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Our reference:
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Date: 12 June 2017



To all Members of the Performance Management Board

Dear Councillor

A meeting of the **Performance Management Board** will be held on Tuesday 20 June 2017 at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

Yours sincerely

A handwritten signature in black ink, appearing to be 'R. B.', written over a light blue horizontal line.

Deputy Monitoring Officer

AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Tuesday 7 March 2017 (pages 3 - 11)
4. Carillion Annual Report

The report of the Executive Manager - Neighbourhoods is attached (pages 12 - 17).

5. Performance Monitoring Quarter 4

The report of the Executive Manager - Transformation and Operations is attached (pages 18 - 37).

6. Performance Management Board Annual Report 2016/17

The report of the Executive Manager - Finance and Corporate Services is attached (pages 38 - 44).

7. Work Programme

The report of the Executive Manager - Finance and Corporate Services is attached (pages 45 - 46).

Rushcliffe Community
Contact Centre
Rectory Road
West Bridgford
Nottingham
NG2 6BU

In person
Monday to Friday
8.30am - 5pm
First Saturday of
each month
9am - 1pm

By telephone
Monday to Friday
8.30am - 5pm

Telephone:
0115 981 9911

Email:
customerservices
@rushcliffe.gov.uk

www.rushcliffe.gov.uk

Postal address
Rushcliffe Borough
Council
Rushcliffe Arena
Rugby Road
West Bridgford
Nottingham
NG2 7YG



Membership

Chairman: Councillor D G Wheeler

Vice-Chairman: Councillor H A Chewings

Councillors: Mrs S P Bailey, Mrs C E M Jeffreys, N C Lawrence, 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 at the far side of the plaza outside the main entrance to the building.

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NOTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY 7 MARCH 2017

Held at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West
Bridgford

PRESENT:

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

ALSO IN ATTENDANCE:

T Brooke Managing Director, Glendale Golf
E Neary Business Development Manager, Streetwise
 Environmental Ltd
J Scott-Lee Managing Director, Streetwise Environmental Ltd
S Williams Centre Manager, Glendale Golf
2 Members of the public

OFFICERS PRESENT:

D Burch Service Manager – Neighbourhoods
N Carter Service Manager – Finance and Commercial
C Caven-Atack Performance, Reputation and Constitutional Services
 Manager
A Goodman Constitutional Services Officer
K Marriott Executive Manager - Operations and Transformation

APOLOGIES FOR ABSENCE:

Councillor Mrs C E M Jeffreys

22. **Declarations of Interest**

There were none declared.

23. **Notes of the Previous Meeting**

The notes of the meeting held on Tuesday 29 November 2016 were accepted as a true record.

Edwalton Golf Courses Contract Interim Update – The Board requested an action in respect of addressing the issues of dog fouling and people wandering across the courses. Councillors felt that the signage needed to be improved and additional dog bins should be provided.

Action the Service Manager – Finance and Commercial to investigate ways to address the issues of dog fouling and people wandering across the courses

24. **Glendale Golf Ltd/Edwalton Golf Course Contract Annual Review**

The Board considered the report of the Executive Manager - Finance and Corporate Services that outlined the performance of Glendale Golf's delivery of the contract over the previous year. The Service Manager - Finance and Commercial explained that the contract for the management of the Edwalton Golf Courses was awarded to Glendale Golf in December 2002 and extended for a further five year period in 2012. Subsequently the contract had been renegotiated and extended until December 2025. The Board had been monitoring the performance of the contract throughout the year and had considered updates at the meetings on 22 June and 29 November 2016. He informed Councillors that random inspections had been carried out and was pleased to report that the results showed a great improvement and the direction of travel was positive. He reported that a considerable amount of work and capital investment had been undertaken by both the Council and Glendale Golf. As a result the figures had improved and consequently, if Councillors were satisfied, there was no longer a requirement for the Board to receive regular updates. Therefore, it was proposed that the scrutiny of the Glendale Golf contract should revert to annual reviews.

The Service Manager - Finance and Commercial acknowledged that there was an issue with dogs and people wandering across the courses and that officers were already investigating ways to address this, including improving signage.

Mr Brooke, Managing Director Glendale Golf, gave a presentation to the Board on Glendale Golf's delivery of the contract over the previous year. He informed Councillors that the new contract agreed in 2016 had been extended to 2025. The rent payable to the Council had been reduced from £100,000 to £25,000 per annum to ensure the contract was more financially viable. Glendale Golf had introduced a capital investment programme of £50,000 for 2016/17 for works to both the courses and the premises. There had also been investment in staffing over the last year with the addition of a Head Green Keeper, Centre Manager and PGA Coach, Admin and Events officer, and Golf Services Supervisor/Trainee Golf Coach.

Mr Brooke reported that for the first time in more than a decade figures produced by Sport England for 2016 suggested that the decline in golf has halted and participation levels had stabilised. There had been a growth in market of new types of golf participation including Top Golf and Adventure Golf. Nationally, there had been a 7% decline in participation on the previous year for the first quarter of 2016 and a 21% decline in the second quarter, due to bad weather. However, the usage figures for quarter 4 had shown an increase of 15% and there had been a positive start to 2017 which had been reflected at Edwalton Golf Course.

The usage figures for Edwalton showed a considerable decline for 2016, with total golf rounds played down 39% on the previous year. The volume of member rounds was down by 31%, the pay and play was down by 40% and the footgolf was down by 29%. The volume of functions and events had also declined by 30% and the practice range and lessons usage had declined by 20%. In comparison the usage figures across the Glendale Golf sites had shown a regional split with a 7% increase in the south region and a 22%

decline in the north region. Mr Brooke explained that the potential causes for the decline at Edwalton were poor product quality and site management, and bad weather in the first half of 2016. Local competition from many other courses in the area had also affected usage, along with uncertainty surrounding the future of the site management and rumours of housing development. However, Mr Brooke was confident that positive steps had now been taken to address these issues and there would be an improvement for 2017.

Mr Brooke was pleased to report that the investment programme was progressing and would be completed by the end of March 2018. Improvements to the Practice Range and bar and restaurant area had been already completed, and the works to the winter tees and toilets and changing rooms would be completed by the end of March. Additional improvements had also been identified for the future including; new meeting room furniture, a new buggy pen, irrigation tank repairs, refurbishment of the entrance hall, upgrades to the golf coaching studio and the addition of a movie lounge was investigated. It was hoped the movie lounge would encourage the local community to use the facilities and that families could watch a film and have a meal.

Mr Brooke explained that Glendale Golf had a range of memberships that were designed to be flexible and suit all playing habits, lifestyles and affordability. These included Loyaltee, Your Way, Pay and Play and one or twelve month contracts. He outlined the measures Glendale had introduced and how they would be working to increase usage between 2017 and 2025. These included an improved management and team, creating a vibrant and energetic culture to encourage community use, improved product quality throughout, flexible memberships, promoting accessibility by linking in with leisure centres and local sports groups. There would also be an increased focus on Beginner and Family Golf and community use for events, private functions, casual dining and the movie lounge. There would also be a focus on sales marketing exercises via email, web, social media, community outreach and local business links.

The Chairman thanked Mr Brooke for his honest presentation. He reported that he had visited the club house recently and could confirm that the facilities were significantly improved. The building was now clean and welcoming, and that the staff were positive. He also confirmed that he had been receiving regular advertising emails, however there was still further work to be done to encourage more community use. Over the last two years the Performance Management Board had been brutal in its criticism of both the Council and Glendale Golf as part of its scrutiny of the contract. However, he was delighted with the improvement and that the Council had invested money into the facilities. He commented that the wooden rails at the entrance need replacing as they are rotten and unsafe and that the outside furniture needed cleaning. The Service Manager - Finance and Commercial confirmed that officers were already addressing the issue with the wooden rails and that quotes for the work had been received.

In response to questions in relation to the closure of the Ladies Committee due to lack of numbers, Mr Williams confirmed that despite advertising, promotions and Facebook campaigns it was proving difficult to attract female golfers at the

current time. Mr Williams explained that the new monthly payment scheme had only been launched for a week, so it was too early to tell how it would be received, however initial feedback had been positive. He confirmed that members of the 12 month loyalty scheme could use their membership to play at any Glendale course.

In response to questions about the lack of publicity in the north of the Borough, Mr Williams confirmed that Glendale Golf had carried out promotion sessions at Bingham Leisure Centre and would continue to regularly promote Edwalton Golf Course through all the leisure centres in the Borough. Mr Brooke accepted that although previously Glendale Golf had not been visible in the community he was confident that this was being addressed. Mr Brooke explained that realistically Glendale were looking for an increase of at least 20% this year as an indication that the business had turned around and that progress had been made.

