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Our reference:
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Date: 07 March 2016

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 15 March 2016 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely



Service Manager Corporate Governance

AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Monday 23 November 2015 (pages 1 - 6)
4. Parkwood Leisrue Contract - Annual Review

The report of the Interim Executive Manager – Finance and Commercial is attached (pages 7 - 15).

5. Review of Streetwise Environmental Ltd for 2015/16

The report of the Executive Manager – Neighbourhoods is attached (pages 16 - 21).

6. Performance Monitoring Q3 2015/16

The report of the Service Manager - Corporate Governance is attached (pages 22 - 50).

7. Work Programme

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

Membership

Chairman: Councillor D G Wheeler

Vice-Chairman: Councillor H A Chewings

Councillors K P Beardsall, A J Edyvean, Mrs C E M Jeffreys, Mrs M M Males,
S C Matthews, A Phillips, E A Plant

Meeting Room Guidance

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

Toilets are located opposite Committee Room 2.

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

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NOTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
MONDAY 23 NOVEMBER 2015

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

PRESENT:

Councillors D G Wheeler (Chairman), K P Beardsall, H A Chewings,
Mrs C E M Jeffreys, A MacInnes, Mrs M M Males, A Phillips

OFFICERS PRESENT:

N Carter	Service Manager - Corporate Governance
C Caven-Atack	Performance, Reputation and Constitutional Manager
J Hicks	Strategic Human Resources Manager
P Linfield	Interim Executive Manager – Finance and Commercial
V Nightingale	Constitutional Services Officer

APOLOGIES FOR ABSENCE:

Councillor E A Plant

14. Declarations of Interest

There were none declared.

15. Notes of the Previous Meeting

The notes of the meeting held on Tuesday 15 September 2015 were accepted as a true record.

16. Edwalton Golf Courses Update

Councillor Beardsall queried the actions from the previous meeting in respect of the Edwalton Golf Courses. These were:

- Clarification that the ISO14001 certificate was site specific and not just for the company as a whole
- Health and Safety performance indicator – very few accidents, but little information on preventative matters and risk assessments
- Customer satisfaction set at 75%, a discussion on setting it at 90% had been deferred to this meeting.

The Interim Executive Manager – Finance and Commercial stated that, following the last meeting, he and Service Manager - Corporate Governance had visited the Golf Courses to look at the issues raised. From the visit the Centre Manager, Mr Bawden, had been challenged and an action sheet produced.

Members were concerned that the company might pull out of the contract and queried what the risk and financial penalties were if this did happen. The Interim Executive Manager – Finance and Commercial stated that, as a major golf provider, there was a large reputational risk for the company. He said that he would investigate the penalties contained within the contract.

Within the action plan it had been identified that the general appearance of the toilets, changing rooms and showers was dated, however staff were carrying out routine checks and that it could be due to timing that could give a perception of uncleanliness. Members felt that the condition of the toilets and showers was important and asked officers to ascertain costs for refurbishing these. The Interim Executive Manager – Finance and Commercial said that, after a visit by the Property Manager it was felt that the work could be undertaken for approximately £20,000. Members were informed that a report regarding the the future of the golf course would be presented to Cabinet in February. It was agreed that the Board's comments regarding the refurbishment should be included in the report. The Interim Executive Manager – Finance and Commercial agreed to talk to the Cabinet Portfolio Holder and to look at the contract to ascertain where the responsibility for the work lay.

Members were informed that a deep clean had taken place of the carpet. During the visit officers had noted the condition of the entrance corridor and bar area, Mr Bawden had stated that the Parkwood Leisure handyman had agreed to carry out the redecoration work and that this would be carried out in the near future. Officers were requested to keep this under consideration and ensure that the work was undertaken.

The Board had previously commented on the conversion of the old pro shop and were informed that it had been decorated in February 2015 and that the main issue was the quality of the chairs. The Council had redeployed furniture from the Arena to address this.

Members had stated that they felt that there was poor advertisement of the venue, the Interim Executive Manager – Finance and Commercial stated that the company had a dedicated website providing information for users. Also there were banners advertising the availability for private and Christmas themed parties.

With regard to customer satisfaction Members felt that a more progressive target should be set at 90%. Officers explained that the satisfaction level was contained within the contract and 75% was in-line with the council's other leisure contracts. Members asked to see the contract to see what performance indicators were included. It was noted that this was a commercially sensitive document and could not be reproduced. Officers agreed to provide a briefing note.

The Board thanked officers and Mr Bawden for the work that had been undertaken as it was vital that the Council and Glendale Golf worked together. Members also wished the Leisure Contracts Manager a speedy recovery.

17. **Equality and Diversity Annual Report**

The Strategic Human Resources Manager presented a report which outlined the Council's performance against the objectives in the Single Equality Scheme, which had been adopted in 2012. She stated that there was no explicit legal duty for the Council to collect and use equality data the Authority felt that it should have due regard to the aims of the general equality duty, so that it could understand the impacts of its policies and practices on people with protected characteristics. The Council considered the demographics of the population of the area and its workforce. She informed Members that a recent audit had been undertaken and there had been a 95% return rate. It was noted that the workforce did not exactly replicate the Borough, however officers continued to strive to encourage applications from under represented areas.

With regard to the age profile the Board was informed that the Council was committed to encouraging young people into work through the YouNG project and the apprenticeship scheme. In respect of disabilities that number of employees had remained static and the Strategic Human Resources Manager assured Members that the Council provided assistance wherever possible. With regard to gender there were fewer female employees which was mainly due to the manual workforce although the Council was encouraging more applications from women. Members queried the number of women in top management positions. The Strategic Human Resources Manager explained that this had been a national key performance indicator but these had been withdrawn. The Service Manager - Corporate Governance explained that there was no positive discrimination used and that the best candidate for the post was always chosen. He also reminded Members that Kath Marriott was part of the Executive Management Team; also the Council's website held information on the pay policy and the senior management structure.

The Strategic Human Resources Manager stated that consultation was undertaken regarding any new, or changes to existing policies with employees and, with reference to the report, she highlighted the external consultation that had also been undertaken during the year. The Council also undertook equality impact assessments to ensure that any decisions taken did not have an adverse effect. Members were informed that all employees undertook equality and diversity training via an e-learning package, especially new employees.

Following a question the Service Manager - Corporate Governance explained that Streetwise had a duty to comply with all legislation and that this was monitored both by the directors of the company and the Streetwise Strategic Board. The Strategic Human Resources Manager explained that the Council provided a human resource service for the company and gave them advice on this matter. She stated that the company was being successful in encouraging young people and females to join. Members asked if the Council had a responsibility to ensure that other partners complied with equality and diversity legislation. The Strategic Human Resources Manager explained that she was not aware of a corporate social responsibility policy; Members asked officers to investigate this further.

With regard to ethnicity Members felt that the classification choices for staff should be, at least, those contained within the census as it was felt that the present categories were restrictive. The Strategic Human Resources Manager agreed to investigate what categories were used as best practice and see how these could be expanded.

It was AGREED that Members had considered and endorsed the report.

18. Performance Monitoring – Quarter 2 2015/16

The Performance, Reputation and Constitutional Manager informed Members that there were eight active tasks and thirty four performance indicators for consideration. She stated that fourteen indicators were at or above target; there were two highlights, 'number of affordable homes delivered', and 'level of income generated through letting property owned by the Council but not occupied by the Council', and three indicators that were below target, one of which had been identified as an exception, 'percentage of householder planning applications processed in target times'. Members had received a letter from the Service Manager – Communities to explain why there had been a delay in processing planning applications.

With regard to affordable housing Members felt that the target should be stretched and that the Council should identify how it could increase the number of homes built and not just rely on the number of houses that were contained within the Local Plan and those provided by partners. Officers agreed to consult the Strategic Housing Manager.

