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**Our reference:** PMB290916  
**Your reference:**  
**Date:** 21 September 2016

To all Members of the Performance Management Board

Dear Councillor

A meeting of the **PERFORMANCE MANAGEMENT BOARD** will be held on Thursday 29 September 2016 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely



Deputy Monitoring Officer

## **AGENDA**

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Tuesday 7 June 2016 (pages 3 - 11)
4. Civil Parking Enforcement Contract Update  
The report of the Executive Manager – Finance and Corporate Services is attached (pages 12 - 18).
5. Review of Complaints and Ombudsman Letter 2015/16  
The report of the Executive Manager – Finance and Corporate Services is attached (pages 19 - 24).
6. Performance Monitoring – Quarter 1 2016/17  
The report of the Executive Manager – Operations and Transformation is attached (pages 25 - 42).
7. Work Programme  
The report of the Executive Manager – Finance and Corporate Services is attached (pages 43 - 44).

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## Membership

Chairman: Councillor D G Wheeler

Vice-Chairman: Councillor H A Chewings

Councillors: A J Edyvean, Mrs C E M Jeffreys, N C Lawrence, Mrs M M Males,  
S C Matthews, A Phillips, E A Plant

<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 7 JUNE 2016**

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

**PRESENT:**

Councillors: D G Wheeler (Chairman), H A Chewings, A J Edyvean, Mrs C E M Jeffreys, N C Lawrence, Mrs M M Males, S C Matthews, A Phillips,

**ALSO IN ATTENDANCE:**

Councillor M J Edwards was appointed as a substitute for Councillor E A Plant  
Councillor J E Cottee attended as an observer

**OFFICERS PRESENT:**

N Carter	Service Manager – Finance and Commercial
C Caven-Atack	Performance, Reputation and Constitutional Services Manager
P Linfield	Executive Manager – Finance and Corporate Services
K Marriott	Executive Manager – Transformation and Operations
A Poole	Constitutional Services Team Leader

**APOLOGIES FOR ABSENCE:**

Councillor E A Plant

1. **Declarations of Interest**  
There were none declared.
2. **Notes of the Previous Meeting**

The notes of the meeting held on Tuesday 15 March 2016 were accepted as a true record.

With regards to the actions from the previous meeting, the Executive Manager – Transformation and Operations stated that the briefing note regarding affordable housing had been circulated to Members in April 2016. She also informed Members that, an additional report on the item regarding scrutiny of Glendale Golf was circulated to Members of the Performance Management Board on 13 May 2016 and additionally, this item was included on the agenda for this meeting. In respect of the Parkwood Leisure Contract Annual review, Members were assured that future reports would include comparative data for previous year's usage and information on systems monitoring and prevention of accidents. Regarding the review of Streetwise Environmental Ltd, Members were informed that iCerti International Certifications were the accrediting body in respect of ISO9001 and that this would be included in future reports. Finally, she stated the report circulated to Performance Management Board Members on 13 May 2016 regarding Glendale Golf included detail of the targets in the new contract. A briefing note regarding the results of the residents' survey was circulated to Members and an article was included in Members Matters.

### 3. **East Leake Leisure Centre - Annual Report 2015**

The Board considered the report of the Executive Manager – Finance and Corporate Services regarding performance by Carillion PLC at East Leake Leisure Centre over the contract year, January to December 2015. Members were informed that usage of the Leisure Centre had increased, particularly in terms of pool usage, that financial performance had remained broadly in line with previous years and that customer satisfaction levels were high, at 94%, against Quest (Sport England quality assurance guidelines).

Mr Neath, East Leake Leisure Centre Manager, gave a presentation outlining Centre provision and highlighting key achievements during the year. He informed Members that he had worked at the Centre for 13 years, becoming the Centre Manager only 1 year ago. He highlighted that a new gym was installed between Christmas and New Year, new spin bikes had been purchased and this had been well received by customers, illustrated by the delivery of spin classes for 100 customers per week. This had led to 210,000 visits to the Centre, which was an increase of 6,000 on last years' performance, with the largest increase in swimming.

LED lights had been erected on the astroturf, more swimming lessons had been rolled out and changes to the swimming timetable had been implemented to increase the time available for swimming lessons. In addition, the University Swimming Club at Sutton Bonington had joined and swam weekly, a new inflatable was purchased for public swims and a summer play scheme, with a focus on sports and swimming, was planned. 350 more children attended compared to the previous year. Members were informed that the facilities were also available to the older generation, with 20 people attending a Friday Tea Time session. The usage table shown to Members was not in the report although the presentation would be made available on the extranet.

Mr Neath explained that the Leisure Centre made good use of twitter and facebook, with over 900 followers and 4,500 people had viewed the sites since the new gym was launched. Membership numbers had remained steady throughout the year, and membership fees had not been increased. He informed Members that the timetable was available to view online, on both the Rushcliffe and East Leake Village website and that bookings and payments could be made by telephone, for ease of customer use.

Members were informed that a variety of initiatives had been undertaken to increase membership and usage. Alongside working with local clubs to promote facilities, the Leisure Centre had also joined Active Rushcliffe to build closer relationships with other partners in the Borough, had supported the 'This Girl Can' campaign and Sportivate which targeted younger people. They had also worked with East Leake Academy offering gym sessions to students during the school day; British Gypsum for corporate membership and planned to offer provision to East Leake Traders Association this year. In January 2016, they conducted a targeted campaign 'New Year New You' which offered incentives to current members to bring along new members. In addition, their marketing included a welcome pack to new residents living on the housing developments in the village. Mr Neath explained that the Leisure Centre staff

are actively working to reduce customer complaints and gave Members further information on how specific examples had been addressed, stating that at no point are staff unhelpful to visitors. Regarding Health and Safety, accidents had remained low demonstrating their commitment to health and safety but there were slightly more than last year, most of which were slips in the swimming pool. He also highlighted their commitment to climate change through the use of LED lighting, staff training, inverters, pool covers and recycling.

Members congratulated Mr Neath for the variety of facilities on offer at East Leake Leisure Centre and recognised his enthusiasm for the Leisure Centre. In response to questions, Members were informed that the old gym equipment had been exchanged for new kit for the gym. Councillor Lawrence queried what provision was in place for more mature citizens and whether they compared themselves to other Rushcliffe Leisure Centres. Mr Neath explained that they offered a variety of provision for older residents including; discounted membership, a discounted pay-as-you-go scheme, a tea time swim session which was being extended to include the gym at a reduced cost. He explained that they were now benchmarking their provision against other Leisure Centres, and were looking to expand provision in this area this year, although the school had access during the day time to everything but the pool and gym. He recognised that these were areas that appealed to older people.

Members asked whether there had been an increase in new membership since the new homes had been built. Mr Neath informed Members that the conversion rate was about 25% of the 80% that took up the offer. Members supported the Leisure Centre's promotional activity in this area and queried whether the facility could cope with demand following the growth in the Town. Mr Neath informed them that the swimming lessons and gym offer could be increased as capacity was available, although the gym was busy in the evenings between 5.30-7.30pm and this may need to be addressed. Regarding refreshment facilities at the Centre, Members were informed that a vending machine was available although a customer survey would be conducted in the next three weeks to explore whether a refreshments area was needed. Regarding viewing facilities for carers with children, Members were informed that there was limited space available but that they had tried to enable this where they could during swimming lessons.

Members asked what energy savings had been generated by the measures undertaken by the Leisure Centre and were informed by the Executive Manager – Finance and Corporate Services that negotiations had been conducted with the leisure centre to generate a reduction in utility costs of £12,000 per annum. Energy usage information would be provided to Members.

In response to questions regarding incentives for Carillion PLC to achieve high performance, the Executive Manager – Finance and Corporate Services stated that delivery of a better quality service, so keeping costs down, would increase membership which in turn increased Carillion PLC's income as part of the contract. He stated that there was a set management fee as part of the Private Finance Initiative Scheme Unitary charge.

Regarding joint working with local schools, Members were informed that the facilities were used by East Leake Academy and Lantern Lane Primary. They

would also work with the family of primary schools in the area including Gotham, Brookside, Sutton Bonington, Costock and Normanton to encourage children to adopt an exercise regime at an early age. Members supported this approach with young people and were informed that the young people's membership of 450 at the end of last year had increased by 75 in January due to the new gym facility. Carillion PLC are contractually obliged to allow East Leake Academy use of the facilities for 6 hours per week, although they do allow more than this. This access was agreed as part of the school timetable in September. Councillor Matthews stated that East Leake was one of the best places to live in the Borough, and with a population of 10,000, he advised Carillion PLC to invest in the facility so as to capture the audience.

Members revisited the discussion regarding accidents and asked for further detail of the main causes. They were informed that, apart from those caused by slips in the pool, others were sport related injuries, for example a twisted ankle playing football, and that all incidents were logged.

The Chairman thanked Mr Neath for attending the meeting, for his presentation and for answering Members questions.

AGREED that the Performance Management Board had noted and commented on the performance of Carillion's delivery of the contract over the past year.

**4. Glendale Golf/Edwalton Golf Course Contract – Annual Review**

This item was deferred until later in the meeting.

**5. Performance Management Board Annual Report 2015/16**

The Executive Manager – Transformation and Operations introduced the Performance Management Board Annual Report and recommended that Members approved the content and agreed to forward it to full Council in September for consideration. It was explained that the content mirrored that in previous years, with a Foreword by the Chairman and a short synopsis of the items scrutinised over the previous year. It was recognised that there had been a busy programme of performance management and that this was reflected within the report. The Chairman explained that there had been an exchange of correspondence with Officers to create the annual report.

Members considered the content and recognised how successful the previous year had been.

AGREED that the Performance Management Board approved the report and would forward it on to Council for consideration.

**6. Performance Monitoring – Quarter 4 2015/16**

The Executive Manager – Finance and Corporate Services presented a report on the Council's performance for 2015/16 which included tasks and performance indicators from the Corporate Strategy 2012-16. He presented the details on a powerpoint slide and summarised the highlights and exceptions.

