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**Direct dial** 0115 914 8481  
**Email** memberservices@rushliffe.gov.uk

**Our reference:**  
**Your reference:**  
**Date:** 10 March 2015

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 24 March 2015 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 3 February 2015 (pages 1 - 5)
4. East Leake Leisure Centre - Annual Report 2014

The report of the Executive Manager – Finance and Commercial is attached (pages 6 - 9).

5. Performance Monitoring – Quarter 3 2014/15

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 10 - 35).

6. Work Programme

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 36 - 37).

## 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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**Fire Alarm Evacuation:** in the event of an alarm sounding please evacuate the building using the nearest fire exit, normally through the Council Chamber. You should assemble in the Nottingham Forest car park adjacent to the main gates.

**Toilets** are located opposite Committee Room 2.

**Mobile Phones:** For the benefit of others please ensure that your mobile phone is switched off whilst you are in the meeting.

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**NOTES**  
**OF THE MEETING OF THE**  
**PERFORMANCE MANAGEMENT BOARD**  
**TUESDAY 3 FEBRUARY 2015**

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, Mrs M M Males, B A Nicholls, F A Purdue-Horan, J A Stockwood

**ALSO IN ATTENDANCE:**

C Bawden      Centre Manager, Glendale Golf  
T Brooke      Operations Director, Glendale Golf

**OFFICERS PRESENT:**

N Carter	Service Manager - Corporate Governance
B Knowles	Leisure Contracts Manager
V Nightingale	Senior Member Support Officer
P Steed	Executive Manager – Finance and Commercial
D Swaine	Executive Manager - Operations and Corporate Governance

**APOLOGIES FOR ABSENCE:**

There were no apologies for absence

**18. Declarations of Interest**

There were none declared.

**19. Notes of the Previous Meeting**

The notes of the meeting held on Tuesday 25 November 2014 were accepted as a true record. Regarding the actions arising Members noted the responses.

**20. Edwalton Golf Courses – Annual Report of Contract by Glendale Golf 2014**

The Leisure Contracts Manager introduced the annual report regarding the Council's contract with Glendale Golf to manage the Edwalton Golf Courses. He explained that the contract had been awarded in 2002 for ten years and had been extended for five years in 2012; and was scheduled to end on 30 November 2017. He stated that the format of the report was similar to those of the other leisure providers; however this was a single activity site.

With regard to usage of the main and par 3 courses the Leisure Contracts Manager stated that this had increased over 2014. The lessons had reduced however this was due to the fact that the professional had moved to another Nottingham golf course and, due to his hard work, the majority of young people had followed. Glendale Golf had appointed a new professional who

was keen to build up the service and encourage new players. Edwalton Golf Courses was deemed to be an easy starter course, especially due to the variety of courses, people could play 9 or 18 holes, or use the Par 3 course.

In respect of golf as a pastime the Leisure Contracts Manager explained that this was a declining sport nationally and across Europe. This gave Glendale Golf additional pressures as the management fee they paid to the Council was a set amount. It was noted that the number of people playing golf was very weather dependent and that the weather for the previous two years had been inclement.

Mr Brooke gave a presentation outlining the contract from Glendale's viewpoint. He explained that there had been a number of personnel changes in the company in the last year. He had been appointed as the Golf Operations Director in October 2013 and this had brought in golf expertise at a senior management level. He also reported that during the past year a new golf professional, head green keeper and centre manager had been appointed. It was also anticipated that a food and beverage supervisor would be appointed in the near future.

He explained that during 2014-2016 Rushcliffe Borough Council had invested £10,000 into the facility for equipment and that Glendale Golf would be investing in new greens, tees, fairways and mowers to the value of £48,000. Glendale Golf were planning some refurbishments to the clubhouse including changing the golf shop to an additional meeting/function room and including the golf reception within the bar area. Following a question he explained that the retail side of the business had been making a loss due to on-line shopping from the major retailers. Members queried if moving the shop to the bar area would have an impact on the bar trade. Mr Brooke stated that the majority of the stock had been sold through a larger outlet and that in the future only smaller items would be stocked, for example balls, tees, gloves etc. He stated that the company had recently built two new clubhouses, both had larger bar and smaller retail areas. In answer to a question Mr Brooke stated that the company had some longer term contracts and the new clubhouses were on a lease arrangement.

In respect of the UK Golf Industry Mr Brooke explained that there were over 2,500 golf courses, both public and private, in the UK. During 1992 – 2002 the number of courses had increased by 30% but there was only a corresponding increase of 17% of users. Over the past ten years golf participation had declined by 700,000, with traditional membership declining by 12% and golf rounds by 15%. Membership clubs had reduced/removed expensive joining fees and private clubs had reduced their green fees. People were now more transient and often used 3<sup>rd</sup> party booking sites which had an influence on the prices that could be charged. He concluded that the revenue for Edwalton Golf Course had reduced by 32% since the start of the contract. He also stated that there were an increasing number of municipal golf courses closing. Members queried how the company was continuing to operate with the 32% reduction in revenue. Mr Brooke explained that Glendale Golf was part of the Parkwood Group, which had over 150 local authority contracts, and the operational loss had been absorbed by the company. The loss was expected to continue over the last two years of the contract. Following a question the

Leisure Contracts Manager explained that the management fee increased in line with the retail price index mechanism.