Members queried the number of apprentices that had been employed through the employment and skills plans in place at three identified development sites. Officers agreed to provide Members with a further update. The Board was pleased to note that these plans also included people who were 40+ and unemployed. With regards to the YouNG Christmas Market Members were informed that this had been included within the Council's celebrations in West Bridgford.

With regards to the targets Members were informed that these were monitored closely and considered against performance for the same period for the last year. In respect of the collection of non-domestic rates the Board was informed that the collection trends had changed and that this had been reprofiled, with regards to benefit claims it was recognised that these had become more complex and officers were pleased to state that these were completed two days below the target.

Members queried the percentage of streets passing clean streets inspections, especially due to the number of leaves that had fallen in a short space of time. The Service Manager - Corporate Governance explained that Streetwise were complying with the contract and that the Executive Manager – Neighbourhoods monitored performance as the Council's client officer for this contract.

It was AGREED that the Board had considered the progress of the Corporate Strategy and the identified exception.

19. Work Programme

The Board considered, and agreed, its work programme. It was agreed that the Streetwise item should be rescheduled to the Board's June meeting, as it was not appropriate to scrutinise the work of three partners at one meeting.

The meeting closed at 8.25 pm.

Action Sheet PERFORMANCE MANAGEMENT BOARD - MONDAY 23 NOVEMBER 2015

Minute Number	Actions	Officer Responsible
16. Edwalton Golf Courses Update	<p>a) Officers to investigate the penalties contained within the contract if Glendale Golf pulled out</p> <p>b) The Board's comments be included in the report to be presented to Cabinet in February 2016</p> <p>c) Following discussions with the Cabinet Portfolio Holder regarding the responsibility for any work to be carried out, the Interim Executive Manager – Finance and Commercial to report back to the Board</p>	Interim Executive Manager – Finance and Commercial
17. Equality and Diversity Annual Report	Officers to investigate if the Authority has any corporate social responsibility policy in respect of partner organisations	Strategic Human Resources Manager
18. Performance Monitoring – Quarter 2 2015/16	<p>a) Officers to consult the Strategic Housing Manger regarding how the Council can increase the number of affordable homes built each year.</p> <p>b) Officers to provide Members with an update on the number of apprenticeships provided by the employment plans.</p>	Performance, Reputation and Constitutional Manager Performance, Reputation and Constitutional Manager
19. Work Programme	The scrutiny of Streetwise to be moved to the Board's June meeting.	Constitutional Services

Minute Number	Actions	Officer Responsible	Response
16. Edwalton Golf Courses Update	<ul style="list-style-type: none"> a) Officers to investigate the penalties contained within the contract if Glendale Golf pulled out b) The Board's comments be included in the report to be presented to Cabinet in February 2016 c) Following discussions with the Cabinet Portfolio Holder regarding the responsibility for any work to be carried out, the Interim Executive Manager – Finance and Commercial to report back to the Board 	Interim Executive Manager – Finance and Commercial	The Service Manager - Corporate Governance responded to Members in December 2015. The Cabinet report referred to Performance Management Board's scrutiny of this item.
17. Equality and Diversity Annual Report	Officers to investigate if the Authority has any corporate social responsibility policy in respect of partner organisations	Strategic Human Resources Manager	Members will be informed at the meeting.
18. Performance Monitoring – Quarter 2 2015/16	<ul style="list-style-type: none"> a) Officers to consult the Strategic Housing Manger regarding how the Council can increase the number of affordable homes built each year. b) Officers to provide Members with an update on the number of apprenticeships provided by the employment plans. 	Performance, Reputation and Constitutional Manager Performance, Reputation and Constitutional Manager	Members will be informed at the meeting.
19. Work Programme	The scrutiny of Streetwise to be moved to the Board's June meeting.	Constitutional Services	The work programme has been amended.

Report of the Interim 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. This report contains figures for the period the 1 August 2014 to the 31 July 2015, which is the contractual year.
- 1.3. It should be noted that following the decision to consolidate West Bridgford leisure provision the Arena site closed during the period and work has begun on a new build purpose built office and leisure facility. This has resulted in a reduction of leisure sites from six to five, with four sites managed by Parkwood Leisure Limited.

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. To comply with good practice in reporting on the annual performance of this contract.

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.

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.

For more information contact:	Rosie Caddy Revenues and Benefits Manager 0115 914 8251 rcaddy@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	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 Success Criteria – Achieve Usage levels of 1,159,493 by the end of 2014/15

As detailed below usage in 2014/15 was below the target figure.

Overall Usage

Total Site Usage			
	2014/15	2013/14	Trend
Keyworth Leisure Centre	129,802	136,131	-6,329
Rushcliffe Leisure Centre	364,298	375,222	-10,924
Rushcliffe Arena	154,169	191,504	-37,335
Bingham Leisure Centre	252,532	249,450	+3,082
Cotgrave Leisure Centre	214,273	210,797	+3,476
Total	1,115,094	1,163,104	(48,010)

During the year the pending closure of Rushcliffe Arena has had a significant effect on the site usage in all areas at Rushcliffe Arena and some users have left Rushcliffe Leisure Centre due to the future uncertainty of the outdoor facilities for example Nottinghamshire Netball Association. Parkwood Community Leisure and Rushcliffe Borough Council worked in partnership to enable the closure of the Rushcliffe Arena facilities successfully and transfer the majority of user groups to Rushcliffe LC.

Swimming

Total Site Swimming Usage			
	2014/15	2013/14	Trend
Keyworth Leisure Centre	70,737	71,568	-831
Rushcliffe Leisure Centre	163,261	167,419	-4,158
Bingham Leisure Centre	107,454	103,558	3,896
Cotgrave Leisure Centre	94,104	93,436	668
Total	435,556	435,981	-425

Swimming continues to be the single highest participation activity. Learn to swim lessons attract around 2,200 regular course participants across the four pools; there has been a steady growth in the numbers of people learning to swim and 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. The introduction of direct debit payments for Aquazone swimming lessons customers has been well received.

Health and Fitness

Health and Fitness Site Usage			
	2014/15	2013/14	Trend
Keyworth Leisure Centre	17,088	17,548	-460
Rushcliffe Leisure Centre	57,734	54,584	3,150
Rushcliffe Arena	52,798	54,710	-1912
Bingham Leisure Centre	77,354	75,804	1550
Cotgrave Leisure Centre	40,065	39,713	352
Total	245,039	242,359	2,680

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 3,200 users who have purchased a membership package.

The consolidation of the two fitness facilities at Rushcliffe Arena & Rushcliffe Leisure Centre in the summer went well and the majority of Rushcliffe Arena customers transferred over and the fitness studio extension at Bingham LC & Rushcliffe LC and new spinning studio at Rushcliffe LC has been well received by all customers.

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.

Site	Oct Half term	Xmas	Feb Half term	Easter	May/Jun Half term	Summer Holiday	Total
Keyworth Leisure Centre	61	9 (1 day)	62	135	23	762	1,052
Rushcliffe Leisure Centre	302	398	283	364	162	1017	2,426
Rushcliffe Arena	135	0	85	61	71	Closed	352
Bingham Leisure Centre	80	38	70	120	66	701	1,075
Total	578	356	500	680	322	2,480	4,905

In addition to the holiday activities, other programmes operated include:

- Reduced rate gym membership scheme – supported by the Sportivate programme, 100 young people aged between 16-24 were helped to join a

gym and take part in regular exercise. A further 185 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, along with several Sway dance shows held at sites. Parkwood also offered Junior and Family Swim Passes at a heavily discounted rate during the school summer holidays.
- This Girl Can# sessions were also offered at sites encouraging over 114 girls and ladies to try new activities at the centres.
- The leisure centres also host many clubs that are largely junior based.

Due to the pending closure of Rushcliffe Arena, a considerable amount of work has been completed consulting with user groups at Rushcliffe Arena and the majority of club bookings have been accommodated at Rushcliffe LC, Cotgrave and Edwalton Golf club. Expressions members at both Rushcliffe LC and Arena have been offered a 'Price for Life' and all expressions members on 'headliner' membership prices have been reduced to offset any inconvenience caused due to the closure at Rushcliffe Arena.