Councillor Chewings referred to the strategic task related to the regeneration of Cotgrave and queried when Phase 2 would commence. The Executive Manager – Transformation and Operations explained that a planning application for Phase 1 would be submitted in July or August 2016 and included the building of a new multi-service centre, which included Cotgrave Town Council and a contact point for the Borough Council as well as a comprehensive refurbishment of the back row of retail and car parking provision. Members were informed that Phase 2 included the second row of shops on the west side of the shopping centre and there was a desire to hold an investor event later in the year to encourage external investment in phase 2. The Executive Manager – Transformation and Operations informed Members that it was the intention to complete Phase 1 in the near future and to bring Phase 2 forward subsequently.

Councillor Lawrence queried how crime reduction targets had been selected, particularly LINS38. The Executive Manager – Neighbourhoods explained that the targets were set by the South Nottinghamshire Community Safety Partnership as a stretch target and were scrutinised fully at Partnership Delivery Group. The Police work with residents to raise awareness of and so prevent particular crimes, for example domestic burglary. Members were informed that the Police target their activity on particular 'hotspots' and that local Police would be aware of these. It was also highlighted to Members that data recording methods had changed over the last year. Members were asked to highlight specific issues to Officers so that particular areas of concern could be fed back to the Police.

The Executive Manager – Neighbourhoods added that Police targets were set by the Police and Crime Commissioner, who was seeking a reduction year on year. He explained that, whilst the Borough Council was not being held to account for achievement of these targets, the Borough Council's partnership working with the South Nottinghamshire Community Safety Partnership was scrutinised through Partnership Delivery Group.

Members queried why data was not available for LICO61. The Performance, Reputation and Constitutional Services Manager explained that the data, collected through an annual survey by Sport England, was last available in 2012. As the Borough Council did not have the facility to collect the data, this could not be included in the next Corporate Strategy. Members were informed that the Quarter 1 report would relate to the new Corporate Strategy, and that Councillors would be able to contribute to the setting of strategic tasks and performance indicators at the next meeting.

Regarding staff sickness levels, Members were informed by the Executive Manager – Transformation and Operations that both long and short term sickness was included in the figures and that the level of long term sickness was higher as this related to manual working staff at the Depot. Members were informed that the Absence Management Policy was used to work with staff and that a range of interventions were employed to reduce the levels detailed, including a variety of training. In response to members asking whether the data was compared to other organisations, it was explained that although officers would complete a comparison, it was the Corporate Governance Group that would scrutinise this as part of their work programme.

AGREED that the Performance Management Board had considered the progress of the Corporate Strategy and the outcomes that had been achieved.

## **7. Glendale Golf/Edwalton Golf Course Contract – Annual Review**

The Board considered the report of the Executive Manager – Finance and Corporate Services which detailed the performance of Glendale Golf and the proposed extension to their contract until December 2025. He highlighted the chronology of issues raised by the Performance Management Board over the last year and the progress made against the strategic objectives. He informed Members that the local monitoring arrangements would be appended as part of the deed of variation yet to be signed. Members were directed to details of the new contract and the capital expenditure plans in the report which were designed to improve the facility and service provided.

Mr Tom Brooke, Managing Director of Glendale Golf Ltd introduced Mr Cai Bawden, Centre Manager and informed Members that Glendale Golf Ltd was a sister company to Parkwood Community Leisure and Glendale. He gave Members background to the industry and explained that there was a significant issue with supply outweighing demand, with larger clubs becoming more accessible to casual golfers, which resulted in revenue decreasing by 36%, although operational costs had increased. In April 2016, usage levels nationally had declined by 21%. However, participation levels had stabilised over the last 12 months – the first time since 2004. He highlighted a variety of operational pressures which had impacted, including the closure of many Municipal golf courses and a number of contributing factors including family responsibilities, affordability and time to play.

Members were informed that usage at Edwalton Golf Course had declined by 5% and membership had decreased by 125 – a contributing factor was the move of their golf professional to The Nottinghamshire Golf Club, Cotgrave. However, they had experienced an increase in the level of ‘pay and play’ entrants by 7% – which was reflective of the industry. Mr Brooke assured Members that their strategy to increase usage had increased participation at other Glendale facilities by 40% and he expected that to be mirrored at Edwalton.

Members were informed that Glendale Golf was keen to focus as a community golf venue and to increase participation by employing a variety of strategies including:

- a ‘loyaltee’ scheme giving free membership with no financial commitment and direct communication via email to promote offers. This resulted in 1,177 new registrations in 2016, a 71% increase
- a ‘loyaltee club’ giving traditional membership with more added value including free juniors with adult memberships, discounted vouchers for venue hire and food – which bought-in to the family focus
- marketing as a public golf facility, encouraging family participation and to promote ‘open to all’ policy and remove barriers to entry



Mr Brooke explained that Edwalton was a Par 3 course which offered easy access and play for beginners. It was well set for bringing new people into the centre and the game, and for encouraging family participation.

Regarding additional revenue streams, Members were informed that a variety of options were being developed to present the club as more than a golf venue, including private functions, activity room, exercise classes, coffee mornings, family and community events and a crèche. Glendale Golf would also participate in the Festival of Golf in August, a national campaign to encourage 100 new golfers per golf course to join. They would also attend community events with their portable golf net, for example, Lark in the Park to encourage 100+ children to get involved.

Mr Brooke informed Members of Glendale Golf's Investment schedule which was included in the terms of the contract. £50,000 would be invested in the financial year 2016/17 which would fund a practice range, winter tees to ensure the course was in good condition year round, a bar and function rooms to encourage the community to enter, toilets and changing room improvements and a meeting room.

In response to questions, Members were informed that Glendale Golf had not registered for the iso14001 certificate as it was not a requirement of the contract and had agreed with the Executive Manager – Finance and Corporate Services that the requirement would be removed from the performance management figures.

Councillor Matthews stated that he believed that Edwalton Golf Course was comparable to Richmond, Surrey and asked whether the investment of £50,000 would turn Edwalton into a Richmond standard club. Mr Brooke disputed the comparison and stated that Edwalton was a smaller local community and the Golf Course was a different type of course to Richmond. He highlighted that there had been a £2million investment in Richmond as it was leased from the Royal Parks whereas investment in Edwalton was at the expense of Glendale Golf due to contractual requirements.

Members were concerned about the lack of investment in Edwalton Golf Course by Glendale Golf. Mr Brooke explained that this had not been a contractual requirement and that their level of proposed investment related to the turnover at the site. He recognised that more could have been done in the past to maintain the site and premises and highlighted that that was why he had been appointed – to improve the venue offer and customer experience. The Chairman assured Mr Brooke that the Board was keen to work with him to support him in improving the offer and that Members' questions served only to highlight the issues of most concern.

Following questions, Mr Brooke explained that the availability of the 9-hole golf course was being promoted and that this would be attractive to people with little time available. Councillor Chewings suggested that a crazy golf area be created if space was available to encourage families to play and also asked whether afternoon tea would be provided which was becoming an attractive pastime. Mr Brooke agreed that space was available for a crazy golf area, but said it was an unlikely investment due to the changing face of golf. He was

also hoping to promote afternoon teas and market to the parents at the nearby school.

Councillor Lawrence questioned whether the plans were realistic in a rural borough which had many local quality private golf clubs and asked where Glendale had advertised the facility. Mr Brooke acknowledged that and stated that Glendale Golf needed to clarify where it sat in the market, and recognised that it could not compete with The Nottinghamshire, for example. He recognised that the location of the site required a better level of outreach through social media.

Members reinforced the need to bring in families and suggested that the marketing activities could reflect those of East Leake Leisure Centre in attracting new members from housing developments. They also suggested that the function room needed uplifting to make it more welcoming to visitors and encourage them to stay for a meal.

The Chairman suggested that, as part of the investment schedule, that the toilets be refurbished as a priority, as these could be off-putting to visitors. He also asked about signage outside the building, and suggested that it should display details of the internal offer, to encourage people to enter. Mr Brooke agreed to consider this.

Members who had used the Golf Club expressed concern about the lack of staff available to take money from people wanting to play, the unclear information on the website which detailed a 'council concession rate' and did not detail booking methods for the offers available, and the untidiness of the site around the course. Mr Brooke was unaware and agreed to consider further.

Mr Brooke asked Members to understand that the Golf Club was a Municipal site and was not being leased in the same way that applied at its other golf clubs. He stated that they had operated the club and maintained the site within the terms of the contract and highlighted that Glendale Golf had proposed the extension to contract and level of investment. The Chairman reiterated the Council's desire to work in partnership with Glendale.

## **8. Work Programme**

The Board considered and agreed its Work Programme. It was agreed to remove the Edwalton Golf Course item from the September meeting and for an update to be presented at the meeting in November, including progress against the investment strategy and an update on the Capital Programme. It was also agreed to send the minutes of the meeting to Glendale Golf to seek their feedback for the November meeting.

Meeting closed at 9.20pm.

