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**Our reference:**  
**Your reference:**  
**Date:** 12 November 2014

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 25 November 2014 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely



Executive Manager Operations and Corporate Governance

### **AGENDA**

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Tuesday 16 September 2014 (pages 1 - 4)
4. Parkwood Leisure Contract - Annual Review

The report of the Executive Manager – Finance and Commercial is attached (pages 5 - 13).

5. Equality and Diversity Report 2013/14

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 14 - 24).

6. Performance Monitoring – Quarter 2 2014/15

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 25 - 48).

7. Work Programme

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 49 - 50).

## Membership

Chairman: Councillor D G Wheeler

Vice-Chairman: Councillor R M Jones

Councillors Mrs S P Bailey, A MacInnes, Mrs M M Males, B A Nicholls,  
F A Purdue-Horan, J A Stockwood

<b>Meeting Room Guidance</b>
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**Mobile Phones:** For the benefit of others please ensure that your mobile phone is switched off whilst you are in the meeting.

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**NOTES**  
**OF THE MEETING OF THE**  
**PERFORMANCE MANAGEMENT BOARD**  
**TUESDAY 16 SEPTEMBER 2014**

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, N A Brown (substitute for Councillor Mrs M Males), J E Fearon (substitute for Councillor D V Smith), A MacInnes, B A Nicholls, F A Purdue-Horan, J A Stockwood

**OFFICERS PRESENT:**

C Caven-Atack	Service Manager – Corporate Governance
I Meader	Performance Officer
D Swaine	Executive Manager – Operations and Corporate Governance
E Walters	Democratic Services Assistant

**APOLOGIES FOR ABSENCE:**

Councillors R M Jones, Mrs M M Males, D V Smith

**7. Declarations of Interest**

There were none declared.

**8. Notes of the Previous Meeting**

The notes of the meeting held on Tuesday 17 June 2014 were accepted as a true record.

The Executive Manager – Operations and Corporate Governance gave an update on the action point at minute number 2. Members were concerned that GP referrals from East Leake surgery were not taking place as they were in other parts of the Borough. The Executive Manager reported that he intended to speak to the Leisure Contracts Manager and obtain more detail before writing to the CCG on behalf of the Board. Members expressed their disappointment regarding the length of time that this was taking to be resolved. The Executive Manager reminded the Board that they had agreed to give the CCG another chance to respond to informal enquiries at the last meeting.

The Chairman informed that he and the Vice Chairman had attended a meeting with the Executive Manager – Finance and Commercial and the Leisure Contracts Manager to discuss how the Parkwood Leisure strategic objectives would be presented to the Board. Subsequently a draft proposal had been sent to the Executive Manager – Finance and Commercial for consideration and discussion with the Cabinet portfolio holder, Councillor Cottee. The Executive Manager – Operations and Corporate Governance said he would contact the Executive Manager – Finance and Commercial and ask how this was progressing.

An update was given with regard to minute number 3 and the issue of taxis in central West Bridgford. The Executive Manager – Operations and Corporate Governance informed the Board that there had been a joint exercise with the police and parking enforcement. Councillor MacInnes informed the Board that he was being regularly updated on the actions that were being taken to resolve this problem and that he had attended a meeting with the Senior Licencing Officer and the County Council though this had not been productive in terms of new ideas. Councillor MacInnes informed the Board that there was the option of taking the numbers of the offending taxis and reporting them. There were still a lot of taxis plying for hire in West Bridgford which were licenced by Gedling and Erewash councils.

The Executive Manager – Operations and Corporate Governance was of the opinion that this was more of a Community Safety issue rather than Performance Management and therefore offered to discuss with the Executive Manager – Neighbourhoods. He felt that the Council needed to develop an effective enforcement regime and that the safety of passengers was paramount. Members agreed with this and the Chairman stated that he was happy for this to be dealt with by way of a conversation between Councillor MacInnes and the Executive Manager – Neighbourhoods. Councillor Fearon suggested that the Senior Licencing Officer could raise the problem at the Nottinghamshire Licencing Officer meetings.

#### **9. Customer Feedback 2013/14**

The Service Manager – Corporate Governance presented this report which covered two issues, Customer Feedback in 2013/14 and the annual monitoring letter from the Local Government Ombudsman, which had previously covered in separate reports. The number of complaints had dropped again and there were 40 for the period 2013/14. The Council received 164 compliments about its services. The Local Government Ombudsman had changed the way they deal with complaints monitoring and were now publishing the figures on their website which enables comparison with other local authorities. Rushcliffe were doing well compared with other authorities.

In response to a question regarding paragraphs 6.2 and 6.3 of the report which stated that there had been six complaints about Rushcliffe and eight decisions, it was clarified that complaints can be carried over from the previous year so the numbers of complaints and decisions would not be expected to match up for one particular year.

The Executive Manager – Operations and Corporate Governance informed Councillors that the Council's complaints process had been streamlined in the last two years as part of the redress review and additional training had been provided. The Authority had improved the speed of investigating and responding to complaints and people were much more likely to use the phone to resolve minor problems which was having a positive effect with residents.

## 10. Performance Monitoring – Quarter 1 2014/15

The Service Manager – Corporate Governance presented the Performance Monitoring report for the first quarter of 2014/15. She reported that out of 35 Performance Indicators there were 14 at green status. The report did not identify any highlights for quarter 1 as it was felt that it was too early to be sure that good performance would be maintained throughout the year. However, the figures for burglaries and vehicle crime were promising so far.

There were 3 exceptions to report this quarter; corporate sickness, affordable homes delivered, and robberies per 1,000 population. The higher than target corporate sickness figure was mainly due to long term sickness levels. The number of robberies was an exception as it had been last year mainly due to the stretch targets set by the Police; however, there had been 6 more robberies this year than last. Councillor Fearon agreed that the stretch targets were very ambitious and stated that he had been of the view that they were unachievable; he was surprised at how close the Council had come to achieving the target.

In order to manage Members expectations, the Service Manager – Corporate Governance drew attention to the ‘Performance – trend insight’ on the average time taken to process housing benefit/council tax new claims and change details. Performance in this particular area was being slowed partly due to changes in legislation and policy and a further reduction in performance levels might be seen later in the year. However, she was keen to show Members, with some comparative data, that Rushcliffe was still performing better than other authorities in the East Midlands.

A question was asked about the application to the Heritage Lottery Fund for the refurbishment of Bridgford Hall referred to in the report, and what would happen should the application be unsuccessful. The Executive Manager – Operations and Corporate Governance declared that the development costs would be shouldered by the Council however the level of refurbishment carried out might need to be reviewed if that happened. It was not anticipated that the start of refurbishment would be delayed if Heritage Lottery funding was not gained, but the Executive Manager accepted that a delay might occur under these circumstances.

In answer to a question concerning the economic growth action plan mentioned on page 21 of the report, the Board was informed that this had been scrutinised by the Community Development Group. The Executive Manager – Operations and Corporate Governance explained that the virtual economic team was an example of innovative working by Rushcliffe and was not as resource intensive as teams created by other authorities. Instead of having a separate pool of economic development advisors, the virtual economic team comprised of managers with other duties at the Council and the businesses in Rushcliffe could get direction and advice from those officers when the need arose.

Councillor MacInnes expressed disappointment that only one young person had secured employment with a subcontractor of Barratts after undertaking a pre-apprentice training course. The Service Manager – Corporate Governance explained that according to the latest research getting 10% of apprentices into

employment was deemed a success. Furthermore, whilst, in this instance, only one person gained employment with Barratts there might be other apprentices who gained employment elsewhere following the training. Councillor Bailey expressed a desire for the Board to be made aware of this information, if at all possible. The Executive Manager – Operations and Corporate Governance acknowledged that there were no guarantees for an apprentice to be employed at the end of the apprenticeship and stated that this had been a problem with Council apprenticeships as existing vacancies had to be used for new apprentices. He stated that unlocking barriers to development would improve employment opportunities for those ready to work which was what this training had targeted.

## 11. Work Programme

The meeting on 25 November 2014 would include a presentation from Parkwood Leisure. Members were asked to submit any questions for Parkwood in advance.

The Diversity Annual report would also be considered at the next meeting and the Executive Manager – Operations and Corporate Governance informed the Board that an equality and diversity questionnaire had been re-issued to staff and the results would form part of the report. He had been informed by the Strategic Human Resources Manager that there had been a good response so far.

A question regarding the new Streetwise company prompted discussion regarding scrutiny of the company's performance. Members asked whether reports would come to the Board. The Executive Manager – Operations and Corporate Governance stated that, as with other similar contracts, including Parkwood and Glendale, the arrangements were scrutinised in the initial start-up phase by the Partnership Delivery Group before being passed over to the Board for monitoring.

The meeting closed at 7.45 pm.

