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Our reference:
Your reference:
Date: 18 November 2013

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 26 November 2013 at 7.00 pm in **Committee Room 1**, 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 20 August 2013 (pages 1 - 6)
4. Leisure Centre Contract - Parkwood Leisure Annual Report

The report of the Executive Manager – Finance and Commercial is attached (pages 7 - 9).

5. Climate Change Strategy Action Plan Update

The report of the Executive Manager - Communities is attached (pages 10 - 24).

6. Equality and Diversity Report- 2012/13

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 25 - 33).

7. Performance Monitoring – Quarter 2 2013/14

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 34 - 60).

8. Work Programme

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 61 - 62).

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

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**NOTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY 20 AUGUST 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, A MacInnes, B A Nicholls, S J Robinson, D V Smith, Mrs M Stockwood (substitute for Councillor J Stockwood), J E Thurman,

OFFICERS PRESENT:

N Carter	Service Manager - Corporate Governance
I Meader	Performance Officer
V Nightingale	Senior Member Support Officer
G Pickering	Performance and Reputation Manager

APOLOGY FOR ABSENCE:

Councillor J A Stockwood

9. Declarations of Interest

There were none declared.

10. Notes of the Previous Meeting

The notes of the meeting held on Tuesday 25 June 2013 were accepted as a true record, following an amendment to note 7 – Performance Monitoring – Quarter 4 2012/13. In paragraph 5 the final 2 sentences were amended to read “The Executive Manager - Operations and Corporate Governance informed Members that a report would be presented to Cabinet on 9 July regarding affordable housing. Members were advised that, in that report, it was proposed to reduce the target for affordable housing for 2013/14.

11. Ombudsman’s Annual Letter 2012/13

The Performance and Reputation Manager presented the annual report which summarised the complaints that had been made to the Local Government Ombudsman during 2012/13. Members were informed that 11 complaints had been received, 7 related to planning, 3 to benefits and council tax and 1 to environmental services. The Ombudsman made decisions on 8 cases during the year. The decisions were:

- 4 cases were not investigated due to insufficient evidence
- 2 cases were found to be outside of their jurisdiction
- 1 case it was found that the Council had handled it correctly
- 1 case the Ombudsman agreed with the action taken and the compensation awarded by the Council.

Following a question, officers explained that this last complaint related to some misleading advice given regarding a planning matter. Before the case had been considered by the Ombudsman the Council had apologised and refunded both the application fee and the person's legal fees. The Ombudsman therefore felt that there was nothing else the Council could, or should, do.

The Board was informed that the Local Government Ombudsman had altered their working practices this year and that the letter had not been as detailed as in previous years. The Ombudsman's website was being updated and in the future people would be able to search by authority or by subject matter.

Following questions officers agreed to provide, in future reports, a comparison with other similar local authorities and more detailed information from the Ombudsman's website. The Board agreed that the number of complaints considered were very low.

12. Review of Customer Feedback 2012/13

The Board received a report detailing the 61 complaints, 24 comments and 146 compliments received by the Council during 2012/13. Members were informed that the number of compliments were comparable with those received last year and primarily related to the Council's face to face services. These were reported in the weekly e-newsletters sent to Members and staff. Members queried if the complaints could also be included in the publication

Officers explained the Council's two stage complaints procedure and how this was aligned to the new senior management structure. Officers had provided a summary of the types of complaints that had been received and whether these had been escalated to stage 2 of the process. Members were pleased to note that there were fewer complaints compared to 2011/12, but questioned if this was just a reduction in the recording of complaints. Officers assured the Board that the mechanism had not changed and that the system was robust. It was also pointed out that the percentage of complaints compared to the number of customer transactions was very low. With regard to the new management structure Following a question the Service Manager – Corporate Governance outlined the services provided by the Transformation service.

Members discussed the number of "complaints" they received and how these were recorded. Officers explained that these were individually assessed, with the majority being classified in the first instance as service requests in accordance with the Council's complaints policy definition, however, if it was felt appropriate, the person was contacted to ascertain if they wished to make a formal complaint. Members agreed that they could make the person aware of this option. It was also recognised that not all complaints Members received were about the Council's actions. Officers stated that the system was very open and transparent and the Council encouraged feedback.

13. Annual Review of Work Programme

The Service Manager - Corporate Governance presented the draft annual report of scrutiny for Members to consider. Each scrutiny group would produce an annual review and these would be amalgamated and considered

by Council on 26 September 2013. It was recognised that the Board's work programme, and the timing of reports, had been improved. Following a meeting with the Chairman and Vice Chairman a number of comments had been received and these were considered, and agreed, by the Board.

14. Performance Monitoring – Quarter 1 2013/14

The Performance and Reputation Manager presented a summary of the Council's performance for Quarter 1 of 2013/14. He explained that the format of the report had been changed so that the emphasis was on the milestones associated with the tasks. Members welcomed the new layout and felt it was an improvement. Members were informed that the nine corporate tasks were underway with only one, Adopt the Rushcliffe Local Plan, being overdue. This task had been given a revised completion date of 30 June 2014 and the present milestones were on target.

At the previous meeting Members had requested further information on the Universal Credit pilot scheme and this had been included within the summary for Strategic Task 17, Implement Welfare Reform, including developing a local Council tax support scheme and transferring housing benefit customers to the national Universal Credit system. Following further questions officers explained that a short survey of seven questions had been sent to all 18-65 year olds who were presently claiming housing benefit to ascertain if they had access to a computer, access to a bank account, if they felt they would need any extra help with budgeting or if they would require additional assistance when they were transferred to Universal Credit. The survey was still live at the present time, however 500 of the 3,017 sent out had been returned. Members were pleased to note that the percentage of online applications for new housing benefit claims had increased, however they requested further details on the number of claims being submitted, officers agreed to provide this information. Members also requested a further report on the outcomes of the pilot scheme and the implications of Universal Credit. It was agreed that this would be included in the Board's work programme at an appropriate time when all the information from the various pilot schemes was made available by the Department of Works and Pensions.

In relation to the 34 performance indicators there were 21 reported on during Quarter 1. Of these there was one highlight, percentage of Non-domestic rates collected in the year, and two exceptions, Robberies per 1,000 population and percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre.

The Board was informed that all the crime statistics from Quarter 4 2012/13 had been reduced by 10% to form the targets for 2013/14, this had made them extremely challenging. In respect of Robberies per 1,000 population Members were informed that this specifically related to incidents/offences where a threat is involved whilst it was taking place. Unfortunately there had been 10 incidents in the West Bridgford area during Quarter 1 mostly relating to teenage offenders targeting teenage victims in respect of mobile devices. Work was being undertaken by Youth Services and Police Schools Liaison Officer to combat this crime. Officers pointed out that as the number of instances was very small the target was adversely affected by a small spate of incidents.

With regard to the percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre Members were presented with updated figures. The percentage of calls answered in Quarter 1 was comparable with those answered in the two previous years, even though the Centre received an extra 1,500 calls during April. Officers explained that during April the Centre received more calls than in other months due to recovery letters having been sent out and queries regarding the green bin scheme. This year the Centre had spent more hours on benefit related calls due to the national changes being implemented to the housing benefit system. Also four members of staff had left the authority during this period, and whilst management had taken appropriate action, unfortunately this unexpected loss of resource had impacted on the number of calls being answered. New staff had been recruited and had started their intensive training, and it was envisaged that this would assist in bringing the indicator on target in the future. Although the indicator was below target the customer satisfaction figure was still high at 97.7%, Members felt that these figures should be taken in context and therefore the Board was not unduly concerned about the missed target. Officers stated that the Customer Services Manager had offered Members a tour of the Centre to see the work undertaken by her staff.

In relation to LITR12 and LITR13 Members queried why when all the industrial units were let the level of income was below target. Officers explained that the level of income related to the letting of other properties in the Council's portfolio and not to the industrial units, ie the Civic Centre, the Depot, the Point, Bridgford Hall, etc. Members asked officers to consider adding in an additional indicator which would show the percentage of the Council's portfolio that had been let, especially as this had increased since the indicators had been established.

As this was the last meeting that Mr Pickering would attend as the Performance and Reputation Manager Members thanked him for his support and input.

15. **Work Programme**

The Board considered its work programme. It was agreed that the programme was balanced and that there were not too many items per meeting as had happened previously. Following the Board's request regarding information about the outcome of the Universal Credit pilot officers felt that the most appropriate time would likely to be early summer 2014. Members were asked to forward their questions for Parkwood Leisure to Member Services by 3 November 2013.

The meeting closed at 8.05 pm.