Mr Brooke agreed that Glendale need to be better connected with the new Rushcliffe Arena and make use of the opportunity to engage with its membership. When the Arena reopened in January it was not the optimum time to recruit new members to the golf course and that it was important to get the product right first. Also there had been an unbelievably high take up of membership at the Arena and staff were too busy to promote the golf course. Although it was not viable to offer free three month memberships to encourage take up, Glendale would be working closely with Parkwood to promote the facilities in the community. Mr Brooke confirmed that the company had central and local marketing budgets. Councillors felt that there should be a marketing shop in the reception of the Arena and that leaflets should be delivered to the new housing developments in the area. Although Glendale could not have access to Parkwood's membership data for marketing, they could tag advertising messages on to their emails.

Mr Williams confirmed that Glendale Golf worked extensively with Edwalton Primary School and held sessions in half term and school holidays.

On behalf on the Board, the Chairman thanked Mr Brooke and Mr Williams for attending the meeting and congratulated them on the improvement.

It was AGREED that the Performance Management Board;

- a) had considered the performance of Glendale Golf's delivery of the contract over the past year; and
- b) endorse the positive improvements and request that future reports be provided annually.

25. Review of Streetwise Environmental Ltd for 2016/17

The Board considered the report of the Executive Manager – Neighbourhoods that outlined the performance of the partnership with Streetwise Environmental Ltd who delivered the Council's street cleansing and grounds maintenance functions. The Service Manager – Neighbourhoods explained that 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. Following approval by Cabinet in December 2013, Streetwise Environmental Ltd was formed as a new company limited by guarantee and wholly owned by the Council. 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. Importantly the existing functions delivered by the 'in house' Streetwise team, including street cleansing and grounds maintenance were detailed in an operational 'prime contract', which was designed to ensure clear and consistent continuity of service by the company during the initial five year period of the contract. In addition to promoting and developing a strong partnership approach with the Council, Streetwise were 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.

Mr Scott-Lee, Managing Director, and Miss Neary, Business Development Manager, Streetwise Environmental Ltd, gave a presentation to the Board on the performance of Streetwise over the last year and the Company's future plans and initiatives.

Mr Scott-Lee informed Councillors that "Streetwise ensures that the Prime Contract for Rushcliffe Borough Council and Parish Councils is at the heart of everything we do. Our primary focus is to always deliver the needs of our prime contract without compromising the service and delivery we offer." He explained that the governance of the Company consisted of a small board of directors, comprising the Managing Director, Operational Director, Council's Chief Executive, Service Manager - Finance and Commercial and an independent accountant. This Operational Board reported to a separate overarching Strategic Board that comprised of four Council members. Mr Scott-Lee explained the organisational structure of the company and highlighted the links through the structure.

Miss Neary highlighted the services that Streetwise now provided, including arboricultural services, landscaping and design, playground services, cleaning and facilities management. In addition, the Company were able to provide specialist services for weed control, cleaning up after special events, graffiti removal, snow removal and gritting, flooding, land drainage and elections. Streetwise were continuing to train and develop the skills of the operatives to increase the range of the services that they could offer. Miss Neary outlined some of the achievements over the last 12 months that included; further flexible working hours to meet the demands of the business, developed confidence in a variety of works, improved marketing techniques and developed website, improved leaflets, Twitter and Facebook, achieved progression to qualifying for PQQ stages and ITT stages of tenders, developed relationships with clients further to win tenders and received the APSE Award for Best Employment and Equality Initiative. She explained that Streetwise were looking to engage with new clients in the future including; housing associations, housing trusts, hospitals and care homes, other local authorities, management contractors, universities and schools, solar panel cleaning and grounds maintenance.

Mr Scott-Lee outlined the key facts in respect of the prime contract with the Council. He reported that Streetwise maintained 8 million square metres of open space annually, clean and maintain 800 kilometres of roads and cleaned 6 tonnes of detritus daily using mechanical sweepers. They collected 1400 tonnes of rubbish annually from litter bins, fly tips and street litter, maintained and carried out full playground ROSPA inspections on a variety of play parks including two flagship parks of West Bridgford and Rushcliffe Country Park. They provided emergency services in the form of tree works, drainage, sand bags, and g ritting. Streetwise also serviced Parish Councils' grounds maintenance, playground ROSPA inspections, mechanical sweeping, Christmas tree lights and provided support at local events.

Mr Scott-Lee was pleased to inform the Board that Streetwise had achieved all the key performance indicators for the prime contract over the last year. There had been significant investment in training and development to gain the necessary qualifications for the operatives to work on building sites and to carry out tree works and weed spraying. Future initiatives included working in Partnership with neighbouring local authorities regarding Risk Assessments and Method Statements, obtaining recognised qualifications in landscaping, bricklaying, electrical and plumbing. Mr Scott-Lee explained that front line employees were the Streetwise Brand so they needed to ensure they were hiring the right team at interview stage to maximise the most from the training offered.

Miss Neary outlined the social values and initiatives that Streetwise provided including; the APSE Award for Best Employment and Equality Initiative, Landscape and Horticulturist Graduate Training Scheme, Ordinary people doing extraordinary things, Identifying areas of land for regeneration to make it a fabulous place for the community, MHT Placements, Space Inclusive project for 18-35 year olds with learning difficulties , providing Christmas Tree lights in Tudor Square, provision of black bin bags and collect and disposal of rubbish for the Great British Spring Clean Initiative.

Miss Neary outlined the expansion and growth plans for the next year that included; refining existing tender portals to select the most appropriate market sectors and geographical areas, revisiting existing customers and clients to ascertain if there were any other market sectors we can upsell into, developing new professional relationships through networking including Women in Business, re-establish Breakfast Meetings for existing and new potential clients, use existing partners to introduce Streetwise to new potential clients and customers, develop new scheduling systems to maximise opportunities and be more commercial in our delivery. Mr Scott-Lee concluded the presentation by sharing some of the many compliments that Streetwise received about its staff and services.

The Chairman thanked Mr Scott-Lee and Miss Neary for their presentation and commended Streetwise Environmental Ltd on their social values and work in the community.

In response to questions, Mr Scott-Lee explained that graffiti removal on BT boxes in public areas was included within the prime contract with the Council, however there would be a charge if the graffiti was on private land. In respect

of fly tipping and whether electrical appliances could be traced by the serial numbers through guarantee schemes, he explained that these were often removed by the perpetrators, along with any scrap metal that could be sold.

Mr Scott-Lee explained that litter picking on the A52 trunk road remained an issue, as despite requesting a schedule, Highways England still did not inform Streetwise when grass cutting was taking place. Litter picking needed to be carried out at the same time as the road was closed off for grass cutting due to safety reasons, as an additional closure was unviable.

Councillors felt that Streetwise were operating in a more professional manner and that the new vehicles were making a difference. However, there was some inconsistency in the frequency of bin emptying and although it was recognised that this was due to Streetwise providing additional collections, the public perception could be that collections had been missed, when this was not the case.

In response to questions, Mr Scott-Lee explained that currently Streetwise had between 55 to 58 operatives and varied depending on seasonal demand. It was anticipated that as the company expanded this would rise to between 150 and 200 over the next two years. In respect of mechanical road sweeping in areas of West Bridgford where there were constantly parked cars, he explained that it was a difficult issue and that options, including notifying residents by leafleting to move their vehicles, were being considered.

Mr Scott-Lee agreed that subject to there being sufficient demand, a service offering washing of wheeled bins to residents could be viable. The Service Manager – Neighbourhoods explained that this would require a recycled water system as dirty water and debris could not be disposed of into gutters, although it was recognised that some other companies did.

Mr Scott-Lee confirmed that Streetwise subcontracted staff to carry out work on their behalf. All subcontractors were Streetwise branded and were required to meet the same standard as employees, to protect the company's reputation. In respect of bags of commercial waste being left outside business which could be perceived to be the Council's responsibility, Mr Scott-Lee confirmed that this was often the case and that they were working with businesses to address the issue.

Councillors were pleased that the employee sickness and accident figures were low. Mr Scott-Lee informed the Board that Streetwise worked with the Council's HR department and had independent advice in respect of health and safety. Educating staff was key to preventing accidents, however he was nervous that as the Company expanded the figures could increase.