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	2014/15
Website views	416,463	494,579
Electronic bookings	58,464	72,192
Facebook followers	1,200	1,742

Customers are also able to join the centres and book activities online.

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 participation in physical activity (as measured by the Sport England Active People Survey) that are above levels seen at a national, regional and county level.

	Participation Rate – at least 30mins at moderate intensity at least once a week	
	Oct 2014 – Sept 2015	Oct 2013 - Oct 2014
England	35.8%	35.8%
East Midlands	34.5%	34.8%
Nottinghamshire	36.0%	35.9%
Rushcliffe	44.8%	41.6%

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:

- Aug 14 – Go all Inclusive and students offers
- Sept – Oct 14 – Back to School , Biggest Loser promotion, Halloween Offer
- Nov 14 – Warm up for winter
- Dec 14 –Fitness, Junior Unlimited swimming for £10, Christmas Gift Vouchers, Aquazone Christmas Parties
- Jan – Feb 15 – Exercise for Progress not perfection, Price for Life, This Girl Can#
- Mar – May 15 –Spring into Shape, Swimathon event held at all 4 pools, Lets Go 50:50, Student offers
- Jun – Jul 15 – Students offers and Sweat Away your getaway, Swimming 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, Facebook 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.
- Aquazone direct debit payments were offered successfully with over 95% of customers now paying via direct debit for Swimming lessons.

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 91.9%
- Bingham 92.4%
- Rushcliffe Arena 96%
- Rushcliffe Leisure Centre 86.25%
- Keyworth 87%

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 good level.

Internal Inspections – these are carried out by the Leisure Contracts Manager using the Quest criteria as a basis. 184 inspections were conducted in the period. 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 three years of the contract.

Site	2014/15 £	2013/14 £	2012/13 £
Keyworth Leisure Centre	44,316	53,452	69,116
Rushcliffe Arena	65,124	29,723	39,980
Rushcliffe Leisure Centre	107,736	42,613	55,276
Bingham Leisure Centre	80,712	153,601	172,106
Cotgrave Leisure Centre	59,568	103,648	47,414
Total	357,456	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.

Supplementary Information

The details below are not elements of the Strategic Objectives but have been included in this report, 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. Along with invertors fitted on some air Handling Unit pumps
- 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 Parkwood Community Leisure continue with this rollout programme.
- 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.

- At Cotgrave LC Parkwood Community Leisure have installed a Combined Heat & Power unit at significant capital cost £150,000 to help reduce consumption at the site.

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 independent 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
		Aug	Sept	2014			2015							
				Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	
Rushcliffe Leisure Centre	364,298	1	3	3	0	1	7	4	3	1	2	3	0	28
Bingham Leisure Centre	252,552	10	5	16	16	8	17	9	15	12	12	11	10	141
Cotgrave Leisure Centre	214,273	10	7	8	12	9	10	7	11	14	4	11	9	112
Rushcliffe Arena	154,169	3	2	4	4	1	1	0	1	2	0	1	3	22
Keyworth Leisure Centre	129,802	14	11	9	13	8	17	26	15	9	13	13	13	161
Total	1,115,094	38	28	40	45	27	52	46	45	38	31	39	35	464

Report of the Executive Manager - Neighbourhoods

1. Summary

- 1.1. This report will provide Members with an opportunity to review the performance and partnership with Streetwise Environmental Ltd who deliver the Council's street cleansing and grounds maintenance functions under a prime contract arrangement.
- 1.2. John Scott Lee (Managing Director, Streetwise Environmental Ltd) will provide a presentation to Members on performance from April 2015 to present, across key services and outline future plans and initiatives.
- 1.3. Members are requested to comment on performance to date and any areas where the partnership could be strengthened to achieve improved outcomes.
- 1.4. Members may recall that it has been agreed that following the first year scrutiny by Partnership Delivery Group, Streetwise Environmental Ltd would be scrutinised in the future by Performance Management Board in a similar way to other on-going contractual relationships.

2. Recommendation

It is RECOMMENDED that Members consider and make comments on the performance of Streetwise Environmental Ltd for 2015/16 as outlined in this report and the accompanying presentation.

3. Reasons for Recommendation

- 3.1. The transformation of the Council's Streetwise service into a social enterprise company was a key outcome from the work undertaken by the Environment and Waste Management Member Group during 2012 and 2013. The benefits of the proposal were identified as follows:
 - Creation of an innovative alternative service delivery model which will provide Streetwise employees with the opportunity to build a sustainable future
 - Retaining a significant level of Council influence
 - Maintaining quality standards
 - Improving value for money
 - Promoting improved social values
- 3.2. Following approval by Cabinet in December 2013 the resulting Streetwise Environmental Ltd is a new company limited by guarantee and wholly owned by the Council. The company has a small board of directors comprising the

Managing Director, the Operational Director, the Council's Chief Executive and Transformation Manager and a separate overarching Strategic Board comprising of four Council Members.

- 3.3. After a period of transition and mobilisation in early 2014 which included the transfer of staff, vehicles and other resources Streetwise Environmental Ltd officially commenced on 1 September 2014. The company continues to operate from the Council's Abbey Road Depot and maintains strong operational links with the rest of the Council through comprehensive service level agreements.
- 3.4. Importantly the existing functions delivered by the 'in house' Streetwise team for example street cleansing and grounds maintenance have been detailed in an operational 'prime contract' which is designed to ensure clear and consistent continuity of service by the company during the initial five year period of the contract.
- 3.5. In addition to promoting and developing a strong partnership approach with the Council the company are already creating links with a range of new stakeholders both public and private with a view to developing business opportunities and delivering added social value with local groups and communities.

4. Supporting Evidence

- 4.1. Following its launch in September 2014 Streetwise have continued to perform strongly in all key performance and qualitative performance aspects. Since April 2015 contract performance monitoring has specifically demonstrated the following outcomes as outlined in **Appendix A**. In addition to the KPI outcomes other highlights have included the following;
 - Good progress on delivering social value outcomes including apprenticeships, working with the Friary, supporting community clean ups etc
 - Significant positive customer feedback on the summer bedding display in West Bridgford
 - Positive feedback on the Streetwise sponsored illuminated tree on Tudor Square for Christmas 2015
- 4.2. Areas for further improvement highlighted by the Council for Streetwise during 2015/16 have been on the following key issues
 - Continued development of an efficient and effective autumn leaf fall cleansing programme with more consideration of key routes, use of intelligence from historical hot spots, weather data etc
 - Closer collaboration with Highways England and their current contractor A One Plus on trunk road cleansing. (To be revisited later in 2016)
- 4.3. In addition further qualitative feedback has recently been provided from the Council's Residents Survey in 2015 which showed a positive perception on key issues relevant to environmental maintenance and cleanliness (see Table A);

Table A		
Question	2015 result	2012 result (unweighted)
Percentage of people who are satisfied with street cleanliness	71%	70%
Percentage of people who are satisfied with parks and open space cleanliness	78%	74%
<i>Percentage of people who feel that the following factors are a problem in their local area:</i>		
Rubbish or litter lying around	26%	22%
Vandalism, graffiti and other deliberate damage to property or vehicles	9%	14%
Abandoned or burnt out cars	1%	2%
Dog fouling	29%	38%

4.4. In addition to the data outlined in this report Streetwise Environmental Ltd will provide Members with a presentation covering the following areas:

- Scope of services delivered
- Performance in key areas
- Engagement with stakeholders and partners
- Areas for future development

4.5. In preparation for scrutiny Members were asked to submit questions for discussion with Streetwise Environmental Ltd. In addition to their presentation to Members, the Managing Director will take questions on the above areas and any other matters as requested.

5. Risk and Uncertainties

5.1. The Council has developed and implemented robust client/contractor monitoring arrangements to ensure the delivery of the prime contract. These arrangements were audited last year and were found to provide a satisfactory level of assurance. Client/contractor relationships are further enhanced by close partnership working with the company to ensure that the partnership continues to grow in strength.