Members were informed that Glendale Golf was introducing a 'Loyaltee' green fee discount card and a 'Loyaltee' club to help combat these issues. With the card people were offered a guaranteed best price, access to Club golf and direct offers and promotions. With the club people were offered discounts, free access to other sites managed by Glendale Golf and free junior membership. It was envisaged that this would help change the focus and make golf a family event. There were currently 188 members of the club and 960 people registered for the card. Other initiatives included promoting affordable lessons, re-visiting the school's programme, discounted rates, free club hire and 'quick' golf. It was hoped that this would encourage new players and retain the existing members.

Mr Brooke stated that it was also important for the company to increase its other revenue streams by utilising the clubhouse. They would continue to develop the private functions and community events and look to increase the community use by further advertising.

In conclusion he introduced Members to 'Footgolf' a combination of football and golf. This was a fun and easy game that could be played by families or groups. This would be advertised to local football clubs as a potential additional event to their presentation evenings.

In respect of the contract finishing in two years Members queried if the Glendale Golf would be maintaining the service and the standards. Mr Brooke stated that it would not be in the company's interest to allow the service to decline and that it would be maintained to the present standard. He did state that this would be challenging. The Executive Manager – Finance and Commercial stated that it was the Council's responsibility to scrutinise the standards and ensure there was a quality product. Although the Council was not affected by an increase or decrease in the usage of the facility it did recognise the impact it would have on the community. Officers had investigated ways of assisting Glendale Golf and had re-profiled the payment of the management fee to reflect when the company received their income, for example higher payments in the summer.

The Board understood that there had been some significant changes in the golf sector since Glendale Golf had been awarded the contract and discussed the Council's role in supporting the contractor. Mr Brooke felt that the investment by the Council into the facility was generous. The Executive Manager – Finance and Commercial explained that Glendale Golf had been happy to extend the contract in 2012 and that any further investment, or a reduction in the management fee would be a cost to the Council and would have to be considered in the context of wider budget pressures. However, it was important that officers considered how to assist Glendale Golf in making Edwalton Golf Courses a viable concern and to also consider what would happen if the facility was brought back in house. He noted that the new management were recruiting people to make it viable and that there had been a 3.5% increase in usage during 2014 which was very positive in the current climate.

Members queried the fact that, unlike previous years, the report had not contained information in respect of customer satisfaction. Mr Brooke stated that, due to the change in management at the site, these figures were not available for this year; however this survey would be re-introduced in 2015.

With regard to Glendale Golf's parent company Members queried if there was scope to use Parkwood Leisure to promote the facility. Mr Brooke explained that the new centre manager had previously worked for Parkwood Leisure and that this could be utilised. The Leisure Contracts Manager explained that a joint membership across all the leisure sites had previously been tried, however this had been unsuccessful.

The Board felt that Mr Brooke and Mr Bawden could promote the Par 3 facility to local youth groups such as the scouts, guides, etc. as people were probably not aware that this could be played in a short period of time.

The Chairman thanked Mr Brooke and Mr Bawden for their very honest presentation and for answering Members' questions. He felt that it was important that Members were aware of the challenges Glendale Golf was facing. He said that the Leisure Contracts Manager and the Executive Manager – Finance and Commercial had an important role, within the perimeters of the contract, in ensuring that the facility was viable.

RESOLVED that the Board:

- a) Welcomed the positive steps and actions being taken by Glendale to increase usage at the facility and thanked them for their comprehensive presentation,
- b) Requested that officers;
  - (i) review and revise the reporting arrangements, in order to provide the Board with accurate and relevant performance monitoring information, which reflected the performance standards and indicators within the contract,
  - (ii) report the findings of this review to the Board's June meeting together with details of the impact of the actions being taken by Glendale to increase usage at the facility,
  - (iii) continue to work with Glendale to identify areas where the Council can assist with the actions being taken to increase usage, and report these to the Board as necessary, and
  - (iv) provide, at the appropriate time, a report to a future meeting of the Board setting out proposals for the way forward in relation to the contract, in order to help and inform any potential Cabinet decision regarding the matter.

## 21. **Work Programme**

Members noted their work programme. Following a question with regard to the next meeting the Executive Manager – Finance and Commercial stated

that officers would ensure that there was some commonality between reports from the leisure providers.

The meeting closed at 8.20 pm.