Action Sheet

PERFORMANCE MANAGEMENT BOARD - TUESDAY 20 AUGUST 2013

Minute Number	Actions	Officer Responsible
11. Ombudsman's Annual Letter 2012/13	a) Officers to provide a comparison between Rushcliffe and other similar local authorities in future reports b) Officers to provide more detailed information from the Ombudsman's website in future reports	Performance and Reputation Manager Performance and Reputation Manager
13. Annual Review of Work Programme	Officers to amend the annual report as per the discussions with the Chairman and Vice Chairman	Senior Member Support Officer
14. Performance Monitoring – Quarter 1 2013/14	a) Officers to provide the number of housing benefit claims being submitted on line b) A further report be submitted to the Board regarding the outcomes of the Universal Credit pilot scheme and its implications c) Officers to consider including a new indicator detailing the percentage of the Council's portfolio that had been let	Performance and Reputation Manager Service Manager - Corporate Governance Service Manager - Corporate Governance
15. Work Programme	Members to submit questions for Parkwood Leisure Ltd to Member Services by 3 November 2013.	Members of the Performance Management Board

Action update from the Performance Management Board on 20 August 2013

Minute Number	Action	Officer Responsible	Response
11. Ombudsman's Annual Letter 2012/13	<p>c) Officers to provide a comparison between Rushcliffe and other similar local authorities in future reports</p> <p>d) Officers to provide more detailed information from the Ombudsman's website in future reports</p>	<p>Performance and Reputation Manager</p> <p>Performance and Reputation Manager</p>	<p>This information will be contained in future reports.</p>
13. Annual Review of Work Programme	Officers to amend the annual report as per the discussions with the Chairman and Vice Chairman	Senior Member Support Officer	The Annual Report was amended before being presented to Council on 26 September 2013
14. Performance Monitoring – Quarter 1 2013/14	<p>d) Officers to provide the number of housing benefit claims being submitted on line</p> <p>e) A further report be submitted to the Board regarding the outcomes of the Universal Credit pilot scheme and its implications</p> <p>f) Officers to consider including a new indicator detailing the percentage of the Council's portfolio that had been let</p>	<p>Performance and Reputation Manager</p> <p>Service Manager - Corporate Governance</p> <p>Service Manager - Corporate Governance</p>	<p>From 1 April to 30 September 2013 there have been 417 claims made online, 192 made via the self-serve service, 58 claimants used the Council's supported service and 28 claims were made on paper.</p> <p>Further information will be circulated to all Members regarding the pilot scheme at the appropriate time.</p> <p>Officers are considering the inclusion of this indicator in the development of the service plans for 2014/15.</p>
15. Work Programme	Members to submit questions for Parkwood Leisure Ltd to Member Services by 3 November 2013.	Members of the Performance Management Board	Questions submitted were provided to Parkwood Leisure

Report of the Executive Manager – Finance and Commercial

Summary

1. The contract for the management of five of the Council’s leisure centres was awarded to Parkwood Leisure Ltd in August 2007. The timing of the annual report has been moved within the Performance Management Board calendar of meetings to better match the contract year (August – July) which provides a more current report.
2. There are ten Strategic Objectives identified within the contract. A summary of Parkwood’s performance in relation to these is contained in the table below:-

Strategic Objective	Success Criteria/PI	Achieved
1. Develop the leisure centre facilities	Total Usage 1,159,500	1,156,334 down on target and last years’ figure by 9,000. External facilities use has been affected by the weather in the early part of the year and the reduced use of the artificial turf pitches at Rushcliffe Leisure Centre.
	Swimming Usage 459,000	432,248 up on last year by 13,000. Bingham pool closed for two weeks for relining.
	Aerobic Usage 64,300	87,011 increase of 11,000 on last year. The growth of Spin classes has been a significant part of the increase.
2. Develop new service for young people	Usage of 170,755	166,242 on a par with the previous year. The closure of the pool at Bingham has had an impact on swim lessons and junior club use. The Junior Pump sessions (supervised gym sessions immediately after school ends) continue to be very popular and well used. Holiday activities offer good diverse range of activities and there appears to be a trend of

Strategic Objective	Success Criteria/PI	Achieved
		increasing attendances at these sessions.
3. Continue to use the leisure card	65% of residents hold a card	The leisure card continues to operate successfully with 31,837 issued since the contract began.
4. Improve the use of information technology	100% of transactions available electronically	<p>Bookings for activities and courses are available on line. On line booking and payment by direct debit for swimming lessons has been introduced.</p> <p>A new management information system has been introduced across all leisure centres. This has generated an opportunity to refresh and update many of the member details held on the system.</p>
5. Improve Partnership working	500 attendances per annum at 'user' meetings	<p>638 people have attended user meetings over the year.</p> <p>Parkwood staff continue to attend various Council officer working groups that also involve other external partners.</p>
6. Improve approach to marketing	75% of residents aware of council facilities	No activity has been put in place to measure this.
7. Establish a value adding contract for leisure centres	<p>Reduce revenue costs and increase customer satisfaction levels. 75% of customers fairly or very satisfied</p> <p>Quest scores 70%</p>	<p>Customer satisfaction level for the year is 87%.</p> <p>All sites have achieved the Quest accreditation.</p>
8. Improve financial viability of the centres	Reduced revenue costs	The NPDO ¹ has reduced costs. A number of energy saving initiatives have been put in place across all sites to reduce both utility consumption and costs.

¹ NPDO = Non Profit Distribution Organisation

Strategic Objective	Success Criteria/PI	Achieved
9. Improve community involvement in developing the service	Establishment of customer focus groups at each centre	638 people have attended user meetings over the year.
10. Improve the approach to performance management and continuous improvement	Achievement of Quest accreditation at each site Achievement of Investors in People award by 2013	All sites have achieved the Quest accreditation. Investors in People award achieved.

3. The day to day monitoring regime is based around the Quest criteria (Sport England's Quality assurance scheme) and is carried out by the Leisure Contract Manager. The target for compliance at inspections is 70%, the actual result for the year 2012/13 was 72%.
4. Parkwood Leisure's Regional Director will present more detailed information on performance and developments at the meeting.

Recommendation

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

Financial Comments

There are no financial implications.

Section 17 Crime and Disorder Act

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

Diversity

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

Background Papers Available for Inspection:

Parkwood Annual Report 2013

Report of the Executive Manager - Communities

Summary

1. The Council's Climate Change Strategy has been extended to 2020 to bring it in line with the associated Climate Change and Carbon Management Action Plans. This report provides Members with an update on the implementation of both action plans and a copy of the refreshed Climate Change Strategy for comment.
2. The Climate Change Action Plan 2009-2020 has been assessed as 75% complete and the Carbon Management Action Plan 98% complete. As a result the two action plans will now be merged.
3. The Council's target is to reduce carbon emissions by 15% by 2015 and in the longer term by 30% by 2020 (in line with Government guidance).
4. The carbon emissions from our estate and operation have reduced from 5,234 tonnes (CO₂ equivalents) in 2009 to 4,114 tonnes (CO₂ equivalents) by March 2013, this is a 21% reduction and is ahead of the target of 15% by 2015.

Recommendation

It is RECOMMENDED that the Performance Management Board:

- a) review progress on the Climate Change Action Plan and Carbon Management Action Plan
- b) consider and comment on the updated Climate Change Strategy 2013-2020

Details

Background

5. Work on climate change is not a statutory requirement. The Committee on Climate Change says "*Local Authorities have a crucial role in contributing to emissions reductions and helping the UK meet its carbon budgets targets, they are well placed to drive and influence emissions reductions in their wider areas through the services they deliver, their role as trusted community leaders and major employers, and their regulatory and strategic function*". (Committee on Climate Change 2012)
6. The Council has a duty to consider what action it will take to address 'affordable warmth' and reduce 'fuel poverty' under the Home Energy Conservation Act. The Council is committed to reduce emissions and fuel

poverty by encouraging residents to take up energy efficiency measures and to seek funding through involvement with the Nottinghamshire and Derbyshire Local Authority Energy Partnership (LAEP).

7. A Member Panel was established to oversee the development and initial implementation of the Climate Change Strategy and associated action plan, which was approved by Cabinet in February 2010.
8. Following on from this, officers have worked with partners to deliver the actions contained within the plan which Members have an opportunity to scrutinise tonight.

Climate Change Strategy and Action Plan

9. The Climate Change Strategy sets out the Council's approach to tackling Climate Change from 2009-2020 and has an associated action plan which focuses on four key areas;
 - i) strategy
 - ii) services
 - iii) community leadership
 - iv) own estate
10. Contained within the Climate Change Strategy is an action to develop a Carbon Management Plan which was subsequently approved by Cabinet in June 2011. The plan sets out the Council's approach to the reduction of its own carbon emissions from its operations focusing on leisure facilities, fleet, building and estate.
11. The Council agreed to adopt a target to reduce carbon emissions by 15% by 2015 and a longer term target of 30% by 2020 in line with Government guidance.
12. The Climate Change Strategy has been refreshed and extended to bring timescales in line with the associated action plans, to reflect achievements to date and changes to National guidance and is attached as Appendix 1. The strategy retains the same priorities for action and identifies the role of the Council in considering the climate change implications of policies, reducing emissions from the Councils estate and promoting energy efficiency of residents, businesses and the wider community.

Performance to date

13. **Appendix 2 and 3** are the delivery updates for the Climate Change Strategy Action Plan and the Carbon Management Action Plan. The Climate Change Action Plan, which runs to 2020, is now at 75% completed and the Carbon Management Plan, which runs to 2015, is at 98% completed. Both action plans provide Members with an opportunity to scrutinise and comment on progress to date.
14. The Performance Management Board last scrutinised the delivery of the action plans in November 2012 when the Climate Change Action Plan was assessed as 69% complete and the Carbon Management Plan 78% complete.

15. The carbon emissions from our estate and operation have reduced from 5,234 tonnes (CO₂ equivalents) in 2009 to 4,114 tonnes (CO₂ equivalents) by March 2013, this is a 22% reduction and is ahead of the target of 15% by 2015.
16. As the Carbon Management Plan will be completed during 2014 it is proposed that future actions are incorporated into the Climate Change Strategy Action Plan.

Highlights

17. Some of the highlights of both action plans include:

- Council Energy Efficiency Schemes (CC 2.12.):-

The Warmstreet Scheme (whereby householders dealt directly with an installation company) – during 2012 free energy efficiency measures implemented included 844 loft and 510 cavity wall insulations. Estimated householder savings were £127,000 and carbon savings of 670 tonnes. Funding for this scheme ended following the introduction of Green Deal (the government's loan scheme to finance, the installation of energy saving measures).

Boiler Replacement Scheme – This externally funded scheme commenced in February 2013 and finished in April 2013, enabling replacement of 18 central heating boilers in households at risk of fuel poverty (low income and not in receipt of benefits). This scheme facilitated capital investment of £90,000 in the Borough, fully funded by a capital grant administered from the Fuel Poverty Project.

Green Deal Pioneer Places Project - provided 72 free Occupancy Assessments and Energy Performance Certificate's (EPC's) for residents in large houses with old boilers. 50 were subsequently written up as Green Deal Plans encouraging these residents to install energy efficiency measures. There was no net revenue cost to the authority as the scheme was fully funded from the Green Deal Project.

