97.80%	98.40%	99.00%	32.70%	31.80%		98.80%
	LIFC20	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	9.0 days	7.23 days	5.3 days	5.21 days	9.0 days		9.0 days
	LIFC21	Percentage of council tax support customers satisfied with the service received	-	-	92%	Reported annually			-



Neighbourhoods									
Status	Reference	Description	2010/11	2011/12	2012/13	Q1 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LINS01	Percentage of streets passing clean streets inspections	-	-	99.2%	98.1%	99.0%		99.0%
	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough	-	-	71.0%	Reported annually			70.0%
	LINS17	Percentage of residents satisfied with the refuse and recycling service	-	-	75.0%	Reported annually			80.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	53.45%	51.15%	51.53%	53.26%	52.00%		51.00%
	LINS24	Number of affordable homes delivered	27	53	41	0	0		30
	LINS31	Percentage of applicants rehoused within 26 weeks of their application			New	53%	40%		40%

Transformation									
Status	Reference	Description	2010/11	2011/12	2012/13	Q1 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	99.2%	97.6%	97.0%	96.0%	94.0%		94.0%
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre	72.1%	64.8%	72.8%	48.0%	70.0%		70.0%
	LITR03	Percentage of transactions done through self-service	-	-	59.5%	64.3%	58%		58%
	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council	-	-	79%	Reported annually			-
	LITR12	Percentage of RBC owned industrial units occupied	98.44%	98.7%	98.14%	100%	93%		93%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	-	£639k	£755k	£241k	£250k		£1,000k
	LITR15	Percentage of privately owned industrial units occupied	-	88.6%	90.7%	91.3%			-
	LITR16	Increase in rateable value of commercial property in the borough	-	0.8%	-3.9%	Reported annually			1.0%
	LITR17	Percentage of households with access to at least 2mbps broadband in the home	-	77.0%	94.0%	Reported annually			96.0%

# 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			

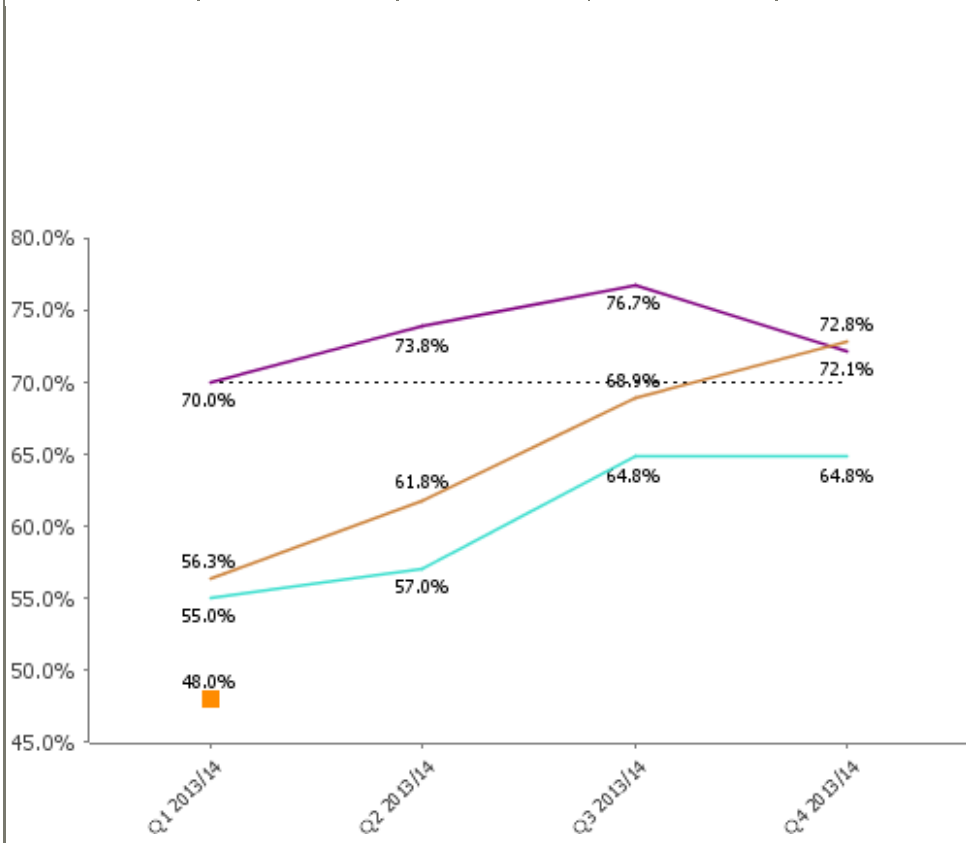
## Finance & Commercial

Status	Reference	Description	2010/11	2011/12	2012/13	Q1 2013/14		2013/14	
			Value	Value	Value	Value	Target	Long Trend	Target
	LIFC19	Percentage of Non-domestic Rates collected in year	97.80%	98.40%	99.00%	32.70%	31.80%		98.40%