## Action Sheet

### PERFORMANCE MANAGEMENT BOARD - TUESDAY 16 SEPTEMBER 2014

Minute Number	Actions	Officer Responsible
11. Work Programme	Ascertain how the performance of Streetwise would be scrutinised in future and what role the Strategic Board would play in this.	Executive Manager – Operations and Corporate Governance

## Report of the Executive Manager - Finance and Commercial

### 1. Summary

- 1.1. The contract for the management of five of the Council's leisure centres was awarded to Parkwood Leisure Ltd in August 2007. This report provides Members with a broad range of information and performance data to allow them to consider the effectiveness of the delivery of this contract by Parkwood Leisure.
- 1.2. It should be noted that following the meeting of the Performance Management Board on 16 September 2014 work has been undertaken between the Chairman, Vice Chairman and the Executive Manager – Finance and Commercial to refresh the details reported with regards to this contract. The outcomes of this work are provided at **Appendices 1 and 2**.
- 1.3. It should be noted that this has resulted in the following changes to the reportage of the strategic objectives to this Board:
  - Strategic Objective 3: Use of Loyalty Card was now deemed as a business as usual item and hence will no longer be identified as a distinct item for scrutiny.
  - Strategic Objective 9 which relates to Community Involvement will in future be reported in conjunction with Strategic Objective 5: Partnership Working.
  - Strategic Objective 10 which relates to Continuous Improvement will in future be reported in conjunction with Strategic Objective 10: Customer Satisfaction.

### 2. Recommendation

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

### 3. Reasons for Recommendation

- 3.1. Where the Strategic Objectives have identified a figure or a level of performance Parkwood Leisure has achieved each of these in the current year and has at times improved on previous performance levels.
- 3.2. In those areas where specific targets are not appropriate, performance has been at a level that shows a commitment to improvement such as the number of accidents to users at 0.04% and investment to reduce energy consumption and CO<sup>2</sup> emissions.

#### **4. Supporting Evidence**

- 4.1. A detailed performance analysis is provided at **Appendix 1** and this information will be supplemented at the meeting by a presentation by representatives of the Company.

#### **5. Risk and Uncertainties**

- 5.1. This contract is provided in a competitive market with a number of major providers (for example David Lloyd and Roko) operating in close proximity to the Council's facilities.
- 5.2. Whilst not a major factor in this report, Members need to be mindful that both the Rushcliffe Arena and Rushcliffe Leisure Centre are managed within this contract and so performance will be affected by the redevelopment process and the operating arrangements for both sites.

#### **6. Implications**

##### **6.1. Finance**

None arising from this report.

##### **6.2. Legal**

None arising from this report.

##### **6.3. Corporate Priorities**

High quality leisure provision contributes towards maintaining and enhancing our residents' quality of life.

##### **6.4. Other Implications**

None arising from this report.

<b>For more information contact:</b>	Name Brian Knowles Leisure Contracts Manager 0115 914 8454 email <a href="mailto:bknowles@rushcliffe.gov.uk">bknowles@rushcliffe.gov.uk</a>
<b>Background papers Available for Inspection:</b>	None
<b>List of appendices (if any):</b>	1: Progress Against Strategic Objectives 2: Health and Safety Accidents and Incidents



## PROGRESS AGAINST STRATEGIC OBJECTIVES

### Develop Facilities (Strategic Objective 1)

Success Criteria – Achieve Usage levels of 1,159,493 by the end of 2014/15

As detailed below usage in 2013/14 exceeded the target figure.

#### Swimming

<b>Total Site Swimming Usage</b>			
	<b>2013/14</b>	<b>2012/13</b>	<b>Trend</b>
<b>Keyworth Leisure Centre</b>	71,568	70,011	+1,557
<b>Rushcliffe Leisure Centre</b>	167,419	166,326	+1,093
<b>Bingham Leisure Centre</b>	103,558	98,578	+4,980
<b>Cotgrave Leisure Centre</b>	93,436	97,109	-3,673
<b>Total</b>	<b>435,981</b>	<b>432,024</b>	<b>+3,975</b>

Swimming continues to be the single highest participation activity. Learn to swim lessons attract around 2,000 regular course participants across the four pools; there has been a steady growth in the numbers of people swimming for health and all of the sites operate well attended length swimming sessions; competitive swimming clubs, mainly for children between 9-18 years, make regular programmed use of the pools and swimming parties continue to be a popular choice for children's birthday parties.

#### Health and Fitness

<b>Health and Fitness Site Usage</b>			
	<b>2013/14</b>	<b>2012/13</b>	<b>Trend</b>
<b>Keyworth Leisure Centre</b>	17,548	16,831	+717
<b>Rushcliffe Leisure Centre</b>	54,584	51,370	+3,214
<b>Rushcliffe Arena</b>	54,710	45,623	+9,087
<b>Bingham Leisure Centre</b>	75,804	73,585	+2,219
<b>Cotgrave Leisure Centre</b>	39,713	37,886	+1,827
<b>Total</b>	<b>242,359</b>	<b>225,295</b>	<b>+17,064</b>

The health and fitness market continues to be buoyant and remains very competitive. The numbers attending the gyms and classes has grown over the last year. There are now over 3,000 users who have purchased a membership package.

#### Other Usage

<b>Total Other Site Usage</b>			
	<b>2013/14</b>	<b>2012/13</b>	<b>Trend</b>
<b>Keyworth Leisure Centre</b>	47,015	50,579	-3,564
<b>Rushcliffe Leisure Centre</b>	153,219	161,976	-8,757
<b>Rushcliffe Arena</b>	136,794	137,805	-1,011
<b>Bingham Leisure Centre</b>	70,088	64,016	+6,072
<b>Cotgrave Leisure Centre</b>	77,648	80,872	-3,224
<b>Total</b>	<b>484,764</b>	<b>484,764</b>	<b>-10,484</b>

This above reflects the levels of usage across sports halls, multi-use rooms, squash courts and outdoor pitches. The numbers of users of these facilities demonstrates the diversity of the activities offered. Members will note that, with the exception of Bingham Leisure Centre, usage in this category is down on the previous year. Some of this is attributable to the partial closure of the artificial turf pitches at Rushcliffe (3 pitches reduced to 2 for health and safety reasons) and Keyworth where the pitch was closed for 6 weeks for refurbishment. Both pitches reopened in September this year, however, the pitch at Rushcliffe has been withdrawn from the joint use agreement by the school and is now operated by a third party contractor.

#### Overall Usage

<b>Total Site Usage</b>			
	<b>2013/14</b>	<b>2012/13</b>	<b>Trend</b>
<b>Keyworth Leisure Centre</b>	136,131	135,874	+257
<b>Rushcliffe Leisure Centre</b>	375,222	384,808	-9,485
<b>Rushcliffe Arena</b>	191,504	182,236	+9,268
<b>Bingham Leisure Centre</b>	249,450	237,434	+12,016
<b>Cotgrave Leisure Centre</b>	210,797	215,982	-5,185
<b>Total</b>	1,163,104	1,156,334	+6,871

#### **Develop Services for Young People (Strategic Objective 2)**

Success Criteria – Develop a range of services for young people to improve active lifestyles

Details of the holiday activity programmes are provided below along with descriptions of other initiatives available to young people. It should be noted that due to the successful partnership with Thera, who are a disabled user group, Cotgrave Leisure Centre does not have sufficient facilities available to offer a holiday activity programme.

<b>Site</b>	<b>Oct Half term</b>	<b>Xmas</b>	<b>Feb Half term</b>	<b>Easter</b>	<b>Jun Half term</b>	<b>Summer Holiday</b>	<b>Total</b>
<b>Keyworth Leisure Centre</b>	56	7 (1 day)	76	108	37	741	1,025
<b>Rushcliffe Leisure Centre</b>	319	300	280	700	350	1,750	3,699
<b>Rushcliffe Arena</b>	140	11	104	168	62	744	1,229
<b>Bingham Leisure Centre</b>	100	35	160	280	100	690	1,205
<b>Total</b>	615	353	620	1,256	549	3,925	7,158

In addition to the holiday activities other programmes operated include:

- Reduced rate gym membership scheme – supported by the Sportivate programme, 30 young people aged between 16-24 were helped to join a gym and take part in regular exercise. A further 226 people in this age range also joined during the year.
- Junior pump session – are run after school at all sites and are very popular with both boys and girls; Sway Dance classes operate at Keyworth Leisure

Centre, Rushcliffe Leisure Centre and the Arena sites and are gradually increasing attendances. Parkwood also offered Junior and Family Swim Passes at a heavily discounted rate during the school summer holidays.

The leisure centres also host many clubs that are largely junior based. At Bingham Leisure Centre, the Rushcliffe Athletics Club has increased the numbers of juniors attending over the year and total membership of the club is now over 300. With the help of the leisure centre and Rushcliffe's Sports Development Officer, the club has staged two Notts Mini-league meetings, trained three new coaches and developed its marketing material.