## Action Sheet

### PERFORMANCE MANAGEMENT BOARD - TUESDAY 7 JUNE 2016

Minute Number	Actions	Officer Responsible
3. East Leake Leisure Centre	The Carillion presentation to be made available on the Members Extranet	The Executive Manager – Finance and Corporate Services
3. East Leake Leisure Centre	Details of energy usage to be distributed to Members in future reports.	Executive Manager – Finance and Corporate Services
6. Performance Monitoring – Quarter 4 2015/16	Specific issues of concern related to crime and crime reduction targets to be highlighted to the Executive Manager – Neighbourhoods.	Members of Performance Management Board
8. Work Programme	Minutes of the PMB meeting 7 June 2016 to be sent to Glendale Golf Ltd for comment and feedback for the PMB meeting in November 2016	Executive Manager – Finance and Corporate Services

Minute Number	Actions	Officer Responsible	Update
3. East Leake Leisure Centre	The Carillion presentation to be made available on the Members Extranet	Executive Manager – Finance and Corporate Services	Done
3. East Leake Leisure Centre	Details of energy usage to be distributed to Members in future reports.	Executive Manager – Finance and Corporate Services	This will be taken into account in future reports
6. Performance Monitoring – Quarter 4 2015/16	Specific issues of concern related to crime and crime reduction targets to be highlighted to the Executive Manager – Neighbourhoods.	Members of Performance Management Board	
8. Work Programme	Minutes of the PMB meeting 7 June 2016 to be sent to Glendale Golf Ltd for comment and feedback for the PMB meeting in November 2016	Executive Manager – Finance and Corporate Services	Done

## Report of the Executive Manager – Finance and Corporate Services

### 1. Summary

- 1.1. This report provides an update on the performance of the Civil Parking Enforcement Contract which commenced in May 2008 and is run in partnership with Nottinghamshire County Council and each district council in the County. The report should be read in conjunction with the attached Appendix A, Parking Services Annual Report 2015/16.
- 1.2. The off-street and on-street accounts have achieved respective surpluses of £27,067 and £38,151. This has been achieved due to reduced costs for the Central Processing Unit (CPU) and Enforcement activity. Income has also increased by £22,311 (total income for 2015/16 £255,083 compared to total £232,772 (2014/15)). This is reflective of an overall increase in the number of Penalty Charge Notices (PCN) issued (540 more in 2015/16).
- 1.3. Future plans for 2016/17 for the car parking service includes improved car park lighting, and new pay and display machines (using the most up to date technology, such as pay by phone).

### 2. Recommendation

It is RECOMMENDED that the Performance Management Board comments on the performance of the Civil Parking Enforcement Contract.

### 3. Reasons for Recommendation

- 3.1 To provide proper due diligence with regards to the Council's civil parking enforcement arrangements.

### 4. Supporting Evidence

- 4.1. Members will be aware that, since September 2014, we work in partnership with Broxtowe Borough Council in managing this contract. The Broxtowe staff manage the day to day deployment of the Civil Enforcement Officers (CEO's), deal with all queries, manage all appeals against PCN's, liaise with the CPU and other bodies as appropriate.
- 4.2. This arrangement has led to much greater resilience in the overall management of Rushcliffe owned car parks. Future plans for 2016/17 include a revised car park order for West Bridgford and a new one for Rushcliffe Country Park, improved car park lighting, new pay and display machines and the introduction of pay by phone to some Rushcliffe car parks. The Council is

also committed to looking at developing more short stay parking solutions in towns and villages to encourage visitors and support economic growth

- 4.3. The table below identifies the current financial position of the contract from commencement in May 2008 to the end of March 2016. The off-street account has generated a surplus of £27,067 in 2015/16 which was paid over to the Council in May 2016, in accordance with the partnership agreement.

<b>May 2008 to March 2016</b>	On Street	Off Street	Total
Number of PCN's	36,366	30,712	67,078
CPU Charges	£180,051	£153,427	£333,478
External Charges	£49,639	£42,519	£92,158
Enforcement Contractor Charges	£887,930	£473,328	£1,361,258
Income Collected	£1,137,998	£739,126	£1,877,124
<b>Totals</b>	<b>£-20,378</b>	<b>£-69,852</b>	<b>£-90,230</b>

- 4.4. The details of performance for 2015/16 are provided in the table below. The numbers of PCN's issued has been falling for the last two years (albeit it has increased this year from last year by 540) and is now back to the level when the Parking Partnership was first introduced.

2015/16	On Street	Off Street	Total
Number of PCN's	4600	3710	8310
Expenditure	£116,872	£72,992	£189,864
Income	£155,024	£100,059	£255,083
Total	£38,152	£27,067	£65,219

- 4.5. As stated at Appendix A, the number of vehicles using the pay and display car parks in West Bridgford has increased by 7% over the last year.
- 4.6. The table below shows the locations and numbers of PCN's issued across the Borough in 2015/16.

Area	On Street	Off Street
West Bridgford	3426	3324
Bingham	705	279
Radcliffe on Trent	236	82
Keyworth	27	18
Ruddington	183	0
East Leake	1	0
Holme Pierrepont	1	0
Bunny	2	0
Flintham	1	0
Gotham	1	0
Tollerton	2	0
Other ("Rushcliffe")	8	0
Total PCN's issued	<b>4593</b>	<b>3703</b>
Warning notices	7	7
	<b>4600</b>	<b>3710</b>

4.6 Appendix A highlights an improved financial position as well as the challenges the Council has faced in both car parking enforcement and delivering new car parking orders (eg for Bingham, Keyworth and Radcliffe); and the improvements it intends to make to its car parks during 2016/17.

## **5. Risk and Uncertainties**

5.1. Failure to properly monitor the contractual arrangements will restrict the Council's ability to effectively deliver car parking across the Borough.

## **6. Implications**

### **6.1. Finance**

The Council's financial accounts for 2015/16 reflect the expenditure and income recorded for the year. The net surplus from off street parking of £27,067 has been credited to the car park account and will support the maintenance costs of car parks across the Borough.

### **6.2. Legal**

There are no legal implications arising from this report.

### **6.3. Corporate Priorities**

Effective management of parking helps to ensure town centres are attractive places to visit and can support the economic growth and health of such places, and can also contribute to the quality of life by ensuring that congestion is reduced and residents are able to park close to their own homes.

### **6.4. Other Implications**

There are no other implications arising from this report.

<b>For more information contact:</b>	Peter Linfield Executive Manager Finance and Corporate Services 0115 914 8439 plinfield@rushcliffe.gov.uk
<b>Background papers Available for Inspection:</b>	Report to Performance Management Board 16 June 2015 'Civil Parking Enforcement Contract Update 2015'
<b>List of appendices (if any):</b>	Appendix A – Parking Services Annual Report 2015/16



This is the first annual report from Parking Services outlining what Rushcliffe Borough Council has been doing, the changes that have implemented and to share some interesting statistics.

### West Bridgford Car Parks Usage & Income Update

The number of vehicles using the Pay & Display car parks has increased by 7% from the year 2014/15. The turnover of vehicles ensures that visitors are able to come to West Bridgford knowing that they can easily find a parking space close to the town centre.

Car Park	Number of Spaces	No. of Users 2015/16	Average turnover per space per charging day
Bridgford Road	147	234,774	5 vehicles
Nursery	79	234,144	9 vehicles
Gordon Road	34	83,958	7 vehicles

### New Off-Street Car Park Order – Bingham, Keyworth and Radcliffe-on-Trent

A new Off- Street Parking Order has been introduced and came into force on 11 April 2016.

The benefits of having parking restrictions and civil enforcement officers on regular patrols in car parks not only increases the turnover (i.e. more visitors are able to find a parking space) but also reduces the risk/fear of crime in parking places and helps relieve highway congestion around town centres caused by on-street parking. Regular enforcement also ensures that blue badge bays are used correctly and are accessible for blue badge holders within public car parks.

Examples of the new signage:



**Walkers Yard**  
Short Stay Car Park

**Charges**

Up to 3 hours - £0.00

- No return within 2 hours of leaving car park
- Maximum Stay 3 hours
- Height and weight restrictions apply

**3 Hours maximum stay per visit**

**Monitoring hours Monday to Sunday inclusive,**  
Except Bank Holidays

The current Rushcliffe Borough Council Off Street Parking Places Order made under the Traffic Regulation Act 1984 using powers contained in the Traffic Management Act 2004, introduces the following contraventions which may be subjected to a Penalty Charge appropriate to the level of contravention.

- Parked for longer than the maximum period permitted.
- Re-parked within prescribed time of leaving the parking place.
- Parked in a designated disabled person's parking place without displaying a valid disabled person's permit.
- Parked in a restricted area in the car park.
- Parked in a permit bay/parking place without clearly displaying a valid permit - during permitted hours.
- Parked in the car park or area not designated for that class of vehicle permitted.
- Parked beyond the bay markings.
- Vehicle parked exceeding maximum weight, height or length permitted.
- Parked causing an obstruction.
- Parked with the engine running.
- Parked in the parking place for a purpose other than the designated purpose for the parking place.

**Permitted Vehicles**

Motor vehicles licenced as private or private/light goods, goods vehicles not exceeding 1.5 tons unladen weight or 6ft 6ins in height.

The above list of contraventions is not a definitive list and a full list of contraventions can be found in the Rushcliffe Borough Council Off Street Parking Places Order. For further information or to see the Off Street Parking Places Order please contact Rushcliffe Borough Council on: 0115 9819911

Vehicles are parked entirely at the owner's own risk, Rushcliffe Borough Council accepts no responsibility for loss or damage to vehicles or their contents, whilst left in this car park.




**Blue Badge Holders - Must correctly display a valid blue badge and time clock, with the expiry date clearly displayed**

Rushcliffe Borough Council (Market Place)



**Mon - Sun  
(Inclusive)  
Except market day  
2 hours  
No return  
within 2 hours**

Rushcliffe Borough Council



**Long Stay Parking  
Maximum Stay 12 hours  
No return within 3 hours**

Currently all the car parks listed below are free of charge.