Councillors felt that additional dog bins were required in some areas of West Bridgford, as although existing bins were emptied regularly, the demand was such that they were filled quickly. This could lead to complaints from the public as the perception was that they were not being emptied. The Service Manager – Neighbourhoods explained that there was extra provision in the budget to provide some additional bins.

It was AGREED that the Performance Management Board had considered the performance of Streetwise Environmental Ltd for 2016/17.

26. **Performance Monitoring Quarter 3 – 2016/17**

The Board considered the report of the Executive Manager - Transformation and Operations that provided details of the Council's performance against the tasks in the Corporate Strategy 2016-20 and the basket of performance indicators, to the end of December 2016. The Performance, Reputation and Constitutional Services Manager informed Councillors that the report contained one performance highlight and two exceptions. She highlighted that the annual target for performance indicator LINS24 Number of affordable homes delivered had already been exceeded by 14, as 46 homes had been completed. The two exceptions were; LIFCS04 Number of users of paid council car parks, which was currently under target by over 25,000 users and LIFCS43 Percentage of Community Support Grant allocation spent, which was just over 35% compared to the target of 40%.

In response to questions, the Performance, Reputation and Constitutional Services Manager explained that the increase in parking fees at the paid council car parks had not been primarily introduced to discourage car travel for environmental reasons. The decrease in number of users had been due to the increase in charges, however it was hoped that the introduction of half hourly rates would address the decline.

The Executive Manager - Operations and Transformation explained that under Strategic Task ST1620, the publishing of the West Bridgford Commissioners' Report had not been completed by December 2016 due to delays in recruiting the appropriate Commissioners.

Action the Executive Manager - Operations and Transformation to inform the Board of the timescales for the publication of the West Bridgford Commissioners' Report

It was AGREED that the Performance Management Board had considered the progress of the Corporate Strategy and the identified exceptions.

27. **Work Programme**

The Board considered the report of the Executive Manager – Finance and Corporate Services that set out details of the proposed work programme for the municipal year 2017/18.

The Board AGREED the Work Programme.

The meeting closed at 9.00 pm.

Action Sheet
Performance Management Board - Tuesday 7 March 2017

Minute Number	Actions	Officer Responsible	
23 Notes of the Previous Meeting	Investigate ways to address the issues of dog fouling and people wandering across the courses	Service Manager – Finance and Commercial	Officers have been working with Glendale golf to explore options to address this issue. The most appropriate and cost effective solution is to replace and increase existing signage around the courses. The new signs will be placed at the site entrance, club house and at key points around the courses reminding the public of the need to keep dogs on leads, pick up their dog mess and general safety advice about walking around the course. The signs have been purchased and it is anticipated that they will be installed by the end of June 2017. In addition, Glendale Golf staff will continue to monitor the courses and politely advise dog walkers of their obligations if an indiscretion is observed.
26 Performance Monitoring Quarter 3 – 2016/17	Inform the Board of the timescales for the publication of the West Bridgford Commissioners' Report	Executive Manager - Operations and Transformation	<p>Email sent to Councillors 20 March highlighting the indicative timeline also below for information:</p> <p><i>Nov-Dec 2016</i> Commissioners to present their work plan to WB Growth Board (7th November)</p> <p><i>December 2016</i> Review relevant secondary evidence.</p> <p><i>Jan-Feb 2017</i> Launch a call for primary research to gather views of key stakeholders including local residents, business and community groups.</p> <p><i>March-June 2017</i> Oversee primary data collection</p> <p><i>June-July 2017</i> Analyse primary and secondary data</p> <p><i>11 July 2017</i> Present emerging findings to WB Growth Board</p> <p><i>Aug-Sep 2017</i> Prepare final report</p> <p><i>10 October 2017</i> Report to WB Growth Board</p>

Report of the Executive Manager - Neighbourhoods

1. Summary

- 1.1. The East Leake Leisure Centre is managed by Carillion Plc. under a Private Finance Initiative (PFI) scheme. This report covers performance at the East Leake Leisure Centre over the contract year, January to December 2016.
- 1.2. In line with other leisure contract reports information is formatted to enable Members to see variations in usage over the past two years. Staff from Carillion will make a presentation at the meeting.

2. Recommendation

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

3. Reasons for Recommendation

- 3.1. The current leisure services agreement with Carillion identifies a minimum annual usage of 180,000; customer satisfaction rating of 80% (very or satisfied); a 70% compliance rate at inspections against Quest (Sport England quality assurance guidelines) and the provision of a broad range of activities to include children's holiday activity programmes. Detailed information on the actual performance is included below.

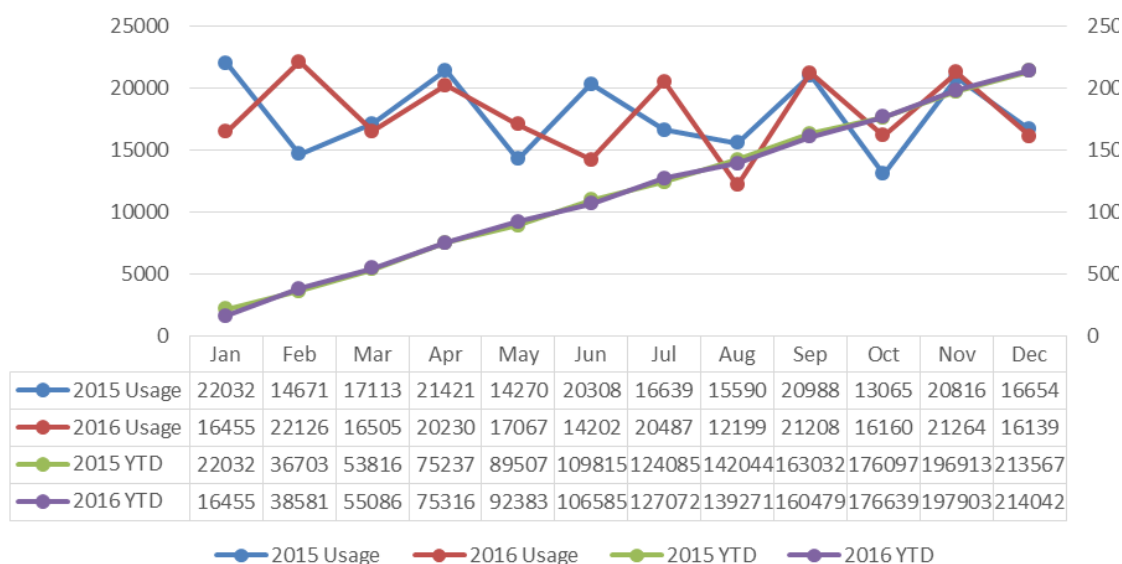
4. Supporting Evidence

Usage

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

Activity	2016	2015	Trend
Swimming	98,419	102,096	-3.6%
Health & Fitness	55,944	50,615	10.5%
Other Usage	59,679	60,856	-1.9%
Total	214,042	213,567	0.2%

Monthly Usage Comparison 2015 / 2016



- 4.1. The figures show that usage has increased marginally overall. Swimming and other uses have seen a drop but health and fitness has had a significant increase. Swimming remains the most popular activity with over 650 customers enrolled on the lesson scheme. The health & fitness suite has had investment over the year which is likely to have impacted on the increased membership, which has been maintained at over 480 throughout the year (450 in 2015) and peaked at 580 in November and December.
- 4.2. Usage in other facilities has dropped over the year, mainly due to reduced hall bookings in part due to a decreasing badminton club and loss of the Loughborough Carillon Hockey Club bookings. Carillon have undertaken mitigating actions including offering discounted badminton sessions and making improvements to the artificial turf pitch.

Activity Programme

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

- 4.3. Along with 5 different swimming sessions for juniors the centre offers trampoline coaching and football on a weekly basis. Reduced junior membership and pay as you go prices are available and a specific session for 14-15 year olds is held in the fitness suite every day.
- 4.4. The Centre works with a local clubs to provide a variety of activities for junior members, including; swimming, football, netball, badminton, triathlon, dance and a variety of martial arts. Work has also been undertaken with the Council’s Sports Development Officer to offer free sessions to 11-15 year olds and discounted memberships to 16-24 year olds under the Sportivate scheme.
- 4.5. Attendance at holiday clubs increased by 107 users from 2015, with full details as follows;

Holiday Period	Feb Half Term	Easter	May Half Term	Summer	October Half Term	Xmas	Total
Number attending (2016)	73	129	81	1037	45	0	1365
Number attending (2015)	67	154	70	884	58	25	1258

Use of Information Technology

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

- 4.6. The Centre uses Facebook and Twitter accounts to keep customers updated with events and activities at the facility. Their Facebook page currently has over 1000 likes. The Centre publish live timetables for aerobic classes, gym and pool timetables online in a variety of places including the Rushcliffe Borough Council website, the village website and their Facebook page. In 2016 work begun on implementing a new leisure management system to improve the way they deliver their swimming lesson programme.