## Action Sheet PERFORMANCE MANAGEMENT BOARD - TUESDAY 3 FEBRUARY 2015

Minute Number	Actions	Officer Responsible
20. Edwalton Golf Courses – Annual Report of Contract by Glendale Golf 2014	<p>(i) Officers review and revise the reporting arrangements, in order to provide the Board with accurate and relevant performance monitoring information, which reflected the performance standards and indicators within the contract,</p> <p>(ii) report the findings of this review to the Board's June meeting together with details of the impact of the actions being taken by Glendale to increase usage at the facility,</p>	Leisure Contracts Manager and Executive Manager – Finance and Commercial

## Responses

Minute Number	Actions	Officer Responsible
21. Edwalton Golf Courses – Annual Report of Contract by Glendale Golf 2014	<p>(i) Officers review and revise the reporting arrangements, in order to provide the Board with accurate and relevant performance monitoring information, which reflected the performance standards and indicators within the contract,</p> <p>(ii) report the findings of this review to the Board's June meeting together with details of the impact of the actions being taken by Glendale to increase usage at the facility,</p>	Leisure Contracts Manager and Executive Manager – Finance and Commercial
<b>Officer's Response</b>		
There will be a verbal update at the meeting on 24 March 2015.		

## **Report of the Executive Manager - Finance and Commercial**

### **1. Summary**

- 1.1. The East Leake Leisure Centre is managed by Carillion plc under a Private Finance Initiative (PFI) scheme. This report covers performance at the East Leake Leisure Centre over the contract year Jan – Dec 2014.
- 1.2. In line with other leisure contract reports information is formatted to enable Members to see variations in usage over the past two years. Staff from Carillion will make a presentation at the meeting .

### **2. Recommendation**

It is RECOMMENDED that the Performance Management Board notes and comments on the performance of Carillion's delivery of the contract over the past year.

### **3. Reasons for Recommendation**

- 3.1. The current leisure services agreement with Carillion identifies a minimum annual usage of 180,000; customer satisfaction rating of 75% (very or satisfied); a 70% compliance rate at inspections against Quest (Sport England quality assurance guidelines) and the provision of a broad range of activities to include children's holiday activity programmes. Detailed information on the actual performance is included below.

### **4. Supporting Evidence**

Success Criteria: Achieve Usage levels of 180,000 per year.

<b>Activity</b>	<b>2014</b>	<b>2013</b>	<b>Trend</b>
<b>Swimming</b>	91,802	87,904	+3,898
<b>Health &amp; Fitness</b>	50,231	49,818	+413
<b>Other Usage</b>	65,360	64,075	+1,285
<b>Total</b>	207,393	201,797	+5,596

- 4.1. The figures show that usage has increased across all activity areas compared to the previous year. Swimming attracts the highest number of users and there are around 600 children on the learn to swim programme
- 4.2. The health & fitness use continues to develop with around 450 members attending the fitness suite and various classes that are offered.



### **Activity Programme**

Success Criteria: Offer a broad range of activities to include children's holiday activities programme

- 4.3. The centre offers junior coaching in trampolining and football. Local clubs use the facilities for gymnastics, hockey, netball, badminton and martial arts. A range of classes are available to meet most needs. The centre works with a local coaching company to deliver after school and holiday activities.

<b>Holiday Period</b>	<b>Feb Half Term</b>	<b>Easter</b>	<b>May Half Term</b>	<b>Summer</b>	<b>October Half Term</b>	<b>Xmas</b>	<b>Total</b>
<b>Number attending</b>	82	128	67	634	78	0	989

### **Use of Information Technology**

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

- 4.4. The East Leake Leisure Centre has a web page, hosted on the Council's website, which recorded 16,452 'hits' in the year. The Leisure Centre has 582 followers on Facebook. To promote classes and timetables the Leisure Centre also uses a web site [www.thegymjam.com](http://www.thegymjam.com).

### **Partnership Working**

- 4.5. The Leisure Centre works with a number of local sports clubs to provide facilities, feed children into clubs after coaching courses and to hold events. The largest event held at the site is the annual triathlon, run in partnership with the Four Life Triathlon Club. The Leisure Centre takes part in the annual East Leake Village Show and in various national charity campaigns

### **Marketing**

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

- 4.6. Over the past year the marketing programme has included the following initiatives;
- New Year New You – reduced price annual membership
  - Valentine's Promotion – bring a friend for free
  - Spring into Summer - annual membership promotion
  - Summer Six – six weeks reduced price summer membership
  - Tennis annual membership – reduced price tennis membership May-December
  - Children's Parties – free monthly junior pass for the birthday child
  - Free swim pass on the bottom of every party invitation

## **Customer Satisfaction**

Success Criteria: Customer satisfaction levels achieve 70%, inspections carried out by the Leisure Contracts Manager achieve a level of 70%

- 4.7 There were 345 comments recorded at the site with an overall satisfaction rate of 98% being achieved. Due to the on-going negotiations over the management contract the Quest accreditation has not been renewed at this time. Internal inspections carried out by the Leisure Contracts Manager achieved a mark of 75%, target 70%.