- Partnership working on fuel poverty (CC3.17.) In 2012/13, £20,000 in external funding was secured by the Council to continue funding the Housing Choices project, delivered by Rushcliffe Community Voluntary Service. Vulnerable residents (elderly or families on low incomes) receive advice and assistance regarding energy efficiency and tackling fuel poverty.
- Purchase of Refuse Vehicles / Bin Lifting equipment (CMP 9) continues bringing carbon and financial savings through programmed replacement of fleet with fuel efficient vehicles.
- Following trials on floor 6 at the Civic Centre, new light fittings (CMP 20) have been installed to most office areas within the building, incorporating daylight and occupancy sensing, saving approximately 40% on lighting energy use. LED lighting has been widely fitted at the leisure centres.

Exceptions

18. Some of the exceptions include:

- Climate Change Impact Assessment for all major plans/ business cases / committee reports (CC1.15) has not yet been implemented although discussions have taken place with Corporate Services and further consideration will be given to planned revisions to report writing templates.
- A SMART travel plan (CC 4.07) has yet to be completed. A Staff travel to Work survey was carried out in November 2012 – February 2013. The survey was completed by 160 staff which represents a 44% response rate. The results have informed a set of actions that are being used to develop the travel plan, working with The Big Wheel. This plan will be complete by March 2014, for immediate implementation.
- A Carbon Offset scheme (CC 1.12) has not yet been investigated due to capacity issues. Establishing a robust and popular scheme involves considerable research and scoping. Investigation of feasibility and costs will take place during 2014.

Financial Comments

The known financial impact of the strategy is built into the Council's revenue and capital budgets. Further investment, both capital and revenue, together with revenue savings may arise from the future work planned in the Strategy. These will be incorporated in accordance with the Council's current financial reporting arrangements.

Section 17 Crime and Disorder Act

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

Diversity

There are no known diversity issues arising from this report.

Background Papers Available for Inspection: Nil

2009 -2020, updated 2013



Rushcliffe
Borough Council

CLIMATE CHANGE

Strategy

What is Climate Change?

The earth is surrounded by a blanket of gases, which keeps its surface warm and able to sustain life. These gases, usually referred to as greenhouse gases, include carbon dioxide (CO₂), methane, nitrous oxide and fluorocarbons.



There is good scientific evidence to show climate is changing because of emissions of greenhouse gases resulting from human activity. The Intergovernmental Panel on Climate Change (IPCC) concludes "It is extremely likely that human influence has been the dominant cause of the observed warming since the mid-20th century" (IPCC, 2013).

The bulk of emissions derive from our demand for energy. The largest contributor is carbon dioxide (CO₂), emitted when fossil fuels are burnt to meet those demands. There are also other emissions attached to industrial processes and agriculture. (Committee on Climate Change, 2013a)



At the same time, increased deforestation means that the trees which help to absorb CO₂ from the atmosphere are being cut down.

Thomas Stocker Co-Chair of the IPCC Working Group said: "Continued emissions of greenhouse gases will cause further warming and changes in all components of the climate system. Limiting climate change will require substantial and sustained reductions of greenhouse gas emissions." (IPCC, 2013)

The National Position



The 2008 Climate Change Act established the world's first legally binding climate change target. It aims to reduce the UK's greenhouse gas emissions by at least 80% (from the 1990 baseline) by 2050. (DECC, 2013).

If we are to cut emissions by 80% by 2050, there will have to be major changes in how we use and generate energy. Energy efficiency will have to increase dramatically across all sectors. (DECC, 2011)



Why do we need a Climate Change Strategy for Rushcliffe?

Everyone has a role to play, whether as a consumer or in business. There will always be a demand for energy, but the way we use it, and the amount we use, needs to change. (Committee on Climate Change, 2013b)

In the East Midlands it is predicted that by 2080 our climate will have warmer summer and winter temperatures, increased winter precipitation and potentially much reduced summer rainfall (UKCIP, 2013). The impact of these changes will affect all of our residents and businesses.

We all need to work together to reduce our carbon emissions in Rushcliffe.

The Committee on Climate Change says Local Authorities have a crucial role in contributing to emissions reductions and helping the UK meet its carbon budgets targets, they are well placed to drive and influence emissions reductions in their wider areas

through the services they deliver, their role as social landlords, trusted community leaders and major employers, and their regulatory and strategic functions (Committee on Climate Change 2012).

Rushcliffe Borough Council is committed to tackling climate change and to making a major contribution to reducing greenhouse gas emissions for the Borough. We recognise the challenge we all face and the action that we need to take to ensure Rushcliffe remains a great place to live now and in the future. This climate change strategy and its associated action plan sets out what we will do about climate change.

Think global and act local - Reducing Rushcliffe's carbon footprint

Lifestyle choices - Of our CO₂ emissions in Rushcliffe:

- 29% is emitted by **heating, lighting** and using **electrical appliances** in our houses, in 2011 this amounted to 2.1 tonnes of CO₂ per person per year;
- 28% is emitted by **travelling**, in 2011 this amounted to 2.2 tonnes of CO₂ per person per year;
- 10% is emitted in the production and consumption of **food** and
- 11% is emitted by the production and disposal of the **goods** we buy (Ricardo-AEA 2013 and SEI, 2008).



Overall in Rushcliffe in 2011, the emissions of carbon dioxide amounted to 6.4 tonnes per person per year (accounting for all energy used, purchases and travel) this is less than the national average of 6.9 tonnes per person, however its more than our neighbours in Nottingham City who emit an average of 5.1 tonnes CO₂ per person (Ricardo-AEA 2013).

Imagine leaving forty 40 watt lights on in your house all the time. That's how much energy each person in Rushcliffe uses.

As a Local Authorities we are working to reduce Rushcliffe's carbon footprint, by using planning and other policy levers to ensure that buildings and local infrastructure are energy efficient and resilient to increased risk of flooding, water stress and overheating. We will provide green spaces to keep Rushcliffe cool and to absorb heavy rain. We will ensure an effective emergency response after extreme weather events. We will also continue to look at our own estate and reduce the emissions from our operation.

We will encourage businesses to consider climate change in operating their business and when planning the location and design of their buildings, and the effect on supply chains or services.

You can do your part by seeing how you can reduce the energy you use in your home, how you travel, the types of food and goods you buy and by avoiding producing waste wherever possible. Advice is provided on our website at www.rushcliffe.go.uk/energy

Our Key achievements to date....

Since we first published a Climate Change Strategy in 2009, by working with our partners, the CO₂ emissions in Rushcliffe have reduced by 16.7% (Ricardo-AEA 2013). Emissions from the councils operations have reduced by 21.4%.

The Climate Change Action Plan, which runs to 2020, is now at 75% completed. Some of the highlights include:

- The Warmstreet Scheme was run working with other authorities and installers this provided insulation and energy efficiency measures, leading to householder savings of almost £100,000 and a carbon reduction of over 500 tonnes of carbon.
- Partnership working on fuel poverty £30,000 in external funding secured by the Council enabled the funding of the Housing Choices project, delivered by Rushcliffe Community Voluntary Service. This ensures that some of the Councils most vulnerable residents receive advice and assistance regarding energy efficiency and tackling fuel poverty.
- Alternative energy has been promoted through community groups in West Bridgford, Radcliffe on Trent and Sutton Bonington. By Dec 2012 386 properties had fitted solar panels.

How are we going to tackle climate change?

We will continue to work with our partners and the community, leading the way in reducing the impacts of climate change. Our key actions are to:

- Set policies and targets to reduce emissions and provide community leadership
- Reduce council emissions from our estate and business operations
- Engage with businesses to encourage reduced emissions
- Engage with social and private housing providers to encourage reduced emissions
- Engage with residents and groups to encourage reduced emissions
- Encourage schools to reduce emissions and support teachers to deliver sustainability education
- Signpost our customers to sources of advice on energy efficiency and climate issues
- Seek external funding to tackle climate change
- Use planning and building control to reduce emissions

Our full action plan can be viewed online at www.rushcliffe.gov.uk/energy.

To view our on-going reports on progress please see the Green House Gas Report and our Home Energy Conservation Act reports online at www.rushcliffe.gov.uk/energy. We also provide advice on what householders and businesses can do to reduce their energy use is also available.

References

Committee on Climate Change (2013a) *Tackling climate change* online at www.theccc.org.uk/tackling-climate-change

Committee on Climate Change (2013b) *Using Energy more efficiently* online at www.theccc.org.uk/tackling-climate-change/reducing-carbon-emissions/what-can-be-done/using-energy-more-efficiently

Committee on Climate Change (2012) *How local authorities can reduce emissions and manage climate risks*, online at www.theccc.org.uk/publication/how-local-authorities-can-reduce-emissions-and-manage-climate-risks

DECC (2013) *Policy - Reducing the UK's greenhouse gas emissions by 80% by 2050* online at www.gov.uk/government/policies/reducing-the-uk-s-greenhouse-gas-emissions-by-80-by-2050

DECC (2011) *The Carbon Plan: Delivering our Low Carbon Future* online at www.gov.uk/government/publications/the-carbon-plan-reducing-greenhouse-gas-emissions--2

IPCC (Sept, 2013) IPCC PRESS RELEASE - Human influence on climate clear, IPCC report says, online at www.ipcc.ch/news_and_events/docs/ar5/press_release_ar5_wqi_en.pdf

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UKCIP (2013) *Key Findings* online at www.ukcip.org.uk/essentials/uk-impacts/key-findings



Rushcliffe

Update report for Climate Change Action Plan – November 2013

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

Progress Bar

75%

Total carbon emissions across the borough within the scope of Local Authorities, (produced on behalf of DECC by Ricardo-AEA, May 2013) show that emission's in Rushcliffe are:

2005 = 7.0 tonnes of CO₂ per capita

2006 = 7.3 tonnes of CO₂ per capita

2007 = 7.2 tonnes of CO₂ per capita

2008 = 7.1 tonnes of CO₂ per capita











2009 = 6.4 tonnes of CO₂ per capita




2010 = 6.6 tonnes of CO₂ per capita

2011 = 6.3 tonnes of CO₂ per capita






Actions Started but not yet completed (Timescale to implement – Short (implement in first year) **S**; Medium (within 3 years) **M**; Long (longer than 3 years to implement) **L**)



CC 1.11 Develop a climate change adaptation plan. (M)	A Local Climate Impact Assessment (LCLIP) and a survey of weather impacts at RBC were carried out by Climate East Midlands. This forms a basis for future work	
CC 1.15 Include a climate change impact assessment for all major project plans / business cases / committee reports. (S)	Planned revisions to report writing templates to be considered during 2014 to include a comment in relation to 'environmental impact'.	
CC 1.16 Undertake a staff training needs analysis and raise staff awareness. (S)	An e-learning package is in development and is anticipated to be launched during the summer 2014. Driver training already done for fleet drivers. Travel campaigns were run during 2012/13.	
CC 2.04 Strengthen partnerships with Registered Social Landlords (RSLs) to promote energy efficiency. (M)	Feedback on how Metropolitan will implement Energy Company Obligation (ECO) / Green Deal work or other energy efficiency work has been requested but is still awaited.	