Car Park	Maximum Period/Stay	No return within
Newgate Street, Bingham	12 hours	3 hours
Needham Street, Bingham	12 hours	3 hours
Union Street, Bingham	12 hours	3 hours
Market Place, Bingham (non-market days)	2 hours	2 hours
Market Place, Bingham (market days)	10 hours (between 6:00 and 16:00 hours)	Permit holders only
Bunny Lane, Keyworth	12 hours	3 hours
Church Drive, Keyworth	12 hours	3 hours
Health Centre, Radcliffe-on-Trent	3 hours	2 hours
Health Centre, Radcliffe-on-Trent (Drop off bays only)	15 minutes (Mon – Fri only)	2 hours
Walkers Yard, Radcliffe-on-Trent (short stay bays)	3 hours	2 hours
Walkers Yard, Radcliffe-on-Trent (long stay bays)	12 hours	3 hours



Health Centre Car Park, Radcliffe –on- Trent



Market Place, Bingham



Union Street Car Park, Bingham



Needham Street car park, Bingham



## Penalty Charge Notices (PCN's) – Off-Street Enforcement (car parks) 2015/16

Penalty charge notices issued in Rushcliffe managed car parks are processed by Nottinghamshire County Council under a partnership agreement. The council had over 800,000 motorists use the car parks in the financial year 2015/6 of which less than 0.5% received a PCN for not complying with the car park regulations.

Number of PCN's issued	4600 on-street 3710 off-street
Total PCN income less processing & enforcement costs (off-street only)	£27,066.94
Total number of appeals	1180
Number of appeals accepted	312
Number of appeals rejected	865
Appeals pending a decision	3
Number referred to the Traffic Penalty Tribunal	9
Number of cases sent to Enforcement Agents (bailiff)	117
Enforcement Agent (bailiff) recovery rate	27%

## Shared Services Arrangement

In September 2014 Rushcliffe Borough Council officially started a new shared services partnership with Broxtowe Borough Council to deliver its parking services provision. This is now running smoothly and Broxtowe recharge a percentage of their management costs to Rushcliffe. Initial benefits were identified whereby efficiency savings would take advantage of flexible and innovative working practices to minimise office overheads however, other benefits were quickly realised.

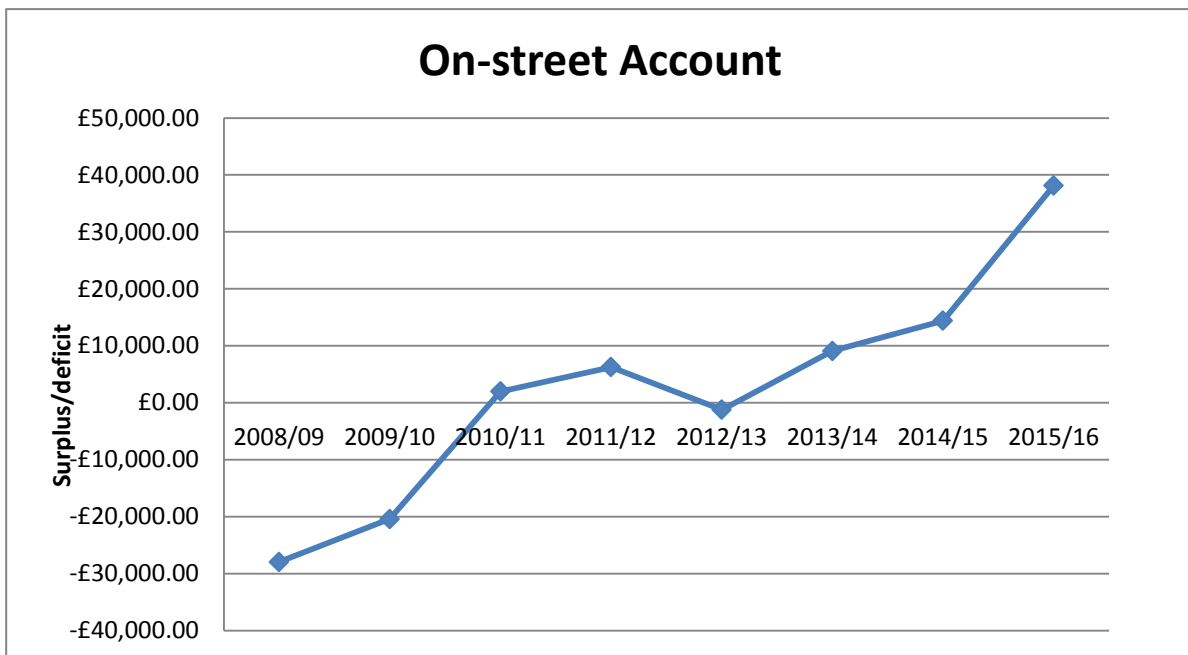
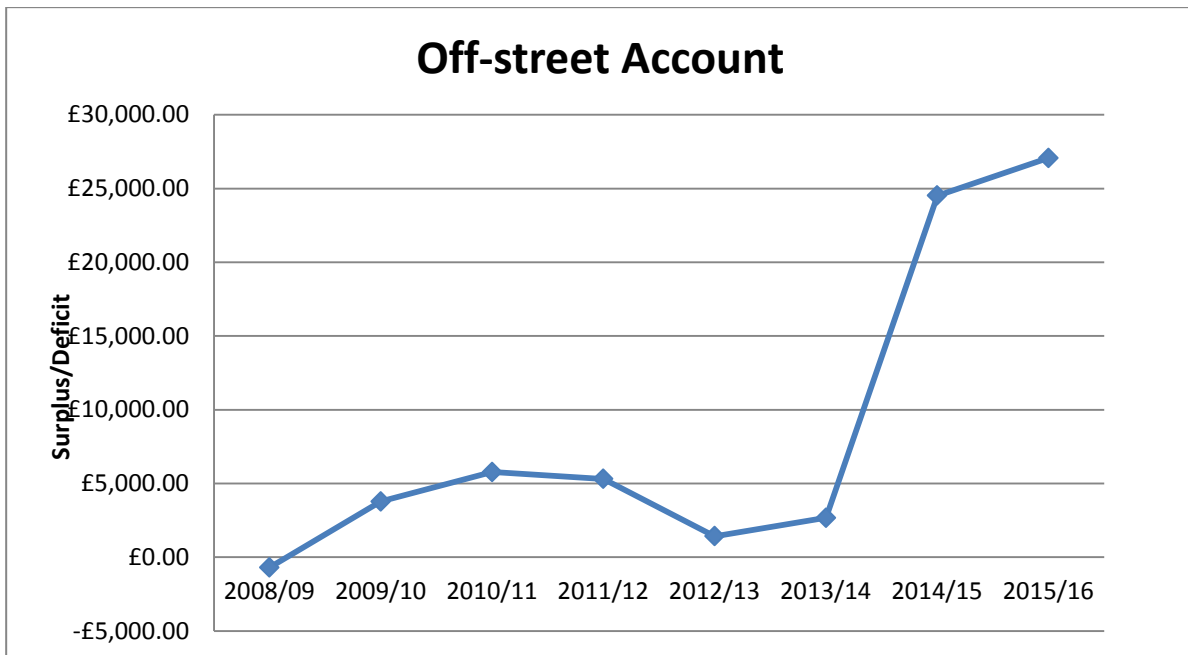
- The combined pool of employees will provide a critical mass giving resilience between both Authorities.
- An increased purchasing power on shared contracts will generate greater savings to be reinvested which on their own, authorities could not contemplate or achieve.
- Supervision from a central location will reduce the need for managers in every locality while extra travelling will be minimised through use of mobile communications.
- Investigation of multiple offenders, across partner boundaries, will lead to the more efficient use of Enforcement Agents (bailiffs).
- Within off-street car parks the economies of scale and careful stock consumable control will over time reduce costs of ticket-machine operations and enable advertising revenues to be realised.

## Nottingham Parking Partnership Arrangements

Rushcliffe Borough Council's parking enforcement operations for both on-street and off-street (i.e. car parks) is partly delivered through a Parking Partnership's arrangement with Nottinghamshire County Council to reduce staffing costs and overheads. The cost of processing the penalty charge notices and provision of the enforcement contractor is reconciled from the income received from the overall enforcement service provided. The aims and objectives of the traffic management arrangement with Nottinghamshire County Council is to deliver the service at cost neutral to the borough council and achieve a reasonable level of parking compliance throughout the borough. The current financial

arrangement is achieving these objectives however compliance, as always, could be better.

Any surplus made by the off-street account is repaid back to Rushcliffe Borough Council to offset costs.



#### Future plans for 2016/17.....

- Updated car park order for West Bridgford and a new order for Rushcliffe Country Park
- Improved car park lighting
- New pay and display machines
- Introduction of pay by phone to some Rushcliffe car parks.

## Report of the Executive Manager – Finance and Corporate Services

### 1. Summary

This report summarises the complaints received during 2015/16 and provides a comparison to previous performance. Key points include:

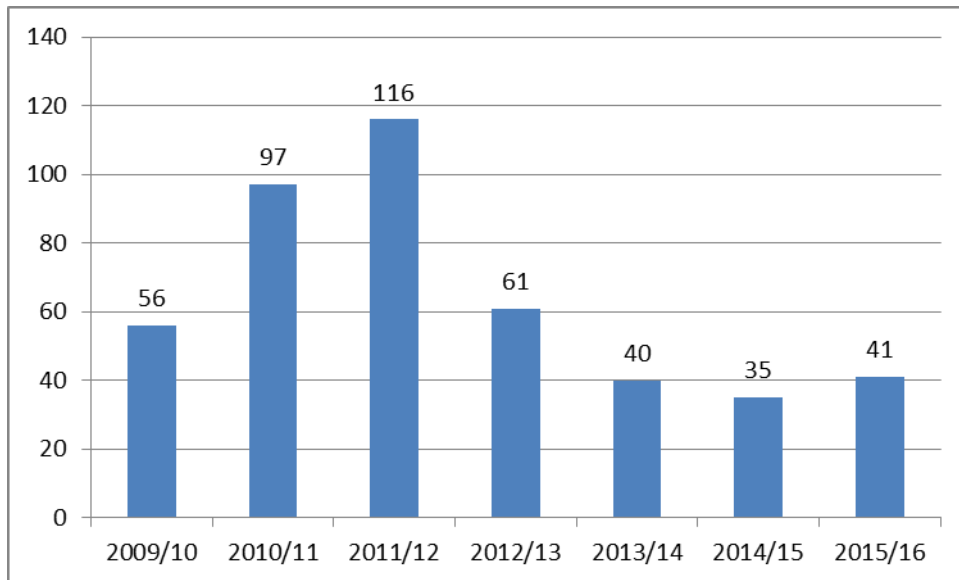
- The number of complaints increased in the years between 2009/10 and 2011/12. We then saw a decrease year on year to 2014/15, when 35 complaints were received. The last year saw a slight increase to 41 complaints.
- The percentage of complaints escalated past Stage 1 has increased again from 10.0% (4/40) in 2013/14 to 14.3% (5/35) in 2014/15, and now to 22.0% (9/41) in 2015/16.
- Consistency in handling complaints has stayed at a high level, as has the number of complaints that are responded to within target time – 41 out of 41.
- Analysis of the 41 complaints received in 2015/16, found that 53.7% were felt to be justified and 46.3 unjustified.
- Quarterly satisfaction surveys are sent out to gauge how satisfied people are with the way their complaint was handled. Just five surveys were completed.
- The Council received 174 compliments about its services in 2015/16, compared with 190 in 2014/15, and 164 in 2013/14.