## **Financial Viability**

Success Criteria: reduce revenue costs and improve value for money to Council Tax payers.

- 4.8 There are two elements involved in the funding of the East Leake Leisure Centre. Firstly there is the Council's contribution in respect of the PFI unitary payment which is scheduled to be £307,888 in the financial year 2014/15 (£305,210 in 2013/14).
- 4.9 In addition a management charge is also paid by the Council to Carillion for operating the leisure centre. At present this charge is currently £190,365 (£205,033 in 2013/14). The Leisure Centre's financial performance has improved in recent years generating more income as usage increases without increasing expenditure to the same degree.

## **Health & Safety**

- 4.10 27 accidents were recorded during the year, none of which were classified as reportable to the Health & Safety Executive. 20 of the accidents reported took place in the swimming pool. Statutory inspections of mechanical and electrical equipment are carried out to comply with current legislation as indeed are checks and maintenance to comply with legionella management guidelines.

## **Climate Change**

- 4.11 Whilst East Leake Leisure Centre is the newest of the Council's leisure centres its performance, in terms of utility consumption, hasn't always reflected this. Over the past two years officers have worked with Carillion to identify areas for improvement and this has seen all pumps fitted with inverters, fitting of LED lights throughout the Leisure Centre and staff training on energy saving measures.

	<b>2014</b>	<b>2013</b>	<b>Trend</b>
<b>Gas kWh</b>	2,121,810	1,819,912	+301,898
<b>Electricity kWh</b>	330,763	370,692	-39,929
<b>Water m<sup>3</sup></b>	5,723	8,306	-2,583

## **5. Risk and Uncertainties**

- 5.1. The leisure management contract with Carillion is currently under review. Officers are continuing to work with Carillion to agree a new contract for the future operation of the Leisure Centre.

## 6. Implications

### 6.1. Finance

These are addressed within the report.

### 6.2. Legal

None arising from this report.


### 6.3. Corporate Priorities

High quality leisure provision contributes towards maintaining and enhancing our resident's 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>	Carillion's Annual Report
<b>List of appendices (if any):</b>	None

 <p>Rushcliffe Borough Council</p>	<p><b>Performance Management Board</b></p> <p><b>24 March 2015</b></p> <p><b>Performance Monitoring – Quarter 3 2014/15</b></p>	<p><b>5</b></p>
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## 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 three 2014/15, containing tasks from the Corporate Strategy 2012-16, and the corporate basket of performance indicators.

### 2. Recommendation

- 2.1. 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. ST14 – Adopt the Rushcliffe Local Plan, is now complete. This Corporate Task was achieved following presentation to Council on 22 December 2014. Full details are in **Appendix 1**.
- 4.4. There are 15 indicators that are green status (achieving or within 1% of target). Two highlights have been selected this quarter, LITR02 - Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre, and LITR13 - Level of income generated through letting property owned by the Council but not occupied by the Council. LITR02 - Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre is currently 8.5% above target and has improved performance compared with the previous 3 years. LITR13 - Level of income generated through letting property owned by the Council but not occupied by the Council has reached £807,000 collected against its target of £650,000 and is approaching the annual total of £1m.

- 4.5. There is one new exceptions to report in quarter three:
- **LIFC19 – Percentage of Non-domestic Rates collected in year** – this indicator is 7.1% lower than the expected collection rates (82.8% compared to 89.90%), and this is mostly a result of large businesses opting to pay in 12 instalments rather than the standard 10.
- 4.6. There have been four exceptions reported in quarters one and two, an update on their progress is below:
- **LICG28 – Corporate Sickness** – the sickness rate increased from 4.46 days in quarter 2 to 6.53 days in quarter 3. 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** – there have now been 27 homes completed and this has raised performance over the target set for quarter three.
  - **LINS38 – Robberies per 1,000 population** – there have only been 2 recorded robberies reported during the third quarter and this improvement has brought performance closer to the target.
  - **LINS01 Percentage of streets passing clean street inspections** – there has been improvement in this indicator as additional sweeping has helped to clear leaves that accumulate and lead to some road sections failing inspections.

## 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 and Strategic Tasks 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 Service Manager - Corporate Governance 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

#### Corporate Tasks

Of the 9 Strategic Tasks from the Corporate Strategy 2012-16, one task is completed: ST14 – Adopt the Rushcliffe Local Plan. The Local Plan – Core Strategy was adopted at Council on 22 December 2014. All other strategic tasks have refreshed milestones for 2014/15 and are progressing well.

#### 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 there is no data to report this quarter.

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






There is one new exception to report this quarter. 'LIFC19 - Percentage of Non-domestic Rates collected in year', was reported in quarter 2 as an indicator that needed to be tracked, and the collection rate has dropped significantly in quarter 3 to 82.88%, a low collection rate when compared to previous years and the target of 89.90%. The collection rate was expected to drop during the year as many large businesses opted to pay over 12 months.