Partnership Working

- 4.7. Along with working with local clubs to promote junior usage, the centre also participates in other local events and national initiatives such as supporting the 'This Girl Can' campaign.
- 4.8. Carillion are also due to start working with the Trent Bridge Community Trust in 2017 who will deliver free sessions to disadvantaged children.
- 4.9. The Centre has joined the East Leake Traders Association and is actively supporting business in the village.
- 4.10. The Centre offers Corporate Memberships to local schools, British Gypsum employees, local companies that form the East Leake Traders Association and members of the local slimming world.

Marketing

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

- 4.11 Over the past year the marketing programme has included the following initiatives;
- New Year New You promotion - Opportunity to join Centre at a reduced rate and with the first month free.
 - Valentine's day promotion - Existing customers offered the chance to bring a friend for free.

- March - Membership packs provided to the new houses in East Leake through the East Leake Traders Association.
- Late spring - Launch of tennis memberships to run from June to December allowing customers unlimited play on the tennis courts.
- Summer - attendance at local village events, including; Bantams presentation day and the carnival, activities and free vouchers were provided to attendees.
- Late summer - existing members had badminton added to their membership during August.
- School Holidays - Partnership with holiday club providers to deliver a wide range of activities such as; sports, swimming, running, archery, den building and Frisbee golf.
- Summer Six Campaign - Customers offered the opportunity to buy a 6 week membership for the gym, swim, classes, badminton and tennis (a total of 63 memberships were sold over the six week period).
- Autumn - Targeted returning school swimming groups with promotional material, this resulted in the Centres largest influx of swimmers onto the new course.
- October onwards - Sportive memberships were promoted, offering 16-25 year olds discounted gym membership.
- November - Swimming lesson promotion to increase numbers was taken to local schools.
- End of the Year - The '12 days of Christmas' promotion gave customers 12 visits for just £12. The Centre supported the 'This Girl Can Campaign' by offering females free gym, swim and class attendance for a week.

Customer Satisfaction

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

- 4.12 A satisfaction survey carried out in 2016 received 220 responses with an overall satisfaction rate of 93% being achieved. 20 client contract manager inspections were carried out by the Leisure Contracts Manager throughout 2016 with overall score achieved of 69.9%, target 70%.

Financial Viability

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

- 4.13 There are two elements involved in the funding of Leisure Centre. Firstly there is the Council's contribution in respect of the PFI unitary payment and a management charge paid by the Council via Nottinghamshire County Council

to Carillion for operating the leisure centre. During 2016/17 £480k was paid to the County Council for these elements (£496k in 2015/16).

Health & Safety

- 4.15 33 accidents were recorded during the year (37 in 2015). None were classified as reportable to the Health & Safety Executive. 15 of the accidents reported took place in the swimming pool.

Climate Change

- 4.16 Carillion state that they are committed to reducing their carbon footprint and continue to invest in energy saving options. This year Carillion have continued to use the energy saving measures that have previously been put in place, these include;

- Staff training, education to turn off lights / equipment when not needed
- All pumps (air and water) have been fitted with inverters
- Use of pool covers
- All internal lights (except Sports Hall and Gymnasium) are LEDs
- LED lights on the astro turf

5. Risk and Uncertainties

- 5.1. The leisure management contract with Carillion is a 25 year PFI arrangement that runs until 2027 and which require a considerable financial contribution year on year of almost £500k. However, as all planned and responsive maintenance is carried out by the contractor this reduces the risk of unexpected maintenance costs and the need to make capital programme allowances in our budgets for this site

6. Implications

6.1. Finance

6.1.1. These are addressed within the report.

6.2. Legal

6.2.1. None arising from this report.

6.3. Corporate Priorities

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

6.4. Other Implications

6.4.1. Non arising from this report.

For more information contact:	Darryl Burch Service Manager (Neighbourhoods) 0115 914 8405 dburch@rushcliffe.gov.uk
Background papers Available for Inspection:	Carillion's Annual Report
List of appendices (if any):	None

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 4 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 the progress of exceptions identified throughout the year.

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 Corporate Task, and the corporate basket of performance indicators as amended by this group at the meeting on 29 September 2016.

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.

There are seven performance highlights and one new exception selected in this report:

Highlights

LICO42 Processing of planning applications: Major applications dealt with in 13 weeks or agreed period – 88% of applications were processed within terms against a target of 60%.

LICO61a Percentage increase in population taking part in sport and physical activity at least twice in last month – this is a new Sport England survey, Rushcliffe achieved 86.6% which ranks 7th in England and 1st in the East Midlands.

LIFCS20 Percentage of Council Tax collected in year – this year 99.20% was achieved, the best ever collection rate.

LIFCS21 Percentage of Non-domestic Rates collected in year – 99.3% has been collected against a target of 98.8%.

LINS24 Number of affordable homes delivered – 73 homes have been completed, which is 27 more than the target for the year.

LINS39 Vehicle crimes per 1,000 population – the number of crimes has reduced for another year, this is the lowest that has been recorded.

LITR35 Percentage of Growth Deal money drawn down and allocated – the target of 25% for the year has been exceeded by performance of 48%.

New exception

LINS32 Average waiting time of applicants rehoused by Choice Based Lettings – this indicator has achieved target in the first 9 months of the year, however some successful applicants who have waited for longer times have been housed and this has taken the average waiting time over the 33 week target.

Throughout the year seven exceptions have been reported and their progress is shown below:

LICO46 Planning appeals allowed against authority's decision – the percentage allowed dropped in quarter 3 but increased over the last quarter to finish on 54.8%, considerably higher than the previous 12 years.

LIFCS04 Number of users of paid car parks – the number of users fell progressively through the year and missed target by over 37,000.

LIFCS43 Percentage of Community Support Grant allocation spent – an increase during the quarter 4 period saw the gap between spend and target narrow, 82% was achieved which was higher than the previous year.

LINS06 Cumulative number of fly tipping cases – the number of fly tipping incidents continued to rise in quarter 4; 776 were recorded for the year, compared to 552 in 2015/16.

LINS31 Percentage of applicants rehoused within 26 weeks of their application – performance dipped slightly in quarter 4 to finish on 60.5% compared to the 65% target.

LITR02 Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre – performance improved to finish on 53.9%. This indicator will not be reported on in the future. Performance Management Board will focus on percentage of calls dealt with at first point of enquiry as explained in the quarter 3 report.

LITR09 Percentage of customer face to face enquiries to RCCC responded to within 10 minutes – performance improved in quarter 4 and finished on 78%.

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	

For more information contact:	Nigel Carter Service Manager – Finance & Corporate Services 0115 914 340 ncarter@rushcliffe.gov.uk
Background papers Available for Inspection:	Not relevant for this report
List of appendices (if any):	Appendix 1 – Corporate Scorecard

Performance Progress

Summary

There are 12 Strategic Tasks within the Corporate Strategy 2016-20 focussed on the Council's three themes and a set of performance indicators in the corporate scorecard. Members of Performance Management Board discussed the corporate scorecard at its meeting on 29 September 2016 and asked for the set of indicators within the scorecard to be changed to better represent the new strategy and to provide the opportunity to scrutinise those indicators that are more relevant. As a result the new corporate scorecard has increased from 33 indicators to 54, a combination of those monitored within the Corporate Strategy 2012-16, the new Corporate Strategy 2016-20 and operational measures. Only those performance indicators where data is due or available are shown in this report.

Corporate Tasks

All of the Strategic Tasks are underway and many are progressing well. The regeneration works in Cotgrave continue to build momentum as the access road for the multi-service centre is completed and the employment units are being built with completion due in July 2017. Bridgford Hall refurbishment is complete and the new facility re-opened in May 2017 with an official opening in June 2017.

Performance Indicators

There are 44 of the 54 performance indicators within the new corporate scorecard where performance data is available for this report. Nineteen have an improving trend and nine are deteriorating.