### 2. Recommendations

It is recommended that this report is accepted as a true record of customer feedback in 2015/16.

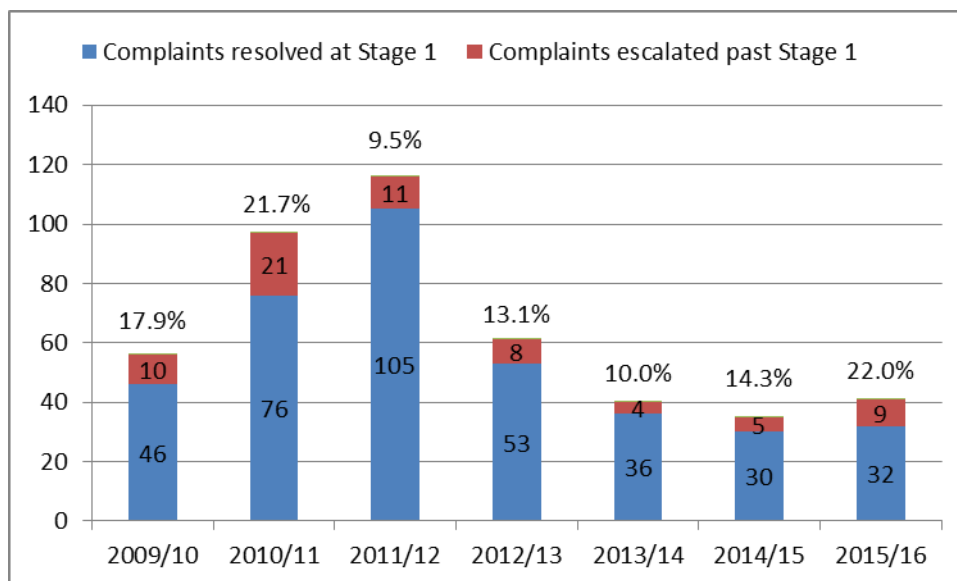
### 3. Total Complaints

The number of complaints received by the Council in 2015/16 was 41. This is similar to the total of two years ago, and six higher than last year. The trend for complaints received by the Council over the last few years is shown on the graph below.



**Total Complaints Year by Year**

#### 4. Escalation of Complaints



**Graph to show percentage of complaints escalated past Stage 1**

4.1 The standard of response at Stage 1 remains high and, more often than not, the complaint is concluded at this stage. However, nine out of 41 complaints were escalated to Stage 2, the subjects being:

- a resident's anonymity being compromised in an enforcement case
- 2 x the handling of a planning application for a business on the A46
- alleged misinformation given during the handling of a Disabled Facility Grant
- the withdrawing of support for a domestic violence victim
- the handling of a planning application in Hickling
- alleged harassment (via the telephone) from an officer;

- the publishing of personal details on the planning website
- poor contractor workmanship while converting property in receipt of Disabled Facility Grant.

4.2 The percentage of escalations past Stage 1 in 2015/16 is the highest in recent years. The overall number of complaints is still relatively low, but with a relatively high number of escalations. This gives a percentage of 22.0%.

## 5. Local Government Ombudsman (LGO) Statistics

5.1 Occasionally, complainants escalate their complaints to the LGO. This is an option when the Council's process has been exhausted and the customer still does not consider that they have achieved a satisfactory outcome.

5.2 During 2015/16, the LGO received seven complaints and/or enquiries about services offered by Rushcliffe Borough Council:

- four were about Benefits and Tax
- three were about Planning and Development

5.3 The LGO issued six decisions on complaints received about the Council. Five were referred back for local resolution, and one was 'partly upheld'. The complaint that was partly upheld was related to a planning decision. The Council was requested by the LGO to provide a reasoned response to the complainant's assessment of a noise report contained in the planning application. This has now been adequately addressed.

5.4 The LGO data is shown in the table below, along with a comparison with other local authorities in the immediate area.

Local Authority	Decisions made						
	Total	Upheld	Not upheld	Advice given	Closed after initial enquiries	Invalid or incomplete	Referred back to LA
Rushcliffe	6	1	0	0	0	0	5
Ashfield	17	0	2	2	5	2	6
Bassetlaw	17	0	3	0	6	0	8
Broxtowe	15	0	3	1	4	2	5
Gedling	10	0	1	1	4	0	4
Mansfield	26	3	1	0	11	1	10
N & S	19	6	1	0	5	0	7
Charnwood	14	1	2	1	2	1	7
N W Leics	14	1	4	0	1	0	8

Melton	1	0	0	0	0	0	0
S Kesteven	9	0	1	0	5	0	3

## 6. Complaints handling – Timeliness and Quality of Response

6.1 All 41 complaints in 2015/16 were answered within target time (compared to 34 out of 35 in 2014/15).

6.2 Figures for each service area are shown in the table below. It is felt that complaints were well-handled in all cases.

Service Area	Total Complaints	In Target Time (10 working days)	%
Finance and Corporate	13	13	100
Neighbourhoods	16	16	100
Communities	9	9	100
Transformation	2	2	100
Transformation / Neighbourhoods	1	1	100
<b>Total</b>	<b>41</b>	<b>41</b>	<b>100</b>

## 7. Justified Complaints

7.1 A complaint is adjudged to be justified if an individual or service area has done something wrong to cause the complaint, or if the level of service does not come up to the standard expected.

7.2 If learning points arise as a result of someone complaining about a particular service area, they are raised at sectional team meetings as part of on-going training for staff.

7.3. 22 out of 41 (53.7%) were judged to have been justified. This is a higher percentage (and a higher total) than last year when 15 out of 35 complaints (42.9%) were felt to have been justified. It is planned to run a series of refresher training sessions on complaints-handling this winter. We will look at the causes of the justified complaints, and use these as a basis for the training.

## 8. Distribution of complaints between service areas (Appendix 1)

8.1 The table in Appendix 1 gives brief details of the complaints received during the year 2015/16, how they were distributed across the four service areas, whether they were resolved at Stage 1 or Stage 2, and whether or not they were felt to be justified.

## 9. Complaints Monitoring

9.1 The satisfaction rate for the handling of complaints in 2015/16 was 0%. Five complainants returned monitoring forms (out of 27 forms sent out). Of those, four people were dissatisfied with the way their complaint was handled.

9.2 The level of response remains very sporadic, and as such, no firm conclusions can be drawn. The feeling is that where a problem has been easy to fix, and the customer has got their desired outcome, satisfaction tends to be higher. Where the complaint involves a protracted case, involving services such as benefits or planning, the customer tends not to get their preferred result, and so satisfaction tends to be much lower. The latter was the case with all five who returned their forms.

9.3 The results are shown in the table below:

Quarter	Forms Sent	Forms Returned	Satisfied	Dissatisfied	Neither
1	10	2	0	1	1
2	8	2	0	2	0
3	7	1	0	1	0
4	2	0	0	0	0
<b>Total</b>	<b>27</b>	<b>5</b>	<b>0</b>	<b>4</b>	<b>1</b>

## 10. Compliments

10.1 174 compliments were received about the Council. The distribution among service areas is shown in the table below, along with a comparison to last year:

Service Area	Number of Compliments 2015/16	Number of Compliments 2014/15
Finance and Corporate Services	9	25
Neighbourhoods	68 (+ 30 for Streetwise)	69 (+ 19 for Streetwise)
Communities	51	61
Transformation	16	16
<b>Total</b>	<b>174</b>	<b>190</b>

<b>For more information contact:</b>	Charlotte Caven-Atack Performance, Reputation and Constitutional Services Manager 0115 914 8278 <a href="mailto:CCaven-Atack@rushcliffe.gov.uk">CCaven-Atack@rushcliffe.gov.uk</a>
<b>Background papers Available for Inspection:</b>	None
<b>List of appendices (if any):</b>	Appendix 1 - Complaints by Service Area

## Appendix 1

Service Area	Number of Complaints	Subject of complaint	Resolved at Stage 1 or 2	Justified?
Finance and Corporate Services	13	12 x issues regarding Council Tax 1 x issues regarding a benefit claim	12 x Stage 1  Stage 1	4 x Yes; 8 x No  Yes
Neighbourhoods	16	6 x complaints against staff attitude / involvement  2 x complaints about Disabled Facility Grant issues  2 x complaints regarding anonymity issues  1 x complaint re DV support  1 x complaint about grass cutting  1 x complaint about action on an unauthorised encampment  1 x complaint about right of entry  1 x complaint about a neighbour dispute	1 x Stage 2; 5 x Stage 1  2 x Stage 2; 1 x Stage 1  1 x Stage 2; 1 x Stage 1  1 x Stage 2  1 x Stage 1  1 x Stage 1  1 x Stage 1	3 x Yes; 3 x No  1x Yes; 2x No  2 x Yes  Yes  Yes  Yes  No
Communities	9	7 x complaints about handling of planning applications  1 x complaint about unused tennis courts not being open to the public  1 x complaint about disturbance and noise from event in Rushcliffe Country Park	4 x stage 2; 3 x stage1  stage 1  Stage 1	4 x Yes; 3 x No  No  Yes
Transformation	2	2 x complaint about staff attitude / treatment	Both Stage 1	2 x Yes
Neighbourhoods / Transformation	1	1 x complaint about staff attitude	Stage 1	Yes



## Report of the Executive Manager – Transformation 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 1 2016/17, containing tasks from the Corporate Strategy 2016-20, 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 exception.