#### **Use of Information Technology (Strategic Objective 4)**

Success Criteria – use of information technology is available to assist customers to make, and pay for, bookings, view timetables, make comments and be kept informed of changes

The number of website views and Facebook followers are detailed below

	2013/14	2012/13
Website views	416,463	229,501
Electronic bookings	58,464	29,271
Facebook followers	1,200	700

#### **Partnership Working (Strategic Objectives 5 and 9)**

Success Criteria – Participation and volunteering rates are maintained above those identified nationally through Active England surveys. Quarterly meetings held at each site with total participation achieving 500 attendances.

As demonstrated below Rushcliffe has high levels of both volunteering and participation in physical activity (as measured by the Active England Survey) that are above levels seen at a national, regional and county level.

	Participation Rate - 30 mins at moderate intensity ayt least once per week		Volunteering Rates
	October 2013 – October 2014	April 2012 – April 2013	2010/11
England	35.5%	35.7%	14.1%
East Midlands	34.2%	33.9%	15.5%
Nottinghamshire	35.5%	35.1%	22.1%
Rushcliffe	41.1%	41.2%	24.7%

Parkwood has also continued to undertake User Forums across the year engaging 570 users.

Keyworth Leisure Centre	Rushcliffe Arena	Rushcliffe Leisure Centre	Cotgrave Leisure Centre	Bingham Leisure Centre	Total Attendance
33	166	156	139	43	570

## **Marketing (Strategic Objective 6)**

Success Criteria – Create an innovative approach to engaging all parts of the community in sport and active recreation.

Marketing campaigns operated throughout the past 12 months include:

- Sept – Oct 13 – Measure Your Success
- Nov 13 – Join for a £1
- Dec 13 – 12 Days of Fitness, Junior Unlimited swimming for £10, Christmas Gift Vouchers
- Jan – Feb 14 – Excuses Don't Burn Calories
- Mar – May 14 – Summer Bodies Start in Spring, Swimathon event held at all 4 pools
- Jun – Jul 14 – Fit into Summer, Swim 23 membership promotion, delivered the RLSS Water Safety campaign into local schools
- 'Refer a Friend' campaigns ran throughout the year offering a range of benefits and rewards to members
- In addition to the above the central marketing department of Parkwood ran offers and promotions via SMS and the internet
- All of the sites held open days
- Parkwood staff took part in Lark in the Park, Sunday Fun Day, attended village fetes at Keyworth and Bingham, and ran a stall at the Young Market in Bingham.

## **Customer Satisfaction (Strategic Objectives 7 and 10)**

Success Criteria – Customer satisfaction levels achieve 75%, Quest accreditation is achieved and retained, the results of inspections carried out by the Leisure Contracts Manager achieve a level of 70%

Customer Satisfaction – this is calculated by using the comment forms received in a month and recording the satisfaction marks given by customers for the four areas (value for money, cleanliness, staff, overall experience) described on the form.

- Cotgrave 94%
- Bingham 92%
- Rushcliffe Arena 91%
- Rushcliffe Leisure Centre 89%
- Keyworth 86%

Quest Accreditation – Quest is the Sport England quality assurance benchmark for leisure centres. The Quest scoring mechanism has changed from a percentage scoring system to a banded system – Unsatisfactory, Satisfactory, Good and Excellent - with more emphasis placed on “outcomes”. In future the scheme will concentrate more on the category of registration rather than the actual score which will not be published. The categories of registration are: Quest Entry, Quest Plus and Quest Stretch. Each of the leisure centres are registered in the Quest Plus category and have been banded in the satisfactory level.

Internal Inspections – these are carried out by the Leisure Contracts Manager using the Quest criteria as a basis. 185 inspections were conducted in the past year. The inspections look at 43 different aspects of the leisure centres operation. The

cumulative score for all sites over the 12 month period was 70%. This is in line with the target.

### **Financial Viability (Strategic Objective 8)**

Success Criteria – reduce revenue costs and improve value for money to Council Tax payers. The table below details the management fee paid to Parkwood Leisure over the past two years of the contract.

Site	2013/14 £	2012/13 £
Keyworth Leisure Centre	53,452	69,116
Rushcliffe Arena	29,723	39,980
Rushcliffe Leisure Centre	42,613	55,276
Bingham Leisure Centre	153,601	172,106
Cotgrave Leisure Centre	103,648	47,414
Total	383,037	383,892

The operational budgets are of a commercial nature and it is not appropriate to reveal the full details in a report of this nature however, Parkwood Leisure has agreed to the following statement:

Over the past two years the contract has seen income remaining steady at around £3m, expenditure has reduced by around £145,000 due to savings in a number of areas.

### **Supplementary Information**

The details below are not elements of the Strategic Objectives but have been included in this report, at the request of the Chairman and Vice Chairman, to provide additional contextual information about the operation of the contract.

#### **Climate Change**

Leisure centres are big users of utilities and over the term of the contract a number of initiatives have been put in place that aim to reduce consumption and carbon emissions.

- All pumps have been fitted with inverters which reduce power usage when demand is low.
- In boiler houses and plant rooms pipes, valves and plate heat exchangers are lagged to reduce heat loss. Savastat controls have been installed to optimise boiler operations.
- Lighting – many large spaces and changing rooms are fitted with motion detectors which ensure that, when unoccupied, lights are not left on. Where lighting is replaced the LED option is considered and, if appropriate, installed.
- Staff training – staff are trained on the importance of ‘good housekeeping’ and the role they can play in reducing the use of utilities.
- EMAS – The leisure centres must conform and attain the ISO 14001 certification. This is externally audited by the NSA (National Quality Audit)
- The leisure centres also make use of UPL, a utility software package that provides utility usage data on a weekly and monthly basis.

### Health & Safety

The annual report of accidents and incidents is attached as **Appendix 2**. The rate of accidents to users is low at 0.04%.

Legionella management is thoroughly delivered through weekly actions by staff, checking temperatures, flushing low use taps and by external monthly analysis of swimming pool and shower water. Should there be any out of specification readings action is taken immediately to rectify the issue and ensure the safety of users.

Accidents and Incidents

	Users	Accidents												Total
		2013					2014							
		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	
<b>Rushcliffe Leisure Centre</b>	375,222	7	14	11	12	9	19	9	15	16	13	10	11	<b>146</b>
<b>Bingham Leisure Centre</b>	249,450	3	11	3	8	3	11	9	15	1	10	9	9	<b>92</b>
<b>Cotgrave Leisure Centre</b>	210,797	11	9	13	Ef8	4	7	7	12	14	8	7	8	<b>108</b>
<b>Rushcliffe Arena</b>	191,504	0	2	2	2	1	4	3	7	1	6	9	3	<b>40</b>
<b>Keyworth Leisure Centre</b>	136,131	3	4	2	0	4	3	2	3	3	3	6	7	<b>40</b>
<b>Total</b>	<b>1,163,104</b>	<b>24</b>	<b>40</b>	<b>31</b>	<b>30</b>	<b>21</b>	<b>44</b>	<b>30</b>	<b>52</b>	<b>35</b>	<b>40</b>	<b>41</b>	<b>38</b>	<b>426</b>

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

### 1. Summary

- 1.1. This annual report sets out the Council's performance against the objectives set out in the Single Equality Scheme during 2013/14. These are 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
- 1.2. The information in the report compares the demographic information for the Borough, using the latest census information, with that of our workforce. Following the comments from Members last year, there has been an audit of employees details held on the Human Resources electronic personnel system. 95% of staff updated their information and, as a result, the equality data used in this report is accurate as of 30 September 2014.
- 1.3. This report does not include any equality data for Streetwise Enterprise Ltd.

### 2. Recommendation

It is recommended that Members consider and endorse the report.

### 3. Reasons for Recommendation

#### Equality Information

- 3.1. 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

- 3.2. 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**)

- 3.3. Following a recent equality and diversity audit of the workforce, we updated the statistics on the personnel system .The response rate was 95% and only 25 employees chose not to declare their details in comparison to 91 previously. 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**)
- 3.4. 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 and this reports that although there are low numbers of people from other backgrounds, Rushcliffe reflects the national picture in terms of ethnic minorities being over represented in terms of presenting as homeless. Action has been identified in the South Nottinghamshire Homelessness Strategy Action Plan to review the needs of homeless people from BME backgrounds.