In this quarter there are seven new highlights:

LICO42 Processing of planning applications: Major applications dealt with in 13 weeks or agreed period – 88% of applications were processed within terms against a target of 60%

LICO61a Percentage increase in population taking part in sport and physical activity at least twice in last month – this is a new Sport England survey, Rushcliffe achieved 86.6% which ranks 7th in England and 1st in the East Midlands

LIFCS20 Percentage of Council Tax collected in year – this year 99.20% was achieved, the best ever collection rate

LIFCS21 Percentage of Non-domestic Rates collected in year – 99.3% was collected and this is 0.5% above target and 0.8% higher than last year

LINS24 Number of affordable homes delivered – 73 homes have been completed, which is 27 more than the target for the year

LINS39 Vehicle crimes per 1,000 population – the rate of vehicle crime has continued to fall, from 3.54 last year to 3.19 reported crimes per 1,000 population

LITR39 Percentage of Growth Deal money drawn down and allocated – this is a new measure with a target of 25% for 2016/17 which was well exceeded as 48% has been achieved.

Previously reported:

LICO42 Processing of planning applications: Major applications dealt with in 13 weeks or agreed period – reported as a highlight in quarter 2 a processing was 85% and has ended the year on 88% compared to the target of 60%

LINS24 Number of affordable homes delivered – selected as a highlight in quarter

3, as the annual target had been exceeded.

In this quarter there is one new exception:

LINS32 Average waiting time of applicants rehoused by Choice Based Lettings
– selected as an exception as the performance due to performance dropping below target to 35 weeks compared to the target of 33 weeks.

In quarters 1-3 there were seven other indicators reported as exceptions to PMB:
The progress of these indicators is shown in the report.

LICO46 Planning appeals allowed against authority's decision

LIFCS04 Number of users of paid council car parks

LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)

LIFCS43 Percentage of Community Support Grant allocation spent to date


LINS31 Percentage of applicants rehoused within 26 weeks of their application


LITR02 Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)


LITR09 Percentage of customer face to face enquiries to RCCC responded to within 10 minutes


Strategic Tasks


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

Current Task 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
Target date	31-Mar-2020	Progress	<p>The West Bridgford Commissioners updated the West Bridgford Growth Board at a meeting on 11 April 2017 with work done so far and the proposed next steps. The Board also received an update on the work done by VIA East Midlands who have been commissioned to review the masterplan options and produce alternative that address the concerns raised by Nottinghamshire County Council Highways.</p> <p>The Radcliffe on Trent and Bingham Board received an update presentation on the Radcliffe on Trent Masterplan at a meeting on 20 April 2017, the full report was available at the end of May. They also reviewed some options for the Bingham market place. The rail stakeholders group have almost completed their business case ready for submitted on 15 May 2017. Letters of support are being sought from MPs, Local Authorities and the Local Enterprise Partnership (D2N2). It is anticipated that there will be some delays due to the timing of General Election.</p> <p>The East Leake Growth Board will be set up shortly. A meeting was held with the Deputy Clerk, Councillor Roper (who will be the Parish Council representative), Councillor Males, Councillor Thurman, the Executive manager – Finance and Corporate Services and Economic Growth Manager, to discuss some of the initial findings from the retail study and some potential priorities for the group.</p>
Completed Date			
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 Task 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
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> The Council continues to be involved in various collaboration activities including payroll, green bins, tree advice, ICT provision and Building Control, with further opportunities being considered, such as extending the green bin service to other Councils and consideration of how other services can be delivered in the future. In addition, where opportunities arise, consideration is given to the appropriate delivery model and how to involve partners to maximise objectives. <p>The Council continues to seek and consider new opportunities for collaboration.</p>	
Completed Date				
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 Task 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	Options are being considered for housing development and the general commercial sector. Investment opportunities that meet the criteria for return on investment will be brought to Cabinet to consider.	
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"> The phase 1 works to the A52 have started at Radcliffe on Trent were due to be completed in April 2017, but completion has been delayed due to required utility works. Rushcliffe Borough Council is 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. The business case will be submitted to Government for consideration and use as part of the procurement / franchising of East Midlands rail services later in 2017. 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.
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"> • Employment opportunities through jobs clubs, apprenticeships and training, • Additional employment units on the colliery site • A vibrant town centre with new public sector facilities and refurbished shops and public areas 	Executive Manager – Operations & Transformation	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough


Target date	31-Mar-2020	Progress	<p>The access road and demolition of Scotland Bank were completed in March 2017. Tenders for the shop front improvements and Multi-Service Centre (MSC) are in the final stages of evaluation and contracts should be awarded by the end of June 2017. It is anticipated that MSC works will commence in July 2017 to be completed in 2018 and shop front work will commence in August 2017 to be completed by April 2018. Procurement for the public realm works will be undertaken at a later date.</p> <p>Employments units are on track to be completed in July 2017.</p>
Completed Date			


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
Target date	31-Mar-2020	Progress	<p>The Digital Growth Programme grant funding is now open for businesses and the Economic Growth Team have met with the Chamber to plan the promotion of this and the schedule of workshops for the Borough. The first workshop was held in March 2017 and these are being promoted by Rushcliffe Business Partnership Steering Group and East Midlands Chamber.</p> <p>Final workshop for the Highways England Funding for the footbridge across the A46 with be held mid June and the final bid should be submitted July. It is hoped that this will be determined Summer 2017.</p> <p>We are part of a D2N2 European Social Fund project to provide employment support for people looking for work and improving skills for people who are in work. If successful this will be delivered by the YouNG Team alongside the Positive Futures Coordinator. This creates</p>
Completed Date			


		<p>an opportunity to deliver a more coordinated approach to skill and employment support in the Borough.</p> <p>Work is progressing on the business case for the Bingham sites which includes the possible reallocation of some Growth Deal funding from RAF Newton. This will then be submitted to the D2N2 Infrastructure and Investment Board for approval.</p>
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
Target date	31-Mar-2020	Progress	<p>The update of the Leisure Facilities Strategy for 2017-2027 is substantively complete and will be considered by Cabinet following completion of the associated Playing Pitch Strategy (PPS). The PPS is due for completion at the end of July 2017 after 'summer sports' assessment work.</p> <p>The Asset review of Edwalton Golf Courses Member Group met on 22 March 2017 to review case studies. It was determined at this meeting of the group that Glendale Golf be given the opportunity to realise both their, and the Council's, investment in the site until the end of the existing contract.</p> <p>The review of Bingham Leisure Centre forms part of the wider refresh of the Leisure Facilities Strategy which is being overseen by the Community Development Scrutiny Group.</p>
Completed Date			
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	Executive Manager –	Young people in Rushcliffe are provided with a range of opportunities to develop their self-


	Young People to enable them to reach their potential	Communities	confidence, knowledge and skills to enable them to play an active role in their community and be ready for the world of work.
Target date	31-Mar-2020	Progress	Community Development Group discussed the findings of a recent review of the YouNG programme on 1 June 2017 and will consider current opportunities in order to recommend to Cabinet a future operating model for the programme.
Completed Date			
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
Target date	31-Mar-2020	Progress	Work is 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. Consultation on potential additional housing sites was completed in March 2017. Around 1,300 representations have been received which are currently being considered. The preferred approach is then expected to be published and consulted on during summer 2017.
Completed Date			
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
Target date	31-Mar-2020	Progress	The Medium Term Finance Strategy for 2016/17 has been delivered.
Completed Date			
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			