Corporate Sickness remains high, 6.53 days against a target of 6.00 days.

Two indicators have been selected as highlights, showing strong performance in the year to date figure.






- LITR02 Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre
- LITR03 Level of income generated through letting property owned by the Council but not occupied by the Council.




# 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	22-Dec-2014	<p>This Strategic Task is now completed, the Local Plan – Core Strategy was adopted at Full Council on 22 December 2014.</p> <p>Work is continuing on Part 2 – Land and Planning Policies. This supporting document will be subsumed into the daily workload and will not be reported as updates to this Strategic Task.</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>The Council was successful in its bid to Growth Deal for funding towards the scheme. This money will assist with town centre acquisitions and employment land units in Cotgrave and other locations and will be available in 2016/17.</p> <p>A successful stakeholder event was held in February 2015 to update parties about the Growth Deal funding with senior representation from RBC, NCC, police, town council, health and the developers. Now details will be developed for public sector agreements.</p>	
	31-Dec-2014	Reach agreement with public sector partners and GPs over delivery of public sector accommodation in town centre		<p>Negotiations are on-going. It looks like the Rushcliffe Clinical Commissioning Group may take over responsibility for commissioning GP services from April 2015. This scheme is considered a high priority. Detailed design workshops will be commencing over the next few weeks.</p>	
	31-Dec-2014	Complete town centre acquisitions		<p>The acquisition of outstanding interests has progressed:</p> <ul style="list-style-type: none"> <li>• The acquisition of residential properties on Scotland Bank have been agreed.</li> <li>• Negotiations are on-going for the business leases.</li> </ul>	
	31-Mar-2015	Developer to undertake a planning performance agreement for the town centre area.		<p>Work on a planning performance agreement was delayed, but now that Growth Deal 2 money is secured we should be able to progress in 2015.</p>	

Milestone Status	Milestone Due	Milestones	Completed Date	Progress
	31-Mar-2015	Work with Barratts to deliver identified employment outputs - year 1		<p>Barratts' employment and skills plan is in place. The employment partners are supporting Barratts with the delivery of the identified outputs.</p> <p>The first pre-apprentice training courses have been delivered by Central College with 14 young people from Cotgrave. This has resulted in one young person securing employment with a subcontractor of Barratts.</p> <p>The training courses will continue throughout the build phase of the development.</p> <p>The local secondary schools are working on geography projects linked to the site. These will be judged in May 2015.</p>
	30-Apr-2015	Planning application to be submitted by developer for phase 1 town centre area		The revised timeframe for phase 1 (public sector accommodation and public realm) planning application is Summer 2015 pending the GP business case being approved. 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		Negotiations are on-going with business leaseholders.









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	
	28-Mar-2015	Work with developers to bring forward development sites in Rushcliffe		<p>A second application for Strategic Economic Plan funding or 'Growth Deal 2' was submitted for Bingham, Cotgrave and RAF Newton. £6.25m has been secured for 2016/17.</p> <p>This has been allocated towards infrastructure costs such as flood mitigation, road widening and electricity servicing as well as potential contributions to industrial units.</p>	
	31-Mar-2015	Implement the economic growth action plan		<p>Good progress is being made against targets and will be reported to the Community Development Group as part of the cycle. The Rushcliffe Growth Board had its first meeting in January and will be holding a launch event to local businesses (especially retail) in March.</p>	
	31-Mar-2015	Provide 100 apprenticeship opportunities in the Borough		<p>Over 50 additional apprenticeships have been supported to date. The aspiration to create more apprenticeships in the Borough continues to be promoted to local businesses via the Rushcliffe Business Partnership, Rushcliffe Reports and the Business Newsletter.</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-Jun-2015*	Contract award for build phase at the Arena site, Rugby Road, West Bridgford		The procurement process is continuing and a site visit was held on 21 January 2015 for shortlisted developers. Invitations to tender have been issued to the six shortlisted developers on 23 February 2015 with a contract award decision being made at Cabinet on 9 June 2015.	
	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 October 2016.	
	31-Oct-2016*	Launch event and opening of new leisure facilities at Rugby Road, West Bridgford			

\*Milestone due dates updated







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>The YouNG project will be scrutinised by the Community Development Group on 17 March 2015</p> <p>The YouNG project has continued to evolve and deliver impressive outcomes. The third cohort of young ambassadors started work in September, receiving mentoring from the previous year's students through to December.</p> <p>The new YouNG group designed and developed a 'Cyber Safety Guide' which was launched during anti-bullying week in November. All pupils in years 8, 9 and 10 in five Rushcliffe secondary schools received the pocket sized guide during a special assembly.</p> <p>A YouNG Christmas Market was organised at East Leake on 29 November in partnership with East Leake Traders Association and Parish Council. There were 8 young stall holders as well as musical performers. The event was well attended and receiving excellent feedback. In addition to this, a further 3 young entrepreneurs traded from stalls in the craft tent at the West Bridgford Christmas Lights Switch-on.</p> <p>The YouNG employees have received training and coaching on presentational skills, video production and creative writing. The group are currently working on a 'Showcase Event' which will take place on 11 March to promote the project to parents, teachers and pupils interested in becoming part of the next group.</p> <p>A further major development took place in November with the recruitment of two YouNG apprentices. The apprentices form part of phase two of the</p>	