### **Age Profile**

- 3.5. The age profile of the Borough shows a peak 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 for the Borough shows that we have an older profile than the national norm. (**Appendix A. 2**)
- 3.6. The age profile of the organisation shows that there continues to be a peak at 45-54 but this has decreased from last year's figures showing a fall from 105 in 45-54 bracket to 85 .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 remains stable but, as the authority develops its YouNG programme and use of apprenticeships, it is anticipated that this number will increase. The number of employees aged over 64 remains steady from last year. (**Appendix B. 2**)

### **Disability**

- 3.7. 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**)
- 3.8. The number of employees who declare they have a disability has remained the same in the previous year. 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**)

## Gender

- 3.9. The gender profile for the Borough area shows there are slightly more females than males currently residing in the Borough. (**Appendix A. 4**)
- 3.10. The gender split at Rushcliffe shows fewer female employees than males which is, in some part, due to the Council's manual workforce who make up nearly half of the Council's current workforce of 295 employees. 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

- 3.11. As an Authority we continue to 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 our policies and they can give their perspective on how the policies may influence them. The Council utilises the Rushcliffe Together – Community Cohesion Network to consult on equality policies. Rushcliffe Together is part of the Rushcliffe Community Partnership and is coordinated by Rushcliffe Community and Voluntary Service. It has 150 individual members from 86 voluntary, statutory and private organisations and networks. This network has been used to consult on such initiatives as physical activity for the older person using the 50 plus group who are part of the network. They have also been used to consult on sporting activities for the disabled. The group will also be consulted on when the new Equality scheme for the Council is drafted next year. Further information can be found at <http://www.rushcliffecvs.org.uk/projects-projects-72/community-cohesion-network-projects-103.html>
- 3.12. Examples of recent consultation include:
- Equalities monitoring on satisfaction surveys in relation to key services delivered by neighbourhoods e.g. food safety, general service requests, Choice Based Lettings, temporary accommodation placements and Home Alarms
  - Consultation on the mobile Homes Licensing Fees policy
  - Two Core Strategy Consultations to identify further land for development
  - Community led plans developed in Bingham, East Bridgford, Kingston on Soar and Radcliffe on Trent. The development of these plans involved extensive consultation with local residents including questions relating to equality of access to services
  - There has been consultation with young people (200+ responses) on sporting preferences of young people (males/females) which then informed funding and delivery programmes
  - Older people were consulted through parish councils, leisure providers, care homes, University of 3rd age and the Rushcliffe 50+ forum to

establish provision of physical activities for older people, barriers to participation and activity preferences

- The YouNG group acted as conduits to consult teenager’s views on access to healthcare services, which resulted in the development of the award winning Superheroes project
- Leisure Consultation – asked residents and users of leisure facilities in Rushcliffe what facilities they would like to see in the new Arena development. The responses informed the design brief.
- Arena Development concept designs – gave residents and users of leisure facilities in Rushcliffe opportunity to view and comment upon the proposed designs for the Arena development. Informed the planning submission.
- Communities in Edwalton and Shelford and Newton were consulted on two separate occasions as part of separate Community Governance Reviews.
- The recent review of polling stations consulted with ward Members and relevant parish groups about the suitability of proposed stations including accessibility for voters.

### Equality Impact Assessments

- 3.1. Public authorities have to demonstrate compliance with the public Sector Equality Duty (PSED), and case law indicates that some form of documentary evidence of compliance with the PSED is valuable to public authorities when defending their decisions in court. It is good practice for those exercising public functions in public authorities to keep an adequate record showing that they had actually considered their equality duties and considered relevant questions, the courts place significant weight on the existence of some form of documentary evidence of compliance with the PSED eg Equality Impact Assessments when determining judicial review cases.
- 3.2. 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 in the table below and is available on <http://www.rushcliffe.gov.uk/councilanddemocracy/aboutthecouncil/equalityanddiversity/equalityimpactassessments/>

Policy/Strategy/Scheme	Year
Tenancy Strategy	2013
Allocations Policy	2014
Arena Development	2014
Asbestos Policy	2014
Driving Policy	2014
Civic Centre Move	2014
Transformation Strategy	2014
Core Strategy updates x2	2014

**Continuous Improvement through Training and Development**

3.3. The Council’s managers have regular development through the Leadership Forum and have had sessions on:

Apprenticeships – delivered by the Council’s apprentices  
Safeguarding vulnerable adults and children

3.4. 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

**4. Implications**

**4.1. Finance**

No Financial Comments

**4.2. Legal**

No Legal Comments other than Council’s compliance under the Equality Act 2010

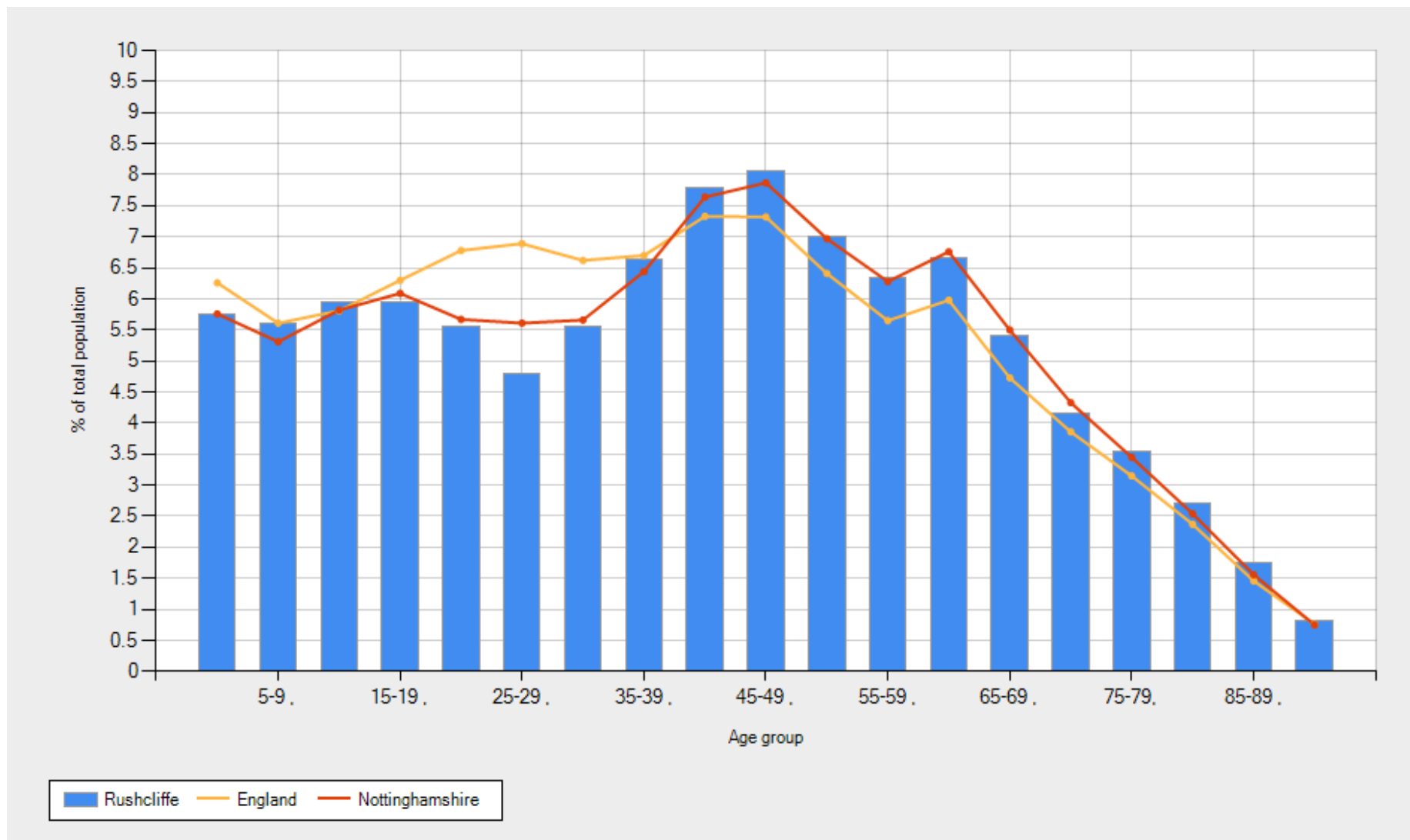
<b>For more information contact:</b>	Name Juli Hicks Strategic Human Resources Manager 0115 914 8316 email <a href="mailto:jhicks@rushcliffe.gov.uk">jhicks@rushcliffe.gov.uk</a>
<b>Background papers Available for Inspection:</b>	Rushcliffe Borough Council’s Equality Scheme 2012-2014
<b>List of appendices (if any):</b>	Appendix A Demographic Information Appendix B Rushcliffe Borough Council Workforce Equality Information.