CC 2.07 Monitor RSLs and record on a dedicated database. (M)	Further details on data protection implications are required.	
CC 2.09 Encourage RSLs to introduce a programme of improving hard to treat properties to achieve SAP target. (M)	Feedback on how Metropolitan will implement Energy Company Obligation (ECO) / Green Deal work or other energy efficiency work has been requested but is still awaited.	
CC 2.10 Encourage RSLs to ensure that adequate energy efficiency advice and signposting is provided for their tenants. (S)	Feedback on how Metropolitan will implement Energy Company Obligation (ECO) / Green Deal work or other energy efficiency work has been requested but is still awaited.	
CC 2.16 Use the planning system to drive higher standards in existing dwellings. (M)	This action is dependent upon the adoption of the local plan which it is hoped will be completed by summer 2014.	
CC 2.19 Ensure the planning committee is trained on sustainable energy issues. (S)	Officers to raise this with the member development group for possible inclusion in the training programmes	
CC 2.20 Use the planning system to reduce car dependency. (M)	See also 2.16 Environmental Health promote travel plans within large developments as part of the Air Quality Management Area action plan. The Edwalton development includes sustainable transport choices.	
CC 2.22 Ensure that planning officers are proactively disseminating information on energy efficiency and sustainable energy. (S)	See also 2.16	
CC 2.25 Building control officers should promote sustainable energy to all those applying for building control approval. (S)	Work to establish a joint Building Control service with South Kesteven District Council has precluded the required training of building control officers from being undertaken.	
CC 3.08 Promote local tourism. (M)	Notts Nosh Food Trail promoted via the internet. Some tourism promotion on-going. Organising a Rushcliffe Food Festival is to be considered during early 2014.	
CC 3.13 Work to reduce car dependency, increase car sharing, public transport, cycling and walking. (S)	See 2.20 and 4.07	




CC 4.07 Introduce a SMART travel plan. (M)	A Staff travel to Work survey was carried out in November 2012 – February 2013, this has produced a set of actions that are being used to develop the travel plan, working with The Big Wheel. This plan will be complete by March 2014, for immediate implementation. – see also 4.13	
CC 4.11 Assign energy costs to buildings, based on actual use with reduction targets set, monitored and published. (S)	SMART metering is now installed throughout Council premises. On-going monitoring to be used to identify trends in consumption and comparison between buildings – findings to be reported to the Executive Management Team discussion on ‘use of resources’ by September 2014.	
CC 4.13 Encourage staff to use more efficient vehicles/ alternative travel for work. (M)	A Staff travel to Work survey was carried out in November 2012 – February 2013, this has produced a set of actions that are being used to develop the travel plan, working with The Big Wheel. This plan will be complete by March 2014, for immediate implementation. See also 4.07	




Actions not yet started

CC 1.12 Investigate establishing a carbon offset scheme in Rushcliffe. (M)	Establishing a robust and popular scheme involves considerable research and scoping. Investigation of feasibility and costs will take place during 2014.	
CC 2.28 Introduce incentives for exemplar/zero energy developments. (M)	Future consideration of planning policy such as the provision of exception schemes for zero carbon properties to be undertaken following adoption of the Local Plan.	
CC 3.16 Consider establishing new woodland parks and a green burial site. (L)	No sites identified to date.	
CC 3.19 Work with local businesses and residents to promote business / personal travel plans and greenfleet reviews. (M)	This has been discussed by the Rushcliffe Business Partnership, but has not been positively received.	
CC 3.20 Consider introducing fiscal and other measures to encourage reduced car use and cleaner car purchase. (L)	The financial impact of implementing this measure requires further consideration.	

CC 4.11 Assign energy costs to buildings, based on actual use with reduction targets set, monitored and published. (S)	SMART metering is now installed throughout Council premises. On-going monitoring to be used to identify trends in consumption and comparison between buildings – findings to be reported to the Executive Management Team discussion on ‘use of resources’ by September 2014.	
CC 4.14 Replace the official civic car with a low carbon or hybrid model. (M)	Usage of the ‘Official Civic Car’ has been reduced during 2012 and 2013. Discussions to be held with the car provider regarding potential replacement with a more efficient model.	

Actions Completed during 2013 (previously completed actions are not listed)

CC 1.13 Investigate options for improved branding and communication for tackling climate change in the Borough. (S)	A logo for energy champions has been developed; an intranet site has been created. The profile of climate change will be raised on an on-going basis both internally and externally through case studies, and articles in Staff and Members Matters and Rushcliffe Reports	
CC 2.13 Consider how it could target those dwellings considered to be ‘hard to treat’. (S)	A Home Energy Conservation Act report was published by RBC in May 2013. This sets out RBC policy from this date, including work under Green Deal and the Energy Company Obligation (ECO). Warmstreets - During 2012; 1,345 measures were installed, of these 844 were loft insulations, 510 were cavity wall, this is expected to give financial savings for householder’s amounting to £127,000 and carbon savings of 670 tonnes. Funding for this scheme ended following the introduction of Green Deal, the Government’s loan scheme to finance, or part finance, the installation of energy saving measures.	
CC 4.12 Use intelligent metering and feedback to energy users. (M)	Smart meters have been installed to all buildings and feedback is available, see also 4.11	

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



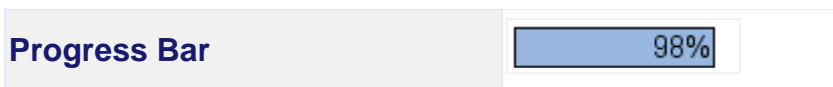
Rushcliffe

Update report for the Carbon Management Plan

Appendix 3

November 2013




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



Sub Actions		
CMP8 Power Management for Multi-Function Devices	ICT have identified that cost savings from this exercise does not justify implementation.	
CMP13 CHP - Cotgrave Leisure Centre	The proposed Biomass Boilers scheme which was considered for implementation at Cotgrave Leisure Centre by E.ON has been withdrawn. No further work is proposed at this time	
CMP17 Business Driver training	Driver training already done for fleet drivers, training for business travel to be developed within the staff travel plan see CC 4.07 above	
CMP18 Timers on vending machines at Leisure centres	Timers on vending machines at leisure centres have been introduced at joint use sites.	
CMP19 Timers on hot water boilers at civic centre	As hot water boilers are replaced boilers timers are being fitted.	
CMP20 Lighting Project	Lighting across the Civic Centre has been upgraded to new energy efficient fittings, incorporating detectors that turn off lights where no one is working or external lighting is sufficient. This has saved approximately 40% on lighting energy use	
CMP23 Potential further actions for including in the 2016-2020 Plan	<ul style="list-style-type: none"> – West Bridgford leisure facilities may be consolidated on the Rushcliffe Arena site; this would be a modern energy efficient facility covering a broad range of leisure activities. – The Council's main administrative hub may be relocated to the Arena site as part of a new leisure facility. – The Council's fleet has been assessed under the Eco Stars fleet efficiency scheme, the council was awarded 3 stars, to move forward we will need to add Telematics, in cab fuel monitoring and Key 	

Performance Indicator Monitoring. Fuel Monitoring devices have now been fitted as of October 2013.

- The Council is currently working with other authorities in order to deliver fleet maintenance services differently with effect from the 1 April 2014. In addition the Streetwise franchise project may well result in Streetwise operating from different locations in the future. The long term aim for the Council is to move from the current Abbey Road Depot. Therefore we are not spending any capital expenditure on energy saving at these premises at this present time. A two year lease with Nottinghamshire County Council to rent part of the depot is making an approximate 10% financial saving in terms of energy.
- Vehicle replacements - r2go intend to purchase a 32 ton refuse freighter with the Euro 6 engine in 2014/15; Streetwise have purchased a Ford transit panel with a standard fit of the Ford Eco pack that is now in service and they will be replacing 6 Movano tippers (EPA vehicles) again Fords fitted as standard with the Ford Eco Pack. A 15 ton mechanical sweeper is due to be replaced, this will be replaced with either a 15 ton sweeper with a Euro 6 Engine or a 7.5 ton with a Euro 6 engine

Action Status	
	Cancelled or not completed
	Resuming; In Progress; Assigned
	Completed

Report of the Executive Manager - Operations and Corporate Governance

Introduction

1. This annual report sets out the Council's performance against its objectives as set out in the Single Equality Scheme during the year 1 April 2012 to 31 March 2013. These were to;
 - a) Monitor the demographic make-up of our residents and our workforce
 - b) Consult customers and staff where appropriate
 - c) Carry out equality impact assessments as part of our four year plan
2. The information in the report shows the comparison between the demographic Information for the Borough using the latest census information and the comparison between the workforce of Rushcliffe Borough Council as at 1 April 2013.

Recommendation

It is recommended that Members endorse the report.