6. Implications

6.1. Finance

There are no direct financial implications to this report however it should be noted that the net annual cost to the Council for the Streetwise contract is £1,320,100. In 2015/16 the Streetwise contract provides an additional £52,900 in agreed efficiency savings (£208,200 per annum compared to £155,300 in 14-15) with a further £30,000 planned for 2016/17.

6.2. Legal

None.

6.3. Corporate Priorities

- 6.3.1. **Supporting economic growth to ensure a sustainable, prosperous and thriving local economy** – The creation of a new company in the borough which has the potential to grow and expand into new markets bringing jobs and growth into the borough.
- 6.3.2. **Maintaining and enhancing our resident’s quality of life** – The core services delivered by Streetwise Environmental Ltd are fundamental in creating and maintaining an attractive and clean environment which in turn has a significant positive impact on our residents’ quality of life.
- 6.3.3. **Transforming the Council to enable the delivery of efficient high quality services** – The transformation of Streetwise into Streetwise Environmental Ltd is a key example of how the Council has transformed a number of services as part delivering its Transformational Plan.

6.4. Other Implications

None

For more information contact:	David Banks Executive Manager - Neighbourhoods 0115 914 8438 email DBanks@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	Appendix A - Streetwise KPI Averages / Target

Streetwise KPI Averages / Target

KPI/Qualitative Measure	Yearly Average Target	2014 / 15 Achieved (7 months)	2015 / 16 Achieved to date	
Percentage of streets passing clean streets inspections	99%	97%	98%	Cumulative score for the year
Improved street and environmental cleanliness : Litter	97%	98%	99%	Cumulative score for the year
Improved street and environmental cleanliness : Detritus	93%	91%	94%	Cumulative score for the year
Improved street and environmental cleanliness : Graffiti	100%	100%	100%	Cumulative score for the year
Improved street and environmental cleanliness : Dog fouling	99%	100%	100%	Cumulative score for the year
% of fly tips responded to within 48 hours	100%	100%	100%	Cumulative score for the year
% of offensive graffiti removed within 24 hours	100%	100%	100%	Average monthly score
% of Zone 1 areas achieving grade A by 10.00am each day	100%	100%	100%	Average monthly score
Number of cases of fly tipping where evidence has been gathered	no target	New 2015	1.8	Average tips per month with evidence
Response to cleansing service requests	100%	100%	100%	Average monthly score
Assessment of the cleanliness of bring and glass recycling sites	4.00	5.00	4.78	Average monthly score
Assessment of Litter and Dog Bin emptying	4.00	4.20	4.14	Average monthly score
Assessment of Toilet Cleansing	4.00	4.00	3.95	Average monthly score
Assessment of Open space, grounds maintenance, shrub beds and hanging baskets	4.00	4.14	3.70	Average monthly score
Assessment of Land Drainage	4.00	4.00	3.90	Average monthly score
Assessment of Civic and Industrial Estates	4.00	4.00	3.70	Average monthly score
Assessment of Cemeteries	4.00	4.14	3.90	Average monthly score
Assessment of Rushcliffe Country Park	4.00	4.29	4.75	Average monthly score
Assessment of community halls	4.00	4.43	4.25	Average monthly score

KPI/Qualitative Measure	Yearly Average Target	2014 / 15 Achieved (7 months)	2015 / 16 Achieved to date	
Assessment of parks and nature areas	4.00	3.57	4.84	Average monthly score
Assessment of playing fields and sports pitches	4.00	4.43	4.15	Average monthly score
Assessment of Hound Lodge	4.00	4.64	4.75	Average monthly score
Assessment of response to snow/ice and or flooding/sandbagging requests	4.00	4.67	5.00	Average monthly score
Number of accident report forms completed - Streetwise staff	no target	2.43	1.11	Average monthly score
Number of days sickness due to work related accidents - Streetwise staff	no target	3.14	2.22	Average monthly score
Assessment of compliance with Waste Transfer Station requirements	4.00	New 2015	3.35	Average monthly score



Performance Management Board

15 March 2016

Performance Monitoring – Quarter 3 2015/16

6

Report of the Service Manager – Corporate Governance and Operations

1. Summary

- In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for quarter three 2015/16, 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 progress of the Corporate Strategy and consider the identified exceptions.

3. Reasons for Recommendation

- Following the good practice established by the Performance Management Board, exceptions and highlights in the corporate scorecard have been considered for this report.

4. Supporting Information

- The corporate scorecard, **Appendix 1**, includes detailed progress reports for each of the 8 active tasks to be monitored in 2015/16 and the corporate basket of 34 performance indicators.
- Numerical data used to calculate each performance indicator is included in **Appendix 2**.
- There are 9 Corporate Tasks, 8 of which will be monitored this year. Full details are in **Appendix 1**.
- There has been significant progress through the first three years of the Corporate Strategy 2012-16, the work being done will deliver lasting community benefits and support the aim to improve the economic prosperity of the Borough. Two tasks have been completed during quarter 3, **ST19 Facilitate activities for Children and Young People to enable them to reach their potential** and **ST20 Deliver the Council's Four Year Plan to reduce costs, generate income and adopt more effective delivery models**. Work will continue on the remaining six tasks and the progress of these projects will be reported in quarter four. There has been excellent progress in the tasks, here are some highlights:

- A decision to pursue the regeneration option was recommended by Cabinet on 8 December 2015, and it is hoped that the planning application will be submitted in summer 2016.
 - The rollout of Universal Credit started on 15 February 2016 for first time claimants.
 - Groundwork started on the Rushcliffe Arena redevelopment in January 2016; the new leisure centre and office complex is being built by Farrans and will be open in early 2017.
 - A contractor has been appointed to the refurbishment of Bridgford Hall and work is expected to start in March 2016 to provide serviced apartments and the registry office.
- There are 16 indicators that have achieved green status (achieving or within 1% of target). Two of these indicators have been selected as highlights for this report. **LINS17 – Percentage of residents satisfied with the refuse and recycling service** has met its target and improved from 75% to 80% compared to the last survey in 2012. **LINS37 – Domestic burglaries per 1,000 households** is currently 3.22 compared to the target of 4.90. The number of crimes recorded is falling and the outturn figure could better last year's low of 4.56 domestic burglaries per 1,000 households.
 - There are five Residents' Satisfaction Survey indicators that have data from the survey that was carried out in December 2015. The data for these indicators can be seen in the corporate scorecard, **Appendix 1**. Information about the survey will be published on the Council's website and in Rushcliffe reports.
 - There have been two indicators reported as exceptions in the first two quarters of this year.

LICO41 – Percentage of householder planning applications processed in target times was selected as an exception and has since steadily improved. It is, however, lower than its target and unlikely to meet the target by the end of the year.

LINS31 – Percentage of applicants rehoused within 26 weeks of their application was reported as a 'Trend Insight' indicator, its performance had dropped due to a higher than usual number of households who had been longer on the housing register being successful in gaining accommodation. Due to the calculation method of this indicator being by rolling year, the performance will not improve significantly until this exception event is excluded from the data in the quarter 2 2016/17 calculation.
 - One indicator that is currently at red status, **LITR01 - Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre**, has been selected as an exception as the indicator has not met the target of 95%. The survey method of this indicator has changed in order to provide more information regarding why customers are not satisfied with the service they have received. As a result, it is likely that the smaller sample size will produce a lower satisfaction level, as one dissatisfied customer equates to a value of 10%.
 - There are also 2 new indicators that are at amber status (between 1% and 5% below target) that have been selected as 'Trend Insights' for this report. **LINS18 – Percentage of household waste sent for reuse, recycling and**

composting, is 51.05% compared to the target of 52.57% for quarter 3. The performance of this indicator has fallen over recent years as a result of fluctuations in garden waste tonnages and an emerging trend for manufacturers to reduce the size and weight of their packaging. **LITR02 – Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)**, is 64.09% for this quarter compared to the target of 66% and 71% last year. Performance dipped during a period when two new advisors were being trained and now that they are able to assist customers with the full range of services performance will improve. The December data of 81% showed that performance will be close to the outturn target of 70%.