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

### 4. Gender

Sex	Rushcliffe	East Midlands	England
All Usual Residents	111,129	4,533,222	53012456
Males	54,703	2,234,493	26069148
Females	56,426	2,298,729	26943308

**RUSHCLIFFE BOROUGH COUNCIL WORKFORCE EQUALITY INFORMATION  
END OF SEPTEMBER 2014**

**1. Ethnicity by Service Area**

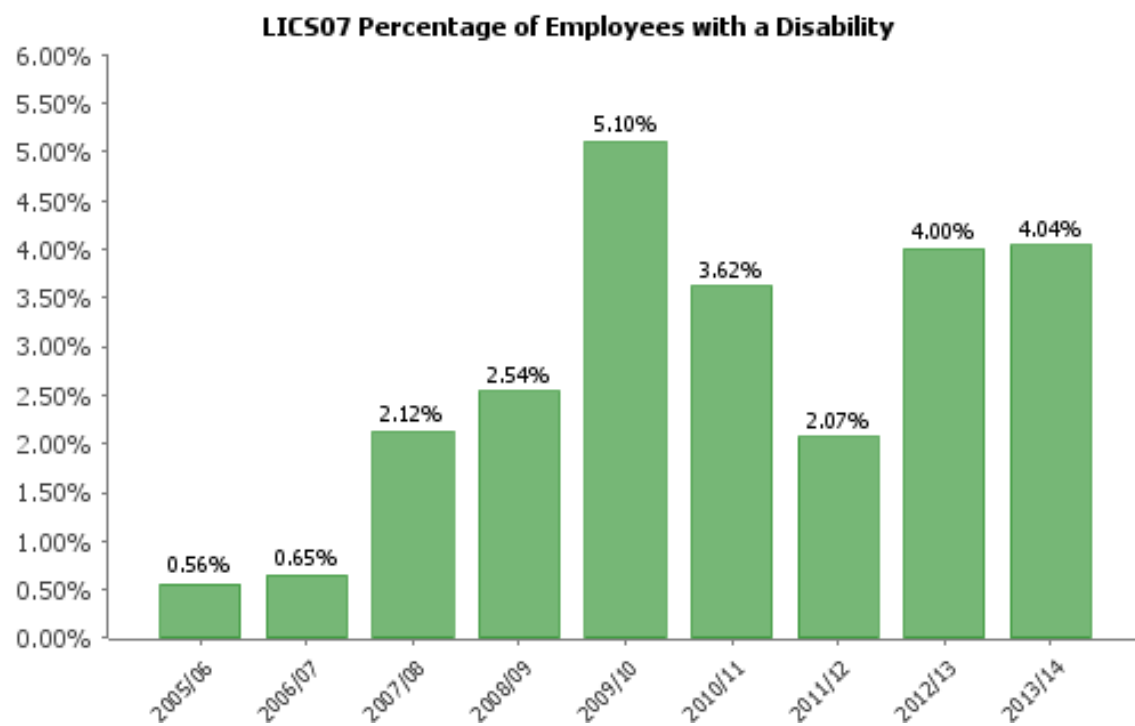
<b>Service Area</b>	<b>Total Headcount</b>	<b>Asian</b>	<b>Black</b>	<b>Chinese</b>	<b>White British</b>	<b>Other White</b>	<b>Mixed</b>	<b>Other Ethnic Group</b>	<b>Undeclared Ethnic Group</b>
Executive Management	6	0	0	0	6	0	0	0	0
Communities	65	0	1	0	50	1	0	0	13
Corporate Governance	32	1	0	0	29	0	0	0	2
Finance and Commercial	47	1	0	2	44	0	0	0	0
Neighbourhoods	95	0	2	0	83	1	0	1	8
Transformation	50	2	1	0	43	1	0	1	2
<b>Total</b>	<b>295</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>255</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>25</b>
<b>% of workforce</b>	<b>100%</b>	<b>1.36%</b>	<b>1.36%</b>	<b>0.68%</b>	<b>86.44%</b>	<b>1.02%</b>	<b>0</b>	<b>0.68%</b>	<b>8.47%</b>



## 2. Age

Age under 18	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age Over 64
8	12	48	76	85	59	7

## 3. Disability



#### 4. Gender

Contract type	Male	Female	totals
Full time	141	76	217
Part time	14	41	55
Temp Full Time	4	2	6
Temp Part Time	3	2	5
Casual	6	6	12
Totals	168	127	295

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

### 1. Summary

- 1.1. In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for quarter two 2014/15, containing tasks from the Corporate Strategy 2012-16, and the corporate basket of performance indicators.

### 2. Recommendation

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

### 3. Reasons for Recommendation

- 3.1. Following the good practice established by the Performance Management Board, exceptions and highlights have been identified in the corporate scorecard.

### 4. Supporting Information

- 4.1. The corporate scorecard, **Appendix 1**, includes detailed progress reports for each of the 8 active tasks to be monitored in 2014/15 and the corporate basket of 34 performance indicators.
- 4.2. Numerical data used to calculate each performance indicator is included in **Appendix 2**.
- 4.3. There are 9 Corporate Tasks, 8 of which will be monitored this year. ST17 Implement Welfare Reform, including: developing a local Council Tax support scheme and transferring housing benefit customers to the national Universal Credit system, will be reported again once a decision has been made by Central Government about the introduction of Universal Credit in the Borough. ST14 – Adopt the Rushcliffe Local Plan, is the only overdue task, a situation that has been outside our control. The Planning Inspector has recommended the inspection of the Draft Local Plan and a report is expected in December. If the Plan is considered sound, it can be presented to Council for adoption in 2015. Full details are in **Appendix 1**.
- 4.4. There are 16 indicators that are green status (achieving or within 1% of target). One highlight has been selected this quarter, LINS31 Percentage of applicants rehoused within 26 weeks of their application. This indicator is currently 10% above this target and has increased from 68.2% in quarter one.

- 4.5. There is one new exceptions to report in quarter two:
- **LINS01 – Percentage of streets passing clean streets inspections** – this indicator is calculated from the inspection of land and highways for accumulations of litter, detritus, graffiti and dog fouling. Overall there have been 76 out of 1,797 inspections failing to meet the standard, of which the majority have been for accumulations of detritus. Streetwise Environmental Limited will concentrate on these issues as part of their programme to remove autumn leaf fall.
- 4.6. There were three exceptions reported in quarter one, an update on their progress is below:
- **LICG28 – Corporate Sickness** – the sickness rate has increased slightly, 2.16 days in quarter 1 and 2.30 days in quarter 2 (4.46 days overall). Sickness will continue to be monitored in line with the absence management policy to ensure employees are helped to return to work.
  - **LICG24 – Number of affordable homes delivered** – the 20 affordable homes have now been completed and this has raised performance to achieve target at the end of quarter two.
  - **LINS38 – Robberies per 1,000 population** - there have been 3 recorded robberies reported during second quarter and this has resulted in the rate almost returning to the 2013/14 levels 0.18 this year compared to 0.17 in the same period last year. This is a significant improvement on the first quarter and would ensure the target for the year is met if the current rate of new reports is maintained.

## 5. Risk and Uncertainties

- 5.1. Risks that are linked to the Corporate Strategy and the Council's performance are managed by the Risk Management Group and monitored at Corporate Governance Group meetings. Effective performance management by the Board helps to mitigate the risk should the Council fail to deliver the Corporate Priorities or maintain good performance.

## 6. Implications

### 6.1. Finance

There are no direct financial issues arising from this report.

### 6.2. Legal

There are no legal issues arising from this report.

### 6.3. Corporate Priorities






The link between each Corporate Priority theme is shown within **Appendix 1**.

### 6.4. Other Implications






There are no other issues arising from this report.





**7. 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	

<b>For more information contact:</b>	Nigel Carter Corporate Governance Manager 0115 914 340 email <a href="mailto:ncarter@rushcliffe.gov.uk">ncarter@rushcliffe.gov.uk</a>
<b>Background papers Available for Inspection:</b>	Not relevant for this report
<b>List of appendices (if any):</b>	Appendix 1 – Corporate Scorecard Appendix 2 – Contextual performance indicator data

## Performance Progress

### Summary

#### Performance Indicators

There are 34 performance measures in the corporate scorecard; 21 have data, the remainder are not due to be reported in this quarter. There are 13 indicators with a positive trend showing an improvement in performance, 8 have a negative trend, and 13 are unknown as they are new and have no previous data.

Corporate Sickness remains over target at 4.46 days, short term sickness is 1.40 days (1.58 days in 2013/14) and long term sickness is 3.05 days (1.22 days in 2013/14).

16 indicators are highlights - meeting or within 1% of target (green status).






There is one exception this quarter.


- o LINS01 Percentage of streets passing clean streets inspections
- o LICO41 Percentage of householder planning applications processed within target times
- o LIFC19 Percentage of Non-domestic Rates collected in year
- o LITR03 Percentage of self-serve transactions





#### Corporate Tasks

Of the 9 tasks, one task has missed its due date: ST14 – Adopt the Rushcliffe Local Plan remains overdue (red). This task is awaiting a decision by the Planning Inspector and will be complete once the Local Plan is approved. All other strategic tasks have refreshed milestones for 2014/15 and are progressing well.