				<p>YouNG project and have a focus on supporting young people with career decisions, skills development and opportunities. Initial work has focussed on increasing social media presence and establishing a new YouNG website which launched on 21 February. As an example, the opportunity of paid employment during the May elections is being promoted and to date over 50 young people have expressed an interest in working.</p> <p>The Positive Futures programme has continued to engage more young people in the new geographical focus areas of Keyworth, Bingham and Radcliffe on Trent. Support from schools and partners attending the area management groups has been an important factor in the successful roll out of the programme.</p> <p>Regular work with the targeted cohort of young people totals 65 with a geographical breakdown of Keyworth 23, Bingham 24 and Radcliffe on Trent 18 in addition to 14 young people from Cotgrave. Thirteen young people referred to the programme chose not to take part.</p> <p>Mentor support during September to December has been provided to a total of 7 young people not in education, employment or training, 2 of whom have now entered work and 4 training.</p>
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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; a full review to commence in March 2015 and be completed May/June 2015.	
	31-Mar-2015	Building Control review	01-Dec-2014	This review is complete. Discussion with Newark and Sherwood District Council to join the partnership will continue and is not part of the service review.	
	31-Mar-2015	Contracts and procurement		Work is being undertaken regarding procurement options.	
	31-Mar-2015	Customer services and Corporate Admin review		A report has been considered by the Chief Executive and an action plan is being drawn up.	
	31-Mar-2015	Development Control admin		A report has been produced suggesting options for changes to preplanning advice fees. The proposals are currently being considered by Rushcliffe Borough Council, Gedling Borough Council and Newark and Sherwood District Council.	
	31-Mar-2015	Environment & Licensing		Potential future delivery models have been developed and a report to Cabinet is proposed for later in 2015.	
	31-Mar-2015	Implementation of actions arising from previous reviews		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		Employee consultation will be completed by the end of March 2015. A new service structure should be in place by July 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. The web development element of this project started in the new year - the first priority is making the existing website responsive which means that it will adapt successfully to the device the user is using to access the site. This will make our website more accessible to those using tablets and mobile phones. Future work includes bringing forward the most frequent transactions to the forefront of the website and improving the web search facility.	
	31-Mar-2015	Refresh the core network infrastructure - 2014/15 programme		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		A Private Secure Network (PSN) has been set up to enable secure transfer of information between 5 councils – Rushcliffe Borough, Broxtowe Borough Council, Gedling Borough Council, Mansfield District Council and Newark and Sherwood District Council.	




















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-Dec-2014	Approve options for the Depot		Work is on-going to identify costs associated with depot options.	
	31-Dec-2014	Tenant secured for Bridgford Hall	27-Aug-2014	Agreements for lease with Nottinghamshire County Council and the apart-hotel management company are still in the process of 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		Options appraisals are being undertaken by independent valuers for the future use of the existing Civic Centre site.	
	30-Jan-2016	Start of Bridgford hall refurbishment		£1.5m Heritage Lottery Funding has been secured at Stage 1. A Stage 2 application will be submitted in May 2015 as will a planning application for change of use to an apart-hotel and Register Office.	

















# Summary of Performance Indicators







PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				










Communities									
Status	Reference	Description	2011/12	2012/13	2013/14	Q3 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%	89.30%	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	Q3 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	28	-		-
	LICG28	Corporate Sickness	8.06	7.00	6.97	6.53	6.00		8.00





Finance & Commercial									
Status	Reference	Description	2011/12	2012/13	2013/14	Q3 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%	93.1%	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%	99.19%	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%	87.40%	87.60%		99.00%
	LIFC19	Percentage of Non-domestic Rates collected in year	98.40%	99.00%	98.80%	82.80%	89.90%		99.00%
	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	6.57 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	Q3 2014/15			2014/15
			Value	Value	Value	Value	Target	Long Trend	Target
	LINS01	Percentage of streets passing clean streets inspections		99.2%	99.0%	97.4%	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%	52.57%	52.00%		50.00%
	LINS24	Number of affordable homes delivered	53	41	22	27	20		65
	LINS31	Percentage of applicants rehoused within 26 weeks of their application			67.2%	73.3%	60%		60%
	LINS37	Domestic burglaries per 1,000 households	6.86	5.73	6.48	3.47	4.90		6.40
	LINS38	Robberies per 1,000 Population	0.54	0.18	0.25	0.20	0.18		0.24
	LINS39	Vehicle crimes per 1,000 population	4.25	4.04	3.91	2.65	2.85		3.80