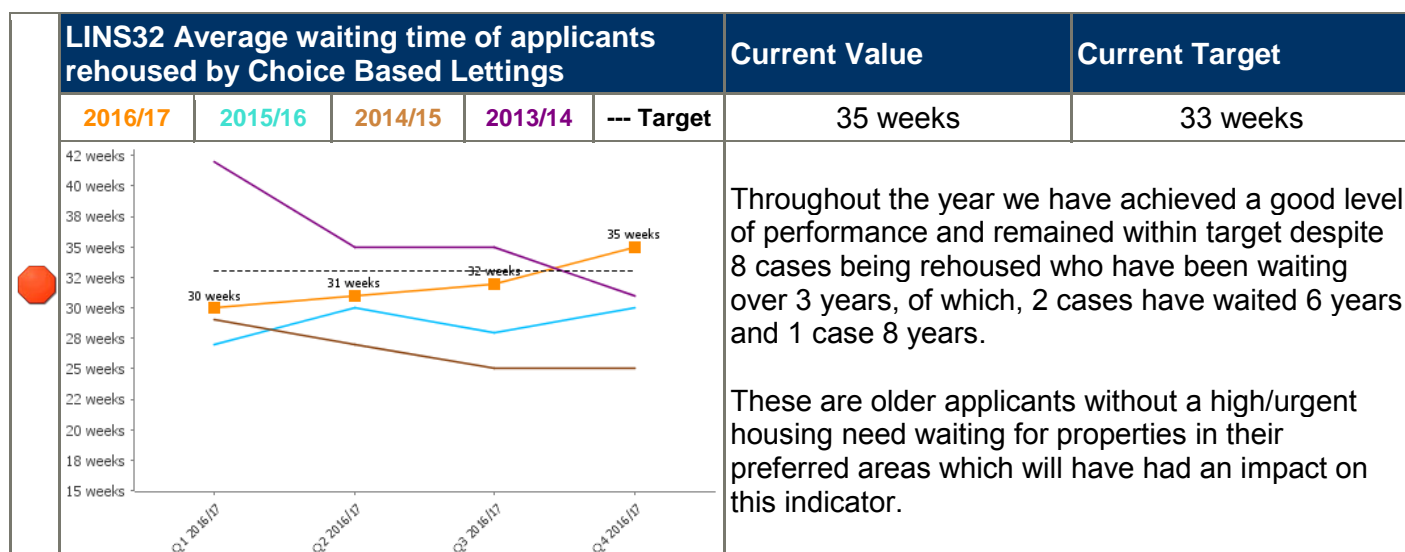
Current Task Status	ST1620_11	Lead officer	Success measurement
	Continue to reduce cost and increase efficiencies	Executive Manager – Operations and Transformation	Residents are able to access Council services and information at a time and in a way that suits them
Target date	31-Mar-2020	Progress	<p>Progress is being made to deliver a reduction in costs and increase efficiencies. Discussions are ongoing with another Council to administrate their green bins, reception staff are linking with Parkwood at the Arena to maximise staff time.</p> <p>The development of e-forms continue to make admin more efficient.</p> <p>Once the Cotgrave multiservice centre is delivered there will be longer opening hours in Cotgrave which will support customer access.</p> <p>The sub-action target dates were not reflective of the resources required to undertake the tasks, they have been temporarily extended and a full review of appropriate timescales for competing each milestone will be carried out as part of the 2017/18 implementation.</p>
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	<p>Great progress has been made with this task: Civic Centre sold, the Arena is completed and operational, Bridgford Hall refurbishment is complete.</p> <p>In addition, new industrial units in Cotgrave are making significant progress, with at least 6 pre-lets so far. Land at Moorbridge Industrial Estate in Bingham has now been acquired and is being marketed for sale, with expressions of interest by end May - interest has been good.</p> <p>Cotgrave town centre is progressing with Scotland Bank demolished, tenders awarded for refurbishment of the shops and interest received for development of the second block of retail units.</p> <p>Overall, rents from the existing portfolio outperformed targets.</p>
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

Status	Ref	Description	2013/14	2014/15	2015/16	Q4 2016/17		
			Value	Value	Value	Value	Target	Long Trend
✔	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	64.00%	97.80%	83.00%	88.0%	60%	↑
📊	LICO61a	Percentage increase in population taking part in sport and physical activity at least twice in last month	N/A	N/A	N/A	86%	-	-
✔	LIFCS20	Percentage of Council Tax collected in year	99.10%	99.10%	99.13%	99.20%	99.10%	↑
✔	LIFCS21	Percentage of Non-domestic Rates collected in year	98.80%	98.80%	98.50%	99.3%	98.8%	↑
✔	LINS24	Number of affordable homes delivered	22	68	79	73	15	↑
✔	LINS39	Vehicle crimes per 1,000 population	3.91	3.67	3.54	3.19	3.80	↑
✔	LITR35	Percentage of Growth Deal money drawn down and allocated	N/A	N/A	N/A	48%	25%	-

Performance Exceptions



Performance Exceptions – quarter 1-3

LIFCS04 Number of users of paid council car parks					Current Value	Current Target
2016/17	2015/16	2014/15	2013/14	--- Target	512,619	550,000
					<p>Income is down as are paid car park users. The effect of the parking charges brought in in April 2017 will be closely monitored to see if users increase and the effect the reduced charges but possible increased usage may have on total income.</p> <p>The use of car parks can be dependent upon many factors and can be influenced by certain events taking place which may not then occur the next year (such as test match cricket).</p>	

LIFCS43 Percentage of Community Support Grant allocation spent					Current Value	Current Target
2016/17	2015/16	2014/15	2013/14	--- Target	82.0%	90%
					<p>Whilst spending may not be hitting the profile target, it is higher than last year and in line with spending in 2013/14 and 2014/15.</p> <p>Total spend for the year = £35,888.30.</p> <p>Total applications processed = 180</p> <p>15 Councillors spent their full allocation and 3 Councillors spent nothing of their allocation.</p>	

LICO46 Planning appeals allowed against authority's decision					Current Value	Current Target
2016/17	2015/16	2014/15	2013/14	--- Target	54.8%	35.0%
					<p>A total of 31 appeals have been determined during the period between 1 April 2016 and 31 March 2017, 16 of which were allowed and one was a split decision (part allowed and part dismissed). The number allowed is disappointing. However, the outcome at appeal can be unpredictable and of those that were allowed, five related to applications refused by the Development Control Committee contrary to officer recommendation. Another related to a case where we would have recommended approval subject to conditions but the applicant did not want to accept the suggested conditions, therefore, permission was refused. The subsequent appeal was allowed including the conditions that we were originally proposing.</p>	

LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)					Current Value	Current Target																														
2016/17	2015/16	2014/15	2013/14	--- Target	776	521																														
<table border="1"> <caption>Estimated data for LINS06 Cumulative fly tipping cases</caption> <thead> <tr> <th>Quarter</th> <th>2016/17</th> <th>2015/16</th> <th>2014/15</th> <th>2013/14</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>156</td> <td>~100</td> <td>~100</td> <td>~100</td> <td>~100</td> </tr> <tr> <td>Q2 2016/17</td> <td>344</td> <td>~200</td> <td>~200</td> <td>~200</td> <td>~200</td> </tr> <tr> <td>Q3 2016/17</td> <td>523</td> <td>~300</td> <td>~300</td> <td>~300</td> <td>~300</td> </tr> <tr> <td>Q4 2016/17</td> <td>776</td> <td>~450</td> <td>~450</td> <td>~450</td> <td>521</td> </tr> </tbody> </table>					Quarter	2016/17	2015/16	2014/15	2013/14	Target	Q1 2016/17	156	~100	~100	~100	~100	Q2 2016/17	344	~200	~200	~200	~200	Q3 2016/17	523	~300	~300	~300	~300	Q4 2016/17	776	~450	~450	~450	521	<p>There have been 776 fly-tipping incidents in the last financial year which compares to 522 during 2015/16.</p> <p>Our 'We're watching you' campaign continues. Over 75 hotspot sites identified now have signage installed. We continue to promote the issue, our campaign and details of enforcement action are on our website and social media channels.</p> <p>Throughout 2016/17 we have taken enforcement action where evidence has been recovered, Fixed Penalty Notices have been served as well as 2 successful prosecutions.</p> <p>Our surveillance equipment remains at our top fly-tip hotspot and we continue to work closely with Streetwise Environmental Ltd to enhance the collection of evidence.</p>	
Quarter	2016/17	2015/16	2014/15	2013/14	Target																															
Q1 2016/17	156	~100	~100	~100	~100																															
Q2 2016/17	344	~200	~200	~200	~200																															
Q3 2016/17	523	~300	~300	~300	~300																															
Q4 2016/17	776	~450	~450	~450	521																															