# 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		29-Aug-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		
	11-Dec-2014	Core Strategy adopted		<p>Consultation on post hearing modifications to the Plan concluded on Monday 29 September.</p> <p>There were 44 responses forwarded onto the Planning Inspector for her to consider in finalising her report to the Council. Her report is expected to be received in December. Provided she finds the Plan sound, it will then be in a position to be adopted by the Council early in 2015.</p>		



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	
	31-Dec-2014	Agree heads of terms with developer for town centre scheme		<p>As part of the Growth Deal 1.5, a funding bid has been submitted to the D2N2 Board for land reassembly of Cotgrave town centre. Notification of the outcome of this submission is expected in December 2014.</p> <p>We are working with the developer to look at how the retail element can be improved to maximise the value of the scheme. The shopping centre continues to be well-let.</p>	
	31-Dec-2014	Reach agreement with public sector partners and GPs over delivery of public sector accommodation in town centre		The GP Practice wish to develop their own building but still fitting within an overall masterplan approach. They are progressing their business case for NHS approval. Options for the other public sector partners are being explored.	
	31-Dec-2014	Complete town centre acquisitions		<p>The acquisition of outstanding interests is progressing:</p> <ul style="list-style-type: none"> <li>• one house in private ownership (a valuation has been agreed),</li> <li>• one house in the ownership of a social landlord (in principal value has been agreed and will be progressed in the next few months),</li> <li>• one freestanding retail unit and several leasehold interests in the shopping centre (the Council owns the freehold) remain under negotiation.</li> </ul>	











	31-Mar-2015	Developer to undertake a planning performance agreement for the town centre area.		Work on a planning performance agreement (which will be submitted in a planning application) can be started once the masterplan has been agreed. This will be progressed once a viable scheme has been determined and with the appropriate funding ear marked. It is hoped this might be by the end of 2014/15 with a planning application being submitted in spring 2015.
	31-Mar-2015	Work with Barratts to deliver identified employment outputs - year 1		Barratts' employment and skills plan will continue through the build phase of the development. The second pre-apprentice training course is being planned and will be delivered by Central College with young people from Cotgrave.
	30-Apr-2015	Planning application to be submitted by developer for phase 1 town centre area		This cannot be achieved until there is a viable town centre scheme. The revised timeframe for the phase 1 (public sector accommodation and public realm) planning application is spring 2015. The application for phase 2 (retail and anchor food store) will follow at a later date.
	31-Dec-2015	Achieve vacant possession of town centre site - phase 1		The acquisition of the final two properties on Scotland Bank remains on course for completion in November 2014. When planning permission is submitted (spring 2015) notice will be served on tenants.








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-Sep-2014	Implementation of the Construction Industry Training Board client based approach	16-Sep-2014	The launch event was held in Cotgrave on 16 September 2014. Councillor Neil Clarke, Leader of the Council, joined senior representatives from partners in the project for the official launch on Colliers Way.	
	28-Mar-2015	Work with developers to bring forward development sites in Rushcliffe		A second application for Strategic Economic Plan funding (Growth deal 1.5) was submitted on Friday 3 October 2014 for Bingham, Cotgrave and RAF Newton. The outcome of this revised application will be known at the end of November 2014 in preparation for the Autumn Statement.	
	31-Mar-2015	Implement the economic growth action plan		The action plan for 2014/15 and has been added to the Council's performance management system and is being monitored. This is updated quarterly by the Virtual Economic Development Team.	
	31-Mar-2015	Provide 100 apprenticeship opportunities in the Borough		<p>The Rushcliffe 100 team attended the Rushcliffe Business Partnership showcase on Tuesday 14 of October 2014 and continue to promote the 100 apprentices scheme.</p> <p>Work is underway to quantify the number of apprenticeship which have been taken up as part of the scheme and will be available next quarter.</p>	

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	
	30-Sep-2014	Approval to proceed to full business case and procurement for Arena Site, Rugby Road	14-Oct-2014	A revised design brief was approved by Cabinet on 14 October 2014, to incorporate a larger learner pool and a 6-lane indoor bowls rink. Revised designs are being developed with a view to submitting planning permission in January 2015.	
	30-Jun-2015*	Contract award for build phase at the Arena site, Rugby Road, West Bridgford		The tender invites will be sent to the shortlisted companies in February 2015. It is anticipated that the contract award for the build phase will be made in June 2015 at the latest.	
	30-Nov-2015	Build of new Leisure Facility at Rugby Road, West Bridgford completed		It is anticipated on current plans that build of the new leisure facility will commence on site in July 2015 with intended completion by late 2016.	
	04-Jan-2016	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-2015	Deliver Borough-wide multi-agency action plan		<p>A joint initiative with Rushcliffe Business Partnership provided work experiences during the school summer holidays.</p> <p>The new YouNG cohort commenced work for RBC on 1 September 2014. The current projects for the group are cyber safety, Christmas YouNG market, and promotion of forthcoming Council awards evenings and events.</p> <p>YouNG have been awarded the 'Inspiring Project Award' as part of the 2014 Youth on Board Awards by British Youth Councils for the Health 'Superheroes' project.</p> <p>The 2013 group have extended their contract until December and are acting as mentors for the new group.</p> <p>An update reported to Cabinet on 14 October 2014 providing progress of the YouNG project and outlined the method for future delivery of the project. An application has been made to Department for Communities and Local Government for grant funding to support the new partnership approach.</p>	








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	
	31-Oct-2013	Member services review completed		Democratic Services has been partially reviewed; further work is continuing to complete the review.	
	31-Mar-2015	Building Control review		Legal agreement has been signed. A consultant business manager was appointed on 6 October 2014 for 6 months to move the partnership forward. The Newark and Sherwood District Council business case is due by November 2014.	
	31-Mar-2015	Contracts and procurement		Contract savings have been identified from vacant posts in for 2014/15 and further work is being undertaken regarding procurement options.	
	31-Mar-2015	Customer services and Corporate Admin review		This is currently being undertaken and is due to be reported in December 2014.	
	31-Mar-2015	Development Control admin		Newark and Sherwood District Council are currently conducting a feasibility work on the opportunities for sharing planning administration resource. Options for changes to pre planning advice are also being considered and the business case for the procurement of Document management software has been proposed to create efficiencies and further opportunities for collaboration.	
	31-Mar-2015	Environment & Licensing		Potential future delivery models have been developed and a report to Cabinet is proposed for later in 2014/15.	
	31-Mar-2015	Implementation of actions arising from previous reviews		Elections – the review of polling stations was reported to Council on 25 September 2014. Environmental Health – work is progressing on generating income through increased licensing fees, street trading licences and mobile home park licences.	
	31-Mar-2015	Revenues and Benefits review		Review options are now due to be reported in January 2015.	

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-2015	Design and develop web enhancements and channel shift opportunities		The Council's digital programme will enhance the customer experience, and create a digital culture within the organisation. Work is progressing with a number of new e-forms now in the testing phase of development. Officers have also interrogated the statistical data available showing what customers look at on our website, how they move from page to page and what transactions they complete. This data will be used to inform website developments which are due to start before the end of the year. The final phase of the project will start in the new year and involves back office integration.	
	31-Mar-2015	Refresh the core network infrastructure - 2014/15 programme		The assessment of requirements for the replacement of the Council's network is now complete for the second phase. Phase 2 of the new network will be delivered by March 2015.	
	31-Mar-2015	Develop innovative solutions following the introduction of Superfast Broadband/4G availability		Work has been taking place to facilitate greater usage of IT by Councillors in the delivery of their role as community leaders. Meetings are continuing with councillors to set up devices and ensure that they are working efficiently.  Work has commenced on a connecting ICT action plan in order to have this in place from the 2015 elections.	






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	
	31-Aug-2014	Disposal of Park Lodge	16-Oct-2014	Park Lodge was sold at auction on 16 October 2014.	
	31-Dec-2014	Approve options for the Depot		Initial scoping work has commenced to investigate the potential joint working with Notts County Council at the Gamston depot.	
	31-Dec-2014	Tenant secured for Bridgford Hall		Agreements for lease with Notts County Council and the apart-hotel management company are being drawn up.	
	2015/16	Disposal of Boundary Road bungalow		A decision has been made to sell this property once the tenant vacates. The latest the property will become vacant is October 2015.	
	31-Mar-2015	Determine future use of Civic		Following Cabinet approval for the relocation of the Civic Centre at the new Rushcliffe Arena development, options will be explored for the future use of the existing Civic Centre site.	
	30-Jan-2016	Start of Bridgford Hall refurbishment		An application has been submitted to the Heritage Lottery Fund for the refurbishment of Bridgford Hall. The outcome of this application will not be known until December 2014. If successful, work on the round two bid will commence in January 2015 to be submitted in summer 2015.	