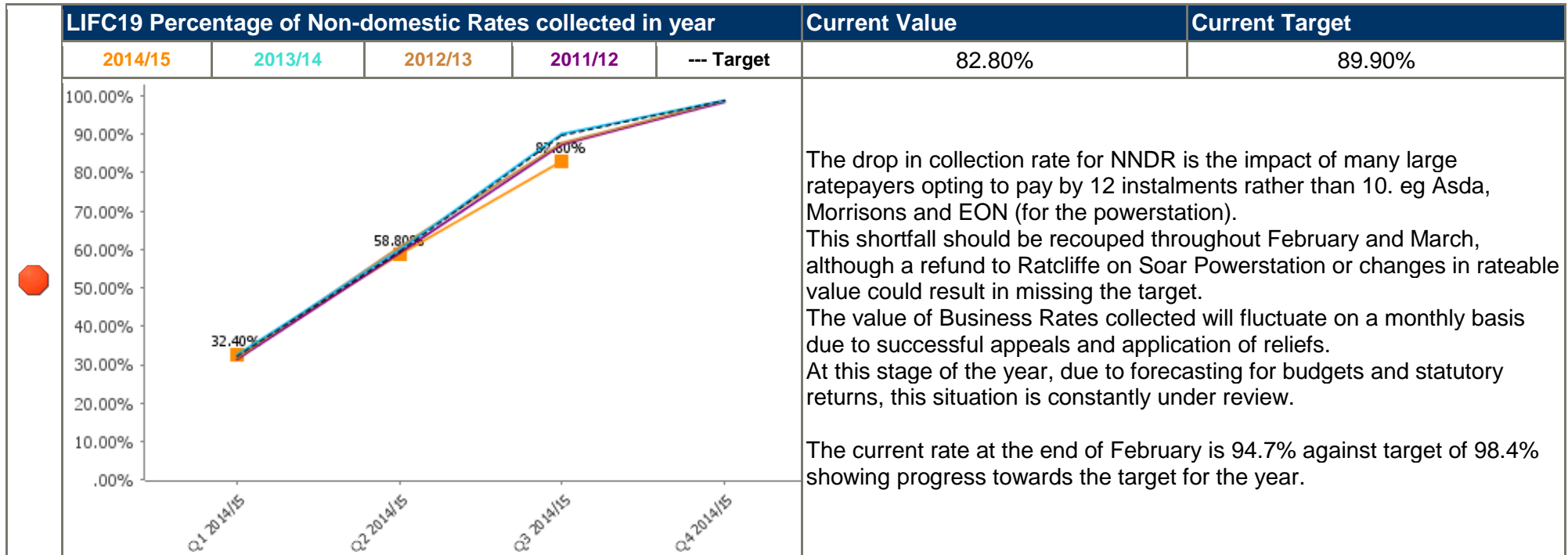
Transformation									
Status	Reference	Description	2011/12	2012/13	2013/14	Q3 2014/15			2014/15
			Value	Value	Value	Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	97.6%	97.0%	98.0%	99.0%	95.0%		95.0%
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)	64.8%	72.8%	66.3%	71.0%	61.5%		65.0%
	LITR03	Percentage of transactions done through self-service			68.3%	67.0%	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%	97.39%	97%		97%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council (£000s)	£639	£755	£842	£807	£650		£1,000
	LITR15	Percentage of privately owned industrial units occupied	88.6%	90.7%	94.1%	93.83%	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

Transformation									
Status	Reference	Description	2011/12	2012/13	2013/14	Q3 2014/15			2014/15
			Value	Value	Value	Value	Target	Long Trend	Target
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)	64.8%	72.8%	66.3%	71.0%	61.5%		65.0%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council (000's)	£639	£755	£842	£807	£650		£1000

# Performance Exceptions



## Revenue programme monitoring

	Q3 Position - excl recharges			Total Costs				Variation Explanation
	Budget YTD £'000	Actual YTD £'000	Total Variation £'000	Budget £'000	Projected Outturn £'000	Total Variation £'000	Variation %	
Communities	767	2	(765)	2,591	2,075	(516)	(19.9%)	Due to additional Planning income.
Corporate Governance and Operations	2,180	2,163	(17)	1,394	1,451	57	4%	Individual Electoral Registration grant funded expenditure offset by staff vacancies.
Finance and Commercial	15,483	15,808	325	3,755	3,473	(282)	(7%)	Current overspend due to timing differences on Housing Benefit payments. Underspend assumes no call on contingency and leisure trust NNDR relief reducing payments to contractors.
Neighbourhood	2,212	2,028	(184)	4,246	4,154	(92)	(2%)	Additional green waste income and income from Nottinghamshire County Council for garage rental.
Transformation	484	391	(92)	(8)	(95)	(87)	(1,087%)	Additional income from partners at Rushcliffe Community Contact Centre, investment properties and staff savings.
<b>Sub-total</b>	<b>21,126</b>	<b>18,302</b>	<b>(875)</b>	<b>11,978</b>	<b>11,058</b>	<b>(920)</b>	<b>(7%)</b>	