- When reviewing performance, Members are reminded that the Council is operating within a backdrop of diminishing resource. Resources are carefully managed and allocated to achieve the Council's agreed priorities. Whilst in general terms performance is being maintained with less available resource, this may not always be the case.

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	

For more information contact:	Nigel Carter Service Manager - Corporate Governance 0115 914 8340 email ncarter@rushcliffe.gov.uk
Background papers Available for Inspection:	Not relevant for this report
List of appendices (if any):	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, 3 have been completed (ST14, ST19 and ST20) the remainder are currently being monitored with 4 due at the end of March 2016. All Strategic Tasks are progressing well, and updates are shown for each milestone in the scorecard below. A new Corporate Strategy is being drafted for the next period covering 2016-20.

Performance Indicators

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

The Residents' Satisfaction Survey was carried out over November and December 2015, and 5 of the questions provide data for indicators within the Corporate Scorecard. These indicators are:

- Percentage of residents who believe they can influence decisions that affect their local area
- Percentage of residents satisfied with the way Rushcliffe Borough Council runs things
- Percentage of residents satisfied with the cleanliness of streets within the Borough
- Percentage of residents satisfied with the refuse and recycling service
- Percentage of residents satisfied with the variety of ways they can contact the Council

There are 2 performance indicators that have been selected for their excellent performance: LINS17 – Percentage of residents satisfied with the refuse and recycling service (an indicator linked to the Residents' Satisfaction Survey) has met its target and improved from 75% to 80% compared to the last survey in 2012; and LINS37 – Domestic burglaries per 1,000 households, is currently 3.22 compared to the target of 4.90. The number of crimes recorded is falling and the outturn figure could better last year's low of 4.56 domestic burglaries per 1,000 households.






There are 2 indicators at red status reported within at quarter 2, LICO41 – Percentage of householder planning applications processed in target times was selected as an exception and has since steadily improved. It is, however, lower than its target and unlikely to meet the target




by the end of the year. LINS31 – Percentage of applicants rehoused within 26 weeks of their application was reported as a ‘Trend Insight’ indicator, its performance had dropped due to a higher than usual number of households who had been longer on the housing register being successful in gaining accommodation. Due to the calculation method of this indicator being by rolling year, the performance will not improve significantly until this exception event is excluded from the data in the quarter 2 2016/17 calculation.




There is one new indicator at red to report as an exception; LITR01 – Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre. The survey method of this indicator has changed in order to provide more information regarding why customers are not satisfied with the service they have received. As a result, it is likely that the smaller sample size will produce a lower satisfaction level, as one dissatisfied customer equates to a value of 10%.




There are also 2 indicators at amber status (between 1% and 5% below target) that have been selected as Trend Insights for this report. LINS18 – Percentage of household waste sent for reuse, recycling and composting, is 51.05% compared to the target of 52.57% for quarter 3. The performance of this indicator has fallen over recent years as a result of fluctuations in garden waste tonnages and an emerging trend for manufacturers to reduce the size and weight of their packaging. LITR02 – Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative), is 64.09% for this quarter compared to the target of 66% and 71% last year. Performance dipped during a period when two new advisors were being trained and now that they are able to assist customers with the full range of services performance will improve. The December data of 81% showed that performance will be close to the outturn target of 70%.


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	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	
	30-Oct-2015	Agree cost plan for town centre development phases	08-Dec-2015	A business case was produced and presented to Cabinet on 8 December 2015. Cabinet made a decision to pursue the regeneration option.	
	31-Mar-2016	Reach agreement with public sector partners and GPs over delivery of public sector accommodation in town centre		Currently awaiting the outcome of the GP's business case from NHS England. Officers will continue to work closely with partners to progress this element of the scheme.	




	31-Jul-2016	Planning application to be submitted by developer for phase 1 town centre area		A report was taken to Cabinet on 8 December 2015 looking at the business case for different options to secure the viability of the scheme. The Strategic Board will progress the planning application and it is hoped this could be submitted in Summer 2016.
	31-Aug-2016	Work with Barratts to deliver identified employment outputs - year 2		Another pre-apprenticeship training course started in February to cover both this site and the Lantern Lane site which is also being developed by Barratts. The Crest project will be held again with South Notts Academy and South Wolds schools, to work on a development project with year 9 students.
	31-Dec-2016	Ongoing communication about the Cotgrave development including events, press releases and articles for Connections and Rushcliffe Reports		A dedicated webpage is being developed on the RBC website where all future communications (for the whole project) will be posted. A press release was issued by Metropolitan to promote the occupation of the first social housing on the site. An article was included in the February edition of Connections and also Spring Rushcliffe Reports providing a progress report on the town centre and the next steps.

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	
	31-Mar-2016	Establish and implement action plan for strategic and local growth boards		<p>Work has commenced on the Tudor Square masterplanning exercise and the West Bridgford Growth Board has received an initial update. Once further work has been completed, a communications plan will be created to share this work with the wider community.</p> <p>Work on the retail study for all Growth Board areas commenced at the end of January 2016.</p>	
	31-Mar-2016	Implement economic growth action plan		<p>Implementation of the economic growth action plan is progressed and monitored through an internal officer group meeting and scrutinised by the Executive Management Team on a regular basis.</p> <p>The priority areas this year are:</p> <ul style="list-style-type: none"> • The establishment of Strategic and Local Growth Boards - completed; all the Boards had initial meetings in September/October 2015 and have quarterly meetings scheduled until the end of 2016. • Submitting final business cases to secure Growth Deal money for 2016/17 and 2017/18 (for the A46 corridor schemes) – this is currently being finalised and will be submitted to the LEP Board by the end of March 2016. • Identifying projects that accord with the investment strategy and the associated funding available – funding has been allocated from the investment strategy and further opportunities will be explored. • Developing the business pages on the website – changes have been made to the business pages on the website and further work is on-going. Regular updates are posted on the website as well as on social media. • Implementing the Construction Industry Training Board (CITB) client based approach on all developments – this commits developers to 	



				<p>providing skills and training opportunities on sites being developed. This is in place at Cotgrave Colliery, the Arena site, Bridgford Hall (when work commences), Lantern Lane and Costock Road.</p> <ul style="list-style-type: none"> • Extending the remit of the Cotgrave Employment Partnership to develop the employment and skills offer across the Borough – the group are now looking at the other sites (listed above) and coordinating activity to ensure, as far as possible, that opportunities go to local residents.
	31-Mar-2016	Work with developers to bring forward development sites in Rushcliffe		<p>A decision was made on 8 September 2015 by Cabinet to purchase land at Bingham and negotiations are now underway with Crown Estates. The business case to secure the growth deal funding is being prepared and will be submitted to the LEP in February/March 2016 to secure funding in 2016/17 and 2017/18.</p>





Current Task Status	ST17		Target date	Corporate Theme	Lead officer	Success measurement
	Implement Welfare Reform, including: developing a local Council Tax support scheme and transferring housing benefit customers to the national Universal Credit system		31-Mar-2017	Maintaining and enhancing our residents' quality of life	Peter Linfield	Vulnerable residents feel supported and are able to access advice and financial assistance which is administered transparently and fairly to those in need
Milestone Status	Milestone Due	Milestones	Completed Date	Progress		
	31-Mar-2016	Implement the rollout of Universal Credit		<p>The roll out of Universal Credit (UC) is currently only applicable to new, single claimants with no dependents and is being staged by the Department for Work and Pensions (DWP) in four tranches.</p> <p>The rollout went live within Rushcliffe on 15 February 2016.</p> <p>Staff have been provided with training, and engagement with customers and stakeholders took place in collaboration with Nottingham City Council on 12 February 2016.</p> <p>Once the roll-out to new single customers has been completed, the DWP will work on the next phase to roll out UC to couples and families.</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-2017	Maintaining and enhancing our residents' quality of life	Chief Executive	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	
	31-Oct-2016	Build of new Leisure Facility at Rugby Road, West Bridgford completed		<p>Farrans Construction commenced the build of the new leisure facility in August 2015.</p> <p>Leader of the Council, Councillor Neil Clarke, was present at the official 'breaking ground' ceremony on 12 January 2016.</p> <p>All ground works, pool excavations and pile foundations are complete. The steel frame structure is being erected and should be completed by the end of April 2016. The roof should be in place by the end of June 2016. The project is progressing according to agreed timescales and the building is due to be handed over in November 2016, ready for fit out.</p>	
	30-Nov-2016	Launch event and opening of new leisure facilities at Rugby Road, West Bridgford		The formal opening of the new facility is likely to occur in early 2017.	