### 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 active tasks monitored in 2016/17, the corporate basket of performance indicators that has been monitored for the past 4 years and new performance indicators that will be used to monitor the new 2016/20 Corporate Strategy. Additionally Members are being given the opportunity to select additional performance indicators, a commitment made at the meeting on 7 June 2016.
- The Corporate Strategy 2016-20 contains 12 strategic tasks covering the three Corporate Priority themes and will contribute to the Rushcliffe 2020 Vision.
- 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

Risks linked to the Corporate Strategy and the Council's performance are managed by the Risk Management Group and monitored at Corporate Governance Group. 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 – Finance & Corporate Services 0115 914 340 ncarter@rushcliffe.gov.uk
<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

This is the first report detailing the progress of the new Corporate Strategy 2016-20. There are 12 Strategic Tasks that are focussed on the Council's three themes. The corporate scorecard contains 25 performance indicators rolled over from the 2012-16 Corporate Strategy that are reportable over the coming four years and an additional 24 that support the monitoring of the new strategy. The full scorecard is shown in this report, it is proposed that only those performance indicators where data is due are shown in future reports, and as data becomes available they will be added.

The format of this report has been changed to streamline the content to meet Paperlite working practices whilst retaining the information required to enable Councillors to carry out their role in the scrutiny of the Council's performance.

Councillors are being given the opportunity to select additional performance indicators at this meeting, a commitment made at the meeting on 7 June 2016. Councillors are asked to be mindful of the need to balance the number of indicators within the corporate scorecard with the resources required monitor the information provided.

### Corporate Tasks

All of the 12 Strategic Tasks are underway, five of the tasks have been rolled forward from the 2012-16 Corporate Strategy and all will provide improvements to the Borough that support the Council's 2020 Vision, the long term vision of how we hoped the Borough of Rushcliffe would look like when it was written in 2004.

### Performance Indicators

There are 29 of the 38 performance indicators (20 on the 2012-16 scorecard and 9 new indicators) where performance data is contained in this report.


In this quarter there is one highlight and one exception:


**LINS01 Percentage of streets passing clean street inspections** is a highlight due to the excellent improvement in performance when comparing the current quarter of 99.2% against performance over the past 2 years.


**LITR02 Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre** is an exception as the current performance of 43.4% is 15.6% below target and 23% below the same period last year. Customer Services have undergone a recruitment exercise and are also training Business Support Unit staff to answer general enquiries which would allow Customer Service Advisors to concentrate on the longer more technical calls about benefits and council tax.


# Strategic Tasks



**Delivering economic growth to ensure a sustainable, prosperous and thriving local economy**

Current Status	ST1620_01		Lead officer	Success measurement
	Develop a programme of Growth Boards initially focusing on West Bridgford, Bingham and Radcliffe on Trent to support economic growth and infrastructure in these areas		Chief Executive	A long term vision for each area, which meets the needs of new and existing residents and businesses as well as contributing to the Borough as a whole, exists and is used by all relevant stakeholders in decision making
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	Growth Boards have been set up in West Bridgford, Cotgrave and Bingham/Radcliffe on Trent. A Growth Board in East Leake will be considered next.	
<b>Completed Date</b>				
Performance Measures & Indicators				Risks
Publish report of the West Bridgford Commissioner by December 2016				CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales
Complete assessment of need for future Growth Boards in the Borough by March 2017				
Identify funding and investment opportunities following the publication of the Tudor Square Masterplan and retail study by March 2018				
Create actions plans for the Growth Boards by March 2018				


Current Status	ST1620_02		Lead officer	Success measurement
	Proactively engage with partnership activities to maximise the benefits of collaborative working for Rushcliffe residents and businesses, including: • Playing an active role in D2N2 • Combined Authority • Collaboration Partners		Chief Executive	An efficient Council that leverages the best advantage from partnership activities for the residents and businesses of Rushcliffe
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	The Council is involved in various collaboration activities including payroll, green bins, tree advice, ICT provision and Building Control.  The Council is involved in the devolution agenda via the Nottingham and Notts Economic Prosperity Committee which is attended by the Leader and Chief Executive.  Following the EU referendum and the change in leadership in Central Government, there may be further developments in the devolution agenda.	
<b>Completed Date</b>				
Performance Measures & Indicators				Risks
LIFCS60 Value to date of savings generated as a result of partnership activities				CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support
LIFCS61 Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2				


Current Status	ST1620_03		Lead officer	Success measurement
	Activate the Asset Investment Strategy to maximise the Council's asset portfolio as the conditions prescribed in the Strategy arise		Executive Manager – Finance and Corporate Services	Income from the Council's investments is maximised to protect and secure the future provision of services to the community
Target date	31-Mar-2020	Progress	The Strategy is Dependent on options that arise for investment and whether the Council is successful in purchasing any assets that become available.  The Council bid (unsuccessfully) for a property in Radcliffe on Trent recently and the property and estates team regularly review opportunities.	
Completed Date				
Performance Measures & Indicators			Risks	
LIFCS13 Percentage of Investment Strategy committed			CRR_FCS08 Inadequate capital resources	
LIFCS14 Value of income generated as a result of the Investment Strategy being activated			CRR_FCS12 Risk and return from Asset Investment Strategy	

Current Status	ST1620_04		Lead officer	Success measurement
	Work with partners to progress infrastructure projects, including: • Improvements to the A52 • Improvements to the rail connections between Nottingham and Grantham • Feasibility of a fourth Trent crossing		Executive Manager – Communities	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> <li>• A memorandum of understanding has been signed by Rushcliffe Borough Council, Nottinghamshire County Council and Highways England covering £36.5m of improvements works to the A52.</li> <li>• Rushcliffe Borough Council are working with partners on the Nottingham to Grantham Stakeholder Group to finalise a business case for improved services at Bingham and Radcliffe on Trent railway stations (Poacherline). The objective is to generate economic growth in the Nottingham – Bingham A52 Growth corridor by providing a frequent, fast and a sustainable rail service.</li> <li>• Rushcliffe Borough Council supported the commissioning of a further study in conjunction with partners to consider the benefits of constructing a new river crossing to the east of the City.</li> </ul>	
Completed Date				
Performance Measures & Indicators			Risks	
Complete feasibility study for the fourth Trent crossing by March 2017			CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support	
Complete feasibility study for improvements to rail connections by March 2018				
LICO60a Contributions received as a percentage of current developer contributions				
LICO60b Value of future developer contributions to infrastructure funding				


Current Task Status	ST1620_05	Lead officer	Success measurement
	Regenerate Cotgrave, including: New housing on the colliery site, <ul style="list-style-type: none"> <li>• Employment opportunities through jobs clubs, apprenticeships and training,</li> <li>• Additional employment units on the colliery site</li> <li>• A vibrant town centre with new public sector facilities and refurbished shops and public areas</li> </ul>	Executive Manager – Operations & Transformation	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	The planning application for the town centre improvements and multi service centre were submitted in August 2016. The planning application for the employment land site has been approved and tender returns for the contractor were received on 29 August 2016.
<b>Completed Date</b>			
Performance Measures & Indicators			Risks
Planning application submitted for Cotgrave Town Centre by September 2016			CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support
LITR30 Number of apprenticeships created as part of the of Cotgrave development			
LITR31 Percentage of new private homes on the colliery site completed			CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales
LITR32 Percentage of new affordable homes on the colliery site completed			
LITR33 Percentage of new homes on the colliery site occupied			
LITR34 Percentage of employment units on the Cotgrave colliery site occupied			
Current Task Status	ST1620_06	Lead officer	Success measurement
	Contribute towards economic growth in the Borough	Executive Manager – Operations & Transformation	The Borough is a more prosperous area with an improved offer to attract new investment creating new employment opportunities and ensuring thriving local businesses
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	<ul style="list-style-type: none"> <li>• Revisions to the S106 agreement for Land north of Bingham is being negotiated to enable its purchase. This land will then be marketed for sale.</li> <li>• Growth Deal funding is due to be drawn down September / October and will support the delivery of the sites at Bingham, Cotgrave and RAF Newton.</li> <li>• Shop front grant being developed via the Strategic Growth Board.</li> <li>• Submission of the Sustainable Urban Development application via Nottingham City Council is delayed pending discussion with DCLG.</li> </ul>
<b>Completed Date</b>			
Performance Measures & Indicators			Risks
Submit funding application for Sustainable Urban Development (SUD) funding to Nottingham City Council by July 2016.			
LITR35 Percentage of Growth Deal money drawn down and allocated			
LITR36 Percentage of new homes at the Land North of Bingham completed			

## Maintaining and enhancing our residents' quality of life


Current Task Status	ST1620_07	Lead officer	Success measurement
	Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise	Executive Manager – Finance and Corporate Services	Rushcliffe residents continue to benefit from superb leisure facilities across the Borough helping them to maintain healthy lifestyles with easy access to a range of leisure facilities
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	The review of the Leisure Strategy is being undertaken, two meeting of the Community Development Group have taken place in 24 May 2016 and 23 August 2016.  The contractors are on schedule to handover the New Arena on 15 November 2016. A post hand over fit out plan is in place, the office is due to be operational for all staff from 19 December 2016 with the leisure centre opening early January 2017.
<b>Completed Date</b>			
Performance Measures & Indicators			Risks
Complete review of Bingham Leisure Centre by December 2017			CRR_FCS20 Failure to properly manage and deliver significant projects - Leisure and Office move
Arena leisure centre operational by January 2017			
Complete review of Edwalton Golf Courses by March 2017			
LICO61a Percentage increase in population taking part in sport and physical activity at least twice in last month			
LIFCS01 Percentage of users satisfied with sports and leisure centres			