# Performance Exceptions

LICO24 Robberies per 1,000 Population					Current Value	Current Target																									
2013/14	2012/13	2011/12	2010/11	--- Target	0.09	0.04																									
<table border="1"> <caption>LICO24 Robberies per 1,000 Population Data</caption> <thead> <tr> <th>Quarter</th> <th>2013/14</th> <th>2012/13</th> <th>2011/12</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2013/14</td> <td>0.22</td> <td>0.20</td> <td>0.09</td> <td>0.04</td> </tr> <tr> <td>Q2 2013/14</td> <td>0.39</td> <td>0.32</td> <td>0.11</td> <td>-</td> </tr> <tr> <td>Q3 2013/14</td> <td>0.48</td> <td>0.42</td> <td>0.15</td> <td>-</td> </tr> <tr> <td>Q4 2013/14</td> <td>0.66</td> <td>0.54</td> <td>0.18</td> <td>-</td> </tr> </tbody> </table>					Quarter	2013/14	2012/13	2011/12	Target	Q1 2013/14	0.22	0.20	0.09	0.04	Q2 2013/14	0.39	0.32	0.11	-	Q3 2013/14	0.48	0.42	0.15	-	Q4 2013/14	0.66	0.54	0.18	-	<p>Although there has been a 100% increase in Robbery this quarter, this equates to only 5 additional robbery offences, rising from 5 to 10 offences in the period.</p> <p>The pattern for the offending is usually groups of teenage offenders targeting teenage victims of a similar age. The Youth Service has been encouraged by the South Nottinghamshire Community Safety Partnership Locality Group to run programmes to educate teenagers about how to avoid being the victim of crime. As part of programme the Police Schools Liaison Officer has conducted several visits to schools in an effort to address the likelihood of becoming a victim of this type of crime.</p> <p>The crimes in this quarter have all been in West Bridgford wards, the highest is 4 in Compton Acres.</p> <p>The target for crime indicators is very challenging this year, especially for this indicator which has seen a reduction from 0.48 in 2012/13 to 0.17 this year.</p>	
Quarter	2013/14	2012/13	2011/12	Target																											
Q1 2013/14	0.22	0.20	0.09	0.04																											
Q2 2013/14	0.39	0.32	0.11	-																											
Q3 2013/14	0.48	0.42	0.15	-																											
Q4 2013/14	0.66	0.54	0.18	-																											

LITR02 Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre					Current Value	Current Target
2013/14	2012/13	2011/12	2010/11	--- Target	48.0%	70.0%



Over the past two years, the numbers of calls answered within 30 seconds has dipped in Q1. This is due to several reasons: Recovery letters sent out by Revenues in the first quarter resulted in more calls with longer duration (court summons, setting up repayment plans etc), and there are the usual green bin enquiries although these were lower this year. The introduction of the "bedroom tax" also impacted on call lengths.

While more queries are resolved at the first point of contact there has been a notable increase in the amount of time required to provide this service.

Breakdown of call data shows that in April 2011 – there were 212 hours spent on revenue calls compared with 300 hours in April 2013. There has also been an increase in the number of calls answered – from 25,428 in 2012 to 26,447 in 2013, a 1,000 increase to the end of Q1 compared to last year.

In addition there has been higher than usual staff turnover in the Call Centre recently and a recruitment exercise has been carried out to replace the 4 leavers. Due to the complex nature of the calls, and the wide range of queries dealt with, there is an intensive training programme required before new starters can deal with all calls. This is underway and we expect to see an improvement in the coming months.

Customer satisfaction remains high (96%) with no complaints received from residents who have had to wait slightly longer to be answered.

# Numerical Data - Performance Indicators

Communities		
Numerical data	Reference	Description
60 crimes	LICO23	Domestic burglaries per 1,000 households
10 crimes	LICO24	Robberies per 1,000 Population
89 crimes	LICO25	Vehicle crimes per 1,000 population
Reported annually	LICO36	Percentage of residents who believe they can influence decisions that affect their local area
Reported annually	LICO40	Percentage of customers satisfied with the Development Control service received
129 out of 147 applications within 8 weeks	LICO41	Percentage of householder planning applications processed within target times
Reported annually	LICO61	Proportion of adults achieving at least 150 minutes of physical activity per week
Reported annually	LICO62	Percentage of young people satisfied with the Borough as a place to live
Reported annually	LICO63	Percentage of young people actively participating in sports or organised social activities outside of school

Corporate Governance		
Numerical data	Reference	Description
Reported annually	LICG16	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things
19 received	LICG17	Number of complaints received by the Council at the initial stage
543.5 days sickness out of 19,780 working days	LICG28	Corporate Sickness

## Finance & Commercial

Numerical data	Reference	Description
315 ratings have been made	LIFC01	Percentage of users satisfied with sports and leisure centres
1960 out of 1977	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority within payment terms
Reported annually	LIFC09	Value of savings achieved through the Four Year Plan
£19,286,489.46 collected	LIFC18	Percentage of Council Tax collected in the year
£8,423,318.80 collected	LIFC19	Percentage of Non-Domestic Rates Collected in the year
519 new claims 4499 change events	LIFC20	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events
Reported annually	LIFC21	Percentage of Council Tax Support customers satisfied with the service received