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-Jan-2016	Promote targeted campaigns such as Cyber Bullying and Environmental Awareness	31-Jan-2016	<p>The YouNG ambassadors worked with the environmental sustainability officer to develop a project to promote Fairtrade and have worked to promote Fairtrade business across Rushcliffe. They have also promoted the Cyber Bullying campaign to all secondary schools in Rushcliffe and Gedling, including regular tweets about cyber safety to followers.</p> <p>YouNG have been working on the 'Prevent' campaign to help prevent violent extremism. The group will be producing a video, leaflet and webpage designed to warn young people about their online footprints, and how their social media habits can affect their later life. The materials will be produced before end of March 2016 and then distributed to schools within Rushcliffe and, potentially, Gedling. YouNG ambassadors have been involved with the creation of the video and the YouNG team have guided them to create something that is professional whilst also developing their skills and giving them some valuable experience.</p>	
	31-Jan-2016	Organise an Annual Showcase event	24-Feb-2016	The previous group of YouNG ambassadors will be graduating from the Industrial Cadets programme and an event to showcase their achievements took place on 24 February 2016.	









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		
				The programme of service reviews is complete and all work has now transferred to the Transformation Strategy and this will be monitored within the Corporate Strategy 2016-20.		







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	Nigel Carter	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-2016	Design and develop web enhancements and channel shift opportunities		<p>The work to bring forward frequent transactions to the forefront of the website and improving the website is progressing. All service areas are identifying services that can have electronic forms on our website to improve customers' access.</p> <p>A moving-out and change in circumstances form was developed and implemented for use by Customer Services and proved successful. This form ('All Change' form) has been adapted for use by customers and was made live on our website on 22 January 2016.</p> <p>This new form provides the moving out information to services that require notification of a resident vacating an address. This new form is being promoted on the homepage of the Council's website.</p> <p>The form gathers data for many service areas including: Business Rates, Council Tax, Benefits, Elections, Environmental Health, Recycling2Go, Garden Waste and Sundry Debtors in Financial Services.</p> <p>A further 2 e-forms for Benefits have been launched; one will help to process the address change as a paper form is normally needed to change the benefit from one residence to another, and the other will process changes in income and other circumstances. This will potentially remove 2,000 paper forms per year and each form has 8 pages, there will be further cashable savings.</p>	













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-Jan-2016	Disposal of Boundary Road bungalow	08-Dec-2015	A decision was made at Cabinet on 8 December 2015 to retain the Boundary Road bungalow.	
	31-Mar-2016	Start of Bridgford Hall refurbishment		Two compliant tenders were received on 8 January 2016, The preferred bidder and financial implications were considered by Cabinet on 9 February 2016. Start on site is scheduled for March 2016 with completion in spring 2017.	
	30-Sep-2016	Approve options for the Depot		The work is on-going to identify sites for a relocated depot. Work has commenced on the data upload to map the refuse and recycling rounds onto specialist software which will enable cost and journey time implications of different depot bases to be calculated.	

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	2012/13	2013/14	2014/15	Q3 2015/16			2015/16
			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%	-	-	37%			
	LICO40	Percentage of customers satisfied with the development control service received	86.00%	-	-	Data due in Q4			
	LICO41	Percentage of householder planning applications processed within target times	91.09%	90.00%	89.70%	78.9%	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	41.2%	41%*		No data available			
	LICO62	Percentage of young people satisfied with the Borough as a place to live	-	-	-	No data available			
	LICO63	Percentage of young people actively participating in sports or organised social activities outside of school	-	-	-	No data available			













Corporate Governance									
Status	Reference	Description	2012/13	2013/14	2014/15	Q3 2015/16			2015/16
			Value	Value	Value	Value	Target	Long Trend	Target
	LICG16	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things	77.00%	-	-	76%			60%
	LICG17	Number of complaints received by the council at initial stage	61	40	35	36	-		-
	LICG28	Corporate Sickness	7.00	6.97	9.08	6.51	6.00		8.00

Finance & Commercial									
Status	Reference	Description	2012/13	2013/14	2014/15	Q3 2015/16			2015/16
			Value	Value	Value	Value	Target	Long Trend	Target
	LIFC01	Percentage of users satisfied with sports and leisure centres	85.9%	91.9%	92.8%	92.0% (Nov)	80%		80%
	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	97.12%	99.21%	99.30%	99.49%	99.00%		99.00%
	LIFC09	Value of savings against the Transformation Plan	£2.7m	£3.2m	£3.9m	£1.2m		-	£1.1m
	LIFC18	Percentage of Council Tax collected in year	99.10%	99.10%	99.10%	87.26%	87.40%		99.1%
	LIFC19	Percentage of Non-domestic Rates collected in year	99.00%	98.80%	98.80%	82.58%	82.80%		98.8%
	LIFC20	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.3 days	4.61 days	6.63 days	9.14 days	9.0 days		9.0 days
	LIFC21	Percentage of council tax support customers satisfied with the service received	92%	97%	100%	Data due in Q4			-












Neighbourhoods									
Status	Reference	Description	2012/13	2013/14	2014/15	Q3 2015/16			2015/16
			Value	Value	Value	Value	Target	Long Trend	Target
	LINS01	Percentage of streets passing clean streets inspections	99.2%	99.0%	97.1%	98.1%	99.0%		99.0%
	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough	71.0%	-	-	71%	70%		70.0%
	LINS17	Percentage of residents satisfied with the refuse and recycling service	75.0%	-	-	80%	80.0%		80.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	51.53%	50.70%	50.10%	51.05%	52.57%		50.00%
	LINS24	Number of affordable homes delivered	41	22	68	56	10		17*
	LINS31	Percentage of applicants rehoused within 26 weeks of their application		67.2%	70.5%	65%	70%		70%
	LINS37	Domestic burglaries per 1,000 households	5.73	6.48	4.56	3.22	4.90		6.40
	LINS38	Robberies per 1,000 Population	0.18	0.25	0.25	0.17	0.18		0.24
	LINS39	Vehicle crimes per 1,000 population	4.04	3.91	3.67	2.62	2.85		3.80





*LINS24 Number of affordable homes delivered – the target is made up Cotgrave Colliery site and Gotham Road East Leake.