	Q3 Position - excl recharges			Total Costs				Variation Explanation
	Budget YTD £'000	Actual YTD £'000	Total Variation £'000	Budget £'000	Projected Outturn £'000	Total Variation £'000	Variation %	
Capital Accounting Adjustments	(1,514)	(1,514)	0	(1,514)	(1,514)	0	0	
Grant Income (including New Homes Bonus)	(1,981)	(1,684)	0	(1,981)	(2,155)	(174)	(8.8%)	Additional £100k Small Business Rate Relief, £50k elections, £24k Welfare Reform and new burdens funding
Transfer to/from (-) reserves	1,279	1,254	(25)	1,254	1,254	0	0	Reduction in reserves due to funding of the Members' Community Support Scheme
Revenue contribution to capital	277	277	0	277	152	(125)	(45%)	Planned contribution regarding A453 no longer committed
<b>Total</b>	<b>12,152</b>	<b>11,252</b>	<b>(900)</b>	<b>10,014</b>	<b>8,395</b>	<b>(1,219)</b>	<b>(11)</b>	

## Capital programme monitoring

<b>CAPITAL PROGRAMME MONITORING - DECEMBER 2014</b>			
<b>EXPENDITURE SUMMARY</b>	<b>Current Budget £000</b>	<b>Projected Actual £000</b>	<b>Projected Variance £000</b>
Transformation	1,840	600	(1,240)
Neighbourhoods	1,442	1,348	(94)
Communities	724	651	(73)
Corporate Governance	339	239	(100)
Finance & Commercial	5,476	1,006	(4,470)
Contingency	229	0	(229)
	<b>10,050</b>	<b>3,844</b>	<b>(6,206)</b>
<b>FINANCING ANALYSIS</b>			
Capital Receipts	(5,732)	(2,230)	3,502
Government Grants	(549)	(315)	234
Other Grants/Contributions	(632)	(444)	188
Use of Reserves	(3,137)	(855)	2,282
	<b>(10,050)</b>	<b>(3,844)</b>	<b>6,206</b>
<b>NET EXPENDITURE</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
472 out of 527 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 survey planned in 2014/15	LICO62	Percentage of young people satisfied with the Borough as a place to live
No 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
28 received	LICG17	Number of complaints received by the Council at the initial stage
2,079 days sickness out of 54,630 working days	LICG28	Corporate Sickness

## Finance & Commercial

Numerical data	Reference	Description
1,032 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
£57,438,000 collected	LIFC18	Percentage of Council Tax collected in the year
£22,471,000 collected	LIFC19	Percentage of Non-Domestic Rates Collected in the year
1,390 new claims 12,806 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
166 crimes reported	LINS37	Domestic burglaries per 1,000 households
23 crimes reported	LINS38	Robberies per 1,000 population
299 crimes reported	LINS39	Vehicle crimes per 1,000 population
73 fails from 2757 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 = 7,085 tonnes Composting = 10,132 tonnes Household = 15,454 tonnes	LINS18	Percentage of household waste sent for reuse, recycling and composting

27 completions	LINS24	Number of affordable homes delivered (gross)
234 rehoused in 26 weeks; 319 applicants rehoused within past 12 months (as at end of December)	LINS31	Percentage of residents rehoused by Choice Based Lettings within 26 weeks

## Transformation

Numerical data	Reference	Description
506 out of 513 responders were satisfied *	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre
56,031 calls answered in 30 secs out of 76,402 calls	LITR02	Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre
388,408 self-serve 191,034 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
£807k received	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council
563 out of 600 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

**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 and 2015/16.

**2. Recommendation**

2.1. It is RECOMMENDED that the Performance Management Board agrees the proposed rolling work programme.

**3. Reasons for Recommendation**

<b>Date of Meeting</b>	<b>Item</b>
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>
16 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>
15 September 2015	<ul style="list-style-type: none"> <li>• Review of Complaints and Ombudsman Letter 2014/15</li> <li>• Performance Monitoring – Quarter 1 2015/16</li> <li>• Work Programme</li> </ul>
24 November 2015	<ul style="list-style-type: none"> <li>• Annual Report – Parkwood</li> <li>• Diversity Annual Report 2013/14</li> <li>• Performance Monitoring – Quarter 2 2015/16</li> <li>• Work Programme</li> </ul>
15 March 2016	<ul style="list-style-type: none"> <li>• Annual Report – Glendale Golf</li> <li>• Performance Monitoring – Quarter 3 2014/15</li> <li>• Work Programme</li> </ul>

Date of Meeting	Item
16 June 2016	<ul style="list-style-type: none"> <li>• Annual Report – Carillon Leisure</li> <li>• Performance Monitoring – Quarter 4 2014/15</li> <li>• Annual Report 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