Current Task Status	ST1620_08	Lead officer	Success measurement
	Facilitate activities for Children and Young People to enable them to reach their potential	Executive Manager – Communities	Young people in Rushcliffe are provided with a range of opportunities to develop their self-confidence, knowledge and skills to enable them to play an active role in their community and be ready for the world of work.
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	The 8th YouNG Market was held on Saturday 2 July in Central Avenue. The event was attended by delegates from Italy, Slovakia and Poland who assessed the 24 stalls and learned about the YouNG model as part of an Erasmus Plus funded programme.
<b>Completed Date</b>			
Performance Measures & Indicators			Risks
Establish the format of YouNG as a Community Interest Company by December 2016			
LICO70a Number of young people engaged with positive futures programme			
LICO70b Number of work experience places organised			
LICO70c Number of apprenticeships organised within the Council			




Current Task Status	ST1620_09	Lead officer	Success measurement
	Deliver Part 2 of the Rushcliffe Local Plan	Executive Manager – Communities	Existing residents and potential residents wanting to relocate within or move to the Borough have adequate access to appropriate housing
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	Consultation on 'issues and options' for the Local Plan Part 2 and on the draft Green Belt review (part 2) closed in March. Around 400 comments were submitted. The main issues arising from the consultation were considered by the Local Development Framework Group on 18 July 201. Work is now on-going to identify preferred options for Local Plan part 2 and to complete the Green Belt review. This includes assessing the suitability of potential additional housing sites, some of which are likely to be required in order to address the shortfall in housing delivery arising from delays in bringing forward the Core Strategy's (Local Plan Part 1) strategic allocations.
<b>Completed Date</b>			
Performance Measures & Indicators		Risks	
Complete second stage of Green Belt Review by December 2016		CRR_CO04 Inability to demonstrate a five year supply of deliverable housing sites against the housing target leading to further development on unallocated sites	
Adopt part two of the Local Plan by December 2017			
LICO74 Number of Neighbourhood Plans adopted			
LICO75 Percentage of homes built on allocated sites at key rural settlements			
LICO76 Percentage of new homes built against the target within the Local Plan			

## Transforming the Council to enable the delivery of efficient high quality services

Current Task Status	ST1620_10	Lead officer	Success measurement
	Deliver the Medium Term Financial Strategy	Executive Manager – Finance and Corporate Services	Residents are confident that the Council is well run, financially sound and delivering the services they need
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	Currently the base budget and assumptions are being revisited and we await the Chancellors Autumn Statement particularly given the challenges and opportunities afforded via the BREXIT decision.
<b>Completed Date</b>			
Performance Measures & Indicators		Risks	
LIFCS15 Value of savings achieved by the Transformation Strategy against the programme in April 2016		CRR_FCS13 Failure to deliver the Transformation Strategy	
LIFCS16 Percentage of residents believing the council provides value for money			
LIFCS49 Percentage of residents satisfied with the service the Council provides			

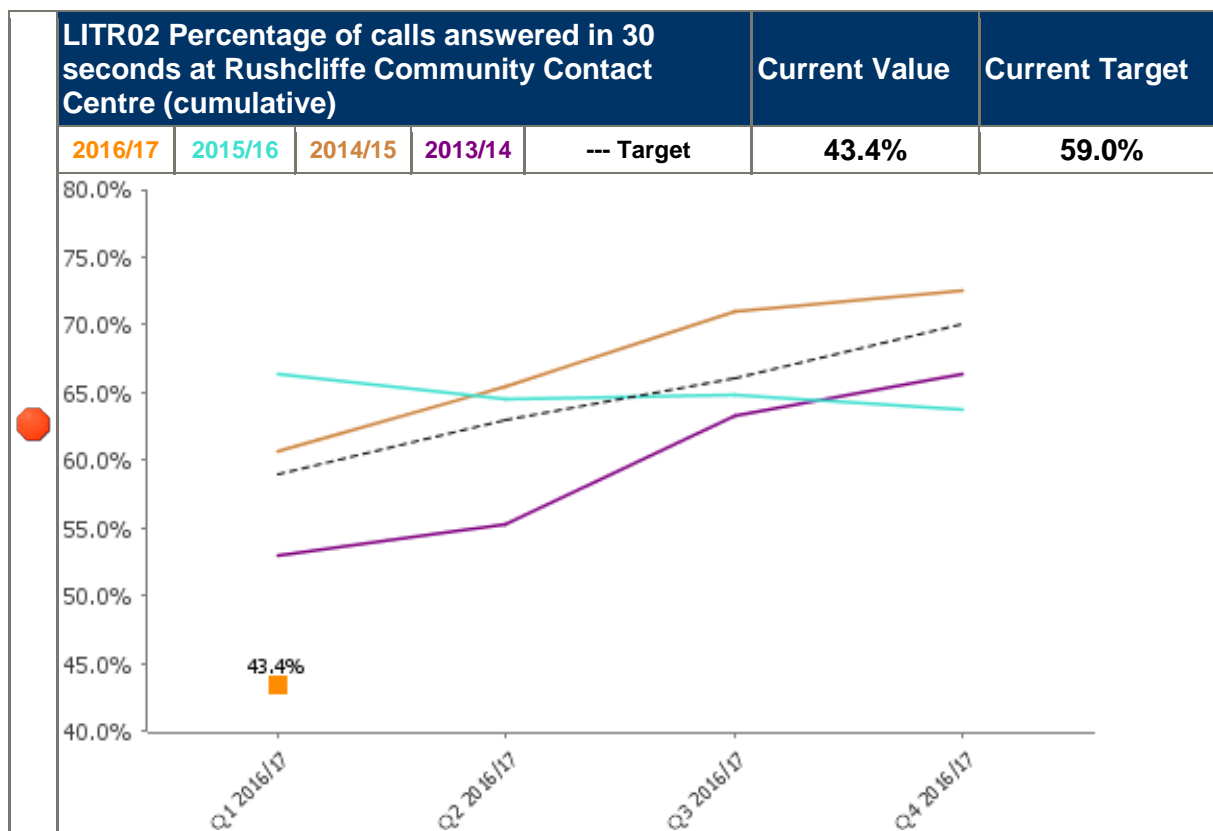
Current Task Status	ST1620_11	Lead officer	Success measurement
	Continue to reduce cost and increase efficiencies	Executive Manager – Operations and Transformation	Residents are able to access Council services and information at a time and in a way that suits them
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> <li>Increased hours at Cotgrave Police Station, giving residents an alternative to travelling to the RCCC in West Bridgford. This is in preparation for when the multi service building at Cotgrave opens.</li> <li>Customer Services availability has increased at Bingham Health Centre in line with extended opening hours of the practice.</li> <li>There is a continued development of transactional services available on the Councils' website – moving house (vacation) forms are now available.</li> </ul>
Completed Date			
Performance Measures & Indicators		Risks	
LIFCS40 Combined number of Social Media followers		CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support	
LITR03a Percentage increase in self-serve transactions			
LITR04 Percentage of residents satisfied with the variety of ways they can contact the Council		CRR_TR12 Long term loss/failure of main ICT systems	
LITR12b Percentage of Customer Access Strategy delivered			

Current Task Status	ST1620_12	Lead officer	Success measurement
	Continue to develop the Council's Property Portfolio to enhance the Council's financial position and deliver community outcomes	Executive Manager – Operations and Transformation	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
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> <li>The new Council offices at the Arena are due to be operational for staff from 19 December 2016 with the leisure centre opening early January 2017.</li> <li>A planning application for 15 additional industrial units on the Cotgrave colliery site was submitted on 14 July 2016.</li> <li>The Bridgford Hall conversion is underway, a second set of 'hard hat' tours was held on 10 September 2016.</li> <li>The Council submitted a bid for an acquisition in Radcliffe on Trent; this was unsuccessful but demonstrates appetite for acquisitions if the business case is met.</li> </ul>
Completed Date			
Performance Measures & Indicators		Risks	
New Council offices at Rushcliffe Arena operational by spring 2017		CRR_FCS12 Risk and return from Asset Investment Strategy	
Complete Bridgford Hall building works by Spring 2017			
Finalise business case for the disposal the Civic Centre by December 2017		CRR_TR04 Failure to properly manage our property assets	
Preferred site identified and business case prepared for Depot relocation by March 2018			
Depot relocated by March 2020			

# Performance Highlights



Neighbourhoods								
Status	Ref.	Description	2013/14	2014/15	2015/16	2016/17		
						Value	Target	Trend
✓	LINS01	Percentage of streets passing clean streets inspections	99.0 %	97.1 %	98.3 %	99.1%	97.5%	↑













# Performance Exceptions





























Following a drop in resources, two new customer service advisors have now started work at the RCCC. They are currently being trained to take calls and are not yet contributing to the performance of the team. The team's ability to answer calls within target times is effected by the new starters as time is required to train them taking valuable staff out of the call handling roster. In addition, staff resources have also needed to be allocated to cover sickness to provide resilience in another area. Both of these issues are considered to be short term but coming at the same time as increased call volumes at the beginning of the year due to council tax and green bin enquiries the impact has been greater than anticipated.