Transformation									
Status	Reference	Description	2012/13	2013/14	2014/15	Q3 2015/16			2015/16
			Value	Value	Value	Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	97.0%	98.0%	99.0%	90%	95%		95%
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)	72.8%	66.3%	72.6%	64.9%	66.0%		70.0%

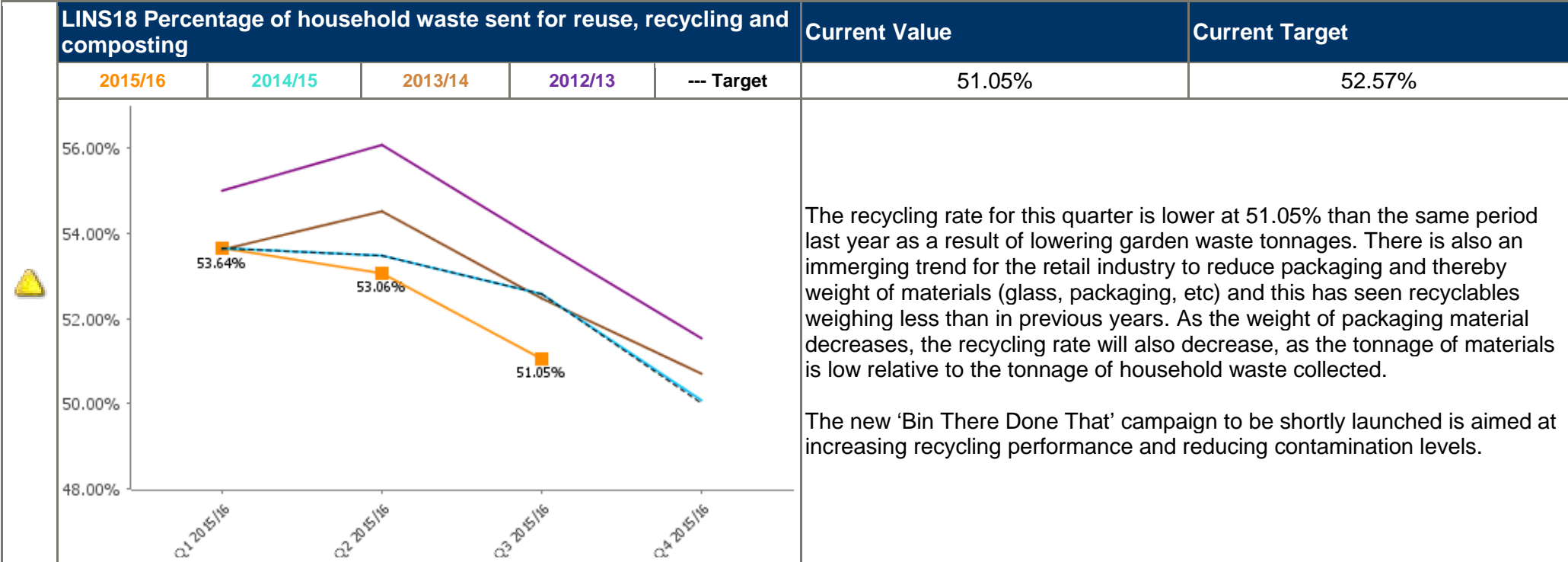
	LITR03	Percentage of transactions done through self-service		68.3%	68.1%	69.1%	67.0%		70.0%
	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council	79%	-	-	72%			
	LITR12	Percentage of RBC owned industrial units occupied	98.14%	98.96%	98.04%	100%	97%		97%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£755k	£842k	£1.05m	£903k	£807k		£1m
	LITR15	Percentage of privately owned industrial units occupied	90.7%	94.1%	92.88%	92.9%	92%		92%
	LITR16	Increase in rateable value of commercial property in the borough	-3.9%	0.2%	0.6%	Data due in Q4			0.6%
	LITR17	Percentage of households with access to at least 2mbps broadband in the home	94.0%	95.9%	-	No data available			98%

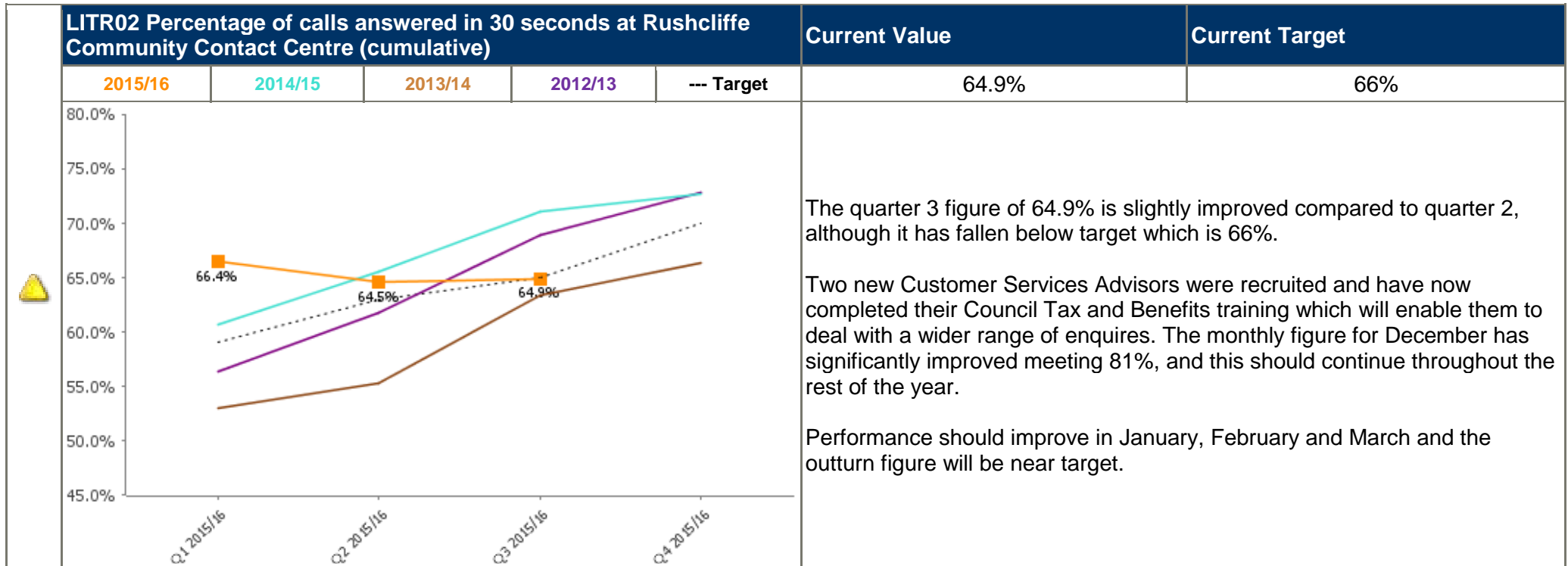
Performance Highlights

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

Neighbourhoods									
Status	Reference	Description	2012/13	2013/14	2014/15	Q3 2015/16		2015/16	
			Value	Value	Value	Value	Target	Long Trend	Target
	LINS17	Percentage of residents satisfied with the refuse and recycling service	75%	-	-	80%			80%
	LINS37	Domestic burglaries per 1,000 households	5.73	6.48	4.56	3.22	4.90		6.40

Performance Trend Insight





Performance Exceptions

LITR01 Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre					Current Value	Current Target																		
2015/16	2014/15	2013/14	2012/13	--- Target	90.0%	95%																		
<p>The chart displays the percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre across four quarters of 2015/16. The y-axis ranges from 80.0% to 100.0%. The x-axis shows Q1 2015/16, Q2 2015/16, Q3 2015/16, and Q4 2015/16. A dashed line represents the target at 95.0%. The 2015/16 data point is marked with an orange square at 90.0%.</p> <table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Year/Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2015/16 (Q1)</td> <td>~99.5%</td> </tr> <tr> <td>2015/16 (Q2)</td> <td>~98.5%</td> </tr> <tr> <td>2015/16 (Q3)</td> <td>90.0%</td> </tr> <tr> <td>2015/16 (Q4)</td> <td>~98.0%</td> </tr> <tr> <td>2014/15</td> <td>~97.5%</td> </tr> <tr> <td>2013/14</td> <td>~96.5%</td> </tr> <tr> <td>2012/13</td> <td>~96.0%</td> </tr> <tr> <td>Target</td> <td>95.0%</td> </tr> </tbody> </table>					Year/Quarter	Percentage	2015/16 (Q1)	~99.5%	2015/16 (Q2)	~98.5%	2015/16 (Q3)	90.0%	2015/16 (Q4)	~98.0%	2014/15	~97.5%	2013/14	~96.5%	2012/13	~96.0%	Target	95.0%	<p>The methodology for calculating this indicator has changed and it seems likely this will have an impact on performance. The target will be revised in April 2016 to reflect this change.</p> <p>The new telephone survey questionnaire is being trialled with 10 customers per month. In December this was used to collate information on whether or not customers were aware of RCCC new opening hours in January. One customer was not aware of this and we will consider promoting the information more widely in future.</p>	
Year/Quarter	Percentage																							
2015/16 (Q1)	~99.5%																							
2015/16 (Q2)	~98.5%																							
2015/16 (Q3)	90.0%																							
2015/16 (Q4)	~98.0%																							
2014/15	~97.5%																							
2013/14	~96.5%																							
2012/13	~96.0%																							
Target	95.0%																							