LINS31 Percentage of applicants rehoused within 26 weeks of their application					Current Value	Current Target																														
2016/17	2015/16	2014/15	2013/14	--- Target	60.5%	65%																														
<table border="1"> <caption>Estimated data for LINS31 Percentage of applicants rehoused within 26 weeks</caption> <thead> <tr> <th>Quarter</th> <th>2016/17</th> <th>2015/16</th> <th>2014/15</th> <th>2013/14</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>62%</td> <td>~67%</td> <td>~67%</td> <td>~67%</td> <td>65%</td> </tr> <tr> <td>Q2 2016/17</td> <td>61%</td> <td>~65%</td> <td>~65%</td> <td>~65%</td> <td>65%</td> </tr> <tr> <td>Q3 2016/17</td> <td>61.3%</td> <td>~65%</td> <td>~65%</td> <td>~65%</td> <td>65%</td> </tr> <tr> <td>Q4 2016/17</td> <td>60.5%</td> <td>~62%</td> <td>~62%</td> <td>~62%</td> <td>65%</td> </tr> </tbody> </table>					Quarter	2016/17	2015/16	2014/15	2013/14	Target	Q1 2016/17	62%	~67%	~67%	~67%	65%	Q2 2016/17	61%	~65%	~65%	~65%	65%	Q3 2016/17	61.3%	~65%	~65%	~65%	65%	Q4 2016/17	60.5%	~62%	~62%	~62%	65%	<p>Performance dipped slightly in the final quarter, 60.5% of applicants re-housed within 26 weeks.</p> <p>Of 286 re-housed within the last 12 months, 173 were re-housed within 26 weeks of their effective date.</p> <p>Factors which can affect this include the number of properties advertised, the numbers signed up and the age of those re-housed. Older applicants are likely to wish to wait for their preferred area. Younger applicants are usually in a higher or more critical housing need and so are more flexible about where they are prepared to live.</p> <p>For 17/18 the Council is exploring amendments to this indicator to focus on CBL cases in Band 1 & 2 with urgent and high priority need. This is because the current indicator is being compromised by cases in Band 3 who are only in moderate need and who are often intentionally waiting for their preferred property.</p>	
Quarter	2016/17	2015/16	2014/15	2013/14	Target																															
Q1 2016/17	62%	~67%	~67%	~67%	65%																															
Q2 2016/17	61%	~65%	~65%	~65%	65%																															
Q3 2016/17	61.3%	~65%	~65%	~65%	65%																															
Q4 2016/17	60.5%	~62%	~62%	~62%	65%																															














LITR02 Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)					Current Value	Current Target
2016/17	2015/16	2014/15	2013/14	--- Target	53.9%	70.0%
					<p>Whilst still below target and lower than previous years, performance has improved throughout second half of the year.</p> <p>Customer satisfaction is still 100% and no complaints have been received.</p>	

LITR09 Percentage of customer face to face enquiries to RCCC responded to within 10 minutes					Current Value	Current Target
2016/17	2015/16	2014/15	2013/14	--- Target	78%	85%
					<p>The performance of this indicator has the same origin as LITR02 that was reported as an exception in quarter 1.</p> <p>Whilst still below target, performance has improved through the second half of the year. Customer satisfaction is still 100% and no complaints have been received, consideration is being given to a more accurate measure of performance in 2017/18.</p>	






















Corporate Scorecard





















Communities						
Status	Ref.	Description	Q4 2016/17			2016/17
			Value	Target	Long Trend	Target
	LICO41	Percentage of householder planning applications processed within target times	89.95%	88.00%		88.00%
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	88.00%	60.00%		60.00%
	LICO46	Planning appeals allowed against authority's decision	54.8%	35.0%		35.0%
	LICO59	Income received for fee earning pre planning application advices	£24,748.56	-		-
	LICO60a	Contributions received as a percentage of current developer contributions	20.65%	-	New in 2016/17	-
	LICO60b	Value of future developer contributions to infrastructure funding	£33.5m	-	New in 2016/17	-
	LICO61a	Percentage increase in population taking part in sport and physical activity at least twice in last month	86%	-	New in 2016/17	-
	LICO70b	Number of work experience places organised	38		New in 2016/17	
	LICO70c	Number of apprenticeships organised within the Council	5		New in 2016/17	
	LICO76	Percentage of new homes built against the target within the Local Plan	Data available later 17/18			

Finance & Corporate Services						
Status	Ref.	Description	Q4 2016/17			2016/17
			Value	Target	Long Trend	Target
	LIFCS02	Number of leisure centre users - public	1,254,363	1,250,000		1,250,000
	LIFCS04	Number of users of paid council car parks	512,619	550,000		550,000
	LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	98.80%	99.00%		99.00%
	LIFCS13	Percentage of Investment Strategy committed	49.5%	-	New in 2016/17	-
	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	£15,180	-	New in 2016/17	-

	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme in April 2016	£0.795m	£0.932m	New in 2016/17	£0.932m
	LIFCS20	Percentage of Council Tax collected in year	99.20%	99.10%		99.10%
	LIFCS21	Percentage of Non-domestic Rates collected in year	99.30%	98.80%		98.80%
	LIFCS22	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.61 days	9.0 days		9.0 days
	LIFCS43	Percentage of Community Support Grant allocation spent to date	82%	90%		90%
	LIFCS50	Number of complaints received by the council at initial stage	42			
	LIFCS60	Value to date of savings generated as a result of partnership activities	£13,008	-	New in 2016/17	-
	LIFCS61	Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2	2	-	New in 2016/17	-

Neighbourhoods

Status	Ref.	Description	Q4 2016/17			2016/17
			Value	Target	Long Trend	Target
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	776	521		521
	LINS15	Percentage of food establishments achieving a hygiene rating of 4 or 5	90.7	92.0		92.0
	LINS18	Percentage of household waste sent for reuse, recycling and composting	50.00%	50.00%		50.00%
	LINS24	Number of affordable homes delivered	73	32		32
	LINS25	Number of households living in temporary accommodation	4	12		12
	LINS27 a	Average length of stay of all households in temporary accommodation	12weeks	15weeks	New in 2016/17	15weeks
	LINS29	Number of successful homelessness preventions undertaken	242	230		230
	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	35 weeks	33 weeks		33 weeks
	LINS37	Domestic burglaries per 1,000 households	6.11	6.40		6.40
	LINS38	Robberies per 1,000 Population	0.23	0.24		0.24
	LINS39	Vehicle crimes per 1,000 population	3.19	3.80		3.80

Transformation						
Status	Ref.	Description	Q4 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)	53.9%	70.0%		70.0%
	LITR03a	Percentage increase in self-serve transactions	13.67%**	-	New in 2016/17	-
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	79%	85%		85%
	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	267%	75%		75%
	LITR12	Percentage of RBC owned industrial units occupied	99.45%	98%		98%
	LITR12b	Percentage of Customer Access Strategy delivered	62%	-		-
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£1.25m	£1m		£1m
	LITR15	Percentage of privately owned industrial units occupied	95.06%	92%		92%
	LITR35	Percentage of Growth Deal money drawn down and allocated	48%	25%	New in 2016/17	25%
	LITR51	Corporate Sickness - number of days lost to sickness absence	7.65	8.00		8.00

*LITR02 - Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative) – this indicator is being discontinued from the Corporate Scorecard as reported in quarter 3.

**LITR03a – data amended. The figures for quarters 1-3 has been amended after the correction of data within the benchmark used in the calculation of this indicator. These quarters are now: quarter 1 = 6.04% increase; quarter 2 = 0.2% increase; quarter 3 = 0.11 decrease.



Performance Management Board

20 June 2017

Performance Management Board Annual Report
2016/17

6

Report of the Executive Manager - Finance and Corporate Services

1. Summary

1.1. This annual report reviews the work undertaken by the Performance Management Board during 2016/17. Each of the scrutiny groups prepares an annual report and these will be presented to full Council in September 2017. The Board has met four times during the year.

1.2. Over the year, the Performance Management Board scrutinised and monitored the quarterly performance in relation to the Council's strategic tasks and the key performance indicators as presented in the Council's Corporate Strategy.

1.3. In addition, the Board scrutinised:

- East Leake Leisure Centre Annual Report 2015
- Glendale Golf/Edwalton Golf Course Contract – Annual Review
- Civil Parking Enforcement Contract Update
- Review of Customer Feedback 2015/16
- Parkwood Leisure Contract Annual Review
- Equality Annual Report 2015/16
- Streetwise Environmental Ltd for 2016/17

1.4. The Performance Management Board is asked to review the report and consider if it fully reflects the work undertaken by the group.

2. Recommendation

It is RECOMMENDED that the Performance Management Board approve the report and forward it on to Council for consideration.

3. Risk and Uncertainties

3.1. Risks are considered as an integral part of Performance Monitoring.

4. Implications

4.1. Finance

There are no direct financial issues arising from this report.

4.2. Legal

There are no legal issues arising from this report.

4.3. Corporate Priorities

The Corporate Priorities are considered as an integral part of Performance Monitoring.

4.4. Other Implications

There are no other issues arising from this report.

For more information contact:	Charlotte Caven-Atack Performance, Reputation and Constitutional Services Manager 0115 914 8278 email ccaven-atack@rushcliffe.gov.uk
Background papers Available for Inspection:	Not relevant for this report
List of appendices (if any):	Appendix 1 - Performance Management Board's Annual Report

Performance Management Board

Chairman's Foreword

This annual report summarises the main work undertaken by this scrutiny group during the year. Effective scrutiny ensures that the Borough Council carries out its decision-making properly, underpinned by thoroughness, challenge, analysis and evaluation and results in quality services.