Equality Information

3. The Public Sector Equality Duty is made up of a general equality duty which is supported by specific duties required of Public Sector bodies. Although there is no explicit legal duty to collect and use equality data, in order to have due regard to the aims of the general equality duty, Authorities must understand the impact of their policies and practices on people with protected characteristics. Therefore collecting, analysing and monitoring information is an important way to develop this understanding. We are no longer required to collect and provide this information in the form of Key Performance Indicators to Central Government, but collect the information in order to monitor the effect of policies and procedures.

Ethnicity

4. The Council obtains information regarding the demographics of the area from a number of sources including the Census. The latest Census information for the year 2011 provided the Authority with a breakdown of the ethnicity of the Borough in comparison with the East Midlands and nationally. (**Appendix A.1**)
5. Our workforce information shows that we do not currently reflect the demographic of the Borough, however the Council continues to strive through its Equality training and policies to encourage applications from under - represented groups (**Appendix B. 1**)

Age Profile

6. The Age profile of the Borough shows a peak in the Borough between the ages of 40-50, there are fewer young people in the 25-29 age brackets which may reflect suitable work opportunities following University. The age profile shows that we have an older profile than the National norm. **(Appendix A. 2)**
7. The age profile of the organisation shows that there is a peak at 45-54 but the Authority has been working towards ensuring the profile of the employees reflects the need to ensure effective succession planning by improving the age diversity of the workforce. The number of under 25's has increased as the Authority has increased the opportunities to young people through YouNG and apprenticeships. However the data also shows that we value those who wish to stay with Rushcliffe beyond what was the normal retirement age. **(Appendix B. 2)**

Disability

8. The older profile of population of the Borough is not demonstrated in the numbers declaring a long term illness or disability which might be expected. The information shows that as a Borough we are below the numbers declared for Nottinghamshire and Nationally **(Appendix A. 3)**
9. The number of employees who declare they have a disability has increased slightly in the financial year 2012/13. As an Authority we continue to support employees who are either disabled when they join the Authority or become disabled during their time with us. This is through our policies and occupational and welfare services. **(Appendix B. 3)**
10. Specific Service Areas such as Strategic Housing are required to monitor the take-up of services to ensure that it reflects the demographic make-up of the residents and the satisfaction of the customer. Equalities monitoring of homelessness applications for Central Government also takes place.

Gender

11. The gender profile for the Borough area shows there are slightly more females than males currently residing in the Borough. **(Appendix A. 4)**
12. The gender split at Rushcliffe shows less female employees than male this is in some part due to the Council's manual workforce who make up nearly half of the Council's current workforce. The Council has worked to encourage female employees into this environment and will continue to promote fair recruitment practices and positive action to encourage a diverse workforce. **(Appendix B. 4)**

Consultation

13. As an Authority we continue to ensure that we consult with our residents and employees on policies and service delivery. This allows us to take into account the views of those who will be utilising the policies and they can give their perspective on how the policies may influence them. We also utilise relevant

organisations such as the Community Cohesion Network in consulting on Equality policies.

14. Examples of recent consultation

- Equalities monitoring on satisfaction surveys in relation to key services delivered by Neighbourhoods e.g. food safety, general service requests.
- Consultation on recent policy revisions e.g. Homelessness Strategy, Gambling Policy Statement, Licensing Policy Statement
- Active Rushcliffe Disability Forum Action Plan – involved service users and a number of key partners in inputting into decisions made around service delivery.
- Consultation with employees on employment policies eg Absence Management, Disciplinary Policy, Annual Leave Purchase Scheme.
- Bridgford Hall consultation exercise and feedback
- Cotgrave visioning community consultation event and feedback
- Review of the use of the remote customer contact points
- Joint work with the Department of Works and Pension as part of the Universal Credit pilot. Customer monitoring has been carried out on self-serve particularly around vulnerable clients and accessing services online. Processes have been amended following feedback.

Equality Impact Assessments

15. The organisation is aware of the need to consider the impact of decisions it makes on the citizens it represents and also the workforce it employs. To this end Equality Impact Assessments are undertaken on key policies and strategies. A list of Equality Impact Assessments that have been completed over the last 12 months is shown below.

Policy/Strategy/Scheme	Year
Absence Management Policy and procedure	2012
Annual Leave Purchase Scheme	2012
Disciplinary Policy	2012
Asbestos Policy	2013
Driving Policy	2013
Allocations Policy	2012
Homelessness Strategy	2012
Safeguarding Vulnerable Adults	2012
Core Strategy	2012

Continuous Improvement Through Training And Development

16. The Council delivers equality training to our employees through a number of different media and this begins when the new employee commences employment with the Authority. The new employee has access to the

Council's E-learning platform and is required to complete the Equality Training as mandatory. As part of the induction programme new employees attend an information session and presentation on Equality and Diversity as part of the day.

17. The Council's Managers have regular development through the Council's Leadership Forum and have had sessions on

- Elderly Awareness - Age Concern (this was also delivered to depot front line staff)
- Domestic Violence
- Child protection
- Troubled families

18. These all help to establish an understanding of issues that affect certain disadvantaged groups that live within the Borough, and reinforce the awareness of equality issues

Financial Comments

There are no financial implications.

Section 17 Crime and Disorder Act

No impact under section 17 of the Crime and Disorder act.

Diversity

This is contained in the body of the report.

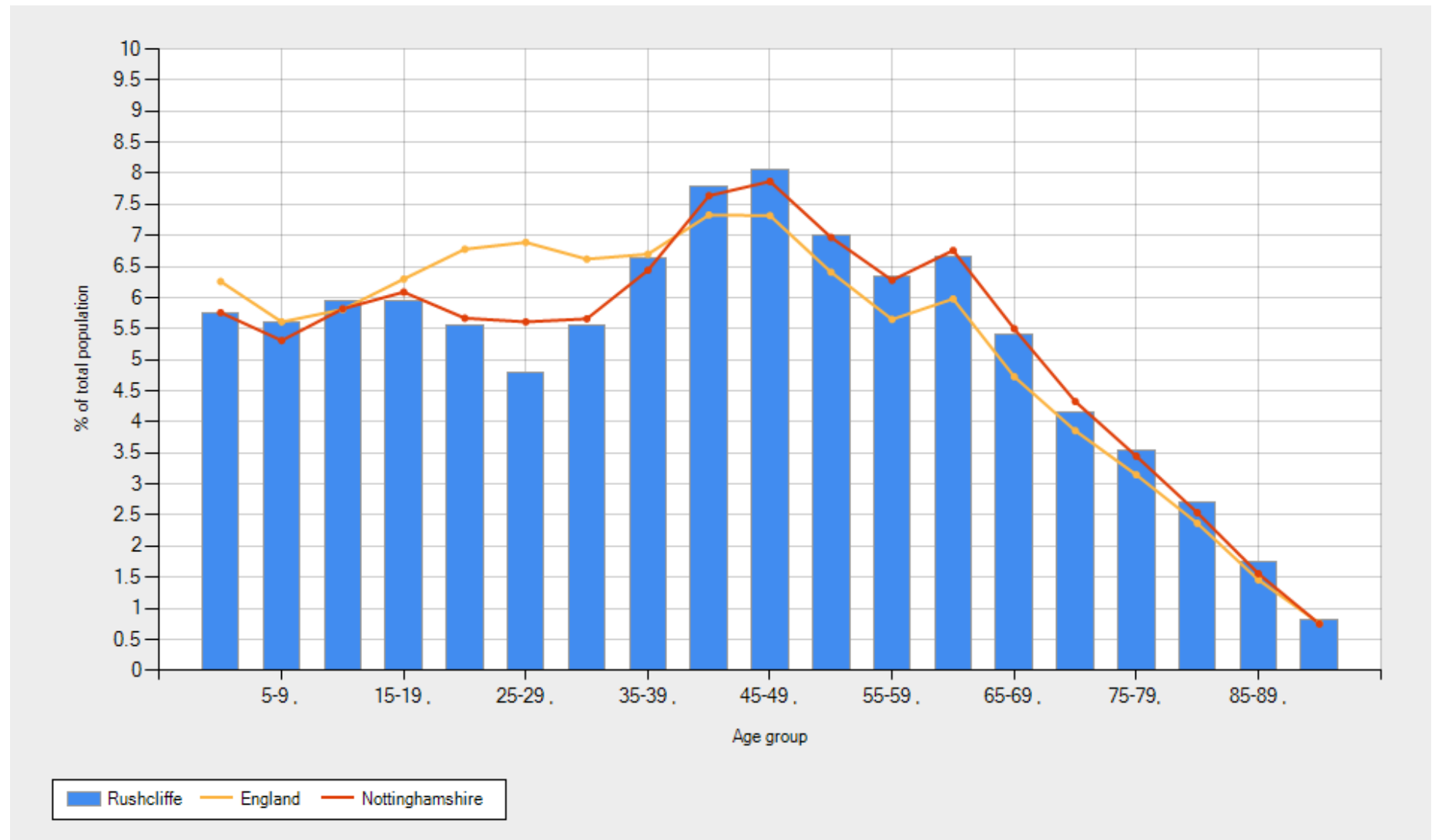
Background Papers Available for Inspection: Nil

DEMOGRAPHIC INFORMATION RUSHCLIFFE BOROUGH

1. Ethnicity

Census 2011	Rushcliffe	%	East Midlands	%	England	%
All Usual Residents	111,129	100.0	4,533,222	100.0	53,012,456	100.0
White; English/Welsh/Scottish/Northern Irish/British	100,363	90.3	3,871,146	85.4	42,279,236	79.8
White; Irish	810	0.7	28,676	0.6	517,001	1.0
White; Gypsy or Irish Traveller	23	0.0	3,418	0.1	54,895	0.1
White; Other White	2,308	2.1	143,116	3.2	2,430,010	4.6
Mixed/Multiple Ethnic Groups; White and Black Caribbean	736	0.7	40,404	0.9	415,616	0.8
Mixed/Multiple Ethnic Groups; White and Black African	159	0.1	8,814	0.2	161,550	0.3
Mixed/Multiple Ethnic Groups; White and Asian	723	0.7	21,688	0.5	332,708	0.6
Mixed/Multiple Ethnic Groups; Other Mixed	331	0.3	15,318	0.3	283,005	0.5
Asian/Asian British; Indian	2,361	2.1	168,928	3.7	1,395,702	2.6
Asian/Asian British; Pakistani	1,072	1.0	48,940	1.1	1,112,282	2.1
Asian/Asian British; Bangladeshi	40	0.0	13,258	0.3	436,514	0.8
Asian/Asian British; Chinese	558	0.5	24,404	0.5	379,503	0.7
Asian/Asian British; Other Asian	583	0.5	37,893	0.8	819,402	1.5
Black/African/Caribbean/Black British; African	202	0.2	41,768	0.9	977,741	1.8
Black/African/Caribbean/Black British; Caribbean	349	0.3	28,913	0.6	591,016	1.1
Black/African/Caribbean/Black British; Other Black	76	0.1	10,803	0.2	277,857	0.5
Other Ethnic Group; Arab	153	0.1	9,746	0.2	220,985	0.4
Other Ethnic Group; Any Other Ethnic Group	282	0.3	15,989	0.4	327,433	0.6

2. **Age** :-The chart below shows a breakdown by 5 year age band



3. Disability

Long-term activity-limiting illness or disability

All those reporting a long term health problem or disability (including those related to age) that limited their day-to-day activities and that had lasted, or was expected to last, at least 12 months, were asked to assess whether their daily activities were limited a lot, a little or not at all by such a health problem. Data shown as a percentage of total population and those aged 16 to 64. (Numbers are shown in brackets).