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	463	306	(157)	2,638	2,521	(117)	(4)	Additional income (£145k), unused Land Charges provision (£38k), public enquiry £24k and NNDR costs £23k
Corporate Governance and Operations	2,433	2,425	(8)	1,364	1,430	66	5	Employee associated costs £62k, External printing £30k. Election costs (£26k)
Finance and Commercial	1,983	1,728	(255)	3,153	2,679	(474)	(15)	Investment Income (£218k), Staff savings (£146k), unspent contingencies (£86k), housing benefits (£50k)
Neighbourhoods	2,228	2,177	(51)	4,321	4,322	1	0	Additional income (£65k) and transport savings (£33k), offset by agency staff £70k and the re-profiling of service delivery outcomes into 2016/17 £20k
Transformation	746	572	(174)	176	(145)	(321)	(182)	Staff vacancies (£71k), strategic growth slippage (£80k), rental income (£95k), Bridgford Hall works not being undertaken in 2015/16
Net Service Expenditure	7,853	7,208	(645)	11,652	10,807	(845)	(7)	
Shelford & Newton Budget				20	20		0	
Capital Accounting Adjustments				(1,503)	(1,503)	0	0	
Revenue contribution to capital				159	159	0	0	
Transfer to/from (-) Reserves				868	1,905	1,037	0	Projected revenue underspend (£845k), specific grants (£129k), SBRR (£63k)
Total Net Service Expenditure				11,196	11,388	192	0	
Central Government Grant				(1,679)	(1,679)	0		
Localised Business Rates (includes SBRR)				(2,053)	(2,116)	(63)		Additional SBRR
Collection Fund Surplus				(84)	(84)	0		
Council Tax Income				(5,428)	(5,428)	0		
Specific Grants (including NHB)				(1,893)	(2,022)	(129)		Additional S31 grants
Council Tax Freeze Grant				(59)	(59)	0		
Total Funding				(11,196)	(11,388)	(192)	0	
Gross Budget Deficit				0	0	0	(0)	

Capital programme monitoring

CAPITAL PROGRAMME MONITORING - DECEMBER 2015			
EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000
Transformation	2,142	1,100	(1,042)
Neighbourhoods	1,955	1,938	(17)
Communities	302	173	(129)
Corporate Governance	550	455	(95)
Finance & Commercial	11,336	9,878	(1,458)
Contingency	63	0	(63)
	16,348	13,544	(2,804)
FINANCING ANALYSIS			
Capital Receipts	(3,957)	(2,874)	1,083
Government Grants	(297)	(292)	5
Other Grants/Contributions	(1,087)	(415)	672
Use of Reserves	(5,021)	(4,942)	79
Internal Borrowing	(5,986)	(5,021)	965
	(16,348)	(13,544)	2,804
NET EXPENDITURE	-	-	-

Numerical Data - Performance Indicators (Year to date)

Communities		
Numerical data	Reference	Description
267 out of 711 respondents satisfied	LICO36	Percentage of residents who believe they can influence decisions that affect their local area
Data due in Q4	LICO40	Percentage of customers satisfied with the Development Control service received
394 out of 499 applications within 8 weeks	LICO41	Percentage of householder planning applications processed within target times
No data	LICO61	Proportion of adults achieving at least 150 minutes of physical activity per week
No survey planned in 2015/16	LICO62	Percentage of young people satisfied with the Borough as a place to live
No survey planned in 2015/16	LICO63	Percentage of young people actively participating in sports or organised social activities outside of school

Corporate Governance		
Numerical data	Reference	Description
544 out of 713 respondents satisfied	LICG16	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things
36 received	LICG17	Number of complaints received by the Council at the initial stage
1,758 days sickness out of 45,992 working days	LICG28	Corporate Sickness

Finance & Commercial

Numerical data	Reference	Description
No data available	LIFC01	Percentage of users satisfied with sports and leisure centres
4465 out of 4488 paid in terms	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority within payment terms
£1.2m	LIFC09	Value of savings against the Transformation Plan
£58,965,895 collected	LIFC18	Percentage of Council Tax collected in the year
£23,373,404 collected	LIFC19	Percentage of Non-Domestic Rates Collected in the year
1,503 new claims 13,005 change events	LIFC20	Average time taken to process Housing Benefit/Council Tax Reduction new claims and change events
Data due in Q4	LIFC21	Percentage of Council Tax Support customers satisfied with the service received

Neighbourhoods

Numerical data	Reference	Description
155 crimes reported	LINS37	Domestic burglaries per 1,000 households
20 crimes reported	LINS38	Robberies per 1,000 population
296 crimes reported	LINS39	Vehicle crimes per 1,000 population
54 fails from 2,800 inspections	LINS01	Percentage of streets passing clean streets inspections
503 out of 709 respondents satisfied	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough
568 out of 707 respondents satisfied	LINS17	Percentage of residents satisfied with the refuse and recycling service
Recyclables = 7,296 tonnes Composting = 10,014 tonnes Household = 15,777 tonnes	LINS18	Percentage of household waste sent for reuse, recycling and composting
56 completions	LINS24	Number of affordable homes delivered (gross)
158 rehoused in 26 weeks; 242 applicants rehoused within past 12 months (as at end of Dec)	LINS31	Percentage of residents rehoused by Choice Based Lettings within 26 weeks

Transformation

Numerical data	Reference	Description
18 out of 20 satisfied	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre
47,146 calls answered in 30 secs out of 72,645 calls	LITR02	Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre
390,811 self-serve 175,065 non self-serve	LITR03	Percentage of transactions done through self-service
508 out of 707 respondents satisfied	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
£903k received	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council
576 out of 620 occupied	LITR15	Percentage of privately owned industrial units occupied
Due in Q4	LITR16	Increase in rateable value
No data currently available	LITR17	Percentage of households with access to at least 2mbps broadband in the home



Performance Management Board

15 March 2016

Work Programme

7

Report of the Service Manager - 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 2015/16 and 2016/17.

2. Recommendation

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

3. Reasons for Recommendation

Date of Meeting	Item
15 March 2016	<ul style="list-style-type: none"> • Annual Report - Parkwood • Streetwise Environmental Ltd • Performance Monitoring – Quarter 3 2015/16 • Work Programme
7 June 2016	<ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Annual Report – Glendale Golf • Performance Monitoring – Quarter 4 2015/16 • Annual Report 2015/16 • Edwalton Golf Course Update • Work Programme
27 September 2016	<ul style="list-style-type: none"> • Civil Parking Enforcement Contract Update • Review of Complaints and Ombudsman Letter 2015/16 • Performance Monitoring – Quarter 1 2016/17 • Edwalton Golf Course Update • Work Programme

Date of Meeting	Item
29 November 2016	<ul style="list-style-type: none"> • Annual Report – Parkwood • Diversity Annual Report 2015/16 • Performance Monitoring – Quarter 2 2016/17 • Edwalton Golf Course Update • Work Programme
7 March 2017	<ul style="list-style-type: none"> • Annual Report – Glendale Golf • Annual Report - Parkwood • Performance Monitoring – Quarter 3 2015/16 • Work Programme

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.

For more information contact:	Name: Member Services 0115 914 8481 email memberservices@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	None