# Corporate Scorecard (2012-16 PIs)

Communities						
Status	Reference	Description	Q1 2016/17			2016/17
			Value	Target	Long Trend	Target
	LICO41	Percentage of householder planning applications processed within target times	89.50%	88.00%		88.00%

Finance & Corporate Services						
Status	Reference	Description	Q1 2016/17			2016/17
			Value	Target	Long Trend	Target
	LIFCS01	Percentage of users satisfied with sports and leisure centres	89.7%	80%		80%
	LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	99.48%	99.00%		99.00%
	LIFCS20	Percentage of Council Tax collected in year	30.07%	30.30%		99.10%
	LIFCS21	Percentage of Non-domestic Rates collected in year	34.13%	32.40%		98.80%
	LIFCS22	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	4.72 days	9.0 days		9.0 days
	LIFCS50	Number of complaints received by the council at initial stage	10	-		-

Neighbourhoods						
Status	Reference	Description	Q1 2016/17			2016/17
			Value	Target	Long Trend	Target
	LINS01	Percentage of streets passing clean streets inspections	99.2%	97.5%		97.5%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	53.80%	53.65%		50.00%
	LINS24	Number of affordable homes delivered	10	5		32
	LINS31	Percentage of applicants rehoused within 26 weeks of their application	62%	65%		65%
	LINS37	Domestic burglaries per 1,000 households	1.19	1.20		6.40
	LINS38	Robberies per 1,000 Population	0.06	0.06		0.24
	LINS39	Vehicle crimes per 1,000 population	0.87	0.95		3.80

Transformation						
Status	Reference	Description	Q1 2016/17			2016/17
			Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	100.0%	95.0%		95.0%
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)	43.4%	59.0%		59.0%
	LITR12	Percentage of RBC owned industrial units occupied	99.16%	98%		98%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£320k	£250k		£1m
	LITR15	Percentage of privately owned industrial units occupied	95.46%	92%		92%
	LITR51	Corporate Sickness - number of days lost to sickness absence	1.15	2.00		8.00

There are five performance indicators that are reported following the biennial Residents' Survey that are not listed in the tables above:



















- 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

# Summary of new Strategic Performance Indicators

Communities						
Status	Reference	Description	Q1 2016/17			2016/17
			Value	Target	Long Trend	Target
	LICO60a	Contributions received as a percentage of current developer contributions	0%			
	LICO60b	Value of future developer contributions to infrastructure funding	Awaiting data			
	LICO61a	Percentage increase in population taking part in sport and physical activity at least twice in last month	Not due			
	LICO70a	Number of young people engaged with positive futures programme	Due Q4*	-	-	-
	LICO70b	Number of work experience places organised	26			
	LICO70c	Number of apprenticeships organised within the Council	3			
	LICO74	Number of Neighbourhood Plans adopted	0	-	-	-
	LICO75	Percentage of homes built on allocated sites at key rural settlements	Not due			-
	LICO76	Percentage of new homes built against the target within the Local Plan	Annual			

\*Data for LICO70a will be provided based on new agreement in January 2017

Finance & Corporate Services						
Status	Reference	Description	Q1 2016/17			2016/17
			Value	Target	Long Trend	Target
	LIFCS13	Percentage of Investment Strategy committed	49.5%			
	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	£0.00			
	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme in April 2016	£0.173 m			
	LIFCS40	Combined number of Social Media followers	9,512			
	LIFCS60	Value to date of savings generated as a result of partnership activities	Annual			
	LIFCS61	Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2	Annual			

Transformation						
Status	Reference	Description	Q1 2016/17			2016/17
			Value	Target	Long Trend	Target
	LITR03a	Percentage increase in self-serve transactions	7.16%	-		-
	LITR12b	Percentage of Customer Access Strategy delivered	25%	-		-
	LITR30	Number of apprenticeships created as part of the of Cotgrave development	5	1		5
	LITR31	Percentage of new private homes on the colliery site completed	27%	5%		20%
	LITR32	Percentage of new affordable homes on the colliery site completed	14%	5%		20%
	LITR33	Percentage of new homes on the colliery site occupied	23%	5%		20%
	LITR34	Percentage of employment units on the Cotgrave colliery site occupied	Not due	0%		0%
	LITR35	Percentage of Growth Deal money drawn down and allocated	Due Q2/3	6%		25%
	LITR36	Percentage of new homes at the Land North of Bingham completed	Not due	0%		0%

# Performance Indicators – for consideration by PMB

<b>Communities</b>	
<b>Reference</b>	<b>Description</b>
LICO03	Land charges fees received
LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period
LICO45	Percentage of applicants satisfied with the Planning service received
LICO46	Planning appeals allowed against authority's decision
LICO47	Number of planning applications received
LICO50	Amount of planning contributions received
LICO59	Income received for fee earning pre planning application advices
LICO66	Percentage usage of community facilities
LICO68	Income from community buildings, parks/pitches

<b>Finance &amp; Corporate Services</b>	
<b>Reference</b>	<b>Description</b>
LIFCS02	Number of leisure centre users - public
LIFCS04	Number of users of paid council car parks
LIFCS11	Cash income from investments
LIFCS42	Percentage of Members attending training events
LIFCS43	Percentage of Community Support Grant allocation spent to date
LIFCS52	Percentage of complaints responded to within target times

<b>Neighbourhoods</b>	
<b>Reference</b>	<b>Description</b>
LINS06	Cumulative number of fly tipping cases
LINS15	Percentage of Food Establishments achieving a hygiene rating of 4 or 5
LINS21a	Percentage of eligible households taking up the green waste collection service
LINS23	Residual waste collected per household, in kilos
LINS25	Number of households living in temporary accommodation
LINS27a	Average length of stay of all households in temporary accommodation
LINS29	Number of successful homelessness preventions undertaken
LINS32	Average waiting time of applicants rehoused by Choice Based Lettings

<b>Transformation</b>	
<b>Reference</b>	<b>Description</b>
LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes
LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact
LITR50b	Total days lost following staff accidents



# Revenue Monitoring

	Q1 Position - excl recharges			Total Costs				Variation Explanation (see also Appendix B)
	Budget YTD £'000	Actual YTD £'000	Total Variation £'000	Budget £'000	Projected Outturn £'000	Total Variation £'000	Variation %	
Communities	118	140	22	2,738	2,854	116	4	Reduction in large scale planning applications
Finance and Corporate Services	5,749	5,678	(71)	3,682	3,436	(246)	(7)	Contingencies not called upon
Neighbourhoods	201	171	(30)	4,709	4,646	(63)	(1)	
Transformation	790	670	(120)	306	293	(13)	(4)	
<b>Net Service Expenditure</b>	<b>6,858</b>	<b>6,659</b>	<b>(199)</b>	<b>11,435</b>	<b>11,229</b>	<b>(206)</b>	<b>(2)</b>	
Capital Accounting Adjustments				(1,591)	(1,588)	3	0	
Revenue contribution to capital				158	158	0	0	
Transfer to/(from) Reserves				1,033	1,260	227	0	Revenue surplus £206k, S31 grants £24k
<b>Total Net Service Expenditure</b>				<b>11,035</b>	<b>11,059</b>	<b>24</b>	<b>0</b>	
Central Government Grant				(1,064)	(1,064)	0		
Localised Business Rates (includes SBRR)				(2,072)	(2,072)	0		
Collection Fund Surplus				(79)	(79)	0		
Council Tax Income				(5,753)	(5,753)	0		
Specific Grants (including NHB)				(2,067)	(2,091)	(24)		S31 grants (NHB New Burdens £14k & Transition Grant £6k)
Council Tax Freeze Grant				0	0	0		
<b>Total Funding</b>				<b>(11,035)</b>	<b>(11,059)</b>	<b>(24)</b>	<b>0</b>	
<b>Gross Budget Deficit</b>				<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	

# Capital Monitoring

<b>CAPITAL PROGRAMME MONITORING - JUNE 2016</b>			
<b>EXPENDITURE SUMMARY</b>	<b>Current Budget £000</b>	<b>Projected Actual £000</b>	<b>Projected Variance £000</b>
Transformation	11,034	10,984	(50)
Neighbourhoods	1,919	761	(1,158)
Communities	327	297	(30)
Finance & Commercial	14,435	12,135	(2,300)
Contingency	250	250	0
	<b>27,965</b>	<b>24,427</b>	<b>(3,538)</b>
<b>FINANCING ANALYSIS</b>			
Capital Receipts	(4,538)	(2,922)	1,616
Government Grants	(4,776)	(4,776)	0
Other Grants/Contributions	(1,403)	(1,281)	122
Use of Reserves	(2,517)	(2,517)	0
Internal Borrowing	(14,731)	(12,931)	1,800
	<b>(27,965)</b>	<b>(24,427)</b>	<b>3,538</b>
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Report of the Executive Manager – Finance and Corporate Services**

**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.

<b>Date of Meeting</b>	<b>Item</b>
29 September 2016	<ul style="list-style-type: none"> <li>• Civil Parking Enforcement Contract Update</li> <li>• Review of Complaints and Ombudsman Letter 2015/16</li> <li>• Performance Monitoring – Quarter 1 2016/17</li> <li>• Work Programme</li> </ul>
29 November 2016	<ul style="list-style-type: none"> <li>• Annual Report – Parkwood</li> <li>• Diversity Annual Report 2015/16</li> <li>• Performance Monitoring – Quarter 2 2016/17</li> <li>• Edwalton Golf Course Update</li> <li>• Work Programme</li> </ul>
7 March 2017	<ul style="list-style-type: none"> <li>• Annual Report – Glendale Golf</li> <li>• Streetwise Environmental Ltd</li> <li>• Performance Monitoring – Quarter 3 2016/17</li> <li>• Work Programme</li> </ul>
June 2017	<ul style="list-style-type: none"> <li>• Annual Report – Carillon Leisure</li> <li>• Performance Monitoring – Quarter 4 2016/17</li> <li>• Annual Report 2016/17</li> <li>• Work Programme</li> </ul>

### **3. Implications**

#### **3.1. Finance**

No direct financial implications arise from the proposed work programme.

#### **3.2. Legal**

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

#### **3.3. Corporate Priorities**

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

#### **3.4. Other Implications**

There are no other implications.

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