## Neighbourhoods

Numerical data	Reference	Description
18 fails from 957 inspections	LINS01	Percentage of streets passing clean streets inspections
Reported annually	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough
Reported annually	LINS17	Percentage of residents satisfied with the refuse and recycling service
Recyclables – 2455.4 tonnes Composting = 3688.4 tonnes	LINS18	Percentage of household waste sent for reuse, recycling and composting
0 completions	LINS24	Number of affordable homes delivered (gross)
177 rehoused from 334 active applicants	LINS31	Percentage of residents rehoused by Choice Based Lettings within 26 weeks

## Transformation

Numerical data	Reference	Description
323 out of 330 responders were satisfied	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre
14,616 calls answered in 30 secs out of 30,767 calls	LITR02	Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre
124,284 self-serve 68,945 non self-serve	LITR03	Percentage of transactions done through self-service
Reported annually	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council
All 68 units let	LITR12	Percentage of Rushcliffe Borough Council owned industrial units occupied
£241k received	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council
544 out of 596 occupied	LITR15	Percentage of privately owned industrial units occupied
Reported annually	LITR16	Increase in rateable value
Reported annually	LITR17	Percentage of households with access to at least 2mbps broadband in the home



**Revenue Variance Analysis by Service Area**  
**April 2013 - June 2013 (3 Months)**

	Actual vs Budget to Date			Projected Outturn vs Budget		
	Budget YTD	Actual YTD	Variance (Under)/Over	Current Budget	Projected Outturn	Variance (Under)/Over
Communities	279,216	134,470	(144,746)	1,245,200	1,252,000	6,800
Corporate Governance	936,256	905,883	(30,373)	3,069,900	3,069,900	0
Neighbourhoods	237,654	80,895	(156,759)	2,888,500	2,871,200	(17,300)
Finance & Commercial	1,331,304	1,469,439	138,135	3,425,330	3,425,330	0
Transformation	171,574	129,351	(42,223)	660,300	672,400	12,100
<b>Total</b>	<b>2,956,004</b>	<b>2,720,038</b>	<b>(235,966)</b>	<b>11,289,230</b>	<b>11,290,830</b>	<b>1,600</b>
Potential Call on Earmarked Reserves/Contingency						1,600
Budgeted Use of Balances						0
Net Use of Balances Available						1,600

## **Revenue Monitoring**

Overall the Council is on target to have a balanced budget at the year-end. Significant year-to-date variances are discussed below.

### **Communities**

The main reason for the variance to date is that Planning fees are higher, going forward this is variable and difficult to predict with certainty that the trend will remain given the current economic climate.

### **Neighbourhoods**

The year to date variation is largely due to accruals from 2012/13 where income is due in relation to waste collection (webaspex invoice). Also income for green waste exceeds the budget (£51,000), the level of green waste collection is subject to uncertainty going forward.

### **Finance and Commercial**

There is a year-to-date overspend primarily due to expenditure exceeding the profile (by £225,000) this is offset at the end of the year by the receipt of housing benefit grant. The remainder of the variance is largely due to severance payments as a result of staff restructuring, these are offset by the Council's Contingency budget (as anticipated).

### Capital Programme Monitoring April - June 2013

<b>EXPENDITURE SUMMARY</b>	<b>Current Budget £000</b>	<b>Projected Actual £000</b>	<b>Projected Variance £000</b>
Transformation	2,006	2,006	0
Neighbourhoods	2,290	1,711	(579)
Communities	712	712	0
Corporate Governance	365	365	0
Finance & Commercial	2,449	2,396	(53)
Contingency	150	16	(134)
	<b>7,972</b>	<b>7,206</b>	<b>(766)</b>
<b>FINANCING ANALYSIS</b>			
Capital Receipts	(5,981)	(5,519)	462
Government Grants	(623)	(623)	0
Other Grants/Contributions	(978)	(674)	304
Use of Reserves	(390)	(390)	0
	<b>(7,972)</b>	<b>(7,206)</b>	<b>766</b>
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>

## **Capital Monitoring**

Overall there is an anticipated £766,000 underspend, the significant variances are explained below.

### **Neighbourhoods**

There is £255,000 underspend in respect of Support for Registered Housing Providers, this will change as a result of July Cabinet's decision on the new affordable housing scheme (an increase in funding of £830,000 funded from New Homes Bonus receipts). Adjustments will be made in the Quarter 2 report.

Progress with the Streetwise franchise project has deferred £275,000 of vehicle spend as a prudent measure at this time.

### **Finance and Commercial**

As a result of the Leisure Strategy review, a spend of £53,000 has been deferred in relation to the warm air unit at Rushcliffe Leisure Centre and the bowls rink cloth at The Arena. £16,000 of **Contingency** budget has been committed regarding feasibility work concerning the Leisure Strategy.

**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**

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

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

**Financial Comments**

No direct financial implications arise from the proposed work programme.

**Section 17 Crime and Disorder Act**

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

**Diversity**

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

**Background Papers Available for Inspection: Nil**