Table: Census 2011 Long-term activity-limiting illness or disability

	Rushcliffe	England	Nottinghamshire
<u>Day-to-day activities limited a lot (% of total population)</u>	6.8 (7,540)	8.3	9.7
<u>Day-to-day activities limited a lot (aged 16-64)</u>	3.8 (2,655)	5.6	6.4
<u>Day-to-day activities limited a little (% of total population)</u>	8.9 (9,939)	9.3	10.6
<u>Day-to-day activities limited a little (aged 16-64)</u>	6.1 (4,298)	7.2	8.2
<u>Day-to-day activities not limited (% of total population)</u>	84.3 (93,650)	82.4	79.7
<u>Day-to-day activities not limited (aged 16-64)</u>	90.1 (63,175)	87.3	85.3

4. Gender

Sex	Rushcliffe	East Midlands	England
All Usual Residents	111,129	4,533,222	53,012,456
Males	54,703	2,234,493	26,069,148
Females	56,426	2,298,729	26,943,308

**RUSHCLIFFE BOROUGH COUNCIL WORKFORCE EQUALITY INFORMATION
PERIOD 1 APRIL 2012 to 31 MARCH 2013**

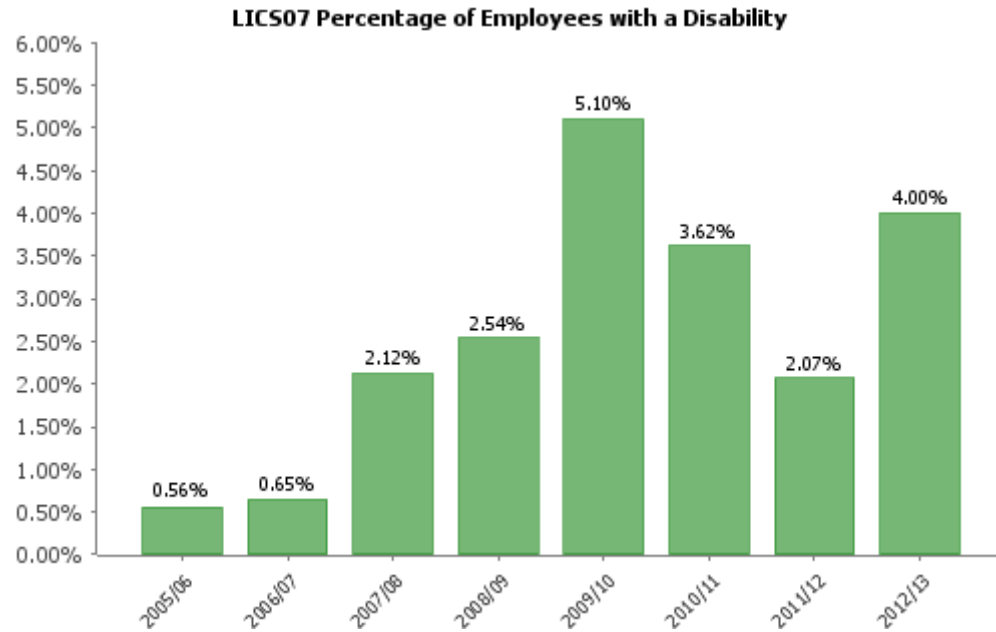
1. Ethnicity by Service Area

Service Area	Total Headcount	Asian	Black	Chinese	White British	Other White	Mixed	Other Ethnic Group	Undeclared Ethnic Group
Senior Management	3	0	0	0	2	0	0	0	1
Community Shaping	60	0	1	0	36	1	0	1	21
Corporate Services	29	0	0	0	27	0	0	0	2
Environment & Waste Management	122	0	2	0	72	0	0	1	47
Financial Services	16	0	0	1	11	0	0	0	4
Partnerships & Performance	37	0	0	0	30	2	0	0	5
Planning & Place Shaping	32	0	0	0	28	0	0	2	2
Revenues & ICT Services	57	1	1	1	46	0	0	1	7
Total	356	1	4	2	252	3	0	5	91
% of workforce	100%	0%	1%	1%	70%	1%	0%	1%	25%

2. Age

Age under 18	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age Over 64
9	13	67	85	104	71	7

3. Disability



4. Gender

Contract type	Male	Female	Totals
Full time	179	82	261
Part time	14	42	56
Temp Full Time	10	5	15
Temp Part Time	4	5	9
Casual	12	3	15
Totals	219	137	356

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 two 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 2 highlights. More details of these exceptions are within **Appendix 1**.
5. The new exceptions are:
 - LICO23 – Burglaries per 1,000 households
 - LINS24 – Number of affordable homes delivered
6. There are 13 indicators that are green status (achieving or within 1% of target) and 2 have been selected as highlights:
 - LIFC08 – Percentage of invoices for commercial goods and services which were paid by the authority in payment terms
 - LIFC20 – Average time taken to process Housing Benefit/Council Tax Reduction new claims and change events
7. The Benefits Team has been recognised nationally by winning the Institute of Revenues, Rating and Valuation (IRRV) 'Benefits Team of the Year 2013', the award was based on excellent and effective performance.





8. Three indicators have moved service area following a service review in Community Engagement. The crime indicators, LICO23 – 25 are now under Neighbourhoods and will be recoded for the quarter 1 report in 2014/15.
9. There are 9 Corporate Tasks and all are underway; however ST14 - Adopt the Rushcliffe Local Plan is overdue. Full details are in **Appendix 1**.
10. 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

- Two new exceptions have been highlighted within quarter 2. These are:
 - LICO23 – Burglaries per 1,000 households
 - LINS24 – Number of affordable homes delivered

Corporate Tasks

Of the 9 tasks, all are underway. ST14 – Adopt the Rushcliffe Local Plan remains overdue (red) and will continue into 2014/15. One task is currently at amber due to incomplete milestones:






- ST20 – Deliver the Council's Four Year Plan to reduce costs, generate income and adopt more effective delivery models

The remaining seven 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 2. 12 indicators have a positive trend showing an improvement in performance, 9 have a negative trend, and 13 are unknown as they are annual indicators and due to be reported later in the year. The two new exceptions for this quarter are detailed at the end of this report.




Strategic 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





Current Task Status	ST14	Target date	Corporate Theme	Lead officer	Success measurement
	Adopt the Rushcliffe Local Plan - Core Strategy	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	
	09-Aug-2013	Consultation in relation to proposals, together with draft Green Belt review June-August 2013	20-Sep-2013	<p>Consultation completed on 9 August. Consultation comments have been processed and analysed. In total, there were 914 responses on the further housing proposals. The majority of comments received are from residents opposing further development.</p> <p>The proposed modifications were considered at the Local Development Framework Group meetings on 31 October and 26 November. The draft proposed modifications will be considered at Cabinet on 3 December and Council on 12 December 2013.</p>	
	20-Sep-2013	Production of other supporting work for each proposal e.g. infrastructure and transport requirements	20-Nov-2013	<p>A range of studies and other work to support the proposals have now been fully or substantially completed. Outstanding transport modelling work was completed in mid-November.</p>	







Milestone Status	Milestone Due	Milestones	Completed Date	Progress
	31-Oct-2013	Production of proposed major modifications to Recommend to full council		The due dates for these milestones will change as a result of additional modelling work. The new dates will be entered for the quarter 3 report.
	08-Nov-2013	Submission of major modifications to Planning Inspectorate together with other supporting work end		
	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	
	17-Sep-2013	Present new draft masterplan and financial appraisal for the town centre to the board	22-Oct-2013	A draft masterplan for the town centre was presented to the board in September 2013 by the developer. Also presented was a financial appraisal. The scheme may need to be delivered in phases and more work needs to be undertaken to understand the current funding gap.	
	30-Sep-2013	Reserved matters application for the Colliery site submitted	22-Oct-2013	The reserved matters application for the Colliery site has been submitted and will be determined by the end of December.	
	30-Dec-2013	Reach agreement with public sector partners and GPs over delivery of public sector accommodation in town centre		There is scope to include the project in the Government's One Public Estate pilot – this is being investigated at the moment. No formal agreements over delivery of public sector accommodation have been reached at present but support from the One Public Estate pilot may assist this.	
	30-Jan-2014	Agree heads of terms with developer for town centre scheme		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. Different ways of delivering the town centre are being explored with the potential for health to lead on some elements. This may lead to the town centre being developed in phases with Wilson Bowden taking the role of a development manager rather than as a traditional developer. This milestone is unlikely to be met in the timescale.	