# 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	2011/12	2012/13	2013/14	Q2 2014/15			2014/15
			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%		No residents survey planned in 2014/15			
	LICO40	Percentage of customers satisfied with the development control service received		86.00%		No residents survey planned in 2014/15			90.00%
	LICO41	Percentage of householder planning applications processed within target times		91.09%	90.00%	87.60%	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	41%	41.2%		Reported data not due			
	LICO62	Percentage of young people satisfied with the Borough as a place to live				Survey is planned this year			
	LICO63	Percentage of young people actively participating in sports or organised social activities outside of school				Survey is planned this year			














Corporate Governance									
Status	Reference	Description	2011/12	2012/13	2013/14	Q2 2014/15			2014/15
			Value	Value	Value	Value	Target	Long Trend	Target
	LICG16	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things		77.00%		No residents survey planned in 2014/15			
	LICG17	Number of complaints received by the council at initial stage	116	61	40	19	-		-
	LICG28	Corporate Sickness	8.06	7.00	6.97	4.46	4.00		8.00



Finance & Commercial									
Status	Reference	Description	2011/12	2012/13	2013/14	Q2 2014/15			2014/15
			Value	Value	Value	Value	Target	Long Trend	Target
	LIFC01	Percentage of users satisfied with sports and leisure centres	84%	85.9%	91.9%	94%	75%		75%
	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	92.75%	97.12%	99.21%	99.37%	99.00%		99.00%
	LIFC09	Value of savings achieved through the Four Year Plan	£1.8m	£2.7m	£3.2m	Data due in Quarter 4			£3.1m
	LIFC18	Percentage of Council Tax collected in year	99.00%	99.10%	99.10%	59.20%	58.70%		99.00%
	LIFC19	Percentage of Non-domestic Rates collected in year	98.40%	99.00%	98.80%	58.80%	59.70%		
	LIFC20	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	7.23 days	5.3 days	4.61 days	6.13 days	9.0 days		9.0 days
	LIFC21	Percentage of council tax support customers satisfied with the service received		92%	97%	Data due in Quarter 4			95%

Neighbourhoods									
Status	Reference	Description	2011/12	2012/13	2013/14	Q2 2014/15			2014/15
			Value	Value	Value	Value	Target	Long Trend	Target
	LINS01	Percentage of streets passing clean streets inspections		99.2%	99.0%	95.8%	99.0%		99.0%
	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough		71.0%		No residents survey planned in 2014/15			70.0%
	LINS17	Percentage of residents satisfied with the refuse and recycling service		75.0%		No residents survey planned in 2014/15			
	LINS18	Percentage of household waste sent for reuse, recycling and composting	51.15%	51.53%	50.70%	53.47%	53.00%		50.00%
	LINS24	Number of affordable homes delivered	53	41	22	20	20		65
	LINS31	Percentage of applicants rehoused within 26 weeks of their application			67.2%	70%	60%		60%
	LINS37	Domestic burglaries per 1,000 households	6.86	5.73	6.48	1.88	3.10		6.40
	LINS38	Robberies per 1,000 Population	0.54	0.18	0.25	0.18	0.12		0.24
	LINS39	Vehicle crimes per 1,000 population	4.25	4.04	3.91	1.70	1.90		3.80

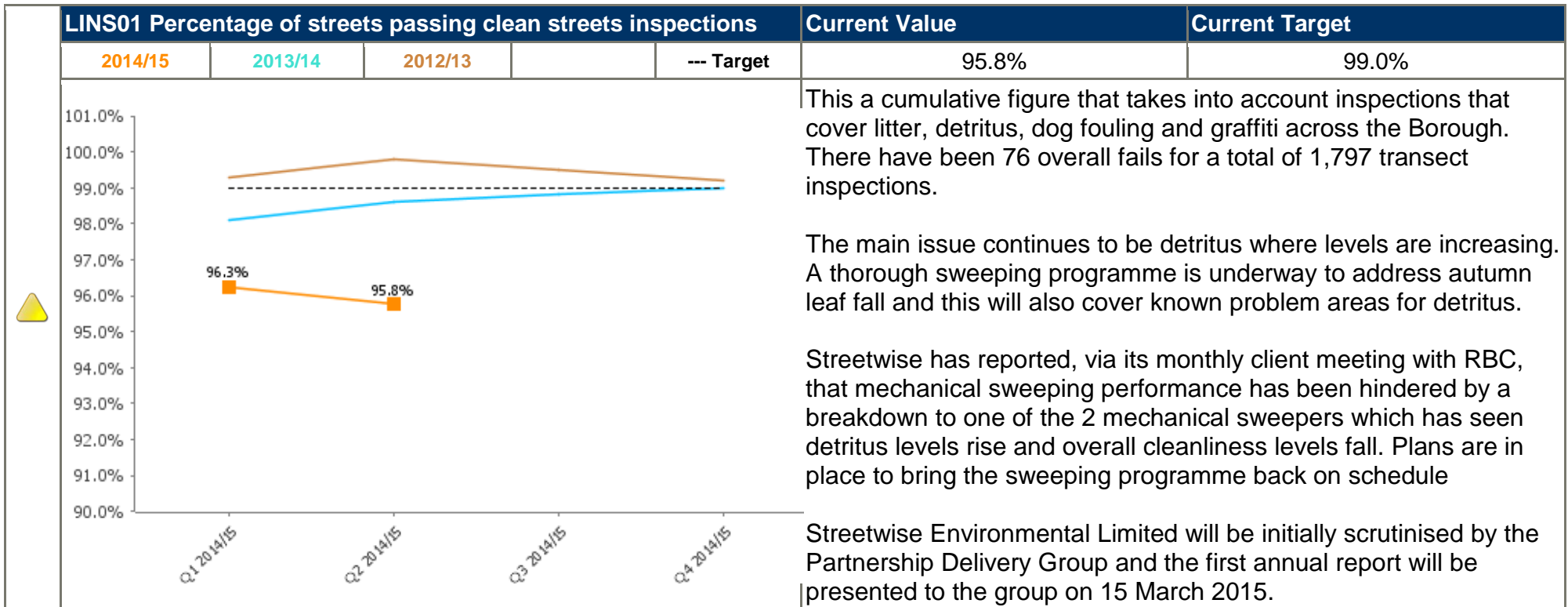
Transformation									
Status	Reference	Description	2011/12	2012/13	2013/14	Q2 2014/15			2014/15
			Value	Value	Value	Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	97.6%	97.0%	98.0%	99.0%	95.0%		95.0%
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)	64.8%	72.8%	66.3%	65.5%	56.0%		56.0%

	LITR03	Percentage of transactions done through self-service			68.3%	66.7%	70.0%		70.0%
	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council		79%		No residents survey planned in 2014/15			80%
	LITR12	Percentage of RBC owned industrial units occupied	98.7%	98.14%	98.96%	96.08%	97%		97%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council (£000s)	£639	£755	£842	£526	£475		£475
	LITR15	Percentage of privately owned industrial units occupied	88.6%	90.7%	94.1%	92.69%	92%		92%
	LITR16	Increase in rateable value of commercial property in the borough	0.8%	-3.9%	0.2%	Data due in Quarter 4			0.2%
	LITR17	Percentage of households with access to at least 2mbps broadband in the home	77.0%	94.0%	95.9%	Data due in Quarter 4			98.0%

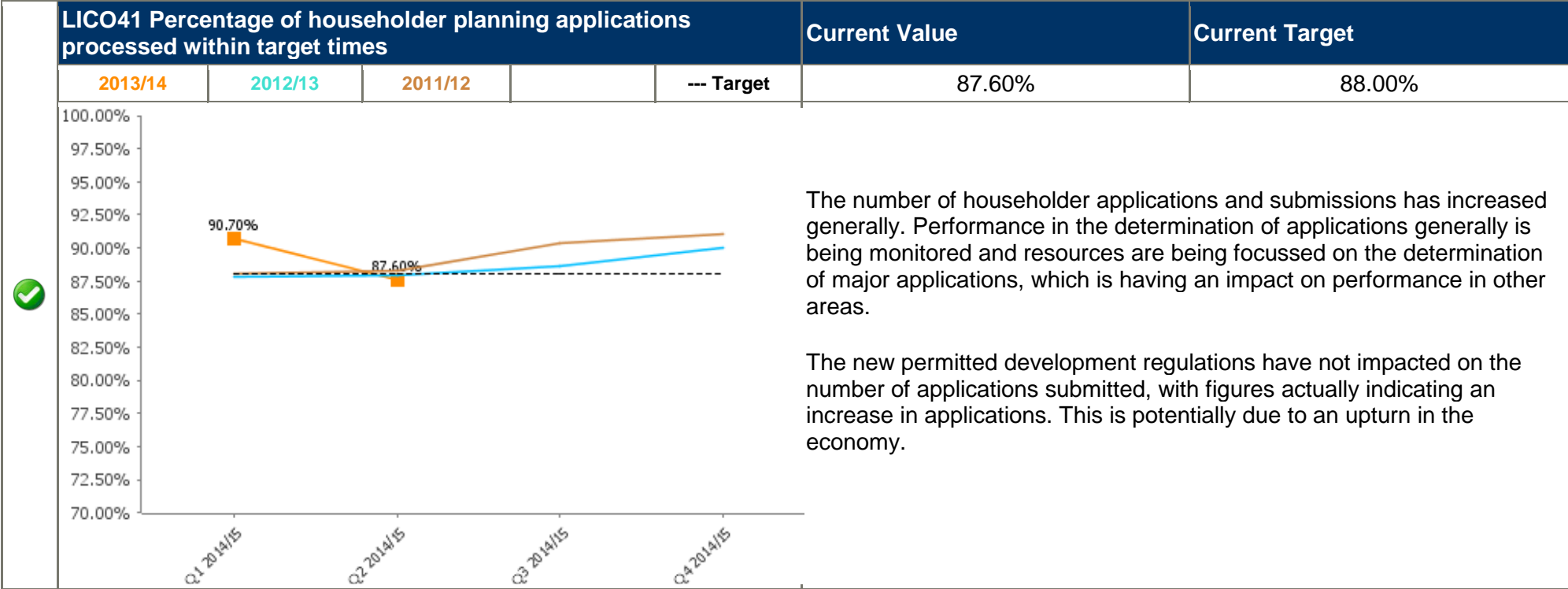
## Performance Highlights

Neighbourhoods							
Status	Reference	Description	2013/14	Q2 2014/15			2014/15
			Value	Value	Target	Long Trend	Target
	LINS31	Percentage of applicants rehoused within 26 weeks of their application	67.2%	70%	60%		60%