We have explored the Council's performance against its strategic tasks and key performance indicators. I am confident that our work over the last year has improved Council performance. There have been many areas of strength, balanced against areas where improvement and development are needed. Our work has been rewarding and fulfilling. The role of an 'overseer' and 'surveillance' helps the Council to maintain its high standards and value for money in these current difficult financial times.

Thank you to all my colleagues, especially my Vice Chairman, Councillor Hayley Chewings, for the lively and probing discussions, and for their engagement and support.



Councillor D G Wheeler
Chairman



Councillor H Chewings
Vice Chairman

What we are responsible for?

The main role of Rushcliffe's scrutiny groups is to:

- Develop a work programme which scrutinises the Council's priorities.
- Ensure the Group's work helps implement the Council's plans and policies.
- Review, challenge and question how the policy, plans and services are implemented and recommend to Cabinet and Council improvements to services and their performance.
- Ensure the work contributes towards value for money, continuous improvement and best practice.

The Performance Management Board's remit is to scrutinise performance including:

- Monitoring the Council's overall performance.
- Monitoring performance of specific services and ensuring the Council uses resources effectively.
- Overseeing the handling of complaints.

Our work this year

Monitoring services, helping develop policy and consultation before Cabinet

During this year the Group considered many service areas and issues within its scrutiny role, particularly:

- East Leake Leisure Centre Annual Report 2015
- Glendale Golf/Edwalton Golf Course Contract – Annual Review
- Civil Parking Enforcement Contract Update
- Review of Customer Feedback 2015/16
- Parkwood Leisure Contract Annual Review
- Equality Annual Report 2015/16
- Streetwise Environmental Ltd for 2016/17

Performance Monitoring

An important aspect of the Board's work is to monitor the Council's performance against its key performance indicators and strategic tasks. As part of the Council's performance management framework, the Board scrutinises performance every quarter. Exceptions and highlights are identified and the Board ensures that appropriate action is taken to bring under-performing tasks and indicators back on track. Some of the issues arising from performance reports discussed this year include:

- Tasks and performance indicators in the Corporate Strategy 2016-20
- The regeneration of Cotgrave
- Performance targets for answering calls within the Community Contact Centre
- Levels of affordable housing provided
- Crime reduction targets and how they were selected
- Collection of recyclable waste and the number of fly tipping incidents
- Planning appeals allowed against the authority's decision.

East Leake Leisure Centre – Annual Report 2015

The Board received a presentation on East Leake Leisure Centre performance for January to December 2015 and welcomed the fact that financial performance had remained broadly in line with previous years and that customer satisfaction levels were high, at 94%. The Council's costs for utilities had reduced by £12,000 per annum. Members were pleased to hear about measures undertaken to increase membership including: amendments to timetables, classes targeted at particular age groups e.g. older people / young people, investment in gym equipment, use of social media to promote services, targeted marketing campaigns to local employers, schools and new housing developments and joint working with other sports partners – all of which had contributed to increased customer usage. The number of accidents remained low although had slightly increased from the previous year, mainly due to slips in the swimming pool.

Glendale Golf/Edwalton Golf Course Contract – Annual Review

The Board worked closely in partnership with Glendale throughout the year to support them in improving their performance and have received contract updates meetings in June, September and November 2016, and in March 2017. The contract was extended until December 2025 and Glendale Golf had begun a capital investment programme up to March 2018 as part of this contract extension, which included investment of £50,000 in the financial year 2016/17. The Council was also investing £75,000 from the 2017/18 Capital Programme. The investment would fund a practice range, winter tees to ensure the course was in good condition year round, a bar and function rooms, toilets and changing room improvements and a meeting room.

Members scrutinised many issues throughout the year, including publicity and the need for more focused marketing, levels of staffing, the cleanliness of the site, external signage, customer satisfaction levels, suggestions for joint working with Parkwood and the refurbishment of the toilets and function room. Glendale developed an action plan for 2017 to address these issues and members were encouraged that a variety of promotional strategies to increase usage would be employed.

New targets and objectives were agreed in June 2016, although it had been identified that the usage target of 60,000 would not be met this year. The Board were encouraged that officers were working closely with Glendale Golf to manage performance and, as a result, the figures had improved in the final quarter of the year. Therefore, it was proposed that the scrutiny of the Glendale Golf contract should revert to annual reviews.

The Board were pleased with the improvements achieved following close scrutiny of the contract with Glendale Golf.

Civil Parking Enforcement Contract Update

The Board received an update on the work of the Civil Parking Enforcement Contract during 2015/16. They were informed that greater resilience in contract delivery had been generated through partnership working with Broxtowe Borough Council. Members were informed about planned developments with car parks throughout Rushcliffe and that performance against the contract had improved.

Review of Customer Feedback 2015/16

Members discussed customer feedback data for 2015/16 and noted that, although there had been a slight increase compared to last year, the number of complaints was very low at 41, of which 22% had been escalated to stage two. There had been 6 investigations by the Ombudsman, (of which only one had been upheld) and 174 compliments received.

Parkwood Leisure Contract – Annual Review

The Board received the annual report and a presentation from Parkwood Leisure. The contract covers five of the Council's six leisure centres. As part of the management of the contract, there had been 107 inspections of the facilities, monthly client meetings and quarterly meetings with the Cabinet portfolio holder. Parkwood reported that they had made substantial progress in reducing the company's carbon footprint in line with their ISO14001 accreditation, transferred many customers to direct debit payments which decreased operating costs, developed the functionality of its website to enable online bookings and had received a successful assessment undertaken by NQA.

Members were informed that this was an unusual year with the closure of Rushcliffe Arena and that this had had an impact on overall usage, although usage at the other sites had risen slightly. The company had worked hard with the clubs which used both Rushcliffe Arena and Rushcliffe Leisure Centre to ensure a smooth transition.

With regard to accidents at the leisure centres, there had been 122 at Rushcliffe Leisure Centre, 78 at Bingham Leisure Centre, 133 at Cotgrave Leisure Centre and 32 at Keyworth Leisure Centre.

Equality Annual Report 2015/16

The Board received a report which outlined the Council's performance against the objectives in the Single Equality Scheme, which had been adopted in 2012. It was noted that, whilst the workforce of the Council did not reflect the demographics of the Borough, officers continued to encourage applications from under-represented groups – particularly young people, people with disabilities and female applicants for manual positions. Members noted the success of Streetwise Environmental Ltd in recruiting apprentices.

Review of Streetwise Environmental Ltd for 2016/17

The Board received a presentation on the performance of Streetwise over the year, the services offered and the Company's future expansion and growth plans. They were reminded of the history of the company, how it was set up, the governance arrangements in place and the prime contract it has with the Council.

Members were informed that Streetwise were 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. A highlight of the year was receiving the Award for Best Employment and Equality Initiative from the Association for Public Service Excellence.

The company maintained 8 million square metres of open space annually, cleaned and maintained 800 kilometres of roads and cleaned 6 tonnes of detritus daily, collected 1400 tonnes of rubbish annually, maintained and carried out playground Inspections, provided emergency services in the form of tree works, drainage, sand bags, and gritting; and serviced Parish Councils' grounds maintenance, mechanical

sweeping, and Christmas tree lights. All key performance indicators for the prime contract had been achieved, although monitoring highlighted two areas for further improvement - closer working with Highways England in respect of litter picking on the major roads in the Borough and frequency of bin emptying.

Member Panels

The Group did not establish any Member Panels this year.

Call-ins

The Group did not discuss any call-ins this year.

Looking forward to the year ahead

The Performance Management Board will build on its work over the last year by scrutinising the Council's performance in delivering its priorities for improvement, along with scrutinising key service areas. The new work programme will be outlined at the first meeting of the next financial year.

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 2017/18.

2. Recommendation

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

Date of Meeting	Item
20 June 2017	<ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Performance Monitoring – Quarter 4 2016/17 • Annual Report 2016/17 • Work Programme
26 September 2017	<ul style="list-style-type: none"> • Civil Parking Enforcement Contract Update • Review of Complaints and Ombudsman Letter 2016/17 • Performance Monitoring – Quarter 1 2017/18 • Work Programme
28 November 2017	<ul style="list-style-type: none"> • Parkwood Annual Report • Diversity Annual Report • Performance Monitoring - Quarter 2 2017/18 • Work Programme
6 March 2018	<ul style="list-style-type: none"> • Glendale Golf Annual Report • Streetwise Environmental Ltd Annual Report • Performance Monitoring - Quarter 3 2017/18 • Work Programme

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.

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