Milestone Status	Milestone Due	Milestones	Completed Date	Progress
	11-Jun-2014	Developer to undertake a planning performance agreement for the town centre area.		The developer is working towards a fixed masterplan for December 2013. If this is agreed then we can start to work towards a planning performance agreement regarding what will be submitted in a planning application.
	31-Jul-2014	Complete town centre acquisitions		<p>The Council acquired the shopping centre freehold in 2012 and is now managing this property with its other commercial properties.</p> <p>The Council agreed terms with one outstanding commercial property owner in the town centre but this subsequently fell through when the vendor wanted to vary the terms. Metropolitan Housing Association has secured all but one of the properties on Scotland Bank.</p> <p>Outstanding interests therefore include: one house, one freestanding retail unit, and several leasehold interests in the shopping centre (The Council owns the freehold.)</p>
	31-Jul-2014	Planning application to be submitted by developer for town centre area		This cannot be achieved until there is a viable scheme for the town centre.





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	
	30-Nov-2013	Finalise action plan if required and move to implement actions	15-Oct-2013	An action plan was considered by Community Development Group on 9 April 2013. The economic development team has been established and is made up of staff from across relevant Council departments.	
	24-May-2014	Report on progress of this priority to Community Development		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	
	30-Sep-2013	Support Universal Credit by submitting bimonthly Department of Work and Pensions Universal Credit Pilot evaluation form 5	20-Sep-2013	<p>The fifth evaluation form was submitted to the Department of Work and Pensions (DWP) on 20 September 2013.</p> <p>Work in this reporting period has focused on answering 17 questions posed by Lord Freud. These were questions that other Local Authorities would want answers to, such as,</p> <ul style="list-style-type: none"> • how to prepare for digital and financial inclusion • barriers faced by claimants • how to form effective partnerships and what kind of triage works. <p>All the pilots have spent time with the Department of Work and Pensions providing answers to the 17 key questions and these have now gone back to the Work and Pensions Minister. The pilot has also held another very successful joint partnership event on 1 October 2013 and the partners are working to produce a comprehensive signposting directory that all the partners can use. The pilot team hosted a national Local Authority led pilot learning day on 14 October 2013 on behalf of the Local Government Association. The event was attended by 40 delegates from as far afield as the Isle of White to learn about the pilot and our lessons learned. In preparation for this event, an interim early learning report was produced.</p>	
	21-Nov-2013	Support Universal Credit by submitting bimonthly DWP Universal Credit Pilot evaluation form 6		The DWP has confirmed that this evaluation form is no longer required.	
	31-Dec-2013	Support Universal Credit by submitting final evaluation report		The pilot is due to run until December 2013. A final lessons learned report will be submitted by 31 January 2014 The final reports from the 8 pilot authorities will be used help guide other authorities through the Universal Credit process.	







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	
	15-Oct-2013	Present outline business case for build options at Arena Site, Rugby Road, West Bridgford	15-Oct-2013	The outline business case was presented to Cabinet on 15 October 2013. The outline business case identified that the requisite leisure facilities can be delivered at an affordable cost. Officers will now undertake further work to consider the feasibility, affordability and deliverability of the proposed scheme. Public consultation is being undertaken and a member working group established and has met. A report on the potential relocation of the Civic Centre to the Arena was considered by the Corporate Governance Group on 7 November 2013.	
	31-Dec-2013	Approval to proceed to full business case and procurement for Arena Site, Rugby Road		Cabinet will receive a further report on the proposed Arena redevelopment at its meeting on 14 January 2014 seeking approval to improve the leisure facilities and build offices at the Arena site.	
	18-Aug-2014	Contract award for potential build phase at the Arena site, Rugby Road, West Bridgford			
	30-Nov-2015	Intended build of new leisure facility at Rugby Road, West Bridgford completed			
	04-Jan-2016	Proposed launch event and opening of new leisure facilities at Rugby Road, West Bridgford			

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-Mar-2014	Deliver the RBC actions within the Rushcliffe Children and Young People Plan 2013 and update the plan for 2014	08-Oct-2013	<p>The following activities within the 2013/14 action plan have been successfully delivered;</p> <ul style="list-style-type: none"> • a programme of positive activities during school holidays and evening/weekends • Lady Bay skatepark refurbishment • Nottingham Rugby community programme • schools careers advice • support and work placements • pilot YouNG market in July in West Bridgford. <p>A Borough-wide multi-agency action plan for 2014/15 has been produced and was agreed at the Rushcliffe Children and Young People Partnership meeting on the 5 October 2013. Aims of the new plan include:</p> <ul style="list-style-type: none"> • a YouNG market in February in Bingham • recruiting 2 workers for Positive Futures in Bingham and Radcliffe-on-Trent • deliver out of school provision through Young People's Service in East Leake Academy. 	
	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-Oct-2013	Strategic Housing Review including temporary accommodation	12-Nov-2013	Final member group meeting took place on 24 October 2013 to consider strategic options for temporary accommodation. Anticipated savings for the review now total £45K for 2014/15 and a further £11k for 2015/16. A report was presented to Cabinet on 12 November 2013	
	31-Oct-2013	Graphic design, communications, printing and public consultation review completed		This review commenced on 30 September 2013. Officers are now generating a number of ideas for the service area to identify efficient savings or improved working methods. A further workshop to consider ideas took place on 5 November 2013. The review is expected to be completed this year.	
	31-Oct-2013	Member services review completed		The review has identified 17 savings ideas which can be implemented generating £4,000 savings. There are a further 13 ideas which require more detailed consideration. The review is expected to be completed this year.	
	29-Nov-2013	Dog and Pest Control review complete		Initial work has started, more detail will be provided after budget workshops and the review of the transformation programme.	
	31-Jan-2014	Car parking charges review completed		Following the recent budget workshops, these reviews will be rescheduled to align with the Council's transformation agenda.	
	31-Jan-2014	Development Control review completed			
	31-Mar-2014	Back office service review completed			








	30-Apr-2014	Planning policy review completed		Following the recent budget workshops, these reviews will be rescheduled to align with the Council's transformation agenda.
	15-Mar-2015	Customer services review completed		
	31-Mar-2015	Future of golf courses		
	31-Mar-2015	Implementation of actions arising from previous reviews		The Environment and Waste Management Member Group met in October and a workshop was held on 4 November 2013. A report to consider the business case for establishing a Streetwise social enterprise will be presented to Cabinet on 3 December 2013.






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-Mar-2014	Design and develop web enhancements and channel shift opportunities		A new corporate change of address web form is under development. It is nearly complete and will be trialed by customer services in December 2013. Other web forms will be developed after successful trial of this form.	
	31-Mar-2014	Refresh the core network infrastructure - 2013/14 programme		The proposal to implement a corporate wide (Civic Centre, Contact Centre and Depot) Wi-Fi solution was agreed by Executive Management Team on 15 July 2013. A solution is currently being implemented and is due to go 'live' in December 2013. ICT have also scoped out the requirements to replace ageing corporate backup solutions. A key task to refresh the Council's network switch equipment will commence in January 2014.	
	31-Mar-2015	Applications review and refresh and the design and delivery of App solutions to support mobile technology			
	31-Mar-2015	Develop innovative solutions following the introduction of Superfast Broadband/4G availability			













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	
	27-Oct-2013	Options appraisal for future of depot site and alternative site options	10-Sep-2013	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 reported back on this piece of work at Cabinet on 10 September 2013. Cabinet agreed to cease the procurement process for fleet maintenance and garage, and to explore a shared service approach.	
	24-Nov-2013	Agree lease terms with a developer for the Hall	10-Sep-2013	A report was presented to Cabinet on 10 September 2013. They agreed that no progress could be made with the current offers. Officers are now investigating alternative options and will remarket the Hall in due course.	
	27-Dec-2013	Agreed strategy to maximise council's portfolio		<p>There are several strands of work at present:</p> <ul style="list-style-type: none"> • Finding a tenant for the Hall • Reviewing the existing asset register (operational matters) • Undertaking the business case for a potential relocation of the Civic Centre (to the Arena) • Review of the use of Rushcliffe Lodge • Future use of the Civic Centre – to be considered pending the decision over the relocation of the civic offices 	
	27-Dec-2013	Options appraisal for the Civic Centre and council office accommodation		<p>Currently, the Civic Centre office space is occupied efficiently and space not utilised by the Council is let out. Initial analysis of the space within the building has shown that too high a proportion of space is not usable as office space due to the nature and layout of the building.</p> <p>This links to the above milestone. An option appraisal for future council office accommodation has been undertaken and was reported to Corporate Governance Group on 7 November 2013.</p>	
	31-Dec-2013	New marketing campaign for the Hall following Cabinet decision September 2013		New plans are being worked up that would provide accommodation to let at the Hall. These are being worked up with planning advice and external specialist leisure marketing input. Following this, the Hall will be remarketed.	