# Performance Exceptions



# Performance – trend insight



## Revenue programme monitoring

	Q2 Position - excluding recharges			Total Costs				Variation Explanation
	Budget YTD £'000	Actual YTD £'000	Total Variation £'000	Budget £'000	Projected Outturn £'000	Total Variation £'000	Variation %	
Communities	462	(138)	(600)	2,572	2,022	(550)	(21.38)	Due to additional Planning income.
Corporate Governance and Operations	1,488	1,455	(33)	1,394	1,403	9	0.65	IER grant funded expenditure offset by staff vacancies.
Finance and Commercial	10,573	10,722	149	4,263	3,998	(265)	(6.22)	Current overspend due to timing differences on Housing Benefit payments. Underspend assumes no call on contingency and leisure trust NNDR relief reducing payment to contractors.
Neighbourhood	1,156	887	(269)	3,748	3,640	(108)	(2.88)	Additional green waste income and income from Nottinghamshire County Council for garage rental.
Transformation	412	290	(122)	1	(34)	(35)	(3,500.00)	Additional income from Police at Rushcliffe Community Contact Centre, investment properties and Cotgrave Precinct; fees required for Bridgford Hall work.
<b>Sub-total</b>	<b>14,091</b>	<b>13,216</b>	<b>(875)</b>	<b>11,978</b>	<b>11,029</b>	<b>(949)</b>	<b>(7.92)</b>	
Capital Accounting Adjustments	(1,514)	(1,514)	0	(1,514)	(1,514)	0	0	
Grant Income (including NHB)	(1,981)	(1,981)	0	(1,981)	(2,143)	(162)	(8.18)	Additional £100k Small Business Rates Relief, £48k elections, £14k Welfare Reform
Transfer to/from (-) reserves	1,279	1,254	(25)	1,254	1,254	0	0	Reduction in reserves due to funding of Member Community Support Scheme
Revenue contribution to capital	277	277	0	277	277	0	0	
<b>Total</b>	<b>12,152</b>	<b>11,252</b>	<b>(900)</b>	<b>10,014</b>	<b>8,903</b>	<b>(1,111)</b>	<b>(11)</b>	

## Capital programme monitoring

<b>CAPITAL PROGRAMME MONITORING - SEPTEMBER 2014</b>			
<b>EXPENDITURE SUMMARY</b>	<b>Current Budget £000</b>	<b>Projected Actual £000</b>	<b>Projected Variance £000</b>
Transformation	1,840	710	(1,130)
Neighbourhoods	1,668	1,348	(320)
Communities	724	651	(73)
Corporate Governance	339	289	(50)
Finance & Commercial	5,476	956	(4,520)
Contingency	244	0	(244)
	<b>10,291</b>	<b>3,954</b>	<b>(6,337)</b>
<b>FINANCING ANALYSIS</b>			
Capital Receipts	(5,964)	(2,830)	3,134
Government Grants	(558)	(315)	243
Other Grants/Contributions	(632)	(554)	78
Use of Reserves	(3,137)	(255)	2,882
	<b>(10,291)</b>	<b>(3,954)</b>	<b>6,337</b>
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Numerical Data - Performance Indicators (Year to date)

Communities		
Numerical data	Reference	Description
No residents survey planned in 2014/15	LICO36	Percentage of residents who believe they can influence decisions that affect their local area
No residents survey planned in 2014/15	LICO40	Percentage of customers satisfied with the Development Control service received
305 out of 348 applications within 8 weeks	LICO41	Percentage of householder planning applications processed within target times
Reported data not due	LICO61	Proportion of adults achieving at least 150 minutes of physical activity per week
No residents survey planned in 2014/15	LICO62	Percentage of young people satisfied with the Borough as a place to live
No residents survey planned in 2014/15	LICO63	Percentage of young people actively participating in sports or organised social activities outside of school

Corporate Governance		
Numerical data	Reference	Description
No residents survey planned in 2014/15	LICG16	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things
19 received	LICG17	Number of complaints received by the Council at the initial stage
1,419 days sickness out of 36,420 working days	LICG28	Corporate Sickness



## Finance & Commercial

Numerical data	Reference	Description
658 ratings have been made	LIFC01	Percentage of users satisfied with sports and leisure centres
3303 out of 3324 paid in terms	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority within payment terms
Data due in Quarter 4	LIFC09	Value of savings achieved through the Four Year Plan
£38,897,000 collected	LIFC18	Percentage of Council Tax collected in the year
£15,878,000 collected	LIFC19	Percentage of Non-Domestic Rates Collected in the year
921 new claims 8,327 change events	LIFC20	Average time taken to process Housing Benefit/Council Tax Reduction new claims and change events
Data due in Quarter 4	LIFC21	Percentage of Council Tax Support customers satisfied with the service received

## Neighbourhoods

Numerical data	Reference	Description
90 crimes reported	LINS37	Domestic burglaries per 1,000 households
21 crimes reported	LINS38	Robberies per 1,000 population
192 crimes reported	LINS39	Vehicle crimes per 1,000 population
76 fails from 1797 inspections	LINS01	Percentage of streets passing clean streets inspections
No residents survey planned in 2014/15	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough
No residents survey planned in 2014/15	LINS17	Percentage of residents satisfied with the refuse and recycling service

Recyclables = 4,659 tonnes Composting = 7,917 tonnes Household = 10,323 tonnes	LINS18	Percentage of household waste sent for reuse, recycling and composting
20 completions	LINS24	Number of affordable homes delivered (gross)
253 rehoused in 26 weeks; 360 applicants rehoused within past 12 months (as at end of September)	LINS31	Percentage of residents rehoused by Choice Based Lettings within 26 weeks

## Transformation

Numerical data	Reference	Description
361 out of 368 responders were satisfied *	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre
35,992 calls answered in 30 secs out of 55,100calls	LITR02	Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre
275,563 self-serve 137,670 non self-serve	LITR03	Percentage of transactions done through self-service
No residents survey planned in 2014/15	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council
all 68 units currently let	LITR12	Percentage of Rushcliffe Borough Council owned industrial units occupied
£526k received	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council
558 out of 602 occupied	LITR15	Percentage of privately owned industrial units occupied
Data due in Quarter 4	LITR16	Increase in rateable value
Data due in Quarter 4	LITR17	Percentage of households with access to at least 2mbps broadband in the home

\*Data incorrect for quarter 1 – 203 from 204 responses

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

**1. Summary**

- 1.1. The work programme is a standing item for discussion at each meeting of the Performance Management Board. This report presents the draft programme for 2014/15.

**2. Recommendation**

- 2.1. It is RECOMMENDED that the Performance Management Board agrees the proposed rolling work programme for 2014/15.

**3. Reasons for Recommendation**

<b>Date of Meeting</b>	<b>Item</b>
25 November 2014	<ul style="list-style-type: none"> <li>• Annual Report – Parkwood</li> <li>• Diversity Annual Report 2013/14</li> <li>• Performance Monitoring – Quarter 2 2014/15</li> <li>• Work Programme</li> </ul>
3 February 2015	<ul style="list-style-type: none"> <li>• Annual Report – Glendale Golf</li> <li>• Work Programme</li> </ul>
24 March 2015	<ul style="list-style-type: none"> <li>• Annual Report – Carillon Leisure</li> <li>• Performance Monitoring – Quarter 3 2014/15</li> <li>• Work Programme</li> </ul>
June 2015	<ul style="list-style-type: none"> <li>• Civil Parking Enforcement Contract Update</li> <li>• Annual Report 2013/14</li> <li>• Performance Monitoring – Quarter 4 2014/15</li> <li>• Work Programme</li> </ul>

#### **4. Implications**

##### **4.1. Finance**

No direct financial implications arise from the proposed work programme.

##### **4.2. Legal**

There are no direct legal implications arising from the proposed work programme.

##### **4.3. Corporate Priorities**

Items included in the work programme assist the Council to meet its Corporate Priorities.

##### **4.4. Other Implications**

There are no other implications.

<b>For more information contact:</b>	Name: Member Services 0115 914 8481 email <a href="mailto:memberservices@rushcliffe.gov.uk">memberservices@rushcliffe.gov.uk</a>
<b>Background papers Available for Inspection:</b>	None
<b>List of appendices (if any):</b>	None