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	Q2 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	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			90.00%
	LICO41	Percentage of householder planning applications processed within target times	-	-	91.09%	87.90%	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	36.1%	41%	-	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	-	-	-	Reported annually			-

Corporate Governance									
Status	Reference	Description	2010/11	2011/12	2012/13	Q2 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	29	-		-
	LICG28	Corporate Sickness	9.28	8.06	7.00	2.89	4.00		8.00










Finance & Commercial									
Status	Reference	Description	2010/11	2011/12	2012/13	Q2 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%	89.3%	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%	99.16%	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%	58.70%	59.60%		99.10%
	LIFC19	Percentage of Non-domestic Rates collected in year	97.80%	98.40%	99.00%	60.10%	60.80%		98.80%
	LIFC20	Average time taken to process Housing Benefit/Council Tax Reduction new claims and change events	9.0 days	7.23 days	5.3 days	5.28 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	Q2 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	3.13	2.58		5.15
	LICO24	Robberies per 1,000 Population	0.66	0.54	0.18	0.17	0.08		0.17
	LICO25	Vehicle crimes per 1,000 population	6.68	4.25	4.04	1.75	1.81		3.63
	LINS01	Percentage of streets passing clean streets inspections	-	-	99.2%	98.6%	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%	53.32%	53.00%		51.00%
	LINS24	Number of affordable homes delivered	27	53	41	4	8		30
	LINS31	Percentage of applicants rehoused within 26 weeks of their application	-	-	-	63.9%	40%		40%

Transformation									
Status	Reference	Description	2010/11	2011/12	2012/13	Q2 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%		94.0%
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre	72.1%	64.8%	72.8%	55.2%	70.0%		70.0%

Status	Reference	Description	2010/11	2011/12	2012/13	Q2 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LITR03	Percentage of transactions done through self-service	-	-	58.7%	63.5%	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	-	£639,000	£755,000	£473,091	£396,000		£764,000
	LITR15	Percentage of privately owned industrial units occupied	-	88.6%	90.7%	90.8%	-		-
	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%

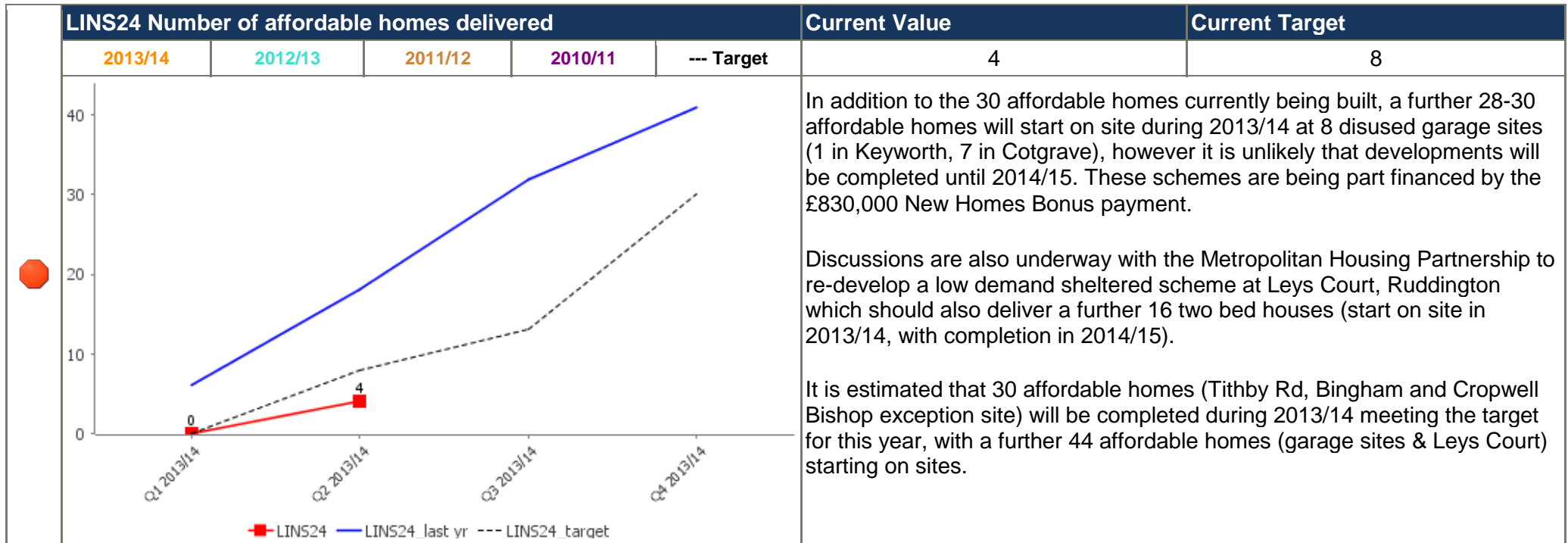
Performance Highlights

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	Q2 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	99.50%	92.75%	97.12%	99.16%	98.00%		98.00%
	LIFC20	Average time taken to process Housing Benefit/Council Tax Reduction new claims and change events	9.0 days	7.23 days	5.3 days	5.28 days	9.0 days		9.0 days

Performance Exceptions

LICO23 Domestic burglaries per 1,000 households					Current Value	Current Target																														
2013/14	2012/13	2011/12	2010/11	--- Target	3.13	2.58																														
<table border="1"> <caption>Domestic burglaries per 1,000 households</caption> <thead> <tr> <th>Quarter</th> <th>2013/14</th> <th>2012/13</th> <th>2011/12</th> <th>2010/11</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2013/14</td> <td>3.09</td> <td>1.38</td> <td>1.02</td> <td>1.38</td> <td>2.58</td> </tr> <tr> <td>Q2 2013/14</td> <td>5.78</td> <td>3.33</td> <td>3.33</td> <td>3.33</td> <td>3.13</td> </tr> <tr> <td>Q3 2013/14</td> <td>7.22</td> <td>4.26</td> <td>5.74</td> <td>4.26</td> <td>3.82</td> </tr> <tr> <td>Q4 2013/14</td> <td>8.93</td> <td>5.73</td> <td>6.86</td> <td>5.73</td> <td>4.51</td> </tr> </tbody> </table>					Quarter	2013/14	2012/13	2011/12	2010/11	Target	Q1 2013/14	3.09	1.38	1.02	1.38	2.58	Q2 2013/14	5.78	3.33	3.33	3.33	3.13	Q3 2013/14	7.22	4.26	5.74	4.26	3.82	Q4 2013/14	8.93	5.73	6.86	5.73	4.51	<p>There were 90 dwelling burglaries from July to September compared to 87 in this period in 2012. In total, we have had 4 less dwelling burglaries year to date when compared to 2012-13 which equates to a reduction of 2.6% for this crime type.</p> <p>A significant proportion of our dwelling burglaries are occurring in the West Bridgford area. Following a priority setting meeting in October, the Police are alerting residents to the risks of leaving homes insecure, and offering home security surveys to highlight improvements that could deter burglars. Neighbourhood officers will visit all properties and are reassuring residents that officers will be patrolling in the area with an increased presence over the next 3 months.</p> <p>Targets are set annually by South Nottinghamshire Community Safety Partnership, and are increasingly difficult for us to meet, being 10% lower than previous year performance.</p>	
Quarter	2013/14	2012/13	2011/12	2010/11	Target																															
Q1 2013/14	3.09	1.38	1.02	1.38	2.58																															
Q2 2013/14	5.78	3.33	3.33	3.33	3.13																															
Q3 2013/14	7.22	4.26	5.74	4.26	3.82																															
Q4 2013/14	8.93	5.73	6.86	5.73	4.51																															



Numerical Data - Performance Indicators (Year to date)

Communities		
Numerical data	Reference	Description
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
270 out of 307 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
29 received	LICG17	Number of complaints received by the Council at the initial stage
913 days sickness out of 39,652 working days	LICG28	Corporate Sickness

Finance & Commercial

Numerical data	Reference	Description
627 ratings have been made	LIFC01	Percentage of users satisfied with sports and leisure centres
3900 out of 3932 paid in terms	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
£37,430,000 collected	LIFC18	Percentage of Council Tax collected in the year
£15,011,000 collected	LIFC19	Percentage of Non-Domestic Rates Collected in the year
1038 new claims 8838 change events	LIFC20	Average time taken to process Housing Benefit/Council Tax Reduction new claims and change events
Reported annually	LIFC21	Percentage of Council Tax Support customers satisfied with the service received

Neighbourhoods

Numerical data	Reference	Description
150 crimes	LICO23	Domestic burglaries per 1,000 households
19 crimes	LICO24	Robberies per 1,000 population
197 crimes	LICO25	Vehicle crimes per 1,000 population
21.5 fails from 1533 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 = 4294 tonnes Composting = 7618 tonnes	LINS18	Percentage of household waste sent for reuse, recycling and composting
4 completions	LINS24	Number of affordable homes delivered (gross)
172 rehoused from 269 active applicants	LINS31	Percentage of residents rehoused by Choice Based Lettings within 26 weeks

Transformation

Numerical data	Reference	Description
547 out of 563 responders were satisfied	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre
28,544 calls answered in 30 secs out of 50,701 calls	LITR02	Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre
238,165 self-serve 136,736 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
£473k received	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council
541 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 - September 2013 (6 Months)

	Actual vs Budget to Date			Projected Outturn vs Budget		
	Budget YTD	Actual YTD	Variance (Under)/Over	Current Budget	Projected Outturn	Variance (Under)/Over
Communities	625,898	432,199	(193,699)	1,323,350	1,244,150	(79,200)
Corporate Governance	1,625,633	1,611,233	(14,400)	3,071,300	3,061,300	(10,000)
Finance & Commercial	1,912,371	1,971,441	59,070	3,426,530	3,393,620	(32,910)
Neighbourhoods	1,242,462	972,001	(270,461)	3,195,510	3,102,160	(93,350)
Transformation	244,219	170,027	(74,192)	662,420	654,790	(7,630)
Additional Grants						(93,790)
Total	5,650,583	5,156,901	(493,682)	11,679,110	11,456,020	(316,880)
Potential (Call on)/ Contribution to Earmarked Reserves						316,880
Reserves/Contingency						0
Budgeted Use of Balances						0
Net Use of Balances Available						0

**CAPITAL PROGRAMME MONITORING –
SEPTEMBER 2013**

EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000
Transformation & Innovation	2,006	1,258	(748)
Neighbourhoods	2,530	2,252	(278)
Communities	802	767	(35)
Corporate Governance	365	342	(23)
Finance & Commercial	2,465	2,373	(92)
Contingency	134	0	(134)
	8,302	6,992	(1,310)
FINANCING ANALYSIS			
Capital Receipts	(6,066)	(4,798)	1,268
Government Grants	(950)	(946)	4
Other Grants/Contributions	(1,146)	(1,108)	38
Use of Reserves	(140)	(140)	0
	(8,302)	(6,992)	1,310

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 2013/14 and 2014/15.

Details

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

Date of Meeting	Item
September 2014	<ul style="list-style-type: none"> • Review of Complaints • Ombudsman Letter 2013/14 • Performance Monitoring – Quarter 1 2014/15 – including the Corporate Basket of Indicators

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